

Torbay on the Move

*‘More people, more active,
more often’*

TORBAY

COUNCIL



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1. Executive Summary

Torbay on the Move was launched within Torbay Council in 2018 as a series of recommendations that sought to increase physical activity levels in Torbay. Active Devon and Torbay Council's Public Health team have undertaken a review of Torbay on the Move and a consultation with partners and key stakeholders across Torbay.

Use of the recognised SOAR model for the consultation (see appendix 2) has increased understanding of the strengths of Torbay and the opportunities for making a difference for our communities. Four main findings arise from the consultation process. These are set out below, together with a series of recommendations which the Council is asked to consider and commit to: -

Finding 1 – Overarching Strategy

There is a requirement to produce external facing strategy documentation which clearly articulates the Council's vision for Torbay on the Move and the intended audiences.

Finding 2 – Priority Audiences

Torbay on the Move should aim to support people with lower incomes or experiencing poverty; people with a disability or long term health conditions including mental health difficulties, and; children and young people. Focusing on these groups will provide the biggest gains and best value for public investment and shared resources.

Finding 3 - Whole Systems Approach

There is a requirement to adopt an overarching methodology for Torbay on the Move, to assist with tackling the complex challenge of inactivity. [A whole system approach works with communities and stakeholders to both understand the problem and to support identification and testing of solutions.]

Finding 4 – Maximising Strategic Alignment

Torbay on the Move needs to be recognised across the various Council Departments as an enabling strategy that can support wider corporate goals.

Recommendation 1 – Endorse the proposed Strategic Outcome Themes and pull them together into overarching strategy documentation.

Recommendation 2 – Commit to a 'Whole Systems' approach as the way of working to deliver the outcomes of Torbay on the Move.

Recommendation 3 – Communicate Torbay on the Move internally within the Council (including SWISCO & TDA) to ensure broad support for the strategy, break down silos and foster internal collaboration.

Recommendation 4 – Give its support to the formation of a 'Strategy Oversight Group' to consist of leaders from within the Council and Community partner organisations. Group's remit to be taking forward delivery, overseeing and distributing investment (where available) and providing collective leadership.

2. Introduction

The Torbay on the Move strategy aims to support and encourage residents to be active in a way that works for them and at a level that provides significant benefits to physical and mental wellbeing.

A range of partners across Torbay joined together to contribute to the consultation process and have provided insight on the strengths and assets of Torbay and shared experience. They also contributed to the creation of a vision for Torbay on the Move;

Torbay on the Move

'More people, more active, more often.'

This simple vision statement is being proposed to act as a unifying force for Torbay Council and its partners.

With investment and capacity, increasing activity levels across Torbay has the potential to make a positive contribution, not just to health and wellbeing agendas but also to the local economy and the environmental agenda with an established link to cleaner air, less carbon produced and cleaner and safer roads.

Eight Strategic Outcome Themes have been identified for Torbay on the Move:

- Active Environments
- Active Travel
- Active Schools
- Active Health
- Active Clubs
- Active Places
- Active for All
- Active Workforces

The final two themes are cross-cutting in nature and underpin the other six themes.

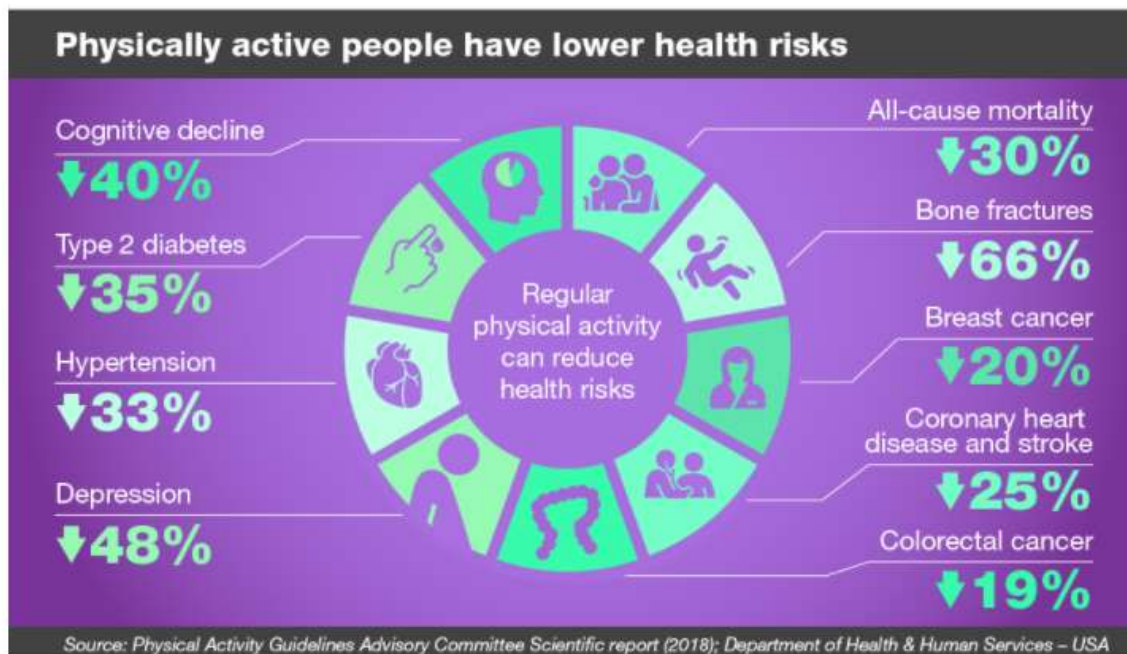
Equally important to the identification of the Strategic Outcome Themes is the approach taken in the development and roll out of Torbay on the Move. Adopting a place based and whole system approach is considered critical to increasing the likelihood of population level change.

