



ADUR & WORTHING
C O U N C I L S

18 January 2022

Joint Overview & Scrutiny Committee

Date:	27 January 2022
Time:	6.30 pm
Venue:	Remote Meeting via Zoom

Committee Membership:

Adur District Council: Councillors; Joss Loader (Adur Chairman), Ann Bridges (Adur Vice-Chairman), Carol Albury, Vee Barton, Mandy Buxton, Joe Pannell, Sharon Sluman and Debs Stainforth

Worthing Borough Council: Councillors; Charles James (Worthing Chairman), Richard Nowak (Worthing Vice-Chairman), Louise Murphy, Jon Roser, Daniel Humphreys, Sally Smith, Vicki Wells and Rosey Whorlow

Agenda

Part A

1. Declaration of Interests

Members and officers must declare any disclosable pecuniary interests in relation to any business on the agenda. Declarations should also be made at any stage such an interest becomes apparent during the meeting.

If in doubt contact the Legal or Democratic Services representative for this meeting.

2. Substitute Members

3. Confirmation of Minutes

To approve the minutes of the Joint Overview and Scrutiny Committee meeting of held on 25 November 2021, copies of which have been previously circulated.

4. Public Question Time

So as to provide the best opportunity for the Committee to provide the public with the fullest answer, questions from the public should be submitted by 12.00pm Tuesday 25 January 2022

Where relevant notice of a question has not been given, the person presiding may either choose to give a response at the meeting or respond by undertaking to provide a written response within three working days.

Questions should be submitted to Democratic Services
democratic.services@adur-worthing.gov.uk

(Note: Public Question Time will operate for a maximum of 30 minutes.)

5. Items Raised Under Urgency Provisions

To consider any items the Chairman of the meeting considers to be urgent

6. Matters referred to the Committee in relation to a call-in of a decision (Pages 1 - 6)

To note a report by the Monitoring Officer, copy attached as item 6

7. Presentation from Southern Water on issues relating to bathing water quality and the provision of other services (Pages 7 - 10)

To consider a report by The Director for Digital, sustainability and Resources, copy attached as item 7

8. Interviews with the Executive Members for Environment and Digital & Environmental Services (Pages 11 - 16)

To consider a report by the Director for Digital, Sustainability and Resources, copy attached as item 8

9. Adur & Worthing Health & Wellbeing Strategy Delivery Plan 2021 - 2024 (Pages 17 - 76)

To consider a report by the Interim Director for Communities, copy attached as item 9

10. Joint Overview and Scrutiny Committee Work Programme for 2021/22 (Pages 77 - 92)

To consider a report by the Director for Digital sustainability and Resources, copy attached as item 10

Recording of this meeting

The Council will be livestreaming the meeting, including public question time. The recording will be available on the Council's website as soon as practicable after the meeting. The Council will not be recording any discussions in Part B of the agenda (where the press and public have been excluded).

For Democratic Services enquiries relating to this meeting please contact:	For Legal Services enquiries relating to this meeting please contact:
Chris Cadman-Dando Democratic Services Officer 01903 221364 chris.cadman-dando@adur-worthing.gov.uk	Joanne Lee Solicitor 01903 221134 joanne.lee@adur-worthing.gov.uk

Duration of the Meeting: Four hours after the commencement of the meeting the Chairperson will adjourn the meeting to consider if it wishes to continue. A vote will be taken and a simple majority in favour will be necessary for the meeting to continue.

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
27 January 2022

Key Decision [Yes/No]

Ward(s) Affected:

Request for Call-in of an Executive Decision

Report by the Monitoring Officer

Executive Summary

1. Purpose

- 1.1. The Council's Joint Overview and Scrutiny Procedure Rules provide that where the Monitoring Officer receives a request to call-in a decision of the Executives, and rejects that request, they must report to the Joint Overview and Scrutiny Committee with details of the request and reasons for the rejection.

2. Recommendations

- 2.1. The Joint Overview and Scrutiny Committee is recommended to note the contents of this report.

3. Context

- 3.1. Part 1A Local Government Act 2000 sets out the arrangements in respect of Local Authority Governance in England. Where an authority is exercising Executive arrangements, it is required to have an Overview and Scrutiny

Committee. Section 9F of the Act sets out the functions of an overview and scrutiny committee which includes “to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the Executive” and “to make reports or recommendations to the Authority or the Executive with respect to the discharge of any functions which are the responsibility of the Executive”.

- 3.2. It is prudent for a Local Authority to have locally adopted procedures to enable the JOSC to implement this scrutiny function. In this regard Adur and Worthing Councils have adopted Joint Overview and Scrutiny Procedure Rules.
- 3.3. At paragraph 17 of the Procedure Rules, call-in of decisions is dealt with and the rules provide that at least three Members must request a call-in and that the grounds for a decision being called in are:
- If it conflicts with Council Policy
 - If it conflicts with the Council’s Budget Strategy, or
 - Where there is evidence to suggest the principles of decision-making have not been complied with.

4. Background

- 4.1. On the 22nd November 2021, The Worthing Executive Member for Resources approved the release of £200,000 for the delivery of the improvements programme from the Building Maintenance Reserve, noted the programme to improve and further activate Worthing town centre to ensure it is presented to a high level for residents and visitors to enjoy; and delegated to the Director for the Economy authority to enter into any contracts required for the expenditure of the approved virement. The decision was published on the Councils’ website and the call-in deadline was 5 pm on the 29th November 2021.
- 4.2. On the 29th November 2021, within the prescribed deadline, the Monitoring Officer received a request, in writing, for a call-in of the decision from at least three Elected Members: Councillors Deen, Silman and Turley.
- 4.3. In summary, the reason for the request for call-in of the decision alleged was because there was no clarity in the aims and desired outcomes in the report upon which the decision was made by the Executive Member in question, and no proper documented reasons given for reaching that decision. There was no indication of the nature of the improvements or how they will be achieved to justify the virement of £200,000 and failed to address the fundamental

question of “what the money was being spent on and how is it being spent?” It is therefore alleged the Decision contravenes Article 12 of the Constitution.

5. Issues for consideration

- 5.1. The Monitoring Officer considered the request for call-in and determined that the grounds of no clarity in aims of desired outcome and no proper documented reasons given, was not made out.
- 5.2. The Monitoring Officer in her decision quoted three reports which cited town centre improvements as an indication there was support of larger town centre projects: Worthing Public Realm - Delivering Enhancements at Portland Road dated 9th June 2020, Designing the future for Montague Place dated 13th July 2021, and Investing in our Places, Capital Programme 2021/22, dated 1st December 2020. In addition the Council produced And then... Bouncing Back in Post Pandemic Adur and Worthing in response to the Covid Pandemic., which was referred to as a background paper and Platforms for our Places - going Further 2020-2022
- 5.3. Executive Decision was taken with the view to concluding the £200,000 was a valuable investment in order to promote the economic growth as articulated in the reasons set out in the accompanying report regarding the Town Centres Improvements Programme JAW/014/21-22.
- 5.4. In particular paragraph 3.5 refers to the Council’s response to the change in demographic and demands from residents and visitors, to “ensure a safe, attractive and ultimately thriving town centre....it is imperative that Worthing’s public spaces receive the highest standards of attention and care.....trends.....shifted from retail to a more “experiential” offer”.
- 5.5. Paragraphs 4.2 and 4. 3 talk about “walkabouts” formed to create a work programme which helps prioritise small works and repairs. Identifying the programme as an opportunity to “catch up” due to the pandemic. In particular in paragraph 4.4 is pertinent in respect of going beyond the virement of reserves and maintaining high standards.
- 5.6. Furthermore paragraph 4.6 alludes to the fact the programme is under development and would start in earnest in November 2021. What is clear is that the virement is not intended to replace the existing planned maintenance, but rather to make available, additional monies to enhance the economic recovery, with the assistance of a walkabout to identify particular areas for attention.

- 5.7. The Decision by the Executive does not conflict with Council policy, does not conflict with the Council's budget strategy, and the Monitoring Officer is satisfied that the principles of decision-making (as set out in Art. 12 of the Constitution) have been complied with, following the consultation already carried out and the contents of the reports mentioned in paragraph 5.2 of this report.

6. Engagement and Communication

- 6.1. The Council's Monitoring Officer contacted the Joint Chairmen of the Councils' Joint Overview and Scrutiny Committee by email, by way of consultation, as to the determination of the request for call-in of the decision. The Monitoring Officer then notified the Members who made the request, the Director for Communities and the Decision-Maker.

7. Financial Implications

- 7.1. At the end of the 2020/21 financial year, Worthing Borough Council created a reserve for future maintenance requirements of £383,000 to meet future maintenance needs on the Council's assets.
- 7.2. The background report JAW/014/21-22 estimates £200,000 within the town centres for programme of works and release of funding was requested to support the planned improvements. The Executive Member for Resources can release up to £250,000 from the Council's reserves.

8. Legal Implications

- 8.1. Legal issues are addressed in the main body of this report.

Background Papers

- Decision Notice reference number JAW/014/21-22
- Worthing Borough Council Constitution

Officer Contact Details:-

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Head of Legal Services and Monitoring Officer

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Sustainability & Risk Assessment

1. Economic

Matter considered and no issues identified.

2. Social

2.1 Social Value

Matter considered and no issues identified.

2.2 Equality Issues

Matter considered and no issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered and no issues identified.

2.4 Human Rights Issues

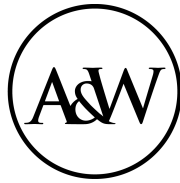
Matter considered and no issues identified.

3. Environmental

Matter considered and no issues identified.

4. Governance

Governance issues have been addressed in the body of the report.



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
27 January 2022

Key Decision [No]

Ward(s) Affected: All

Presentation from Southern Water on issues relating to bathing water quality and the provision of other services

Executive Summary

1. Purpose

- 1.1 This report provides some background information to assist the Joint Overview and Scrutiny Committee (JOSC) in scrutinising the Adur and Worthing bathing water quality results and other Southern Water services. Officers from Southern Water will be attending this meeting to present further information on these issues.

2. Recommendations

- 2.1 That JOSC note the presentation from Southern Water on bathing water quality results and the work being undertaken for the provision of other water Services; and
- 2.2 That JOSC ask questions of Southern Water on the presentation and the progress being made to maintain quality bathing water and the provision of other services and make appropriate comments or recommend suggested action to Southern Water for its consideration.

3. Context

- 3.1 At its meeting on 30 January 2020, JOSC received a report and presentation from Southern Water on the results of the 2019 Adur and Worthing bathing water monitoring and were advised that the target for achieving an 'excellent' bathing water quality for Worthing would be 2021/22 based on the assessment of the data over a four year period. JOSC, therefore, decided to add this matter to its Work Programme for 2021/22 and consideration at this meeting. It is anticipated that the bathing water quality results will be released shortly before this meeting and details reported to JOSC.
- 3.2 At its meeting on 14 October 2021, JOSC also received a scrutiny request which was added to the Work Programme which asked the Committee to review the performance of Southern Water, how it provides services and plans for improved infrastructure and meeting the needs of residents, particularly in areas of new developments where demand was set to increase.
- 3.3 To recognise the importance of the issue, the Councils Strategic vision - *'Platforms for our Places - Going further 2020 - 2022'* includes a commitment to improve water quality and as part of this there is an aim to obtain and maintain 'blue' flag status for the foreshore areas.

4. How the Councils are working together with Southern Water

- 4.1 The Public Health & Regulation (PH&R), Beach Office and Building Control Teams continued to meet with Southern Water and the Environment Agency during 2021. These meetings were to highlight any bathing water quality issues needing action from any party. Misconnection work in Worthing was completed by PH&R, Building Control and Southern Water. This resulted in some training being provided to Council Officers to help identify misconnections in new developments. To date no further misconnections have been identified. The next meeting is due in February.
- 4.2 Additional dog signage was provided by PH&R along Worthing promenade to highlight the dog exclusion zone operating between May and September and attempt to improve compliance, thereby hopefully improving water quality.
- 4.3 The Councils also worked with Southern Water and other Councils on the [Beauty of the Beach](#) campaign. This aims to educate the public about what they can do to improve bathing water quality and provide relevant statistics on water quality.

5. Engagement and Communication

- 5.1 The JOSC Chairmen and Vice-Chairmen, Southern Water and relevant Council Officers have been consulted on the contents of this report.

6. Financial Implications

- 6.1 There are no direct financial implications relating to this report.

7. Legal Implications

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.4 JOSC has no direct legislative control over the work of Southern Water but can review other issues that impact on the Adur and Worthing communities. The water industry is regulated by independent bodies, each with a specific area of responsibility and expertise - The Drinking Water Inspectorate, the Environment Agency, Consumer Council for Water, Natural England and Ofwat.

Background Papers

Report to JOSC on 30 January 2020 and relevant minutes
Platforms for our Places: Going Further 2020-2022 - Platform 3 - Tackling climate changes and supporting our natural environment

Officer Contact Details:-

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Scrutiny & Risk Officer

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Sustainability & Risk Assessment

1. Economic

Issues relating to bathing water quality and provision of water services and infrastructure can have a significant impact on economic development long term.

2. Social

2.1 Social Value

The quality of bathing water and the provision of sufficient water services can impact on social value.

2.2 Equality Issues

Matter considered and no issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered and no issues identified.

2.4 Human Rights Issues

Matter considered and no issues identified.

3. Environmental

The quality of bathing water, the protection of beaches and overall service water provision is important for the protection of the environment and links directly with the overall aim in 'Platforms for our Places: Going further' which seeks to improve water quality and achieve blue flag status for the beaches.

4. Governance

Matter considered. JOSC does not have direct legislative responsibility for scrutinising or regulating the work of Southern Water, however, JOSC can review other issues which impact on the Adur and Worthing communities and make recommendations or requests direct to Southern Water or the relevant regulators if appropriate.



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
27 January 2022

Key Decision [No]

Ward(s) Affected:N/A

Interviews with the Executive Members for Environment and Digital & Environmental Services

Report by the Director for Digital, Sustainability & Resources

Executive Summary

1. Purpose

1.1 This report sets out background information on the Portfolios of the Adur and Worthing Executive Members for Environment (Adur) and Digital and Environmental Services (Worthing) to enable the Committee to consider and question the Executive Members on issues within their portfolios and any other issues which the Executive Members are involved in connected with the work of the Councils and the Adur and Worthing communities.

2. Recommendations

2.1 That the Committee consider any information or representations provided from the Executive Members on the work within their Portfolios, priorities and areas of focus; and

2.2 That the Committee ask questions of the Executive Members on the progress being made to achieve the priorities within their Portfolios and make appropriate comments or recommend suggested action to the Executive Members for their consideration.

3. Context

- 3.1 As part of its Work Programme for 2021/22, the Joint Overview and Scrutiny Committee (JOSC) has agreed to interview the Leaders and all Executive Members on their priorities for 2021/22.
- 3.2 As part of its fact finding/investigative role, JOSC is asked to consider the roles and responsibilities of the Executive Members for Environment (Adur) and Digital and Environmental Services (Worthing). It is part of the scrutiny role to fact find/investigate in the form of questions and JOSC is asked to direct questions to the Executive Members on any issues within their responsibility of the Adur and Worthing Councils that relate to their portfolios.
- 3.3 The Committee is entitled to ask for further investigation or make recommendations into items where it may not be satisfied with the progress as described.

