

NOTICE OF MEETING

Meeting: CABINET

Date and Time: WEDNESDAY, 5 OCTOBER 2022, AT 10.00 AM*

Place: COUNCIL CHAMBER - APPLETREE COURT, BEAULIEU ROAD, LYNDHURST, SO43 7PA

Enquiries to: democratic@nfdc.gov.uk
Tel: 023 8028 5071 - Karen Wardle

PUBLIC PARTICIPATION:

Members of the public may watch this meeting live on the [Council's website](#).

*Members of the public may speak in accordance with the Council's public participation scheme:

- (a) immediately before the meeting starts, on items within the Cabinet's terms of reference which are not on the public agenda; and/or
- (b) on individual items on the public agenda, when the Chairman calls that item. Speeches may not exceed three minutes.

Anyone wishing to speak should contact the name and number shown above no later than 12.00 noon on Friday, 30 September 2022.

Kate Ryan
Chief Executive

Appletree Court, Lyndhurst, Hampshire. SO43 7PA
www.newforest.gov.uk

This Agenda is also available on audio tape, in Braille, large print and digital format

AGENDA

Apologies

1. MINUTES

To confirm the minutes of the meeting held on 7 September 2022 as a correct record.

2. DECLARATIONS OF INTEREST

To note any declarations of interest made by members in connection with an agenda item. The nature of the interest must also be specified.

Members are asked to discuss any possible interests with Democratic Services prior to the meeting.

3. PUBLIC PARTICIPATION

To note any issues raised during the public participation period.

4. HEALTH AND WELLBEING PLAN (Pages 3 - 28)

**5. YEAR ONE SUMMARY OF THE FREEDOM LEISURE CONTRACT
(Pages 29 - 32)**

6. TRANSFORMATION PROGRAMME (Pages 33 - 42)

To:

Councillors

Edward Heron (Chairman)
Jill Cleary (Vice-Chairman)
Diane Andrews
Geoffrey Blunden

Councillors

Steve Davies
Michael Harris
Jeremy Heron
David Russell

HEALTH AND WELLBEING PLAN

1. RECOMMENDATIONS

- 1.1 That the Cabinet recommend to Council that the Health and Wellbeing Plan is adopted.

2. INTRODUCTION

- 2.1 This report presents the Council's Health and Wellbeing Plan for the District. It brings together, in one document, a suite of actions designed to help and support the health and wellbeing of residents of the District. The Plan is set out in Appendix 1 to this report. It covers the period 2022 to 2025 but will be reviewed annually with additional actions, as necessary.
- 2.2 The Plan builds upon the work that has been on-going for many years across a number of tiers of local government, involving partners and other public bodies.
- 2.3 The Plan recognises the importance of the role that the District Council plays in supporting the health and wellbeing of local residents, whilst working within a Hampshire wide strategic framework.

3. BACKGROUND

- 3.1 The plan is based upon and supports the 'Strategy for the Health and Wellbeing of Hampshire 2019-2024' which is compiled on behalf of the Hampshire Health and Wellbeing Board. This uses insight from the Joint Strategic Needs Assessment (JSNA) to set the relevant priorities.
- 3.2 The Joint Strategic Needs Assessment is an assessment of the current and future health and social care needs of the local community and has helped shape the priorities within the Plan.
- 3.3 Evidence illustrates that some parts of the District are disproportionately affected by the causes and impacts of the wider detriments of health. The Council's Health and Wellbeing Plan aims to address areas which have the largest impact on the range of wellbeing issues that residents face.
- 3.4 The Council cannot effectively address such issues alone and needs to adopt a whole system approach, along with partners, in order to tackle health inequalities. This will involve improved collaboration between the Council and statutory, community and voluntary organisations, in order to deliver sustainable change.

- 3.5 A Health and Wellbeing Task and Finish Group was set up in Autumn 2021 to help shape the Plan. Presentations were given by officers of the Council, Hampshire County Council, the NHS and Energise Me to provide Members with data and information to identify priorities and actions.