3. Context

Physical Activity & Sport

Physical activity (including Sport) has a range of benefits at both an individual and societal level. It is proven to have significant health benefits for hearts, bodies and minds and it contributes to the prevention and management of noncommunicable diseases such as cardiovascular diseases, cancers and diabetes. Physical activity reduces symptoms of depression and anxiety, enhances thinking, learning and judgment skills, ensures health growth and development in young people and improves overall wellbeing. [Source: World Health Organisation(WHO)].

The Sport and physical activity sector has a significant contribution to the economy. Every year, leading an active lifestyle prevents 900,000 cases of diabetes and 93,000 cases of dementia (the UK's leading cause of death) – a combined saving of £7.1 billion to the UK economy (Sport England, Uniting the Movement). Every £1 invested into community sport and physical activity generates nearly £4 for England's economy and society.



Conversely, inactivity increases the risks of experiencing poor physical and mental health and has a strong link with lower life expectancy. In Torbay there is a gap in life expectancy between the most and least deprived quintiles of 8 years.

- Globally, 1 in 4 adults do not meet recommended physical activity levels
- Up to 5 million deaths a year could be averted if the global population was more active
- People who are insufficiently active have a 20% to 30% increased risk of death compared to people who are sufficiently active
- More than 80% of the world's adolescent population is insufficiently physically active [Source: World Health Organisation (WHO)].

Deprivation in Torbay

Torbay has areas of severe deprivation. As a local authority area, Torbay is amongst the most deprived in England. It is the most deprived local authority area in the Southwest region. Within Torbay around one-in-three of the population live in areas in the top 20% most deprived in England, (Population Overview, Torbay).

Activity rates within Torbay

Data from the Adult Active Lives Survey and Children & Young People's survey shows that 1 in 4 Adults in Torbay and 1 in 4 Children & Young People are physically inactive. The impact of physical inactivity and obesity falls hardest on those from lower income backgrounds rates for both being higher among children and adults from the most deprived areas. Children aged five from the poorest income groups are twice as likely to become obese compared to their more well-off counterparts and by age eleven they are three times more likely to become obese. The inactivity figure for adults living in areas of highest deprivation significantly rises to 1 in 3.

Within Torbay there are 24% of adults living with a long term health condition or disability. Research shows that individuals with a long-term health condition or disability are twice as likely to be inactive.

Pre-pandemic, 52.6% of Children and Young People were not active enough to receive the full health benefits. Whilst no like for like data is yet available, it can reasonably be assumed that this figure will have increased as a result of the impact of the pandemic.

By increasing physical activity, we not only increase wellbeing. We also reduce the impact on the public purse and help make Torbay residents more resilient to the daily challenges they face, challenges which have increased in recent times as a result of the pandemic and inflation.

The pandemic has had a significant impact on Torbay. It has increased existing deprivation, widened social inequalities, and increased the number of residents who are in crisis.

4. Key Findings

Finding 1 – Overarching strategy

Torbay on the Move requires a more coherent overarching strategy and governance framework to help bring its vision to life and provide a catalyst for partners to come together and work collaboratively.

The SOAR consultation (process outlined in Appendix 2) has identified a number of strategic outcomes that together can form a strategic framework for Torbay Council and its partner organisations.

