



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](#).