

STRATEGIC SCRUTINY COMMITTEE

Date: Thursday 6 June 2024

Time: 5.30 pm

Venue: Rennes Room, Civic Centre, Paris Street, Exeter

Members are invited to attend the above meeting.

If you have an enquiry regarding any items on this agenda, please contact Liz Smith, Democratic Services Officer (Committees) on 01392 265425.

Entry to the Civic Centre can be gained through the Customer Service Centre, Paris Street.

Membership -

Pole (Chair), Mitchell, M (Deputy Chair), Atkinson, Ellis-Jones, Haigh, Hughes, Jobson, Knott, Moore, D, Palmer, Rees, Rolstone, Snow and Williams, M

Agenda

1 Apologies

2 Minutes

(Pages 5 -
14)

To approve and sign the minutes of the Strategic Scrutiny Committee held on 14 March 2024

3 Declarations of Interest

Councillors are reminded of the need to declare any disclosable pecuniary interests that relate to business on the agenda and which have not already been included in the register of interests, before any discussion takes place on the item. Unless the interest is sensitive, you must also disclose the nature of the interest. In accordance with the Council's Code of Conduct, you must then leave the room and must not participate in any further discussion of the item. Councillors requiring clarification should seek the advice of the Monitoring Officer prior to the day of the meeting.

4 Local Government (Access to Information) Act - Exclusion of Press and Public

It is considered that the Committee would be unlikely to exclude the press and public during the consideration of the items on this agenda, but if it should wish to do so, then the following resolution should be passed:

"**RESOLVED** that, under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the particular item(s) of business on the grounds that it (they) involve the likely disclosure of exempt information as defined in the relevant paragraph(s) of Part 1, of Schedule 12A of the Act."

5 Questions from Members of the Public Under Standing Order No.19

Details of questions should be notified to the Democratic Services Manager via the committee.services@exeter.gov.uk email by 10.00am at least three working days prior to the meeting. For this meeting any questions must be submitted by 10.00am on Monday 3 June 2024.

For details about how to speak at Committee, please click the following link - <https://exeter.gov.uk/council-and-democracy/councillors-and-meetings/public-speaking-at-meetings/overview/>

6 Questions from members of the Council Under Standing Order No.20

To receive questions from Members of the Council to the relevant Portfolio Holders for this Scrutiny Committee. The Portfolio Holders reporting to this Scrutiny Committee are:-

Councillor Bialyk - Leader
Councillor Allcock - Portfolio Holder City Development
Councillor Vizard - Portfolio Holder Climate, Ecological Change and Communities
Councillor Wood - Portfolio Holder Leisure Services and Healthy Living
Councillor Wright - Portfolio Holder Corporate Services and City Centre
Councillor Foale – Portfolio Holder Arts, Culture and Tourism

Advance questions from Members relating to the Portfolio Holders above should be notified to Democratic Services.

7 Leisure Service Update (Pages 15 - 26)

To consider the report of the Service Lead – Culture, Leisure & Tourism

8 Live and Move Strategy (Pages 27 - 124)

To consider the report of Portfolio holder for Leisure Services & Physical Activity

9 Commercial Property Review (Pages 125 - 132)

To consider the report of the City Surveyor

10 Forward Plan of Business and Scrutiny Work Plan (Pages 133 - 138)

Please see for noting a link to the schedule of future business proposed for the Council which can be viewed on the Council's web site. This on-line document is a source for Members to raise issues at Scrutiny on forthcoming Executive

agenda items:-

<https://exeter.gov.uk/council-and-democracy/councillors-and-meetings/forward-plan-of-executive-decisions/>

Also attached is a draft work plan of future scrutiny items.

Should Members wish to raise issues in respect of future business please notify Liz Smith in advance of the meeting.

Date of Next Meeting

The next scheduled meeting of the Customer Focus Scrutiny Committee will be held on **Thursday 12 September 2024** at 5.30 pm in the Civic Centre.

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STRATEGIC SCRUTINY COMMITTEE

14 March 2024

Present:

Councillor Yvonne Atkinson (Chair)

Councillors Mitchell, M, Allcock, Asvachin, Ketchin, Lights, Moore, D, Read, Snow, Vizard and Williams, M

Apologies:

Councillors Branston and Knott

Also present:

Director Corporate Services, Director of Culture, Leisure and Tourism, Assistant Service Lead – Local Plan, Service Lead Net Zero & Business, Net Zero Project Manager and Democratic Services Officer (SLS)

In attendance:

Councillor Philip Bialyk	- Leader
Councillor Laura Wright	- Deputy Leader and Portfolio Holder for Culture and City Centre Strategy
Councillor Emma Morse	- Portfolio Holder for City Development
Councillor Josie Parkhouse	- Portfolio Holder Climate and Ecological Crisis
Councillor Duncan Wood	- Portfolio Holder Leisure Services and Physical Activity

8 **Minutes**

The minutes of the meeting held on 25 January 2024 were taken as read, approved and signed by the Chair as correct, subject to the amendment that in Minute 6, Section 2 that a reference to 'watch should read Watching Brief.

9 **Declarations of Interest**

No declarations of interest were made by Members.

10 **Questions from Members of the Public Under Standing Order No.19**

There were no questions submitted by the public.

11 **Questions from Members of the Council Under Standing Order No.20**

In accordance with Standing Order No. 20, the following question was submitted by Councillor Moore in relation to the Portfolio of Councillor Bialyk who attended the meeting. The question was circulated at the meeting to Members of the Committee. The response of the Leader is set out in italics below: –

Question

What action is being undertaken by the Council to ensure that the public toilets at the bus station remain open for use?

Response

The Leader stated that the Bus Station conveniences were the responsibility of Stagecoach under the terms of their lease of the Bus Station. Sadly, the facilities

have been subjected to extensive misuse and vandalism since the Bus Station opened and have been closed for periods of repair. This continues to be the case and the City Council was working with Stagecoach to see how the position could be improved.

He was aware they had been open recently and had met with Peter Knight, the Managing Director of Stagecoach Southwest and the Council's City Surveyor and made a brief inspection of the facility. He had been made aware of the damage caused from ongoing levels of vandalism anti-social behaviour resulting in a significant repair bill. Stagecoach have been working to get the toilets open and he had impressed on them of the need to have them open, particularly with the Easter weekend. He assured the Member that the situation was being monitored.

Supplementary Question and Response

Councillor Moore sought assurances that the toilets would be open soon and before the Easter weekend.

The Leader referred to his earlier reply and stated that he often walked through the Bus Station and had walked through the Bus Station with the Director City Development earlier that week and the toilets were open. He would ask the question of Stagecoach and impress on them the importance of the toilets being open and that subject to no vandalism they should be open.

12 Portfolio Holder report - Councillor Wright

Councillor Wright reported on her Portfolio for Culture, and City Centre Strategy and detailed the issues relating to achieving the Council's published priorities, major ongoing programmes of work, issues impacting delivery, financial performance, budget requirements and potential changes being considered.

She responded to the following advance question from a Member and the response was set out in italics below:-

What reassurances can be provided that the boarded off sections of the wall will be unboarded before the end of this calendar year. If so, such reassurances can be given what solutions are currently being explored to replace the ineffective and ugly metal fencing which is on so many parts of the city wall. Additionally, when was the date of the last quinquennial inspection of the wall?

The delivery of works to the City Wall would be completed when sufficient resources are identified to complete the works. As Members are aware we recently tendered for a scheme to deliver one element, but the cost of the tenders was significantly over budget. Delivery is also dependant on the successful implementation of relevant aspects of the Corporate Property Assets restructure and consultant and contractor availability. In the current climate this is particularly difficult, especially when dealing with such a specialist asset as the Wall.

Removal of the fencing will take place once works commence (if an alternative site hoarding is installed) or once the works are completed. The latest inspection of the City Wall was made in 2020.

The Council's Heritage Officer had been looking at other cities with Roman walls and heritage to see if there were any opportunities for external funding for maintenance, but there was no extra Government funding available. The Roman Wall in Exeter was

an integral part of the city's heritage and culture and the Director and City Surveyor were working with the Leader.

The Member appreciated that finding funding sources was about exploring temporary solutions. She also raised an issue of graffiti on a section of the wall in Southernhay, which had been discussed with the Public Realm team and was the subject of a report from English Heritage.

The Portfolio Holder referred to a recent Heritage meeting with the Director when a different approach to maintenance was considered, looking at eight sections of the wall rather than the structure as a whole, to seek grant funding in a different way, concentrating on the sections that were the most prominent or least safe which had to be the primary concern.

The Portfolio Holder made the following responses to Members' questions :-

- the cost of running the recent Safer Streets project in the city with appropriately trained staff which included paramedics and security was significant. InExeter had partnered with the Police, the University of Exeter as well as the Exeter Community Safety Partnership and obtained a one-off pot of Government funding. She had met with the Chair of InExeter to see if there were any other opportunities for future funding as members of the public and of the night time economy had found the service invaluable. A funding bid for a business case through the Community Safety Partnership would explore a different model using more volunteers, alongside professional staff.
- an update and Member Briefing on the Digital Transformation project would be held after the City Council Elections in May. The roll out of Office 365 was already underway along with information on how that will affect Council users including outward facing customers.
- a leak to the roof of the Barnfield Theatre had been fixed. The Council had a lease agreement for the Barnfield, with the Northcott Theatre who had taken over the management and revitalised the space.
- Work through the Exeter Community Safety's Partnership, Anti Social Sub Group did not include a public health approach but work was ongoing through Devon County Council, Colab, and the NHS.
- she would make an enquiry about an issue of coaches idling and parking in South Street.
- the City Wall in Bartholomew cemetery was part of the cityscape and discussions were taking place on making the wall safe. She anticipated that a triennial inspection would take place in 2025, and as stated earlier in her report, a different approach to view the maintenance of sections of the wall and that survey work will commence shortly.
- a report on the Police and Crime Commissioner and Devon and Cornwall Police was made at the latest Panel meeting. Further training had been identified to redress the issues raised in relation to the issues raised. The Acting Chief Constable, Jim Cowell had been present and offered reassurance of the changes that were going to be made.
- the Culture Sub group on the Exeter Place Board were due to meet in the next six weeks and will discuss the terms of reference. The membership would include representatives of the Place Board.

The Portfolio Holder report was noted.

13 **Portfolio Holder report - Councillor Morse**

Councillor Morse reported on her Portfolio for City Development and detailed the issues relating to achieving the Council's published priorities, major ongoing programmes of work, issues impacting delivery, financial performance, budget requirements and potential changes being considered.

Councillor Morse responded to advance questions from a Member as follows:-.

The Liveable Exeter Placemaking Charter and given that this will prioritise "sustainable development principles" aligning with Exeter's vision 2040 for a sustainable urban future, can the Portfolio Holder set out what requirements are proposed to be placed on developers for green energy production for all developments.

There are a series of draft policies in the emerging Exeter Plan covering new zero Exeter, renewable and low carbon energy generation, district heating, solar, and future energy efficiency standards. It should also be noted that energy performance of buildings is predominantly managed by Building Regulations.

In the update on any major ongoing programme of work and in the context of the preparation of the local cycling and walking infrastructure plan can the Portfolio Holder provide an update on plans for the replacement of Mallison Bridge as a major link in cycling routes for the city.

The replacement of Mallison Bridge is included within two route proposals in the Local Cycling and Walking Infrastructure Plan. It has also been noted in the draft infrastructure plan accompanying the Exeter Plan. Delivery would be determined by future funding being available.

The City Council's Engineering team were working with their counterparts at Devon County Council to access Active Travel funding streams from the Department for Transport. A well-developed bid was submitted and we are currently waiting to hear the result. An official announcement was expected imminently.

In a further response, the Portfolio Holder was unable to provide any more details on the timetable.

The Portfolio Holder responded to the following questions :-

- the recent High Court challenge did not overturn the Planning Committee decision, but provided the opportunity for the planning application to be reconsidered by the Planning Committee.
- she was unaware of the length of vacant posts in the Planning team, but one issue is that the wage may not be competitive with the private sector. She would obtain a written response.
- she would also obtain a response on the pattern of planning enforcement.
- she thanked the Member for the positive comments on the Article 4 Direction which will need to be monitored when it comes into being next year. Further reviews will be made alongside the Local Plan.
- Exeter had a strong affordable housing provision policy of 35% included in the Local Plan. Officers would continue to work with developers and despite being bound within viability regulations would aim to achieve the best affordable housing provision.

The Service Lead (Planning) responded to a Member's comment on the requirement by the Health and Safety Executive for Building Control officers to be assessed for professional competency by 6 April, and the date for registration had been extended until 6 July to allow those officers to take the necessary exams.

- the CIL and Section 106 position had improved with a valued and dedicated officer in place. She would ensure a written reply was given to the Member on the breakdown for Section 106 specific to the St David's ward. The CIL contributions were put into a centralised fund.
- officers would continue their dialogue with Devon County Council and their support in relation to the recent High Court challenge.
- the police had decided not to take any action with regard to the fictitious representations for a specific application and officers will work together to ensure a basic check of the application and addresses.
- it was anticipated that a report proposing a format for pre-application charging would be presented to the next Executive and Council.

The Assistant Service Lead (Local Plan) advised that they were duty bound to consider any sites that come forward but the areas around Matford and County Hall are were not consulted on in the autumn.

- she was unaware of the numbers of developers taking up the services of the Design Quality Partnership, but many more applications have met with them. She welcomed the input of the Council's Urban Designer which had resulted in a much better quality of application.
- the current planning system allows for the submission of outline planning applications but efforts can be made to discourage this practice. It can be frustrating when some work has been done on a site the application had to be heard.
- the approval of the Exeter, East Devon, Mid Devon and Teignbridge Joint Strategy whilst not legally binding offered good intentions and should benefit Exeter City Council when making approaches to Government for funding.

The Portfolio Holder report was noted.

14 **Progress Report Shared Prosperity Fund - Update 4**

The Service Lead Net Zero & Business presented a six-monthly update for Members on Exeter's Shared Prosperity Fund (UKSPF) allocation, which supports Building Pride in Place and Increasing Life Chances in Exeter. The report included an update of the original allocation of £1.4 million awarded from Department for Levelling Up, Housing and Communities (DHLUC). A Project Manager had been appointed, and were working with project leads to keep projects to agreed timeframes and spend, collecting outputs and outcomes, as well as supporting projects in direct delivery and commissioning projects for the year. A presentation was provided on the Business Support Programme which included:-

- a theme around 'Greening your Business' with support for businesses based in the city in how they can reduce their carbon emissions and be more energy efficient;

- startups and supporting businesses, individuals and entrepreneurs within the city;
- job creation and safeguarding jobs within the city.

The business support included workshops, advice, events, Enterprise Clubs as well as an online learning platform.. Events are held in Exeter, East and Mid Devon with no limit on how much support a business or individual could obtain. There had been a very good take up, with data collected monthly for reporting back to DLUHC.

The following responses were given to Members' comments:-

- Shared Prosperity Fund is a three year project which started April 2022. The Programme Manager was employed on a time limited contract, which finishes two months after the Programme, to allow for evaluation and monitoring of all funded projects. There have been discussions around the Combined Authority taking on the role of accountable body for Shared Prosperity going forward, further details have yet to materialise.
- the City Council's allocation of £1.4m has been fully committed, with a long list of projects in reserve if any project underspend.
- an evaluation of the outputs and outcomes will be made at the end of Year 3.
- there has been much interest in the Parklet project which has been designed, delivered and managed by InExeter, not the City Council.

Strategic Scrutiny Committee noted:-

- (1) the progress made in delivering Exeter's Shared Prosperity Fund in Exeter;
- (2) the change made to the Community Energy project in year 3, as indicated in 6.5, and
- (3) that a further report to be presented in six months' time on the delivery and management of UKSPF, the next being September 2024.

15 **Working Towards Net Zero - Exeter City Council's Corporate Carbon Reduction Plan**

The Net Zero Project Manager presented the six monthly update on the work of the Net Zero Team to reduce the City Council's carbon emissions and delivery of the City Council's Carbon Reduction Plan, working towards the 2030 target. The updated Carbon Reduction Action Plan (February 2022 v4.0) was included following a six monthly review of all measures (Achieving Net Zero Report 2022) across each sector of the Council's Carbon Footprint. The report also included an update of the Council's Annual Carbon Footprint Report and Greenhouse Gas Inventory results for 2022/23.

The Net Zero Project Manager responded (in italics) to the following questions from a Member which had been submitted in advance:-

Question

P 42 Last bullet point of Measures taken - states that three sites are being surveyed and findings will be reported to SMB for further consideration should the heat network be developed. Should this read that three sites are being surveyed and findings will be reported to SMB regarding whether the heat network should be developed?

"The heat network project being taken forward by 1Energy is not dependent on the council's buildings connecting. Both in terms of heat load and also in terms of the

economic viability of the project the connection (or not) of the three ECC buildings would not be a reason for the network going ahead or not. A decision whether or not to connect these buildings to the network is only pertinent if 1Energy proceed to develop the network.”

Question

P43 Last bullet point of measures taken regarding Council owned housing: how is the high priority of installing PV on all remaining suitable homes by 2030 reconciled with the statement that the current development programme has been suspended?

Currently, the cost of development and in particular interest rates, means that we are unable to take forward the Council housing development programme in a way which is financially viable. We continue to seek government funding to support our delivery aspirations and will endeavour to successfully deliver the programme of new council properties when budgets allow. However, the Council has developed a capital investment programme for the existing housing revenue account properties which is fully budgeted for as part of the Medium Term Financial Plan. As such, the ongoing retrofit works to improve the energy efficiency of properties does include the installation of PV panels and this is making a significant contribution to delivering affordable warmth for our tenants.

The Net Zero Project Manager highlighted the following:-

- the Net Zero team produce an update of the Carbon Reduction Plan, which is reviewed on a six monthly basis, through face to face meetings with various Heads of Service across the Council. She provided an overview of the ongoing work to deliver the commitment of a Net Zero Council, which included the decarbonisation of the Council's assets. Every effort was made to seek Government funding to decarbonise our property estate.
- the Green Accord Scheme sets the standard for suppliers and encourages them to reduce and report their carbon emissions.
- the LEVI fundings is allocated to Tier 1 authorities, the team works with Devon County Council to secure the best arrangement for the City Council. She hoped to update Members very soon on progress.
- the Water Lane Smart Grid and Storage Project supports three electric refuse vehicles and energy for Exton Road..
- the team have submitted a fund bid to the South West Net Zero Hub, to support solar PV roll out for a number of Council properties, which do not have a renewable energy supply.
- the Net Zero team have been supporting the Service Lead for Active & Healthy People in reviewing the Council's Green Travel Plan.
- the team have trained 196 staff and Members in carbon literacy. The team are also responsible for the Council's Net Zero Ambassadors, to ensure staff were aware of the commitment to Net Zero.
- the Service Lead for Net Zero & Business continues to support 1Energy on a new city centre District Heating Network.
- The team are working with Planning to better manage and report the city's biodiversity net gain.
- Strata now have their own Carbon Reduction Plan and have been carrying out sustainable procurement, introduced a Green Travel Plan and were monitoring their database more accurately to ensure ways of reusing their equipment.

The Net Zero Project Manager responded to the following Members' comments:-

- the subscriptions related to staff for their professional development and membership of Exeter Chamber.
- the energy produced by the solar farm is enough to support the MRF operation, office accommodation and to charge vehicles. Any excess generation is sold back to the grid and that helps to pay the loan for the project. She would like to arrange a visit to the solar farm and presentation for Members.

Strategic Scrutiny Committee noted:-

1. the progress made and challenges to achieving measures set out in the Corporate Carbon Reduction Plan; and
2. the results of the most recent carbon footprint report (2022/23), which shows a small overall decline of 4% on the previous year.

16 **Exeter Plan: Full Draft Consultation: Initial Reporting**

The Assistant Service Lead (Local Plan) presented the report and referred to the Council's consultation on a Full Draft of the emerging Exeter Plan, the new Local Plan for the city. This was held between September 2023 and January 2024. Since the consultation closed, the Local Plans Team has been undertaking early evaluation of the consultation responses received. This report provided an initial summary of this work with a fuller analysis of the consultation to be reported to the Executive in April.

The report referred to the nature of the consultation and the activities undertaken. This included 15 exhibitions/events along with an online engagement platform, as well as new engagement activity to engender further interest such as coffee mornings, quick questions, Instagram reels and an audio version of the consultation available online for the first time. Nearly 2,900 individual responses were received from over 1,100 respondents and around 500 people attended the exhibitions and more than 100 at the coffee mornings. There were also 11,900 hits on the web site.

The analysis showed that 41 out of the 61 policies were generally well received. The policies receiving most comments related to the overall strategy, sustainable transport, the Liveable Exeter principles, housing requirements and net zero. The policies with the fewest comments were on employment and culture. Comments were made on sites identified in the Plan with the development site at Exe Bridges retail park having by the far the largest number of comments followed by the Liveable Exeter sites of Water Lane, East Gate, North Gate, Marsh Barton and South Gate. There were four sites (all brownfield) which received at least 50% positive responses. There were five sites to which over 70% of respondents provided negative responses. Four of these sites are greenfield, with the other being at Exe Bridges retail park.

The report also included a brief comparison of the engagement levels from last year's outline draft Plan. The consultation on the Full Draft Plan received fewer responses from a smaller number of respondents.

The following responses were given to Members' enquiries:-

- a summary of changes made to the Plan following consultation will accompany the next version but this won't respond to each comment individually because of the volume of work that would entail.
- compared to many local authorities the Council has carried out a comprehensive consultation with 15 exhibitions across a compact geographical area.

- there was an interesting dynamic between the two consultations – consultation context is likely to have an impact on how people respond.
- there were general comments received relating to concerns over development as a whole while some respondents assumed that high density development means student accommodation. There were also assumptions made that taller buildings proposed would be a lot higher than would be acceptable in reality.
- the consultation had reached out widely across the city and accessed different communities through the variety of activity. The greatest number of respondents were from the 45 and 54 years age group. Responses to similar consultations by neighbouring authorities often see larger numbers of responses from older age groups. Accessing younger age groups on planning issues is difficult but using social media aims to encourage greater interest. There is also a set of Liveable Exeter lesson plans online which has been put together by the planning team and Building Greater Exeter to attract greater interest in development and planning more generally.

The next steps will include the Local Plan team analysing the responses in more detail to inform the next version of the Plan which will be the final draft before submission. The next draft will be reported to the Strategic Scrutiny Committee in September and the Executive in the autumn.

Strategic Scrutiny Committee noted the summary of the Full Draft Exeter Plan consultation, as included in this report.

17 **Ethical Advertising and Low Carbon Framework**

The Director presented the report requested by Members on the topic of enhancing the council's current ethical advertising policy. At a previous Scrutiny Committee meeting Members were asked to submit their thoughts around changes to the policy. These are attached at Appendix 1 and 2.

The Chair reminded Members that there had been a full discussion at the Committee meeting in June, when the matter was adjourned for specific information on carbon emissions on our screen, as well as the views of Members.

The Director provided the following response to Members on the timeline and stated the next opportunity for review of the Policy will be by April 2025. He thanked Members for their comments and the debate at the Scrutiny Committee which had been invaluable. He confirmed that when the Policy is updated, it will be reported to the Executive and Council, as part of a formal process and where Members can contribute.

Strategic Scrutiny Committee noted the contents of the report.

18 **Forward Plan of Business and Scrutiny Work Plan**

Members commented on the work plan.

Councillor Mitchell proposed that Dr Dan Lash from the University of Exeter be formally invited to attend the discussion on city wide Net Zero at the Strategic Scrutiny Committee meeting in September to provide technical expertise. Members voted on the proposal, which was agreed.

A Member voiced some concern on the level of proposed business for the September meeting. There were a number of important matters to discuss including the Local Plan and the effectiveness of individual components of the Air Quality Action Plan. She would like to invite a guest to speak and suggested asking

representatives from community groups to speak about the effects of air pollution. The Chair suggested that in inviting expert witnesses, they should be relevant to the topic and independent of any affiliation, lobbying and campaign groups.

The Chair said that a meeting of the Scrutiny Programme Board would be held in May to be able to discuss the agendas for the forthcoming meetings. It was noted that a joint budget meeting would be held on 28 June 2024. The date will be communicated to Members and included in the work plan.

A Member indicated that she would like to invite Glen Woodcock to contribute to the discussion on City wide net zero in September. She suggested he would be able to explain the output from Exeter City Futures. The Chair suggested that the City Council was no longer involved in the Exeter City Futures programme, but suggested the Member consider the proposal at the June meeting.

Members noted the Council's Forward Plan and draft Scrutiny Work Plan.

The meeting commenced at 5.30 pm and closed at 8.00 pm

Chair

REPORT TO / STRATEGIC SCRUTINY COMMITTEE

Date of Meeting: June 06th 2024

Report of: Catherine Hill, Service Lead – Culture, Leisure & Tourism

Title: Leisure Service Update

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

Leisure service update – 2020/2024

An update on the running of the Leisure service from 2020, when ECC took the facilities back in-house.

2. Recommendations:

For scrutiny to note and comment on

3. Reasons for the recommendation:

N/A

4. What are the resource implications including non-financial resources

None

5. What are the legal aspects?

N/A

6. Report details:

6.1 Background

In September 2020, in the middle of the COVID-19 pandemic when the leisure economy was damaged and changed, and recovery prospects looked to be long and slow, elected Members voted to bring the leisure service back in house. This decision allowed ECC to have complete ownership in the shaping of the service and therefore a greater emphasis on reaching all areas of the community to deliver on our priority of being an Active & Healthy City.

The pandemic caused traditional fitness to experience a dramatic change in its landscape. Whilst we navigated our way through closed facilities and recurrent, prolonged lockdowns, synergy between physical and digital fitness models was needed to align consumer mind set and meet changing customer need and expectation. Even after its initial impact, the pandemic long continued to shape consumer behaviour, paving the way for a digital fitness revolution and technology centred fitness solutions. Trend forecasts at

the time suggested that digital fitness would rise and dominate throughout 2021; with an estimated national growth of nearly £4bn in the following four years. Digital, connected, and social fitness became a massive driving force in not just the growth, but the survival of gyms and leisure centres.

In March 2021, UKactive approximated that 400 gyms, pools and leisure facilities permanently closed across the UK, due to financial pressures caused by lockdown and operating procedures, with a further 2400 facilities and up to 100,000 jobs at risk without greater Government support. Prior to the pandemic, the sector was growing 6% year on year, however, due to forced closures of 8 months out of 12 by the end of March 2021, 39% of facilities across the UK were at risk of permanent closure.

Where many gyms and leisure centres were unable to keep their heads above water and closed their doors for good, Exeter Leisure demonstrated a resilience and ability to adapt, and the explosion of digital industry solutions allowed the evolution of a service that was able to prosper in the newly created market, by the introduction of the Exeter Leisure App in Jan 2021.

6.2 COVID-19 Recovery

When the leisure service transferred from Parkwood Leisure to Exeter City Council in September 2020, 177 staff (93 contracted and 84 casual) were TUPE, and 4044 leisure members were transferred across. As a result of the pandemic, 32% of the pre-existing membership base was lost when Exeter City Council re-opened the services following the final lockdown.

Recovery of the service was slow and staggered due to Government and industry restrictions, and recurrent subsequent lockdown periods. As a result, membership fees were frozen (Sept 2020 – Dec 2020, Feb-Jun 2021) and new sale acquisition was suspended (Sept 2020 – Apr 2021).

To aid attrition of the remaining members, the launch of a digital model of fitness (live streamed group exercise classes and virtual gym programmes) was introduced in January 2021, via the Exeter Leisure App. In total 197 group exercise classes were live streamed, with a total of 850 viewers, ensuring the continuation of activity provision whilst the centres recovered. To date, the Exeter Leisure App has had over 62,000 downloads, and is accessible to anyone who users our centres. The app allows our customers to learn about each centre's offering, sign up for a membership, make class and activity bookings, and manage their own account, as well as giving access to exclusive offers from local partners.

Supported by a 'COVID-19 reassurance' marketing campaign, which focused on the measures we were taking to make our services COVID safe, April 2021 saw the re-opening of gym and pool facilities for single or family groups only, along with the reinstatement of new membership sales, and a new membership model.

Group exercise and indoor sporting facilities re-opened from May 2021, which also saw the introduction of a junior and family membership.

With the easing of national restrictions direct debits were re-instated in June 2021. By May 2022, 11 months after the reinstatement of membership fees, the pre-covid net member base of c.5000 members was achieved.

6.3 Re-opening of Riverside Leisure Centre Swimming Pool

In July 2021, following 4 years of closure after a devastating fire, the swimming pool at Riverside Leisure Centre was re-opened. To promote the re-opening, a family friendly open day was held with free family swimming sessions which included a pool inflatable, live music, and children's activities. Demand was so high that the event sold out on the first day of promotion. By the end of Q2 and after a summer of celebrating the re-opening, the net membership base had increased by 27% and 76% of the pre-covid membership had been recovered.

