

**Report of Head of Sport and Active Lifestyles**

**Report to Scrutiny Board (Inclusive Growth, Culture and Sport)**

**Date: 11<sup>th</sup> October 2017**

**Subject: Systems approach to physical activity in Leeds**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

Enabling the population of Leeds to be physically active is vital to the health and wellbeing of the city in addition to the contribution it can make across all council priorities. This reports outlines why physical activity is so important and how it can help the city achieve its wider ambition and outcomes. It demonstrates that the role of physical activity in delivering city outcomes is increasingly being recognised and valued across Leeds suggesting it is time to harness this enthusiasm and commitment to drive forward a bold and transformational approach to its delivery.

It is recommended that a systems approach to physical activity is developed and academic rigour is applied to its practise. This approach will require cross-service and cross-agency collaboration and will be driven by the needs of the most deprived communities in Leeds. It seeks to influence the behaviour of the most inactive to evoke a cultural change in which being physically active becomes the norm. This approach is not a short-term fix. It is a long-term systemic response to physical inactivity which is necessary for real change to take place.

**Recommendations**

1. Note and discuss content of report
2. Consider the contribution that physical activity can make to city priorities

3. Discuss how scrutiny can support the engagement of the community in relation to;
  - a. the identification of community leaders and those who have had previous success at engaging priority communities in a positive way (not necessarily in relation to physical activity)
  - b. identifying community assets and needs in relation to physical activity
4. Consider how scrutiny can support cross-service and cross-agency collaboration in relation to a shared vision and the shared resources required to deliver a systems approach to physical activity.
5. Sport and Active Lifestyles to provide further updates to scrutiny on progress for the whole systems approach to physical activity.

## Purpose of this report

To raise awareness of the benefits of physical activity and the contribution it can make to city priorities. To outline a new model for the delivery of physical activity within localities and to seek support in engaging communities and partners into this collaborative, systems based approach.

### 1. Background information

- 1.1. The Sport and Active Lifestyle (S&AL) service offers a valuable contribution to the achievement of the Best Council Plan and it is working to secure Leeds position as the 'most active big city in the UK'.
- 1.2. The service has a key priority to support a reduction in health inequalities through the promotion of physical activity. The service aims to achieve this ambition through a number of means including; collaborating with key partners through the facilitation of the Sport Leeds Board and the Health Inequalities breakthrough Physical Activity steering group; delivering informal physical activity opportunities for inactive people across the city; supporting care pathways; enabling co-location and integration of services and influencing key decision makers and commissioners to embed physical activity into their policy, service design and provider contracts.
- 1.3. The gap in life expectancy between the least and most deprived wards in Leeds is 10.1 years. This trend is mirrored in terms of physical activity participation levels with the highest levels of participation strongly correlated to life expectancy statistics and in turn the balance between affluent and non-affluent areas of the city.
- 1.4. In Sport England's most recent Active Lives Survey 23% of the adult population in Leeds are inactive (taking 30 minutes or less of physical activity per week), with 21.6% of adults obese; rates that are higher than the national average. In addition half of young people in the city are not currently achieving the Chief medical Officer recommended 1 hour of moderate to vigorous physical activity per day.
- 1.5. The Lancet has recently highlighted that **physical inactivity** is the fourth leading cause of death worldwide. This puts deaths from physical inactivity on a par with deaths from smoking. Levels of physical inactivity are still on the rise internationally suggesting the repercussions for health and wellbeing in the UK and Leeds are only going to get more severe.
- 1.6. In Leeds the prevalence of long term conditions (both physical health and mental health conditions) is on the increase and affecting people at an earlier age. For example, there are 39,635 people with diabetes in the city, a rise of 14% in the last 3 years. In addition the male suicide rate in Leeds is five times that of females and the rate of years of life lost for men aged 15 – 74 in Leeds is 28% higher than the rate observed across England and Wales.
- 1.7. A wealth of evidence shows that an active lifestyle is essential for physical and mental health and wellbeing. Physical activity can guard against conditions such as obesity, hypertension, cancer, diabetes and depression. For example;

- Being active can reduce the risk of developing diabetes by 30-40%. People with diabetes can reduce their need for medication and the risk of complications by being more active.
- Persuading inactive people to become more active could prevent one in ten cases of stroke and heart disease in the UK.
- One in eight women in the UK are at risk of developing breast cancer at some point in their lives. Being active every day can reduce that risk by up to 20% and also improve the lives of those living with cancer.
- Dementia affects 800,000 people in the UK. Staying active can reduce the risk of vascular dementia and also have a positive impact on non-vascular dementia.
- Depression is increasing in all age groups. People who are inactive have three times the rate of moderate to severe depression of active people. Being active is central to our mental health.