4. Issues for consideration

- 4.1 The Executive Members are responsible for the following delegated issues:-

Adur Executive Member for Environment

- Waste collection and recycling.
- Street cleaning.
- Streetscene, including abandoned vehicles, bus shelters, enforcement, street names and numbering, road name plates, street furniture.
- Environmental management and strategy.
- Highways liaison.
- Cemeteries and burials.
- Parks and grounds maintenance, including allotments and dog control. Adur Watch.
- On and off street car parking.
- Public conveniences.
- Energy management and sustainability.
- Transport (maintenance).
- Cultural Projects and public entertainment events (not covered by the licensing functions, with a potential attendance of 500) to enhance the District's cultural offer to residents and visitors.
- Client for South Downs Leisure Trust and management of Adur Leisure facilities and sites.

- Foreshore management, including beach huts and chalets, beach maintenance.

Worthing Executive Member for Digital and Environmental Services

- Waste collection and recycling.
- Street cleaning.
- Environmental management and strategy.
- Cemeteries and burials.
- Crematorium (Worthing)
- Client for South Downs Leisure Trust and management of Worthing Leisure facilities and sites.
- Parks and ground maintenance, including allotments.
- Public conveniences.
- ICT (client side); telephony and e-government - Data Protection, Freedom of Information, information security and web team.
- Digital transformation programme.

- 4.2 JOSC is requested to ask questions of the two Executive Members based on their responsibilities outlined in Paragraph 4.1 above. Further information on work strands connected with the Portfolios can be found in the commitments and activities of ['Platforms for our Places: Going Further 2020-2022'](#) which sets out the Councils role in developing places and communities and also the ['And Then' document - Bouncing back in post pandemic Adur and Worthing](#) which sets out the Place based activities and interventions that Adur and Worthing Councils will take to enable the communities to thrive, prosper, be healthy and resilient during and after the Covid-19 pandemic.

5. Engagement and Communication

- 5.1 The JOSC Chairmen and Vice-Chairmen and the Executive Members have been consulted on the proposals contained in this report.

6. Financial Implications

- 6.1 There are no direct financial implications associated with this report but the questions put to the Executive Members may refer to financial matters connected to the issues which the Executive Members are responsible for.

7. Legal Implications

- 7.1 JOSC is responsible for holding the Executive Members to account, reviewing their work and decisions and in accordance with the procedures outlined within the Joint Overview and Scrutiny Procedure Rules set out in the Councils' constitutions, can request Executive Members to attend its meetings.
- 7.2 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 7.3 Section 1 of the Localism Act 2011 empowers the Councils to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation.

Background Papers

- Information on Executive Members and their Portfolios is included on the Adur and Worthing Councils website.
- 'Platforms for our Places: Going Further 2020-2022;
- 'And Then' document - 'Bouncing back in Post pandemic Adur & Worthing - Place based activities and interventions that Adur & Worthing Councils will take to enable our communities to thrive, prosper, be healthy and resilient following the pandemic of Spring 2020.

Officer Contact Details:-

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Sustainability & Risk Assessment

1. Economic

Matter considered and no direct issues identified but issues contained in the Executive Member Portfolios can impact on and influence the local economies.

2. Social

2.1 Social Value

Matter considered. No direct issues identified but issues contained in the Executive Member Portfolios can improve social value.

2.2 Equality Issues

Matter considered. No direct issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered and no direct issues identified.

2.4 Human Rights Issues

Matter considered and no direct issues identified.

3. Environmental

Matter considered and no direct issues identified in the report but the issues contained in the Portfolios of the Executive Members cover environmental issues

4. Governance

Matter considered and no direct issues identified in the report. JOSC is responsible for holding the Executive Members to account on issues for which the Councils are responsible and matters that are contained within their Portfolio areas and the process for this is set out in the JOSC Procedure Rules in the Constitution.

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ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
27 January 2022
Agenda Item 9

Key Decision [Yes]

Ward(s) Affected: ALL

Adur & Worthing Health & Wellbeing Strategy Delivery Plan 2021 - 2024

Report by the Interim Director for Communities

Executive Summary

At the Joint Strategic Committee in September 2021, Members requested that the *HealthyAW Delivery Plan*¹ be brought to the Joint Overview and Scrutiny Committee in January 2022. This Delivery Plan has been formed as part of Adur and Worthing Councils third Health and Wellbeing Strategy, *HealthyAW*². These documents have been developed in the context of the global pandemic and set out a strong framework for our collective work over the next few years, supporting and enabling good health and wellbeing for all of our communities, especially focusing on those that experience greater health inequalities.

The Delivery Plan for *HealthyAW* is premised upon working across all of our Councils' departments and services to integrate healthier outcomes for the residents of Adur and Worthing. It includes our most immediate focus on enabling communities to thrive, in recognition of the most urgent work being carried out in the short term around Covid response and recovery, but also sets out the need for us to develop a strategic view about how we want to shape and influence health and wellbeing for our communities in the longer term.

Delivery of this work is being developed through a more collaborative approach with our teams and communities, focusing on how we can embed health and wellbeing in and across our work, to ensure the aims and delivery of this strategy is connected into the whole work of these Councils.

¹ [HealthyAW 2021-2024 Delivery Plan](#)

² [HealthyAW 2021 - 2024](#)

Finally this Delivery Plan also shows how we are building our data capabilities and are using this insight to target and shape our work, and our approach to measuring and developing impact measures.

1. Recommendations

1.1 Recommendation One

Members of the committee are asked to consider and note the contents of the Delivery Plan (Appendix I).

2. Context

2.1. Background

- 2.1.1.** Health and wellbeing has never been more important than it is right now for our communities and places as we continue through this pandemic over the next few years. We know the impacts of this have fallen in different ways on parts of our communities, widening health inequalities and resulting in some people being far away from our ambition of thriving communities.
- 2.1.2.** The *HealthyAW Delivery Plan* follows the approval of our *HealthyAW Strategy* in September 2021. It has been developed with a marked change from previous plans, to recognise the way we need to interconnect and weave the golden thread of health and wellbeing throughout our services, our approach and influence as place leaders.
- 2.1.3.** The purpose and role of the *HealthyAW Delivery Plan* is to provide a framework to improve residents' health and wellbeing. This includes enabling work on the ground as well as strategic work, collaboration and governance.
- 2.1.4.** *HealthyAW* is premised upon working across all of our Councils' departments to work towards healthy outcomes for the residents of Adur and Worthing, and by working with our partners and communities.
- 2.1.5.** We recognise the unique role we have in leading and influencing change with regard to health and wellbeing. The combination of our closeness to communities to understand and interact with

them, whilst being large enough with our services to effect change, means that we have the ability to understand and influence many of the factors that contribute to good (and bad) health and to connect this to our climate ambitions of *SustainableAW*³. This includes access to good housing, access to green and blue spaces, access to benefits and the design of our public realm. The communities and environments that people grow up, live and work in are all referred to as the '[social determinants of health](#)' - and these are many of the factors that we either play a lead role in, or can influence.

2.2. Development of the Delivery Plan

- 2.2.1.** This first Delivery Plan has been developed at pace with internal colleagues and external partners, but it is important to note that this needs to be further shaped and evolved with communities and businesses as we move forward and through the lifetime of the strategy. We have therefore stated that participation will sit at the heart of this work, ensuring that we involve our communities and partners in further defining and shaping this work, our focus and how we measure and capture meaningful impact measures.
- 2.2.2.** Whilst we have been developing local data to inform this plan over the short term, much more is needed to develop our data capabilities and approach and these skills and capabilities are being developed. We will ensure that we build in data throughout the lifetime of this plan, specifically recognising the need to focus on this at the arrival of the new Census in 2022.
- 2.2.3.** Health inequalities sit at the heart of this Delivery Plan and whilst our ambition is strong around enabling health and wellbeing as a means to thrive, we recognise that some people are far from being able to thrive. They are not coping or managing and we need to provide and enable a community safety net of good early help and support.
- 2.2.4.** The Delivery Plan aims to connect our collective work within the vision of *HealthyAW*, as opposed to starting new areas of work and ensuring that everything we do is connected and aligned to the three strategic priorities of the strategy:

Priority 1 - To improve health and wellbeing for all, focusing most on our communities with the poorest health and wellbeing.

Priority 2 - To create places, spaces, and environments that promote and enable good health and wellbeing.

³ [SustainableAW 2021 - 2023; Adur & Worthing Councils; Published July 2021](#)

Priority 3 - To promote stronger community resilience in our communities and our workforce

- 2.2.5.** We recognise that the Delivery Plan presented here will need to be developed over time as an iterative approach, ensuring that it drives improvement and change and adapts as we move through the next two years of the strategy. It therefore sets out our existing work and how this connects. It also highlights new areas of work we are developing to help further our ambitions in relation to what we do, and how we want to work, through three broad time phases:

Now - Autumn 2021 to June 2022

Next - June 2022 to March 2023

Future - April 2023 - March 2024

- 2.2.6.** The work for this strategy has been focused primarily on shaping the most immediate period: 'Now' (Autumn 2021 to June 2022) focusing especially on the challenges that many of our communities are facing over the next several months as we continue to work through this pandemic, focusing our efforts around the big five issues for our communities: financial capability, mental health and wellbeing, food security, work and skills and stable housing, and how *HealthyAW* can contribute to these challenges through better prevention and early intervention.

2.3. Measuring Success

- 2.3.1.** Tracking our progress against the important goals we have set ourselves is important, however, there is little point in measuring for the sake of measuring, especially at a time of challenged resources. It is vitally important that we focus on what matters to our communities, rather than what is easy to measure.
- 2.3.2.** By speaking to communities and businesses, we will seek to understand what enables people to thrive, including first and foremost their closest networks and their own behaviour and wisdom. This evidence will not only inform our theory of change and our developing systems map, but also our participation agenda, and how we support greater community resilience going forward.
- 2.3.3.** For the above reasons, we are using an interim process of

measurement, focusing on the measures that we already have in place using primarily qualitative, but also using quantitative, data where we have it. This will help us to both track progress and develop our organisational competency in meaningful impact measurement for health and wellbeing.

- 2.3.4.** Building on this work, between now and 2024 we are redeveloping our overall approach to impact measurement so that everything we measure tracks back to a vision of health and wellbeing, and outcomes that are defined by our residents, stakeholders and staff.

2.4. Supporting Transformational Change

- 2.4.1.** We will be developing our broader ambitions to work and act more creatively with our communities and in our places, building our capacity to work in much more asset based ways (working with the strengths and skills in our communities and places). We will develop much more participatory ways of working to involve our communities more in shaping our health and wellbeing work.
- 2.4.2.** This plan will be delivered in ways that help build and weave health and wellbeing into the new multidisciplinary strategic clusters of work that are being developed across the Councils (to help shape the new corporate strategy for Adur and Worthing), across all three priorities over the three time periods. This will then be aligned with the Council's new strategy in Summer 2022.
- 2.4.3.** There will be a check in and reflection towards the end of the 'Now' phase (i.e. after June 2022) which will help us to define in more detail what we will do in the 'Next' phase (2022-23). The Next and Future stages of the Delivery Plan become broader and more visionary to enable the plan and the work to flex in accordance with changing needs and opportunities, especially to allow much of this work to emerge through our approach to participation and through a review of the data after the new Census release expected from March 2022.

2.5. Governance

- 2.5.1.** Whilst this is a Councils Delivery Plan, this will be delivered with our partners, our businesses and our communities and in

tandem with partners of our Local Community Network⁴.

- 2.5.2.** The delivery of the plan will be managed by the Community Wellbeing Team and sponsored by the Director for Communities, in consultation with the Executive Members for Health and Wellbeing and engaging with both shadow Members for Health and Wellbeing.
- 2.5.3.** Leadership for the Delivery Plan will be through the Thrive Cluster, led and chaired by the Director for Communities, and which comprises council leads across key departments. This will ensure this work is embedded well and its aims and objectives are integrated across the work of the Councils.

3. Issues for consideration

- 3.1.** This Delivery Plan provides a clear framework for how we will deliver the ambitions set out in our Health and Wellbeing Strategy *HealthyAW* 2021 - 2024, and how we will develop our broader ambitions to drive transformational change.

4. Engagement and Communication

- 4.1.** Internal and external engagement with partners was carried out over a series of sessions to build the Delivery Plan. With internal colleagues this was through a series of dedicated workshops and meetings based around each of the three priorities. External partners were engaged through the Local Community Network (LCN), other Networks such as the Community Food Network, and through meetings with organisations for example, Community Works.
- 4.2.** Internal and external engagement specifically sought to develop the plan by:
 - 4.2.1.** Identifying areas that were missing;
 - 4.2.2.** Gathering detail to further populate it;
 - 4.2.3.** Making connections between work streams and visualising these in the form of a systems map
 - 4.2.4.** Identifying and acting on opportunities to better align work; and
 - 4.2.5.** Identifying how success will be measured.

⁴ The Adur & Worthing Local Community Network (LCN) is a network of health, council and voluntary sector leaders, working with local communities to create a shared ambition and more integrated approach to organising and improving the health and wellbeing of local communities.

5. Financial Implications

- 5.1. The cost of the proposed programmes of work will be funded from either the Council's existing budgets or external funding.

6. Legal Implications

- 6.1. Section 111 of the Local Government Act 1972 provides the Council with the power to do anything that is calculated to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 6.2. Section 1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation.
- 6.3. Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 6.4. Any public contract arising from the delivery of the Health and Wellbeing Delivery Plan will need to be procured in accordance with the Council's Contract Standing Orders.

Background Papers

1. [HealthyAW](#) A health and wellbeing strategy for Adur & Worthing Councils 2021 - 2024
2. [Fair Society Healthy Lives: A Review](#); Sir Michael Marmot, Feb 2020

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Sustainability & Risk Assessment

1. Economic

This proposal impacts positively on the economic development of our places and the economic participation of our communities. People are key drivers of our economy; by improving the health and wellbeing of all and working to reduce health inequalities and level up health inequities, we will be supporting more people into paid employment and volunteering opportunities. Our asset based approach will also encourage and enable participation by our communities. Our support of the workforce will develop greater resilience for our local businesses and organisations.

2. Social

2.1 Social Value

This proposal positively impacts our communities and also those specific groups of people more under represented and likely to experience health inequalities. The move toward a more place based approach, working with the strengths and assets that are already working well in communities, will enable us to co design and co create activities with communities to support good physical and mental wellbeing and use our natural environment to promote good health and wellbeing in our places.

2.2 Equality Issues

An [Equalities Impact Assessment](#) (EIA) was undertaken and the information gathered through this process was used in the development of the strategy. In undertaking this assessment we will be better able to adequately address areas of inequality and disadvantage in our communities.

2.3 Community Safety Issues (Section 17)

People who are feeling healthy and well, who are actively engaged in their communities and who feel they have a positive purpose are less likely to engage in crime and disorder.

2.4 Human Rights Issues

Matter considered and no issues identified.

3. Environmental

Yes, positively. Approaches to public health will include a focus on the environment and ensure that we can all access and make positive use of our open spaces.

4. Governance

This proposal supports our ambitions to create thriving communities; see proposed Governance Arrangement document [here](#).

Delivery Plan

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Introduction

This delivery plan translates Adur and Worthing Councils' third health and wellbeing strategy, *HealthyAW*¹, into a set of tangible actions, making clear their contribution to the priorities and vision set out within the strategy, and how they will be achieved. This delivery plan has a vital role in not only keeping our people and communities well, but also in reducing illness and the costs of treating that by the NHS.

It is recognised that this plan is prepared during a unique period of our communities experience and impact of the Covid-19 pandemic and, as a consequence, our communities face quite different risks and opportunities compared with previous periods. This plan will be adapted if we find our communities are facing different issues as we build back, in order to ensure the plan's continuing relevance.

This plan is not a standalone document; the outcomes of *HealthyAW* are closely linked to the success of our *Good Work Strategy*, improving the sustainability of our communities and continuing regeneration of our towns and villages.

A delivery plan, but not as you know it.

