

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**.

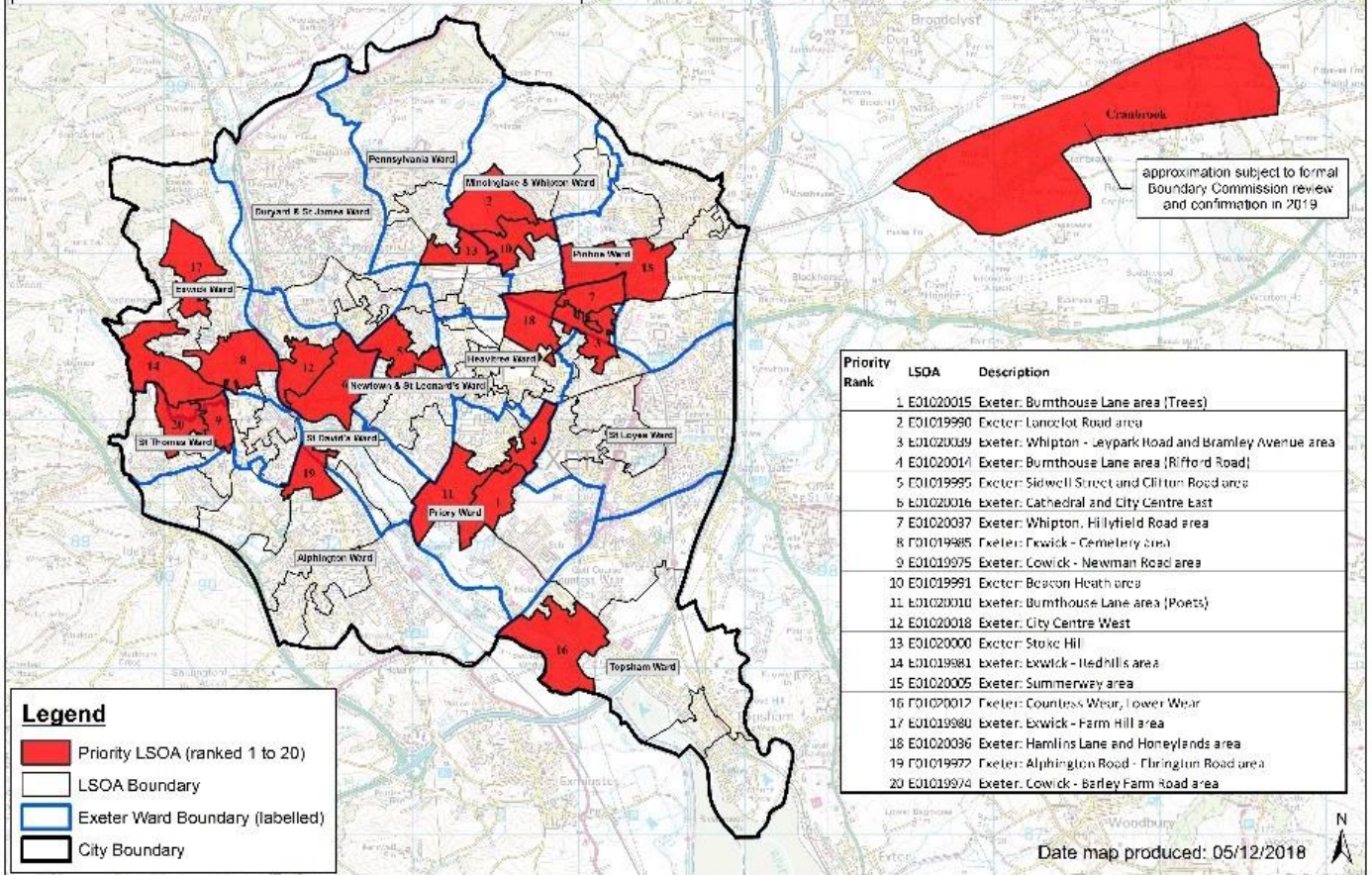


We developed an analytical approach alongside Public Health Devon to identify the areas of the city with the:

