

REPORT TO EXECUTIVE

Date of Meeting: 29th November 2022

REPORT TO COUNCIL

Date of Meeting: 13th December 2022

Report of: Director Culture, Leisure and Tourism

Title: Live and Move Strategy and Governance Proposal

Is this a Key Decision?

No

Is this an Executive or Council Function?

Council

1. What is the report about?

The Exeter and Cranbrook Live and Move Programme, funded by Sport England to tackle physical and health inequalities, has undertaken a review of the governance structure and strategy.

1.1 This report is seeking approval of a new governance structure, with the Council responsible for key financial and strategic programme decision making.

1.2 This report asks for the Council's constitution to be updated to include the new governance structure.

1.3 This report asks Council to note the refreshed Live and Move Strategy 2022 and grant the Director, in consultation with the Portfolio Holder, delegated powers to implement.

2. Recommendations:

2.1 That the revised Governance Structure and Terms of Reference are approved; and

2.2 That the Council's Constitution is updated accordingly; and

2.3 That the Live and Move Strategy is noted and delegated powers are granted to the Director, in consultation with the Portfolio Holder

3. Reasons for the recommendation:

3.1. The rationale for the revised governance structure and proposed Terms of Reference (TOR) is to:

- ensure closer strategic alignment with priorities in the Council's Corporate Plan 2022-2026; and
- assure good governance of the programme with appropriate due diligence and compliance around finance, audit, procurement and legal policies and processes; and

- provide a clear framework for stakeholders and partners to engage with, and work alongside, Live and Move.
- 3.2. The Live and Move strategy supports the Council's priorities through a variety of programmes that are designed to promote healthy and active lifestyles, build great neighbourhoods and communities, and contribute to the Net Zero carbon city agenda.
- 3.3. The current phase of Sport England funding, known as Pathfinder, will end on 31st March 2024 and a new application to Sport England will be submitted in January 2023 for the next phase of funding, known as Accelerator. A refreshed strategy and updated governance structure are necessary to ensure the programme is fit for purpose and able to deliver the outcomes until all current funding ends on 31st March 2025.

4. What are the resource implications including non financial resources

4.1 The delivery of the programme is funded through existing lottery funding from Sport England plus current ECC resources within the Active & Healthy People Team.

4.2 Officer capacity is required through existing resources within the Active & Healthy People Team. A new team structure has been proposed, which has been approved by the Strategic Management Board within the framework of the Organisational Change Policy. The proposed new structure will deliver a more integrated team with the best opportunity to deliver ECC corporate plan priorities and Live & Move programme outcomes. The process is due to be finalised by 31st December 2022. No decision is needed from Elected Members.

5. Section 151 Officer comments:

5.1 There are no financial implications for Council to consider.

6. What are the legal aspects?

None identified

7. Monitoring Officer's comments:

7.1 This report raises no issues for the monitoring Officer.

8. Report details:

8.1 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. The programme aims to embed physical activity within strategy, organisations and communities to help make Exeter and Cranbrook healthier places to live and ensure the work has an impact on future national policy and approaches.

8.2 The governance structure and strategy have not changed significantly since an interim plan was submitted to Sport England in 2020. During the intervening period, a number of major factors have impacted the programme and influenced thinking around the programme's approach and how best to deliver the outcomes:

8.3 The COVID-19 pandemic saw a significant impact on physical activity levels, health outcomes and widening inequalities. Local fieldwork identified that residents in the poorest neighbourhoods are 3 times more likely to be inactive than the mainstream population. There has been a fall in activity levels and a decrease in general health and wellbeing for those on low incomes and from culturally diverse communities. The programme now needs to change approach and adapt as attitudes to community, work, health and wellbeing have shifted dramatically.

8.4 The Council's decision in 2021 to bring the Leisure Services under direct management offers an un-paralleled opportunity to open up services to the widest possible audiences, removing barriers and bringing services into the communities. The proposed strategy identifies new ways for collaborative working with Exeter Leisure and the chance to establish stronger connections with the Wellbeing Exeter programme around social prescribing.

8.5 Live and Move's firm commitment to a data-led approach, and the invaluable insights gained from a continuous cycle of evaluation and reflective learning, is helping the programme remain dynamic and responsive to change. A working example of this is the Inclusive Communities Project. As a direct result of the COVID-19 pandemic, an activity gap opened up which had not been seen before. In November 2020, Asian and British Asian residents reported levels of inactivity 16% points higher than their white counterparts. These insights led to the work with diverse communities undertaken by Inclusive Exeter and supported by Active Devon and Live and Move.

8.6 The real impact of the cost of living crisis is not yet understood but looking ahead there is significant cause for concern about the effect this will have on physical activity levels and how Leisure Services and other local providers will be affected. The Live and Move Team are engaging with Sport England, stakeholders and partners to understand the issues as they surface and identify the best ways to support people, particularly those who are worst affected to remain active and healthy.

