



ADUR & WORTHING
COUNCILS

HealthyAW 2021 – 2024

Delivery Plan

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Introduction

This delivery plan translates Adur and Worthing Councils' third health and wellbeing strategy, *HealthyAW'*, 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](http://www.local.gov.uk/shaping-places-healthier-lives-glossary-terms); Local Government Association; www.local.gov.uk/shaping-places-healthier-lives-glossary-terms

⁴ [Platforms for our Places Going Further 2020 - 2022](http://www.adur-worthing.gov.uk/media/Media,156442,smxx.pdf); 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

Health and Wellbeing.

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?

		<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	developers across Adur and Worthing. Be part of Local Skills Plan conversations, connected to local HE/FE providers		
Support and enable access to healthy, local and affordable food Lead: Janice Hoiles	Work to enable and support local food groups and businesses to Develop better access to and security around sustainable, healthy and affordable food.	Stakeholders: Community Works Local food groups and projects Worthing Homes - Community House Worthing and Lovett Hub, foodbank and cook and eat sessions, joint work with Worthing Soup Kitchen to support healthy eating.	Autumn / Winter Covid Recovery for Thrive i) Work with the groups to explore potential for local shared space/s for groups to store and share food. ii) Provide COMF resources to local groups to provide short term relief for the recovery period 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.	i) Groups are supported to consider potential of shared space/s 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 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.	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 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	Deliver the shared community food space in Adur and in Worthing for groups and communities to collaborate	Temporary food spaces in place for local groups, being used and shared to support food provisions. A clear picture of local food needs/assets. Deliver a shared community food fabric space model community fabric space co-produced with local groups in Adur and Worthing. 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</p> <p>Lead: Amanda Eremie</p>	<p>Provide support to those who are insecurely housed/homeless</p>	<p>C&W and Housing</p> <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</p> <p>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>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 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/heath 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>Review the Covid Recovery work in relation to</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>1,250 homes by 2024</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>Better connections to vulnerable communities exemplified by tailored services and support</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>
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		<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 - ith 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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				<p>for mainstreaming).</p> <p>viii) Housing, Telljo and Proactive work on journey to provide joined up, targeted support with customers flowing between the teams.</p> <p>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.</p>			
	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	<p>Reduce the number of people who refuse and abandon temporary accommodation to return to rough sleeping</p> <p>More people are able to understand the</p>

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

<p>Joint Leads: Ruth Pineda and Lucy Stewart</p>	<p>wellbeing through social prescribing</p>	<p>Organisations Sustainability, Parks Guild Care SDL (South Downs Leisure)</p>	<p>through Proactive, GP surgeries and through self referrals</p> <p>ii) Increase team capacity</p> <p>iii) Reboot strategic partnership of PCNs and Steering Group in January 2022 with a renewed focus on systems thinking.</p> <p>iv) To grow confidence in the robustness of the service.</p> <p>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.</p>	<p>service and use the updated system to evaluate this data.</p> <p>ii) 2 temporary new social prescribers into a team of 8 social prescribers together with 5 PCNs across A&W.</p> <p>iii) Redesigning Partnership and Steering Groups relationships. To ensure good engagement from partners.</p> <p>iv) Agree the Memorandum of Understanding between A&W and PCNs to clarify governance, finance and contributions.</p> <p>v) service fully costed</p>	<p>develop a plan for service evaluation and development.</p> <p>To be piloting service development ideas to better meet the needs of users and team post covid</p>	<p>Peer-to-peer prescribing to maximise reach and build resilience</p> <p>Enable residents who use the service to contribute to its evolution through co-production and participatory design</p> <p>Develop a specific model for food growing</p> <p>To be in a strong position to sustain and develop the Going Local service beyond the current funding cycle which ends in 2024.</p>	<p>Caseload reduction for social prescribers as time spent 'holding cases' is minimised which increases timeliness of work with new referrals.</p> <p>Differentiated pathways for people with more or less complex needs.</p> <p>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.</p> <p>Qualitative data on people's wellbeing journey over longer time frames i.e. beyond ending their time with the social prescribing team.</p>
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			<p>vi) Work with team to identify community assets and gaps contributing to community map</p> <p>vii) Re-establish and strengthen links to GPs and support/enabling pathways</p> <p>viii) Pilot working with GPs quarterly to look at</p>	<p>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</p> <p>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 privation and specific areas of need in our communities.</p> <p>viii) We have developed a new</p>			
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			<p>how to manage working with more vulnerable adults.</p>	<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

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

			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>

	<p>4 key objectives - integrated restoration, sustainable fishing, ecotourism, and development of natural capital funding models</p>	<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>
	<p>Developing leisure opportunities (indoor and in community) for our communities experiencing health</p>	<p>Southdowns Leisure C&W</p>	<p>SDL to make buildings more efficient and build back resilience against potential future shocks</p>	<p>Investment in assets made</p>	<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>