Committing to the shared vision for Torbay on the Move and communicating the strategic framework is essential to keep momentum on this agenda and prevent a disjointed approach to tackling inactivity.

Strategic Outcome Themes

Feedback from partners has shown opportunities to impact community health and well-being which have given rise to eight interconnected Strategic Outcome Themes.

Each Strategic Outcome Theme has been identified following the consultation process and is a reflection of what is working well in Torbay, together with opportunities to make the greatest impact for those in the community experiencing inequalities.



The final two themes are cross-cutting in nature and underpin the other six themes.

The 'Active for All' theme ensures a focus on removing barriers to participation and supporting those in the community that are least active. This provides the greatest opportunity to make a positive impact and reduce demand on health and other services.

The 'Active Workforce' theme focuses on those that support Torbay residents to get active. They may be coaches, volunteers, or community groups, paid or voluntary. It is about supporting our workforce to ensure that the needs of participants are well understood and that those individuals taking their first steps into activity have a positive experience.

The proposed strategic outcome themes are explored in further detail in section 5.

Finding 2 – Priority Audiences

Torbay on the Move sets out to support those in the community that are impacted by multiple inequalities and who would benefit most from increasing activity levels. Research clearly demonstrates that individuals who are not active are also likely to belong to groups who experience inequalities.

Tackling inactivity and focusing on those groups in the population who are least active, will provide the biggest gains and best value for public investment and shared resources.

Priority audiences identified as part of the consultation process are: -

- people with lower incomes or experiencing poverty
- people with a disability or long-term health condition, including mental health difficulties
- children and young people

See appendix 1 for background data on these audiences.

Prioritising these groups provides a significant opportunity to create systemic change. Focusing on Children & Young People is intended to provide a lifelong love of being active. Supporting those in the community experiencing poverty and long-term health conditions can help to reduce demand on existing health systems by contributing to the management and prevention of noncommunicable diseases.

Finding 3 – Whole Systems Approach

Physical inactivity is a complex problem which requires time, the building of trust, strong local understanding, and a coordinated approach. Taking learning from National and local insight and making a deliberate move to focus on the systems that impact activity levels can create the conditions to address entrenched social challenges by addressing the root causes.

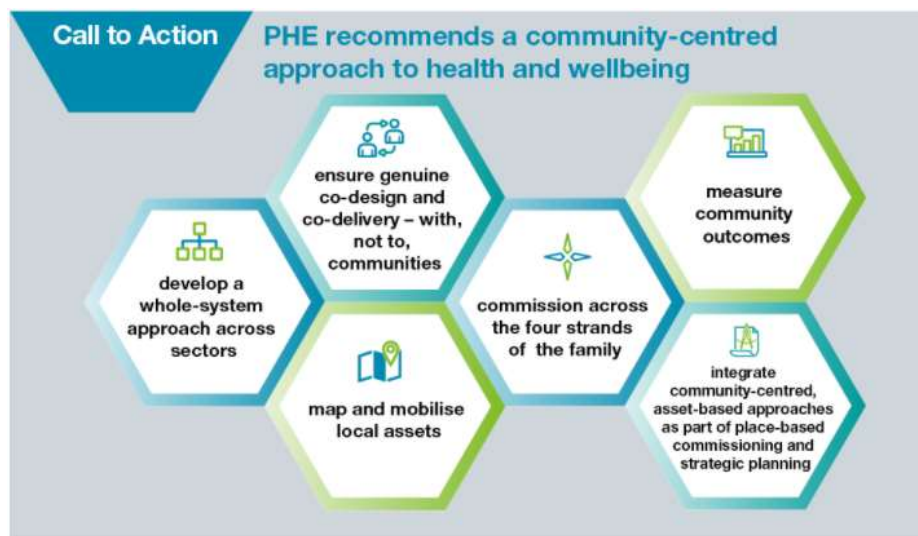
Adopting a whole system approach enables Torbay Council, together with its partner organisations, to address opportunities and challenges that are specific to a location and community. The approach seeks to empower local communities to develop holistic solutions that are appropriate for them. The result is tailored solutions which are likely to look different between the three towns and between wards. System change is a long-term undertaking, often delivered through incremental steps and collaboratively with many partners

Sport England is a key strategic stakeholder and an advocate of the whole system approach. It published a toolkit in September 2021 titled 'Putting it into practice: Tools to support tackling inactivity through system change'.