- 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

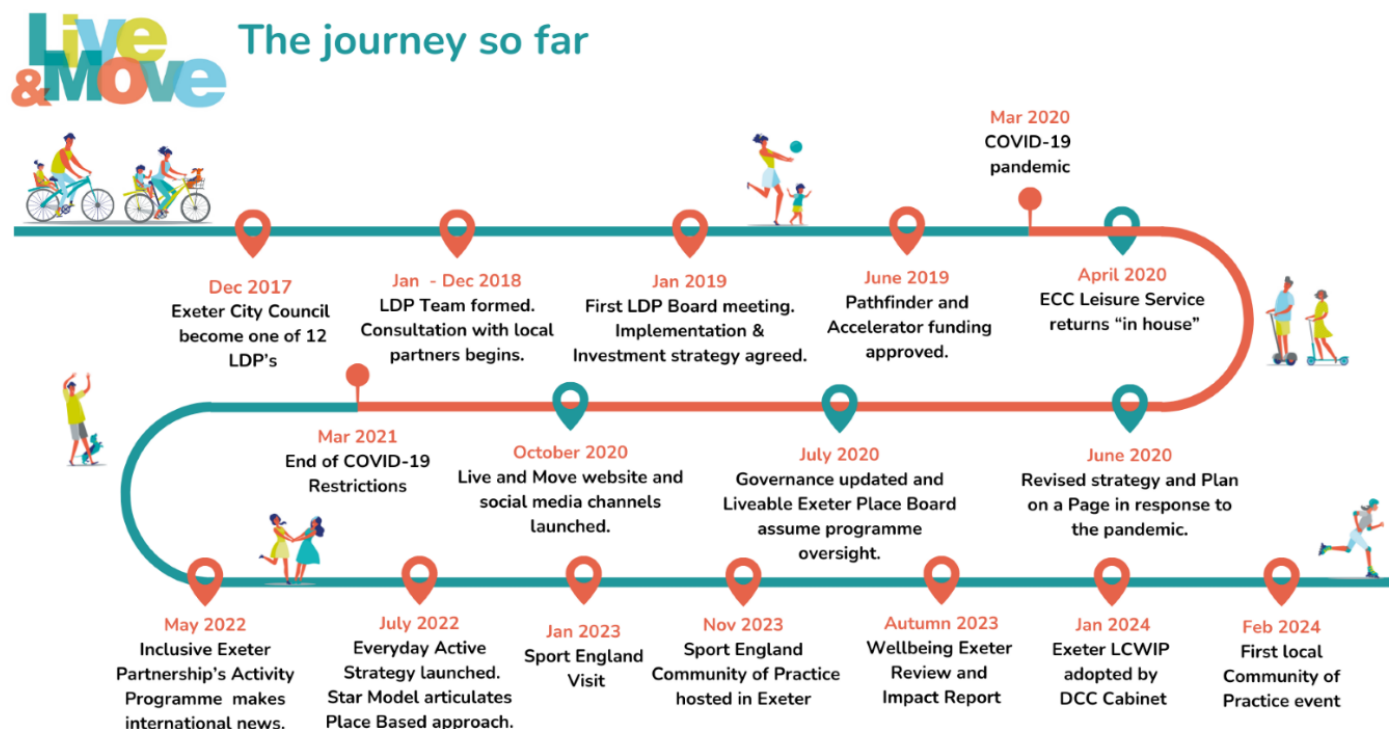


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Our approach to evaluating the work was developed with a broad, multi-layered methodology, to meet the Local Delivery Pilot outcomes at both programme and population level.