4. THE PRIORITIES WITHIN THE HEALTH AND WELLBEING PLAN

- 4.1 There are 3 specific overarching priorities within the Plan which have been identified from the Strategy for the Health and Wellbeing of Hampshire and the work undertaken locally by the Council. These are as follows: -

- Working in Partnership
- Increasing Physical Activity
- Improving Mental Wellbeing

4.2 Working in Partnership

4.2.1 This priority sets out a clear objective to work in partnership with other agencies to share resources and ensure cross organisational working to achieve better outcomes for residents. This is fundamental in order to tackle, in a collaborative manner, the health inequalities that exist, which have been exacerbated by the pandemic.

4.2.2 There are a number of actions set out against this theme within the Plan aimed at ensuring effective communication between relevant organisations, including the Council, to maximise the impact of work and to identify greater opportunities for collaboration and effective use of resources.

4.2.3 In order to deliver effective interventions for the identified communities, the Council will need the support of a range of partners from regional and county organisations to local voluntary and community groups. The Council's role will include leading, supporting and signposting. There will be the development of health and wellbeing programmes via the mechanisms set out against the actions identified under Priority 1 in the Plan.

4.3 Increasing Physical Activity

4.3.1 This priority deals with the objective to provide opportunities to residents to increase their physical activity levels and support them with programmes to improve their health and wellbeing.

4.3.2 Increasing physical activity levels is the one thing that health professionals all agree can have the biggest impact on the widest scope of an individual's physical and mental health and wellbeing. There is no situation, no age and no condition where exercise is not a good thing. The Chief Medical Officer recommends that a minimum of 150 minutes a week is needed to be classed as sufficiently active, and less than 30 minutes of activity a week would classify as inactive.

4.3.3 The Plan sets out targeted actions to provide programmes to increase activity levels, especially within identified groups that are disproportionately represented in the inactive sector of the community. These groups would benefit most from

an increase of activity, even if that increase is not enough to qualify as “active”. The barriers to becoming more active are usually complex and the use of insight and targeted programmes are needed to reach the identified groups, highlighted in section 6 of the Plan.

4.4 Improving Mental Wellbeing

- 4.4.1 It is estimated that 1 in 4 adults experience mental health problems at some time in their lives. Mental illness is the single largest cause of disability in England. Poor mental health can have a devastating impact on lives of individuals and communities.
- 4.4.2 This priority looks to deal with the issue of poor mental health within the local community. There is a strong correlation between areas with poorer mental health and wellbeing and those with higher levels of deprivation.
- 4.4.3 The Plan has a number of actions to support partners and residents to build resilience, to tackle the causes of poor mental health and create opportunities to improve mental wellbeing.

5. CONCLUSION

- 5.1 It is clear from the insight and data available that there are stubborn and entrenched health inequalities that negatively impact certain communities within the District. The causes are complex and require a concerted and co-ordinated approach by relevant agencies in order to tackle them effectively.
- 5.2 The Council has a key role to play in improving the health and wellbeing of our residents.
- 5.3 The Council will work with communities to develop opportunities for sustained behaviour change and support residents to feel empowered to create that change.
- 5.4 Working alongside the Council, there are a number of local, regional and national organisations to support residents. By working together, organisations can maximise their respective resources to best effect.
- 5.5 By supporting the creation of healthier and happier communities, residents can live longer and better. This, in turn, will have a direct and positive impact on the social, economic and environmental outcomes for the whole District.

6. FINANCIAL IMPLICATIONS

- 6.1 Actions within the Health and Wellbeing Plan will be met from within existing Council resources. Opportunities to attract extra investment and funding, to aid delivery of the proposed priorities, will be kept under review. Resources will also be kept under close review. The long-term financial impact of creating a healthier community is a positive net contribution to the local economy.

7. CRIME AND DISORDER IMPLICATIONS

- 7.1 By tackling the wider determinants of health inequalities, it is anticipated that there will be a positive impact on anti-social behaviour and crime and disorder, including the fear and perception of crime. Health partners are represented on the Safer New Forest Partnership, which is important, to ensure collaboration amongst statutory partners.

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 There will be positive implications on the environment by increasing levels of activity, especially through the increase of active travel which reduces car usage.

9. EQUALITY AND DIVERSITY IMPLICATIONS

- 9.1 Adoption of the Health and Wellbeing Plan will bring about positive equality and diversity outcomes. The intention of the Plan is to tackle stubborn health inequalities and target vulnerable and deprived communities to assist them improve their health and wellbeing. The plan targets the appropriate available resources to those most in need. It also seeks to include and empower disenfranchised and disengaged communities to deliver sustained and effective interventions, improving sense of self-worth and pride of place.

