

Exeter and Cranbrook

Local Delivery Pilot – Organisation Responsible

Exeter City Council

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Brief Background about the place

The pilot comprises the City of Exeter and the developing new 'NHS Healthy Town' of Cranbrook. Exeter, set in the heart of Devon countryside, is the commercial and administrative centre of the county and the gateway to the South West Peninsula, located on the M5 with major transport termini affording onward connection to Devon and Cornwall.

The city has an estimated population of 127,000, with an additional 37,500 travelling into Exeter to work on a regular basis. It is the heart of a travel to work area of over 400,000 residents for nearby market towns in East Devon, Mid Devon and Teignbridge.

Cranbrook is a new town in rural East Devon within a close 5 mile proximity to the outskirts of Exeter. Subject to ongoing planning and development, Cranbrook will grow to a population of c.20,000 by 2028, becoming a major town within the county of Devon. Today, Cranbrook is already a sizeable settlement with nearing 1500 homes and nearing 3500 residents. The town has been awarded NHS Healthy New Town status, one of 10 selected demonstrator sites across England. Cranbrook has a unique young family demographic significantly different to the general Devon population, with over 4 times the national average of 0-4 year olds.

Exeter and Cranbrook is an area of rapid population growth with 22,000 new homes and 12,000 new jobs forecast by 2026. Despite this growth there are some big strategic challenges, namely traffic congestion, with Exeter being the slowest moving city in the country averaging just 4.6mph during rush hour. There is also widening health inequality acutely seen in the 6 wards lying in the most 20% deprived nationally.

The life expectancy at birth for residents in Topsham is over 86 years; more than 12 years longer than the city centre, where life expectancy is just 74.5 years. This is close to the maximum life expectancy inequality (16.7 years) between the most and least deprived areas in England. In Cranbrook, the first phase of development included 40% social housing and there are twice as many children on free school meals as the national average.

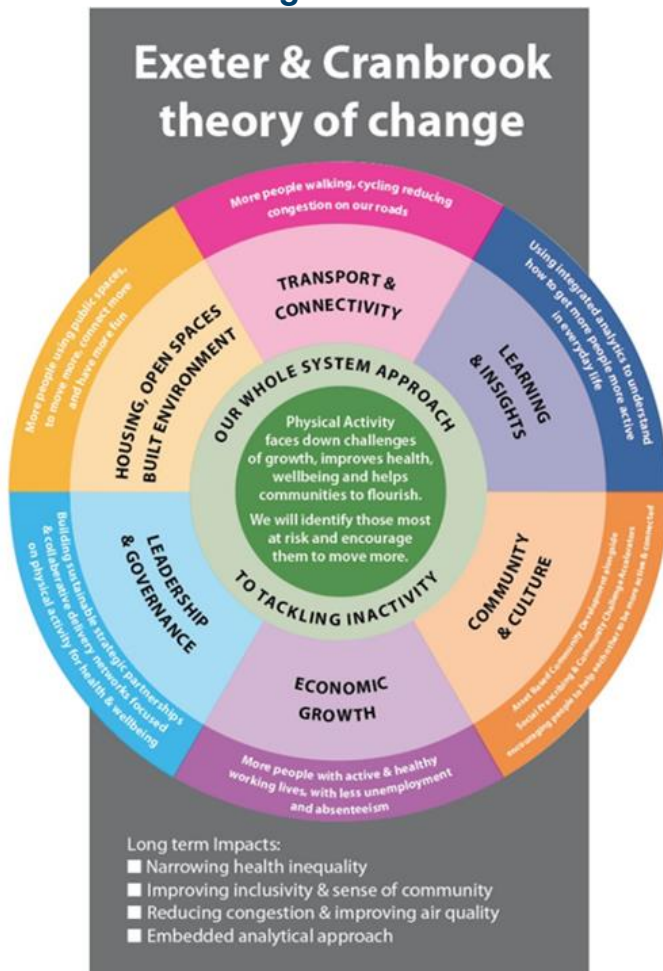
What is the Exeter and Cranbrook Pilot trying to achieve?

Exeter and Cranbrook to be a pioneering place for leading an active lifestyle. Exeter will become the most active city in England and Cranbrook will be a model of best practice in encouraging families to be active together.