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



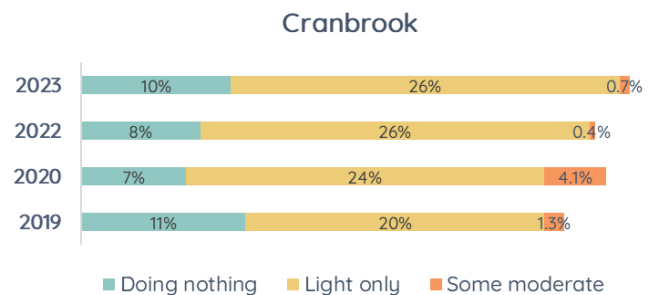
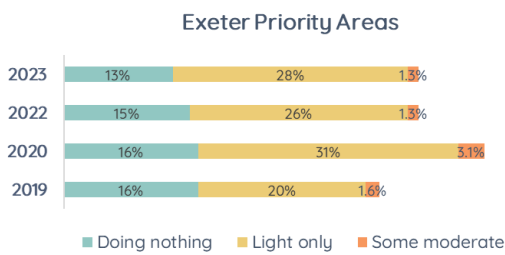
At a systemic level we have focussed on:

- 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

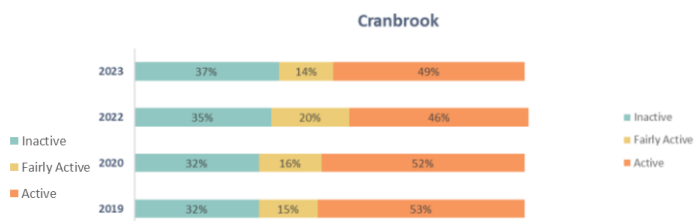
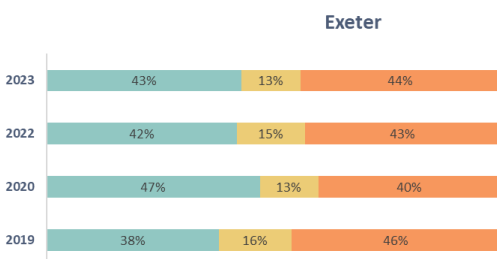
- The language we now use revolves around the concept that, **“walking and cycling are the natural and most convenient choice for most journeys”**. This is evident through the ‘active streets’ principle and outlined under the ‘welcoming neighbourhoods’ and ‘places for people and wildlife’ principles
- 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:

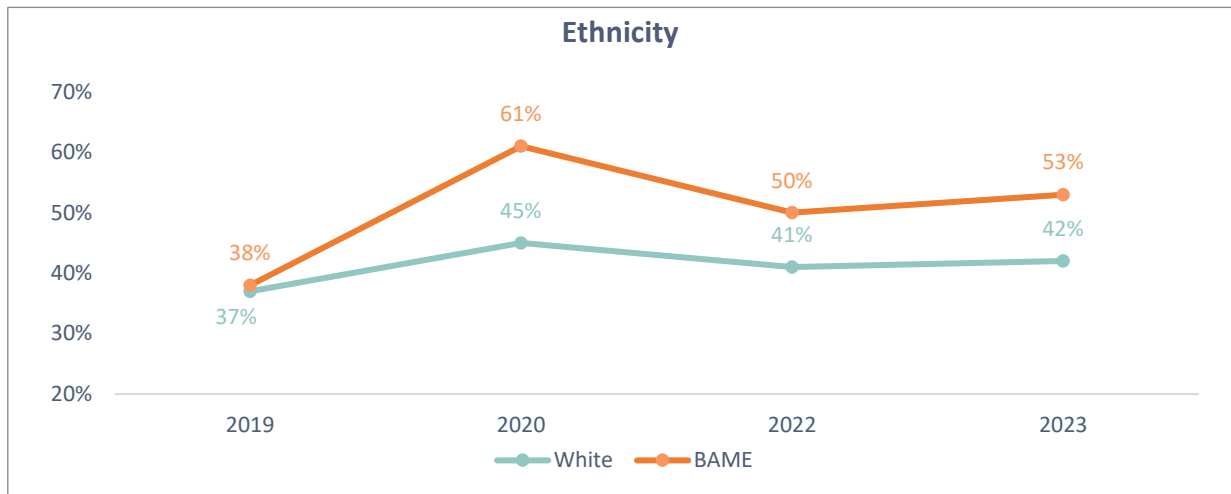
A developing trend of **a reduction in people ‘doing nothing’** or impact on the least inactive. Rates across Exeter Priority Areas are down to 13% and 10% in Cranbrook.