6.4 Exeter Leisure Swim School & Junior Membership

Due to the COVID-19 pandemic, Swim England estimated that nearly 1 million children across the UK had missed out on learn to swim programmes, highlighting the importance of the correct positioning of our own swim school in the recovery effort. To add more value and opportunity, as well as swimming lessons, casual swimming, teen gym, and teen sports were included within the family and junior membership option.

To date, the swim school has grown by 1737 swimmers, with a current net swim school swimmer base of 2023.

Our family and junior membership option has grown by 2589 members since the launch of our family and junior offering in May 2021.

Additionally, we have 25 different schools and swimming clubs using our facilities to provide swimming lessons and group instruction, totalling 72 hours per week, allowing us to support school swimming and extra - curriculum activity.

6.5 GP Referral Scheme

The easing of national pandemic restrictions enabled the reintroduction of the GP Referral Scheme. Starting with just two classes of 8 people a week, the scheme now runs 35 referral sessions per week, some of which are in conjunction with the NHS, supporting the rehabilitation of over 200 people every week, and holds an impressive consistent (and frustrating) waiting list of between 80-100.

The initial scheme just covered Exeter, however after building successful relationships with all Exeter based GP surgeries who now refer into the scheme, it has expanded and accepts referrals from Cornwall, North Devon, Teignbridge, Somerset, Torbay, Mid & East Devon, and South Hams.

The scheme, which costs £50 for 12 weeks, is now making a profit, which is unique in the referral industry where schemes normally run at a loss. However, due to successful partnership relationships with external medical teams, including the hospitals cardiac rehab and heart failure teams, and FORCE who rent studio space to provide their own classes, the scheme can make a small profit. The NHS additionally fund for the instructors to run their own classes and the cardia rehab team have relocated their classes to the Isca Centre to achieve this (the first time in Exeter they have moved a class outside of a hospital setting).

The scheme also runs the only heart failure and cancer rehab classes for non-curative patients in collaboration with FORCE, in Devon.

This scheme has also attracted some incredibly positive media attention. The 'Falls Management' exercise programme appeared on BBC Spotlight and ITV News West County covered a story on the scheme which later went on to feature in FORCE magazine.

6.6 St Sidwell's Point (SSP)

In October 2021, the pre-sale for the opening of St Sidwell's Point commenced. As well as opening a 'pop-up information point' in the City Centre, extensive marketing campaigns rolled out on social media and the Exeter Leisure App, as well as numerous outreach events in the City Centre to promote the facilities, membership offer and opening date.

The pre-sale period achieved over 2200 additional membership sales in advance of the building opening, providing an additional £56k on the previous month's income, and an increase in the membership yield of £1.

To date the building has had over 2.5 million visitors and holds a membership base of over 6500 monthly/annual members, and 34,500 pay-as-you-go members.

6.7 Operational Changes

Within Q1 of 2023 the service faced challenging conditions with a once in a generation increase in energy costs and a significant rise in staffing costs. At the same time, tasked with reducing the subsidy to the MTFP from £3.6 million to £1.8 million across 22/23. To facilitate this, several changes had to be made to the operation of the leisure service, namely, the increase in leisure membership fees, the restructuring of the staff establishment, removal of the spa membership bolt-on, closure of the creche at St Sidwell's Point and changes to the centre opening times. One of the biggest impacts of the staff restructure was the loss of floor-based gym staff. The reduction of 'shop-floor hours' meant that services such as 'Teen Gym' had to be reduced across the portfolio, and in some centres, replaced entirely.

With less customer engagement, retention became a challenge and even with the introduction of multiple member campaigns, without the previous level of staff-customer interaction, membership net figures began to reduce.

Financial stability returned to the portfolio by P11, however, to date, we are still trying to recover the memberships lost from the operational changes.

6.8 Membership & Income

Background

When the City Council took the leisure services back in house, there was a total of 4,044 leisure members. Due to the continued closures and unpredictability regarding the lifting of restrictions, membership fees were frozen whilst the service re-opened in accordance with Government guidelines. Retention initiatives such as free live streamed classes and

virtual gym programmes were introduced to provide a level of service whilst the facilities remained closed.

In conjunction with the launch of a new membership model which promoted flexibility and choice, membership fees were reinstated in June 2021, three months after the re-opening of the centres to encourage member retention. Despite this, a total of 2736 members remained at the start of the month.

Direct Debit Membership Growth

Over the course of Q2-Q4 direct debit membership sales averaged at 409 per month, with a growth of 1807 members, bringing the direct debit club live to 4543 by the end of the **Year 1**.

Year 2 saw continued growth of the leisure direct debit membership base, with an average of 926 membership sales per month, and a year-end growth of 6682.

In **Year 3** saw a decline in not only average monthly sales (530) but also year-end growth (-658) as the service recovered from the operational changes implemented in Q1.

To date, (P2 **Year 4**) we have a total of **10260 direct debit members** and have grown the membership base by **7524** members.

Our Club Live (total member) to date stands at **11787** of which 10260 are DD members and the rest are attributed to linked family members, corporate members, annual up-front-payment members and ECC staff.

Membership Income

Q2-Q4 in Year 1, membership direct debit income totalled **£1,039,450**, with an average monthly yield of £28.

Year 2 membership direct debit income totalled **£2,870,189**, with an average monthly yield of £28.

Year 3 membership direct debit income totalled **£3,723,592**, with an average monthly yield of £32.

Between Year 1 - Year 3, a total of **£7,633,231** in income was achieved in direct debit membership fees, with membership direct debit yield seeing an increase of £4.

Pay-as-you-go Income

As well as our various membership options, the service offers a pay-as-you-go (PAYG) option. This allows visitors to utilise our facilities as and when they visit our facilities on a casual basis. This ensures the leisure service is accessible to all our residents and visitors to the city. These charges are aligned with Exeter City Council's Fees and Charges.

We currently have 47,056 PAYG users which generated £709,000 income in 22/23.

Other income

- 1) The Spa @SSP £124,000
- 2) The Living Café @SSP £171,000
- 3) Vending £60k (approx. still being verified)
- 4) Food & beverage £77,000
- 5) Soft play £6,000
- 6) Retail £43,000

In 22/23 this amounted to **£481,000**

6.9 Corporate memberships/ECC Staff

We offer a corporate membership which offers a tiered discount scheme to employers' dependant on the number of employees that join the scheme and allows employers to purchase memberships on their employees' behalf. The objective being to encourage active and healthy workplaces and aid in the reduction of staff absenteeism.

We have 233 live corporate memberships and work with 15 local companies including the third sector and social impact organisations.

We have 76 on the ECC staff corporate membership.

As part of Mental Health Awareness week, all ECC staff were invited to take advantage of 1 week's complimentary access to St Sidwell's Point. Activities included gym, swimming, group exercise classes, thermal spa & complimentary mini treatment, and a run group. In total, 32 members of staff signed up.

6.10 Community initiatives

In addition to the GP Referral scheme and Live & Move pilot programmes, we also work to support all areas of our community with the following initiatives.

This Girl Can – 12 week fully funded programme for women who are physically inactive. Based at Wonford sports centre, the programme saw a total of 31 women participate in a range of activity including gym, group exercise classes, self-defence classes and racket sports, and provided an introduction to the leisure services and a pathway for full leisure membership.

NHS – fully funded 12-week programme for NHS staff, designed with the RD&E's Health & Wellbeing Lead, as a means to access physical activity as a preventative measure to reduce the referral rate and waiting lists of the NHS Occupational Health service and decrease staff sickness levels. Over 300 staff members took part in a timetabled offer of activity across all our centres, including gym, swimming, group exercise, and racket sports.

Further work is currently being done with Live & Move and the NHS to explore barriers to physical activity, with the aim of providing a self-sustained programme and partnership between local health services and leisure, specifically for staff. Whilst we carry out this work, Exeter Leisure continuously supports the RD&E with any staff initiatives they run i.e. their mental health awareness week in July.

Pelican Project – working with a group of young people with learning disabilities from across Devon to support in their application to Sport England to run accessible group exercises classes from St Sidwell's Point. A total of 6 weekly sessions were provided where participants took part in a Pilates based class.

DPT – working alongside the Devon Partnership trust on a nationwide project to deliver physical activity sessions to people with severe mental health conditions, with the intention of improving mental wellbeing and exploring current barriers. Due to start towards the end of this year, the sessions will run for 18 weeks and will support people at Wonford Sports Centre. There is the additional opportunity to provide training opportunities for our staff teams and continuation projects upon completion.

John Lewis – continued partnership work on a range of projects, the main one being co-hosting their 'All Things Baby' event which is regularly held at St Sidwell's Point and supports the promotion of local services available to new parents. We are also in conversation regarding partnering with their customer weekends, and summer sport campaigns.

Nuffield - initial discussions are taking place regarding partnership work with Nuffield Health Exeter regarding connecting with the community through health education events.

Action For Children – New opportunity for leisure to work with local Children's Centres/Family Hubs which support children and families in Exeter from 0-19 years. Currently exploring ways of collaborative working and how Action for Children can better utilise community spaces such as leisure centres to support local families.

Bthechange – exploring partnership opportunities with a Prison and Community Transition Coordinator in Exeter to support women before, during and after prison, utilising physical activity to aid the reintegration process back into society.

Battle Cancer – National scheme to support people in remission to aid recovery from cancer through progressive fitness. Sessions are open to anyone who has been affected by cancer and we are currently working in partnership with Battle Cancer, local providers, and neighbouring authorities to provide a joined-up provision in Exeter. The programme will provide a progression pathway for members who have completed our GP Referral Programme, offering ongoing support for people at various stages of their recovery.

Exeter Northcott Theatre – supporting the expansion of the Northcott's drama sessions (Northcott Infant and Junior Young Companies) for children aged 5-11 years old. Held at St Sidwell's Point, all members will be offered a 20% discount to the sessions, adding further value to the membership offer and availability of activity sessions for children.

Exeter College – initial discussions are taking place regarding the provision of extra-curricular activities for students (16-18 years) of Exeter College, both during term time and summer holidays i.e. swim and gym passes funded by the college, funded NPLQ courses for students, and corporate memberships and activities for their staff team.

6.11 Marketing Campaigns

We have an annual marketing plans which we adhere to for all areas of the business, to retain existing customers and attract new acquisitions. Campaigns have included;

Class of the month – promotion of our group exercise classes, detailing the session times and benefits. Every month an instructor will pick a ‘member of the month’ who receives a prize for dedication, achievement, or personal goal celebration. These are supported by quarterly group exercise launches, whereby members and non-members are invited to take part in large scale group exercise events to celebrate new releases.

Gym challenge of the month – promotion of our in-house gym challenges where members can compete to complete a variety of different gym-based challenges. Creates a sense of community, engagement and motivation within the membership base and aids retention.

Sid’s Swim Club – regular promotion of our swimming facilities aimed at our junior audience by utilising our mascot, Sid the Dog. In addition to regular family fun sessions, children can also take part in our school holiday special sessions whereby a prize attained by completing a swim stamp cards in addition to other seasonal activities around the centres such as easter egg hunts offers in the cafe, activity sheets and certificates.

Spa campaigns - The Spa at St Sidwell’s Point regularly runs an array of promotional events, with 17 to date in total. Examples include valentines, Mother’s Day & Father’s Day packages, twilight evenings and winter wonderland shopping events.

Outreach events – Exeter Leisure regularly support local promotional events by offering our services (group exercise demonstrations, taster spa treatments, gym challenges and advice) and promote our membership options. We have attended over 20 local events, with our most recent event being Princesshay’s ‘Let’s Chalk for Mental Health’.

Member campaigns – we have run several large-scale member campaigns to encourage member engagement over a prolonged period. For example, our ‘Let’s Move for a Better World’ campaign, run in conjunction with Technogym took place over two weeks and saw members compete to make the most moves. We have also run our own Exeter Leisure Tri-Challenge, where members had three months to either run, row, or cycle the furthest, as well as ‘Beat the Team.’

6.12 The Future of Public Leisure in Devon

Active Devon’s report *The Future of Public Leisure in Devon* succinctly highlights the challenges of inactivity and social inequality faced by the leisure services in Devon. The report makes suggestions for an opportunity to participate in ‘leisure’ in the form of physical activity, sport, and movement as an underpinning component of healthy, cohesive, and vibrant communities. Furthermore, it recommends we work together to support, protect, and maximise our leisure assets in communities as they are foundational to enhancing quality of life and well-being outcomes, and key to addressing deep rooted health inequalities.

There is compelling evidence to support the social, health and well-being impact of public leisure services. In 2022 it was estimated that Devon public services received 4,680,000 visits, and sport and physical activity contributed £42 billion per year to the nation's wellbeing (more than three times the total NHS spending on mental health in England in 2018).

Out of the ten local councils operating leisure facilities in Devon, Exeter has the highest estimated annual visitor footfall rate.

Through their work with public and health sectors, Active Devon have identified emerging themes to support system change, address social need, tackle stubborn inequality, and provide positive accessible opportunities for the population of Devon (see appendix 1), many of which the leisure service is already meeting or working towards. For example, through the leisure services work with community initiatives and the GP referral scheme, we can demonstrate a dedication to redefining and reframing the service to tackle social and health inequalities, specifically in place-based health improvements and prevention. The leisure service has also convened collaborative spaces with wider civic and health systems, enabling a greater level of mutual understanding of place-based social need and delivering on health and social outcomes through physical activity.

6.13 Moving forward

We have now reduced the subsidy of the Leisure service circa **£1.1 million**, significantly better than the **£2.1 million budgeted including an underspend of circa £1million**, which is our final outturn position for the 23/24 financial year (all figures excluding depreciation).

With the majority of our leisure stock aging, we are seeing a significant increase in repairs and maintenance costs, meaning our gains in income are coming short of our building up-keep costs and not contributing towards the subsidy.

The cost-of-living crisis and increased energy costs have meant that according to a UKActive survey published in May 2024, almost a quarter of all of council areas will be at risk of seeing their leisure centres close or services reduced before September 2024. 12.5% of all private operators have closed some or all of their sites since October 2023. To respond to these pressures, public facilities in 15% of council areas have introduced changes to their financial or operational models to protect against the impact of further energy price rises. We find ourselves bucking this trend but continue to feel the impact of energy costs and aging stock.

Officers are exploring peak and off-peak membership options to address capacity issues, particularly at St Sidwell's Point.

Continued development of the swim-school programme and community initiatives, including a focus on social prescribing.

7. How does the decision contribute to the Council’s Corporate Plan?

Priority: Healthy & Active City

8. What risks are there and how can they be reduced?

Ongoing commitment to reduce the subsidy of the leisure service from the council

9. Equality Act 2010 (The Act)

No potential impact has been identified on people with protected characteristics as determined by the Act because the report is for noting only.

10. Carbon Footprint (Environmental) Implications:

None at this time as this report is for noting only.

11. Are there any other options?

11.1 None at this time.

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report: -

Contact for enquires:
Democratic Services (Committees)
Room 4.36
01392 265115

Appendix 1

Emerging Themes for Future Focus
The Future of Public Leisure in Devon
Active Devon

1. Redefine and reframe public leisure in Devon as a valued contributor in tackling inequality, and specifically as a key factor in place-based health improvement and prevention agenda. We believe a culture shift is needed in how we think about leisure services across the public and health sector. A reframing of the story needs to move away from a ‘problem to be solved’ and towards ‘unlocking the hidden potential’ in delivering an Active Wellbeing service.

2. Convene spaces to build cross-system relationships and learning. We believe that by convening collaborative spaces between public leisure and wider

civic and health systems there will be a greater level of mutual understanding of place-based social need and collaborative opportunities - helping co-design leisure services to deliver on health and social outcomes through physical activity. We think that Active Devon is well placed to support this.

3. Develop a constructive shared language. We believe by exploring, initiating and developing new shared narratives across leisure, health and wider partners, we will enhance relationships and enable collaborative impact for improved population health outcomes in identified localities. The new shared language will help us tackle challenging issues like how we ensure every child has access to 'learn to swim' opportunities through school and community programmes.

4. Help establish a clear commitment from Devon's emerging integrated care system and public leisure to explore working collaboratively to achieve mutual outcomes. We believe by exploring ways for leisure to be a fundamental aspect of strategic and delivery work in partnership with health systems, we will see positive outcomes for health and wellbeing of local people, especially in the prevention and management of long-term conditions. It is important to consider how this can be built into learning processes and success measures.

5. Initiate a new focus on leadership in the sport and leisure sector as part of building systems understanding, strategic advocacy, and a refreshed drive towards leisure as a valid career path in helping enable active places and robust practices. We believe by investing in leadership capacity and capability to support the Future of Public Leisure in Devon we will be able to ensure the right conversations can be held in the right places. Alongside this we believe that there is potential to re-energise sport, physical activity and leisure in Devon as a valid career path, enabling places and practices conducive to population health and vitality.

6. Prioritise shared data, insight and technology development as means of assessing social impact of services across Devon, to understand barriers to engagement and adjust accordingly, especially for groups with protected characteristics. We believe working with data and insight is fundamental to helping new innovations for improved health outcomes. Good gathering of data enables better communication in addressing inequalities and helps shape new collaborative ways of working. We think the Moving Communities data platform is an excellent tool to support this.

7. Consider environmental sustainability as a priority – work towards a reduction in carbon footprint of leisure services through decarbonisation schemes and initiating energy efficiency practice alongside supporting and integrating wider active travel approaches. Also, to consider collaborative ways to address rising costs of energy by sharing information that can lead to more effective energy contracts.

8. Co-design of procurement and contract approaches – to consider a fresh approach in how we design, shape and commission public leisure services for social benefit. We believe there is an opportunity to re-look at how services are procured especially within a changing culture of commissioning approaches. The potential to 'write in' clear social benefit outcomes is much greater as our health, care, and public systems lean more to an integrated and 'trust-based' way of working and begin to value prevention.

9. Formally recognise the community run provision - inclusion of rural pools in capacity support, social impact understanding and business mentoring opportunities. We believe that by recognising rurality within our county, and by

advocating for, and supporting our rural community pools with practices such as business skills, technical knowledge and partnership working, we will begin to further harness the value of these facilities in delivering greater community wellbeing.

10. Recognise the value of Active Partnerships and national partners such as Sport England in convening and supporting system change work in local places and help advocate for leisure services to address inactivity and in turn tackle intrinsically linked, wider inequalities. We believe Active Partnerships have a crucial role to play in supporting systemic change in place through sport, physical activity and movement, and are key to helping support and shape the services that leisure can provide within this space.

REPORT TO STRATEGIC SCRUTINY COMMITTEE

Date of Meeting: 6th June 2024

Report of: Cllr Duncan Wood, Portfolio Holder for Leisure Services & Physical Activity

Title: Live and Move Programme Update

Is this a Key Decision?

Scrutiny is a non decision making committee

Is this an Executive or Council Function?

Executive

1. What is the report about?

This report outlines for members the submission to extend Exeter City Council's role as a Sport England Place Partner and the application for investment to 'deepen' the work of the Live and Move Programme for a further three years (2025-2028). It also provides an update on the impact of the Live and Move programme across Exeter and Cranbrook.

2. Recommendations:

- 2.1 That members note and comment on the Sport England submission as well as the programme's progress against the strategy, and its contribution towards key priorities in the City Council's Corporate Plan.

3. Reasons for the recommendation:

- 3.1 Members have an understanding of the Place Partner submission and the proposed Live and Move programme for 2025-2028.
- 3.2 Members have oversight of the various projects happening in their wards and understand how local residents can access and benefit from initiatives in their area.

4. What are the resource implications including non financial resources

None

5. What are the legal aspects?

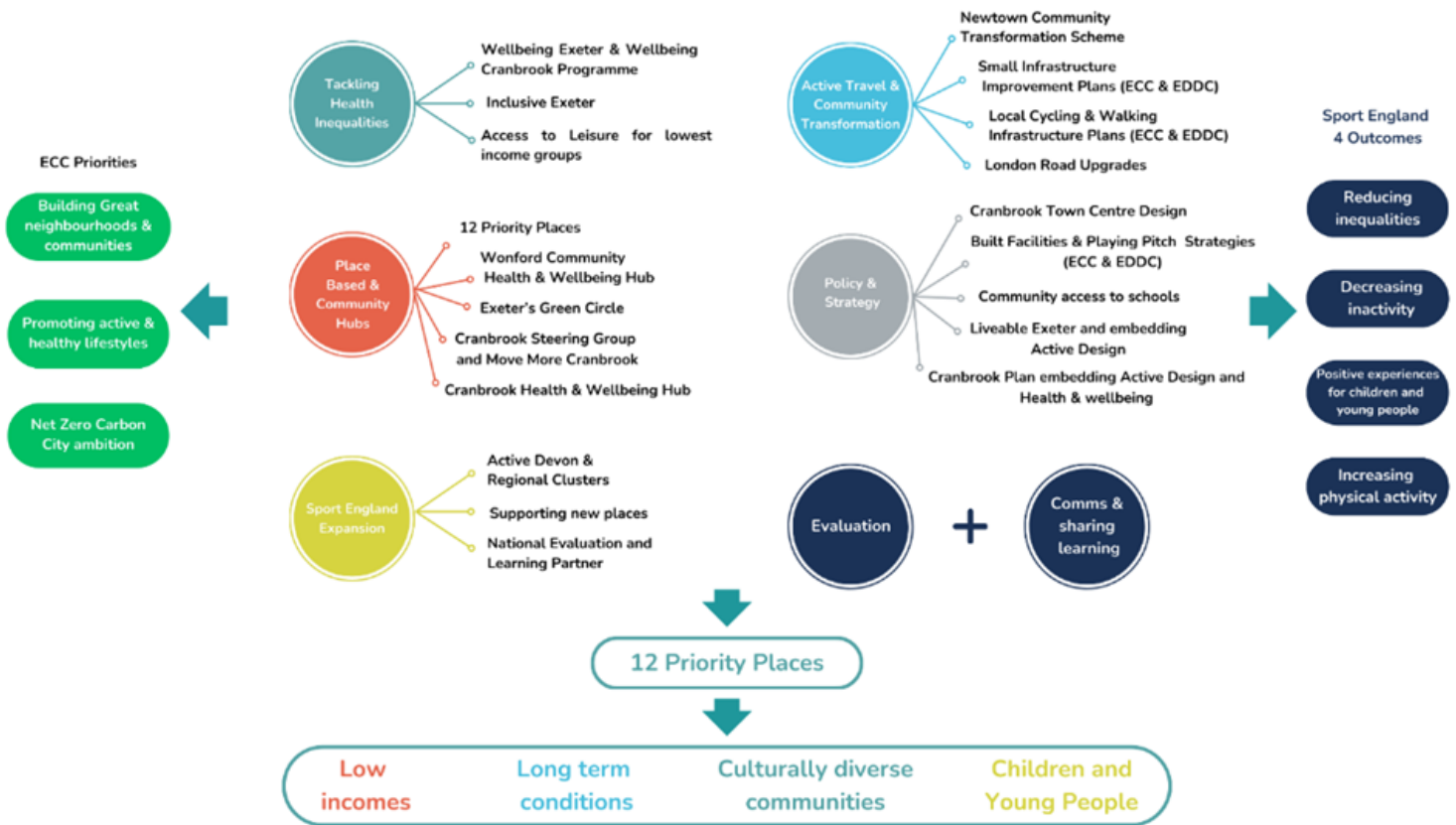
None

6. Report details: Sport England Place Partner Submission 2025-2028 & Live and Move Programme Update May 2024

Sport England Place Partner Submission 2025-2028

- 6.1 Since being granted approval from Executive on 9th April 2024, the Director and Live and Move team have been developing the submission to Sport England for deepening the work from April 2025 to March 2028. This has been an intensive and collaborative process, working alongside partners and stakeholders from across the City and in Cranbrook, to reflect on the significant impact of the programme so far and collectively shape the priorities for the next three years.

- 6.2 As part of the co-design process we held a workshop facilitated by our evaluation partner, SERIO, which helped to create our new **Theory of Change**, a key requirement of the submission. The Theory of Change articulates the key outcomes and activities to underpin and drive the Live and Move “deepening” programme and submission. The session was well attended, with just over 30 representatives from local organisations coming together at The Phoenix Arts Centre including colleagues from Sport England, Devon Community Foundation, CoLab, Active Devon, EX5 Alive, Inclusive Exeter, East Devon District Council, Exeter City Community Trust and Exeter City Council. The Theory of Change will provide the consensus document to engage with existing and new partners to progress towards achieving our proposed long-term impact. During this deepening phase we will work with partners to develop a long term ‘Healthy and Active Lifestyles’ strategy that will help realise the Exeter 2040 vision, our corporate priorities and long-term plans for Cranbrook.
- 6.3 In parallel to the core submission, the team has been updating the **System Maturity Matrix**. This is a framework for describing and assessing place based systemic change and identifying certain features or characteristics of a place which are necessary to tackle inequalities. It is a living document, supported by place based and systemic examples from across the programme, and will be reviewed periodically as part of the Sport England evaluation framework, as well as being another fundamental element of the place partner submission.
- 6.4 A second **Local Community of Practice** sharing and learning session was held at Exeter Community Centre on 22nd April, to continue conversations with partners and stakeholders from the first event and to provide an opportunity for feedback on the new Theory of Change. Further similar events are planned throughout the year to strengthen and grow this network.
- 6.5 As a result of the data, insights and learning, together with partner input and feedback, we have identified our 4 most significant changes as:
1. **Influencing & embedding in policy: corporate & political priorities, planning & active travel & environments.**
 2. **Embedding an asset-based community development approach and demonstrating positive and significant improvements to people’s and communities’ wellbeing.**
 3. **Nurturing a data and insight led approach, with granular local activity data analysis enabling us to affect action and change in tackling inequalities.**
 4. **Establishing an active community identity in a new town, influencing future Cranbrook town centre design.**
- 6.6 Going forward, our submission prioritises two of the four Sport England Key Outcomes: **Decreasing Inactivity and Reducing Inequalities**. Through this focus we will achieve an increase in activity levels and improve experiences for Children and Young People in our priority neighbourhoods.
- 6.7 We are proposing to deepen our work through delivering against the new co-designed Theory of Change. This will unite local partners and provide us with a collective tool to measure our progress against the activities, outcomes and long-term impacts that will help us deliver more significant change.
- 6.8 The Theory of Change is based on the following high level programme proposal, which articulates our outcomes, impacts and the programme of work which will underpin our contribution to deliver against the Sport England outcomes:



6.9 **A copy of the full submission**, which links to an online repository of supporting evidence, together with letters of support from Exeter City Council, East Devon District Council and Devon County Council is attached at **Appendix A**.

6.10 A summary slide deck is attached at **Appendix B**.

6.11 The submission is now with the Sport England Investment Team colleagues who are beginning a period of internal assessment and peer review. The Sport England Board will then consider our submission at their meeting on 25th June 2024, and we should know the outcome by the start of July 2024. A communications plan will be put in place to ensure members are informed of the decision at the earliest opportunity.

Live and Move Programme Update

6.12 **The next wave of Local Active Lives fieldwork is underway** with field work carried out during the May and into June. Analysis and insight development will take place over the summer and this data will be shared with members later in the year. As in recent years, this is being managed by SERIO who are commissioning Marketing Means to undertake the survey work. This will be the 5th wave of the survey and will further enhance the dashboard and insight packs developed on an annual basis.

- 6.13 The business case and forecast capital costs for the **Wonford Community Health Wellbeing Hub** has been noted by members at Executive on 9th April 2024. Officers have been asked to report on potential funding options for £7m by April 2025. The next steps are to:
1. Continue with design development and submit the planning application – anticipated June 2024.
 2. Further develop funding/investment approach and progress detailed conversations with Sport England.
 3. Continue with the project design group including Wonford Community Centre Trustees and Exeter leisure colleagues.
 4. Ongoing further community engagement through Wonford Trustees and local community groups to continue the design development and submit a planning application.
- 6.14 A new lead management organisation to deliver **Wellbeing Exeter and Wellbeing Cranbrook** for the next 4 years has been appointed. CoLab, a multi-agency wellbeing hub, were awarded the contract which commences on 1 July 2024. Funding has been secured for the core model with 12 months support from Exeter City Council and Sport England. There are continued efforts from the team and leadership to identify additional sources of sustainable funding to secure the long-term future of the partnership. [More information can be found here](#)
- 6.15 A new Impact report shows that Exeter residents working with Wellbeing Exeter are less lonely and more connected to their neighbourhoods than they were before Covid. In conjunction with Devon Community Foundation, the impact report shows the social return on investment, or the social impact on the city of Exeter in monetary terms. Almost £2m has been saved as a direct result of people accessing wellbeing support such as social groups, instead of accessing primary care facilities such as their GP.
- 6.16 Other positive results highlighted in the report, include users of the Wellbeing Exeter service reporting that they were 22 percent more likely to meet socially with others than they were before accessing the support, and 25 per cent were more likely to talk to somebody else in their community.
- 6.17 The report was produced by Devon Community Foundation, which has managed the Wellbeing Exeter programme since 2016. Despite their management role soon coming to an end, Devon Community Foundation will remain a key partner of Wellbeing Exeter. [The full report can be read here.](#)
- 6.18 **EX5-Alive**, the community hub based at the Cranbrook Education Campus, has published its first impact report. [A full copy of the report can be read here.](#) The hub aims to improve the quality of life of Cranbrook residents and the surrounding areas by promoting access to opportunities from either statutory services or community led provision. During the first 18 months, the hub facilitated over 13,000 supportive interactions, including 423 people supported to be more active.

