

Sport England Exeter & Cranbrook Local Delivery Pilot Programme: Proposed Governance Structure and Terms of Reference



Introduction & Context

The Live and Move programme has developed through a partnership between Exeter, Cranbrook and Sport England as part of the national Local Delivery Pilot programme. Increasing physical activity involves a complex range of interventions and support to enable meaningful, long term behaviour change. Sport England is working with 12 places across the country to identify how physical activity can tackle health inequalities.

There are often huge differences in the health and wellbeing of people living even just streets away from each other. This health inequality became starker during the Covid pandemic. Our collective recovery from Covid, along with cost of living difficulties faced by so many, has made the work of Live and Move, and all of the pilots across the UK, even more significant. Through programmes and approaches such as Wellbeing Exeter and Move More Cranbrook we are identifying ways to support people to be more active in their everyday lives. We've been on a steep learning curve with this work and have pivoted our programme more than once when the insights or data has shown us this was the right thing to do.

People choose many different ways to be active, be it walking, cycling, exercising, gathering with friends and family or taking part in a club, activity or class. Working with individuals and communities as early as possible is key to supporting the health, social and economic benefits that increased physical activity brings.

Whilst Exeter is a city with high rates of physical activity compared to the national average, there are significant pockets of high deprivation and poor health outcomes. There is a significant health inequality gap with a wide range of life expectancy between the most affluent and most deprived wards. In Cranbrook, the identity of a new town, rapid population growth and an evolving formal community infrastructure is making us question traditional approaches to developing sport and activity as a way of life.

The impact of the pandemic on activity levels, health outcomes and widening inequalities is significant. Our own local fieldwork has identified that 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. Our programme is changing and adapting as people's attitudes to community, work, health and wellbeing have changed dramatically in the last two years.

Through working with Sport England, we are aiming to contribute towards the significant challenges and opportunities outlined in the Uniting the Movement strategy by offering our learning and insight on how to tackle inactivity in Exeter and Cranbrook.

Through the remainder of our funded programme to 2025, we want to continue testing ideas, growing what is working, and sharing our learning with local, regional and national partners and networks.

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.

Objectives

Our Vision: Exeter and Cranbrook, where everyone can have an active lifestyle everyday.

At Live and Move we believe that everyone has a right to find their own everyday active lifestyle and enjoy the health benefits this brings. For some, this could be playing more sport or cycling to work, but there are many other ways to add more activity into our day and lifestyle. Our vision is to narrow health inequalities and change the systems that don't work, so that everyone has the same opportunities to be healthier and more active, everyday.

Our Mission: Working together in places, with people and communities, to make everyday lives better.

Live and Move was created to seek brilliant alternatives to a system that often fails; because when it comes to health and wellbeing, getting around or feeling empowered, it is often our overlooked communities who are the worst off. We know that for many:

- Keeping active and healthy is getting harder,
- Travelling is getting more difficult, and
- People and communities are under pressure on lots of fronts.

Tackling these challenges is beyond the power of any of us acting alone. It takes a whole system approach for lasting change to be possible. By bringing people together and working alongside individuals, organisations, communities and policy makers, we will influence strategies, remove barriers, and change local systems. Using a data-led, evidenced based approach will enable us to focus on partnering in those places where inequality is felt keenest.

Governance Framework

The Governance Framework below illustrates the various formal and informal mechanisms through which the Live and Move Programme will make decisions, report on progress, mitigate risks, manage budgets and share the learning and impacts from the programme.

It describes the relationships and partnerships with a number of external bodies and how the programme will engage with key stakeholders across Exeter and Cranbrook in future.