The pilot will encourage 10,000 of Exeter & Cranbrook's least active residents to lead regular active lifestyles by:

- Narrowing stubborn health inequality by encouraging those least likely to take part in activity to lead active lifestyles.
- Improved inclusivity and sense of community connectivity and belonging.
- A reduction in congestion and improved air quality influenced by more people walking and cycling.
- An embedded analytical approach, using integrated data to inform decisions and share learning.

Who is the target audience?



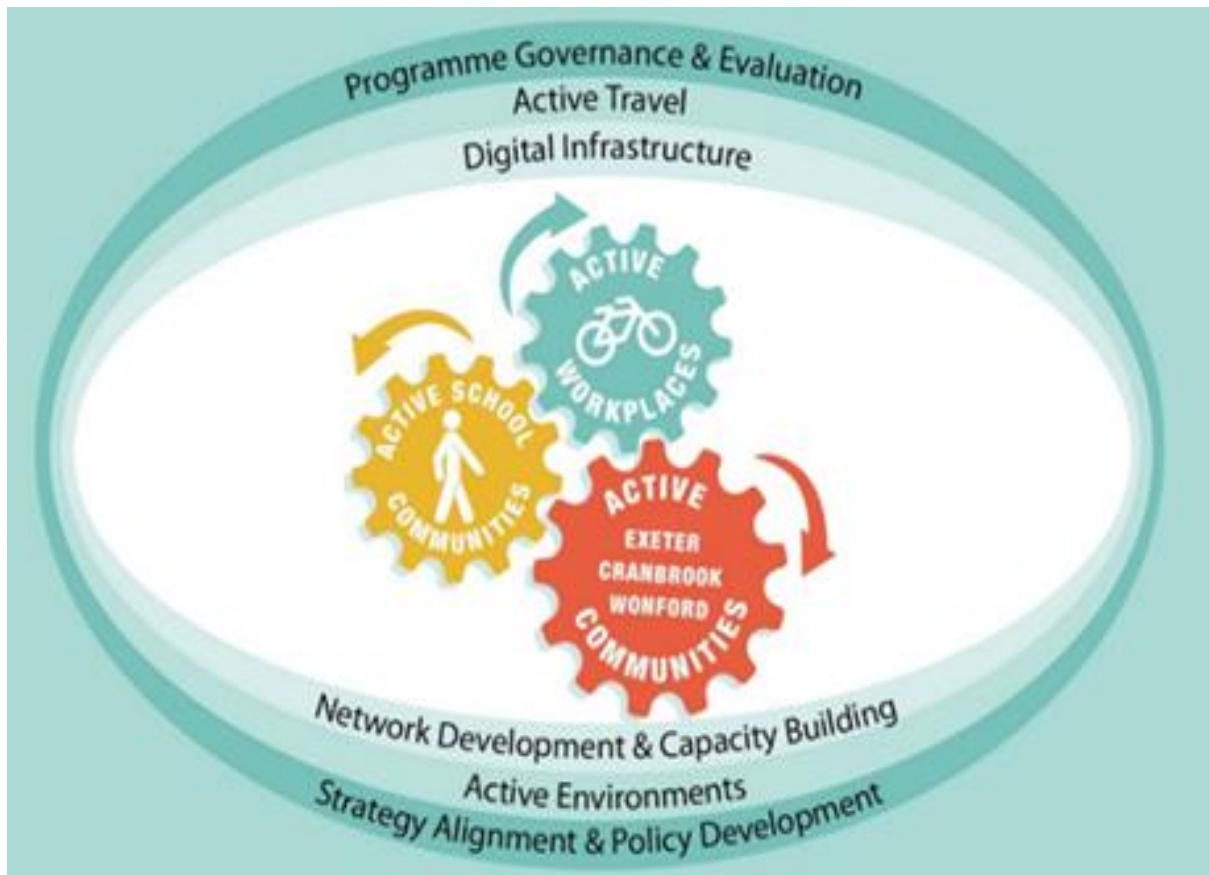
- Adults at highest risk of inactivity, specifically:
 - Working age adults on low incomes
 - Pre-frail and moderately frail adults
 - Families on low incomes.
 - People who commute to work and school every day by car.

Exeter is on a journey of transformational change; rapid economic and population growth has been accompanied by widening inequality (economic, educational & health) and increased congestion.

Cranbrook is a new community, slowly building social connections and an environment to support community connectivity and activity.

Through **strong leadership**, a **whole system**, **analytical approach** and **targeted, inclusive community engagement** we will encourage people to move more and get active to reduce congestion, improve quality of life and narrow health inequality.