6.19 Active Travel and Environments

Aim:

To increase participation in Active Travel & Environments through:
Facilitating activation of local residents and communities to access active travel / environment behaviours changes from improved infrastructure in and around Exeter.

Working with the community of Newtown to gain a more in-depth understanding of their daily travel habits and then co-design place-based solutions to increase walking and cycling.

Deliverables:

- A. Delivery of engagement and activation to include community awareness sessions; communication to residents, community groups and local networks; and activity sessions
- B. Deliver a programme of infrastructure improvements to public realm and highways in Newtown.
- C. Review the information provided at the school allocation stage of accessing education to see if this route into school interaction can have a greater impact.

RAG Tracking

<p>Opportunities: Newtown consultation, in the light of current national policy changes to infrastructure consultation. The Newtown scheme has the potential to demonstrate new ways of working.</p>	<p>Risks: Planning permission requirements for the Newtown scheme may cause additional delays if full planning permission is required.</p>	<p>Issues:</p>
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Newtown consultation work is now being progressed following the election results. Recent challenges around planning permission requirements for the scheme are continuing to cause delays but a resolution is expected shortly. we are also looking at possibly introducing Bike Hangers as part of this scheme, which will provide a space for residents to securely store their bikes, and thus reduce barriers to cycling.

School Allocations Initial ideas have focused on a travel pack for parents/carers that helps to inform decisions on where children go to school and how they can travel more actively. These initial ideas are now being further developed through background research and further engagement. A project programme and full delivery proposal is expected shortly.

The Small Infrastructure Improvement Scheme The project programme is progressing with work on refining the process and the ToR having been undertaken. It is expected that delivery of this scheme will progress over the coming months.

A377 Underpass (Alphington)/Green Circle joint project bringing together Active Travel, Green Circle and Schools to deliver a piece of work that benefits the local community as a whole.

- Awaiting decision on re-routing a section of the Green Circle through the A377 underpass and away from the current uncontrolled crossing point at the entrance to the Ide A30 gyratory roundabout.
- Infrastructure such as lighting and removing vegetation is being planned between DCC/ECC.

Paris Street Roundabout work is well underway with this scheme with both initial designs having been considered and data analysis having been completed. The pedestrian flow data has shown

interesting insights into the behaviour of people around the roundabout, the data suggests that the Cheek Street junction should be the main focus of the design work.

Other pieces of work are progressing e.g., NHS Bike Lockers which will help to improve active travel for those impacted.

Revised walking and cycling maps have been produced and are ready to be published when appropriate.

6.20 Wellbeing Exeter & Cranbrook

Aim:

To increase the support available to individuals and families, most at risk of being inactive, within Exeter

and Cranbrook to improve their health and wellbeing through increased PA in their daily lives, delivered by

a team of staff skilled in activating individuals and communities to lead regular active lives.

Primary outcomes:

- A. Increase in overall referral numbers to Community Connectors, as well as those with increased PA as the referral reason.
- B. Increased PA levels, improved emotional wellbeing and relationships with others, increased community involvement and connections amongst individuals and families engaging with a Community Connector.
- C. Staff demonstrate increased knowledge and confidence to have conversations about physical activity and to support individuals to become more physically active.

RAG Tracking

<p>Opportunities: Conversations with PCNs regarding their engagement going forward is on hold until a new Delivery Partner is appointed.</p> <p>Opportunity to find future investment from other sectors (including commercial) to increase staffing levels.</p>	<p>Risks: There is currently a 6-week waiting list for referrals, but it is hoped the new Leisure Partnership may help to mitigate this.</p> <p>The reduction in the number of community connectors from 17 to 5, means less referrals can be processed in future.</p>	<p>Issues: Staffing issues affected by DCC cut to funding have meant less productivity at WE, plus uncertainty for those remaining.</p> <p>Drop off in PCN referrals aligns with concerns regarding future funding.</p> <p>CPAO team has been working on a reduced number of staff in 2024, but new roles are being advertised in May 2024 not the procurement process has been completed</p>
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A new lead management organisation to deliver **Wellbeing Exeter and Wellbeing Cranbrook** for the next 4 years has been appointed. CoLab, a multi-agency wellbeing hub, were successfully awarded the contract which commences on 1 July 2024. Funding has been secured for the core model with 12 months support from Exeter City Council and Sport England. There are continued efforts from the team and leadership to identify additional sources of sustainable funding to secure the long-term future of the partnership. More information can be found here: <https://exeter.gov.uk/wellbeing/>

The collective work of the CB's, CC's and CPAO's is building momentum and delivering impact. For example, the CB's and CPAO's have worked with primary schools to organise Stay and Play events targeted at children and their parents. This has seen huge success and has already expanded into other areas with plans to engage with more primary schools. In addition, the work at Grandisson Court is gaining traction, having started with a coffee morning it has developed into seated exercise classes and the recent introduction of a walk. The team are also working together to support residents with starting new activities themselves.

An internal evaluation of the self-referral scheme has been undertaken. The scheme has been successful and has now become embedded as a referral route.

Analysis and reporting of ongoing baseline and close surveys undertaken with individuals, families and young people engaging with a Community Connector produced in November, covering July 21-May 23 data.

Participant case studies being explored with relevant staff and developed on an ongoing basis.

Follow-up Training and Development survey undertaken with report produced in October 23.

GP engagement is currently on hold.

6.21 Exeter Leisure / Live and Move Partnership

Aim: To provide support for residents on low incomes and those living with long term conditions to access leisure and community facilities

Primary outcomes:

- A. Increase in referrals into leisure GP referral programme;
- B. Increase the number of people accessing leisure from LSOAs and those on low incomes;
- C. Develop and embed community partnerships with the Exeter Leisure offer;
- D. D Increase in those residents accessing leisure and community facilities from culturally diverse organisations.

RAG Tracking

<p>Opportunities: Longer term, the scheme could be extended to work specifically with young carers, or groups that are either associated with low physical activity levels, or groups that are most likely to benefit from increasing their physical activity levels. There is an opportunity with this scheme to target groups identified as priority groups within the EQIA assessment, which might include older adults, priority sexual orientation groups, expectant parents or gender specific groups, amongst others.</p>	<p>Risks: ECC Leisure and Live and Move relationship is complex and some attention is needed at a senior level to improve relations and to firm up an understanding of how key areas of work complement each other.</p> <p>GP referral waiting list at 100, with only two qualified people at ECC able to deliver. Huge risk if either were to leave posts.</p>	<p>Issues: Live and Move fund the GP referral programme but have little/no contact from person responsible for this.</p>
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The Exeter Leisure / Live and Move pilot programme offers an induction to both leisure-based and community-based activities to a range of people who may have low incomes, poor mental health, poor physical health and low happiness. It will also assist people living with short or long term health conditions. It has been led by colleagues from Live and Move, CPAO's and Exeter Leisure staff and focusses on residents living within 1 mile of the Wonford and Riverside Leisure Centres.

The scheme includes six months full access to leisure, interjected with community introduction days with CPAO's or other community providers. Participants will be introduced to physical activity in their community, where there will be gatherings at parkrun (to volunteer or participate) and other community-based activity or walking groups.

CPAO's, GP surgeries and Wellbeing Exeter have directly referred community members into the programme.

The current GP referral programme, hosted at ISCA, is at capacity with a waiting list of over 100 individuals, and the pilot programme is not an alternative to those with serious health conditions, who need to access the official GP referral programme.

The first phase of the programme has begun with 27 residents. The local CPAO, ECC Leisure staff and members from the Live and Move Team hosted a welcome session for the first cohort in Wonford on 9th May and will now work with this group to overcome any barriers and offer support to find opportunities for physical activity in their locality.

An evaluation framework has been established with our independent evaluation team, Serio, to monitor the progress and impacts so that this might be widened out into other priority places or targeted at groups facing the greatest health inequalities.

6.22 Active Schools and Families

Aim:

A programme of PA opportunities co-designed with children, young people, parents and families that is integrated within the wider community and meets the need of the target audience.

Primary outcomes:

- A. Increased PA levels among children and young people.
- B. Family units become positive driving force in shaping child's attitude and behaviour towards PA.
- C. Empowered secondary schoolchildren, comfortable and confident to be physically active.
- D. Improved relationships between schools, their families and local community inc. CB's, CC's, CPAO's and Activity Groups.

RAG Tracking

Opportunities:	Risks:	Issues: Current Project Manager will be leaving in June 2024. Planning how to this deliver work within remaining team capacity.
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Opening Schools Facilities (OSF): The agreement with Active Devon is signed by both parties and work programme established. Active Devon colleagues presented the project plan and progress with a significant number of funded activities being delivered across Exeter and Cranbrook schools. The first data set from Active Devon has been received for SERIO to analyse.

Family Stay & Play Scheme has had really positive feedback from participants and plans to make it sustainable are in development.

CEC Trampoline Project: The school is still working with several student volunteers & hope to get some trained as assistant instructors. There is still funding available for this.

Beacon Heath (joint project with Networks & Capacity Building): Following a workshop in November 2023 with community groups, they have agreed to focus on youth outreach work, Beacon Centre MUGA, and expanding St James School Enrichment Programme into the local community. L&M will support the Beacon Centre with pre-planning application and consultation work for the MUGA. The approach is about sustainability by supporting the community to achieve the desired outcomes for their place.

Exwick Community Workshop (joint project with Networks & Capacity Building): Two community workshops have been delivered (similar to Beacon Heath workshop) and another is planned in Exwick in June, at the request of stakeholders. SERIO are supporting the stakeholders by providing an online survey, so they can understand better the needs of Exwick residents. A bike project proposal has been submitted by the youth club who have now constituted their own Youth Council (supported by Live and Move)

A377 Underpass (Alphington)/Green Circle joint project bring together Active Travel, Green Circle and Schools to deliver a positive piece of work that benefits the local community.

- Awaiting decision on re-routing a section of the Green Circle through the A377 underpass and away from the current uncontrolled crossing point at the entrance to the Ide A30 gyratory roundabout.
- Infrastructure such as lighting and removing vegetation scheduled with DCC.
- Planning community engagement with CPAO to inform local residents of changes.
- Working with local school to commission artwork.

St Lukes School Community Fitness Sessions: L&M are working alongside the school to engage with parents and families in Whipton to offer fitness classes for parents, pupils & families. The current space needs to be adapted to allow for access from the outside and to create a space where heavier weights, as appropriate for adults, can be used.

St James School Enrichment & Bike Project: Ride On have been able to use some of the commission they receive from selling bikes which the students have repaired to cover the Ride On staff member's time/costs to run the Bike Project at the school. A student survey was sent to the school in December and awaiting the final results.

6.23 Network and Capacity Building

Aim:

Enabling and empowering communities, and key organisations within them, to develop a PA offer that is best suited to the local area and its people's needs.

Primary outcomes:

- A. Community Activity Groups and key community organisations help to organise and deliver entry-level PAs across Exeter and Cranbrook.
- B. Communities, anchor organisations and local delivery providers in priority areas are engaged with Live & Move team and CPAOs to develop ideas –and dynamically respond to insights –to further support the community.

RAG Tracking

Opportunities:	Risks:	Issues: Vacancies in the CPAO team is restricting delivery but recruitment is underway and the team should be back to full strength within 1-2 months.
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Hamlin Lane girls football project started in December. L&M providing funding for football kits more suited towards girls so that the sport is more inclusive and welcoming.

Activity across key areas such as Wonford, Beacon Heath and particularly in Merrivale, has helped to strengthen relationships with a number of stakeholders. The Merrivale Celebration Day was well attended and provided opportunity to engage with the community. Evaluation is underway, with many interviews with stakeholders involved, as well as feedback postcards and short interviews with participants.

The majority of participants have completed the Run Leader training, and several have facilitated running groups and other activities in their local areas. Evaluation to follow after the full cohort has completed training.

Pickleball continues to remain very popular following the integration into Exeter Leisure's system. Evaluation interview with two committee members has taken place, and a further survey for players/participants to go ahead in next quarter.

Park Yoga concluded at the end of Q3 and has felt to be well attended across many of the weeks. Feedback postcards and short interviews have been used to gather participant feedback, and an interview with the instructor has taken place. Case study/short report to follow next quarter. Junior Park Run still in the prep phase, but planned to run later this year, and further engage local residents, with a strong focus on CYP engagement.

Beacon Heath and Exwick Community Workshops: joint projects with Active Schools and Families, see above for update.

6.24 Inclusive Communities

Aim:

For Asian/ British Asian citizens, living in Exeter (primarily in our Priority Areas) to feel motivated, confident, and able to access opportunities for physical activity that suit them, can become sustainable as part of their lifestyle, are supported by their communities, and help to increase their sense of belonging by supporting the community cohesion. A key part of this is the vision of Asian/ British Asian families being active together.

Primary outcomes:

- A. Increased levels of PA among Asian/ British Asian communities.
- B. Contribution toward a narrowing of the physical inactivity gap.
- C. Increased importance among Asian/ British Asian families of being active together.
- D. Increased levels of confidence and motivation to be active.
- E. Increased belief that there are opportunities for Asian/ British Asians to be active.
- F. Increased sense of community cohesion and sense of belonging.

RAG Tracking

Opportunities:	Risks:	Issues: Limited availability of suitable venues for staff and volunteers to ensure effective and consistent delivery or introduce new activities.
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Inclusive Exeter has been successful in securing National Lottery funding, enabling them to continue the project for a further 3 years when L&M funding ends in March 2024. There are plans to review the current Steering Group once the new funding is in place.

An Inclusive Communities film has just been released documenting and celebrating the journey since the CIC began and the partnership with L&M.

Exeter Living Awards 2024: the Inclusive Communities work was celebrated at a recent awards ceremony where the project was runner up in the Civic Award category.

Badminton Tournament February 2024: the 2-day tournament was well attended and attracted some TV media coverage. Participants represented eight different nationalities, but the badminton group regularly attracts more than that.

The programme continues to grow with a new basketball group and the introduction of more children and family activities such as badminton at Wonford Community Centre.

The Sports Fest annual event has become very popular with diverse communities in Exeter and is inputting towards the impact evaluation of the Better Connection project. There are currently no funds available for the evaluation work. Options are currently being explored in consultation with SERIO.

There is a clear demand to tailor activities to meet specific community needs e.g., Muslim women-only swimming but implementation is being held back due to the lack of suitable lifeguards. L&M are in discussion with ECC Leisure to explore solutions.

The majority of activity groups are now self-funded and others offering affordable donations, illustrating how physical activity has become routine and valued.

Some challenges in attracting and retaining diverse participation groups e.g., badminton at Wonford Community Centre.

6.25 Cranbrook

Aim:

Through the expansion of the capacity of the Community Connectors, the strengthening of key partnerships and development of a Community Hub, alongside the provision of community grants, the programme aims to develop a greater sense of community support and open up opportunities for engagement in physical activity and wellbeing.

Primary outcomes:

- A. Increased PA levels, improved emotional wellbeing and relationships with others, increased community involvement and connections amongst individuals and families engaging with a Community Connector.
- B. Support groups and organisations to establish an infrastructure, training and capacity building, to make a difference in Cranbrook.
- C. Support groups and organisations with a one-off grant of up to £3,000 to build infrastructure through supporting projects to improve the health and wellbeing of people in Cranbrook, increase a sense of belonging and increase physical activity levels.

RAG Tracking

Opportunities: There is an opportunity within the Community Hub for further growth, including evening activities, however this is currently limited by the lack of capacity.	Risks:	Issues: Staff capacity at the Community Hub continues to be a challenge. Cranbrook Video experiencing some filming delays.
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MMC Grants:

Awarded	Value	Pending	Value	Remaining funds
14	£31,626	1	£2,200	£28,374

The grants programme has been successful in attracting new individuals and organisations operating in the physical activity arena to Cranbrook. For example, one successful grant applicant is now in discussions about providing some exercise classes to the Culture Club.

The grant application form is being reviewed to improve the process for applicants and to clarify the information required by the grants panel around some key aspects (e.g., project sustainability).

A local comms campaign is planned to highlight progress of various developments within Cranbrook (e.g., Trim Trail, Pump Track, new supermarket etc.), alongside generating further momentum with the grants with a view to attracting more grass roots, resident led ideas. Also, working with Cranbrook Town Council on a launch event for the new pump track sometime in June/July.

The Town Centre Community Consultation delivered on behalf of LED Leisure around the development of Cranbrook town centre has been completed and the results are being collated.

A map will be developed to show key stakeholders and highlight their inter-connections and relationships. The map will be updated annually to highlight changes over time.

A new Country Park ranger is in post, which is generating more physical activity related activities.

The **Local Active Lives Survey** has gone digital this year for Cranbrook residents and local partners and stakeholders have been very supportive in sharing messages.

Currently working with Cranbrook stakeholders to develop a **Theory of Change** facilitated by Collaborate and NELP colleagues.

A film is being made about Move More Cranbrook supported activities but there have been some delays in filming. Aiming to complete the video in June.

6.26 Green Circle

Aim:

Overall aim of Green Circle is to create an interactive and engaging, multifunctional walking route, to improve people's physical activity levels and health and wellbeing. Creating a brand identity around Green Circle and promoting this will increase its value and awareness.

Primary outcomes:

- A. Increased awareness of Green Circle within Priority Areas and across City.
- B. Increased usage of Green Circle (including community usage).
- C. Increased benefits to the community including community involvement, events and feeling of connectedness.
- D. Increased access and options for walks and activities connected to Green Circle.

RAG Tracking

Opportunities:	Risks:	Issues:
GC Survey Results have provided insight into current usage and highlighted areas for improvement such as signage and accessibility.		

The Green Circle Survey was launched in November 2023 and ran for a total of 6 weeks. The survey yielded 731 responses. This data has been analysed by SERIO and the findings collated into a report into how the Green Circle is perceived and used which will inform future areas of work within the Green Circle strand. Key findings are as follows:

- 94% of respondents reported an awareness of and prior use of the route.
- The survey sample had a smaller proportion of 'less active' people in the sample than in Exeter as a whole (the sample was 52% active, 41% fairly active and 7% less active).
- The Ludwell Valley Walk was marginally more popular than other walks on the Exeter Green Circle, with 82% of Exeter Green Circle users reported having used this particular route.
- The route is predominantly used for leisure, health and relaxation.
- Respondents reported using the route both alone and with family/friends, but only a small proportion stated that they use the Exeter Green Circle with a club or group.
- The most commonly preferred means of navigating the route were following signs or using local knowledge.
- Levels of dissatisfaction were highest in respect to signage and the level of available route information.

A377 Underpass (Alphington)/Green Circle joint project bring together Active Travel, Green Circle and Schools to deliver a positive piece of work that benefits the local community.

- Awaiting decision on re-routing a section of the Green Circle through the A377 underpass and away from the current uncontrolled crossing point at the entrance to the Ide A30 gyratory roundabout.
- Infrastructure such as lighting and removing vegetation scheduled with DCC.
- Planning community engagement with CPAO to inform local residents of changes.
- Working with local school to commission artwork.

Cemetery Fields/Exwick Steps previously identified as a key area of the Green Circle needing maintenance, e.g. steps and handrail is now progressing with ECC Public Realm Team undertaking the works. Work is expected to be completed by late Spring 2024.

Video Counter data: Report Data from the 14-16 July 2023 count has been received and will be used to inform further plans for the routes. Additional work has been commissioned at the crossing near the A377 underpass where maintenance is due to take place. 2023 data will form a baseline, 2024 data will capture post-maintenance (repeated annually for evaluation).

We have been consulted with and have included some copy about protecting the Green Circle in the **Exeter Plan**.

6.27 Wonford

Aim:

Delivery of a redeveloped Wonford Community Health & Wellbeing Hub at the existing site of the Wonford Community and Sports centres, co-designed with the community.

Primary outcomes:

- A. Engagement with Wonford residents, community groups and organisations to shape the facility.
- B. Working with the Wonford GP Practice to explore opportunities for a 'campus' approach, linking the GP Practice to the Hub.
- C. Leveraging opportunities for inter-strand working across the Live & Move programme to support the success of the Hub.

RAG Tracking

Opportunities:	Risks:	Issues: Limited staffing at the WCLC centre is challenging. Trustees are considering the structure of the centre, supported by L&M.
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Community Engagement March 2024: A 3-day community engagement event was held in Wonford to share the latest architect designs for the proposed hub with local residents. Over 100 people attended the event and feedback was largely positive.

Report to ECC Executive 9th April: The business case and forecast capital costs for the Wonford Community Health Wellbeing Hub has been noted by members at Executive on 9th April 2024. Officers have been asked to report on potential funding options for £7m by April 2025. The next steps are to:

1. Continue with design development and submit the planning application – anticipated June 2024.
2. Further develop funding/investment approach and progress detailed conversations with Sport England
3. Continue with project design group including Wonford Community Centre Trustees and Exeter leisure colleagues
4. Ongoing further community engagement through Wonford Trustees and local community groups to continue the design development and submit a planning application

6.28 Communications and Digital

Aim: to ensure that the work of Live and Move is shared with audiences in Exeter and Cranbrook

Primary Deliverables

- A. To ensure maximum engagement in Live and Move / Move More Cranbrook activities.
- B. To ensure that partners are briefed on all Live and Move activities.
- C. To present Live and Move information to audiences that help to encourage more people in priority areas to be more active

RAG Tracking

Opportunities:	Risks: Delays to Bitpod filming means that content won't be as current.	Issues:
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Upcoming comms opportunities

- Cranbrook film
- Local Active Lives press activity
- Presenting at Exeter College sustainability conference
- Collaboration with Cranbrook Town Council on comms initiatives
- Presentations at two National Evaluation & Learning Partner (NELP) learning seminars
- Contributing to Women's Rugby World Cup plans
- Collaboration with Exeter Leisure to introduce leisure activities to those referred into scheme.

7. How does the decision contribute to the Council's Corporate Plan?

7.1 The Live and Move strategy and the plans for continuing the work as Place Partner up to 2028, ensures the programme is closely aligned to and directly impacts the following key council corporate strategic priorities:

- Building Great neighbourhoods and communities
- Promoting active and healthy lifestyles
- Net Zero Carbon City ambition

7.2 The governance structure ensures the Council has responsibility for key financial and strategic programme decision making that will enable residents and communities across the city to lead healthy, inclusive and active lives.

8. What risks are there and how can they be reduced?

8.1 The Live and Move Programme cannot continue unless further long-term funding is secured. Stopping the work would have a detrimental effect on major programmes such as Active Travel and Wellbeing Exeter, which both contribute to Council priorities. Other sources of investment might be identified but there is no guarantee on the scale or timing of any such investment. A successful submission to Sport England, would mitigate the risk and assure continuation of a programme, closely aligned to Council aspirations, for up to 3 years.

8.2 There are potential reputational risks to the Council if work in priority places ceases due to a lack of funding. This could be mitigated by ensuring all current delivery plans and projects are completed well within the current budget window and that there is a clear communication strategy with communities, partners, and stakeholders to manage expectations around potential future investment.

8.3 Without further investment, the Local Active Lives Survey will not continue. This provides a rich source of data and tracks activity levels at a hyper local level each year. There is currently no other dataset offering the same level of insight into local conditions which is so readily available to policy and decision makers. The survey is a key driver in creating place based systemic change. The Council could consider, if other funding is available, commissioning the survey on an annual basis.

8.4 Broader revenue and capital investment opportunities offered by Sport England may not be accessible unless the Council is a Place Partner, although it should be noted that this does not in of itself guarantee any further investment. This would mean losing the potential to apply for major infrastructure investment for schemes such as the proposed Wonford Community Health & Wellbeing Hub.

9. Equality Act 2010 (The Act)

9.1 In delivering the Live and Move strategy, the Programme team will take into account the potential impact of actions in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage and civil partnership status in coming to a decision.

9.2 A copy of the most recent EQIA is attached at **Appendix C** and a separate EQIA will be developed for each new project, as necessary.

10. Carbon Footprint (Environmental) Implications:

10.1 The Live and Move Strategy has the potential to directly impact on the Council's carbon reduction target (carbon neutral by 2030) through our outcomes and impacts, most specifically:

- Increased walking and cycling levels supported by an active travel friendly environment and culture.
- Active Travel and low traffic neighbourhoods are the norm.

10.2 The strategy promotes walking and cycling, making it an easier and more accessible choice, through a number of projects:

- Low Traffic Neighbourhoods
- Community Active Travel Promotion
- Active Travel to School.
- Policy & Influence e.g. LCWIP

11. Are there any other options?

None considered

Director: Jon-Paul Hedge

Report Author: Portfolio Holder for Leisure Services & Physical Activity, Cllr Duncan Wood

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 4.36
01392 265275

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1. At the beginning of your Local Delivery Pilot journey, what did you set out to change in your place?

- What progress has been made? (include examples of systemic change as well as impacts) please refer to appendix 1 as part of your response here demonstrating how you have moved across the short to long-term outcomes. Was this the best way to achieve your outcomes?
- What would be your **3 most significant examples of the shift in the system** you have influenced through the work over the past 5 years?
- What has been embedded – policy, infrastructure, capacity, other?
- What have been the impacts so far in terms of 1) reducing inactivity 2) increasing activity 3) positive experiences for children and young people and 4) tackling inequalities. What would you describe the impact this has had on supporting more people to move more? Please include any data you have to support your narrative.

Our initial Theory of Change

As we developed our initial application for Exeter and Cranbrook to be a Local Delivery Pilot, we brought partners in the local system together, to formulate our initial theory of change and broad programme of work for investment to tackle inactivity.



In 2018, we were awarded development funding to focus on: building initial capacity, creating a systems thinking framework, and establishing our stakeholder and community engagement strategies.

Through this process we began to understand what 'Doing Things Differently' meant and how the new relationship with Sport England was about whole system thinking and placed based approaches - a huge shift from historic approaches to 'delivering participation programmes'.



This visual tells the story of an event that started to bring local leaders together to establish the initial governance model and programme form.

Similar events have been held periodically throughout the past five years enabling collaboration and inter-connection across the local system.

In 2019 we developed and submitted our investment plan to deliver our Pathfinder and Accelerator programmes based on a co-designed Theory of Change. At the outset our proposed long-term impacts were:

- **Narrowing health inequalities**
- **Improving inclusivity and sense of community**
- **Reducing congestion and improving air quality**
- **Embedded analytical approach**

We proposed to work towards delivering the outcomes to achieve these long-term impacts through a number of **Whole System & Place Based Programmes**.