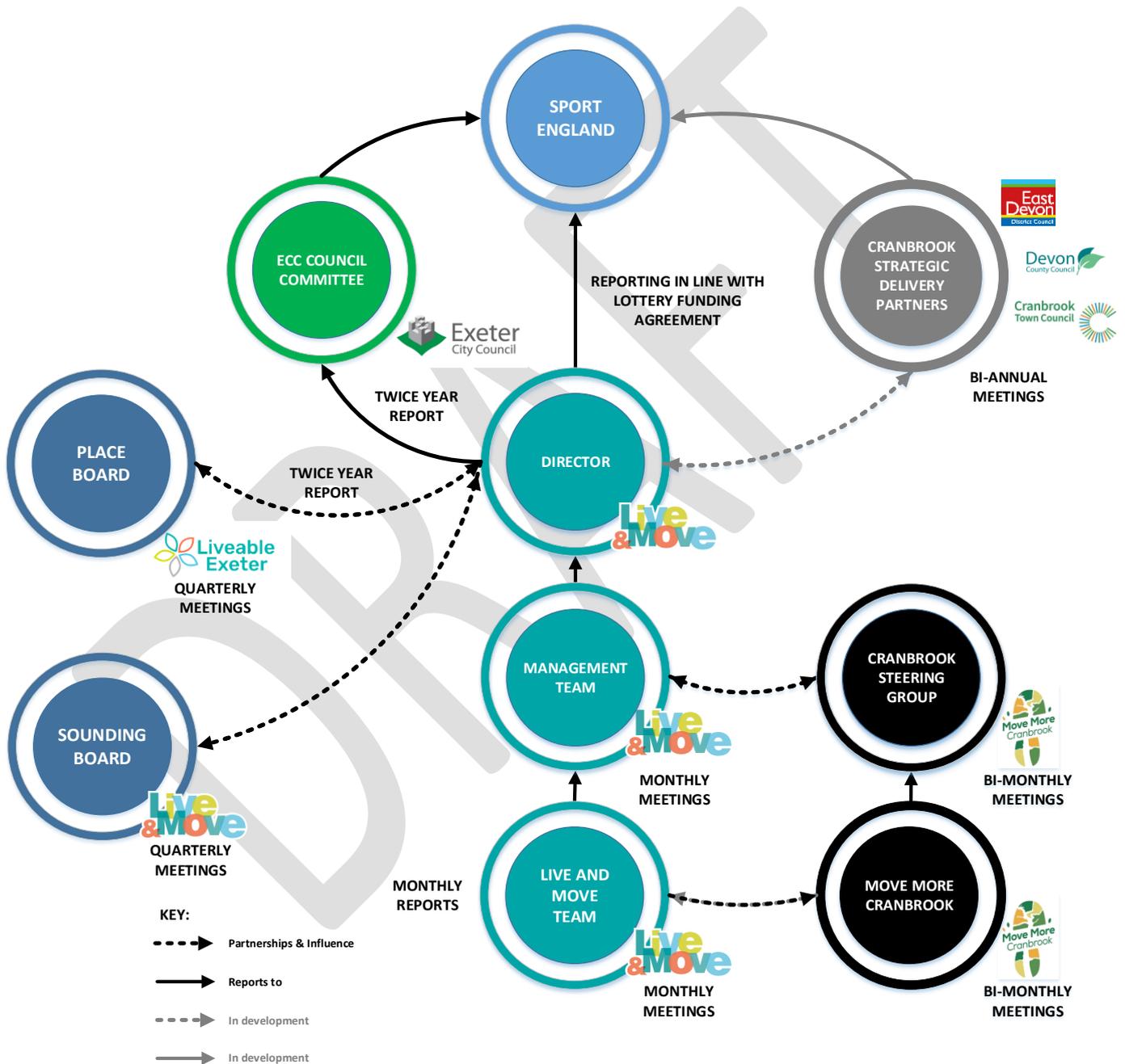


Diagram V.1

Approval, review or variation of the Live and Move Terms of Reference

The governance structure and Terms of Reference will be approved by the Council in the first instance, and thereafter reviewed and updated on an annual basis, via a written report to the Council's Executive Committee.

Exeter City Council

Purpose or role: responsible for **key financial and strategic programme decision making and** provides **scrutiny and oversight** for the Live and Move programme to ensure:

- good governance of the programme with appropriate due diligence and compliance around finance, audit, procurement and legal policy and processes
- effective programme management
- transparent and accurate financial accountability
- strategic alignment with Exeter City Council's Corporate Plan 2022-2026

Decision Making: will be an Executive function (for ECC key decisions). Decisions will be made in accordance with the Exeter City Council's Constitution and the Executive Terms of Reference.

Scrutiny & Oversight: the programme will be monitored by the Strategic Scrutiny Committee and any recommendations will be feedback to Executive.