'We're all influenced by lots of different factors that surround us in our daily lives, especially when it comes to how active we are. To really change how active a person or a community is, all of these influencing factors need to work coherently as a 'system' around them. If we're going to help foster positive change in these places, there needs to be a change of focus. (Source: Sport England, The Need for Change)

In setting out and designing the consultation process and the strategy development, attention has been paid to the principles of a whole system approach. This approach is key to successfully tackling the complex issue of inactivity. It also supports additional investment opportunities, aligning with the ways of working of national partners.

Whole system approaches are subject to variation but typically have a number of key elements, the model below taken from Public Health England provides a useful summary of the core elements to this approach: -



[Public Health England: Health Matters]

To understand impact of initiatives and the strategy as a whole we need to measure success in more varied ways to understand patterns and overall impact. This requires a move away from measuring success with a purely metric approach. Instead, it demands a more collaborative learning process, where measuring behaviours and metrics will create a deeper understanding of impact.

Core elements of the whole system approach will be:

- Identification of relationships key to the success of the strategy, mapping progress and identifying gaps.
- Codesigning local solutions with the community
- Embedding sport and physical activity into systems and measuring change.
- Developing community insight and understanding and telling the story of the place.

Finding 4 – Maximising Strategic Alignment

The Torbay on the Move strategy has close alignment to other key strategic priorities including the Torbay place story and 'One Torbay: Working for all Torbay', the Community and Corporate Plan 2019-2023.

Active Environments has alignment with the **Thriving People** vision

Active Travel has alignment with the **Tackling Climate Change** Vision

Active Schools has alignment with the **Thriving People** Vision

Active Health has alignment with the **Thriving People** Vision

Active Clubs has alignment with the **Thriving Economy** Vision

Active Places has alignment with the **Council fit for the Future** Vision

Sharing the Torbay on the Move strategy across the council and aligning with other key strategic objectives is important to increase the likelihood for success and reduce the potential for duplication or confusion.

Investing in the proposed way of working will require a sizeable shift from transactional behaviours to transformational. Such a shift takes time and a committed to exploring new ways of working. Typically, a shift of this nature takes long term sustained commitment alongside investment in people and resources.

There is a significant opportunity to continue to engage with Community Partners and capitalise on the commitment and energy given to the consultation process. Delivering Torbay on the Move will require close community working and supporting local solutions resulting in increased community resilience with the Council as an enabler for change.

5. Strategic Outcome Themes

Active Environments

Aligned with Torbay Council's **Thriving People** vision

The green and blue spaces in Torbay have been firmly identified as one of Torbay's greatest assets. This has been recognised in '**Our Torbay Story**', showcasing the strengths and assets of Torbay, '**The combination of active experiences on offer provides a celebration of outdoor enjoyment for all ages and abilities.**' (*Our Torbay Story*)

The unique landscape of Torbay is home to many calm natural bays, coastland, and parks for the local community to connect with and be active in nature. The Active Environment theme seeks to enable more people in Torbay to be active in their local environment to support physical and mental health.

There are perceptions that these green and blue spaces are not safe or accessible places for people to be active. The aspiration is that people in Torbay are empowered, confident and able to engage actively with their local green and blue spaces. Barriers to access are addressed to increase accessibility. Research shows, that 'where' and 'how' people can be active, has a significant impact on the likelihood that individuals will take part in activities and build activity into daily and weekly habits.

"Torbay is unique due to the natural surroundings and beautiful green and blue spaces. People in Torbay feel proud of their surroundings and their local area."

"There has been a rise in popularity for cold water swimming in the bay which is great! It's good for people's mental and physical health." (*Torbay Assembly*)

"Using accessible design and adaptations allows everyone to enjoy the place" (*Survey*)

"Disabled people need to be included. Make natural resources accessible from the start so that they can enjoy the natural environment easily." (*Survey*)

Suggested Initial actions:-

- Co-design community spaces to influence and impact the physical environment, bringing together internal departments, community partners and residents to create a shared purpose.
- Review the accessibility and inclusivity of green and blue spaces, such as those living with disabilities, older people that are more at risk of long term health conditions.
- Increase the opportunities for informal and formal activity to happen within the natural spaces within Torbay.

Active Travel

Aligned with Torbay Council's **Tackling Climate Change** vision

Active Travel has a key role to play in the council's commitment to tackling climate change being a key contributor to reducing Torbay's carbon footprint.

This theme featured strongly throughout the consultation within the survey and workshops, with active travel helping to connect people with place. Torbay's Local Cycling and Walking Infrastructure Plan (LCWIP) is clear in its statement that this adoption is a crucial step for Torbay in achieving our vision for Torbay to be a place that thrives. Investment in cycling and walking schemes can help address challenges and supporting improved public health through active travel.