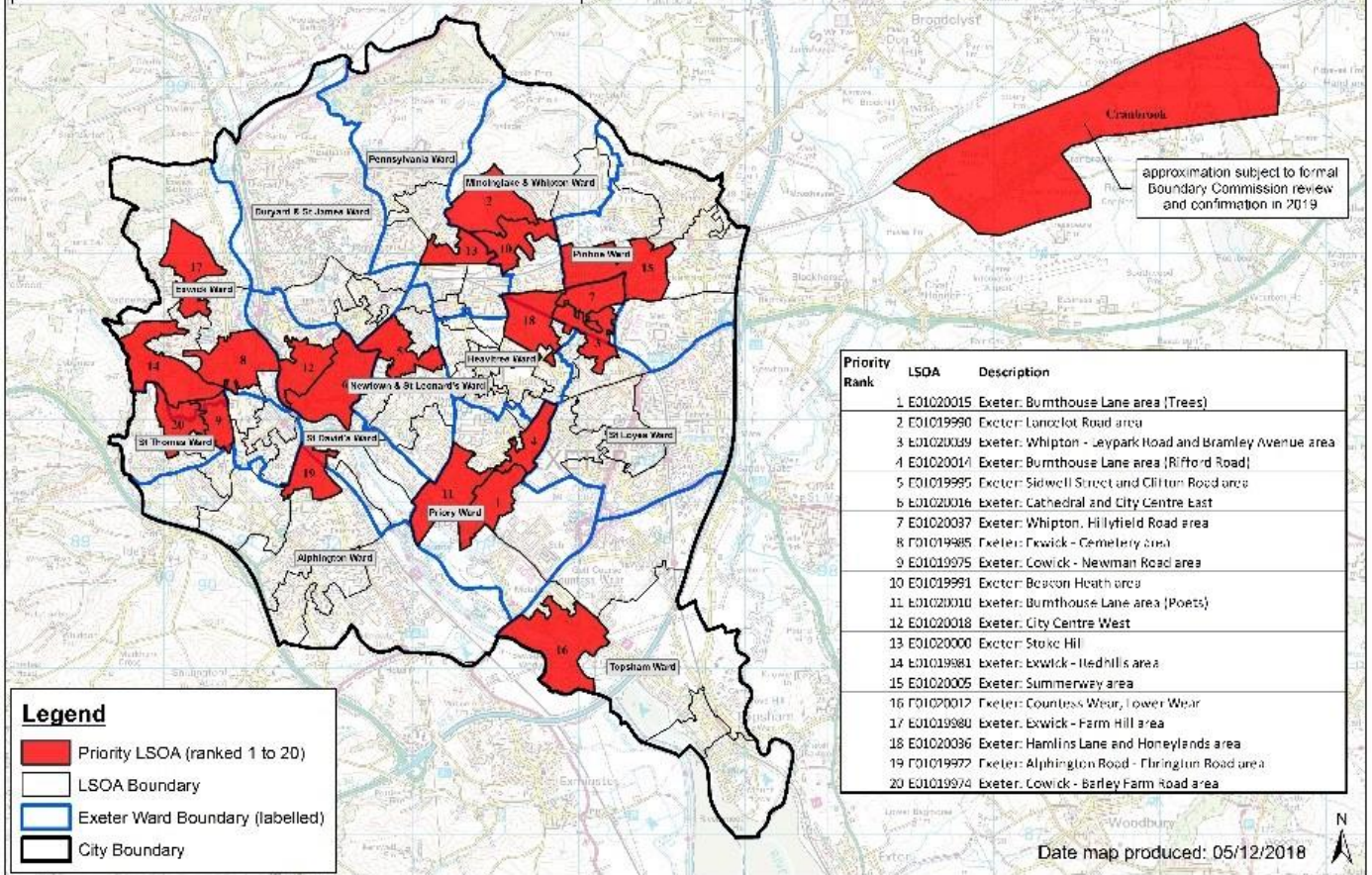


We developed an analytical approach alongside Public Health Devon to identify the areas of the city with the:

- Poorest health outcomes
- Highest levels of inactivity
- Highest levels of deprivation
- Highest levels of obesity
- Highest number of long-term conditions.

This extensive approach led to identifying the 20 LSOAs in Exeter, plus Cranbrook (where the priority was with families due to the young age profile and levels of social housing and low incomes), in which we would prioritise our focus and resources. This equated to approximately 35,000 residents, or 27% of the total population of Exeter and Cranbrook.

Physical Activity Target Populations by LSOA

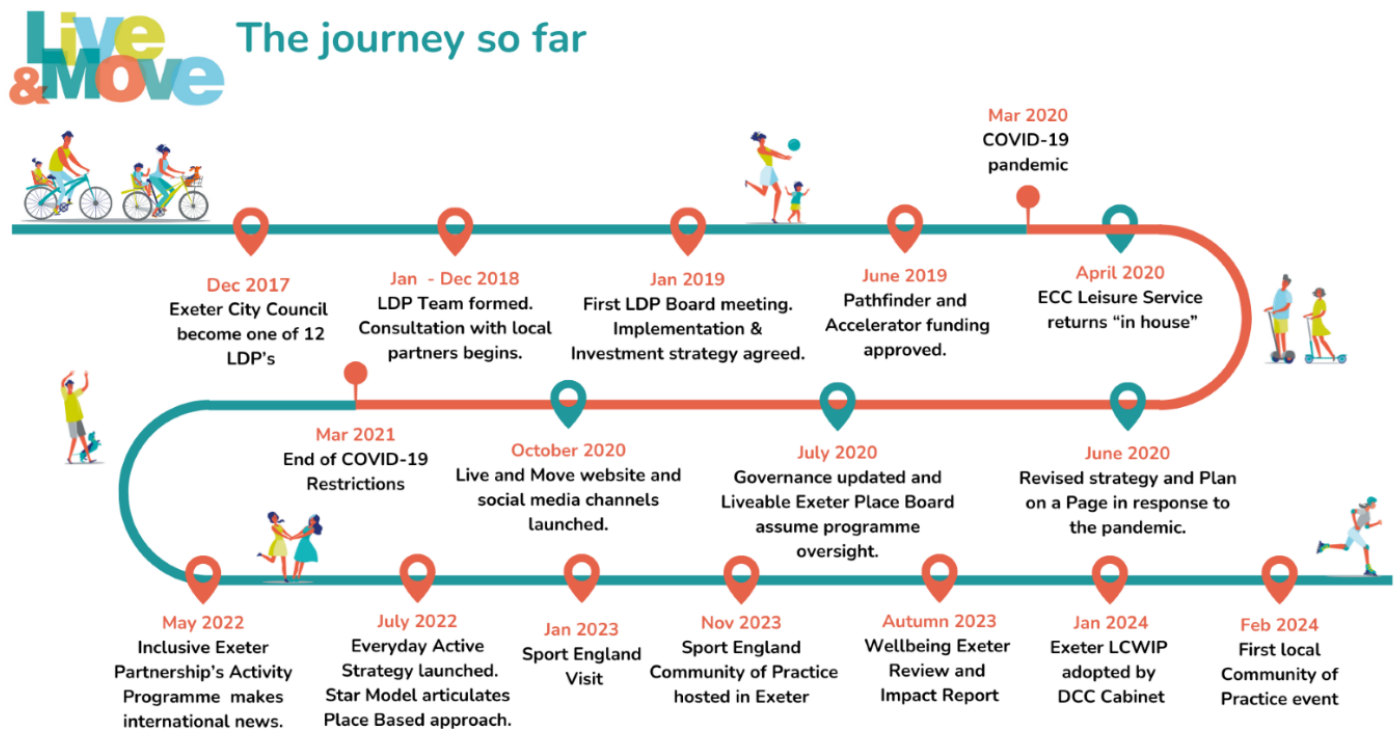


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Our approach to evaluating the work was developed with a broad, multi-layered methodology, to meet the Local Delivery Pilot outcomes at both programme and population level.

Our Journey from 2018–2024, can be visualised through the timeline below:



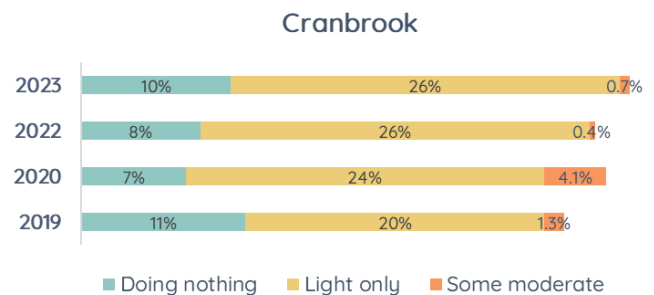
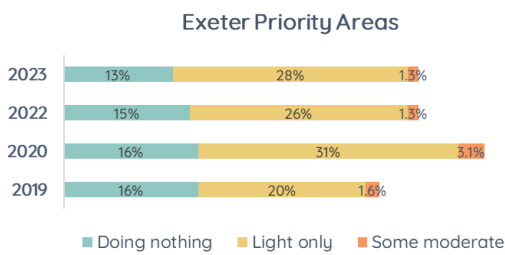
At a systemic level we have focussed on:

- Taking a data and insight led approach based on our annual [Local Active Lives survey](#)
- A relentless focus on priority areas within Exeter and Cranbrook based on public health data analysis of places in the city with greatest need and poorest health outcomes. Our 20 focus LSOAs have evolved into [12 priority places](#) that residents associate with at neighbourhood level.
- Throughout the six years 'Healthy and Active Lifestyles' has continued to be a corporate and political priority at the highest level.
- This has mainstreamed thinking into political and [corporate plan, vision](#), priorities and policy making in both Exeter and [East Devon](#)
- We have continually Influenced wider policy and advocated our approach for integrating physical activity across sectors, including: Planning, Housing Development, Transport, Education, Health and Wellbeing, Outdoor Environment and Leisure
- We have embedded Sport England active design principles into planning policy and delivery. The best references are to be found in the Liveable Exeter principles, which have subsequently been embedded in the draft Exeter Plan. The [Liveable Exeter](#) plan and outcomes can be found here, where you can see the principles and how active design and community wellbeing run throughout the development documents. These are now being delivered through influencing design code and supplementary planning documents through first wave Liveable Exeter sites

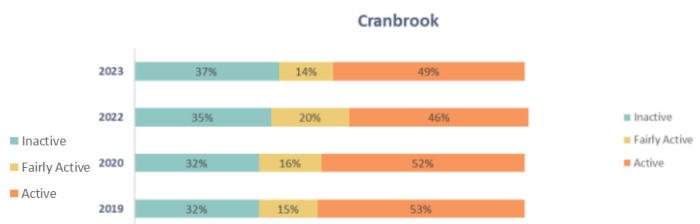
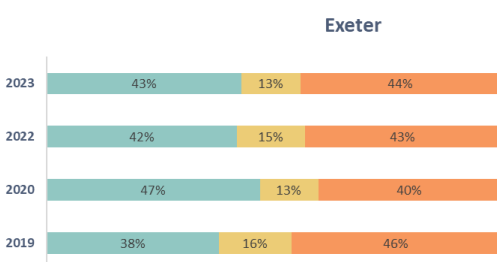
- The language we now use revolves around the concept that, **“walking and cycling are the natural and most convenient choice for most journeys”**. This is evident through the ‘active streets’ principle and outlined under the ‘welcoming neighbourhoods’ and ‘places for people and wildlife’ principles
- Building an active identity at community level in the new town of Cranbrook, establishing a ‘Move More Cranbrook’ network, and [influencing future town centre design](#)
- The [Cranbrook Development Plan](#) document places health and wellbeing as the lead indicator of success, and the policies and proposals in the plan are geared around delivery of these outcomes
- A co-designed and collectively owned [Live and Move strategy](#) underpinning our vision, aims and programmes to effect change.

Our most significant impact includes:

A developing trend of **a reduction in people ‘doing nothing’** or impact on the least inactive. Rates across Exeter Priority Areas are down to 13% and 10% in Cranbrook.



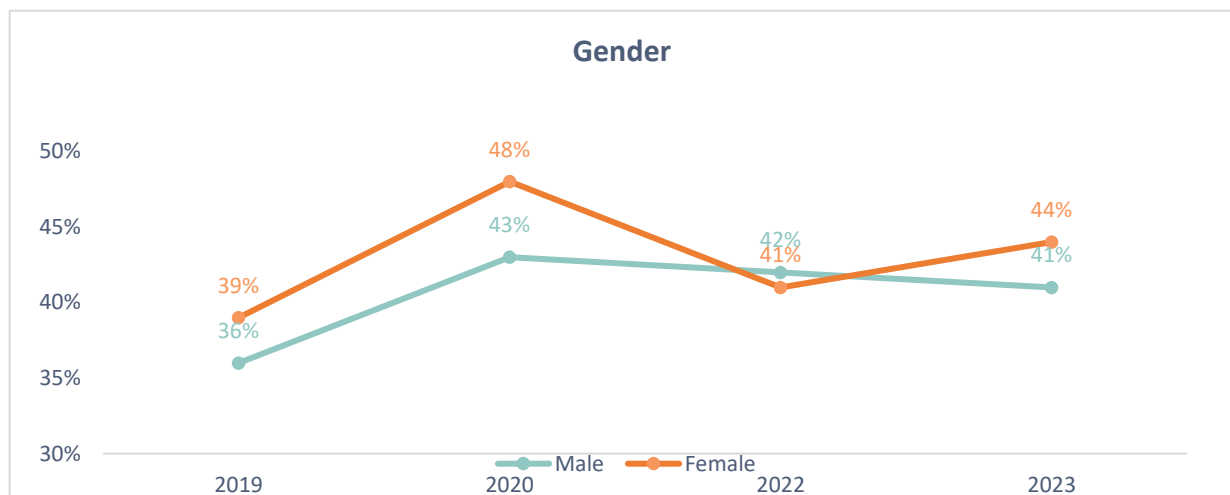
A strong bounce back from COVID activity levels (within LSOA’s).



A significant recovery of physical activity levels for diverse communities;



A narrow gender equality gap



- A significant **link between use of GP referrals and better health outcomes** for individuals, evidenced through Wellbeing Exeter academic evaluation
- A separate impact report published in March 2024 highlights the scale and value of the Wellbeing Exeter & Cranbrook Programme. Wellbeing Exeter and Cranbrook's impact report is [here](#)
- The report summarises there has been a **"...significant overall mean increases in general wellbeing, development of relationships with others and community engagement from baseline to post intervention. This finding was consistent across adults, families, and young people"**
- The study evidence's significant impact on families being active together following engagement with Wellbeing Exeter & Cranbrook. Data shows an **11% increase in the proportion of families who regularly (weekly or more frequent) spend time together doing something active**

- The development of a new community children's and family hub (EX5-Alive) at Cranbrook Education campus highlighting over 13,000 wellbeing interactions with individuals inside 18 months (read EX5-Alive's impact report [here](#)).
- The Cranbrook town centre community consultation has given a clear steer as to what is desired, with a strong link to features and facilities that promote activity. Work is now in progress on a town centre masterplan to help bring this to life through active design.

The programme approach to place-based systemic change has led to the following **tangible successes and achievements**:

- The Live and Move Programme has been mainstreamed within the Council's [Corporate Plan and Vision for 2040](#) and successfully influenced strategy and policy as seen in the [Exeter Transport Strategy](#), [Local Cycling and Walking Infrastructure Plan](#), the [Exeter Local Plan](#) and the [Cranbrook Plan](#)
- Active Design principles and an emphasis on physical activity and community health & wellbeing is now embedded within Liveable Exeter, the Exeter Local Plan and [Cranbrook Plan DPD](#) (planning policy document to expand the town) and Town Centre design and masterplan
- Physical Activity is now an integral part of the Wellbeing Exeter and Wellbeing Cranbrook Programme through Community Physical Activity Co-Ordinators, GP Link Workers, increased connections to physical activity opportunities and Community Builders with a broadening focus on active lifestyles
- Influencing transport policy with a focus on active travel and behaviour change in modal shift, evident through: the Exeter Transport Strategy, Exeter and Cranbrook Local Walking and Cycling Infrastructure Plan. A strengthening and joint resourcing of partnership work between the planning authorities (ECC and EDDC) and transport authority (DCC)
- A clear focus on evaluation linked to inequalities through the Local Active Lives survey has created opportunities for rapid insight into action
- The community-led approach to working with Inclusive Exeter during and immediately following the pandemic has led to an ever-expanding network of diverse communities, designing, and leading activities and securing long-term external investment
- Following an in-depth community engagement and feasibility process, designs for a community health and wellbeing hub, co-designed with Wonford residents, have been finalised. Further community engagement is underway (March 2024), and a planning application will be submitted later in 2024. (Link to [visuals](#) and [business case](#))
- A capacity building and social movement network in Cranbrook with a range of VCSE, housing and statutory partners working together to tackle inactivity
- Awareness of, and access to, the Green Circle Walk have been improved through a series of monitored community engagement activities, technology, and campaigns. An [annual survey](#) is also helping inform maintenance plans and targeted interventions to broaden both community and individual usage of the route

Our progress on system maturity and what is being embedded in Exeter and Cranbrook can be evidenced through four examples of our **Most Significant Change**:

1. Influencing & embedding in policy: corporate & political priorities, planning & active travel & environments

Impact

- Active Design, healthy lifestyles and community wellbeing embedded into policy through Exeter Local Plan
- Delivery of Local Walking and Cycling Infrastructure Plan aligned with Live and Move strategy
- Live and Move work is embedded in council governance and decision making. Regular twice-yearly reports to both Scrutiny and Executive functions
- Healthy and Active lifestyles cited as an ECC corporate priority since 2018. Other priorities include Building Great Neighbourhoods and Net Zero providing strategic levers for improved physical activity levels. Healthy and active lifestyles is placed at highest priority within the organisation at strategic, senior leadership and political levels
- Significant alignment with local planning policy, active lifestyles, active design and community wellbeing weaved through Exeter Local plan draft documentation and consultation across Exeter
- Cranbrook Town Centre design and master planning resourced by Live and Move with a focus on Active Design and the work of Live and Move / Move More Cranbrook
- Embedded live and move principles within 20-year 'Liveable Exeter transformational housing plan'. The Liveable Exeter principles are influenced by Active Design and Live and Move strategy
- Embedding active design principles into key Liveable Exeter development sites. The draft Liveable 'Water Lane' Supplementary Planning Document (SPD) can be found [here](#)
- A strengthening of the relationship between transport planning at Devon County Council and planning at Exeter City Council. Co-designing of the Newtown community transformation programme to be delivered in 2024

Insights and learning

- The political weight behind the work is recognised through dedicated Portfolio Holders (x2) for Leisure & Physical Activity and Communities. There is demonstrably strong political backing of the Live and Move programme and its priority within the council. This requires regular briefings, constant visibility of the work, show and tell sessions, formal reports to scrutiny and council.
- Hosting Live and Move within the council has given us the platform to embed the work alongside statutory functions (housing, planning) and those services delivering against our outcomes and long-term impact (Leisure, parks & open spaces, net zero).

- Healthy Active Lifestyles are embedded within the senior leadership restructure at ECC, with Directors responsible for the work and Service Lead for both Communities and Healthy Lifestyles. This ensures the long-term sustainability of the work through council functions. And staffing structure.
- The partnership work between Exeter City Council, East Devon District Council and Devon County Council is built on a variety of policy commitments, joint resourcing and programme delivery. A specific role that acts as the interface between the two organisations is embedded in the Live & Move Team. The shared resource and approach has strengthened relationships and enabled delivery through planning, public realm enhancements and establishing a new system to implement small infrastructure improvements to increase walking and cycling.

Embedded within policy through:

- Exeter 2040 Vision
- ECC Corporate Plan
- Liveable Exeter Principles
- Exeter Local Plan
- Exeter Transport Strategy
- Exeter Local Walking & Cycling Infrastructure Plan
- East Devon District Council Plan,
- EDDC Health and Wellbeing Strategy
- Cranbrook Plan,
- Clyst Valley and New Communities LCWIP (draft)

The system conditions we are influencing and strengthening through this work are:

3- Collaboration within and across organisations. We are demonstrating 'establishing in practice' (scoring 4.5 across the metrics), with the policy examples above supporting the statement. This could be further strengthened through an overarching broader physical activity and wellbeing strategy that encompasses all this policy evidence base.

9- Physical environments that enable wellbeing and physical activity. We are demonstrating 'Establishing in practice' (scoring average 4.5 across metrics) with a range of programmes to improve physical environments based on policy, partnership working and Active Design principles. This will be further strengthened towards embedded practice through the practical implementation of Liveable Exeter sites underpinned by Active Design principles and influencing design code.

2. Embedding an asset-based community development approach and demonstrating positive and significant improvements to people's and communities' wellbeing – [Wellbeing Exeter](#)

Impact

Wellbeing Exeter and Wellbeing Cranbrook are embedded into the community fabric in Exeter and Cranbrook. Over 80% of referrals into the programmes come from GP surgeries.

We know that the programme benefits residents by focusing on the five ways to well-being, with strong outcomes associated with social, emotional and physical wellbeing.

Hundreds of people per year referred into programme with over 8,000 referred into the programme since its inception.

In addition to using our own language to explain the impact of the Wellbeing Exeter and Wellbeing Cranbrook programmes, the voice of residents who have worked with us is as impactful: -

"I don't know how I would have coped with my isolation without a Wellbeing Exeter connector supporting me."

"The support of Wellbeing Exeter has reminded me of things I used to enjoy and given me encouragement to try them out again."

"I finally feel like things seem more hopeful, like a weight has lifted. I still have moments of anxiety, but they don't overwhelm me."

"I have severe social anxiety but the groups with the Connectors were relaxed and unpressured and I felt at ease being myself."

"It's a profound change that's really brought the old me back".

The [Wellbeing Exeter video](#) also illustrates the impact on the local community.

Insights and learning

- Wellbeing Exeter has worked alongside a multitude of independent researchers over the past twelve months to produce the Wellbeing Exeter Impact Report. This allowed us to obtain longitudinal results as to the impact of social prescribing interventions. This is alongside research by Live and Move's independent evaluator, SERIO.
- Dr Michelle Tester-Jones, from the University of Exeter undertook a quantitative analysis as to the impact of Wellbeing Exeter, finding that there are significant mean increases in wellbeing, development of relationships and community engagement from baseline to post intervention, across groups. For residents experiencing lower wellbeing, engagement with their local community is a crucial element in the pathway to reporting higher general wellbeing when exiting the programme.
- SERIO data analysis of the SNAP data states that engagement with a Community Connector is having some impact on participants levels of physical activity, with the data

highlighting an increase in the proportion of participants classified as 'active' and a decrease in the proportion classified as 'inactive'.

What has been embedded at [policy/strategic level?]

- Wellbeing Exeter has board representation from Public Health, Exeter City Council, Devon County Council, local Voluntary Sector, Primary Care Networks, One Devon (ICS). This enables key voices at policy level to have a voice about future direction of travel for the programme.
- The voluntary sector across the city and Cranbrook have been embedded in our work. The number of organisations involved in employing Wellbeing Exeter / Wellbeing Cranbrook staff in social prescribing delivery roles in the past twelve months, include CoLab, Exeter Community Initiatives, Exeter City Community Trust, Young Devon, YMCA Exeter, Royal Albert Memorial Museum, Age UK Exeter, Space (young people's charity), the Beacon Centre (community centre in one of Exeter's most deprived wards).
- Dr Melissa Muir, another independent researcher looking at the effect of WE, found that of 1185 relevant voluntary organisations (such as the Citizen's Advice Bureau, for example) identified in the city, Wellbeing Exeter is – or has been – connected to 1136 (96%) of them.
- One Devon dataset is the next step to take our understanding of data to the next level. We will then be able to look at the full circle impact of Wellbeing Exeter's work and its impact on the NHS This will allow us to anonymously link our work with NHS records, evidencing, for example, the numbers of associated medical appointments pre and post working with WE. It is anticipated that results will evidence a correlation between a reduction in GP appointments and those who have been referred to or through Wellbeing Exeter.

[WE Conversations & Connections Booklet \(wellbeingexeter.org.uk\)](http://wellbeingexeter.org.uk)

[WE Impact Report \(wellbeingexeter.org.uk\)](http://wellbeingexeter.org.uk)

[Impact | Wellbeing Exeter | Exeter](http://wellbeingexeter.org.uk) (Wellbeing Exeter website hosts case studies and stories about Community Builders work that is not included in the above reports)

The Wellbeing Exeter and Cranbrook programme can be evidenced across all of the system conditions within the concept tree, it is the core infrastructure of how we will continue to work with and alongside communities to help shift policy and practice in the future.

3. Nurturing a data and insight led approach, with granular local activity data analysis enabling us to affect action and change in tackling inequalities

Impact

- An embedded approach to data and analytics as embodied through our impact evaluation with annual Local Active Lives survey methodology.
- Focus resources on the greatest inequalities: our priority 20 LSOAs and specific audiences highlighting inactivity gaps. For Exeter and Cranbrook this is focused at those on low incomes and culturally diverse communities
- A significant range of organisations accessing, interrogating and developing insight based on the [Local Active Lives dashboard](#).
- A year-on-year measurable decrease in the most inactive populations within our priority LSOAs (“those doing nothing”).
- A bounce back from COVID times in activity levels and a reduction in inequalities within those from culturally diverse communities.
- A thriving ‘Inclusive Communities’ programme working in partnership with Inclusive Exeter. Community champions from local networks established leading, and now sustaining physical activity opportunities.
- A new community hub emerging and establishing at the Wonford Community Wellbeing hub. A £750,000 commitment from ECC to take the programme to formal planning submission for a c. £7m redevelopment.
- A £200,000 investment from National Lottery to sustain the Inclusive Exeter network and physical activity programme to 2027.
- An evaluation and insight methodology that combines quantitative information from local active lives, with neighbourhood level insight through Wellbeing Exeter Community Builders. This informs the facilitation of focus groups and ethnographic approaches with residents from those communities to help co-design future programme delivery.
- There have been a significant number of approaches from other places across the country seeking to learn from our evaluation approach and specific methodology from Local Active Lives.

Insights and learning

- A data/insight led approach – An understanding that programme delivery and prioritisation of resources can only be robustly deployed through the presentation and interrogation of data, community insight and deep conversations with residents with lived experience.
- COVID sparked a hugely significant widening of inequality between South Asian populations and the mainstream communities in Exeter (three times more likely to be inactive). As a result, capacity, resources and evaluation expertise was focused specifically on this group.
- The value of a community led approach, building trust with local community groups, identifying community leaders and champions from within the Inclusive Exeter network.

- The power of social gatherings, inter-generational activities, and home-grown food to accompany the physical & sport opportunities.
- The establishing of a network with senior leaders within that community co-designing activities alongside residents and families – the Inclusive Exeter network.
- Dedicated capacity within the team to facilitate, co-ordinate and support/mentor community leaders as they gain confidence and ownership of the issues and potential solutions.
- The value of case studies, stories, visibility of the work and support from organisations to shout, celebrate and showcase the communities and residents making it happen.
- This approach to data and insight to inform prioritisation and practice is replicable across other areas of inequality. It is shaping the deepening proposal to replicate this approach for those on low incomes within our priority neighbourhoods, and those with long term conditions.

Embedded within organisations and communities through:

- Establishing the Inclusive Exeter ‘Inclusive Communities’ Programme ([link](#) to Inclusive Communities Process Learning report)
- Supporting/Mentoring Community Leaders
- Working with Inclusive Exeter to provide opportunities for their networks and residents to have a voice through policy making (e.g. Exeter Local Plan consultation, [Wonford Community Hub co-design](#))

The system conditions we are influencing and strengthening through this work are:

1- Identifying the barriers and enablers of physical activity in the local context.

We are demonstrating strong ‘establishing in practice’ with a view to becoming embedded in certain elements. The data and insight led approach highlighted above is enabling a range of organisations to come together to explore the analytics and pose approaches to help address inequality e.g. Inclusive Exeter programme. This could be further strengthened through building the understanding across the Local CoP and broadening the partner base. This will help us gain consistent and united knowledge on how physical activity is constrained by structural factors in Exeter and Cranbrook.

Link to a recent [Local CoP agenda here](#).

7- Addressing inequality and intersectionality

We are demonstrating strong ‘emerging in practice’ with a view to becoming established as we build robust examples of impact and evidence in this space. This is evidenced by the approach to supporting culturally diverse communities through our prioritisation of Inclusive Exeter, and codesign work with community leaders from across the growing network. This will be further strengthened as we replicate our approach across several audiences experiencing inequality in physical activity.

4. Establishing an active community identity in a new town, influencing future Cranbrook town centre design

Impact

- Establishing a new ABCD and social prescribing approach in Cranbrook building on the impact, expertise and learning of Wellbeing Exeter.
- Establishing a local network – Move More Cranbrook, with a strong network of residents, community leaders and organisations committed to the vision of a healthier Cranbrook.
- Developing and embedding a new family community hub at the Cranbrook Education Campus, named EX5 Alive. Initiated and managed through Live and Move resources.
- A range of direct tangible impact for families in Cranbrook through the first [EX5 Impact report](#) including:
 - Over 13,000 support wellbeing interactions with residents and families
 - Over 400 residents engaging in new activity opportunities.
 - Five lives saved through emergency interventions.
 - Established an integrated workforce hub bringing the Family Hub Manager, Wellbeing Cranbrook, health professionals and Move More Cranbrook colleagues together in one place.
 - A c.£200,000 investment from National Lottery to sustain the EX5-Alive family hub for three years.

Insights and learning

- Working alongside a new form of local authority governance within a new town, with three tiers of local government operating within the place at system level; Cranbrook Town Council, East Devon District Council and Devon County Council alongside host authority Exeter City Council. This requires navigation, knitting together and regular strategic communication.
- Importance of establishing local community led governance and ensuring the community voice is heard throughout design and decision-making.
- In a new town where infrastructure is being built according to planning triggers, the importance of maintaining momentum through community activity in different ways without the usual community sport and physical activity infrastructure.
- A community with a large proportion of young families, those on low incomes and busy young professionals, requires significantly more capacity building to identify volunteers who have time, expertise, and energy. Most residents here are very 'time poor.'
- The importance of seed funding to support 'active' social action projects, alongside capacity building helps to grow confidence and an identity within a new town.
- From a planning perspective, work is required at system level to help learn from some of the challenges faced by new communities in respect of sustainable travel infrastructure,

planning for community/sporting assets and active street design. Some inactive behaviours (such as single car occupancy) have developed because of the phased planning approach that resulted in no early delivery of a wide range of employment opportunities – the town was not truly mixed-use.