This theory of change and focus on specific audiences has helped us develop our emerging programme model. This includes 3 people & place focus strands embedded within Whole System programme strands.

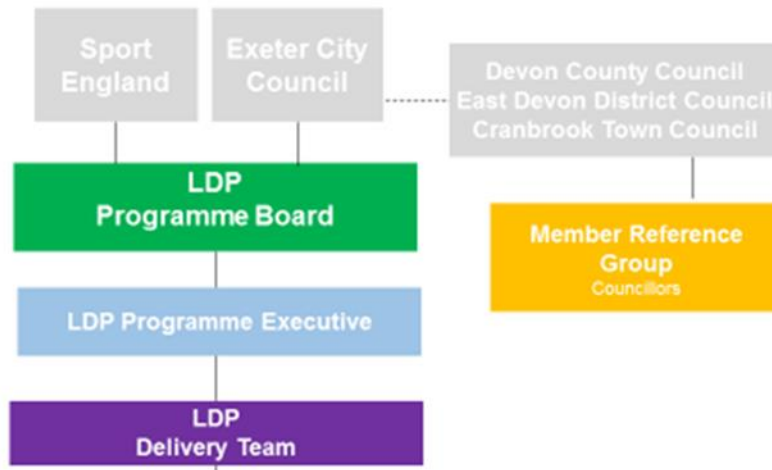


Progress in the Pilot (January – June 2019)

What has been happening in the Exeter and Cranbrook Local Delivery Pilot?

In the first 18 months the Exeter & Cranbrook Local Delivery Pilot has developed the leadership, emerging strategy and programme delivery model to achieve system change. Underpinned by accessing a development award in May 2018, the Programme Board meeting in January and subsequent investment submission to Sport England in March the programme has set the foundations for tackling inactivity. This has included:

- Establishing a formal governance structure with inaugural meetings of the Programme Board, Programme Executive and regular 6 weekly Programme Delivery team sessions.

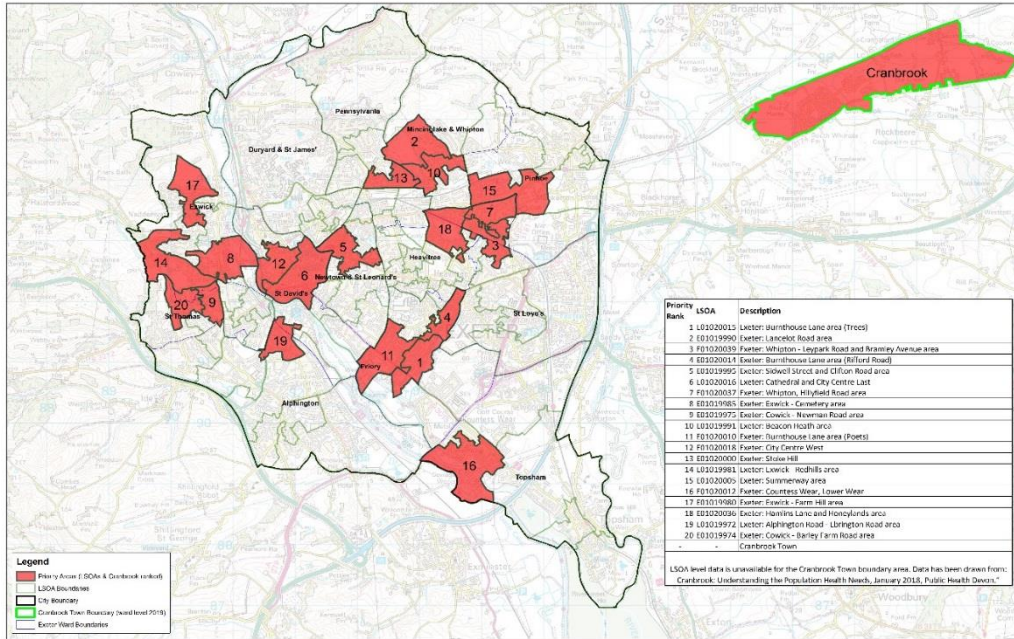


- Our theory of change has already helped us to make fundamental changes in Council policy and strategy within a new vision for the city of Exeter. A considerable body of strategic planning that has fundamentally shifted our approach and sets firm foundations that will make the Sport England investment in our areas go further for longer. We have already altered our transformation route map and we have put our aspirations for healthy and active people at the heart of future city development.