In line with the ambitions outlined in the Platforms Approach², this delivery plan will feel different to previous years, with an explicit intention to act as a bridge between more traditional, linear forms of planning and something more systemic and interconnected that shows how we work with partners as well as internally.

The primary purpose of the delivery plan is to provide a framework that improves residents' health and wellbeing. This includes enabling work on the ground as well as strategic work, collaboration and governance.

We live and work within an interconnected world; no one action is divorced from another. Our health and wellbeing in particular is impacted by many factors which go well beyond the work of the councils' communities and wellbeing team - for this reason housing, the natural environment and financial support amongst others, are referenced in this plan. This does not mean replicating our housing strategy or other relevant strategies, rather it means seeing housing through the lens of how it influences health and wellbeing. A key role of this delivery plan is therefore to help people - including staff, Members, local partners and residents - to make links between programmes, projects and actions and our health and wellbeing.

By mapping these connections, and using our own data, we can start to target our

¹ [HealthyAW 2021 - 2024](#)

² [Platforms for our Places Going Further 2020 - 2022](#); Adur & Worthing Councils; www.adur-worthing.gov.uk/media/Media,156442,smxx.pdf

influence better than ever before (LGA³) . We can also start to develop more appropriate forms of measurement focussed on what matters to a range of stakeholders, rather than what is easy to measure. In doing all these things, this delivery plan is essentially a prototype for how we will enact strategic delivery in the future.

For this reason the plan has a particular focus on:

- connecting all our work with a clear vision (*HealthyAW*) and ensuring that all that we do is aligned with our three strategic priorities for health and wellbeing;
- highlighting links between areas of work and finding points of leverage where we can collectively have more impact on health and wellbeing of residents; and
- how we can start to use data more effectively and measure our impact on the health and wellbeing of individual lives in a way that helps us target resources, continually adapt our approach and work towards our vision.

How delivery of this plan links to our vision of thriving communities

Our vision for health and wellbeing in Adur and Worthing is ‘thriving communities and people’. The concept of ‘thriving’ links to Platform Two of the five platforms⁴: ‘Thriving Communities and People’.

As a working definition and for the purposes of this delivery plan, to thrive means:

Having enough so that you can relax and think about what you want to do, rather than having to constantly respond and manage scarcity. It's about living your best life, with resources available, connection to places and to other people and being in control of your own decisions.

In terms of health and wellbeing, what does it mean to thrive?

Our health is directly influenced by the context of our lives - our socioeconomic status, where we live, our sense of purpose and control. Thinking about what it means to thrive in the context of health and wellbeing helps to connect the relationship between peoples’ health (mental and physical), the places where they live, work and interact with others and the resources they can make use of. As such this plan aims to make the connections between work, home, food and physical spaces including buildings and parks, and encourage collaboration, cross benefits and new relationships. It aims to connect sustainability efforts to those of health, to

³ Shaping Places for Healthier Lives; Local Government Association; www.local.gov.uk/shaping-places-healthier-lives-glossary-terms

⁴ Platforms for our Places Going Further 2020 - 2022; Adur & Worthing Councils; www.adur-worthing.gov.uk/media/Media,156442,smxx.pdf

deliver joint benefits. We want to ensure that by taking action on sustainability and net zero we are creating a just transition - the idea that we need to move to a more sustainable economy in a way that's fair to everyone, i.e. ensuring that the substantial benefits of a transition to a green economy and a net zero society are shared widely, embedding considerations of equity and fairness.

We are placing accessibility, inclusion and equity at the heart of what it means to thrive in good health and wellbeing. Key to this is our focus on prevention and early help, prioritising the needs of those that have most felt the impact of Covid-19 and the ongoing impacts of austerity.

The Thrive Board is constantly interrogating the right definition for thrive. We need to establish what thriving means to our communities, to our members and to staff specifically in the context of people's health and wellbeing.

Participation at its heart

This delivery plan signals a step change in how we want to operate as joint councils and points to a mindset of co-production and participation with asset based community development at its heart. This means working more closely to build trust and make community assets visible, with success determined by connection and collaboration.

Relevant staff teams from all key areas of the business, representatives of local partner organisations and Executive and Shadow Executive Members have been engaged in the development of this delivery plan throughout September and October 2021. We introduced our intentions to focus more on the links between different work that impacts on health and wellbeing and invited them to make these links themselves.

Feedback from staff so far has emphasised the importance of partnership working to achieve this vision - we simply cannot do it alone, and partners on the Local Community Network (LCN) have endorsed this and are keen to collaborate. Amongst both staff and local partners there was a desire to acknowledge that, although thriving is our end goal, the reality is that many people are struggling to survive currently, and this remains a focus of many staff teams and will be a key part of this delivery plan. Mental health is pivotal, including amongst the local workforce.

We will gather more input throughout the delivery period to keep it evolving at each horizon point and to plot out the details of activity. We will need to do much more work to include residents and community groups in both the development and delivery of this plan. We also need to involve them, partners and staff in the development of fit for purpose impact measurements that will enable us to see our combined impact and progress towards our vision.

Our priorities

Priority 1 - To improve health and wellbeing for all, focusing most on our communities with the poorest health and wellbeing

Priority 2 - To create places, spaces, and environments that are sustainable and promote and enable good health and wellbeing

Priority 3 - To promote stronger community resilience in our communities and our workforce

Our priorities for health and wellbeing as outlined above and in *HealthyAW*, take into account the need for the Councils to enable people both to cope and to thrive. For this reason, our first priority focusses very much on getting those who are really struggling onto a firmer footing, from which they too can have a chance to be healthy and thrive. Our second priority is about using our leverage as Councils to shape the environment in which people can be healthy and thrive. This includes places to connect with each other, to work, share resources and be able to live and enjoy life in pleasant, healthy environments. Our third priority keeps us focussed on fostering the threads of community and workplace resilience so that people can cope and bounce back from challenges and the unexpected. Resilience is about our capacity to not just react, but adapt and have some autonomy and control. As we move through the pandemic, resilience is fundamental to how we build back fairer.

Contributing to these strategic priorities are the interconnected areas of work that all contribute to our vision of thriving people and communities, as summarised in the table below. Our movement towards a systems approach challenges tracking linear progress; instead we're aiming to connect within, between and across projects and programs and create necessary feedback loops to learn.

Timeframe and ongoing development of this plan

This delivery plan is designed to be a living document to be used across the course of the period of the strategy (2021 - 2024). There are three clear delivery periods: Now, Next and Future, which are outlined in a set of detailed tables (See Appendix I).

Now - Winter 2021 - June 2022

Next - June 2022 - March 2023

Future - April 2023 - March 2024

The delivery plan starts with and naturally contains most detail within the 'Now' period: Autumn 2021 - June 2022. We have some very real and pressing challenges ahead of us in this first phase and our focus here is on connecting existing work

within the vision and priorities and to each other. In particular we are making links to, and between [Autumn Recovery](#) work.

How this will be delivered and ongoing development

This plan will be delivered in ways that help build and weave health and wellbeing into the new multidisciplinary strategic teams that are being developed across the Councils, which will be carried out across all three priorities over the three periods. This will then be aligned with the Councils' new strategy in Summer 2022.

The way we will work will ensure that *HealthyAW* is used to inform, challenge and shape the strategy work through the lens of health and wellbeing.

There will be a check in and reflection towards the end of the 'Now' phase which will help us to define in more detail what we will do in the 'Next' phase (2022-23). Census data is expected between March - June 2022 which will help us to further refine our approach.

'Next' and 'Future' start to outline how both existing work and our ambitious new programmes of work can start to make substantive progress towards our vision of 'thriving communities'. We are in a period of rapid change and it is our intention that the delivery plan is developed and evolved to keep pace with these changes. Instead of writing detailed plans for spring 2022 and 2023 that are likely to change, we propose to revisit and detail plans throughout this period.

Who is delivering the plan and next steps (Autumn/Winter 2021/22)

Governance

The delivery of the strategy will be monitored by the Thrive Cluster Group, made up of Senior Leads from across the councils and chaired by the Councils Interim Director for Communities. We want to emphasise that this is not a new stream of work, instead the strategy intends to combine efforts across teams and deliver more integrated, relational work. One of our next steps will be to develop further the [systems map](#) to develop a more relational approach and outcomes.

Whilst this is a Councils' Delivery Plan, this will be delivered with our partners, our businesses and our communities.

The delivery of the plan will be managed by the Community Wellbeing Team and sponsored by the Director for Communities, in consultation with the Executive Members for Health and Wellbeing and engaging with both shadow Members for

Risks and Opportunities

This is a dynamic plan which will flex and respond to opportunities. Our work with communities to develop a map of the assets in our areas will enable us to support and build around what we know is already working well. We will co-design interventions with communities; particularly those people highlighted through our Equalities work who we know experience greater inequality, and we will be more accessible to people from these groups taking part in the decision making.

Risks to delivery of this plan will be developed separately and managed in order that the work to enable our communities to thrive is driven through successfully. Risks will be minimised by:

- A clear governance framework for the monitoring and evaluating of performance,
- Clarity of ownership and leadership of work areas, and
- A clear understanding of how we will measure our success.

Each lead will be responsible for taking action to take into account and mitigate potential threats, ensuring flexibility is built in so that work streams can respond to external and internal vulnerabilities.

Being data informed and measuring our impact

Adur & Worthing has been actively improving its approaches to the collection and use of data, supporting better evidence-based decision making and improving outcomes for its residents. Information from a range of data sources, including demographic and epidemiological data⁵ has been used to help us better understand the health and wellbeing needs of Adur and Worthing and to shape and inform both the priorities of the strategy and the Delivery Plan.

This approach has involved three key strands:

- I. Improving the use of existing 'administrative data' for example Benefits data to help those most in need
- II. The collection of new sources or combinations of data and information, for example well being and employment data to support people into sustainable employment through our *Good Work* programme
- III. Gaining qualitative data from our resident's views and experiences, for example through our sustainability Citizen's Panel.

⁵ [Adur & Worthing Health and Wellbeing Strategy. Covid Recovery Data Update: October 2021](#)

As part of this work, the councils have invested in a new community participation programme and a data analytical platform called *LIFT*. *LIFT* uses our administrative data, including our Revenues and Benefits information, to identify residents who are either at risk of not coping, or who are already not coping financially. We are now able to use this information to proactively reach out to these households, providing support and help before problems escalate. Whilst good progress is being made with regard to the better use of data and information, a number of gaps remain, for example with regard to the diversity of people across our equalities agenda, and those areas in the district and borough where there is multiple deprivation.

Building on this work, between now and 2024 we intend to rethink our overall approach to impact measurement so that everything we measure tracks to a vision of health and wellbeing that is defined by our residents and staff. Clearly, we cannot wait until we have redesigned our impact measurement to track our progress against the important goals we have set ourselves and at the same time, there is little point in measuring for the sake of measuring, especially at a time of challenged resource. For this reason, we are using an interim process of measurement, primarily qualitative but using data where we have it, which will both help us track progress and develop our organisational competency in meaningful impact measurement and learning application for health and wellbeing.

Each programme will be different but our overall proposed approach is:

In Autumn/Winter 2021-22

- Use data to inform our priorities around health and wellbeing and identify gaps both in terms of where we are collecting data and to what extent we are meeting our goals (gap analysis). Importantly our focus needs to be on uncovering inequality in our service provision that reinforces wider inequality in our communities. We will look for data that can tell us who is being left behind, disadvantaged and underserved, whether that's because of income, ethnicity, gender, sexual orientation or other characteristics.

Next

- Undertake a review of the data from Spring 2022. Teams to develop a regular practice of reviewing progress. Produce data and measures - match these to person-centred outcomes around health and wellbeing and identify gaps both in terms of where we are collecting data, and to what extent we are meeting our goals (gap analysis). Adapt the approach accordingly.

Future

- Review: what progress have we made against person-centred outcomes? What have we learnt that we can build on?

Appendix I Delivery Plan Tables of Activity

Priority One (safety net) Improving health and wellbeing for <u>all</u>, focusing most on our communities with the poorest health and wellbeing Thrive Cluster							
Priority area	What we will do to address this priority area	Internal lead/s and external stakeholders	Now October- June 22	Now Metrics How are you measuring impact Oct - June 22	Next Where do we want to be this time next year?	Future Where are we hoping to get to by the end of the strategy? (outputs)	Impact metrics future: work with clusters to develop person centred metrics (outcomes)
Develop pathways to GOOD WORK Lead: Andy Willems	<p>Externally, developing and delivering Good Work in and with our communities including working in partnership with Developers to increase the skills base</p> <p>In the Councils, providing Kickstart placements, apprenticeships within Councils</p>	<p>Economy, Wellbeing, Organisational Development</p> <p>OneStop Employ</p> <p>Guild Care</p> <p>Developers, internal council departments, schools, colleges</p> <p>South Downs Leisure</p>	<p>Autumn / Winter Covid Recovery for Thrive</p> <p>i) Review national and local data to determine local trends and to enable targeting of residents. Identify people and communities through LIFT and other data and ensure strong pathways through to employment opportunities</p> <p>ii) Review with funders (DWP), the impact of our Youth Employment Hub</p>	<p>i) Data and research framework in place to monitor employment and skills trends</p> <p>ii) Review complete and decision made in April regarding second</p>	<p>Review the Covid Recovery work in relation to employment and good work and the new Census data and develop further our pathways to good work approach</p> <p>Subject to funding develop year two of the Youth Employment Hub</p> <p>Formation of the Employer Charter</p>	<p>Deliver a suite of employment and skills interventions including internal opportunities in the councils</p> <p>Deliver increased partnership working to combine resources and connections to deliver more effective services</p> <p>Deliver strategic</p>	<p>Reducing the number of vacancies in our identified key sectors (e.g. healthcare)</p> <p>Number of developers being worked with (under the Developer Charter)</p> <p>Direct delivery around a relational approaches to employment / recruitment</p>

			<p>(18-24s) aim of supporting 200 young people into employment by April 2022</p> <p>iii) Secured funding for One Stop Employ program over 25s</p> <p>iv) Develop & promote online page with self help material for people needing help now, including employment support and furlough</p> <p>v) Work with key sectors to support recruitment and access to jobs (Care Sector / NHS, Leisure Partner and HGV)</p> <p>vi) Instil local employment and skills opportunities through local developments</p> <p>vii) To build on current internal interventions to enable the Councils to become a Good Work employer both in terms of</p>	<p>year funding</p> <p>iii) External funding achieved and programme continues</p> <p>iv) Increase number of hits to web page (current av: 50 views pcm)</p> <p>v) Work with at least one sector and provide support to that sector has per the needs of that sector</p> <p>vi) Coproduction of Employer Charters with at a number of Developers with 'live' projects</p> <p>vii) To review and recommend new approaches to treating and recruiting talent, based on the</p>	<p>Group (combining Planning Policy, Planning, Major Projects and Place & Economy) to focus on two developments</p> <p>Signing up to the national Youth Charter, Development Charter.</p> <p>Offer employment support in partnership with DWP at Lancing (Adur)</p> <p>Consider our role in influencing the availability of affordable childcare</p> <p>Delivered Developer Charters with two sites that have demonstrated good economic impacts regarding more apprenticeships, school visits etc. The results will be taken to informed future Charters with other</p>	<p>skills planning across Adur and Worthing</p>	
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			recruiting and retaining local talent.	principles of Good Work	<p>developers across Adur and Worthing.</p> <p>Be part of Local Skills Plan conversations, connected to local HE/FE providers</p>		
<p>Support and enable access to healthy, local and affordable food</p> <p>Lead: Janice Hoiles</p>	<p>Work to enable and support local food groups and businesses to Develop better access to and security around sustainable, healthy and affordable food.</p>	<p>Stakeholders: Community Works</p> <p>Local food groups and projects</p> <p>Worthing Homes - Community House Worthing and Lovett Hub, foodbank and cook and eat sessions, joint work with Worthing Soup Kitchen to support healthy eating.</p>	<p>Autumn / Winter Covid Recovery for Thrive</p> <p>i) Work with the groups to explore potential for local shared space/s for groups to store and share food.</p> <p>ii) Provide COMF resources to local groups to provide short term relief for the recovery period</p> <p>iii) Work with food groups and the data team to build a local data picture of need, assets (mapping these to our asset map) and food supply chains.</p>	<p>i) Groups are supported to consider potential of shared space/s</p> <p>ii) Allocated COMF funding is spent on supporting the food groups through the Autumn/Winter period - potential additional storage, food supplies, food/fuel vouchers etc</p> <p>iii) A clear understanding of demand on the food groups is created and tracked. A cohort of people identified as food insecure through LIFT contacted before getting into crisis.</p>	<p>Review the Covid Recovery work in relation to food data, need and supply and co-develop an empowering food security approach based on the unique needs and assets in A&W</p> <p>Work with local groups and partners to co-produce the development of a medium/longer term model of community food sharing spaces that are sustainable and community led in Adur and Worthing</p>	<p>Deliver the shared community food space in Adur and in Worthing for groups and communities to collaborate</p>	<p>Temporary food spaces in place for local groups, being used and shared to support food provisions.</p> <p>A clear picture of local food needs/assets.</p> <p>Deliver a shared community food fabric space model community fabric space co-produced with local groups in Adur and Worthing.</p> <p>Person centred wellbeing measures (to be developed in the Now period)</p>