- The adoption of the Cranbrook Plan embedding health and wellbeing and active design principles.
- The Clyst Valley and New Communities Local Cycling and Walking Infrastructure Plan recognising the physical and psychological barriers to being active that some routes around Cranbrook present and together with the Cranbrook Plan, looking to rectify these.
- Close working with Devon County Council on highway, transport and active travel matters to address barriers to activity.

Embedded at policy/community level through:

- Regular engagement and contribution from the local town planning officer.
- Taking Active Design principles through the consultation and engagement with residents around the future design and assets within the town centre.
- An organisational network created through move More Cranbrook.
- Policy influence and delivery within the education sector, particularly through headteacher advocacy at the all-through education campus.
- The adoption of the Cranbrook Plan embedding health and wellbeing and active design principles.
- The Clyst Valley and New Communities Local Cycling and Walking Infrastructure Plan recognising the physical and psychological barriers to being active that some routes around Cranbrook present and together with the Cranbrook Plan, looking to rectify these.
- Close working with Devon County Council on highway, transport and active travel matters to address barriers to activity.

The system conditions we are influencing and strengthening through this work are:

2 - Distributed and collective leadership.

We are demonstrating 'establishing in practice' with reference to the Move More Cranbrook Group that is driving the systemic work in Cranbrook. Many organisations, community groups, community leaders and residents are either directly involved or connected. Representatives of the steering group organisations are committing time, energy and resources to ensure the long-term sustainability of the work. A strong example being the Education Campus leading the EX5-Alive family community hub. There is renewed energy, strength and resource coming from East Devon District Council and Cranbrook Town Council.

6 - Co-production, local people-led initiatives (community power)

We are demonstrating 'emerging in practice' with a view to becoming established as we develop a range of examples in Cranbrook. This is evidenced by the Move More Cranbrook network &

steering group (chaired by a passionate local resident), a community led family hub in partnership with the education campus and the [role the community is playing](#) in engaging and providing consultation on the 'active' future of the town centre. This will be further strengthened as more local people join Move More Cranbrook to develop and lead elements of the work.

2. What are your plans for deepening the work?

- What will your proposal achieve?
- Does it clearly align with a strategic aim?
- What strengths have you identified that you will build on?
- What or where would you like to continue to improve?
- What learnings have you taken from the LDP period that have informed plans for the future?
What has shifted in the system? What has changed in your approach?
- What gives you confidence you will be able to achieve these plans? What challenges will need to be overcome? How will you address these? Any risks? Demonstrate how the proposal gives confidence that this is the best way to achieve the outcomes?
Have any other ways of achieving the outcomes been considered? Why this approach? Does this fit within Sport England's remit?
- What does success look like in this work? (please align your response with the deepening outcomes at appendix 2 and your Theory of Change if recently updated). How does this align to Uniting the Movement? Timeframe?

Our aspiration

Sport England's National Evaluation & Learning Partner (NELP) has developed a framework for describing and assessing place based systemic change and identified certain features or characteristics of a place which are necessary to tackle inequalities. It is known as a System Maturity Matrix (please see **Appendix A**).

Using this framework to describe success, the aspiration is that within 10 years Exeter and Cranbrook would be places where:

- Sustained visible leadership and long-term commitment, in the local context, is well established for tackling physical activity inequalities.
- A groundswell of a diverse group of local people, including those who have lived experience of inactivity, are vital in the decision-making process to create the conditions for people to be physically active and influence those around them and strategic leaders and political decision makers.
- A unified strategy across policy areas and joint work that effectively addresses structural inequalities and resources need to be proportionately weighted towards people and communities experiencing greater disadvantages.
- A culturally inclusive social environment is needed to encourage and facilitate physical activity for everyone.
- That people generally experience the freedom and confidence to be active in ways that suit them and that they enjoy.
- The built environment, including working and housing environments, and local infrastructure (including amenities and travel) are best when designed for and managed to encourage everyday physical activity.
- Local natural environments and public open spaces are recognised and highly utilised as assets for engaging in community / voluntary led activities.
- Disadvantaged communities play a leading role in planning and design of large-scale, long-term investment in regeneration /renewal programmes.

We are proposing to deepen our work through delivering against a new co-designed [Theory of Change](#). (Please see **Appendix B**) In recent months we have developed this with local system partners and community involvement, facilitated and supported by our evaluation partner SERIO.

This theory of change will unite local partners and provide us with a collective tool to measure our progress against the activities, outcomes and long-term impacts that will help us deliver more significant change.

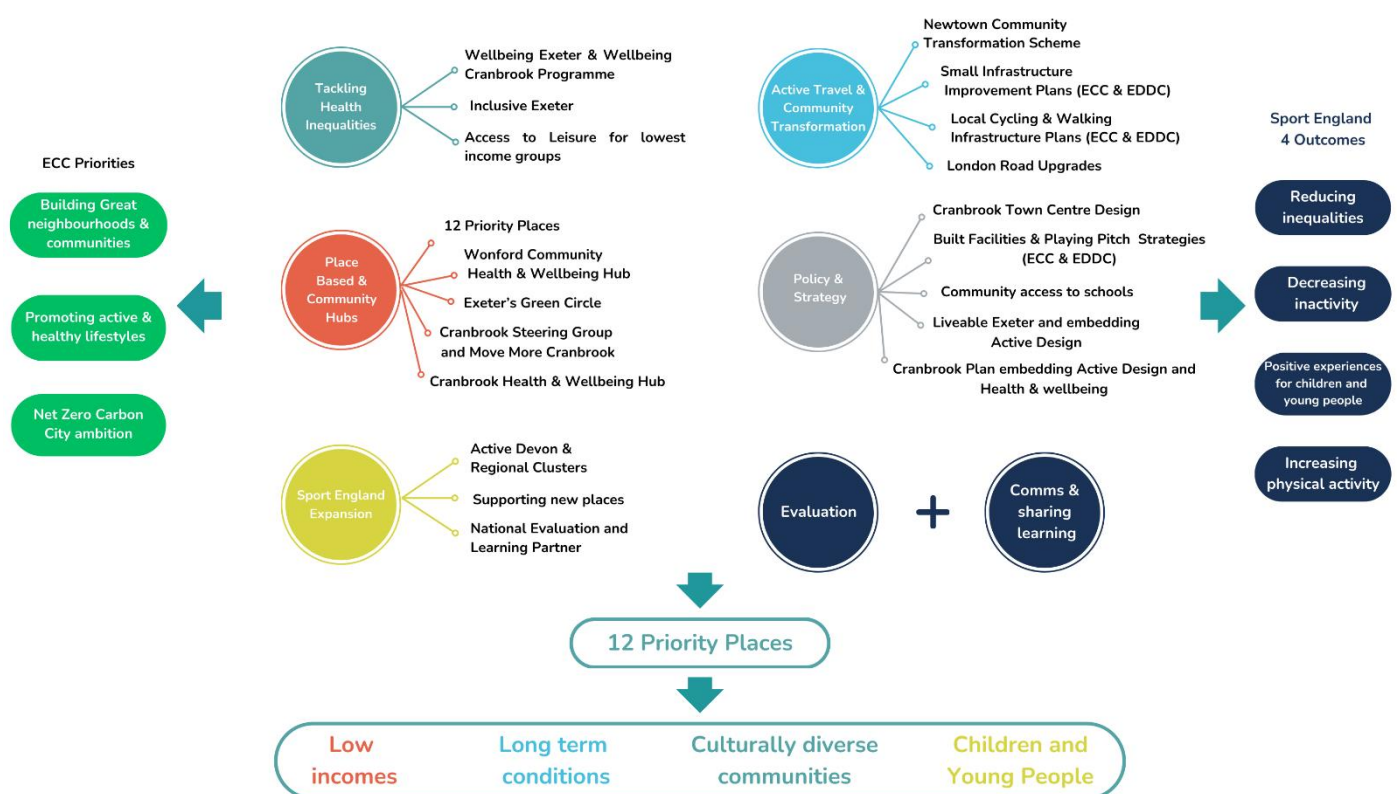
The Theory of change will provide the consensus document to engage with existing and new partners to progress towards achieving our proposed long-term impact. During this deepening phase we will work with partners to develop a long term 'Healthy and Active Lifestyles' strategy

that will help realise the Exeter 2040 vision, our corporate priorities and long-term plans for Cranbrook.

The Theory of Change is based on the following high level programme proposal, which articulates our outcomes, impacts and the programme of work which will underpin our contribution to deliver against the Sport England outcomes:



High Level Programme Overview



We will strengthen our work through five key areas building and deepening the work in our areas of Most Significant Change in section one:

- **Tackling Health Inequalities** – acting as a long-term partner to grow Wellbeing Exeter and Cranbrook. Driving and deepening our work around health integration and providing wellbeing and physical activity support for those with the poorest health outcomes. Replicate our approach and methodology for working with culturally diverse communities to those residents on low incomes and suffering with long term conditions.
- **Place Based Community Hubs** – a focus on delivering the Wonford Community Wellbeing Hub & Cranbrook Town Centre design, including the future plans for leisure, wellbeing and community infrastructure developments in Cranbrook.

- **Active Travel and Community Transformation** – Exeter and Cranbrook LCWIP delivery, Newtown transformation programme and further delivery of the new system of Small Infrastructure improvements in priority areas. Levering in Department for Transport investment to address key walking and cycling infrastructure in our priority neighbourhoods.
- **Policy and Strategy** – Influencing policy to affect structural change through active lifestyles in our most deprived existing communities. This is also the narrative for Liveable Exeter, which is also about regeneration and building eight new neighbourhoods for the future, enabling healthy and active lifestyles as communities are formed. In each of the Liveable strategic locations, detailed plans are being brought forward to exemplify how these active design principles will be delivered as part of new development. For example, the case study of Water Lane Development Framework and Design Code SPD
- **Expansion** support through working with Active Devon on emerging places in the county, working within a regional cluster, targeting places identified by Sport England as requiring peer support, approaches, and insights. Developing a local bespoke physical activity system leadership programme aligned to national investment in leadership and systems development.

Our priority is to focus on **two of the Sport England Key Outcomes – Decreasing Inactivity Reducing Inequalities**, through this focus we will achieve an increase in activity levels and improve experiences for Children and Young People in our priority neighbourhoods.

The impact that we will achieve through this will be:

- Continue to reduce overall inactivity levels in our priority LSOAs, and reduce inactivity across Exeter and Cranbrook as a whole (for instance, the local active lives survey shows a 42.8% inactivity rate in priority areas versus around 17.4% in non-priority areas within Exeter city boundaries).
- Continued year on year reduction in inactivity for those who are the most inactive i.e. doing nothing.
- Continued focus on narrowing inequalities in areas of greatest need – our neighbourhoods with poorest health outcomes: a reduction in inactivity levels in Wonford, Beacon Heath, City Centre, St Thomas, Cranbrook.
- Improve the experiences of children and young people within in our priority areas. More family units in these areas are enjoying physical activity together.
- Delivery of a Community Wellbeing Hub in Wonford that demonstrates an integrated approach to physical activity and is a flagship case study for the 'Future of Leisure' report recommendations.
- Securing significant developer contributions to deliver active design aspirations in the first wave Liveable Exeter development sites.
- Deliver a town centre masterplan in Cranbrook based on active design principles.

- Targeted support for places across the country that do not show immediately on place needs classification but have LSOAs with greatest need
- Tangible improvements in our system maturity, understanding of the conditions that effect change in place.

In the last 12 months we have established our System Maturity Matrix approach, following support from NELP and Sport England to reflect against the conditions that support place-based working. We are using the tool regularly with the core team and wider partners to understand how our work is embedding locally. Across many of the conditions and specific elements we consider ourselves to be 'establishing' in practice. Our deepening approach will be to move towards 'embedding' in practice for each of the conditions.

Our current scoring and evidence base against the conditions can be found [here](#). We have also developed an action plan with areas of focus to help us move towards embedded practice.

We have confidence in delivering further systemic change and tangible impact in Exeter and Cranbrook. Our confidence is underpinned by:

- Consistent and impactful Political and Senior Leadership across Exeter City Council, the work embedded within the host organisation. Renewed commitment from East Devon District Council and an aspiration to scale the work more widely across the district.
- Capacity embedded within the new council senior leadership re-structure.
- Positivity and engagement through local Community of Practice, over 20 organisations represented. There is a drive to further widen this to other system partners.
- Our approach and genuine understanding and application of the system maturity matrix.
- Our track record with Sport England on saying what we'll deliver and then making it happen, clarity of spend against investment and strong fiscal management.
- Our intent to deliver a new hosting and governance model, bringing together Wellbeing Exeter and Live and Move under one roof. This will be delivered through an options appraisal of a new locally hosted organisation, existing anchor partner or a co-designed new entity.
- An approach to further mainstream and embed posts within the system, through local anchor organisations.
- A new governance for Cranbrook shifting to a local model alongside the Cranbrook Placemaking Group. Maintain Move More Cranbrook Network and Wellbeing Cranbrook / EX5 Alive capacity hubs.

We understand the risks to system working and delivery during this period and will continually manage risk at a programme and corporate level. A Partnership Risk Register is attached **Appendix C**.

Exeter City Council has recently awarded the tender for the management of Wellbeing Exeter and Cranbrook to CoLab, a multi-award-winning voluntary sector organisation. CoLab serves as a multi-agency wellbeing hub in Exeter that enables people and organisations to work together, to create the conditions for people to lead their best lives and do their best work, and for organisations to achieve their greatest impact and value.

The organisation, founded seven years ago as an evolution from Exeter CVS, envisions a collaborative community and social laboratory, hosting a network of partner organisations within its hub and extending out into the communities in the immediate geography around Exeter and across Devon. EDDC's recent agreement to fund Wellbeing Cranbrook for this financial year and desire to support continued alignment and collaboration with Wellbeing Exeter will form part of CoLab's transition year funding in 2024/25. CoLab will continue to bring Live and Move and Wellbeing Exeter closer to the below programmes, organisations and alliances.

- **Devon Mental Health Alliance (DMHA)** 3 (+2) year NHS/DPT funded alliance). An alliance of six organisations (CoLab, Devon MIND, Improving Lives Plymouth, ReThink, Step One and Shekinah) supporting the implementation of the Community Mental Health Framework (CMHF).
- **STaR** (2 +1-year Public Health funded alliance of cross sector partners). To establish a One Team approach, providing enhanced wrap around support and recovery interventions.
- **Doing What Matters Most (DWMM)** (3-year lottery funded programme). This programme of work invests in the infrastructure to enable the collaborative community to achieve and demonstrate collective impact in general infrastructure support for multi-agency work and for specific infrastructure for focus areas: Learning, Gender and Mental Health.
- **Brave Spaces** (2-year Devon County Council funded programme). This is a two-year test and learn project supporting women facing multiple disadvantages, homelessness, domestic and sexual violence and abuse and trauma.
- **High Intensity Case worker** (Exeter and East Devon) (1 Year NHS funded pilot in partnership with Encompass North Devon). To provide support to those people who are frequent users of the emergency departments in Exeter and East Devon.
- **High Flow Peer Support Project** (1+1-year Lottery funded programme in partnership with Encompass North Devon). Development of a lived experience peer research group.
- **Urban Learning Academy (ULA)** (UK Shared Prosperity Funding 2024/25) An alliance of 6 partners (CoLab, Exeter College, ECC, DCC, University of Exeter and ECCT) with 30 association partner organisations from across Exeter.

Wellbeing Exeter takes referrals from GP surgeries across Live and Move's priority areas. There are plans for the new Programme Development Manager at Wellbeing Exeter & Cranbrook to be integrated into Primary Care Network boards, reporting on the alliance programme to the

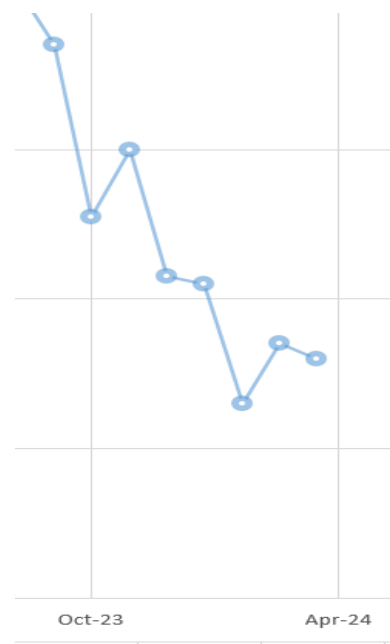
Wellbeing Exeter Commissioning Board, East Local Care Partnership and Liveable Exeter Place Board.

Wellbeing Exeter continues to hold key relationships with statutory authority and health sector organisations on its commissioning board, including representation from Public Health Devon, Devon County Council, One Devon ICS, local PCNs, as well as local Councillors and senior leadership from within ECC. We will continue to deepen our relationship with the [Eastern Local Care Partnership](#), inputting from Live and Move and Wellbeing Exeter. The ELCP shares key areas of focus with our work, and that includes tackling health inequalities through prevention work with CYP, unpaid carers, and those suffering from social isolation and loneliness.

We have plans for ripple effect mapping with the whole of the Wellbeing Exeter & Cranbrook team of partners as we know we do not capture all data about local interactions. For example, Community Physical Activity Officers (CPAOs) only currently capture the individuals they spend time working with on a one to one, or group activity basis, but they also signpost numerous people at community-based workshops that we currently do not measure.

We have ambitions to improve the numbers of people referred into Wellbeing Exeter and Cranbrook from GP surgeries through strengthening relations with some of the GP surgeries with low referral rates (see chart).

We have ambitious plans to increase staffing numbers which will enable us to increase residents being referred through the Community Connector and CPAO scheme. We currently average around 65 referrals per month from GP surgeries, but we believe we can increase this figure by around 50% with a new three-year strategy written in collaboration with our key partners and new lead management organisation. We know we have ongoing capacity to engage with at least 120 referrals per month, from several sources.



A year in the life of Wellbeing Exeter:

Community Connectors:

910 referrals (88% came from GP referrals; 35% of adult referrals unable to work; 58% were female) with 938 connections made

Community Builder

560 events/activities; 579 residents moved into action; 127 new ideas put into action

Community Physical Activity Organisers

Worked with 27 organisations; 133 group events organised/led

Our longer-term strategy beyond 2028 will include:

A new co-designed, collaborative 10-year physical activity strategy, underpinned by a range of evidence and policy including Live and Move strategy, Built Facilities Strategy, Playing Pitch Strategy, Exeter Local Plan and Active Design, Cranbrook Town Centre design.

A new organisation delivering Live and Move and Wellbeing Exeter & Cranbrook priorities, co-designed and co-owned by local anchor organisations and communities.

An ongoing system leadership development programme and pathway is delivering for local system leaders and connecting organisations together.

Communities are leading their own change.

A self-sustaining financial and resourcing model underpinned by local statutory and health organisational investment. Significant developer contributions are continuing to support capital programmes and place-based programme delivery.

Exeter and Cranbrook is a recognised place where others from across the country have accessed support, expertise and learning to further their own systemic place-based approaches to active lifestyles.

3. Reach and influence into communities:

- Who are you reaching through the work, how do you know you are and what impact is it having?
- What do you know about the demographic of those that have directly engaged in the interventions locally?
- Who will you be seeking to reach in your next phase of work?

Our future focus and next phase of work:



We will continue to focus on the areas of greatest need within the city and Cranbrook (as identified alongside the place needs classification methodology). These are highlighted in the map above. Our specific focus in these areas, through our neighbourhood engagement with Wellbeing Exeter and Wellbeing Cranbrook's infrastructure, will be:

- Residents on low incomes or those out of current employment
- Residents with Long Term Conditions
- Residents from culturally diverse communities
- Families on low incomes and
- Children and Young People from family units within demographics listed above
- Children in Care and young care leavers

We will be supporting Sport England place-based expansion work with a focus on those places that have similar ambition, or similar characteristics to ourselves. We will work with Active Devon to support places across Devon and the regional cluster that are embarking on their journey into systemic working in their place.

The data and identifying local greatest need

A strength of the work in Exeter and Cranbrook is our ability to interpret and act upon the data available to us via the Local Active Lives survey (LALS). It highlights the need to work within deprived wards in an area otherwise seen as reasonably affluent. It puts Exeter and Cranbrook in a strong place to help advise future place partners that may mirror our demographic and geography.

Sport England national level data suggest that in Exeter, 25.7% of adults are inactive, which mirrors the latest national inactivity levels taken from the most recent November 22-23 Active Lives Survey results (published in April 2024). However, our Local Active Lives data consistently says that in our priority LSOAs, instances of inactivity are much higher. The most recent Local Active Lives Survey, conducted in conjunction with our independent evaluator, SERIO, stated that our priority areas in Exeter showed inactivity levels of 42.8%, with 37% inactive in Cranbrook. This clearly evidences huge inequality of access disparities (25.7% inactive versus 42.8% in priority areas) in an area considered otherwise as relatively affluent. Within our local Local Active Lives Survey, we do not currently survey the more affluent areas, however, the rates taken from the national Active Lives Survey against local results, suggest that in Exeter's non-priority areas, the inactivity rate is as low as 17.4%, in stark contrast to the most deprived areas (42.8%).

This inactivity rate is higher than the most inactive local authority stated in the 2024 national Active Lives Survey results (Barking and Dagenham, London has the highest rate of inactivity at 40.4%), thus providing the need to work in Exeter's most deprived wards as they are more inactive (*we acknowledge that this is not a comparison to Barking & Dagenham's highest area of need, but it evidences comparatively high inactivity rates*). Even Cranbrook at 37% would rank in the top 2% of most inactive when compared to national Local Authority rates in the most recent Active Lives Survey results.

Within our local survey, we have found that within our Live and Move designated priority areas (see image below) half (50%) of people living with a long-term health condition or disability are inactive (compared to 40.8% nationally).

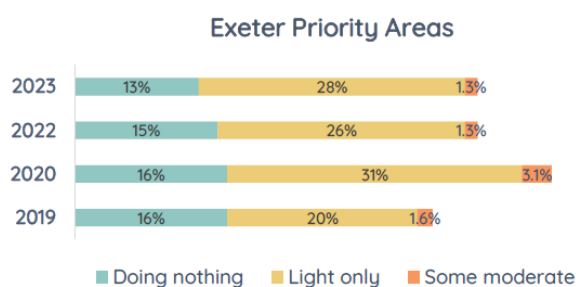
Coincidentally, an outcome of the team's work with the System Maturity Matrix has further evidenced our approach. The team have established priorities for the next three years which would tackle these inequalities of access for those residents on low incomes or living with long term conditions in these priority areas. The Local Active Lives Survey has also highlighted a need

to prioritise working with demographics within our priority groups as below, with much of the data showing vast inequalities to access in our priority areas (see table below).

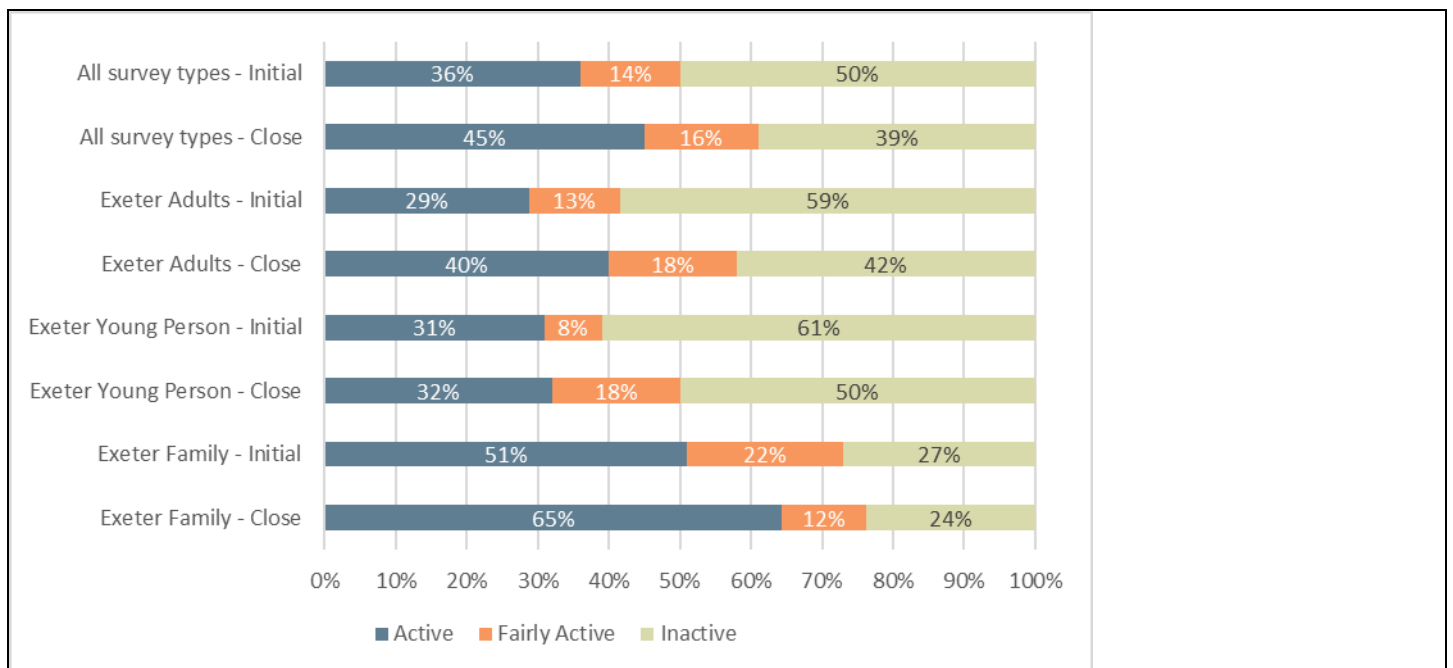
Inactive Comparison Data	National ALS (average)	Exeter & Cranbrook priority areas
Female	27%	44%
Disability/LTHC	40.8%	50%
NS-SEC 6-8	45.2%	53%
BAME	27.7%	53%
Age 16-34	20%	33%
Age 35-54	22.9%	42%
Age 55-74	26.7%	49%
Age 75+	45.4%	68%

Data comparison LASL 2023 v ALS national Nov 2023; red text highlights a higher inactivity rate.

Despite these statistics, we are finding that our approach at priority of working in priority areas based on high levels of deprivation, low incomes, high levels of disability/LTHCs is breaking through. Figure 1 (below) shows that in Exeter, compared to all previous years, a lower proportion of those who reported themselves as inactive indicated they did no physical activity and a larger proportion suggested they did some light activity compared to both 2019 and 2022. Those reporting doing some moderate activity remained the same as 2022.



Furthermore, recent research by SERIO shows that every focus area of referral engagement via Wellbeing Exeter has led to a reduction in inactivity. Surveys show that half of all referrals are inactive at first contact (50%), but this reduces to 39% when their case is closed by a Community Cconnector. Figure 2, below, which shows these reductions across all priority areas such as individual adults, young people or our work with family units.



NB: The Wave 4 LALS is based on a total of 1,852 responses across the Exeter priority areas and Cranbrook, and mirrored the approach taken in Waves 1, 2 and 3.

Who are you reaching through the work, how do you know you are and what impact is it having?

Community Connecting

Wellbeing Exeter's team of Community Connectors provide holistic, effective, and high-quality support framed by the Five Ways to Wellbeing. They work alongside individuals and families to identify and understand what is important to them, what changes they would like to make to improve their wellbeing, including how they could be more active in daily life, both individually and as a family, and introduce them to suitable community opportunities.

It is evident that engagement with a Community Connector is having a positive impact on various aspects of participants' lives. Participants' mental wellbeing has improved since engaging with a Connector, and involvement with a Connector also appears to have had a positive impact on levels of loneliness, and this is most pronounced amongst participants whose main need has been identified as a physical health / disability need. The data also suggests that involvement with a Connector has impacted positively on participants' frequency of social connections, trying something new or developing new skills, mindfulness, and giving to others. In addition, amongst Exeter families, the data highlights positive impacts on family relationships since engaging with a Connector, as well as positive shifts in the frequency with which families spend time doing several activities together.

The data also suggests that engagement with a Community Connector is having some impact on participants levels of physical activity, with the data highlighting a slight increase in the

proportion of participants classified as 'active' and a slight decrease in the proportion classified as 'inactive'. Increases in levels of physical activity are more evident amongst participants whose main need has been identified as physical activity, and those indicating support with physical activity was something they hoped to gain through their engagement with Wellbeing Exeter. The data also suggests that since engaging with a Connector increasing proportions of participants are being more social in their physical activities, opting to undertake physical activity with another person or group of people, rather than alone.

Referrals to a Community Connector came from a variety of organisations including GP surgeries and medical centres, schools, colleges and universities, public sector agencies, charities, and a small number of internal and self-referrals. Table One provides an overview of the different types of referring organisations. As shown, GP surgeries and medical practices made up most referrals (74%). As would be expected, these organisations were responsible for fewer referrals for Exeter young people (57%), with a third of these referrals coming from schools, college or university (34%).