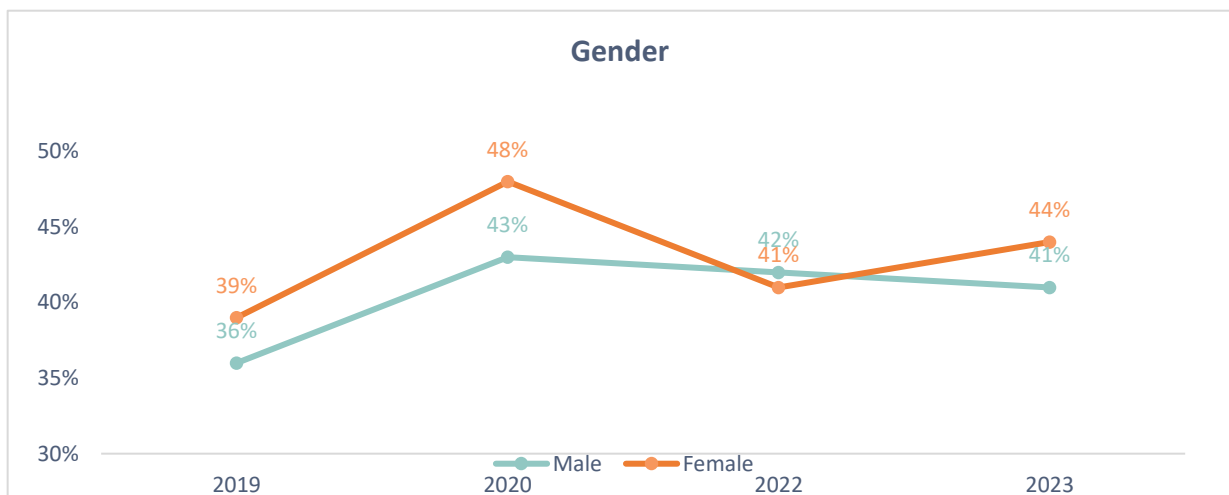
A strong bounce back from COVID activity levels (within LSOA’s).



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 inventions. 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.