8.7 There is a need to make changes to the current governance structure and TOR, as a result of:

- the need to ensure Council has responsibility for key financial and strategic programme decision making; and
- ensuring the programme is more closely aligned to and directly impacts the Council's corporate strategic priorities; and
- a need to provide a clear framework for stakeholders and partners to engage with, and work alongside, Live and Move; and
- feedback from stakeholders and partners calling for a collaborative problem solving space which capitalises their expertise and influence; and
- an identified need to invite representatives from other key organisations and sectors within the city, missing from the current membership; and
- the refreshed Live and Move strategy and proposed team structure are given the best opportunity to deliver ECC corporate plan priorities and Live & Move programme outcomes.

8.8 Through a process of consultation with Sport England, stakeholders and partners, the proposed changes to governance arrangements are set out in the Draft Terms of Reference (TOR) see **Appendix 1**.

The main changes proposed under the revised TOR are as follows:

- Exeter City Council are responsible for key financial and strategic programme decision making and provide scrutiny and oversight for the Live and Move programme via a twice yearly report from the Director to the Strategic Scrutiny committee, including:
 - Programme Progress Updates
 - Budget and Resources Statements
 - Evaluation and Impacts Reports
 - RISK Management and Mitigation
- The current Partnership Oversight Group becomes the Live and Move Sounding Board, an informal advisory board bringing 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.
- In addition to current Partnership Oversight Group members, the Live and Move Sounding Board will be expanded and invitations extended to additional representatives from:
 - Royal Devon and Exeter Hospital
 - VCSE
 - PHE
 - NHS or CCG
 - ECFC
 - Exeter Chiefs
- Addition of the 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.
- A regular newsletter will be circulated to all members via Scrutiny Bulletin, providing information about current projects or initiatives being delivered in the various wards. See **Appendix 2** for latest newsletter.

8.9 Through the same consultation process, the programme strategy has been adapted in response to the factors outlined, and the Council's Corporate Plan 2022-26. It has also been informed by Sport England's "Uniting the Movement" strategy, data from the Local Active Lives Surveys and rich insights from the Evaluation Partner (SERIO).

8.10 The Live and Move Strategy 2022 (See **Appendix 3** for the full draft strategy) focusses on adopting a Place Based, Community-led approach to delivering three strategic outcomes:

- Increased physical activity and adoption of active and healthy lifestyles
- Increased walking and cycling levels supported by an active travel friendly environment and culture
- Increased community trust, inclusivity and sense of belonging

8.11 The strategy combines a Place Based approach with a Whole Systems Approach. For Live and Move, this means starting with the community, applying an Asset Based Community Development approach whilst seeking to understand the systems that impact physical activity locally.

8.12 Extensive data-analysis had previously identified 21 Lower Super Output Areas (LSOA's) which for the purpose of the strategy, have been broadly grouped around 12 communities across Exeter and Cranbrook. Live and Move will concentrate efforts and focus resources towards these 12 communities, being the places that could benefit most. (See map Live and Move Strategy 2022, p5)

8.13 There is already some confidence that this place based approach may be having a positive impact as the National Audit Office (2022) have reported that prior to the pandemic, inactivity levels were reducing at a higher rate in the Local Delivery Pilot areas than in comparative areas in England.

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

9.1 The refreshed Live and Move strategy ensures the programme is more 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

9.2 The proposed governance structure ensures 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.

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

10.1 There is a risk that without the proposed governance structure, the programme would lack scrutiny and oversight.

10.2 There is a risk that key financial and strategic decision making may not contribute directly towards Council priorities.

10.3 There is a risk that without the revised governance arrangements, Sport England would withdrawing funding.

11. 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 In recommending this proposal potential impact has been identified on people with protected characteristics as determined by the Act and an Equalities Impact Assessment has been included in the background papers for Member's attention.

12. Carbon Footprint (Environmental) Implications:

12.1 The Live and Move Strategy will have the potential to directly impact on our carbon reduction target (carbon neutral by 2030) through our outcomes and impacts, more specifically:

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

12.2 The programme seeks to find ways to promote walking and cycling, making it an easier and more accessible choice, through a number of projects:

- **Low Traffic Neighbourhoods:** a pilot scheme in Newtown to claim back the local environment from cars, promote walking and cycling and improve community connection. This has scope to scale in other Exeter and Cranbrook schemes.
- **Community Active Travel Promotion:** focuses on Active Travel promotion through a programme of community engagement including Cycle Festivals.
- **Active Travel to School:** a number of measures to promote active travel to school including an Active Travel to School Aspiration developed with Head Teachers, information packs for every school to try to influence travel choices and a school enrichment programme offering cycle training and bike maintenance workshops.

- **Policy & Influence:** a senior-led programme of policy and strategy influence with an added focus on embedding active design principles at the planning stage of major developments.

13. Are there any other options?

None considered

Director Culture, Leisure and Tourism, Jon-Paul Hedge

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

Background papers used in compiling this report:-

None

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