Table: Type of referring organisation

Type of referring organisation	Exeter Adult		Exeter Young Person		Exeter Family		Cranbrook Adult		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
GP/ medical practice	146	81%	64	57%	64	78%	14	88%	288	74%
School/ college/ university	5	3%	38	34%	4	5%	1	6%	48	12%
Public sector organisation	13	7%	2	2%	3	4%	0	0%	18	5%
Charity	8	4%	6	5%	6	7%	1	6%	21	5%
Other	8	4%	2	2%	5	6%	0	0%	15	4%
Total	180	100%	112	100%	82	100%	16	100%	390	100%

Most referrals were made by a GP (66%). For Exeter adults and Exeter family referrals from a GP accounted for 72% and 70% of cases. As would be expected, amongst Exeter young people referrals from GPs were slightly lower (58%), with a third (34%) being made by a school or college. In Cranbrook 44% came from a GP, 13% from a Health and Wellbeing Coach and 13% from a nurse (both of which are linked to the Cranbrook Medical Centre).

Amongst Exeter adults just under half (43%) of participants were aged 50+, with 22% aged 30-49 years. The majority of Exeter young people were aged 11-17 years (79%) while amongst Exeter families age 30-49 years accounted for 43% of participants. Half of Cranbrook adult participants were aged 30-49 years with a further 19% being aged 50+.

In terms of physical activity, a higher proportion of Exeter adult respondents wanted support to become more physically active (48%) compared to families (33%) and young people (14%). Within the analysis around Leading an Active Life, activity levels of participants indicating they hoped to gain support to become more physically active are explored separately.

Generally, across all aspects of community life, respondents have seen a positive shift in the frequency of undertaking each aspect between the initial and the close survey, suggesting their engagement with the Community Connector has had a positive impact on their community life. Exeter Adults have also seen some positive changes in the frequency of doing certain activities weekly or more frequently, these include:

- An increase of 26% indicating they pay attention to how they are feeling (up from 50% at initial survey to 76% at close survey).
- An increase of 25% indicating they chat to somebody in the community (up from 37% at initial survey to 62% at close survey).
- An increase of 22% indicating they meet socially with others (up from 26% at initial survey to 48% at close survey).
- An increase of 21% indicating they attend a local group (up from 17% at initial survey to 37% at close survey).

Across all survey types there has been a slight increase in the proportion of participants classified as 'active' (up from 33% at initial survey to 36% at close survey) and a slight decrease in the proportion classified as 'inactive' (down from 52% at initial survey to 48% at close survey). Exeter Adults have seen the biggest change, with the proportion of participants classified as 'active' increasing from 27% at initial survey to 36% at close survey and the proportion classified as 'inactive' decreasing from 60% at initial survey to 46% at close survey.

Community Building

We have extensive knowledge of our neighbourhoods and priority communities, this is evidenced by the regular profiling and asset-based mapping our Community Builders produce every year. (An example of neighbourhood mapping can be found [here](#)).

Community Builders support people in their local neighbourhoods to grow their own ideas and try new things that bring people together, improve their wellbeing and make the community a better place to live. This can include:

- Connecting people and opportunities together, creating new networks
- Encouraging and supporting local people to take action on things that matter to them
- Creating spaces that allow people to come together, get to know each other, build trust and share skills.

Community Builders support residents and communities to grow their own ideas, try new things that bring people together, improve wellbeing and help communities to thrive.

Builders work with residents at a hyper-local level, getting to know streets, schools, businesses, groups, clubs and individuals. They are well-liked and trusted in their communities and act as advocates that share the community voice with the organisations and policy makers involved in the Wellbeing Exeter programme.

Community Physical Activity Organisers (CPAOs)

Wellbeing Exeter's team of Community Physical Activity Organiser's (CPAO) focus on being active as one of the Five Ways to Wellbeing. CPAOs work with individuals and in the community to promote and develop more community-based opportunities to encourage people to move more as part of their daily lives. As part of their work CPAOs record details of the individuals and groups they have been working with. For individuals this includes what the individual wanted to get from their engagement with a CPAO, their journey with the CPAO and any perceived changes because of their engagement. For groups this includes details of the activity and how it was developed, the CPAOs role in facilitating the activity alongside any challenges or barriers faced, as well as any perceived changes coming about as a result of the activity, for both the group and individuals.

Individuals referred to CPAOs are often experiencing a range of health challenges that are obstacles to increasing their physical activity and need addressing alongside opportunities for moving more. 25 referrals (42%) considered themselves to have a disability / health condition that impacts on day-to-day life. These included a range of mental and physical health issues as well as mobility issues and learning difficulties.

For most individuals, contact with a CPAO lasted for up to four months (73%). In most cases contact from the CPAO ceased because the individuals need had been resolved (24%).

CPAOs also recorded the outcomes or changes they had observed in relation to the individual, from a pre-defined list (see table 23). For many individuals, the CPAO did not record any detail (46%). Where outcomes were recorded, for a third of individuals (34%) the CPAO felt their knowledge of local physical activity opportunities had been increased. For 17% of individuals the CPAO felt their participation in physical activity had increased, either through formal, informal or CPAO facilitated activities. These activities included individuals being introduced to and attending a Health Walk and attending cycle rides with the CPAO with plans to buddy them up with another individual who enjoys cycling.

Reflecting the fact that individuals referred to CPAOs are often experiencing a range of health challenges that are obstacles to increasing their physical activity and need addressing alongside opportunities for moving more, the CPAOs indicated that several individuals were experiencing underlying physical or mental health issues that created barriers to them engaging in physical activity. In several cases the main outcome was the CPAO referring the individual onto another organisation that could better support with their priority needs.

The key outcomes the CPAO observed coming out of the activity focused on increased participation in physical activity (cited for 42% of groups). Usually this was felt to have been facilitated by the CPAO (cited for 32% of groups) and increased social connections or activity (cited for 15% of groups).

It is evident that CPAOs have successfully worked with several individuals and explored with them how they could be more active in ways that work for them as well as introducing them to physical activity opportunities. For a number of individuals this has resulted in them becoming more physically active. Through their group work, CPAOs have facilitated over 50 groups related to physical activity across Exeter, and supported a further 26, which have resulted in increased participation in physical activity amongst those involved. Case studies about CPAO work can be found [here](#) and [here](#).

4. What further support do you need from Sport England?

Things to consider – capacity, investment, evaluation, sharing learning, tools and resources etc If you are seeking capital investment, please include details of what and how they align to your learning to date and deepening approach.

The considerable Sport England investment, guidance, and support in Exeter & Cranbrook over the past five years has already led to tangible systemic change. So that we can build on the work together over the next three years, continuing support will be fundamental to our success, but in developing our plans for 2025–28, we are demonstrating longer term sustainability and a substantial reduction in the overall Sport England investment. We will continue to focus energies towards growing existing partnerships, securing more partnership capital, and actively seeking ways to increase efficiency around use and leverage of local system resources as well as at a regional/cluster level.

So far, this approach has resulted in **additional inward investment**, aimed at tackling inequalities and the physical activity/wellbeing agenda, including:

Exeter City Council

- Wellbeing Exeter funding in excess of £1.5m to date, with i.r.o. £450k for 2024/25
- £750k for Wonford Community Wellbeing Hub feasibility
- Community Grants Programme totalling £3million pounds since 2021
- Annual in kind / hosting of Live and Move programme team (c. £100k per year)

Devon County Council

- Wellbeing Exeter funding of £2.1m
- Initial feasibility and design phase work for London Road upgrade works

Primary Care Networks

- Wellbeing Exeter funding around £266k

East Devon District Council

- Wellbeing Cranbrook capacity funding £75k for 2024/25
- Cranbrook Town Centre masterplan funding £30k
- £10k match funding for Cranbrook pump track
- £200k UK shared prosperity funding towards delivery of an Exeter and Cranbrook LCWIP priority project

Active Devon and OSF Funding

- C. £100,000 for Exeter schools in 2023–25
- Cranbrook awarded £35,440 for 2023–2024

Inclusive Exeter

- 3-year National Lottery Communities Funding from April 2024 totalling £150,000

EX5 Alive

- 3-year funding bid totalling £200,000 for Lottery funding - pending

We have developed a detailed programme budget for 2025–28 and set out below a high-level summary of our total investment request from Sport England, across the 5 Key Investment Areas.

The total investment ask from Sport England is for £2.5m across three years.

Capacity:

A core team will be required to deliver the programme. Job Descriptions will be available once agreed through the Organisation Change Policy. Whilst posts will initially be hosted by Exeter City Council, the ask from Sport England investment will taper year on year, as the roles/work are either hosted and funded externally or mainstreamed into the Council establishment. **Investment requested: £587,597**

Sport England investment into Wellbeing Exeter & Cranbrook to 2028: will contribute towards a core team of Community Builders, Community Connectors and Community Physical Activity Organisers, able to dedicate delivery of a social prescribing programme across our priority areas. However, additional investment from new funding partners will enable an enhanced programme offer including services for Children and Young People. With that in mind, the Wellbeing Exeter Case for Support will continue with the aim of expanding the programme and reducing the financial commitment on existing funders. **Investment requested: £669,500**

Revenue funding to deliver sport and activity – programme delivery:

- **Tackling Health Inequalities – Investment requested: £270,000**
 - Scaling up the Exeter Leisure partnership which adopts a social prescribing approach to support those on low incomes with long term health conditions.
 - Engaging with DWP and social housing providers to establish referral routes and programmes in priority neighbourhoods.
 - Working with health partners
 - Deepening the work with Inclusive Exeter to continue to drive down inequalities for culturally diverse communities.
 - Extend the EX5 Alive programme in Cranbrook, supporting family units on low incomes to improve positive experiences for children and young people.
- **Active Travel and Community Transformation – Investment requested £337,500**
 - Supporting delivery of Exeter and Cranbrook LCWIP priorities.

- Planning and Active Design input to new Liveable Exeter development sites and Cranbrook town centre.
 - Sustainable travel to education, improving experiences of walking and cycling to school.
 - Small Infrastructure Improvement Plans – embedding the new system.
 - Community engagement, communication and messaging alongside new travel infrastructure schemes.
- **Place based & Community Hubs – Investment requested £270,000**
 - Active Social action projects focussed on Wonford, Beacon Heath/Whipton, City Centre, St Thomas/Merrivale and Cranbrook.
 - Delivering the Wonford Community Wellbeing Hub post planning.
 - Cranbrook Leisure and Wellbeing Hub engagement and feasibility.
 - Continuing work with Children and Young People in our focus areas through the Opening Schools Framework sustainability work.
- **Evaluation & Learning Approach – Investment requested £250,000**
 - to secure a local evaluation partner to 2028.
 - System Maturity Matrix twice a year.
 - Impact reporting – Local Active Lives annual survey, dashboard analysis and insight preparation.
 - Configurational analysis on an annual basis.
 - Population modelling on an annual basis.
 - Support for expansion places in Devon/SW region to develop their own approach.
 - Supporting our own programme with informed lessons from other projects around the country, whilst every place is unique and requires targeted delivery it is invaluable to hear experiences of other places first hand through NELP and Community of Practice events.
- **Communications & Digital – Investment requested £90,000**
 - Continued support from the national communications team is welcomed, and we would like to do more to align with national comms and campaigns which promote behaviour and systems change. We also see a clear requirement to share our work locally and regionally via our own channels (events, website, newsletter) and externally managed platforms (including PR, content on partner channels and so on). This budget includes more support for website development, enabling user integrated content so that it becomes a digital resource for the communities that we're working with, further enabling them and supporting them to sustain and build upon activities that we initially support. This budget also enables the opportunity for external PR and design support that will enable us to reach those people who most need our support as well as the partners who will jointly deliver the work.
 - Annual budget to include:

- £11,000 – website support per year
- £8,000 – PR and design support per year
- £8,000 – videography and photography as required
- £3,000 – email marketing software, other items as needed

Leadership & Workforce Development – Investment requested: £27,000

- In partnership with Active Devon, we are planning to create a bespoke local leadership programme across Exeter & Cranbrook, modelled on the National Leadership Programme framework.
- This will provide a long-term training programme for system leaders which aims to embed place based systemic change across multiple sectors and drive progress towards achieving greater system maturity.
- Longer term, this programme could be adopted as a model that supports other places, with a similar demographic to Exeter and Cranbrook, on their own journey towards system maturity.

Capital Investment:

- Whilst we are not directly requesting capital investment through this submission there are two specific programmes of work that are linked, within our wider approach to built facilities strategic work across Exeter and East Devon.
- We are working in detail alongside the Sport England Capital Investment team to further develop our planning application for the Wonford Community Health & Wellbeing Hub
- Sport England technical consultants are assisting with the building design and development of the business case and supporting us through pre-planning ahead of a formal application for planning during June/July 2024.
- Subject to planning and building our investment portfolio over the coming months we anticipate the ask of strategic facilities investment from Sport England to be in the region of £1-2m.
- We will collaborate with East Devon District Council to further support their emerging [consultation and feasibility work](#) towards the future long-term delivery of a community leisure and wellbeing hub in Cranbrook town centre. Within the submission there is a revenue ask linked to the 'Place based community hubs' work within the deepening submission.

These capital programmes will work concurrently alongside the deepening work strands and also help to deliver the outcomes within the emerging Exeter Built Facilities Strategy and the East Devon Leisure and Built Facilities Strategy. Exeter City Council have recently commissioned, through Sport England, the Facilities Planning Modelling work for swimming pools and sports halls in the city. This robust evidence linked to future population projections will give a headline overview of supply and demand for swimming and sports hall activity and provides the necessary data for the commissioning of a full Built Facilities Strategy.

These two important priorities for us locally are part of wider work utilising Sport England's Active Design principles, which are embedded within the Liveable Exeter housing programme, Exeter Local Plan and Cranbrook Town Centre design. As such we will continue to work with Sport England colleagues in the place team to provide practical case study and learning material towards the tackling of the big issue 'Active Environments' and how these proposed community sport hubs can influence wider policy and practice.

5. Sustaining your approach beyond 2028?

- What are your plans for ongoing sustainability of your approach?
- What other (outside of Sport England) investment or resources are you planning to lever in this period?
- How do you expect the desired systemic changes you are aiming for to become self-sustaining by March 2028?
- Demonstrate how your approach has become more sustainable since 2017 to articulate the journey?

Our deepening approach will be focussed on further embedding the systemic conditions of place-based working in Exeter and Cranbrook, to start delivering meaningful long-term impact towards reducing inequalities across our priority neighbourhoods.

To do this, we understand and are driven to drawing in existing and future resources within and outside of our local system. We have a track record of local resources and investment underpinning the work. These are highlighted in the resources section 4 above. Ongoing we will be working with local partners to strengthen our local investment position and work with other local partners in the system to lean in with resources:

Exeter City Council – hosting of current core team, and transitioning to a new future model of hosting (c. £100k annually)

Exeter City Council – annual commitment of Neighbourhood CIL development contributions towards Wellbeing Exeter and Community Grants Programme. (c. £300k annually)

Inclusive Exeter – national lottery funding for 3 years in parallel to the deepening submission timelines (c. £75k annually)

Cranbrook EX5 Alive – national lottery funding for 3 years in parallel to the deepening submission timelines (c. £75k annually)

Wellbeing Exeter and Cranbrook – our specification and recent contract award with the new delivery partner, CoLab identifies strategic investment as a key deliverable. We will be looking to secure new core funders throughout the year and beyond into the future, reducing the investment ask from Sport England and ECC. We will specifically be looking at health integration and investment through making the case with East Local Care Partnership, alongside philanthropic investment through our long-term partnership with Devon Community Foundation.

Active Devon – we will work alongside our place system partner Active Devon to identify resources both within and outside of the physical activity system to align alongside our ask to Sport England and will look to quantify this during 2024/25.

Further developer contributions – There is great potential in using Sport England Funding to unlock housing developments and lever Homes England funding and private investment via S106. We will also use CIL to support active travel infrastructure priorities through the Exeter LCWIP. Through Section 106 and CIL we will look to secure investment to deliver the Wonford Wellbeing

Hub alongside a capital ask and application to the Sport England capital investment team. The Cranbrook Plan seeks to secure £8m capital contribution from the expansion of Cranbrook toward the delivery of a health and wellbeing hub, £4.5m toward a leisure centre and £2.5m for the upgrading of London Road to make it more suitable for people walking and cycling. The first planning permission that begins to secure these monies at Cranbrook has now been issued.

East Devon District Council – we will work with East Devon District Council to secure ongoing year on year resources to underpin Wellbeing Cranbrook and its future expansion across a wider East Devon footprint. We will work to secure funds to continue the town centre design and future Leisure & Community Wellbeing hub in the town. This follows the formal securing of £75,000 for this financial year, to continue deliver of Wellbeing Cranbrook and core team project management.

We will work to produce a detailed local investment plan forecast to 2028 with Sport England and local partner colleagues in the next six months.

Our plan for achieving the systemic change as set out in Section 2 will focus on further embedding working practice to achieve the conditions as set out in the System Maturity Index. We will continue to use this as a live framework to reflect our practice against the conditions and work towards a fully embedded systemic place-based approach. We are developing an improvement plan against the system conditions which will articulate clear actions on how we will further our maturity within each condition at a community, sector and structural level. We intend to use of knowledge and experience to support other places to understand and utilise the system maturity index and concept tree to its full benefit and value.

Sustainability in capacity within ECC host organisation

Exeter City Council have established a strong central resource through the core team, its evaluation partner SERIO and a significant bank of evidence of insight, impact, learning and case study material. This work is demonstrating tangible commitment across numerous service areas and themes including Communities (Wellbeing Exeter and Community Grants), Planning (Liveable Exeter), Exeter Leisure, Net Zero (focus on active travel impact across organisation and citywide).

Over the next 18-24 months we'll be looking to mainstream the resource and approach of Live and Move within and across the organisation. This is reflected in the current commitment politically, through the corporate plan and within the [proposed Exeter City Council leadership restructure](#). There is resource and capacity within three out of four Directorates (Place, Operations and People) with Communities, Healthy Active Lifestyles and Place-Making within the remit of three different Service Lead functions.

The City Council is continuing to commit resource and investment into Leisure, despite the difficult position the sector it finds itself in across the nation (£60million+ invested in the last 5 years). The Live and Move team will be embedded under the leadership of a Director whose portfolio will include Leisure and Parks and Open Spaces, enabling a join up and alignment of resources for both indoor and outdoor assets that support people to be active. The Council has a dedicated Portfolio Holder for Leisure and Physical Activity, the current member Cllr Duncan Wood is a significant advocate for the Live and Move work and Sport England partnership.

ECC will remain a key core statutory partner, but move into the systems background, enabling a local anchor organisation to take 'the work' forward. To achieve this, the Council is committed to supporting the establishing of a new co-designed and merged Live and Move / Wellbeing Exeter governance and hosting model. This work will begin in earnest during the current year as the new lead management organisation, COLAB, works on developing options for the future voluntary sector led hosting for this work. Options will be developed, designed and presented alongside local system partners and communities for their input into the governance and organisational form of the future.

Sustainability of Wellbeing Exeter and Cranbrook

The new co-designed core model of Wellbeing Exeter and Cranbrook will launch from 1 July 2024, with CoLab managing the programme. This is possible thanks to the committed investment of Exeter City Council (developer contribution), Live and Move (Sport England) and East Devon District Council (council revenue funding).

A specific strategy here will be to further engage, strengthen and establish formal resource and commitment from the health sector through the East Local Care Partnership. Wellbeing Exeter and its constituent members form part of the alliance and will be seeking to make the case for health funding to tackle inequalities across Exeter and East Devon by broadening the model of Wellbeing Exeter and Cranbrook to the whole care partnership footprint.

Early system conversations are also emerging between ECC leadership and the Royal Devon University Healthcare NHS Foundation Trust, with a joint commitment to:

"re-visit our approach to S106 Agreements, from a policy and decision-making perspective and explore a system "test of change" idea to tackle health inequalities and the wider determinants of health, so we can improve health outcomes, particularly for our most deprived communities".

This could be a significant opportunity to align both health resource and developer contributions through the Wellbeing Exeter / Live and Move future model.

Sustainability in Cranbrook and wider East Devon

There is a strong organisational partnership locally through the Cranbrook Steering Group, led by local resident Matthew Rowett. There are representatives from three tiers of local government, planning, social housing, leisure, public health, community residents, Active Devon, Education Campus and voluntary sector. The path to sustainability here is strengthened commitment from East Devon District Council as identified through their committed investment of £75,000 this year to sustain Wellbeing Cranbrook and establish project management resource. Other partners are attracting resource and investment to the system and way of working, not least the education campus who are close to securing over £200k national lottery funding towards the sustainability of the family hub.

There is a local desire to scale the model of Wellbeing Cranbrook across the wider East Devon footprint, and to ensure the learning, experience and impact captured through Move More Cranbrook can be replicated through the wider district planning and leisure strategies.

The movement of Move More Cranbrook is growing, a strategy to recruit new volunteer ambassadors to lead and deliver local activities will run alongside the policy/planning level work to bring forward to new town centre 'active design'. [Link to EDDC report committing resource.](#)

Sustainability with local system partners

At a system level, the [Liveable Exeter Place Board](#) provides the overarching governance to maintain physical activity and wellbeing as a strategic partner of a wide range of system leaders and partners

The four strands of work to deliver against Place Board priorities are:

- Housing Infrastructure
- Live and Move
- Climate and Net Zero
- Culture and Diversity.

The Programme Lead for Live and Move will represent the theme at regular quarterly Liveable Exeter Place Board meetings, there is also representation from Sport England via the Strategic Lead. The Local Community of Practice will be the theme group responsible for delivering key priorities for the Live and Move strand of Liveable Exeter.

We have a reinvigorated approach to engaging partners meaningfully through establishing our Live and Move Local Community of Practice. Of greatest value recently was bringing the Community of Practice together to help realise the refreshed Theory of Change. These conversations are creating a shared vision and a platform to strengthen relationships with existing partners and bring in fresh energy from new sectors and organisations. The approach has identified some other additional value to help broaden our system working:

- The value of partnership and relationship capital achieving systemic change – e.g. the emergence of an alliance approach to the new Wellbeing Exeter and Cranbrook core model (through CoLab, Exeter City FC Community Trust)
- A commitment to looking at future governance and organisational form embedded in the voluntary sector.
- A collective way to understand and interrogate data to establish insight and affect change together.
- A place to convene conversations, reflections, and action learning alongside the system maturity matrix to help improve against key system conditions.
- Connections and contacts to bring in new strategic partners e.g. Housing and Department for Work and Pensions to align resources to tackling inequalities work for people on low incomes.

Sustainability in Planning and Development

The Live and Move strategy and influence through key colleagues has supported the development and engagement of the Exeter Local Plan. Sport England Active Design principles have been weaved through iterations of the Exeter Local Plan and underpin the key Liveable Exeter principles that will guide policy and implementation of all future development within the city.

Recently Exeter City Council have launched [the Liveable Exeter Placemaking Charter](#) – visionary blueprint that aims to elevate the quality and sustainability of new developments in Exeter – crafting thriving communities that future generations will be proud to call home.

We will be developing practical implementation of these principles and influencing/shaping design code through emerging new developments as part of the wider Liveable Exeter portfolio. Sites at [Water Lane and Southgate](#) are first wave developments that provide the tangible opportunity to design in active lifestyles through a strategic city development approach.

In Cranbrook, the Cranbrook Plan was adopted in October 2022 and sets a clear vision for the town, recognising its existing strength of community and embedding active design and good health and wellbeing principles throughout its policies. The [Cranbrook Masterplan](#) set the tone for

the expansion of the town, building upon the previous work of Space Syntax and their [Masterplan Option Testing](#) and [Integrated Care Exeter](#) research, both of which were advanced as part of the NHS Healthy New Towns Programme.

The expansion of Cranbrook will be looking to implement these policies in a manner which embeds active lifestyles for the towns increasing resident population and leads to long term sustainable behaviour change.

Sustainability timeline:

	2024/25	Year 1	Year 2	Year 3
Wellbeing Exeter & Cranbrook Programme	Delivery of Core Model and transition to new Delivery Partner Arrangements. Ongoing Case for Support: secure additional investment.	Launch and establish a new governance entity. Ongoing Case for Support: secure additional investment.	Expand and grow the programme (subject to additional investment) Ongoing Case for Support: secure additional investment.	Expand and grow the programme (subject to additional investment) Ongoing Case for Support: secure additional investment.
Live and Move Capacity	Core Team hosted by Exeter City Council.	Some roles/work embedded within other host organisations and/or additional external funding secured.	Some roles/work embedded within other host organisations and/or additional external funding secured.	All remaining roles/work mainstreamed across Exeter City Council or in other anchor organisations.
Role of Local COP (Distributed Leadership)	Live and Move lead and grow the network of partners and stakeholders. Establish Terms of Reference.	Other anchor organisations assume lead on hosting events. Further expand the network to include more	Member organisations leaning into the work and there is productive partnership working around	

	Identify common purpose and agree priorities.	system partners. Establish mechanisms for partnership working.	the common purpose.	
Cranbrook	Recruit to new PM role with EDDC investment – led/hosted by local partner. Establish formal governance link through EDDC and New Cranbrook Place-Making Board.	Design, develop and establish service level agreement with local partner to lead the work on behalf of Move More Cranbrook Steering Group Secure ongoing EDDC resources.	Scale Wellbeing Cranbrook and other programme across wider across East Devon.	Work becomes mainstreamed through EDDC leisure/ communities' function.

6. People and Leadership

- How have you used the approach to people and leadership to date to inform and shape your work over the past 5 years? (This could include both stakeholders and for your residents? What progress has been made in building capacity and capabilities? Demonstrate how this has been done in locally trust organisations and communities.
- What are you planning to do to create a diverse and reflective workforce that enables successful place-based working (2025 to 2028 and beyond)?
- What resource do you need going forward to support your ongoing people and leadership work to generate and deliver place-based systemic working?

The systemic place-based work in Exeter and Cranbrook to tackle inactivity has been possible due to consistent leadership at many levels over the past seven years.

At a **political level**, Exeter City Council has driven the agenda and priority for healthy active lifestyles for many years. This is evidence through the corporate plan, various political manifestos and a constant prioritisation of community health and wellbeing. The Council politicians have continually evidenced their support by championing the work at portfolio and executive level. Recently this was rubber stamped with the financial support of £750,000 to take the Wonford Community Wellbeing Hub redevelopment to formal planning stage. In the period of the local delivery pilot members have invested over £60 million into leisure, including the innovative and first ever UK Passivhaus leisure centre.

Recently East Devon District Council have politically supported the introduction of some resource to support Move More Cranbrook and Wellbeing Cranbrook, to continue to build community capacity as we look to embed the asset-based approach in the new town.

Attached to the bid submission are two formal letters of commitment from the local statutory bodies:

- a jointly signed letter between district authority Chief Executives of Exeter City Council (Bindu Arjoon) and East Devon District Council (Tracy Hendren).
- A [letter of commendation and formal support](#) from Devon County Council (Cllr John Hart, Donna Manson) as the Tier 1 authority.

At a **senior organisational level**, the Liveable Exeter Board holds the high-level governance and system leadership for the work of Live and Move. The Place Board is being refreshed, with the Live and Move programme remaining a priority work strand within the partnership. This presents the opportunity for the work to be integrated and connected to the big city advocacy issues and lever in system partner support to help achieve long-term impact. The Live and Move work strand will report regularly through its themed group with the Director/Programme Lead reporting at each meeting. High level priorities will be established based on this deepening submission, accountable at place Board level. The Local Community of Practice for Live and Move will take forward the delivery of the programme, distributing leadership across the organisations and representatives that helped co-design the theory of change.

A new Cranbrook Place-Making group is being developed by the Assistant Director at East Devon District Council; this will provide much needed higher-level governance from Cranbrook. The Cranbrook Steering Group will continue to grow and strengthen to deliver the priority programme outcomes on the ground with communities and residents.

Leadership capability and capacity has been continually developed through the Wellbeing Exeter & Cranbrook Programme. This is underpinned by an asset-based community development approach, with resources being directed through Devon Community Foundation on behalf of VCSE. This leadership structure has evolved, and a recent procurement exercise has identified local organisation CoLab as the new management organisation responsible for the delivery of Wellbeing Exeter and Cranbrook. A new core model and investment strategy has been signed off by both Exeter City Council, East Devon District Council and Sport England for the transition year of 2024-25.

CoLab will play a crucial role in leading the local alliance to deliver Wellbeing Exeter and Cranbrook, with key local anchor organisations Exeter Community Initiatives and Exeter City FC Community Trust playing important local leadership roles to deliver the programme. Their role will also involve strategic fundraising and network development to secure the long-term sustainability of the programme beyond 2028.