1.8. In addition to the health and wellbeing benefits that can be derived through physical activity it has a much wider reach and impact across all Leeds City Council priorities. Boosting participation in physical activity has many socio-economic benefits and can, and does, make a profound impact on individuals, communities and wider society. For example;

1.8.1. Being active plays a key role in brain development in early childhood and is also good for longer-term educational attainment. For instance, young people's participation in physical activity improves their numeracy scores by 8% on average above non-participants. In addition, under-achieving young people who take up physical activity see a 29% increase in numeracy skills and a 12 – 16% increase in other transferable skills. Other programmes targeted at young people at risk of offending show that physical activity can enhance self-esteem, reduce re-offending and support access to the workplace. In Leeds, for example, this is evidenced through the delivery of the Dame Kelly Holmes project and Positive Futures interventions.

1.8.2. In terms of economic impact physical activity participation contributes £244.1 million to Leeds economy and provides a total of 7374 jobs in Leeds. It is also estimated that the value of volunteering related to physical activity is £147.5 million (information taken from Sport England local profile data). The economic impact of sports events in the city is also significant with, for example, the World Triathlon Series bringing in a cash boost to the local economy of at least £1.2 million with over 5 hours of TV coverage in the UK and worldwide. In a wider context increased energy levels through participating in physical activity boosts workplace productivity and reduces sickness absence.

1.8.3. Physical activity has the ability to strengthen social networks and community cohesion. Through physical activity and sport individuals can develop a sense of belonging and can build quality peer relationships with other member of their community. Projects that support the delivery of these outcomes include small scale asset based community development initiatives or larger scales

facility development associated to events, such as the social regeneration which followed the Commonwealth Games in Manchester.

1.8.4 Physical activity, through active travel – walking and cycling - also has the ability to connect people and places together whilst supporting an improvement in air quality through a reduction in road traffic emissions. It is understood that people who walk or cycling to work are four times more likely to achieve the Chief Medical Officers recommendation of 150 minutes of moderate intensity physical activity per week.

1.8.5 Social Isolation affects people of all ages but in particular it is older people who are at greater risk due to factors compounding such as wider determinants and long term health conditions. There are estimated to be 37000 older people experiencing loneliness or social isolation across Leeds. Cause for concern must be noted as research shows that loneliness and isolation is detrimental to health and comparable as a risk factor for early death to smoking 15 cigarettes a day. Therefore physical activity for older people not only improves physiological health outcomes but increases the opportunity for improving social connections.

1.9 Evidence from other countries tells us that getting Leeds active will only happen if we involve all sectors. Physical inactivity is not just a public health problem it is a challenge for all of society. We need to embed physical activity into the fabric of everyday life, making it easy, cost effective and the normal choice in every community in Leeds.

## **2. Commitment to physical activity in Leeds:**

2.1 The role of physical activity in delivering city outcomes in increasingly being recognised and valued within Leeds. The following key citywide strategies and policy documents are now in place and demonstrate the strength of the commitment to physical activities in the city;

- **Health and Wellbeing Strategy (2016 – 2021)** - physical activity is one of only 12 priorities for the Leeds Health and Wellbeing Board (and the only lifestyle risk factor identified individually within a specific priority) – ‘More people, more physically active, more often’. In addition it is a key priority in the draft Leeds Health and Care Plan.
- **Best City Plan (2015 -20)** - it sits as one of 20 priorities in the best council plan ‘Promoting physical activity’
- **Sport Leeds strategy (2013 – 2018)** - where tackling health inequalities is firmly embedded as a key concern, they aim to ‘support the inactive to become active’
- **“Breakthrough” projects** - in addition to the above strategies Leeds is prioritising seven city wide ‘Breakthrough’ projects, one of which focuses on health inequalities with physical activity positioned as one of only three work streams.