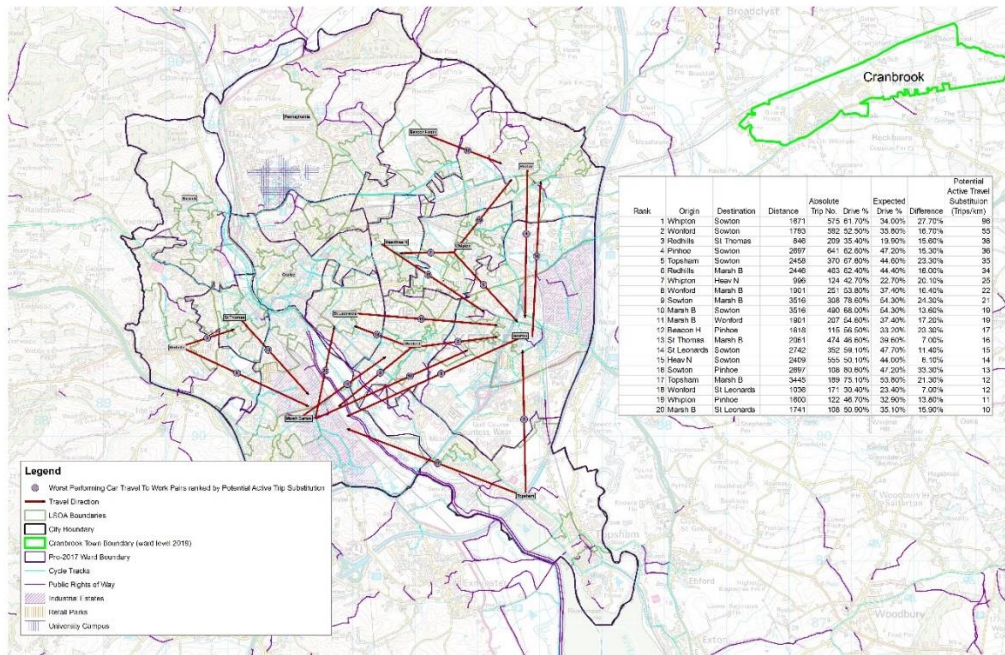


- Further detail on these visioning documents, corporate plans specific strategies can be found here: <https://exeter.gov.uk/council-and-democracy/council-information/our-plans-for-the-future/>
- Taking an intelligent data led approach to clearly defining target places and communities of interest, focussing on our highest risk populations. See maps below highlighting our key populations of ‘adults at highest risk of inactivity’ and ‘people who commute to work and school every day by car’.

Physical Activity Target Population Priority Areas



Underperforming Active Travel Ward Pairs by pre-2017 Ward Boundaries



- Stakeholder and programme theme mapping, building evidence banks related to our focus communities. We are building a portfolio of Community Asset profiles through our Wellbeing Exeter Community Builders. An insight bank is being developed for sharing with local stakeholders and networks and the wider national Community of Learning. Examples of local profiles can be found here: <https://www.wellbeingexeter.co.uk/community-building/>
- We are developing a social prescribing model for physical activity building on the successful platform of Wellbeing Exeter. We are enhancing the programme to

include local physical activity partners and a specific function within the social prescribing model for referrals to a physical activity specialist.

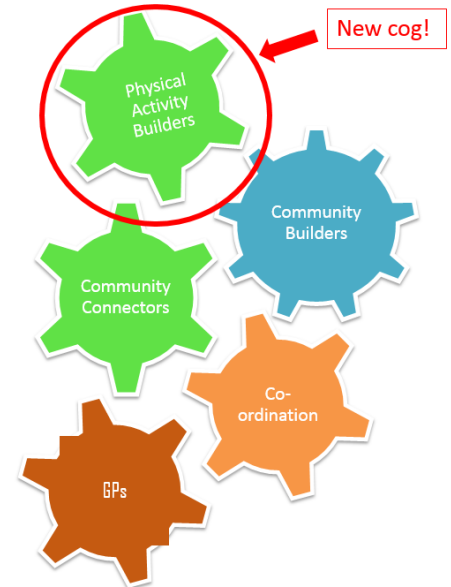
Wellbeing EXETER social prescribing model

GP surgeries introduce a **person** they believe would benefit from increased social activity to their trusted **Community Connector**.

The **Community Connector** works with the **person** to identify what matters to them and plan a way forward, within framework of 5 Ways to Wellbeing. Together, they start to engage with their local community.