Enable safe and stable housing for people's health, commit to a Housing First approach Lead: Amanda Eremie	Provide support to those who are insecurely housed/homeless	C&W and Housing	Autumn / Winter Covid Recovery for Thrive		Review the Covid Recovery work in relation to	1,250 homes by 2024	Better connections to vulnerable communities exemplified by tailored services and support
		<p>Worthing Homes - Largest social housing provider in Worthing as well as a significant presence in Adur. Provide stable long term housing.</p> <p>Adur Homes - Largest social provider in Adur.</p> <p>Turning Tides RSL Housing providers</p> <p>Worthing Medical Group (Health Central)</p> <p>Probation</p> <p>Police</p> <p>Adult Social Care</p> <p>CGL</p> <p>Emerging Futures</p> <p>YMCA</p> <p>Homegroup</p> <p>Sanctuary</p> <p>Southdown</p>	<p>i) Review national and local data to determine local trends and to enable targeting of residents</p> <p>ii) Improve pathways to support for people identified through Proactive and OneStop: finance, employment, mental health, housing and Pathways Home support for those at risk of homelessness.</p> <p>iii) Pilot Housing Need schemes to support single people with financial issues to prevent eviction and triage of those who have applied for housing advice to target support through use of data</p> <p>Through Changing Futures (3 year programme) county wide work and local work, establish a strategic oversight process to</p>	<p>i) 'Duty to Refer' pathway is established for Worthing and Adur Homes tenants at risk of homelessness + access to Pathways Home support service - report on outcomes & number of cases .</p> <p>ii) Pilot in place with Proactive triaging all cases who have applied to the the councils for housing advice / threatened with homelessness to assist with : debt/benefit/arrears/health etc as well as collecting information to enable Housing Needs to target where there is a prospect of prevention + forecasting on cases presenting for TA - review of data to inform future service delivery (staff</p>	<p>Established understanding of needs of those who are homeless to identify strengths of current outreach/inreach support to build on. Upstreaming of prevention work using data and proactive comms.</p> <p>Support to access the accommodation available and begin the journey to a settled home.</p> <p>Lettings Support Officers recruited to work across temporary accommodation, single person network of accommodation and DLUCH schemes</p> <p>Protected spaces for</p>	<p>Fully transformed housing service, collecting over 95% of arrears, being data led, lean, procuring materials to the most cost effective processes, with good quality and compliant housing stock. Channel shift of customer journeys and enabled communities in our housing stock.</p>	<p>Increase in cases closed at Housing Advice stage without need to progress to full prevention duty</p> <p>Reduction in rough sleepers particularly repeat and long term cases.</p>

		<p>Worthing Hospital Third Sector, Community and Faith Groups</p> <p>WSCC: Commissioners: Housing Related Support, Substance Misuse and Mental Health provision</p> <p>Connecting to Housing Strategy, Mental Health Housing Strategy, Changing Futures Programme and Safer AW</p>	<p>challenge the systemic barriers that prevent people with complex and multiple disadvantage, accessing and sustaining stable housing</p>	<p>resourced via COMF - with review of outcomes with a view to mainstreaming)</p> <p>iii) Telljo in place - live dashboard for targeted groups to self declare support needs and contact made by Proactive/OneStop . 1st data sets reviewed for outcomes - (staff resource funded by COMF with review of outcomes with a view to mainstreaming)</p> <p>iv) Lettings Support Officers recruited to support people in TA and anywhere in the 'Single Person Network' of Housing</p> <p>vi) Review of data from TA singles pilot with OneStop with a view to mainstreaming (additional staffing resource from COMF funding supporting the pilot with assessment</p>	<p>outreach and support for vulnerable communities</p> <p>Develop Pathways to Affordable Homes work, including move on housing and scaling up Open Doors</p> <p>Implementation of Accommodation for Ex Offenders to reduce those released from prison rough sleeping</p>		
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				for mainstreaming). viii) Housing, Telljo and Proactive work on journey to provide joined up, targeted support with customers flowing between the teams. ix) Experts by Experience group established, Project Delivery Officer recruited, SHARS (Single Homeless and Rough Sleepers) quarterly audit of need rolled out across the county and Brighton and Hove. Clients for pilots identified.			
	Provide outreach and inreach support and enablement to those who are rough sleeping or in temporary/ emergency housing	Turning Tides	i) Working with Department of Levelling Up, Housing and Communities (DLUHC) and partners, co-design the delivery framework for Rough Sleeping Initiative 5, (RSI 5) to continue and evolve the	i) Number of people supported by the outreach team on the street monitored. And the number of people supported by the outreach team who are accommodated in emergency or	To have a shared understanding between partners re: the pathways between rough sleeping to a stable home. To have a stable and	TBC in due course	Reduce the number of people who refuse and abandon temporary accommodation to return to rough sleeping More people are able to understand the

	Lead: Sophie Whitehouse		<p>response for this cohort</p> <p>ii) To review and improve the co-ordinated multi agency response for this cohort through service design</p>	<p>temporary housing monitored.</p> <p>ii) Monitor the number of people who access accommodation following support from the outreach team.</p>	<p>skilled team, providing inreach and outreach support to connect people to the support and services that promote health wellbeing and connect to achievable housing pathways.</p>		<p>pathways to accommodation available to them and to sustain wellbeing through each step towards a home.</p>
<p>Develop stronger financial inclusion for people that are not coping</p> <p>Lead: Mel Shaw</p>	<p>Provide targeted financial and debt help and enabling support</p>	<p>Customer Services C&W Revenues and Benefits Housing</p> <p>Stakeholders: Worthing Homes</p>	<p>Autumn / Winter Covid Recovery for Thrive</p> <p>i) Review national and local data to determine local trends and to enable targeting of residents</p> <p>ii) Improve pathways to financial help and support for people identified through Proactive to our Money Coaches, Citizens Advice and other help and support</p> <p>iii) Provide our Money Coaches offer and secure funding for 2022/23</p>	<p>i) Respond to suggestions in the LIFT dashboard. Target those at boundary of coping/not coping</p> <p>ii) Monitor number of days from contact to advice/support</p> <p>iii) Funding secured and referrals coming into the service from a range of sources</p>	<p>Review the Covid Recovery work in relation to financial inclusion and data</p> <p>Develop our Money Coaches approach in A&W in light of this review</p> <p>Develop a local agreement with the new generalist advice provider for A&W</p> <p>Work with partners and communities to review and co-produce a new financial inclusion framework for A&W, focusing on greater collaboration and</p>	<p>Embed our commitment to income maximisation and an integrated (cross-departmental) approach to debt recovery that provides appropriate support to residents</p> <p>Longer term ambition is to develop flexible repayment plans of arrears of C/Tax i.e. extended beyond the financial year and signposting to support</p>	<p>More people “coping” and fewer people “struggling” or “in crisis” as captured by LIFT platform</p> <p>Measure needed here by Mel and MC</p> <p>Deliver budget plans</p> <p>Increase income</p> <p>Reduced outgoing</p> <p>Affordable payment plans</p> <p>Willingness to seek A&S</p> <p>Report reduction in anxiety & stress</p> <p>Behaviour changes in financial habits</p> <p>Level of need</p> <p>Person centred measures to be</p>

			<p>iv) Develop & promote online page with self help material for people needing help now with financial issues</p> <p>v) Using the partners Network to understand local capacity & gaps in resources</p> <p>vi) Benefit application guidance in place</p> <p>vii) Deliver Self Isolation Grants to those instructed to self isolate</p>	<p>iv) Measure number of hits to web page to set a baseline</p> <p>v) A clear understanding of the gaps and a plan in development to address the gaps</p> <p>vi) Budget and benefit calculator purchased and launched as a self help tool; monitor usage to March and review</p> <p>vii) Data available to support the number of grants provided to those who are in financial hardship as a result of isolating. An insight report will be developed and shared with PHE to share learning.</p>	improved capacity and help for communities		<p>developed with the new provider for generalist advice</p> <p>DHP funding support fully allocated</p> <p>(Note: for all Proactive metrics, we can only measure via LIFT so the data gathered on the financial risk scores are for those on legacy benefits, not those on universal credit.)</p> <p>Reductions in residents record through lift in Food, fuel and water poverty.</p> <p>Reduction in council tax and rent arrears</p> <p>Reduced demand on CTS</p> <p>Nos and outcomes referred to Money Mentors, Giong Local and Wellbeing Hubs</p> <p>Health and wellbeing</p>
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			<p>viii) Improve take-up of Discretionary Housing Payments</p> <p>ix) Work with WSCC & all District & Boroughs to procure for generalist advice in A&W from 2022-27</p>	<p>viii) Revs & Bens already monitor DHP spend against budget (plus the volume of applications received & awarded) on a monthly basis, and will continue to do so</p> <p>ix) New provider of generalist advice in place - potential transition period if there is a change in provider</p>			<p>improvement measures</p> <p>Nos and % of SI grants provided</p>
<p>Support residents to develop healthier behaviours</p> <p>Lead Julie Tuppen</p>	<p>Provide alcohol support and prevention for people drinking at risky and increasing risk levels, but who are not dependent.</p>	<p>Stakeholders WS Public Health, CGL (Change, Grow, Live), WS CCG, Primary Care Networks, LCN Partners Guild Care</p>	<p>Autumn / Winter Covid Recovery for Thrive</p> <p>i) Provide one to one support for people who want to reduce the amount of alcohol they are drinking</p> <p>ii) Developing awareness campaigns and material about alcohol harms</p>	<p>i) At least 10 people drinking at above a healthy level supported to reduce their alcohol</p> <p>ii) reduction in risk level i.e increased risk to lower risk (Audit score)</p>	<p>Review the Covid Recovery work in relation to alcohol</p> <p>To identify those that are at highest risk of developing an unhealthy relationship with alcohol.via known wider determinants of health factor. Exploring scope to</p>	<p>Making Every Contact Count (MECC) approach integrated across the Councils and wider system(Funding dependent)</p>	<p>A reduction in the number of people drinking at risky and increased risk who go on to become dependent. Audit C scores used to measure reduction.</p>

			across our communities. iii) Deliver workshops to local community groups and services	iii) At least one campaign delivered iiii) At least one workshop delivered iv) Establish baseline levels of activity to this service.	develop a Making Every Contact Count (MECC) approach integrated across the Councils. (Funding dependent and need to hire larger team to make possible)		
	Provide one to one and group support to people wanting to make healthier changes through A&W Wellbeing, especially those living in more deprived areas or who experience greater health inequalities	Stakeholders WS Public Health Active House Solutions UKHarvest Intuitive Recovery Active Worthing Albion in the Community START! South Downs Leisure (SDL)	Autumn / Winter Covid Recovery for Thrive i) Improve pathways to health and wellbeing support for people identified through our Proactive approach other referral agencies eg GPs ii) Develop our approach to reach out better to people who are currently underrepresented, including: people from minoritised ethnic communities, younger people aged 18-25 and other groups hit hardest by Covid.	i) Referrals come into the service from a range of sources; gaps are identified and potential referral sources made contact with to strengthen pathways ii) You're Welcome framework used to assess accessibility of services for younger people. 2 x dedicated weight management courses for people aged 18-25 delivered. At least a 25% increase in number of people from under represented	Review the Covid Recovery work in relation to Wellbeing Continue to develop our approach to reach out better to people from minoritised communities, young people aged 18-25 and other groups hit hardest by Covid. Work with SDL to develop options for a feasible membership offer for people on low income Leisure centres made more accessible and affordable through programming and pricing including a	Established referral pathways and contacts within all identified communities and groups that are hardest hit by Covid.	Improved health and wellbeing outcomes for our most deprived communities and those populations identified as experiencing poorer outcomes and access.

			<p>iii) Develop & implement the Wellbeing Programme business plan for 2022-23 ensuring this is in line with local data and need and Covid recovery work, with WSCC PH Team.</p> <p>iv) Provide a package of Wellbeing Projects following approval of an agreed Business Plan and funding.</p> <p>The proposed plan includes:</p> <ul style="list-style-type: none"> - Wellbeing Assessments including: information, advice and when appropriate 1-1 sessions - Smoking cessation sessions - Pre Diabetes 1-1 sessions and half day workshop 	<p>communities are accessing the service</p> <p>iii) Partnership Agreement with WSCC approved. Business Plan approved by Public Health and in place by 01 April 2022</p> <p>iv) Dependent on approval of Partnership Agreement, Business Plan and funding, proposed success measures as follows:</p> <ul style="list-style-type: none"> - At least 900 interactions completed (phone, face to face and email) - At least 10 people supported to quit smoking - At least 120 client interventions 	<p>membership for families on income support</p>		
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			<ul style="list-style-type: none"> - Weight management groups and 1-1 sessions - NHS Health Checks - Falls prevention courses - cookery skills: eating healthier on a budget, reducing food waste - Increasing physical activity 	<ul style="list-style-type: none"> - At least 6 courses delivered with 75% of completers average 3% weight loss - Service restarted as soon as guidance allows - At least 50 people supported - New approach: baseline to be developed - At least 180 people supported to attend a taster course, with at least 80% increasing their activity levels 			
Problematic and addictive behaviours that impact H&W	Supporting people with addictions that impact on their health and wellbeing Lead: Ed Hele	PH&R C&W	<p>i) Update Gambling Licensing Policy to include signposting for advice on harm of gambling</p> <p>ii) Support to local employers to improve the health and wellbeing of</p>	<p>i) Consultation of Gambling Policy to be completed and changes ratified.</p> <p>See detail in Priority 3 below</p>	Establish links with gambling charities and organisations.	Explore what further advice and assistance can be provided in addition to the Policy.	<p>A reduction in the number of people gambling at risky and increased risk who go on to become dependent</p> <p>Nos and impacts of those coming through Intuitive Recovery</p>

			their workplace				
	<p>Provide health and wellbeing support to people with hoarding behaviours</p> <p>Lead Amanda Eremie</p>	<p>communities and safety, wellbeing hubs, GL ,</p> <p>Stakeholders WS Fire and Safety, Mental health Team, SG</p>	<p>i) Review each of our own services and approach to be aligned with the Safe and habitable homes tool kit for hoarding work.</p> <p>ii) Consider whether a partnership or commissioned service can be made available with a local charity that we can refer hoarders into, such as in East Suffolk</p> <p>iii) Liaise with partner services who will be addressing the more complex issues associated with hoarding. Mental health, housing, making the home habitable</p>	<p>i) New approach to be developed jointly.</p> <p>Attendance at the safer and habitable homes forum</p> <p>ii) Number of people where homelessness prevented / tenancy sustained</p>	<p>Develop a joined up approach within the council with a nominated lead.</p>	<p>Holistic - MDT approach that has clear pathways to accessing appropriate support for people at risk of losing their homes and /or putting themselves at risk (SG, poor health outcomes due to their hoarding behaviours</p>	<p>A reduction in the number of returning clients due to not being able to maintain changes made proactive</p>
Enabling people's wellbeing through social prescribing	<p>Going Local: Connect people to each other and places to support their health and</p>	<p>Stakeholders A&W PCNs</p> <p>VCS</p>	<p>Autumn / Winter Covid Recovery for Thrive</p> <p>i) Improve pathways to social prescribing support for people identified</p>	<p>i) Monitor the number of referrals and pathways into the</p>	<p>Review the Covid Recovery work in relation to Wellbeing</p> <p>To have worked in partnership to</p>	<p>Deliver alternative models beyond 1-1 support (group sessions) including the delivery of</p>	<p>Increase in connection to local places, spaces and people measured through additions to community map</p>