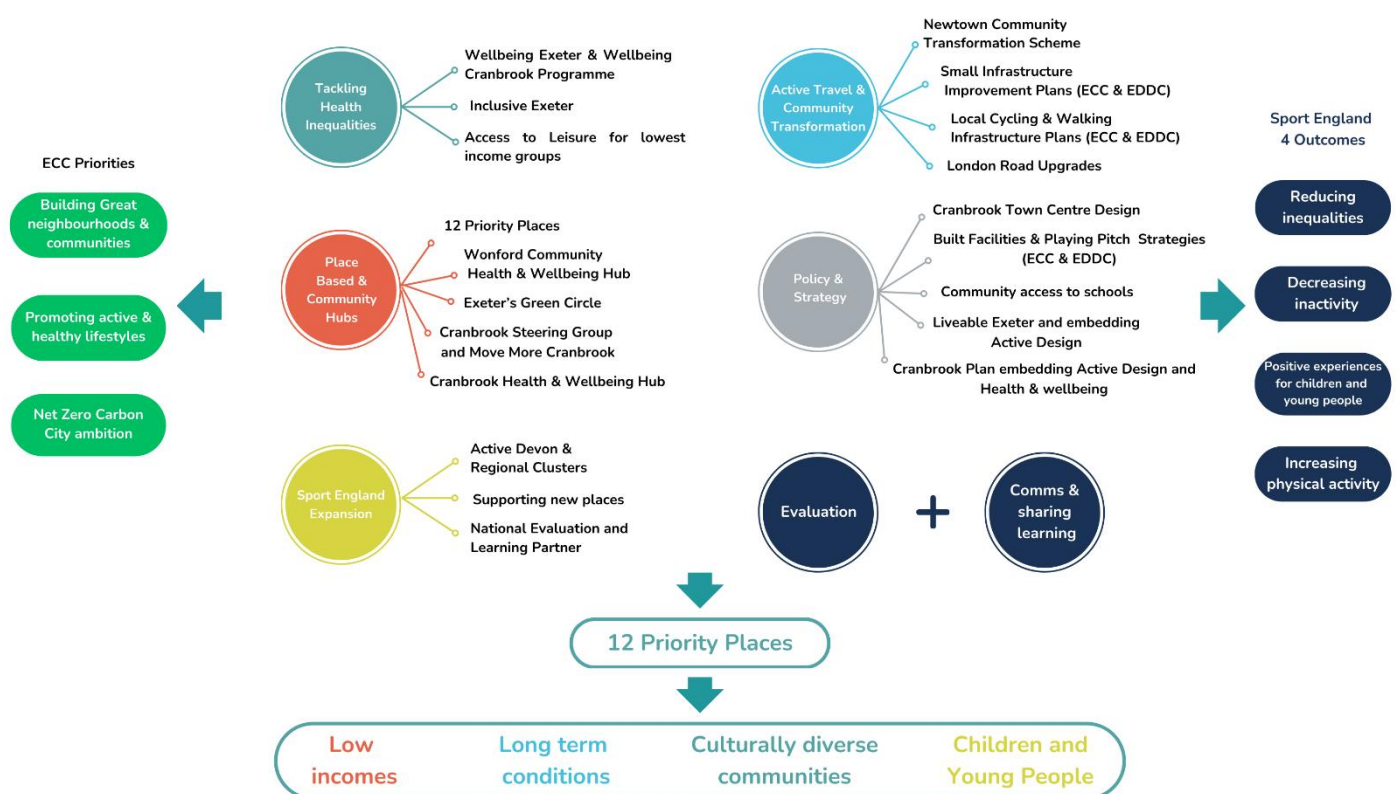
The Theory of change will provide the consensus document to engage with existing and new partners to progress towards achieving our proposed long-term impact. During this deepening phase we will work with partners to develop a long term 'Healthy and Active Lifestyles' strategy

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

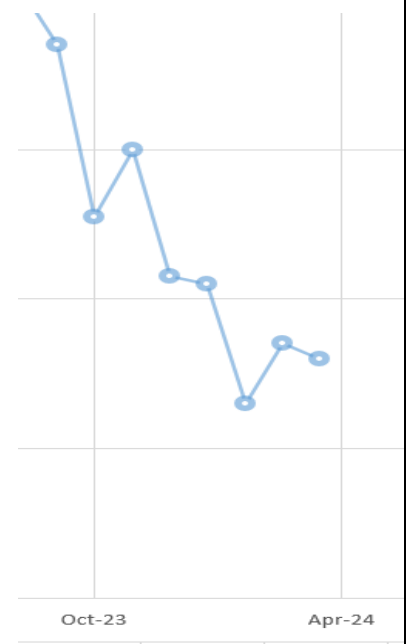
Wellbeing Exeter Commissioning Board, East Local Care Partnership and Liveable Exeter Place Board.

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).