People in Torbay want to feel safe within their local communities, and identified that good clear pathway's, improved lighting, safer cycling and walking routes, a reduction of cars on the road and enhanced bus routes will help to support more people choosing active travel.

Taking a whole systems approach and applying behaviour change principles and methodologies will help to increase physical activity with more people walking and cycling, creating a safer, greener, more connected place.

"Torbay to be a place where active travel can be a natural choice for an increasing number of people"

"I'd like to cycle more, but the absence of cycle lanes separate from roads is not encouraging me as Torbay's roads get busier" (Survey respondent)

Suggested Initial actions:-

- Create opportunities for collaboration between sector partners and the Active Travel teams to enhance the provision and strategic plans for walking and cycling in Torbay
- Establish and apply behaviour change principles to the design and delivery of active travel initiatives and programmes including engagement programmes across the Bay.
- Explore initiatives such as E-bike's to help support more people to cycle in Torbay and reduce known barriers such as the topography, long term health conditions and fitness levels.

Active Schools

Aligned with Torbay Council's **Thriving People** vision

Helping children and young people have more access and opportunities to be active will be critical to Torbay being a healthy, happy, and thriving place. 1 in 4 children are currently inactive, and children from the poorest income groups are twice as likely to become obese. Embedding activity into schools, creating daily movement opportunities will give a greater chance of normalising active behaviour throughout their lives. Working with schools in Torbay will help children and young people thrive physically, emotionally, socially, and academically. Torbay has seen rising levels of mental health concerns in Children and Young People following the pandemic and physical activity is a key tool to support and address this mental health crisis.

There is already a strong commitment from Torbay via the 'Child Friendly Torbay' initiative and networks such as the Imagine This partnership that puts the heart and voice of children and young people at the forefront of everything that they do. Collaborating with the physical activity sector and co-designing initiatives that improve the provision will strengthen this shared vision.

“Embedding physical activity and movement into a child's every day, normalises active behaviour and sets them up for life” (Torbay Sports Partnership)

“Schools can be used as a massive strength as part of the long term strategy. If you can capture interest and involvement for children in Sport and activity now it creates lots more young adults involved in activities in 10 years time” (Torbay Sports Partnership)

“That school facilities are open and shared with the local community out side of school hours. Local clubs can support with this. We can create a community hub within the school site” (Torbay Sports Partnership)

Suggested Initial actions:-

- In partnership with Community Providers, map physical and mental wellbeing provision for local schools. Identify the existing need and support currently being provided.
- Create opportunities to hear directly from Children and Young People and ensure their voice is at the heart of delivery.
- Creating opportunities/pathway for Sports and PA providers to link with schools to increase participation at grass roots level.

Active For Health

Aligned with Torbay Council's **Thriving People** vision

Physical activity has a key contribution to make to population health and can support outcomes for physical and mental health. Prioritising health and wellbeing is aligned with wider corporate objectives. Deepening partnership working between the Health and physical activity sector can support delivery of successful prevention and rehabilitation programs.

Torbay and South Devon NHS Foundation Trust has commenced work to adopt the Active Hospital model; part of Moving Medicine, a resource designed to support healthcare professionals to integrate physical activity conversations into clinical care. Torbay and South Devon (NHS Foundation Trust) are seeking to change the physical activity culture within the Trust to encourage staff to hold better conversations around physical activity and to support patients to move more. The benefits are significant when supporting patients to increase activity levels pre and post-surgery. Hearing directly from Consultants within the trust, opportunities have been identified to support referral pathways between the Trust and community offers.

The consultation benefited from direct input from a number of health care professionals from across the public, voluntary and community organisations.

This theme will support individuals who are below the CMO (Chief Medical Officer) guidelines for physical activity (32.2%, inactive and fairly active) in Torbay and those with longer-term health conditions (24%). Exploring the clear link between health and increasing activity levels.

“There are opportunities for different organisations and people within their roles to be more joined up in the way they work to avoid the duplication effect.”
(Torbay Healthy Lifestyles Team)

Strengthening the knowledge and ability of health care professionals to prescribe physical activity, supporting patients to improve their well-being and recovery will reduce the pressure on the primary care services and help people age well.