Joint Leads: Ruth Pineda and Lucy Stewart	wellbeing through social prescribing	Organisations	through Proactive, GP surgeries and through self referrals	service and use the updated system to evaluate this data.	develop a plan for service evaluation and development.	Peer-to-peer prescribing to maximise reach and build resilience	Caseload reduction for social prescribers as time spent 'holding cases' is minimised which increases timeliness of work with new referrals.
		Sustainability, Parks Guild Care SDL (South Downs Leisure)	ii) Increase team capacity iii) Reboot strategic partnership of PCNs and Steering Group in January 2022 with a renewed focus on systems thinking. iv) To grow confidence in the robustness of the service. v) To 'cost the service' by triangulating the targets that PCNs are working to to receive ARs funding for social prescribers with what the service is able to provide on that budget that ensures team wellbeing.	ii) 2 temporary new social prescribers into a team of 8 social prescribers together with 5 PCNs across A&W. iii) Redesigning Partnership and Steering Groups relationships. To ensure good engagement from partners. iv) Agree the Memorandum of Understanding between A&W and PCNs to clarify governance, finance and contributions. v) service fully costed	To be piloting service development ideas to better meet the needs of users and team post covid	Enable residents who use the service to contribute to its evolution through co-production and participatory design Develop a specific model for food growing To be in a strong position to sustain and develop the Going Local service beyond the current funding cycle which ends in 2024.	Differentiated pathways for people with more or less complex needs. Evidence of Going Local Steering Group's impact on systems thinking could include influence on the development of the voluntary and community sector as outlined in priority 3. Qualitative data on people's wellbeing journey over longer time frames i.e. beyond ending their time with the social prescribing team.

			vi) Work with team to identify community assets and gaps contributing to community map	vi) Spend time speaking with communities & local groups - to feed back where there are gaps in local service provision to Community Works, to look at where funding can be used to address gap + to help establish more effective support systems			
			vii) Re-establish and strengthen links to GPs and support/enabling pathways	vii) Develop an improved method of data collection, by upgrading our digital case management software - this, along with our community mapping work, will allow us to identify pockets of provision and specific areas of need in our communities.			
			viii) Pilot working with GPs quarterly to look at	viii) We have developed a new			

			how to manage working with more vulnerable adults.	<p>referral form that ensures a better quality of information is presented to us at the referral stage. The updated system will allow us to provide GPs with direct feedback on how their patients are doing.</p> <p>Working more closely with Wellbeing Hubs and OneStop to better support referrals (through service mapping)</p>			
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Priority Two (infrastructure) Cluster 2 & 3 (Place and Climate) To create places, spaces, and environments that are sustainable and promote and enable good health and wellbeing							
Priority action	What we will do to address this priority area	Lead & Connections	Now October- March 22	Now Metrics How are you measuring impact Oct - June 22	Next Where do we want to be this time next year?	Future <i>Where are we hoping to get to by the end of the strategy?</i>	Impact metric <i>How will we assess impact and success?</i>
Show and share the assets in our places to	Develop a shared (with communities) map of our places and community	A&W Data Team Participation	Develop a first level of the map with key community groups and in key places - Lancing	A first level map with key community groups in key places produced	Using the map with communities to understand its benefits to them. This	Have developed a community owned map with active contributors to	Number of community assets on the map

improve connection Lead: Tom Mannings	assets.	Leads	and West Durrington Establish and test how the map might be used to store and communicate stories from residents collected through the councils cross team Asset Based Development (ABCD) Community of Practice group.	Map reviewed and potential reported to clusters	will inform future development.	keep it up to date	Number of community groups using it Integrated with social prescribing CMS
Healthy, local food partnerships Lead: Tina Favier	Develop a strategic approach to growing and sourcing sustainable, healthy and affordable food	C&W, Sustainability, Parks and Economy Stakeholders: Community Works Local food groups and projects WSCC <i>Connecting to our Sustainability Action Plan</i>	Focus on Autumn Covid Recovery actions for food (see Priority 1)	This area on pause whilst focus is on Autumn / Winter Covid response	Develop green spaces and growing food opportunities, Work on reducing waste and sustainability; Develop local supply chains working with local businesses at a greater scale	Establish a food growing network Deliver opportunities to more effectively and locally manage food waste	More green spaces for food growing Reduced food waste
Get people where they	Deliver a sustainable transport plan	Sustainability	2 new planned cycle schemes (A24 Findon	Reduction in area wide carbon emissions from	Provide the Donkey bike scheme and trial	By 2024 BTN will be over from	Will measure people's health and

need to be sustainably and affordably with a focus on accessible travel Lead: TBC in due course	including improvements for pedestrians, cyclists and motor vehicles Connect accessibility and sustainability agendas to promote inclusive transport offers		Valley, USR in Shoreham) public consultation has been held. Funded from gov active travel fund. Extend the car Club Scheme Extending support for low carbon transport through discounts and incentives Continue to explore extending the BTN Bike Share scheme into Adur and Worthing Link messaging in communications around active travel and improvements to air quality.	transport. Improvement in local air quality (tbc).	the test the new BTN Bike Share scheme (that will replace Donkey bikes) 2 new cycle schemes (A24 Findon Valley, USR in Shoreham) Dementia friendly parking spaces (Buckingham Road multi story) + surface roads across A&W	Brighton Meeting National Air Quality Targets. Consider revoking our Air Quality Management Areas signalling minimal exposure to poor air	wellbeing pre and post involvement in process Reduction of cars/traffic Using AQ improvement as a measure to understand how we're doing in relation to active travel/increasing the use of public transport.
	Develop more accessible and inclusive travel for groups in A&W	PH&R Team C&W Team Stakeholders Sussex Community Transport	Increase the number of Wheel-chair Accessible Vehicles through our Licensing regulation powers Identify opportunities to work with Sussex	Consultation with the public and the Trade on the provision of WAV vehicles.	Implement changes to taxi and private hire licensing to prescribe for an increase in WAV's Develop a wheelchair accessible transport	Review and refine	Increase the number of wheelchair accessible hackney carriages that are licensed

			Community Transport to improve access for local people including those isolated and disabled groups in A&W as a result of Covid		register Develop the opportunities to work with Sussex Community Transport to improve access for local people including those isolated and disabled groups in A&W as a result of Covid		
Prioritise the needs of natural habitats to reconnect people with the natural environment with benefits to their mental and physical wellbeing Lead: TBC in due course	Develop greater access to and involvement in green and blue spaces	C&W Parks and Foreshore C&W Parks & Foreshore SDL (South Downs Leisure) Major Projects (Cian) Ruth Miller (Construction phase) Parks Team	Review and diversify the offer of activities. Develop and support staff and volunteers to understand, steward and protect natural assets. Celebrate our Green Flag Awards over 8 sites and thank staff & volunteers involved. Community Garden Buckingham Park Brooklands	TBC in due course	Highdown/parks Widen the range of activities to engage, educate and empower an increasingly diverse public. Improve quality of access for our parks & foreshore. Develop Green Flag Management plans Set KPIS to ensure ongoing quality of our park & foreshore with ecological, engagement, maintenance values.	Highdown/Parks Create & maintain green and blue space for all people and wildlife to thrive Updated google profiles of all our green spaces with events, infos and reviews to promote, monitor and connect our green assets. Yearly events plans across the Parks & foreshore	Quality and quantity of activities delivered and numbers attending Wellbeing measures to be created Places feel safer and accessible to everyone Diverse audience visiting our open spaces Increased numbers of individuals and groups actively

		Bees and Seas Green Tides & Friends of Groups			<p>Claim ownership of all our open spaces on Google maps</p> <p>Construction of Brooklands new paths, new play area, new cafe, planting, parks improvement, entrances, entrances, changing facilities, toilets.</p> <p>Write briefs for participatory tendering of cafe</p>	<p>department</p> <p>Local & wider partnerships to ensure sustainability and growth.</p> <p>Identify and apply for grants to increase resources and capacity to realign open spaces to make them more resilient from planting, resources & management, sport & leisure.</p> <p>Park opens and construction finished by January 2023.</p> <p>Tender for cafe owners.</p>	<p>involved in our green spaces</p> <p>Maintain and/or increase number of Green Flag awarded sites</p> <p>Increased online traffic and (positive) reviews on our green spaces on google map</p>
	Sussex Bay: Restore nature at scale for intertidal rivers, coast and sea, involving communities and businesses	<p>Sussex Local Nature Partnership</p> <p>Sussex Wildlife Trust</p>	Webinar scheduled for December 2nd will launch four development groups to enable co-creation and exploration of Sussex	TBC in due course	<p>Funding secured for restoration activities</p> <p>Sussex Bay governance established</p>	<p>An integrated restoration approach and the development of sustainable funding models based on</p>	<p>Nature restoration is well underway for Sussex kelp and Adur River</p> <p>Active monitoring is in place to measure</p>

	4 key objectives - integrated restoration, sustainable fishing, ecotourism, and development of natural capital funding models	<p>Sussex Kelp Restoration Project</p> <p>Blue Marine Foundation</p> <p>Brighton University, Sussex University, Portsmouth University</p> <p>Ouse and Adur River Trust</p> <p>Sussex IFCA</p> <p>Shoreham Port</p> <p>Brighton & Hove City Council</p> <p>the Environment Agency</p>	<p>Bay's opportunities.</p> <p>Participatory engagement with groups to formulate these initiatives</p> <p>Engagement with landowners and communities in the Adur Valley, for Pad Farm and New Salts Farm demonstrator projects</p> <p>Development of funding bids to DEFRA, Heritage Lottery Fund and others</p>		<p>Sussex Bay brand options developed with fishing and business communities</p> <p>Community and landowners engagement well progressed, and active groups established around initiatives</p>	<p>natural capital.</p> <p>Sussex Bay established as a platform to develop new restoration projects, and help support coastal industries such as fishing and ecotourism</p> <p>Communities are actively engaged in learning and volunteering opportunities</p>	<p>improvements to habitats</p> <p>Engaged communities have clear participation and learning opportunities</p> <p>The Sussex Bay infrastructure has unlocked further restoration projects in the area</p> <p>Sussex Bay fishing communities are catching and selling more produce directly to consumers</p> <p>New ecotourism businesses are being established</p>
	Developing leisure opportunities (indoor and in community) for our communities experiencing health	<p>Southdowns Leisure</p> <p>C&W</p>	<p>SDL to make buildings more efficient and build back resilience against potential future shocks</p>	Investment in assets made	<p>SDL to work with partners to develop options for a membership offer for people on a low income that is feasible</p>	<p>Introduce Intergenerational days with the Phoenix partnering with Schools</p>	<p>Improved health and wellbeing options for all higher risk groups</p>

	inequalities		<p>SDL to deliver a good standard of leisure activities and achieve core objectives of the trust.</p> <p>Options appraisal for refurb. of Worthing Leisure; including the addition of a training pool</p> <p>Feasibility study of SDL becoming carbon neutral by</p>	<p>Opportunities created for people to take part in physical activity</p> <p>Report produced</p> <p>Report produced</p>	<p>- accessibility for all</p> <p>SDL to Develop intergenerational approaches to leisure</p> <p>Ensure the voices of women and girls are included in the design and development of indoor and outdoor leisure spaces and facilities to increase feelings of safety</p> <p>A Fit4 membership for families on income support</p> <p>New four year strategy produced (2022-2026)</p>		
FABRIC: Develop connections and collaboration through the creation of a shared community learning environment	Delivering Adur Fabric & Worthing Fabrics - a shared social, community and business space to enable collaboration, share learning and resources and participate in shaping a new vision for our	<p>Community Participation Team</p> <p>Freedom Works</p> <p>VCS groups and businesses Lancing</p>	<p>Launch Lancing Fabric venue (Old Police Station) mid-December</p> <p>Hot desking open to creative companies</p> <p>Develop design principles for use of community space</p> <p>Ongoing engagement</p>	<p>Fabric Lancing is now Launched with 4 businesses using the building and 15 community groups engaged in facilitating use of the outside space</p> <p>The co-working space company Freedom Works has now started</p>	<p>Promote an 'enterprising mindset' to develop creativity and entrepreneurship</p> <p>Social identity mapping with communities to understand power dynamics to start the process of self</p>	<p>Establish a practice, principles and methods for working collaboratively to be transferred to future community spaces in A&W</p> <p>Number of young people engaged</p>	<p>Community appetite for new site once Old police Station closes in 18 months</p> <p>Upskilling through learning across VCS and enterprise</p> <p>Extent to which groups are</p>

Leads: Ruth Pineda and Lucy Stewart	future high streets including the concept of '15 min neighborhoods'		with community groups to co-create the space	to recruit space takers and is actively advertising for more business. It is also reporting early interest in the community meeting side of the project.	reflection to promote diversity, equity and inclusion	with fabric activity	collaborating
			Involve the DWP in FABRIC development	Volunteers from the community are also helping out with landscaping work at the building.	Imagination and engagement work with communities		Capturing the learnings from Fabric Lancing to apply to other spaces to be developed in future
			Establish how FABRIC can better enable existing services (like social prescribing)	Ideas Alliance have engaged and facilitated 25 conversations with Lancing residents to inform the development of the Fabric concept	Knitting workstreams together including Good Work, entrepreneurship, youth mental health and the food strategy		
			Programme of work developed for 18 months looking to achieve the aims of FABRIC and Good Work.	There are community chemistry events and proposed further engagement planned throughout February and March to develop new relationships, new networks and new ways of working with members and communities			