2.2 The councils move towards more focussed locality working across directorates and with key stakeholders presents an opportunity for physical activity to highlight its role

and the impact it can have in communities. This direction of travel is also reflective of the national policy context with Sport England shifting towards a strategy that prioritises funding for 'place' based interventions.

- 2.3 In addition to the strong local and national strategic context there is a willingness of partners from organisations across Leeds to work together through greater alignment and more collaboration around the physical activity agenda; this has been demonstrated in Leeds recently in our response to the This Girl Can national campaign, embedding the successful Activator model and in the development of three new bike hubs. It is also shown in the links with Yorkshire Dance and the start of discussions around the opportunities that the Leeds Dance Partnership will bring to Leeds.
- 2.4 The "Activator model" has been a relatively recent intervention aimed at supporting the inactive to become active; targeting priority areas and under-represented groups such as women and girls, BAME and LGBT communities. Activators are embedded into communities with strong links to key individuals, partners and local community organisations. Applying a strong understanding of behaviour change techniques, providing tailored individual contact / engagement and finding "people like me" to continue to grow and scale opportunities has proved really successful; examples include Leeds Girls Can, Go Tri introductory activities, Run Leeds and Breeze women only lead bike rides. The Leeds Girls Can couch to 5k group set up in Kirkstall saw 116 women attend the first session.
- 2.5 The Activator Team illustrates collaboration of partners at all levels, including national organisations such as Sport England, National Governing Bodies e.g. British Cycling and Triathlon; alongside Yorkshire Sport and essential local partners such as Getaway Girls, community hubs and Bramley Baths.
- 2.6 The establishment of three bike hubs in Leeds provides another excellent example of working together behind a wider city strategic plan – with the opening of the closed road circuit at the Brownlee Centre, the development of pump tracks and mountain bike trails at the Urban Bike Park in Middleton and the focus on health rides at Fearnville. It involves the University of Leeds, Cycle Pathways (Community Investment Company), British Cycling, Yorkshire Bike Library hubs, City Connect, The Works, Cycling UK and the Fearnville Friendly Cycle Club, and demonstrates the range of partnership working.
- 2.7 The key challenge now is for these partners to build on the positive strategic position of physical activity in the city to bring about longer term sustainable change in relation to increased physical activity levels. This will involve driving a cross departmental approach and working collaboratively with external stakeholders. The breakthrough project for 'Early Interventions and reducing health Inequalities' has provided a platform to bring key partners together through the creation of the physical activity steering group.
- 2.8 The breakthrough project for 'Early Intervention and reducing health inequalities' has identified three priorities, one of which is to 'inspire communities and partners to work differently to reduce health inequalities'. Following a city wide Outcomes Based Accountability (OBA) event, which was held to launch the Health Breakthrough

Project in September 2015 and led by Cllr Mulherin, physical activity was identified as the focus for this priority.

2.9 A second OBA session was held in July 2016 and led by Cllr Charlwood, Cllr Coupar and Cllr J. Lewis to focus specifically on issues relating to physical activity in the city. The feedback from the attendees at these events, public and service user consultation and a report produced by the Sport and Active Lifestyles Service led to the emergence of the following themes around physical activity:

- The need for a whole system buy in - influencing decision makers and commissioners
- Promote the benefits of physical activity - as the norm and part of everyday life
- Environment - engage partners to ensure the physical activity agenda is addressed and prioritised in developing built infrastructure
- Improve the measurement of physical activity in the city
- Take a Community approach with a focus on assets

2.10 In response, a Physical Activity Steering Group has been set up to drive forward these recommendations. The group is jointly chaired by Public Health and S&AL and is comprised of representatives from Public Health, Sport and Active lifestyles, Parks and Countryside, Transport, Planning and Regeneration, Culture, PPPU and the Health and Wellbeing Service (Healthy Schools). This cross-directorate approach to an issue lies at the heart of the Council's aim for Breakthrough projects. The aim is to include external partners and the group currently reports to the Sport Leeds Board which provides a useful external strategic reference group.

2.11 The Physical Activity Steering Group has developed a draft work programme based around the above themes. One of the key priorities of this work programme is to support the delivery of a whole systems approach to physical activity – with a focus on delivering in the cities priority localities. This is a bold and transformational approach to the delivery of physical activity in Leeds and it is not one that is tried and tested. By working with world leading academic partners in Leeds, there will be the opportunity to learn and to become more informed about what a whole systems approach means and what needs to be done to utilise the approach to bring about better outcomes in Leeds.