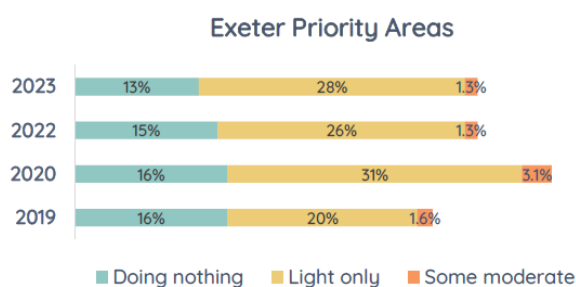
Coincidentally, an outcome of the team's work with the System Maturity Matrix has further evidenced our approach. The team have established priorities for the next three years which would tackle these inequalities of access for those residents on low incomes or living with long term conditions in these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

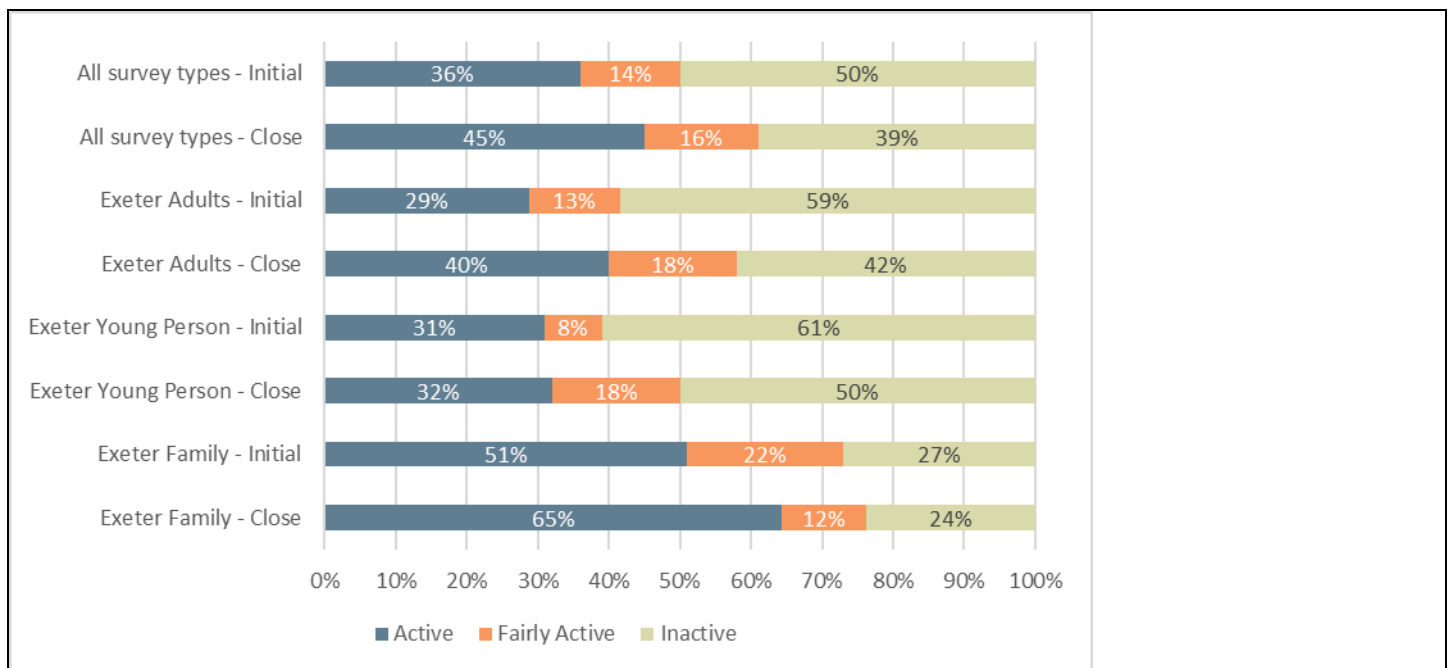
Inactive Comparison Data	National ALS (average)	Exeter & Cranbrook priority areas
Female	27%	44%
Disability/LTHC	40.8%	50%
NS-SEC 6-8	45.2%	53%
BAME	27.7%	53%
Age 16-34	20%	33%
Age 35-54	22.9%	42%
Age 55-74	26.7%	49%
Age 75+	45.4%	68%

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.