				(participatory process outputs) Replicable process developed: we can use these outputs and apply them to other initiatives across our place making activities			
Use new key development sites to establish how to build wellbeing into communities and places Lead: TBC in due course	Delivering place team approaches in local communities	Community Participation Sustainability Planning Economy NHS	Formulation of a multidisciplinary team to work together with local communities to define and shape spaces and wellbeing. Start at West Durrington, then develop in New Salts Farm and Shepherds Mead Scope and develop the options for West Durrington, building a strong participatory model with the local community	MDT Working Group for West Durrington Site in place Scope and develop a project plan.	Place Team to establish a working model with the local community and partners. Record the process of how the council shows up in place	Deliver capabilities across teams to instill participation Establish new partnerships to shape places for sustainable futures.	
Wisely regulating to improve public health and and	Support and enable healthy and safe food businesses for all our communities	PH&R Team Local businesses	Program of food inspections targeting higher risk settings to improve food hygiene ratings	Follow FSA guidance on risk based approach to enforcement. Enforcement concordat used to ensure that	Social media campaign to promote premises with a score of 5 FHRS	Increase the number of premises with a food hygiene rating of 3 or above	Maintain majority of food businesses being broadly compliant and intervention from the

wellbeing			Promotion of Food Waste Collections	enforcement is used only when proportionate and necessary.			Council.
Lead: Ed Hele	Influencing improvements to air quality in A&W	PH&R Team	Work with key developments - Shoreham Port Area Working with key development sites identified in Adur and Worthing Local plans	Discussions taking place to assess new planning applications and appropriate mitigation measures sought from the developer.	Undertake Adur Air Quality Action Plan Review Influence sustainable design of developments and appropriate mitigation	Undertake Worthing Air Quality Action Plan Review Implementation of sustainable design of developments and appropriate mitigation	Action plans completed Developments that don't adversely impact air quality.
	Reduce the impact and provide support for people affected by environmental pollution (noise, land pollution, water quality)	PH&R Team Environment Agency Foreshores team Southern water	Bathing Water Enhancement Program Update Contaminated Land Strategy	Awaiting bathing water classification from DEFRA. Will react to classification. Software purchased to allow site prioritisation which will now commence.	Achieve excellent bathing water quality for Worthing Collated evidence to develop the strategy	Maintain excellent water quality for Worthing Produced and consulted upon new strategy	DEFRA Bathing water Classification Publication of Contaminated land strategy
	Provide good information, advice, guidance and support for our communities around environmental awareness	PH&R	Consider outcomes of the new Environment Act 2021	Start implementing new legislative requirements such as PM 2.5 for air quality.	Working with communities to increase environmental awareness Promotion of Food waste service	Quieter spaces Greater environmental awareness and knowledge.	Improved air quality Increase uptake of food waste service
Establish and nourish	Evaluate the proposed changes to	Place & Economy, Planning and	Council management plans around flood risk	Allocate new health centres where required	A fully designed, consulted, long term	Deliver integration with Health	Successful delivery of schemes, and

<p>healthier places through design</p> <p>Lead: TBC in due course</p>	<p>local spaces due to climate change and promote adaptation and well as regeneration</p> <p>Ensure that health and wellbeing is embedded into our planning policy to ensure healthier places for our communities</p>	WSCC	<p>and changing planet</p> <p>Montague place - temporary pedestrianised and new parklets (with main design scheme to be started)</p> <p>Railway approach detailed design phase, considerations to include additional green landscaping, public safety, especially women's safety</p> <p>Continuation of Portland Road pedestrianisation, including ne green landscaping</p> <p>Delivery of upgrades and improvements at Southwick Square to create a destination, in partnership with local businesses</p>	<p>in emerging local plans.</p> <p>Secure development contributions towards improving health facilities across Adur and Worthing.</p> <p>Use CIL where appropriate to deliver health improvements.</p> <p>Require applicants for major developments to submit Health Impact Assessments to encourage developers to ensure that they have full regard to the impact of their developments on the health and wellbeing of the existing and future residents.</p> <p>Ensure high quality sustainable design with new dwellings meeting mobility and accessibility standards, provide appropriate amenity space and encourage active lifestyles with less</p>	<p>plan for Montague Place</p> <p>Railway Approach in construction phase</p> <p>Portland Road scheme complete</p> <p>Southwick Square upgrades complete</p>	<p>Providers to understand how the emerging Local Plans and planning process can help deliver improved health facilities across the two authorities.</p>	<p>percentage increase in biodiversity as part of those schemes</p>
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				reliance on the private motor.			
			<p>£2m from Public Sector Decarbonisation Scheme - removing gas boilers from social housing (Shadwells court in Lancing and Tolbridge house and Shoreham Centre) and replacing with Ground and Air Source Heat Pumps Whilst improving insulation.</p> <p>Affordable Warmth programme: County-wide energy efficiency programme for fuel-poor households,</p> <p>Housing schemes - affordable homes pipeline</p>		<p>Improve the quality of existing stock</p> <p>Investigate piloting a practical project to demonstrate the links between sustainability and health. For example, work with a cohort of residents from social housing to improve energy efficiency, reduce energy bills, provide access/ownership to green space. Look to measure environmental benefit as well as health and wellbeing outcomes.</p>		

Our third priority area builds on the evidence that ‘levelling up’ needs to go beyond improvements to the economy, ensuring that initiatives which strengthen cohesion and community resilience are prioritised. Its’ reach extends across the other priority areas, and even beyond *HealthyAW*, however the initiatives outlined here demonstrate our ambition to re-frame relationships and build the necessary trust to establish how we can best support our communities to build the collective strength necessary to deal with predicted uncertainty. It also places a necessary focus on young people, who have felt a disproportionate effect from Covid, the national lockdowns and the subsequent economic fall out.

To build resilience in our team and across the councils over the course of this strategy, we are focusing on three action areas:

1. Rebuild relationships, tailor resources and support the local workforce
2. Prioritise young peoples’ mental health
3. Prioritise the wellbeing of our staff

Priority Three (building relationships and resilience) Cluster 4 (Organisational development) and LCN							
Priority action	What we will do to address this priority area	Lead & Connections	Now October- March 22	Now Metrics How are you measuring impact Oct - June 22	Next Where do we want to be this time next year?	Future <i>Where are we hoping to get to by the end of the strategy?</i>	Impact metric <i>How will we assess impact and success?</i>
Build relationships with communities we have traditionally underserved Lead: TBC in due course	Develop a participatory approach with local minority ethnic communities	Community Participation Leads Equalities Working Group Member leads	Collect qualitative data on minoritised ethnic communities’ (MEC) local experiences Connect with covid information officers to inform how we	Initial report produced Built ongoing working relationship with Bridging Change Establishing qualitative data on	Start to develop collaborative working relationships with minoritised ethnic community partners and organisations Facilitate deep	Establish a collaborative partnership with minoritised ethnic community groups and organisations. More equitable services and ways of working.	Understanding of what’s important to minoritised ethnic communities. Increased and improved partnerships and shared decision-making between the Council and minoritised ethnic communities (stakeholder

			<p>can engage different groups</p> <p>Facilitate inter-community connections</p> <p>Identify community strengths and assets & future collaborative partners</p> <p>Recommend future collaborative 'ways of working' with minoritised ethnic communities.</p> <p>Connect efforts to Councillor working group for cohesion</p>	<p>MEC groups</p> <p>Constitution of a community cohesion committee which has integrity with the community (by May)</p>	<p>listening and internal reflection on the part of A&W</p> <p>Councils that will inform new ways of working with minoritised ethnic communities.</p>	<p>Greater participation of minoritised ethnic communities in local decision-making.</p>	<p>mapping plus repeated temperature checks)</p> <p>Increased connections amongst ethnic minority communities (<i>if</i> this is identified as important to them)</p> <p>Data analysis re equity of services</p>
	Seek, provide and align local resources for groups to strengthen community resilience	<p>Communities Participation Leads</p> <p>Community Assets Group</p> <p>Sustainability</p> <p>Worthing Community Chest</p> <p>Community Works</p>	<p>Establish key areas of need and development focusing on outputs of Covid Recovery work</p> <p>Consult on how we communicate with different community groups</p>	<p>Refined Neighbourhood fund governance and application process with a focus on widening participation and more strategic alignment of projects.</p>	<p>Work with community leaders / organisations to refocus our Adur Community Grants to ensure greater alignment to local need, diversity and opportunity.</p> <p>Pilot different types</p>	<p>Shared understanding across council and community of HealthyAW strategic priorities and how we are working together to achieve them through the allocation of local</p>	<p>By analysing how far community and council are aligned in their work and objectives.</p> <p>Metrics to include: Analysis of Participation in grant application processes.</p> <p>Rich collection of</p>

		Infrastructure Levy Adur Grants	<p>to promote inclusion and diversity.</p> <p>Work with council Officers leading on the Worthing CIL Neighbourhood Fund to analyse 2021 applications in the context of the H&W strategy.</p> <p>Work with those minoritised communities to better understand community and identify future organisations to collaborate with.</p> <p>Develop Community Assets policy and procedures to ensure frameworks and processes enable community groups to demonstrate alignment of their objectives to the</p>		<p>of communication of data linked to strategic objects which is inclusive and reaches diverse groups and can inform applications for resources i.e. infographics etc...</p> <p>Improved communication around access to resources.</p> <p>Developed inclusive participatory process</p> <p>Work with organisations supporting minoritised communities to analyse how to improve communication / access to local resources / assets.</p> <p>Evaluate the</p>	<p>resources and the alignment of community objectives.</p> <p>We have piloted a range of ways improving communication between community organisations and the council</p> <p>An appetite for community participation in the development of the next strategy.</p>	<p>qualitative and quantitative insights about communities we have open underserved. Recorded on assets map and informed by projects such as MEC.</p> <p>More target response and joined up services</p>
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			council's strategic objectives including collaboration between community groups / sharing of resources.		Community Assets Policy and practices in order to refine further.		
	Support, enable and grow our voluntary and community sectors	Communities Participation Leads Sustainability Community Works C&W Team Guild Care	Facilitate a collaborative 'retrospective' of work with community so far in order to bring together the data we have on participation in the voluntary sector to understand the status quo and to undertake a critical analysis: Who's participating / At what level in what organisations. Analysis needs to be undertaken with an equalities focus.	Undertake the organisational development work at the Councils which will: Locate this priority across directorates and enable teams to embed this priority in their day to day project / service delivery work. Enable the capture / celebration of progress in this area.	Collaborate on strategic development planning informed by the retrospectives. Collaborative analysis of the data. Share learning from Lancing 'Fabric' to inform Worthing Fabric and the development of practice and programmes for the voluntary and community sectors.	Tried, tested and evaluated 'pilot programmes' that can taken forward into the next strategy. Greater capacity and capability in the voluntary and community sector as a result of pilot programmes / interventions and partnerships. Further opportunities for the Going Local Social Prescribing team to link people into community / voluntary organisations.	Sector strength and resilience could be indicated through: A more confident, capable diverse and inclusive sector with greater proportionate representation of: Young people Men and women People with disabilities Minoritised ethnic communities. People seeking work More examples of creative and dynamic partnership between sectors. Metrics and evaluation processes to be defined

			<p>This can inform development priorities.</p> <p>It will also inform the evaluation strategy and metrics / success criteria for future work.</p> <p>Use Lancing Fabric site as a case / micro study to inform the above.</p>				<p>and refined as a collaborative process starting with the data analysis October-March 2022.</p> <p>To have reached a point where grassroots community organisations are participants in the design of the next Healthy AW Strategy.</p>
	Provide wellbeing support for key local businesses and those working in the health care and educational setting to create greater workforce resilience	<p>Key local businesses Hospitality trade, and Unskilled and semi skilled small business Male dominated businesses such as garages, construction Workers</p> <p>Health care workers : Carers , health</p>	Healthy workplace advice to local businesses and employers through A&W Wellbeing - esp hospitality sector and through programmes to increase activity in workplaces (Partnership Agreement, Funding and business plan approval dependent)	<p>A new wellbeing workplace brochure produced and launched featuring two local businesses.</p> <p>Support to workplaces restarted and flourishing</p>	<p>An increase in the number of people referred into individual services via wellbeing at work service</p> <p>Develop Adur & Worthing Wellbeing's approach to workplace wellbeing</p> <p>End of intervention reports</p>	<p>Supervision for public-sector staff (especially frontline) consistently available</p> <p>Provide a comprehensive package to employers that will support them to create a happy and healthy workforce and develop their own workplace</p>	<p>Improved health and wellbeing outcomes for employees that will support employees to reach their full potential.</p> <p>Employers have identified a mental Health champion who has undertaken the mental Health First Aider Training.</p> <p>Employers to reduce the number of absenteeism within the workplace</p>

		care staff , nursing staff and support workers/ volunteers. Teaching staff including support staff				health charter.	
Prioritise young people and their mental health Lead: Janice Hoiles	Prioritise and develop better community based approaches to young people's mental health	C&W Team LCN (Local Community Network) partners including: Electric Storm; Sussex Clubs for Young People; Citizens Advice; Primary Care; Early Help; Esteem; WSMIND; YMCA	Work with our LCN partners to develop better data and design community based approaches to mental health and emotional wellbeing for young people and their parents/carers identify and map local mental health support and capacity to prevent mental health issues in young people and support those with mental health issues from escalating.	A Local Community Network that meets regularly with strong engagement and communication between partners A rich understanding of the views of young people in place with regards to their mental health A good understanding of the support services available for young people in place to support	Review previous period with the LCN and agree further approaches we can take, as a system to prevent mental health issues in young people and support those with mental health issues from escalating. Potential funding streams to have been researched and additional funding brought into the area where possible. LCN Partners to review options for a single point of access for young people and their	Stronger connections between services; easier access to support for young people and their families; new connections between partners/services created	To be shaped and agreed by the LCN partners based on agreed changes to the system and/or interventions delivered

				their mental health	families		
Mental health and suicide prevention Lead: Janice Hoiles	Work with partners to deliver a community led campaign to prevent suicide	C&W Team AWCs Communications Team WS MIND Olly's Future Worthing Samaritans	Three pillars: 1. Training (prevention) 2. Help access points (Intervention postvention) 3. Community Champions / campaigners	<p>At least 6 online suicide prevention training sessions delivered</p> <p>Information on support services shared and available</p> <p>People who have attended the training invited to become a champion</p>	Campaign to be reviewed by the community led group and agree further approaches.	Review potential benefit of implementing a local suicide prevention plan - developed though the LCN	<p>Delivery of 6 online training sessions (max capacity 180 people)</p> <p>people have the skills and confidence to take steps to prevent suicide</p> <p>Stronger connections between services; easier access to support services; active community champions/campaigners</p>
Support the resilience of Adur & Worthing councils workforce Lead: TBC in due course	Support and develop the resilience of our own staff	<p>Engagement Lead supported by Wellbeing MDT</p> <p>Council Workforce: Well@Work; EAP; Occupational Health; Mental Health First Aiders; Quality Conversations with staff by Managers and within Team Charters</p>	<p>Staff survey completed once WorkspacesAW refurbishments have been completed with questions about wellbeing.</p> <p>Set up Wellbeing multi-disciplinary team from across the organisation, establish areas of progress needed to improve our</p>	<p>Staff survey to be carried out, wellbeing questions to be repeated for comparison.</p> <p>Additional baseline questions to be devised for future comparisons. These will be based about Wellbeing MDT findings</p>	Working towards a clear and coherent programme to improve our wellbeing.	Continuing to work towards a clear and coherent programme, with a wellbeing group that meet regularly to take action to improve workplace wellbeing. Annual wellbeing survey taking place.	<p>Survey results show improvement in staff wellbeing</p> <p>Changes to amount of work related mental health absence as reported by HR</p> <p>To have a more resilient workforce monitored by staff surveys</p> <p>To have a happier, healthier workforce monitored by staff surveys</p>

			staff's physical and emotional wellbeing & improve our resilience				
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Appendix II Developing our practice

Miro link: https://miro.com/app/board/o9J_lse45sl=/?invite_link_id=771842975602

In line with the ambitions outlined in the Platforms Approach⁶, this delivery plan will feel different to previous years, with an explicit intention to act as a bridge between more traditional, linear forms of planning and something more systemic and interconnected that shows how we work with partners as well as internally.

We are clear that the primary purpose of the delivery plan is to provide a framework that individually and collectively improves residents' health and wellbeing. This includes enabling work on the ground as well as strategic work, collaboration and governance.

We live and work within an interconnected, complex context in which no one action is divorced from another, meaning that a key role of this delivery plan is to help people - including staff, members, local partners and residents - to make links between their actions and others', as well as with an overall vision.