### **3. Breakthrough and a whole systems approach to physical activity:**

3.1 The long term ambition in Leeds is to deliver a better, more holistic systems approach to physical activity, across the life-course and across the city. This is a massive step change for the delivery of physical activity in Leeds and would require a fundamentally different approach to the way all organisation work together on this agenda. A systems approach to physical activity would not embed over-night as it requires long term systemic change. The council has a key civic leadership role to play here and is in the best position to effect the change needed. A systems based approach in Leeds will seek to;

- Create a blueprint for how to collectively run and operationalise a physical activity system

- Demonstrate how this system can improve outcomes for specific communities and be replicated in other areas across the city/region/country

3.2 What is a whole systems approach? From an academic perspective a system is any group of interacting, inter-related or interdependent parts. Without the inter-dependencies we have just a collection of parts and not a system. A systems approach for physical activity involves working across all areas that are effective in tackling inactivity including policy, physical environment, local interventions, social marketing and community assets. It involves working at an individual, environmental and societal level.

NON-SYSTEMS APPROACH	SYSTEMS APPROACH
Silo working	Integrated / the whole system
Generalising	Tailored to context; what matters here?
Individual / isolated initiatives	Looking at how the system works as a whole
Linear cause and effect	Dynamic feedback loops
Top down control	LA holding the ring, stakeholders are partners

Figure 1: What is a whole systems approach?

3.3 A systems approach should build consensus and commitment by creating a framework so stakeholders can discuss and agree the way ahead. It enables all to understand the system and their role in it and it maximises all the assets in the system allowing resources to be mobilised more effectively.

3.4 Why do we need a whole systems approach?

“Recognising that (an issue) is a complex, dynamic systems problem is a first step in understanding why it is so challenging. And why we need to step outside our standard ways of looking at dealing with it.” (John Sterman)

3.5 To achieve significant and lasting change we need innovative frameworks that can tackle entrenched and complex social problems by making collaboration possible across multiple sectors, with communities and people in mind. The approach should be based on the belief that no single policy, government department, organisation or program can tackle – or solve – the increasingly complex social problems we face. Achieving success requires multiple organisations from different sectors to share a common goal and resources, with shared measurement and an aligned effort at the core.

3.6 Nationally Public health England and Sport England are supporting systems based approaches to address complex social issues such as obesity and physical inactivity. In particular Sport England are driving a place based approach through their Local

Delivery Pilot funding stream. In addition NICE guidance recommends community centred approaches to improving health and wellbeing and reducing health inequalities and whole systems locality approaches are a priority within the Prevent programme.

- 3.7 In Leeds programmes such as the aforementioned Activator Model, Leeds Let's Get Active, DAZL Dance and Leeds Girls Can have provided understanding about what approaches work at a community level in terms of increasing physical activity levels, but it recognises there are gaps in present practises that mean the current approach can be more functional than systemic. The aim is to better understand how to fill these gaps, build on the existing collaborative relationships, knowledge and interventions already in place to create a more joined up systems based approach.
- 3.8 In the development of a whole systems approach one of the most significant actions is the 'creation of the right environment for change'. This is termed 'pre-systems' thinking and has been identified by Leeds Beckett's University, in their work around obesity systems, as the initial stage in systems development. Pre-systems thinking involves building partnerships with a full range of stakeholders, engaging local communities to understand the local views and assets, identifying the local authorities biggest strengths, reviewing the local authorities overarching policies to map how physical activity is reflected in them, analysing existing interventions to see if they work and plotting out how physical activity fits with other major priorities locally. This will then help in understanding the current position, developing a systems action plan and will ensure decision making is informed.

#### **Locality working and physical activity:**

- 3.9 Given the strong link between inactivity and deprivation an expression of interest (EOI) was submitted to the Sport England Local Delivery Pilot fund in March 2017 based on taking one (large) deprived part of the city where it is believed that significant impacts can be made in terms of a whole systems approach to addressing inactivity. The EOI to Sport England is attached as appendix 1. The proposed areas for this work are in the Inner East:

- Burmantofts and Richmond Hill
- Gipton and Harehills
- Crossgates and Whinmoor
- Killingbeck and Seacroft
- Temple Newsam
- Chapeltown

- 3.10 The areas outlined provide an appropriate level of scale to work within and have high levels of deprivation. Other important factors include:

- The housing growth and highways infrastructure planned for inner and outer east Leeds
- A number of high profile regeneration plans in the inner east area of the city (Neighbourhood Framework plans e.g. Killingbeck and Seacroft /East Leeds extension/Halton Moor).