Simultaneously, **Community Builders** are working within communities, identifying social resources, stimulating activity, and helping those communities to thrive and develop. This builds communities' capacity to offer opportunities to residents for connection and interdependence.

Co-ordination enables diverse organisations to work closely together to help discover what might be on offer for people, deliver cross-programme training and development and support the wider voluntary and community sector.



- Working with partners in Cranbrook to ensure a formal legacy of the NHS Healthy New Town programme within the complexities of a rapidly growing new community. A Learning Symposium was held to mark the end of the Healthy new Town programme that shared a huge amount of insight, learning, challenges and opportunities. A short video summarising the event with supporting materials can be found here: <https://www.healthycranbrook.co.uk/pioneering/>
- Programme theme leads are hosting design workshops relating to their strands focussing on engaging key inactive audiences. This includes direct engagement with target organisations for 10 pilot Active Workplaces and 10 pilot schools for Active School Communities.
- We have commissioned our formal Evaluation partner, a consortium approach led by SERIO including Ecorys and KiActiv. The local evaluation programme is based on the evaluation framework below

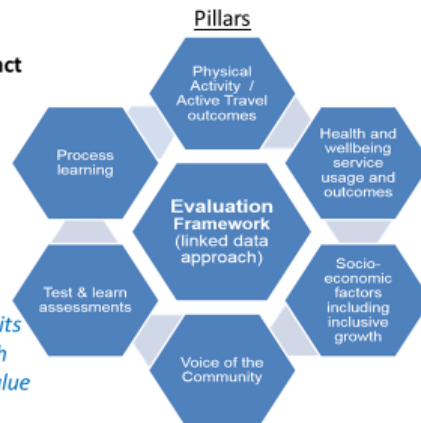
Local Evaluation: Principles, Framework and Pillars

Principles

- 1) Use & build on pre-existing data / systems
- 2) Use approaches that benchmark & track impact
- 3) Take a collaborative approach
- 4) Build in sustainability from the start
- 5) Digital & lean
- 6) Collect only essential data
- 7) Deliver clear actionable insights
- 8) Balance academic rigour with practical tools

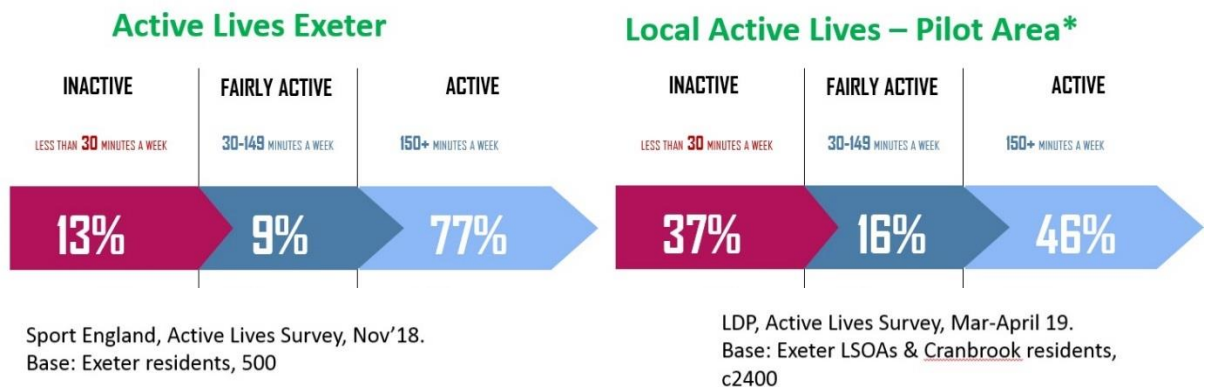
Linked Data Framework:

Our evaluation becomes greater than the sum of its parts the more links that are forged between each supporting pillar – increasing the likely impact, value & sustainability of the insights generated.



- We have completed our generic baseline data using the national Active Lives metrics, this has sharpened our focus on the scale of the challenge for our target 20 LSOAs with the highest number of inactive residents. Our survey methodology focussed on door-to-door fieldwork which has given us a significant local sample size. The headline inactivity data can be seen below:

Evaluation



- We are developing a future transformational housing plans “Liveable Exeter: a compact global city of linked villages” that has people, communities and active lifestyles at its heart. We are committed to embedding Active Design principles into our future housing development and planning policy, in which future developments brought forward for delivery will be audited against the principles and ensure physical activity is central to place making. The role of the Sport England Local Delivery Pilot was key in influencing the successful application for Exeter as a National Infrastructure Commission Case Study. Through this project, Exeter & Cranbrook will benefit from expert advice to help embed active travel into strategies to improve local transport connections, unlock job opportunities and deliver much-needed new homes. Recently Exeter has been awarded Garden City status with Homes England to drive forward our Liveable Exeter vision. The plan can be found here: <https://exeter.gov.uk/media/4460/liveable-exeter-a-transformational-housing-delivery-programme-february-2019.pdf>

Recent thoughts and learning

As we move from the first phase of the Pilot to delivery, there are clear learnings emerging:

- **Building a movement starts with the individual** – system change requires a new way of thinking. Bringing people together from multiple organisations, disciplines, backgrounds and so on is a good start but even then it takes conscious effort and strong leadership to look beyond the immediate to see the system beneath it [“It’s caused me to be more self-reflective, realise I’d been a bit narrow-minded and reawakened a broader interest’](#)
- **Complexity of the System** – the team knew that adopting a Whole System Approach was complex but there is a world of difference between knowing it in theory and seeing it in practice. Common observations about the first 6 to 12 months were ‘it was an eye-opener’, ‘brain straining’, ‘complicated with a big C’. Banking the successes is important and using those to help grow understanding was the best way forward for us. Physical activity is now embedded within long term strategic visioning in Exeter – through our Garden City transformational housing plan ‘Liveable Exeter’. It is providing us with the opportunity of connecting Homes England and Sport England with local housing development planning & delivery. [“The connections across the system are happening at pace and strategic programmes are aligning”](#)
- **Power equals energy divided by time** – the Pilot has had an energising impact across the partnership with a notable direct impact on Exeter Council. That energy expended over the time of the Pilot generates the power to deliver lasting sustainable change. [“The Sport England Partnership has lifted the level of our ambition to drive better outcomes and quality of life for our residents. The Pilot has helped energise and renew...”](#)
- **Dynamism creates momentum and tension** – our Pilot is a dynamic endeavour which matches the nature of the challenge we face. With many stakeholders, delivery partners and the like, this helps us create the momentum required to breakdown barriers and make change happen. The flip side of this momentum is that it creates pressure in the system which has to be kept in check. For instance, rising demand for Wellbeing Exeter’s services has placed pressure on resources as other services want to learn from them while they also look to expand provision.
- **The empathy bridge is a lot like the Severn Bridge** – maintaining and keeping it looking spic and span is a task that is never finished. The need to understand individuals, families and communities is paramount to success. Empathy goes beyond insight and from day one, to the day we finish it should remain a challenge we constantly strive toward. [“We need to really listen, walk a day in other people’s shoes, and realise the challenges individuals face on a daily basis’](#)

What’s coming up

The pilot will be focusing on:

- Moving from planning and design to delivery. Bringing the strands of Active Communities, Active Workplaces, Active School Communities and Active Travel & Environments to life
- Undertaking further local baseline measurements for physical inactivity and wider health & wellbeing metrics in Exeter and Cranbrook to supplement our Active Lives findings

- Enlisting the expertise of local GPs to design the physical activity social prescribing model. We will be enhancing Community Connector resource and recruiting specialist 'Physical Activity Builders' aligned to local Primary Care Networks and our target LSOAs. We are working with local Primary Care Networks to pool their 'Link Worker' resource into the wider Wellbeing Exeter programme and embed our pilot approach across the local health network.
- Working with 10 pilot workplaces to test and learn new ways of helping staff be more active and changing organisational culture to improve staff physical and mental wellbeing
- Working with 10 pilot schools and their local communities, identifying local families to design and develop innovative ways for helping families be active together
- Launching a 'Play Streets' campaign and development programme working with our target local communities to help them test ways of increasing walking and cycling through local road closures and temporary street design projects.
- Establishing the Liveable Exeter governance and expert project design team. We will be working with Sport England to embed an active environment approach through Active Design principles to ensure new developments are planned with physical activity as a priority.
- Providing guidance and support to ambassadors, community leaders, local groups and clubs that are providing accessible fun opportunities for communities to be active.
- Recruiting community development expertise in Cranbrook to connect families with new activities that are beginning to develop. For example working with the newly formed local junior parkrun to help increase the number of families on low incomes taking part every week.
- Mobilising a communications strategy and developing our programme branding, messaging and connection into our target local communities
- Developing a digital infrastructure based on community insight that helps people take their first steps to being active everyday through an online platform.

June 2019