Membership: for up to date membership of either the Executive or Strategic Scrutiny Committee, please refer to the Council's website www.exeter.gov.uk/council-and-democracy/councillors-and-meetings

Reporting: The Director will submit a report to the Strategic Scrutiny, twice a year to include the following updates:

- Programme Progress Updates
- Budget and Resource Statement
- Evaluation and Impacts Report
- RISK Management and Mitigation

Notice of meetings and frequency: in accordance with the Council's published committee cycles

Scrutiny Bulletin and Member briefings: A regular newsletter will be circulated to all members via the quarterly Scrutiny Bulletin. The newsletter will provide information about current projects or initiatives being delivered in the various wards.

Live and Move Management Team

Purpose or role: To manage the programme, ensuring delivery in line with the strategy, and;

- agree projects which deliver against the 3 Sustainable Outcomes and contribute toward the 3 Long-term Impacts described in the strategy
- manage and report on budgets and risks
- manage and allocate resources
- provide leadership and direction to project managers and the wider Live and Move Team
- ensure effective performance management of milestones, outcomes, deliverables and risks
- connect programmes; ensuring dependencies between programme areas are understood and prioritised
- identify and capitalise on new opportunities for partnerships or collaborations
- keep priorities under review including the consolidation of existing schemes, initiation of new projects and/or the acceleration of planned activities
- develop robust evaluation frameworks to ensure progress can be measured against the programme aims and to understand and communicate the impacts of what we do
- design and deliver communication and stakeholder engagement strategies

Attendees:

Director, ECC
Active & Healthy People Programme Lead, ECC
Communications Lead, ECC
Programme Administrator, ECC
Programme Manager Communities, ECC

Lead or Chair: Director

Decision-making: Tactical and Strategic decisions within agreed parameters and processes (**Appendix A & B**)

Reports to: Director

Meeting Frequency: Monthly in person or via a digital platform. Urgent matters requiring approval to be circulated via email as agreed.

Review: Attendees and Terms of Reference to be reviewed periodically according to operational need but on an annual basis as a minimum.

Live and Move Team

Purpose or role: Operational team with responsibility to design and deliver programmes and projects in line with the strategy and;

- review outcomes and impacts through close monitoring and evaluation, in consultation with the Evaluation Partner
- share learning, insights and best practice
- mitigate issues and risks
- establish partnerships and ways of collaborative working, towards common purposes
- be ambassadors for Live and Move

Attendees: Live & Move Core Team

Director, ECC
Active & Healthy People Programme Lead, ECC
Communications Lead: Programme Manager Communications and Digital, ECC
Wellbeing Exeter Development Manager, Devon Community Foundation
Programme Manager Active Travel & Environments, DCC
Project Manager Active Families & Schools, ECC
Project Manager Cranbrook & Green Circle, ECC
Project Manager Networks & Capacity Building, ECC
Programme Administrator, ECC
Programme Manager Communities, ECC
Communities Officer, ECC
Regional Social Prescribing Advisor (Physical Activity), ECC
Vacancy, Project Officer Wellbeing and Leisure, ECC
Strategic Lead, Sport England
Local Pilots and Places Manager, Sport England

Lead or Chair: Active & Healthy People Programme Lead, ECC

Decision-making: Operational decisions within agreed parameters and processes – **Appendix A & B**

Reports to: Live and Move Management Team

Meeting frequency: Monthly team meetings in person or via a digital platform, plus a quarterly process learning session facilitated by the Evaluation Partner.

Review: Attendees and Terms of Reference to be reviewed periodically according to operational need but on an annual basis as a minimum.

Proposed Live and Move Sounding Board

A new group, which replaces the previous Partnership Oversight Group.

Purpose or role: An advisory group acting as a **Sounding Board** to the programme and a space for **collective problem solving**.