“Mapping the physical activity referral offer and the community offer. What is out there for people to be involved in and is it suitable for their ability and needs?” (Torbay Healthy Lifestyles Team)

Suggested Initial actions:-

- Improve the connections and pathways between healthcare and physical activity provision. Map and identify gaps of the provision of physical activity for our targeted audience
- Invest in capacity and leadership to co-design the physical activity-based programmes with social prescribers, hospitals and other services that reach our target audiences
- Provide training and development to strengthen skills relating to activating individuals to lead more active lifestyles

Active Clubs

Aligned with Torbay Council's **Thriving Economy** vision

There is a strong club network within Torbay developed over many years offering a variety of formal and less formal opportunities to be active ranging from wild swimming, football, gymnastics, and archery.

Clubs play an important role within communities, providing competition pathways, places to be active, volunteering and skill development for individuals and jobs and economic opportunities within this sector. Hosting events and competitions within the Bay supports local economy such as catering industries, car parks, and local tourism.

Clubs have identified that they can provide opportunities for everyone in Torbay to be active and there is awareness of the need to increase the inclusiveness of activity and sport as a core priority.

There is the aspiration from clubs to link with local schools to create pathways for children and young people to access their local clubs. A key finding has been the need to develop collaborative partnerships with organisations such as National Governing Bodies who are also taking a place based approach to their work and can provide a relevant and meaningful offer to local residents. An example of this is partnering with British triathlon who via their 'Big Active' strategy are encouraging individuals to try 'swim, bike and run' as an entry level opportunity for those that are inactive or fairly active.

“We need to focus on those who can't afford or are not able to take part in competitive sport. Getting them interested in just being active. Any activity is important, not just competitive sport” (Torbay Sports Partnership)

“It would be great if there was one website where everyone goes to for information sharing. We have to update our information in a lot of different places at the moment” (Torbay Sports Partnership)

“volunteers are recruited, empowered, inspired, trained and valued to deliver great activities to the community” (Torbay Sports Partnership)

Suggested Initial actions:-

- Focus on increasing volunteers within the sector to support Torbay clubs. Provide training, learning and development opportunities for the workforce to provide positive and inclusive experiences (link to Active Workforce supporting theme)
- Increase the collaboration between built facilities and community groups to utilise spaces to help provide more active options.
- Working with the Active Schools theme to develop relationships with local schools and local club pathways
- Improve the communication and promotion of active opportunities with local communities

Active Places

Aligned with Torbay Council's **Council fit for the Future** vision

Research has shown that being physically active can often start with the nudge and support of connecting with people around you, meeting others, exploring local areas, and learning new skills. Working through community builders and others based in the locality, including local community settings, leisure facilities, workplaces, community spaces can help make physical activity a part of communities and individual's everyday lives.

Working in a place-based way, nurturing, and building relationships with individuals and local community organisations to create an active culture where people live, will maximise the opportunity for people to lead active lifestyles. The consultation highlighted the greatest asset of Torbay – **Torbay's people**. Using asset-based community development principles, we can work with and support those using their skills and strengths to help others be active. Placing communities are the heart of public health discussions has been shown to reduce health inequalities and empower people to have a greater say in their health and lives and engage with those most at risk of poor health.

Harnessing the power of the people in the communities will help drive a healthier, happier Torbay. There is the desire for the community to work for the community, and helping people with lived experience to help others comes through in many themes.

“Empower communities via networking, small grants, advice” (Survey)

“...people being a part of creating their own opportunities” (Survey)

Suggested Initial actions:-

- Reinvigorate existing small grant pots of funding which provide a focus on tackling inequalities, prioritising the audiences identified and to be co-designed and delivered from ideas that will support people to move more and more often in that community.
- Collaborative approach – work in partnership with a variety of organisations across sectors who know and understand the specific audiences we want to target, including partners who have traditionally not engaged or worked with the physical activity and sport sector

6. Conclusion

Delivering against an ambitious strategy will require extensive collaboration between the Council and Community organisations. There has been significant engagement and contribution from a range of partners and moving towards delivery is an opportunity to capitalise on this engagement and build on the positive energy that has been created.

Each strategic outcome theme has identified a set of initial actions that will require capacity and or investment to progress. The Strategic oversight group should be tasked with prioritising actions and managing progress and ensuring ongoing focus on the most vulnerable groups within Torbay.

A strong commitment to working differently is needed to ensure that this strategy can contribute to a sustained improvement to activity levels across Torbay.

Appendix 1 – Torbay Data

Table 1.