- A move to more focused locality working within the Council and with key wider stakeholders. Two of the six priority areas are within the defined catchment - Lincoln Green and Torres in Burmantofts and Spencer Place, Bankside Street and St Shepherd's Lane plus Clifton / Newalls in Harehills / Chapeltown.
- A focus on locality profiling to better inform and prioritise interventions, alongside the integration and alignment of service provision.
- Two large city parks of national significance serving the catchment (Roundhay and Temple Newsam) with green corridors enabling connectivity.
- Integrated facility developments e.g. potential major development of existing Fearnville site into a large "activity park" concept including a mix of wellbeing centre / park life / open space / playing pitches / walking / commercial outdoor development / colocation with Adult Social care and other services e.g. Health / partnerships with British cycling and British Triathlon. There are also ongoing discussions with Children's Services about a possible new high school.

3.11 In parallel to this work officers have also been looking at developing a similar approach with colleagues in the Communities team in the inner south of the city (focussing on the wards of Beeston and Holbeck, City and Hunslet and Middleton Park) and Armley and Wortley. The approach would aim to support the council's locality based approach to future service delivery in the six most deprived communities in the city (chosen from the 17 LSOAs in the bottom 1%) where services will focus their resources with the aim of reducing health inequalities.

3.12 Unfortunately the bid was unsuccessful but there is still significant energy to continue to drive this work forward given the momentum the EOI gained from across the Council and partners and the potential long term benefits that could accrue. SAL development team has realigned its resources to better support the priority communities in the city and is positioning itself as the key driver of a systems approach for physical activity in the city. The partnership with the Communities teams is crucial to driving this agenda forward and will be vital to the success of the approach.

3.13 Given the local delivery pilot bid was unsuccessful officers are now in discussion with Sport England about developing an investment plan for whole systems work in priority communities in Leeds. There is potentially a minimum sum of £500k on offer from Sport England to move this work forward with the aim of working with partners over the next 3 months to develop a wider investment plan to then discuss with Sport England.

3.14 As part of the pre-systems phase of this project the University of Leeds and the Communities team invited the Physical Activity steering group to take part in the TRUE research project. TRUE stands for Transformational Route-mapping for Urban Environments. It is a tool traditionally used by built infrastructure projects to plan their project delivery. The research project is piloting TRUE as a toolkit for planning complex social projects. A draft enhancement plan has been received for the whole systems approach following two TRUE workshops in June / July 2017. Partners from across the council and external stakeholders were invited to be part of the workshops. This enhancement plan alongside learning from Leeds Beckett University's Public health England's obesity systems evaluation will form the basis of project planning for the whole systems approach to physical activity in Leeds.

3.15 There are a number of key challenges in delivering a systems approach to physical activity that the pre-systems phase of the project will need to address;

- The scale of delivery required – enabling whole communities to be impacted by the change, whilst ensuring individuals needs are still being met through the approach
- Engagement / influencing of key partners to work around the shared agenda – aligning work; a shared vision; building relationships
- Working in a truly collaborative way with partners – sharing and aligning resources
- Gaining community buy-in - ensuring that we work ‘with’ local communities and not do ‘to’
- Collating a comprehensive understanding of the current position in the inner east to inform future decision making and action planning
- Measuring the impact of the project

3.16 It is envisaged that a project team will be set up with attendees from the TRUE workshop to drive forward the pre-systems stage of the project and to ultimately develop the action plan for the whole systems approach to physical activity in Leeds.