The Sounding Board is an informal group, which brings together stakeholders from across a wide range of sectors, and organisations in Exeter and Cranbrook, who share a common purpose and commitment to a whole system approach to behaviour change and promoting active and healthy lifestyles. The Board will come together on a regular basis to:

- Find collective solutions to some of the problems and challenges everyone is facing
- Explore new ways of collaborating when opportunities arise
- Offer a testing ground for new concepts
- Share learning, expertise and best practice
- Create partnerships or joint initiatives
- Build a stronger, more joined up network in Exeter and Cranbrook
- Access strategic funding through presentations to the Liveable Exeter Place Board

Member's Role:

- Volunteer to lead thematic discussions
- Contribute to the agenda and bring forward topics for discussion
- Able to attend meetings or nominate a colleague to attend
- Act as a critical friend to the Live and Move programme
- Advocate for the Live and Move Programme and the wider health and wellbeing agenda

Suggested Membership:

This is an informal Board and members can join and leave at any time.

Members will be invited from across Exeter and Cranbrook who share a common purpose in the promotion of physical activity and/or the health and wellbeing agenda.

Guests may be invited, as appropriate, to help inform discussions or to collaborate on discrete programmes of work.

Current members:

Exeter City Council, Director for Culture, Tourism and Leisure
Active & Healthy People Programme Lead

Exeter City Council, Portfolio Lead, Leisure & Physical Activity
Devon County Council, Portfolio Lead Environment

Active Devon

East Devon District Council, Strategic Lead – Housing, Health & Environment

Devon County Council, Transport Manager

Devon County Council, Head of Communities

Sport England, Strategic Lead

Head teacher, St Luke's School

Devon Community Foundation, Partnerships Lead re Wellbeing Exeter Programme

Representatives to be invited from:

Cranbrook Town Council

Royal Devon & Exeter Hospital

Public Health

VCSE

NHS or CCG

Exeter Chiefs

Exeter City Football Club

Lead or Chair: Exeter City Council, Director for Culture, Tourism and Leisure

Secretariat: The Live and Move Programme Team will provide an administrative service to the Board including collating topics for discussion, circulating pre-reads and ensuring actions are tracked.

Decision-making: No formal decision making responsibilities. As the Board operates in an informal and advisory capacity, any decisions will be reached by consensus.

Reports to: No reporting responsibilities.

Meeting Frequency: Meetings will normally be held each quarter, in person, but may occasionally be conducted virtually.

Review: Membership and Terms of Reference to be reviewed on an annual basis.

Liveable Exeter Place Board

Role: offers citywide, policy level direction and influence to ensure the programme remains aligned to the broader picture, strategic and system priorities for Exeter and Cranbrook. Provides both opportunities for accessing strategic funding and potential leverage to overcome issues.

Reporting: The Director will attend meetings and present a report to the Liveable Place Board twice a year.

Membership and more information can be found here:

[Liveable Exeter](https://www.liveableexeter.co.uk/updates/the-liveable-exeter-place-board/) – LINK <https://www.liveableexeter.co.uk/updates/the-liveable-exeter-place-board/>

Move More Cranbrook

Role: Champions local needs, instigates and supports delivery in the community, requests support from each other and the Steering Group (steers Cranbrook LDP direction though Chair's membership of the Steering Group).

Live and Move Programme Team to attend meetings and provide administrative support to the Chair.

Reporting: The Chair of Move More Cranbrook will act as a formal link to the Cranbrook Steering Group.

More information can be found here: [LINK](#)

Cranbrook Steering Group

Role: To set the strategic objectives for the Cranbrook LDP and by working closely with Move More Cranbrook and other partners, support delivery of the programme's objectives.

The group creates a formal link between the Cranbrook leadership, Move More Cranbrook and the wider Live and Move Programme Team. Members consist of senior leaders from local stakeholder groups and organisations, who operate around a set of key themes, to bring system and strategic focus to the programme.

The group will also act as a strong local sounding board for Live and Move to support the wider programme goals and the long-term sustainability of effective initiatives.

Live and Move Programme Team to attend meetings and provide administrative support to the Chair.

Reporting: The Chair of the Steering Group will work in partnership with the Live and Move Management Team.

Proposed strategic link with Cranbrook Strategic Delivery Board

A new strategic relationship to be worked and developed with East Devon District Council and other Cranbrook Strategic Partners to enhance the role of the Cranbrook Strategic Delivery Board and enable future investment opportunities.