The current Live and Move strategy and core team has been embedded within ECC providing the central leadership for the programme. It is anticipated that Live and Move and Wellbeing Exeter will merge within the next two years, developing a new governance and organisational form within the VCSE sector outside of hosting arrangements within ECC. CoLab, Devon Community Foundation and a host of organisations involved in the programme will support a co-designed approach with priority communities to establish the future governance and organisational form.

There are many examples of how **local leadership at community level** has helped build capacity, take local ownership, and deliver impact for residents.

Wonford Community Hub – establishing and developing a local sounding board to co-design the future community wellbeing hub facility. Working alongside the local community centre trustees to build capacity and look at long term options for the management and development of the community facility and its activity programmes.

Inclusive Exeter – the development of a network and steering group to deliver the Inclusive Communities Programme with a range of community leaders from various culturally diverse groups leading the network and its programme of activities

Move More Cranbrook – a resident led multi-organisational partnership coming together to design and deliver priorities in Cranbrook. This has resourced and established a grants programme, Wellbeing Cranbrook, EX5 Alive and several small infrastructure projects in the town.

It will now connect to strategic governance through the Cranbrook place Making Group and East Devon District Council

These examples above demonstrate and evidence the programme maturity development for these system conditions:

- 2-Distributed and collective Leadership
- 3-Collaborating within and across organisations
- 4-Capacity and capability across the workforce, volunteers and in communities

An action plan will be used to continually measure leadership and capacity building against these system conditions throughout the deepening work. We will work alongside the national evaluation partner, our own local evaluation partner, and Active Devon to embed this approach through and alongside our Local Community of Practice.

Alongside the continued emphasis to strengthen the leadership at political, senior organisational and community level, it is our intent to establish a **local bespoke Physical Activity System Leadership Programme** with Active Devon to practically support existing and aspiring leaders working on systemic place-based thinking to support community wellbeing. We will seek to co-design and jointly deliver a local bespoke version of the national programme. We recognise the significant investment Sport England are committing nationally to leadership development. We would like to test and then scale a local, more longitudinal version of the leaders' programme to help strengthen system leadership in place based on the insight, experience and learning of Live and Move to date. This will create annual cohorts of system leaders who can share in professional development, but also tackle real life inequality challenges as they emerge from the Local Community of Practice. The learning and development will support the continued growth and resilience of our local anchor VCSE organisations delivering Wellbeing Exeter and Cranbrook.

We feel this is a huge opportunity to connect our granular approach to data, insight and evaluation approaches alongside the national leadership programme.

There is a firm and broad commitment to adopt a broader 'commissioning approach' to deepening delivery, this will create the opportunity for local investment and resources to establish shared roles in the local system. An approach that can work very effectively in that it can introduce broader perspectives and different capabilities into delivery. The examples of secondments or hosted positions between partners and voluntary organisations has been established within Wellbeing Exeter and the ECC/DCC delivery of active travel. It is also another valuable way of distributing leadership and embedding learning just the central team and current core delivery partners

7. Evaluation and Learning

- How have you used the approach to evaluation and learning to date, to inform your work over the past 5 years?
- How will you continue to develop how local evaluation and learning practice is used to increasing the participation and involvement of your communities?
- What are your learning and evaluation plans for the next period (2025 to 2028) (please reference appendix 3 in this response)
- What resource do you need going forwards to support your ongoing learning and evaluation?
- How will this help you demonstrate the contribution of your work to Sport England outcomes of 1) reducing inactivity 2) increasing activity 3) positive experiences for children and young people and 4) tackling inequalities?
- How will you know the work is on track and working?
- How will you determine this is still the best way to achieve the outcomes, and if not, how will you modify to embed any changes needed?

From the outset of our place-based partnership with Sport England we have committed to taking a robust evaluative, data/insight and analytical approach to the work. It was a desired impact within our initial theory of change, and a common thread across system partners locally. The team appointed an evaluation expert and a local evaluation partner within the first 12 months of development award investment to establish the framework and methodology.

Since 2019, external evaluation partners, SERIO, based at the University of Plymouth, have delivered an evaluation framework which has utilised a range of research methods, adopting a flexible approach and pivoting as required to meet the needs of the evolving programme. The bespoke evaluation framework has been tailored to respond to emerging areas of interest or demand.

The various approaches to system thinking and delivery has incorporated a blend of quantitative and qualitative methods, designed to glean maximum insight at all stages, and with full collaboration from the Live and Move team and wider delivery partners.

A key component of the initial evaluation phase has been the Local Active Lives survey, administered in 2019, 2020, 2022 and 2023 by local market research organisation, Marketing Means. This survey has provided a population-level local baseline for physical activity in priority areas, as well as addressing several additional key metrics for analysis.

Results from each survey have informed key annual impact reporting and allowed us to track the direction of certain metrics in priority areas, including physical activity levels, COMB measures, travel habits and a range of health and wellbeing outcomes.

To make best use of resultant Local Active Lives data, and to ensure that audiences can engage with it in different ways, SERIO provides a dashboard of Local Active Lives data, which is updated each time a new wave of data is collated. This dashboard can be found [here](#).

Local Active Lives data often throws up interesting themes and challenges, generating questions which have warranted further investigation with colleagues and stakeholders. For instance, in 2020, additional inclusivity research was undertaken by SERIO when it was found that activity levels for Asian populations were experiencing a notable decline following the pandemic. This insight led to the Inclusive Communities programme of work, delivered in collaboration with Inclusive Exeter. Find out more about this, [here](#).

Alongside the Local Active Lives data, a further component of the evaluation approach has been timely and comprehensive reviews of relevant secondary data sources. This approach includes, for example, data from National Active Lives; Active Lives Children and Young People; Sustrans; ONS; English Indices of Deprivation; DWP; Nomis; LSOAs; cycle counter; census; school census; national travel statistics; air quality; all available data pertaining to Cranbrook; and the One Devon Dataset (pending availability). Collated data is used to establish a picture of context, potential impact areas, and direction of travel for priority areas under scrutiny.

Live and Move has always been dedicated to 'whole system change' in our place. As such, it has been vital to meaningfully engage a wide range of stakeholders across the system, to capture the full spectrum of perspectives, and to understand what has taken place, what the associated learnings are, and what best practice looks like.

Process and system learning for the evaluation to date has been gathered via a targeted and regular programme of semi-structured qualitative interviewing. Interviews with the delivery team, programme management staff, and strategic leaders have been key. Regular reflective sessions have taken place for Wellbeing Exeter colleagues; and Cranbrook-specific community-facing staff. Alongside this, a sampling technique has also been employed for learning capture with wider stakeholders beyond Live and Move and Exeter City Council. This has involved using interviews with Live and Move and Exeter City Council senior leadership as a key avenue for highlighting external figures to approach for interview, to enhance the knowledge base.

SERIO has also conducted regular reviews of all available update and milestone documentation, collating reflections, and lessons learned where these have been recorded. Furthermore, the evaluation team members have been active participants, and attended meetings where relevant to keep pace with delivery. This has included in the past, for example, Cranbrook Steering Group meetings, as well as Live and Move team and management meetings.

Throughout the programme, SERIO produces [case studies](#) showcasing elements of the programme which have worked particularly well and have had positive impact, enabling partners to hear community voices, alongside other forms of community engagement, including resident consultations, focus groups and social media analytics.

In short:

The programmes relationship with external evaluation partner SERIO has enabled us to ensure that evaluation is embedded in all activities. It has given us a robust understanding of our projects, activities, and communities.

SERIO colleagues have been embedded in our team, attending monthly meetings, ensuring a joined-up approach between all activities. This has kept us on track and has ensured that all programmes are measured appropriately.

Strengths of this approach include:

Annual Local Active Lives survey – this gives us unparalleled insight into levels of physical activity and inactivity within the hyper local places in which we've identified greatest need. Data since 2019 means that we can see the long-term effects of our work in these places.

Our bespoke evaluation methodology unique to each project and activity, with a dedicated evaluation lead for each work strand means that evaluation has been an ongoing priority throughout the life span of each activity.

Quarterly NOISE reports, presented at management team meetings and giving a snapshot of all evaluation activity each quarter.

Case studies – qualitative sound bites which provide a deeper understanding and gives a persona of each activity or work stream.

Twice yearly Process Learning reports to NELP / Sport England shining a spotlight on a particular project.

Sharing good practice at two national learning seminars (May and June 2024) – both pieces of work showing Live and Moves robust data led approach.

• How will you continue to develop how local evaluation and learning practice is used to increasing the participation and involvement of your communities?

As shown above, evaluation is firmly embedded in the Live and Move programme and will continue to be so, however we recognise that capacity spent building the programme and establishing the framework can now be significantly reduced as we work to a more streamlined approach and focus on working even closer with and deepening our existing activities with communities in Exeter and Cranbrook.

All evaluation work both at a programme level correlates directly to the Sport England four outcomes, as well as the Live and Move vision and new Theory of Change, developed with partners and stakeholders and which we believe challenges and deepens our work, and acts as

our 'plan'. The Theory of Change will be reviewed in monthly team meetings and used to inform our work. We will also review the system maturity matrix on a quarterly basis which will continue to test our progress against outcomes. Progress must be measured against these as an appendix to all evaluation reports.

Over the next six months, we will develop an Equality Impact Assessment which will provide a narrative and explain how our work will impact upon the protected communities within our area and groups that we seek to support. These include:

- Culturally diverse communities
- Those with disabilities and long-term health conditions
- Those on low incomes
- Children in family units from those categories above

We know that sharing our evaluation outputs is key to measuring the impact of our work on the priority communities. All outputs are shared quarterly with stakeholders via a Local COP event, monthly via an [e-newsletter](#) to partners, weekly via social media and website updates, and through a dedicated '[Our Learning](#)' page on liveandmove.co.uk. We also attend and contribute to national learning seminars. Most importantly though, this research is shared with communities and organisations so that anyone involved in a Live and Move supported activity, can review its progress but is also encouraged to question and contribute towards further discussion and debate.

This robust communications strategy ensures that partners and stakeholders involved in Live and Move supported activities can be informed and can develop an understanding of progress and impact on their communities.

• What are your learning and evaluation plans for the next period (2025 to 2028) (please reference appendix 3 in this response)

Our contract with SERIO ends in 2025 and we will therefore procure a new external evaluation partner at this point. Once procurement is complete, we will work with them to establish a new framework and methodology to take us to 2028. There is significant opportunity to do this alongside Active Devon and the regional cluster to jointly procure and ensure the resource is spread across a wider footprint in terms of geography and system partners.

At this stage, we believe that this should include:

- Continuing with the annual local active lives survey which gives us insight into the areas that we have prioritised and tells us at a hyper-local level whether the work is deepening

- Annual measurement against national active lives survey to benchmark against other comparator places
- Quarterly fit-check against Theory of Change
- Quarterly reflective workshops with partners and community leaders to understand our system maturity
- Quarterly NOISE reports to gather programme wide impact, insight and learning to widely share

As detailed above, we see an opportunity to streamline our evaluation activity from 2025 onwards. Since 2019 we have learnt most effective and comprehensive methodologies for different places and activities, by adopting a bespoke approach to evaluation. Our deepening work can move to more of a 'one size fits all' evaluation approach which means that monitoring and measurement will be more consistent across all activities, and thanks to the work deepening, the Live and Move team can take on some responsibility for collecting some quantitative and qualitative data themselves instead of relying on SERIO colleagues for this.

We know that data tells an important part of the story and proving the impact of our work in numerical terms is important, and easy to talk about. However, more qualitative research also helps us to really understand the human impact of our support, and to tell those stories which often get lost in quantitative analysis. We see a potential to use video to capture 'live' reactions and feelings at events which can be shared immediately to partners to assess human impact of an activity on the people in greatest need, and this can be resourced within the Live and Move team.

As detailed above, we will collaborate with local partners through our Local COP events and other opportunities to ensure that the data we produce is understood and used by others.

• **What resource do you need going forwards to support your ongoing learning and evaluation?**

As referenced in section four, the investment required for evaluation and learning is £250,000 across three years.

There is potentially a valuable two-way exchange that Live and Move's work can bring in the future. We can see that partners across the regional cluster will be keen to learn from our experience to date in Exeter and Cranbrook but will also have huge amounts to offer to our own learning from this point forwards.

In terms of specific resource, the Live and Move Local Active Lives survey will continue to take place annually to understand change and impact within the priority places in Exeter and Cranbrook. No other methodology provides this level of local data and understanding, providing clear evidence and justification for specific projects and activities taking place there.

Outside of the local active lives survey, there are other resources required to continue to provide a robust impact evaluation programme from 2025 onwards, methods including:

- 'In event' postcards to capture participant data, feelings at the event, top line results. These should be collated by Live and Move team members instead of requiring SERIO or project manager input here. These should be broadly the same for each piece of work.
- Case studies / interviews – these should also be gathered and can be conducted via phone or Teams
- Questionnaires – for longer term pieces of work to assess change over time (an example of which is our work with the Exeter Leisure team, supporting individuals particularly in need to access community leisure opportunities over six months, and completing the same survey at the beginning, halfway and the end of the project).

We acknowledge the need to continue look outside of our own evaluation programme to support our work, particularly reviewing health data and working closely with partners to understand the system, and Live and Move's part within it.

• How will this help you demonstrate the contribution of your work to Sport England outcomes of 1) reducing inactivity 2) increasing activity 3) positive experiences for children and young people and 4) tackling inequalities?

Our Local Active Lives survey tracks all four of the Sport England outcomes listed above. It enables us to track progress between activities and communities and can easily assess what difference our work is making on a month-by-month basis.

In addition to this, ongoing review and measurement against the national active lives survey, system maturity matrix, and comparison with other places, means that we will develop a more thorough understanding of our contribution to those four outcomes.

Using results from our evaluation will inform our communications efforts and ensure that we tell the story about the work that we're doing and that this can then help to inform other potential projects. Better communication equals more people finding out about Live and Move which equals more opportunity to reach the places and communities who stand to benefit the most from support.

We particularly see the newly developed Theory of Change as an ongoing operational model for understanding performance, learning from progress, and identifying future priorities. We believe that given the complex systems context, the Theory of Change offers more agility than other project planning approaches and forms an important part of our ongoing review and evaluation, particularly in demonstrating the contribution of our work to Sport England outcomes. This document outlines our priorities and approaches, and links throughout the document to the four key outcomes.

• **How will you know the work is on track and working?**

As outlined in previous sections, continuous measurement against the new Theory of Change and System Maturity Matrix enables the team to measure progress against outcomes and plans. In addition, the local active lives data continues to build a long-term picture of the physical activity and inactivity levels of our priority communities. However, in addition to these and to the embedded and ongoing review of data from other organisations within the sector, we want to pay particular attention to programme data, insight and learning from Wellbeing Exeter and Cranbrook through its broad evaluation framework.

CoLab have set out their approach to Impact, Evaluation, and Learning (IEL) in the delivery of Wellbeing Exeter (WBE) including how they will work with partners in a collaborative way to gather learning and collect data towards shared outcomes and impact goals. In this next phase – their intention is to evolve the existing IEL framework for the programme to achieve the following aims:

1. refreshing the existing logic model to ensure that the delivery of the programme is sequenced with a set of impact goals that really matter for this programme, including indicators around community wellbeing and health inequalities.
2. embedding evaluation in the ongoing delivery of the programme – providing advice and learning to support the delivery team in real time, and
3. collecting relevant data against a set of identified indicators to evaluate the social outcomes and impact of the programme to inform system change.

A key part of this overall submission is understanding Live and Move’s position within a southwest regional cluster, giving us the opportunity to collaborate with other projects, particularly on evaluation, review any national and local campaigns and initiatives, and to support others with lessons learned to date. We envisage this peer review opportunity as a chance to critique our evaluation approach and to keep us on track, as well as enabling us to support others at different stages of their systemic place-based work.

In addition to this, our recently established Local COP group and associated events, give us the opportunity to collaborate with partners at a local Exeter and Cranbrook level, ensuring joined up thinking and the opportunity not only for collaboration but to share approaches, which could enhance learning by identifying areas of consistency and common methodologies. This could also present opportunities for economies of scale, perhaps by securing specialist capability across partners that single partners might not afford or be able to justify.

At a more specific level, there are several approaches that we will take to ensure that our work is on track. These include ensuring that all project activity documentation and evaluation links to relevant findings in the most recent local active lives survey, national active lives survey, system

maturity matrix and theory of change, and that these documents act as an opportunity for review.

Whilst we no longer see external evaluation partners as needing to be quite so embedded within the Live and Move team, we do still see the benefit of regular opportunities to check in and will continue to work together to provide a monthly NOISE report which details all evaluation / programme activity.

To date, the team has taken part in two national learning seminars to share learnings from Live and Move and see that participation in these and other Sport England / NELP events offer an opportunity to cross check progress with other places in England, and in the newly formed regional cluster.

We have spent five years building and embedding our work and associated partnerships in Exeter and Cranbrook, and will continue to do this, inviting and encouraging collaboration on projects, as well as on evaluation and communications activity.

• How will you determine this is still the best way to achieve the outcomes, and if not, how will you modify to embed any changes needed?

As explained in the sections above, we are committed to working closely with partners nationally, regionally, and locally and see that as a key component of our deepening work. Within this, we aim to review future evaluation work collectively exploring opportunities for shared approaches and minimising duplication where possible.

In terms of the regional cluster, we acknowledge that some of the common challenges that bind us across the region (rural/coastal deprivation, ageing population, seasonal economy etc) do not initially appear to lean obviously into the largely urban places where Sport England place investment has thus far been focussed. We know that place-based learning from these other places, will help us to understand the broader picture and context.

- regular monitoring against system maturity matrix
- learning from other regions via relationship building, and NELP input
- Reference to Theory of Change
- All evaluation must relate / score according to the SE 4 x outcomes.
- Local Active Lives survey must be linked to National Active Lives survey results, and comparisons drawn at a hyper-local level.

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Sport England Place Partner Bid 2024

Summary 16th May 2024



#ShareYourMoves

Current position

13th May 2024 – submission sent to Sport England with letters of support from ECC, EDDC and DCC

Key documents:

- Deepening submission – summary of the seven sections to follow
- Theory of Change V7
- System Maturity Matrix May 2024
- A link to our website (strategy, research, insights, case studies, background info):

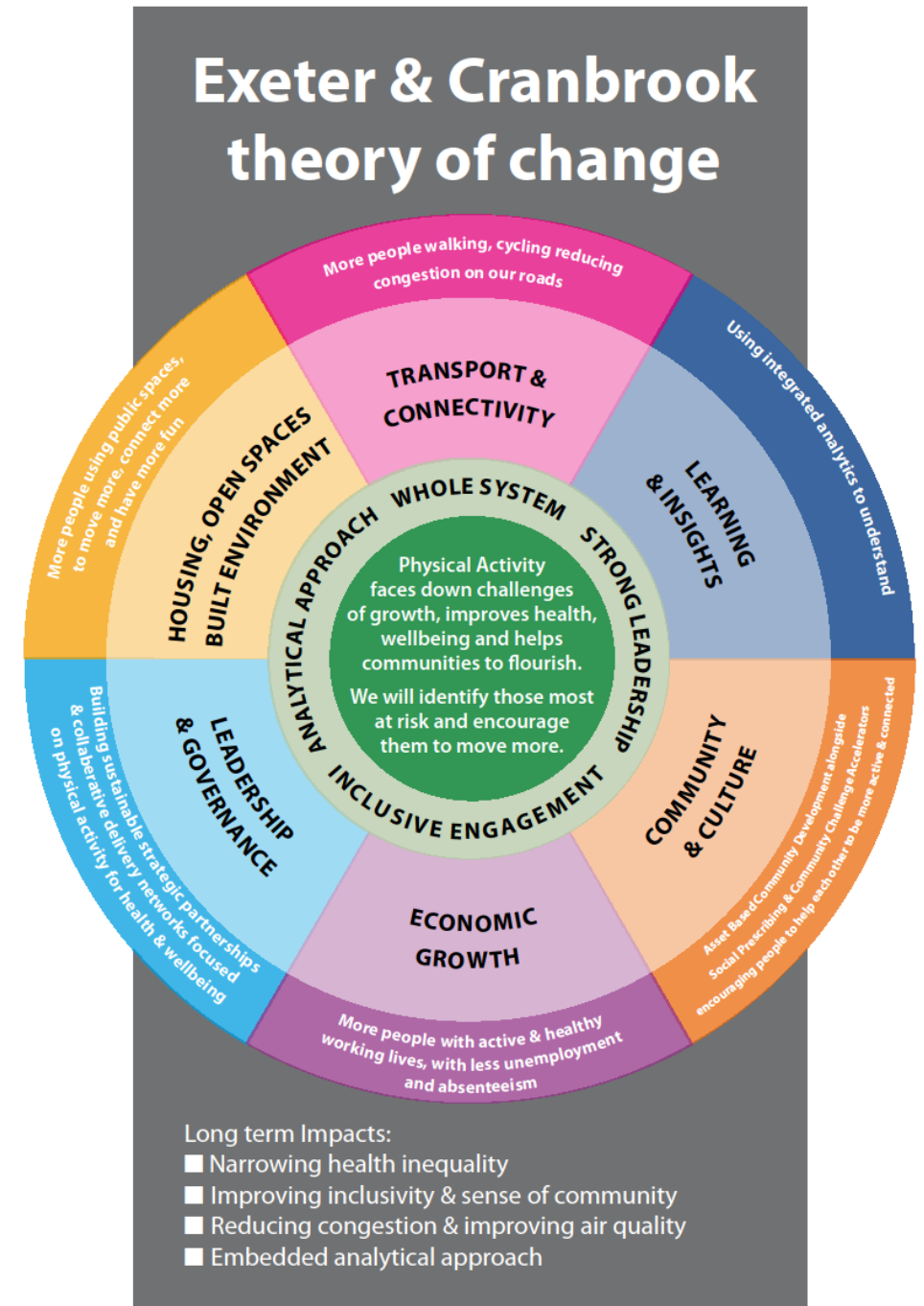
The submission is in 7 sections....

SECTION 1 – What did you set out to change and what has been your progress?

Our progress on system maturity and what is being embedded in Exeter and Cranbrook can be evidenced through **4 examples of our Most Significant Change:**

1. Influencing & embedding in policy: corporate & political priorities, planning & active travel & environments – **Corporate Plan, Liveable Exeter, Exeter Local Plan, LCWIP**
2. Embedding an asset-based community development approach and demonstrating positive and significant improvements to people's and communities' wellbeing – **Wellbeing Exeter**
3. Nurturing a data and insight led approach, with granular neighbourhood level local activity data enabling us to affect action and change in tackling inequalities – **Inclusive Exeter**
4. Establishing an active community identity in a new town – **Cranbrook, EX5 Alive, Wellbeing Cranbrook**

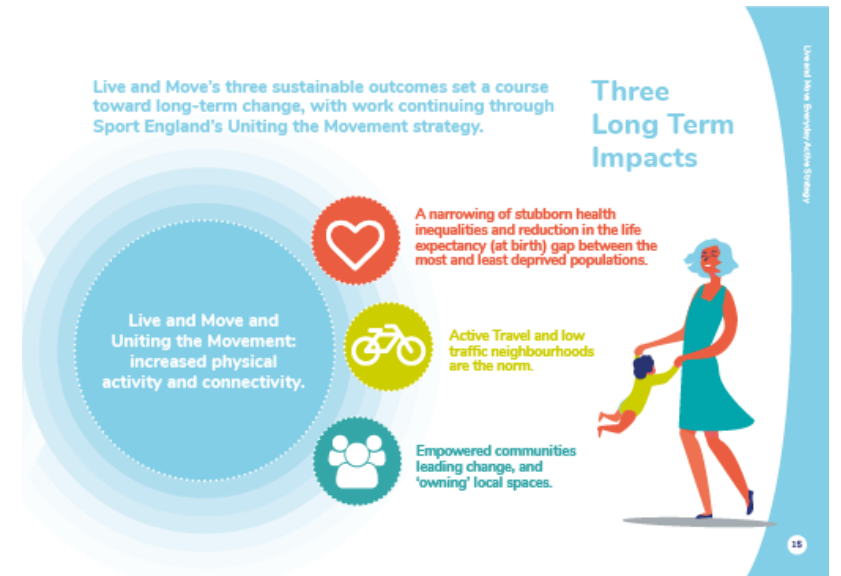
Each example underpinned by evidence, impact reports, key insights & embedded learning



The submission is in 7 sections....

SECTION 1 PROGRAMME IMPACT

- A developing trend of a reduction in people 'doing nothing' or impact on the least inactive. Rates across Exeter Priority Areas are down to 13% and 10% in Cranbrook.
- A strong bounce back from COVID activity levels (within LSOA's); (diagram from LAL, or stat linked nationally)
- A narrow gender inequality gap; (diagram from LAL)
- A significant recovery of physical activity levels for diverse communities; (diagram from LAL or link to Inclusive Exeter impact)
- A significant link between use of GP referrals and better health outcomes for individuals;
- A separate impact report published in March 2024 highlights the scale and value of the Wellbeing Exeter Programme.
- The report summarises there has been a **"...significant overall mean increases in general wellbeing, development of relationships with others and community engagement from baseline to post intervention. This finding was consistent across adults, families, and young people..."**
- The study evidence's significant impact on families being active together following engagement with Wellbeing Exeter. Data shows an **11% increase in the proportion of families who regularly (weekly or more frequent) spend time together doing something active.**



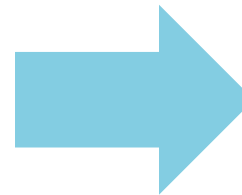
2. What are your plans for deepening the work? (moving from establishing/embedding to EMBEDDED on system maturity... continue to deliver and evidence impact against SE outcomes, with a particular priority of Reducing Inactivity, Reducing Inequalities)

OUR ASPIRATION / PURPOSE:

- Sustained visible leadership and long-term commitment, in the local context, is needed for tackling physical activity inequalities.
- A groundswell of a diverse group of local people, including those who have lived experience of inactivity, are vital in the decision-making process to create the conditions for people to be physically active and influence those around them and strategic leaders and political decision makers.
- A unified strategy across policy areas and joint work that effectively addresses structural inequalities and resources need to be proportionately weighted towards people and communities experiencing greater disadvantages.
- A culturally inclusive social environment is needed to encourage and facilitate physical activity for everyone.
- That people generally experience the freedom and confidence to be active in ways that suit them and that they enjoy.
- The built environment, including working and housing environments, and local infrastructure (including amenities and travel) are best when designed for and managed to encourage everyday physical activity.
- Local natural environments and public open spaces are recognised and highly utilised as assets for engaging in community / voluntary led activities.
- Disadvantaged communities play a leading role in planning and design of large-scale, long-term investment in regeneration /renewal programmes.