Furthermore, by mapping these connections, thanks to the latest science about how we can best mobilise large interconnected ecosystems like Adur and Worthing, as outlined by the LGA⁷, and using our own data, we can start to target our influence even better than ever before. We can also start to develop more appropriate forms of measurement focussed on what matters to a range of stakeholders, rather than what is easy to measure. In doing all these things, this delivery plan is essentially a prototype for how we enact strategy delivery in the future.

For this reason the plan has a particular focus on:

- connecting all our work with a clear vision (*HealthyAW*) and ensuring that everything we do is aligned with our three strategic priorities for health and wellbeing;
- highlighting links between areas of work and finding points of leverage where we can collectively have more impact on health and wellbeing of residents; and
- how we can start to use data more effectively and measure our impact on the health and wellbeing of individual lives in a way that helps us target resources, continually adapt our approach and work towards our vision.

⁶ Platforms for our Places Going Further 2020 - 2022; Adur & Worthing Councils; www.adur-worthing.gov.uk/media/Media,156442,smxx.pdf

⁷ *Shaping Places for Healthier Lives*; Local Government Association; www.local.gov.uk/shaping-places-healthier-lives-glossary-terms

Asset based development is about *how* we do this. To achieve thriving communities and to help build resilience requires a different mindset and approach of working with what is strong and not what is wrong or missing in communities.

What this means for Adur and Worthing Councils:

- More micro-local working;
- Re-orienting ourselves at all times to what's strong rather than what's wrong (this is a big shift given a historic focus on needs assessments);
- Building on connections between people and between people and assets;
- Doing less project management and directing, and more facilitation and enabling work;
- Always working towards solutions that are sustainable and community led.

Whole systems approaches and systems thinking recognise the interdependence of factors and actors in a system. As a definition: "There is no recipe, formula, standard approach or evidence-based 'best practice' for bringing about changes in systems. Instead the challenge appears to be to detect system components and connections between them, understand the behaviour of the system, and identify points of leverage in order to drive transformation." Tsasis et al 2012⁸.

What this means for Adur and Worthing Councils is that we will be increasingly looking to map, understand, and leverage the links between the different aspects of our work and anything that influences our impact on Health and Wellbeing locally.

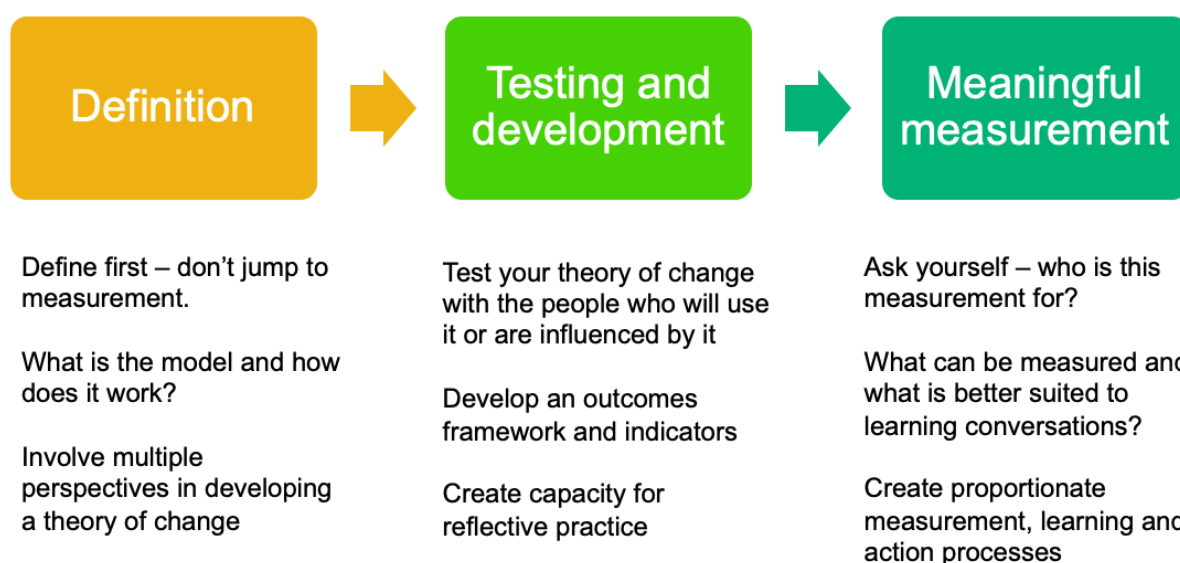
Moving towards whole system measurement

From April 2022 onwards, we will begin developing a new approach to impact measurement, informed by good practice in place-based public health evaluation, such as guidance from Public Health England from a case study evaluation of Bromley by Bow⁹.

This guidance clarifies the following steps to effectively evaluating a public health challenge such as health and wellbeing:

⁸ Tsasis et al, (2012) sourced from a Public Health Matters blog by Alison Tedstone in 2015. Available from: <https://publichealthmatters.blog.gov.uk/2015/10/14/designing-a-whole-systems-approach-to-prevent-and-tackle-obesity/>

⁹ Public Health England: How do community-centred and asset-based approaches work in practice? Evidence from the Bromley by Bow case study.



Taking each of the above steps in turn:

- **Theory of change development (April 22 - March 23):** In order to define our model of health and wellbeing, we will continue to develop the systems map begun as part of the process of developing this delivery plan, ensuring it shows a logical roadmap towards our vision of thriving communities (a theory of change). We will engage staff, residents and partners in this process to define outcomes, understand a variety of contributions towards them, uncover the mechanisms driving impact, who they are designed to reach and capture risks inherent in the model. Once developed we will go back to test it with these same groups.
- **Outcomes framework and indicators (April 23 - October 23) :** the next stage is to start to develop measures of 'indicators' that can help each team in the Councils track their work against our collectively defined outcomes. We will do this by collating all the existing measures and forms of measurement within programmes of work and connecting them to our new outcomes. Similarly we can at this point choose to build in the Marmot Indicators¹⁰, where relevant to our outcomes and programmes of work. This process will then identify gaps where we need to develop new measures and forms of measurement.
- **Meaningful measurement (November 23 - March 24):** Next we will design a proportionate and reasoned approach to collating and collecting data, and begin to implement it. Unless it is built into the process of offering support¹¹ measurement itself is time consuming and often takes staff away from time

¹⁰ <https://www.instituteofhealthequity.org/about-our-work/marmot-indicators-release-2017>

¹¹ See the approach outlined in Talking Points which incorporates a process of understanding what matters to an individual receiving some support both in order to inform the support itself and its measurement

https://lx.iriss.org.uk/sites/default/files/resources/talking_points_-_summary_briefing_-_21_june_2012.pdf

with residents and in turn requires residents to spend time responding e.g. to surveys. Some indicators won't be able to be quantified and will be more suited to a regular learning review in staff teams than quantitative data collection. A key part of meaningful measurement is that any data collection informs practice so supporting staff to consistently make use of data, reflect on learning and adapt their activity is a key part of this final stage. Of course, because they have been involved in developing the outcomes, staff will already feel more committed to using them to learn.

Measuring what matters to residents

Who should decide what outcomes we measure ourselves against? Should it be Council staff? Our members? National government? Researchers in think-tanks? If we stop to ask ourselves this question it's clear that, while a range of sources can and should inform the outcomes we choose, it is residents that we are serving, so it is residents who should primarily define the benchmarks we track ourselves against.

Person-defined outcomes: This starts with what it means 'to thrive' to our local residents and, combined with wider evidence such as the 5 Ways to Wellbeing, these will ultimately become our headline outcomes, under which everything else is measured.

But it goes much further than that, we will also want to understand residents' own contributions to driving their own health and wellbeing. We know that our services and influence as Councils touch only a small part of residents' lives. By speaking to residents we will seek to understand what enables people to thrive, including first and foremost their closest networks and their own behaviour and wisdom. This evidence will not only inform our theory of change and systems map but also our participation agenda and how we support greater community resilience going forward.

What this teaches us so far

Our evolving thinking around strategy development and subsequent delivery is strongly influenced by the idea that outcomes need to be framed in terms of people (person centred outcomes) and ultimately by residents themselves. We have outlined five ourselves at this stage: people being Connected, Resourced, Contributing, Physically & Mentally Well and In Control. These all have to occur within the context of a Healthy Environment. Combined these outcomes ladder to individuals living their best lives and the evolving vision of what it means to 'thrive'.

Defining outcomes this way means we can start to ask different questions like "What does a person need to feel connected?" or "What does an environment need to be healthy for people?". When we frame "Contributing" as an outcome we can consider people's work as well, the strength of the voluntary and community sector so that people have access to volunteer work and how we help people to participate.

Framing questions like this helps us to group actions and activities planned over the next 6 months across priority areas, not just within them. More work needs to be done to define what these connections are and involve further perspectives to develop the map, but this is an emergent practice as we work to create a bridge between the vision and our activity.

An emerging approach

With the addition of new internal roles to the council, we took the opportunity to start to build a new approach to delivering a strategy - one that works to understand the links between teams, projects and programmes across the councils and towards a collective vision. We want to start to look at ways of connecting things to help us better target resources and develop better ways of delivery.

The systems map we have started to develop is initially a tool used to facilitate conversations, but with further development it can become a roadmap against which we target and track our impact. Used to recognise the interdependence of factors and actors in a system, a system map should help to show links between actions and present different perspectives in moving towards a vision. It also helps us to understand how a systems structure creates the observable outcomes. We are particularly interested in how it may present different forms of measurement focussed on what matters to a range of stakeholders, including the metrics that matter to our communities, rather than what is easy to measure. A good example of what a completed systems map can look like is the Foresight Obesity Map¹².

We used feedback from teams across the council to build a preliminary systems map of the activities happening across the three priority areas.

The map is being drawn in Miro, a digital whiteboard tool. As this work is emergent, making sense of it to influence decision making will take time and continued contributions. The map is being developed by the new Participation Leads.

¹² Foresight Obesity System Map, published 2007
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/296290/obesity-map-full-hi-res.pdf

A snapshot of the systems map



Systems Map - Emerging links

We asked staff to indicate links between different activities and with outcomes by drawing lines that connect them. At this stage of the map's development these lines are messy and incomplete but initial analysis shows the following insights:

- Public realm and public safety link to mental health and resilience
- Sustainability is a common thread. This tells us what we already know - that you cannot separate health and wellbeing from the places people live.
- Links across food, healthier place design, social prescribing, active travel and air quality.
- To contribute (volunteer or work) and to connect with others we need to feel physically and mentally well and resourced.

Systems Map - Emerging gaps

The map also shows us where we may have gaps in our provision or attention (with the caveat that not every team has contributed to the map as yet). For instance:

- Space + Place and Environment seems focused on connecting people with or improving the natural environment, not so much designing space where people can connect with people. Where is the perspective around where people meet, and how we can support connections.
- There are weak links across social prescribing and healthy behaviour change.
- Lack of focus and links to youth/young people.
- Lack of seeing people's contributions to the built environment (not just work)
- What can those who are well resourced do to support others in their

communities?

What types of questions can we frame using this map?

- What are the leverage points for change?
- How might the leverage points help us to develop a framework to prioritise current and future actions and develop and deliver interventions?
- Where are there opportunities to join efforts and resources?
- Who are the community anchor institutions that we can build trust with to strengthen the work they're doing to build capacity across VCS?
- How do we support connection through participatory ways of thinking and doing?
- If connection is the mechanism for change, how do we measure it?
- Are there environmental outcomes too? How would seeing nature as a stakeholder help us make strong links between people and place?

There are many ways in which we can use a systems map like this going forward:

- to help staff see the connections between each others' work and with a collective vision, enhancing collaboration and cross-Councils working
- We could do further work to understand the nature of the links - for example whether they are reinforcing (positively or negatively) or balancing (positively or negatively).
- To build a roadmap or theory of change that will inform strategy and impact measurement.

Capturing impact and ensuring ongoing engagement

It is well recognised by public health experts, both nationally and locally, that we need to evolve the way we capture and report impact around health and wellbeing, in two related ways:

1. Away from fragmented and linear cause and effect measurement (such as that which is used in clinical interventions) and towards **whole system measurement** (which is more suited to a public health challenge)
2. By **measuring what matters to residents** themselves, using outcomes that are defined by them and from their perspective, rather than by us as Councils.

For instance:

- [The Academy of Medical Sciences](https://acmedsci.ac.uk/file-download/41399-5807581429f81.pdf), 2016¹³ has asked for health research which is developmental and helps to create solutions rather than just describe and define problems.

¹³ The Academy of Medical Sciences, 2016. Improving the health of the public by 2040. The Academy of Medical Sciences. Available from: <https://acmedsci.ac.uk/file-download/41399-5807581429f81.pdf> [Accessed 1.11.18].

- Nigel Crisp and colleagues wrote a [manifesto](#) in 2016¹⁴ that said that solutions to ill-health need to involve a multi-sectoral approach which takes account of the knowledge from community and voluntary organisations, social enterprise, patients and citizens as well as the health sector.
- [Harry Rutter and colleagues](#) (2017)¹⁵ have asked for more operationalisation of systems thinking in both the design of interventions which address health inequality and their evaluation.

What this means for Adur and Worthing:

The Councils are already moving towards a ‘systems approach’ which recognises the interconnected nature of the place we are working within and the health and wellbeing outcomes we are seeking to achieve. We need an approach to measuring impact that is fit for this purpose. The systems map being prototyped as part of this delivery plan is a key step towards this.

Our current approach to measurement is fragmented, generally by work programme, which means we aren’t capturing impact against our collective end goal, but rather making assumptions about how individual activity contributes to health and wellbeing on its own.

To help us achieve the vision laid out in *HealthyAW*, we need to understand the whole system of interrelating factors that lead to thriving communities, how we can best influence these factors in partnership with others and to be able to track our success in doing so. We need to use data well to help us do this.

In this section we address both how we will capture evidence of our impact throughout the period of this delivery plan 2021-24 and crucially how we will evolve our entire approach to impact measurement in relation to health and wellbeing.

The format - what to expect

In terms of format, our goal is to provide both practical detail that helps the plan to feel real, clear and measurable and visual maps which help ensure everything links to vision and that we’re finding the best, most efficient routes to get there (and measuring the right things). The plan includes:

- Text to explain terms and make clear what we mean in plain English
- Tables which outline the detail of activity planned under the three strategic priorities for Health and Wellbeing

A visual diagram (systems map) showing the road map to impact and the interconnections between the work that will help us get there. The systems map is experimental at this stage, at the core of the prototyping of a new way of delivering

¹⁴ Crisp, N., Stuckler, D., Horton, R., Adebawale, V., Bailey, S., Baker, M., Bell, J., Bird, J., Black, C., Campbell, J., Davies, J., Henry, H., Lechler, R., Mawson, A., Maxwell, P.H., McKee, M., Warwick, C., 2016. Manifesto for a healthy and health-creating society. *The Lancet* 388, e24–e27.

¹⁵ Rutter, H., Savona, N., Glonti, K., Bibby, J., Cummins, S., Finegood, D.T., Greaves, F., Harper, L., Hawe, P., Moore, L., Petticrew, M., Rehfuss, E., Shiell, A., Thomas, J., White, M., 2017. The need for a complex systems model of evidence for public health. *The Lancet* 390, 2602–2604.

strategy.

How we work and some definitions

Cutting across and informing all of our delivery between now and at least 2024 will be:

- a set of three principles, as laid out in *HealthyAW* (and below);
- a methodology that guides how we work with communities, called asset based development, where we focus on what works and is strong and empower people to do things for themselves, based on their strengths; and
- an overall approach to strategy delivery called 'Whole systems approaches' or 'systems thinking' where we emphasise the connections in all we do.

Three principles run as a golden thread through our three priorities and down into all our delivery - they help explain and guide what we choose to prioritise, and enables us to be held accountable, by making explicit the governing ethos behind these choices.