## **4. Corporate Considerations**

### **4.1. Consultation and Engagement**

4.1.1 There has been initial consultation with key partners, community leaders and organisations. This includes the TRUE workshops, South Leeds Community Committee workshop on physical activity, ‘Enabling Active Communities’ workshop with partners from across City Development and Public health, engagement with Leeds Beckett’s University Obesity systems pilot, engagement of other Breakthrough projects (Air Quality, communities, vibrant city centre, housing growth) and the New Wortley localities group. Although the full scoping work is still to be undertaken as part of the pre-systems work, gaps within a “systems approach” are emerging and include;

- Research / insight including data and intelligence access and share
- Community development and wider partner engagement
- Workforce development
- Digital technology, solutions, access and use

4.1.2 Vital to the next steps in the pre-systems work will be the engagement of people living in the communities that are identified as focus localities for this project. The priorities for this consultation will be the engagement of community leaders and the engagement of individuals within the communities. The process will involve the (i) identification of community assets, (ii) the identification of key success factors required in engaging that community and (iii) the identification of needs within the community that can be addressed through activating the appropriate partners within the system. Vital to the consultation process will be the engagement of organisations and networks from the focus communities who can promote the

needs of under-represented groups in these localities, for example, third sector organisations, the Religion and Beliefs Hub and community groups.

#### **4.2. Equality and Diversity / Cohesion and Integration**

4.2.1 The aim of the whole systems approach is to reduce health inequalities through the reduction of physical inactivity within the focus localities. The effective delivery of this approach should ensure that resources from across organisations are re-aligned to focus on the areas of highest deprivation within the city.

4.2.2 The approach is to be delivered across the life course ensuring that everyone will have improved access to physical activity opportunities regardless of their age. In addition the project will specifically work with individuals and bodies within the communities that can represent the views of under-represented groups such as women and girls, older people, disabled people, Black and Minority Ethnic groups and LGBT+ groups.

#### **4.3. Council policies and City Priorities**

4.3.1 Please refer to section 1 of the report as this highlights the links to council policies and city priorities.

#### **4.4. Resources and value for money**

4.4.1 Sport England and Public health are each committing £50K towards the development of the pre-systems process. Once this has been achieved there is the opportunity to draw down another £450K from Sport England to support the delivery of the systems approach. This will be based on the recommendations and action plan developed through the pre-systems project scoping phase.

4.4.2 In addition to the external resource from Sport England it is hoped that the whole systems approach will enable resources from other services and organisations within Leeds to be aligned to compliment and enhance this locality based systems delivery. It is thought the level of re-aligned resource will be in direct correlation to the level of true partnership collaboration on this project. It is vital that an environment is created where services are working collaboratively and are able to share resources and budgets for the development of a locality systems approach to physical activity.

4.4.3 As part of the research framework that will be developed for this project the Return on Investment and cost effectiveness of the whole systems approach will be considered.

#### **4.5. Legal Implications, Access to Information and Call In**

4.5.1. There are no direct legal implications arising from the recommendations in this report.

#### **4.6. Risk Management**

4.6.1. The TRUE workshop process has highlighted the top risks to the project. These are:

- Overall project management and coordination
- Strategic level understanding and buy-in / strategic process
- Overall leadership of physical activity in the city
- Capacity – stretched key staff and competing priorities
- Community buy-in / physical activity not a priority for local people
- Alignment with other working areas

4.6.2 These risks will be considered by the project team as part of the pre-systems approach and mitigating actions will be developed.

## 5. Conclusions

5.1 This report has highlighted the valuable role that physical activity can play in delivering the Best Council Plan 2017/18. It has demonstrated that physical activity is well positioned strategically in the city and that the key challenge ahead is capitalising on this opportunity to ensure that physical activity achieves its potential in improving outcomes for those living in the most deprived neighbourhoods in the city. A transformational and bold systems approach to physical activity in priority localities is the recommended action. In order to work this model will require significant collaboration between partners and the gaining of buy-in and support from local communities. It is requested you note the recommendations below and provide support in driving this approach forward in the most effective way.

## 6. Recommendations

1. Note and discuss content of report
2. Consider the contribution that physical activity can make to the outcomes in the Best Council Plan
3. Discuss how scrutiny can support the engagement of the community in relation to;
  - a. the identification of community leaders and those who have had previous success at engaging the priority communities in a positive way (not necessarily in relation to physical activity)
  - b. identifying community assets and needs in relation to physical activity
4. Consider how scrutiny can support cross-service and cross-agency collaboration in relation to a shared vision and the shared resources required to deliver a systems approach to physical activity.
5. Sport and Active Lifestyles to provide further updates to scrutiny on progress for the whole systems approach to physical activity.

## 7. Background documents<sup>1</sup>

7.1. None used

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.