<p>Leads: Ruth Pineda and Lucy Stewart</p>	<p>future high streets including the concept of '15 min neighborhoods'</p>		<p>with community groups to co-create the space</p> <p>Involve the DWP in FABRIC development</p> <p>Establish how FABRIC can better enable existing services (like social prescribing)</p> <p>Programme of work developed for 18 months looking to achieve the aims of FABRIC and Good Work.</p>	<p>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.</p> <p>Volunteers from the community are also helping out with landscaping work at the building.</p> <p>Ideas Alliance have engaged and facilitated 25 conversations with Lancing residents to inform the development of the Fabric concept</p> <p>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</p>	<p>reflection to promote diversity, equity and inclusion</p> <p>Imagination and engagement work with communities</p> <p>Knitting workstreams together including Good Work, entrepreneurship, youth mental health and the food strategy</p>	<p>with fabric activity</p>	<p>collaborating</p> <p>Capturing the learnings from Fabric Lancing to apply to other spaces to be developed in future</p>
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				(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>	<p>WSCC</p>	<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>
	<p>Seek, provide and align local resources for groups to strengthen community resilience</p>	<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>

		<p>Infrastructure Levy Adur Grants</p>	<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>	<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>	<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.	
<p>Prioritise young people and their mental health</p> <p>Lead: Janice Hoiles</p>	<p>Prioritise and develop better community based approaches to young people's mental health</p>	<p>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</p>	<p>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</p> <p>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.</p>	<p>A Local Community Network that meets regularly with strong engagement and communication between partners</p> <p>A rich understanding of the views of young people in place with regards to their mental health</p> <p>A good understanding of the support services available for young people in place to support</p>	<p>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.</p> <p>Potential funding streams to have been researched and additional funding brought into the area where possible.</p> <p>LCN Partners to review options for a single point of access for young people and their</p>	<p>Stronger connections between services; easier access to support for young people and their families; new connections between partners/services created</p>	<p>To be shaped and agreed by the LCN partners based on agreed changes to the system and/or interventions delivered</p>

				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	At least 6 online suicide prevention training sessions delivered Information on support services shared and available People who have attended the training invited to become a champion	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	Delivery of 6 online training sessions (max capacity 180 people) people have the skills and confidence to take steps to prevent suicide Stronger connections between services; easier access to support services; active community champions/campaigners
Support the resilience of Adur & Worthing councils workforce Lead: TBC in due course	Support and develop the resilience of our own staff	Engagement Lead supported by Wellbeing MDT Council Workforce: Well@Work; EAP; Occupational Health; Mental Health First Aiders; Quality Conversations with staff by Managers and within Team Charters	Staff survey completed once WorkspacesAW refurbishments have been completed with questions about wellbeing. Set up Wellbeing multi-disciplinary team from across the organisation, establish areas of progress needed to improve our	Staff survey to be carried out, wellbeing questions to be repeated for comparison. Additional baseline questions to be devised for future comparisons. These will be based about Wellbeing MDT findings	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.	Survey results show improvement in staff wellbeing Changes to amount of work related mental health absence as reported by HR To have a more resilient workforce monitored by staff surveys To have a happier, healthier workforce monitored by staff surveys

			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](http://www.local.gov.uk/shaping-places-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.

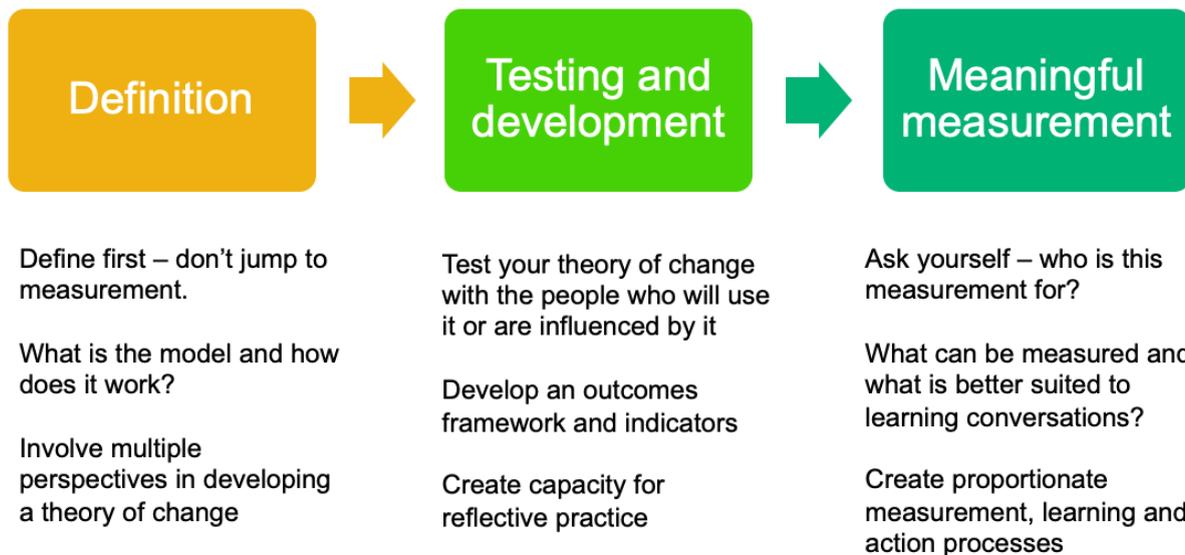
Moving towards whole system measurement

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

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](#), 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., Adebowale, 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., Rehfues, 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