- **Fairness:** 'Building back with fairness'¹⁶, focusing on the health and social inequalities that have been exposed and deepened by the pandemic. Our approach will use 'proportionate universalism'¹⁷ in our action, which means we will work with all of our communities (universally) but that we will target action proportionate to the level of disadvantage.
- **Data:** The second is to ensure we use our data well to target and adapt our approach, ensuring we meet the needs of our communities in need, including those with protected characteristics identified under the Equality Act 2010. We have undertaken an Equality Impact Assessment to embed this approach in both the development and delivery of the strategy. We will continue to use data and community insight going forward to ensure our health and wellbeing work effectively responds to the needs of all our communities.
- **Prevention:** The third is to ensure we place prevention and early intervention at the heart of everything we do to help create the conditions to prevent poor health and wellbeing from becoming an issue and to act early where people need help to help and to strengthen the routes out of vulnerability.

¹⁶ [Build Back Fairer: The COVID-19 Marmot Review](#)

¹⁷ [Fair society. Healthy lives: Health equity in England Ten Years On](#); Sir Michael Marmot; Feb 2020



ADUR & WORTHING
COUNCILS

Joint Overview and Scrutiny Committee
27 January 2022

Key Decision [No]

Ward(s) Affected:N/A

Joint Overview and Scrutiny Committee Work Programme for 2021/22

Report by the Director for Digital, Sustainability & Resources

Executive Summary

1. Purpose

- 1.1 This report outlines the progress in implementing the work contained in the Joint Overview and Scrutiny Committee (JOSC) Work Programme for 2021/22 which was confirmed by the Councils in April 2021.
- 1.2 This report also includes one Public scrutiny request which JOSC is requested to consider relating to concessions along Worthing Promenade.

2. Recommendations

- 2.1 That JOSC notes the progress in delivering the JOSC Work Programme for 2021/22 as set out in the Appendix A to the report and the changes to the membership of the JOSC BID Working Group as set out in Paragraph 4.5 of the report; and
- 2.2 That JOSC consider the Public Scrutiny request attached at Appendix B to this report.

3. Context

- 3.1 The JOSC Work Programme for 2021/22 was agreed by the Councils in April 2021 and was last reviewed by JOSC at its meeting on 25 November 2021. Changes made to the Work Programme since it was agreed by the Councils in April 2021 were also formally noted by the Councils in December 2021. A copy of the latest version of the Work Programme is attached as the Appendix to this report.

4. Issues for consideration

- 4.1 The Committee will receive regular update reports on the implementation of the Work Programme at each meeting throughout the Municipal Year.
- 4.2 The Committee is requested to review the revised Work Programme and consider if any further items are required to be added to the Work Programme or items to be reviewed.
- 4.3 Additional items may be added to the Work Programme, where appropriate. Requests for additional matters to be included in the Work Programme will initially be considered by the Joint Chairpersons in accordance with the criteria and they will make their recommendations to the next JOSC for consideration and determination. When considering further items for the Work Programme, consideration should also be given to the capacity of the Committee and resources available.
- 4.4 Items for the Work Programme for 2021/22 have been produced for the Committee guided by issues that closely align with the Councils' Strategic Objectives included in 'Platforms for our Places: Going Further' and 'And Then' document - Bouncing back in post pandemic Adur and Worthing', how the Committee can influence the outcomes and also general value and outcomes in accordance with the PAPER criteria - (P) - Public interest, (A) - Ability to change, (P) - Performance, (E) - Extent and (R) - Replication.
- 4.5 As part of this report it is also necessary to report on some changes to the membership of the JOSC Worthing BID Working Group that have been agreed following overall changes to the membership of JOSC. Councillors Richard Nowak and Rosey Whorlow have now become members of the Working Group which had its first meeting on 10 January.
- 4.6 JOSC is also requested to consider a Public scrutiny request received from a Worthing resident which concerns matters relating to concessions along the

Worthing Promenade. Details of the request are set out in Appendix B to the report and In accordance with the usual practice, a recommendation from the JOSC Chairmen is included with this request which proposes that JOSC should consider a report on the matter as part of the future Work Programme.

5. Engagement and Communication

- 5.1 The JOSC Chairmen/Vice-Chairmen and the Councils Leadership Team have been consulted on the contents of the JOSC Work Programme.

6. Financial Implications

- 6.1 There are no direct financial implications to consider within this report, however, some items contained in the Work Programme may have financial implications.

7. Legal Implications

- 7.1 Under Section 111 of the Local Government Act 1972, the Councils have the power to do anything to facilitate or which is conducive or incidental to the discharge of any of their functions.
- 7.2 Section 1 of the Localism Act 2011 provides a Local Authority to do anything that individuals generally may do (subject to any current restrictions or limitations prescribed in existing legislation).
- 7.3 Section 3 (1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.
- 7.4 Paragraph 9.2 of the current Joint Overview and Scrutiny Procedure Rules which form part of the Councils' Constitutions and are binding on all Members states that the Work Programme will be approved by both Councils. A report must be taken to both Councils on an annual basis seeking the Councils' approval of the Joint Overview and Scrutiny Committee Work Programme for the forthcoming year and any changes to the Work Programme should be submitted to the Councils approximately mid year for noting which was undertaken in December 2021.

Background Papers

Joint Overview and Scrutiny Procedure Rules

Reports on the Work Programme to the JOSC meeting on 25 November 2021

Officer Contact Details:-

Mark Lowe

Scrutiny & Risk Officer

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mark.lowe@adur-worthing.gov.uk

Sustainability & Risk Assessment

1. Economic

Some of the issues scrutinised as part of the Work Programme could impact on the development of our places or the economic participation of our communities if implemented.

2. Social

2.1 Social Value

Some of the issues to be scrutinised as part of the Work Programme will have an impact on the communities and provide social value.

2.2 Equality Issues

Matter considered and no direct issues identified.

2.3 Community Safety Issues (Section 17)

Matter considered. Some of the issues being scrutinised will have community safety implications.

2.4 Human Rights Issues

Matter considered and no direct issues identified.

3. Environmental

Matter considered. Some issues being scrutinised may relate to environmental and natural resources issues.

4. Governance

Matter considered and no direct issues identified. It is good practice for an Overview and Scrutiny Committee to set a Work Programme. The current Joint Overview and Scrutiny Procedure Rules state that the Work Programme will be approved by both Councils and that any changes to the Work Programme should be submitted to the Councils approximately mid year for noting.

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ADUR & WORTHING
COUNCILS

APPENDIX A

Adur & Worthing Joint Overview and Scrutiny Committee Work Programme - 2021/2022

Joint Overview and Scrutiny Committee - 27 January 2022

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Notification of the rejection of a Call-In	Head of Legal Services/Monitoring Officer	No	Yes. JOSC has previously requested to receive information on matters relating to Call-Ins. This Call-In was rejected since the last meeting of JOSC.
Interviews with the Executive Members for Environment and Digital & Environmental Services	Director for Digital, Sustainability & Resources	Executive Members for Environment (Adur) and Digital & Environmental Services (Worthing)	No

Presentation from Southern Water on bathing water quality issues - Results of 2021 Bathing water testing and Scrutiny request - How Southern Water is delivering services and how its plan to meet the needs of residents and increased demand in the future.	N/A	No	No. Scrutiny request added to this item as agreed at JOSC on 14 October 2021.
Adur & Worthing Health & Wellbeing Strategy Delivery Plan - 2021 - 2024	Director for Digital, Sustainability & Resources (Covering report)	Director for Communities/ Executive Members for Health & Wellbeing	Yes. Item added at the request of JOSC on 16 September 2021.
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

Joint Overview and Scrutiny Committee - 17 March 2022

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Review of the delivery of 'Platforms for our Places: Going further 2020/22 and interview with Chief Executive	Director for Digital, Sustainability & Resources	Chief Executive	No
Interviews with the Executive	Director for Digital, Sustainability	Executive Members for	No

Members for Regeneration	& Resources	Regeneration	
Annual feedback report from meetings of the West Sussex Health & Adult Social Care Scrutiny Committee (HASC) - Issues affecting Adur & Worthing	Verbal report from the Council Members on HASC	No	No
JOSC Work Programme setting 2022/23	Director for Digital, Sustainability & Resources	No	No

Working Group reports - Dates to be confirmed

<u>ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBER/OFFICERS TO ATTEND</u>	<u>STATUS</u>
Reports from the Working Group reviewing the Adur Homes repairs and maintenance service	Chairman of the Working Group	No	Working Group currently in progress - Reports expected later in 2021 and 2022.
Report from the Working Group reviewing the Adur & Worthing evening and night time economy	Chairman of the Working Group	No	Working Group currently in progress. Report expected in early 2022 to review the evening and night time economy recovery Post 'lockdown'.
Final report from the Working Group reviewing Cultural Services	Chairman of the Working Group	No	Working Group currently reviewing information - Report expected in early 2022.
Report from the JOSC Worthing	Chairman of the Working Group	No	Working Group due to meet in early

BID Working Group			January 2022 to begin the review.
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Additional items to be considered as part of the forward Work Programme in 2022/23

Annual summary of complaints	Director for Digital, Sustainability & Resources	No	
Worthing Theatres contract monitoring	Director for Economy	No	
Annual update on progress with delivering the Climate Change agenda	Director for Digital, Sustainability & Resources	Director for Digital, Sustainability & Resources/Sustainability Manager	

PREVIOUS MEETINGS AND ITEMS CONSIDERED IN 2021/22

Joint Overview and Scrutiny Committee - 10 June 2021

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Annual JOSC report for 2020/21	Joint Chairmen of JOSC	No	No
Review of JOSC Work Programme and confirmation of JOSC Working	Director for Digital, Sustainability & Resources	No	No

Group memberships for 2021/22			
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Joint Overview and Scrutiny Committee - 15 July 2021

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Joint Revenue outturn report 2020/21	Director for Digital, Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
Outline Budget Strategy 2022/23	Director for Digital, Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
Interview with Leaders	Director for Digital, Sustainability & Resources	Leaders	No
Worthing Theatres contract monitoring	Director for Economy	Director for Economy	Yes. Item moved from June JOSC meeting because the report is also being considered at the JSC meeting in July.
Annual update on progress with delivering the Climate Change agenda	Director for Digital, Sustainability & Resources	Director for Digital, Sustainability & Resources/Sustainability Manager	No
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

Joint Overview and Scrutiny Committee - 16 September 2021

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interview with Executive Members for Health & Wellbeing	Director for Digital, Sustainability & Resources	Executive Members for Health & Wellbeing	No
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

Joint Overview and Scrutiny Committee - 14 October 2021

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Interviews with Executive Members for Resources	Director for Digital, Sustainability & Resources	Executive Members for Resources	Yes. Interview added in place of interview with Executive Members for Customer Services which will now be in November.
Review of the delivery of 'Platforms for our Places: Going further 2020/22 and interview with Chief Executive	Director for Digital, Sustainability & Resources	Chief Executive	Yes. Item moved from September meeting in consultation with JOSC Chairmen to accommodate diary commitments.

Covid-19 response - Economic recovery, support for the vulnerable and health and wellbeing review	Director for the Economy	Director for the Economy and relevant Officers	Yes. Item added following consideration of a scrutiny request. Item moved from the September meeting in consultation with the JOSC Chairmen to allow more time for the production of the report.
Crime and Disorder update - Interview with the Chairman of the Adur & Worthing Safer Communities Partnership	Covering report - Director for Digital, Sustainability & Resources	Chairman of the Adur & Worthing Safer Communities Partnership.	No
Review of JOSC Work Programme	Director for Digital, Sustainability & Resources	No	No

Joint Overview and Scrutiny Committee - 25 November 2021

<u>AGENDA ITEM</u>	<u>REPORT AUTHOR</u>	<u>EXECUTIVE MEMBERS/OFFICERS TO ATTEND</u>	<u>CHANGE TO ORIGINAL WORK PROGRAMME?YES/NO/REASON</u>
Towards a sustainable financial position - Budget update	Director for Digital, Sustainability & Resources/Chief Financial Officer	Chief Financial Officer	No
Interview with Executive Members for Customer Services	Director for Digital, Sustainability & Resources	Executive Members for Customer Services	Yes. Item added in place of the interview with Executive Members for Resources which was held in October.

Review of progress on the delivery of the Housing Strategy	Director for Communities/Head of Housing Services	Director for Communities/Head of Housing	No
Matter referred from a meeting of Worthing Borough Council	Director for Digital, Sustainability and Resources	No	Yes. Item referred from Worthing Borough Council on 19 October 2021.
Review of JOSC Work Programme including note of changes made since Work Programme agreed by Councils in April 2021	Director for Digital & Resources	No	No

Note:- This draft Work Programme is a 'live' document and all dates and items contained in it are provisional and subject to change in agreement with the JOSC Joint Chairmen/Vice-Chairmen, JOSC and relevant Officers.

APPENDIX B

Scrutiny request

Issue - Review of the basis of allowing concessions along Worthing promenade to vehicle based business with regard to air, noise pollution, and other consequential hazards to pedestrians and cyclists.

Request from - Worthing resident

Public interest - Many locals and visitors alike use the beaches and the promenades to walk and enjoy the sea air, the views, open spaces and want to relax. More recently it has become a policy of the council to have as many vehicle based traders as possible provided by paid for concessions to sit on the promenade and all of these have very noisy petrol fueled motor generators which they put to the side, immediately behind or 10 metres or so out on the beach/foreshore. These are not only very noisy but give off constant fumes right into areas of the beach that people are wanting to sit or near areas that they are walking. These concessions seem to be becoming a permanent aspect of our seafront and promenades without any concern given to the pollution. In addition it seems to show complete disregard to other businesses positioned nearby for their loss of business and footfall as a result.

Score = High

Ability to change - I have mentioned this before to the council in various ways. If the strategy of the council is to regularly have vehicle based businesses operating along the promenade they should determine or fix these locations and provide standing electrical connection points (some places have these but still a vehicle placed there will have a petrol generator running). The council could investigate placing secure and safe points of power all along the promenade where it interfaces the beach and at points where the trade vehicles may park up next to green areas eg Windsor Lawns opposite the fishing boats. The cost of connecting to these would be covered in conjunction with the charge for the concession and all petrol/diesel generators banned from the promenade or foreshore. These can then be used by all trading vehicles including visiting fairgrounds, markets as well as food, drink entertainment trading vans.

Score = High

Performance - Yes, this review will allow the council to vastly improve its environmental and pollution credentials, better meet targets and make the visiting experience of the public as well as residents a much better experience.

Score = High

Extent - It of course covers the whole length of Worthing's beach promenade areas, probably about 3 miles from Windsor Road in East Worthing to George V Avenue and possibly Marine Drive

Score = High

Replication - No

Score = High

Expected Outcomes - A new considered and more strategic view of placing vehicle traders onto promenade areas and an outright ban of using any form of noisy and polluting petrol/diesel generators along the promenade, sea front or foreshore areas of Worthing and the sensible provision of secure power points for vehicles to connect to when they are provided seafront concessions.

Does the proposed review link with the Council strategic objectives or does the Joint Overview and Scrutiny Committee have the ability to influence and/or add value on the subject?

Platform 1 - Prosperous Places - Commitment 1.3 - Attractors for prosperity through place making (town centres, public space, public realm, public arts, cultural offer, seafront etc).

Score = High

How could this review be undertaken? Report to JOSC reviewing the approach to concessions and the issues set out in the request.

Recommendations from Joint Overview and Scrutiny Committee Chairmen/Vice-Chairmen:-

That as part of its Work Programme, JOSC should receive and review a report to a future meeting which explains the Councils general approach to Concessions along the Promenade and seafront and including the issues raised in the Scrutiny request.