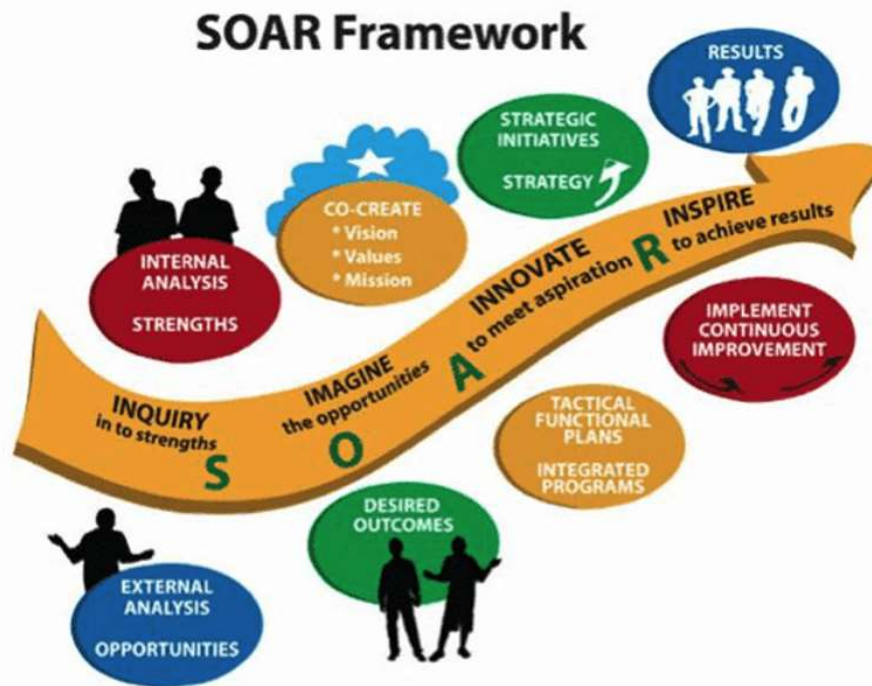
Groups of interest	Statistics	Source
Disability	12% of those living in Torbay say that their day to day activities are limited a lot	Source: Census 2011
	Also 12% of those living in Torbay say that their day to activities are limited a little	
Mental Health	18 in every 100 aged 16 and over are estimated to have depression or anxiety (2017)	Public Health - Torbay
	12 out of 100 aged 65 and over are estimated to have depression or anxiety (2017)	Public Health - Torbay
	68 out of 100 adult carers do not have as much social contact as they would like (2018/19)	Public Health - Torbay
	65 out of 100 adult social care users do not have as much social contact as they would like (2020/21)	Public Health - Torbay
	4 in every 100 16 to 64 year-olds are receiving Employment Support Allowance for mental and behavioural disorders (November 2020)	Public Health - Torbay
	17 out of 100 adult social care users aged 65 and over feel they have no control over their daily lives (2020/21)	Public Health - Torbay
	14 out of 100 adults have an unresolved diagnosis of depression on their GP record (2020/21)	Public Health - Torbay
Minority ethnic groups	95% of Torbay's population identify as White British. 2.5% identified within BAME group	Source: Census 2011
	There were population estimates in 2016 that showed 93% White British & 3% BAME but these statistics are not considered rigorous by the Office for National Statistics	Source: Office for National Statistics

Drug & Alcohol misuse	During 2020/21, 401 Torbay residents were in treatment at specialist alcohol misuse services. 45.1% successfully completed their treatment (England - 35%)	Source: Fingertips
	In 2020, 3.6% of opiate users successfully completed their drug treatment, this rises to 33.6% for non-opiate drug users	Source: Fingertips
	Hospital admissions relating to alcohol are significantly higher in Torbay when compared to England, this includes those under 18 as well. These have been consistently worse than England over the last decade.	Source: Fingertips
Lower Social economic groups	Children in receipt of free school meals within Torbay are less likely to have a good level of development at the Early Years Foundation Stage (Torbay 53% as opposed to 71% in the general Torbay population)	Source: Fingertips (2018/19) (Due to COVID, it hasn't been released since then)
	26% of Torbay resident pupils are eligible for Free School Meals but they make up 45% of those identified as having Special Educational Needs	Source: Department for Education (2020/21)
	Gap in life expectancy between the most and least deprived quintiles in Torbay is 8 years.	Source: Primary Care Mortality Database (2016 - 2020)

Appendix 2 – Consultation Process

Torbay Council has partnered with Active Devon to undertake a consultation with partners across the bay to increase understanding about the strengths and opportunities for this agenda.

The consultation has been run in full knowledge of the challenges and inequalities experience by many within the bay, however, the consultation framework chosen has been deliberately asset based, focusing on what Torbay has and not what it lacks. There has been a deliberate focus on bringing out the aspirations of partners and the opportunities that exist to make the greatest difference for Torbay residents.