Cranbrook Strategic Delivery Board Purpose:

- Provide a forum within which the three tiers of local government can promote coordinated and cohesive delivery of assets and services;
- Support the development of Cranbrook as a sustainable community by ensuring that there is a clear plan for the delivery of key community infrastructure, assets and services in the town in step with the growing population;
- Ensure that there is a strategic business case to support the delivery of assets and cost effective services on an ongoing basis.

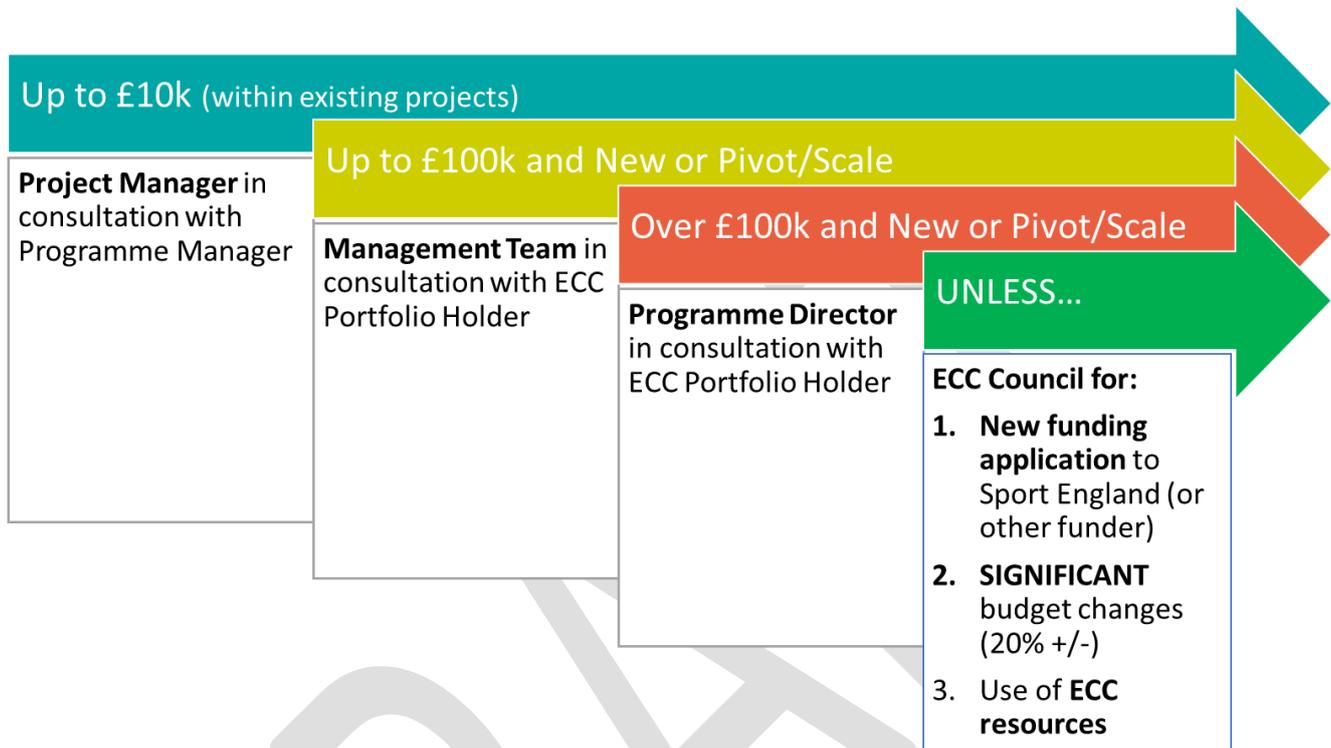
Full Terms of Reference:

[Cranbrook Strategic Delivery Board - Revised TOR final.pdf \(eastdevon.gov.uk\)](https://democracy.eastdevon.gov.uk/documents/s12375/Cranbrook%20Strategic%20Delivery%20Board%20-%20Revised%20TOR%20final.pdf) - LINK

<https://democracy.eastdevon.gov.uk/documents/s12375/Cranbrook%20Strategic%20Delivery%20Board%20-%20Revised%20TOR%20final.pdf>

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Value Parameters for decision making



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Appendix B

Project & Budget Approval Process

Key:
 MT – Management Team
 PFH – Portfolio Holder