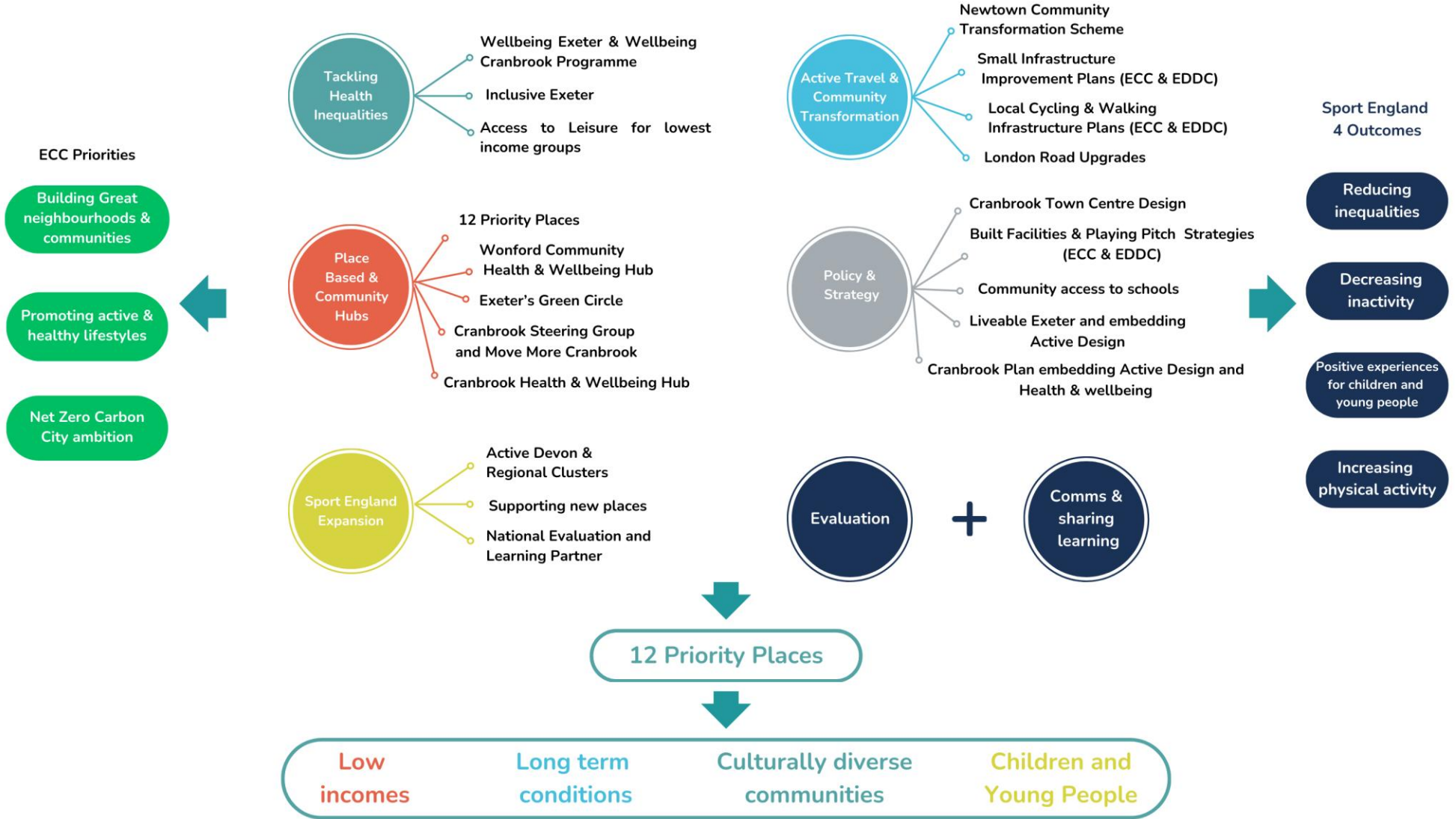
THROUGH:

- A focus on our priority areas that identify greatest need:
 - Wonford
 - Beacon Heath/Whipton
 - City Centre
 - St Thomas
 - Cranbrook
- Wellbeing Exeter new core model delivery, alliance development
- Further tackling health inequalities (low incomes, BAME, Long Term Conditions, Children and YP)
- Place Based Community Hubs (Wonford, Cranbrook)
- Active Travel & Community Transformation
- Policy & Strategy Influence
- Learning, Evaluation & Expansion support





High Level Programme Overview



4. What further support do you need from Sport England?

- **Leadership & Workforce Development** – delivery of bespoke leadership programme across Exeter and Cranbrook with support from national Leadership Essentials and Active Devon
- **Capacity**
 - A Programme Team
 - Investment into Wellbeing Exeter & Cranbrook to 2028
 - A commissioning approach to delivery of deepening work
 - Strategy and Policy development
- **Revenue / Delivery budget** – to deliver the 5 core programme system strands (staffing, delivery, evaluation, leadership development)
- **Capital**
 - Wonford Community Wellbeing Hub (post planning investment)
 - Further feasibility support for Cranbrook Leisure Hub
 - Delivering outcomes of Built Facilities Strategy
- **Learning & Evaluation**
 - Securing local evaluation partner to 2028
 - Impact reporting – Local Active Lives annual survey, dashboard analysis and insight preparation
 - Support for expansion places in Devon / region to develop their approach

5. Sustaining your approach beyond 2028?

- **NEW co-designed Live and Move / WE governance and place in system leadership**
- **Move to new organisational and governance model, development work in 25/26** – hosting options of either existing local anchor organisation or new model of organisational form. Blending / meshing of Live and Move and Wellbeing Exeter together.
- **Capacity building, network building and strategic fundraising** – built into contract with new Wellbeing Exeter lead management organisation
- **Distributed leadership across system partners** – developing the Local Community Of Practice
- **Mainstream approach within ECC** – Embed within new leisure/healthy active lifestyles service, and across other services (e.g. planning, housing)
- **Further influence** through health (WE), housing (ECC/WE and registered providers), planning (ECC and development industry), Education (TWT, College and St Peter's School), Built environment
- **Other investment:** articulate approach of WE case for support
- **System Maturity Matrix** – improvement plan against existing system conditions.

6. People and Leadership

- **ECC – embedding of work in corporate plan, new senior leadership restructure and elected members**
- **Distributed leadership through:** Liveable Exeter system leaders, Local CoP, Cranbrook Strategic Delivery Group, Wellbeing Exeter (and its future organisational form and governance)
- **Liveable Exeter** – detail around new charter and approach through Live & Move work strand on Liveable Exeter Board
- **DCC – Local Walking and Cycling Infrastructure Plan;** strengthening partnership with Exeter Cycling Campaign
- **Strengthen local anchor organisations in VCSE** – e.g. ECCT, ECI, Inclusive Exeter
- **Examples of local leadership – Wonford, Inclusive Exeter, Cranbrook**
- **Development of:**
 - **Physical Activity System Leadership Programme with Active Devon** (Bespoke version of national leadership programme)
 - **Capacity building of local networks** (Wellbeing Exeter, Move More Cranbrook)

7. Evaluation and Learning

- Work alongside Sport England national learning partner to **deliver evaluation framework**
- **Procure local evaluation partner** from October 2025
- Develop, embed and measure against **Theory of Change**
- Establish **place level evaluation and learning framework** (within 6 months of award)
- **Maturity modelling** and work with local stakeholders on performance and improvement
- **Impact reporting** – Annual Local Active Lives Survey analysis, insight and interrogation leading to action & sharing
- **Comparative Analysis** – moderating our system conditions against other places
- **Population modelling and simulation** – estimate of our contribution against national outcomes

Next steps

- 13th May – 29th May initial screening by SE colleagues, opportunity for queries or requests for further information
- 29th May Peer Review Process
- 11th June Board paper with recommendations submitted
- 25th June SE Board consider and make decision

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Equality Impact Assessment – Live and Move Strategy

The Equality Act 2010 includes a general duty which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- **Eliminate discrimination**, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- **Advance equality of opportunity** between people who share a relevant protected characteristic and people who do not share it.
- **Foster good relations** between people who share a relevant protected characteristic and those who do not

In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

Authorities which fail to carry out equality impact assessments risk making poor and unfair decisions which may discriminate against particular groups and worsen inequality.

Introduction

The Live and Move Strategic Framework marks a refocusing of the Live and Move Programme. Live and Move exists to address the health inequalities that can be tackled through increased physical activity, contributing to making everyday lives better. By bringing people together and working alongside individuals, organisations, communities and policy makers, we will influence strategies, remove barriers and change things for the better. We want to embed physical activity within strategy, organisations and communities to help make Exeter and Cranbrook a healthier place to live and ensure our work has an impact on future national policy and approaches. Reducing inequalities, supporting more movement and uniting our communities in opportunities to be active every day.

Stakeholders: Individuals, organisations, communities and policy makers

Main beneficiaries of the new programme are:

Live and Move is focused on individuals who are currently inactive and supports the adoption of everyday active lives. Residents in our poorest neighbourhoods are 3 TIMES more likely to be inactive than the mainstream population. In particular, those on low incomes and from culturally diverse communities have seen a fall in activity levels and a decrease in general health and wellbeing. Inactive residents from our poorest neighbourhoods will be the main beneficiaries of the programme. Through extensive data analysis 21 Priority Lower Super Output Areas, plus Cranbrook were identified as the focus for Live and Move. Using a Place Based Approach, we're working with the 12

communities that fall within the most disadvantaged areas in the city.

For each of the areas below, an assessment has been made on whether the policy has a **positive, negative or neutral impact**, and brief details of why this decision was made and notes of any mitigation are included. Where the impact is negative, a **high, medium or low assessment** is given. The assessment rates the impact of the policy based on the current situation (i.e. disregarding any actions planned to be carried out in future).

High impact – a significant potential impact, risk of exposure, history of complaints, no mitigating measures in place etc.

Medium impact – some potential impact exists, some mitigating measures are in place, poor evidence

Low impact – almost no relevancy to the process, e.g. an area that is very much legislation led and where the Council has very little discretion

Protected characteristic/ area of interest	Impact	Reason / Mitigation
Race and ethnicity (including Gypsies and Travellers; migrant workers asylum seekers etc.)	Positive / Medium	The Live and Move strategy aims to reduce inequalities, supporting more movement and uniting our communities in opportunities to be active every day. Some of the programmes work will be particularly focused on minority communities within Exeter.
Disability (as defined by the Equality Act - a person has a disability if they have a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. This can include mental health conditions, long term illnesses such as cancer and HIV, cognitive issues, learning disabilities and sensory impairments)	Positive / Medium	The Live and Move strategy aims to reduce inequalities, supporting more movement and uniting our communities in opportunities to be active every day. The programme strives to be inclusive, people with a disability will be encouraged to take part in activities appropriate to their interests and abilities.
Sex/Gender	Positive / Medium	Aspects of the programme will be targeted at women and girls.
Gender reassignment	Positive / Medium	The Live and Move strategy aims to reduce inequalities, supporting more movement and uniting our communities in opportunities to be active every day. The programme strives to be inclusive without discrimination.
Religion and belief (includes no	Positive / Medium	The Live and Move strategy aims to reduce inequalities,

belief, some philosophical beliefs such as Buddhism and sects within religions)		supporting more movement and uniting our communities in opportunities to be active every day. The programme strives to be inclusive without discrimination.
Sexual orientation (including heterosexual, lesbian, gay, bisexual)	Positive / Medium	The Live and Move strategy aims to reduce inequalities, supporting more movement and uniting our communities in opportunities to be active every day. The programme strives to be inclusive without discrimination.
Age (children and young people aged 0 – 24, adults aged 25 – 50, younger older people aged 51 – 75/80; older people 81+; frail older people; people living with age related conditions. The age categories are for illustration only as overriding consideration should be given to needs).	Positive / Medium	The Live and Move programme mainly focuses on adults, but there are some young people focused initiatives delivered with specialist youth partners.
Action		By when
Adoption and delivery of strategy		December 2022 – Delivery: January 2023 – March 2025

Officer: James Bogue

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REPORT TO STRATEGIC SCRUTINY COMMITTEE

Date of Meeting: 6th June 2024

Report of: City Surveyor

Title: COMMERCIAL PROPERTY PORTFOLIO REVIEW

Is this a Key Decision?

Scrutiny is a non decision making committee

Is this an Executive or Council Function?

Executive

1. What is the report about?

This report advises on the nature, extent and impact of the Council's commercial property portfolio upon the operation of the City Council and its impact on the local economy.

2. Recommendations:

That the report be noted.

3. Reasons for the recommendation:

The report is for information.

4. What are the resource implications including non financial resources

No resource implications arise from the report

5. What are the legal aspects?

There are no legal aspects to report.

6. Report details:

The Commercial Property portfolio covers assets which are let to third parties (other than housing stock) such as retail units, offices, industrial units, car parks, etc.

The Council's commercial property portfolio has a capital asset value of £98.5 million and produces an annual income of £8,385,000 (2023/24). The

management of these assets is carried out by the Commercial Estates Team within Corporate Property with external expert assistance as and when required.

ROLE OF THE COMMERCIAL PROPERTY PORTFOLIO

Financial

The income produced by the portfolio is critical to the City Council in offsetting the revenue costs of many of its services. It consequently has the effect of minimising the need for raising finance through council taxes and other charges. The portfolio also represents a substantial asset base in terms of capital value which can be used to support the capital programme.

Strategic

Commercial property assets can also perform strategic functions by giving the Council ownership in areas with the potential for urban regeneration and gives a strong ability to reinforce planning powers by way of directing development in these areas. Wider socio-economic objectives of the Council can also be supported by commercial property ownership through strategic influence, control and occupational use where appropriate.

LEADERSHIP

With the commercial property portfolio such a key function the Council must be able to demonstrate value for money in continuing to retain these assets. Arrangements have therefore been put in place to drive improvement in the performance of the commercial property portfolio. However, driving performance improvement in commercial property is a continual and demanding process and leadership is critical in allowing these processes to succeed.

Member responsibility for the commercial property portfolio rests with the Leader of the Council who provides a strong commitment to the strategic vision and setting key required outcomes. This strategy sets out ways in which scrutiny of performance of the commercial property portfolio can also be kept under review. At Senior Management level the Director Finance is responsible for ensuring that the commercial property portfolio is linked to corporate goals and objectives and providing leadership in ensuring proper corporate management business processes are applied to commercial property portfolio management. The City Surveyor is responsible for managing the commercial property portfolio in accordance with the corporate framework and providing leadership in professional property management activities. The Corporate Property Service is established to facilitate this.

SUMMARY OF PORTFOLIO

The Council's extensive commercial property portfolio has been accumulated over many years through compulsory purchase, town clearance in the post-war era and planned and opportunistic acquisitions to support future growth and regeneration. It now comprises the Guildhall Shopping Centre, freehold interests producing ground rents from significant retail schemes in the City Centre (such as Princesshay), occupational rents from shops, offices and industrial properties, estate shops on housing estates and many miscellaneous properties including those let for community purposes. More detailed breakdown showing categories of properties and general management policies is given below.

STRATEGIC AIM AND VISION

The Corporate Property team's strategic aim is to ensure that the commercial property portfolio contributes towards the achievement of the Council's corporate objectives and that the portfolio's performance demonstrates justification for its retention. To do this we are looking to move from the historic legacy of ownership to a more balanced sustainable portfolio to meet the future financial and corporate objective needs of the Authority. This is a process of continual evolution over time.

STRATEGIC OBJECTIVES

The Corporate Property's strategic objectives are to:

Optimise the financial return to the Council both in revenue and capital growth terms; and to
Support the wider corporate objectives, in particular social and physical regeneration, economic development and safeguarding of strategic influence and control.

MANAGEMENT POLICY

Financial

The portfolio is managed in accordance with the Code for Leasing Business Premises England & Wales including Environmental Good Practice to:

Primarily generate income, but with performance being assessed in both income and capital growth terms;
Charge full market rents, unless a specific policy exists that determine otherwise;
Carry out timely lease renewals and rent reviews;
Maximise occupancy through appropriate marketing;
Minimise risk by ensuring tenants have adequate financial standing to meet their obligations;
Minimise rent arrears through timely intervention;
Undertake better planned maintenance based on condition surveys and ensure tenants comply with their obligations;
Regularly consult with tenants regarding user satisfaction;
Ensure all properties have up-to-date asbestos and legionella surveys, electricity and gas safety and energy performance certificates;
Improve performance through securing grant assistance, using property as match-funding in working in partnership with the private and voluntary sectors;
Reduce property outgoings and management costs, particularly through the more effective and efficient use of resources, review of procedures and use of technology;
Measure and improve the performance through the use of appropriate performance indicators.

Corporate Objectives

To:

Use the portfolio strategically to safeguard control and promote the use of land for regeneration, economic housing development and safeguard existing historic buildings and uses; and to

Where appropriate, to support economic development including the creation and protection of employment uses and community organisations through the occupational use of property.

PROPERTY ASSET CATEGORIES AND GENERAL MANAGEMENT POLICIES

Guildhall Shopping Centre

The Centre was acquired recently for the purposes of both ensuring the asset's critical role in the city centre and to generate surplus income that can be used to support city centre regeneration initiatives, most recently, for example, the demolition of the former bus station. The asset is managed by an external company under the direction of the City Surveyor. Recent initiatives such as the introduction of Boom Battle Bar and other occupiers has continued the successful renaissance of the Centre.

Offices (e.g. Senate Court)

These blocks generate significant rental incomes although there has been some challenges in maintaining this in the new world of work emerging since the pandemic. We are open to engagement with current and potential tenants to work with them to deliver the type of accommodation that fits these changing requirements.

Ground Leases - Major Shopping Centres (e.g. Princesshay , Exeter Retail Park)

These generally comprise shopping centres, retail parks or parades where head lessees sub-let the individual shops. Whereas we have seen significant investment in many of these areas in recent years, in some cases areas have fallen into disrepair as a result of a lack of investment by the head lessee. It is likely that if the freehold were to be sold to the head lessee there would be a risk of further deterioration and potentially the need to re-purchase as part of a redevelopment scheme. We do, however, consider propositions to re-gear such leases if the financial package is supported by a redevelopment or refurbishment scheme that will enhance the City.

Substantial investment has been evident in the major shopping centres in the City Centre in recent years. These have served as catalysts for major regeneration of the City Centre and will hopefully improve the financial performance of the City Council's investments in these areas. We are now looking to work with prospective developers to deliver the further redevelopment of the CityPoint site beyond St Sidwell's Point and the new bus station.

Ground Leases - Industrial (e.g. residual holdings on Marsh Barton Trading Estate)

A low rental income is received for most of this portfolio with infrequent rent reviews and an income growth potential limited. Leases are generally held by owner-occupiers who are more likely to wish to invest in the assets. However, funders are reluctant to use leases as collateral for business loans, particularly where unexpired terms are less than 40 years. Where it is no longer considered that there is a need to control the land use and retention is a barrier to economic development and business expansion as high levels of capital receipts can be realised relative to income loss, the Council will consider disposal of the freehold interest. If control of use is still required, the Council will consider restructuring

leases to generate capital premiums and/or improve ground rents to facilitate investment proposals by the lessees.

Ground Leases – Other (examples: Scout Huts, Doctors Surgeries)

These are primarily let to occupiers generally with community-based relevance which indirectly support corporate objectives.

Occupational Leases – Retail, City Centre Areas (examples: South Street shop units)

The Council owns retail units in secondary and tertiary shopping centres in the City Centre. As the retail market has developed these have become increasingly management intensive with, on occasions, significant void periods. We review these holdings to consider the justification for retention as well as opportunities for refurbishment and changes of use.

Occupational Leases – Housing Estate Parades

These parades are reviewed in conjunction with the Housing Service. If vacant shops are not needed to support the immediate residential community, we consider disposal either on the open market or options for conversion to residential.

Leases – Other Land and Property (examples: telecoms masts, advertising hoardings, etc)

We explore opportunities for rationalisation and additional income generation where appropriate.

Leases – Public Utilities (e.g. electricity sub-stations and gas governors)

These generally produce a low level of income. We consider freehold disposal as a package unless such action may be prejudicial, for instance in terms of potential redevelopment in the area.

Leases to the Community Sector (e.g. community halls, changing rooms, etc)

A range of commercial properties are used for leasing to the voluntary sector. We maintain a general presumption to retain ownership to support the voluntary sector, but will undertake reviews to assess condition, suitability and sufficiency and identify opportunities to advance more ambitious asset transfer opportunities where possible (e.g. St Nicholas Priory)

Surplus Land and Premises

This is a category for surplus, former operational assets transferred to commercial property for management and awaiting re-use or disposal, such as Clifton Hill.

Historic Listed Buildings

We maintain a presumption that these should be retained unless expenditure is required and its disposal would achieve a transfer to a responsible owners/body that can provide evidence of funding and ability to undertake works, manage use and maintain the building to a standard appropriate to its Listed status.

DISPOSALS POLICY

Assets that do not meet the performance tests and that are identified for disposal will be disposed of in accordance with the Authority's Disposal Strategy. Consideration will also be given to the sale or properties that are on the performance margin and where the capital receipts could be used to acquire better performing assets to achieve a more balanced portfolio in both financial and socio-economic benefit terms.

Where it is proposed to break up a number of poorly performing assets, i.e. disposal of freehold reversions on an industrial estate, we will look to retain the freehold in a property that can be demonstrated to have the potential to be the key to a redevelopment in the medium-term future.

Disposals will also be discussed with the Director Finance and a programme agreed as appropriate to support the Authority's revenue budget and capital programme needs.

ACQUISITIONS POLICY

Appropriate properties will be acquired periodically to improve the performance of the portfolio, i.e. where adjacent to existing ownerships or leasehold interests (where the authority owns a freehold reversionary interest and in both cases will benefit from the marriage value or where property can be used to support a regeneration) and to achieve a more balanced portfolio in both financial and socio-economic terms. Funding will be from reserves, capital receipts from assets sold or prudential borrowing as appropriate.

COMMUNITY ASSET TRANSFER

A separate strategy has been developed for the transfer of assets to the community, charities or other public bodies. Briefly, such transfers will only take place if they are supported by a robust business case, the transferee has sound long-term management and governance arrangements, the use of the property meets the authority's objectives and community strategy, there is an agreed times-scale within disposal is expected to be completed and certainty of funding.

THE CORPORATE PROPERTY ESTATES TEAM

The Estates Team within the Corporate Property Service comprises the City Surveyor and six professional surveyors with an additional property records /administration team of two. The service costs were £550,000 in 2023/24.

The team not only deals with the commercial property portfolio as described but also provides professional valuation and property advice to other services across the Council and to ECQT and the Exeter Business Centre.

In recent years it has proved quite challenging to recruit in this area and steps are being followed to improve internal development and retention in an attempt to address this area of concern

COSTS & INCOME

As set out above, the Property Estates team provide a wider Service to the Council than just managing the Commercial Portfolio. However, for the purposes of demonstrating the performance of the Portfolio, the costs are set out below.

Income derived from Commercial Portfolio	£8,385,000
Costs	
Property Estates Team	(£ 550,000)
Other Costs (e.g. Voids)	(£1,700,000)
Debt Servicing	(£1,869,120)
Net income to Council	£4,265,880
Less Income set aside for Regeneration – Guildhall	(£ 825,000)
Income to fund Council Services	£3,440,880

7. How does the decision contribute to the Council's Corporate Plan?

No decision has been recommended.

8. What risks are there and how can they be reduced?

No risks identified.

9. Equality Act 2010 (The Act)

11.1 Under the Act's Public Sector Equalities Duty, decision makers are required to consider the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
- foster good relations between people by tackling prejudice and promoting understanding.

11.2 In order to comply with the general duty authorities must assess the impact on equality of decisions, policies and practices. These duties do not prevent the authority from reducing services where necessary, but they offer a way of developing proposals that consider the impacts on all members of the community.

11.3 In making decisions the authority must take into account the potential impact of that decision in relation to age, disability, race/ethnicity (includes Gypsies and Travellers), sex and gender, gender identity, religion and belief, sexual orientation, pregnant women and new and breastfeeding mothers, marriage and civil partnership status in coming to a decision.

11.4 No potential impact has been identified on people with protected characteristics as determined by the Act because the report is for noting only

10. Carbon Footprint (Environmental) Implications:

No direct carbon/environmental impacts arising from the recommendations.

11. Are there any other options?

The report is for information only.

Director: Dave Hodgson (Director Finance)

Report Author: Michael Carson (City Surveyor)

Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:-

None

Contact for enquires:
Democratic Services (Committees)
Room 4.36
01392 265275

WORK PLAN FOR SCRUTINY ITEMS 2024/25

Working Draft for May 2024

Strategic Scrutiny Committee	Item	Director/	Portfolio Holder	Origin of Business	Status
6 June 2024	Live and Move Programme Update	Director Culture, Leisure and Tourism (JP)	Portfolio Holder Leisure Services & Healthy Living (Cllr Wood)	Report from Strategic Scrutiny Committee 6 March 2023 half yearly	
6 June 2024	Leisure Services update	Director Culture, Leisure and Tourism (JP)	Portfolio Holder Leisure Services & Healthy Living (Cllr Wood)	Scrutiny proposal Cllr Patrick	
6 June 2024	Commercial Property Portfolio (Moved from March)	Director Finance	(Leader) Cllr Bialyk	Scrutiny proposal Cllr M Mitchell	
12 September 2024	Portfolio Holders Report (Cllr TBC)				
12 September 2024	Working Towards Net Zero - Exeter City Council's Corporate Carbon Footprint Report and Carbon Reduction Action Plan	Director Net Zero Exeter & City Management (DB) Service Lead Net Zero & Business (VH)	Portfolio Holder Climate, Ecological Change and Communities (Cllr Vizard)	Report from Strategic Scrutiny Committee 29 September 2022 half yearly report	
12 September 2024	Progress Report Shared Prosperity Fund - Update	Director Net Zero Exeter & City Management (DB) Service Lead Net Zero & Business (VH)	Portfolio Holder Climate, Ecological Change and Communities (Cllr Vizard)	Report from Strategic Scrutiny Committee 29 September 2022 half yearly report	
12 September 2024	Exeter Plan Final Version	Director City Development (IC)	Portfolio Holder for City Development	Scrutiny Proposal - Cllr Moore	

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Strategic Scrutiny Committee	Item	Director/	Portfolio Holder	Origin of Business	Status
			(Cllr Allcock)		
12 September 2024	Scrutiny Programme Annual Report	Director Corporate Services (tbc)		Yearly report	
12 September 2024	Air Quality Performance	Director Net Zero Exeter & City Management (DB)	Portfolio Holder Climate, Ecological Change and Communities (Cllr Vizard)	Scrutiny Proposal - Cllr Moore NB Yearly report to Executive	
14 November 2024	Portfolio Holders Report (Cllr TBC)				
14 November 2024	Live and Move Programme Update	Director Culture, Leisure and Tourism (JP)	Portfolio Holder Leisure Services & Healthy Living (Cllr Wood)	Report from Strategic Scrutiny Committee 16 March 2023 half yearly	
23 January 2025	Portfolio Holders Report (Cllr TBC)				
13 March 2025	Portfolio Holders Report (Cllr TBC)				
13 March 2025	Working Towards Net Zero - Exeter City Council's Corporate Carbon Footprint Report and Carbon Reduction Action Plan Progress Report	Director Net Zero Exeter & City Management (DB) Service Lead Net Zero & Business (VH)	Portfolio Holder Climate & Ecological Crisis (Cllr Parkhouse)	Report from Strategic Scrutiny Committee 29 September 2022 half yearly report	
13 March 2025	Progress Report Shared Prosperity Fund - Update	Director Net Zero Exeter & City Management	Portfolio Holder Climate & Ecological Crisis (Cllr Parkhouse)	Report from Strategic Scrutiny Committee 29 September 2022 half yearly report	

Strategic Scrutiny Committee	Item	Director/	Portfolio Holder	Origin of Business	Status
		(DB) Service Lead Net Zero & Business (VH)			
5 June 2025	Portfolio Holders Report (Cllr tbc)				
5 June 2025	Presentation on the Role of Scrutiny	Director Corporate Services (tbc)		Timetabled report	
5 June 2025	Live and Move Programme Update	Director Culture, Leisure and Tourism (JP)	Portfolio Holder Leisure Services & Healthy Living (Cllr Wood)	Report from Strategic Scrutiny Committee 16 March 2023 half yearly	

Items to be timetabled

Review findings of the Car Parks Strategy report - Report to be progressed following further work Date TBC
Workstream to tackle social and affordable housing crisis – (Scrutiny proposal Cllr Atkinson) Report to be incorporated into future Local Plan work/reports Date TBC

Customer Focus Scrutiny Committee	Item	Director	Portfolio Holder	Origin of Business	Status
27 June 2024	Portfolio Holders Report (Cllr tbc)				
27 June 2024	Review of Consultation Policy tbc	Director (JY)	(Leader) Cllr Bialyk	Scrutiny proposal - Cllr Atkinson	
27 June 2024	Report on tackling violence against women and girls (support) (tbc)	Director Net Zero Exeter & City Management (DB)	Portfolio Holder for Housing, Homelessness Prevention and Customer Services (Cllr Asvachin)/ Deputy Leader and Portfolio Holder for Corporate Services and City Centre (Cllr Wright)	Scrutiny proposal - Cllr Atkinson	
3 October 2024	Portfolio Holders Report (Cllr tbc)				
3 October 2024	Update on Street Cleansing and Bin Collection – Recycling and Food Waste Collection (tbc)	Director Net Zero Exeter & City Management (DB)	Portfolio Holder City Management (Cllr Williams)	Yearly report	
3 October 2024	Six monthly update on Homelessness Strategy	Director City Development (IC)	Portfolio Holder for Housing, Homelessness Prevention and Customer Services	Proposed by Councillor Denning – half yearly report	September 2021 Homelessness Strategy approved Executive 7 February 2023 and Council 21 February 2023

			(Cllr Asvachin)		
3 October 2024	Scrutiny Programme Annual Report	Director Corporate Services (tbc)			
27 November 2024	Portfolio Holders Report (Cllr tbc)				
27 November 2024	Tenants Energy Review of our Passivhaus C/Homes – (Date tbc)	Director City Development (IC)	Portfolio Holder for Housing, Homelessness Prevention and Customer Services (Cllr Asvachin)	Scrutiny proposal Cllr Atkinson	
30 January 2025	Portfolio Holders Report (Cllr tbc)				

DRAFT

Combined Strategic Scrutiny and Customer Focus					
18 June 2024	Budget Setting Process	Director Finance (DH)	Leader		
Autumn (date TBC)	Budget Setting Process	Director Finance (DH)	Leader		

Items to be timetabled:

MRF /glass collection to include in report to CFSC February (Scrutiny proposal Cllr Atkinson)

Local Government Devolution (scrutiny proposal Cllr Atkinson)

Review of grass cutting regime –to be discussed with Portfolio Holder - Place and City Management (Cllr Williams)