SOAR is a strengths-based whole system approach to building strategic capacity.

In February 2020, prior to the commencement of the coronavirus pandemic, Torbay Council SLT considered a briefing paper proposing taking an Appreciative Inquiry (AI) approach to, 'Torbay on the Move'. The briefing paper set out the proposed approach for bringing together representation from the community, council, education, voluntary, judicial, leisure and commercial sectors to gain insight and knowledge into the strengths, opportunities, and barriers communities face to being physically active and the impact this has on their wider life. The paper highlighted the significant benefits being active produces on physical and mental wellbeing, together with a reduced reliance on interventions using public money. The consultation process was impacted by the pandemic which caused unavoidable delays.

In September 2021 SOAR (strength, opportunities, aspirations and results) was selected as an asset based methodology that could be adopted whilst meeting in person was not desirable due to the ongoing risks posed by the pandemic.

SOAR which stands for, Strengths, Opportunities, Aspirations and Results is a strategic planning methodology that supports organisations and stakeholders to focus on current strengths and collaboratively create a vision for the future. This approach is grounded in Appreciative Inquiry and, also complements SWOT approaches and supports stakeholders to focus on the issue at hand, enhance positive performance and visualise how to move forward. In a similar way to AI, this approach seeks to engage individuals at every level of the system who are connected or invested in Physical Activity in Torbay.

Using the SOAR methodology 9 steps were identified to gather and interpret the insight. These steps included: -

- Identifying stakeholders that have an interest and/or involvement in improving the lives of the people of Torbay.
- Surveying stakeholders using SOAR as a framework to determine questions and gather varied perspectives.
- Engaging with stakeholders via deep dive interviews to determine conditions that have led to the greatest success.
- Via interviews, survey work and focus groups, capturing the unique strengths of Torbay, what are its best qualities – resources, capabilities, natural environment, community groups and facilities.
- Conducting focus groups to share feedback and to collaboratively develop a vision for the future.
- Exploring the opportunities and experiences that meet the needs of all of the Torbay population and with particular awareness of the least active/lower socio-economic groups.
- Exploring goals for emerging opportunities and identify what measures we will use to track success toward that goal.

Approach	Date	Stakeholders Consulted
Survey	12 th October – 18 th November	52 responses from individuals
Interviews	November – February	8 x 1-2-1 interviews
Focus groups	November – January	5 (5 different stakeholder focus groups)
Workshops	19 th & 25 th January	19 & 20 participants

52 organisations completed the survey, 8 individuals were interviewed and 35 individuals attended focus groups and 39 individuals attended two workshops to codesign the vision.

The meetings that have taken place with partners, stakeholders and organisations include:

Torbay Community Development Trust Director, Simon Sherbersky and John Acrus
Social Prescribers & Link Workers – Compass House medical practice, Corner Place
Medical Practice & Croft Hall

Torbay Assembly Forum chaired by John Arcus

Torbay Council Leader – Steve Darling

Public Health Consultant - Mark Richards

Healthy Lifestyle Team Lead Andy Simpson

Community Builders – Focus group session with 4 builders

Sport Torbay Forum including Jim Parker

Active Travel Consultant – Andrew Gunther & Sustrans Coordinator – Mike Elm

Paignton Academy – Thomas Young (Mental Health Co-ordinator)

School Games Organiser – Annabel White

Hospital Consultants – David Levy & Adam Revil (Active Hospitals Team)

Appendix 3 – Acknowledgments

With thanks to the following partners who have given freely of their time and expertise to support the consultation process.

Baywide Primary Care Network	British Triathlon
Brixham Archers CIC	Eat that frog
Devon Training Hub	Freelance Outdoor Instructor
Furzeham Primary School	Groundwork South
Healthwatch Torbay, Plymouth & Devon & Engaging Communities South West	Marine Mind Space
Lifeworks Charity Ltd	Parent Carer
Paignton Academy	Play Torbay
Paignton Sailing Club and Paignton Junior Sailing Club	Residents
Shoalstone Pool CIC	South Devon College
South devon foundation trust, drug and alcohol service	South West Coast Path Association
Sustrans	Swim Torquay Ltd
The Wave Project	Torbay & South Devon NHS Foundation Trust
Torbay Community Development Trust	Torbay Council
Torbay Council Portage	Torbay Healthy Lifestyles
Torbay Older Citizens Forum	Torbay Over 50s Assembly
Torbay Youth Trust - Youth Service	Torre Table Tennis Club