10. PORTFOLIO HOLDER COMMENTS

- 10.1 I fully endorse the Health and Wellbeing Plan. Officers have worked closely with Members of the Task and Finish Group to shape the plan and identify priorities and actions for improving health in the New Forest. I look forward to seeing positive health outcomes for our residents by working with our partners.

For further information contact:

Jamie Burton
Physical Activity and Partnership Manager
Environmental and Regulation
Email: Jamie.burton@nfdc.gov.uk

Joanne McClay
Service Manager - Environmental and Regulation
Email: Joanne.mcclay@nfdc.gov.uk



Health and Wellbeing Plan 2022-2025

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Foreword

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The health and wellbeing of New Forest residents is of paramount importance to New Forest District Council. We recognise that whilst the area is generally a healthy place to live, there are health inequalities and challenges that affect the wellbeing of residents. The pandemic has also increased the existing health inequalities within our Communities.

Adopting a healthier lifestyle leads to many positive benefits, not just for the individual but also for the wider District, in terms of social, economic and environmental outcomes.

The Council's health and wellbeing plan has been prepared using available evidence to identify issues, agree priorities and develop action plans to tackle health inequalities and improve the health and wellbeing of residents.

I fully endorse this plan and support a coordinated approach by agencies to make it as easy as possible for anyone, whatever age, to improve their health and wellbeing by providing opportunities to live a healthier and more fulfilled life.



Cllr Geoff Blunden

Introduction

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The health and wellbeing of residents of the New Forest is pivotal to living a happier, healthier and potentially longer, more fulfilled life but it also has an impact on the District's economy and prosperity, including the desire to create more sustainable communities.

This plan looks to put health and wellbeing at the heart of the Council's services, with the aim to reduce health inequalities and sustain and improve the health and wellbeing outcomes of our local communities.

Population health data, local information, our statutory duties in relation to health and

wellbeing and our partnership working role, have all assisted in the development of the plan and identifying the priorities.

The health and wellbeing plan will be reviewed annually to measure performance against the priorities and actions.

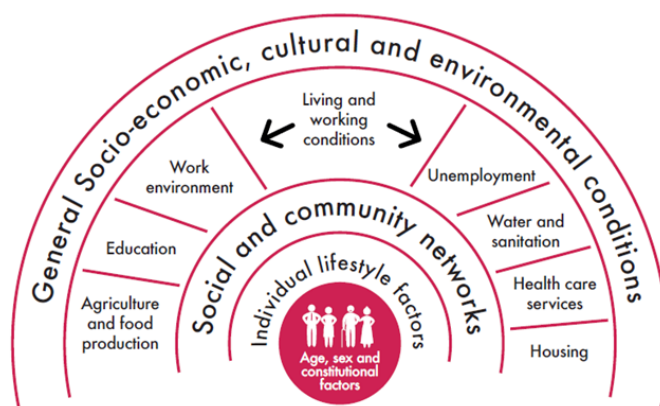
This document will support the Council in evidencing its Corporate Plan priorities and, where possible, attract extra investment to deliver and expand the delivery of interventions that will meet the key health inequalities as evidenced.

National Context

In 2010 Michael Marmot's review (Fair Society, Healthy Lives) helped to shape national government strategy. It identified strong links between non-medical factors and unequal health outcomes. Health is closely linked to the environments within which people are born, grow, live, work and age and inequalities in power, money and resources impact on the health of an individual.

These factors are referred to as the social determinants of health.

The Marmot Review states that action on health inequalities requires action across all the social determinants in order to make an effective impact. The determinants of health can be seen in the diagram below.



Determinants of Health. From Dahlgren and Whitehead (1993)

The Marmot Review ([Health Equity in England: The Marmot Review 10 Years On](#)) identified 6 areas that have the biggest impact and should be a priority:

- Give every child the best start in life.
- Enable children, young people, and adults to maximise their capabilities to have control over their lives.
- Create fair employment and good work for all.
- Ensure a healthy standard of living for all.
- Create and develop health and sustainable places and communities.
- Strengthen the role and impact of ill health prevention.

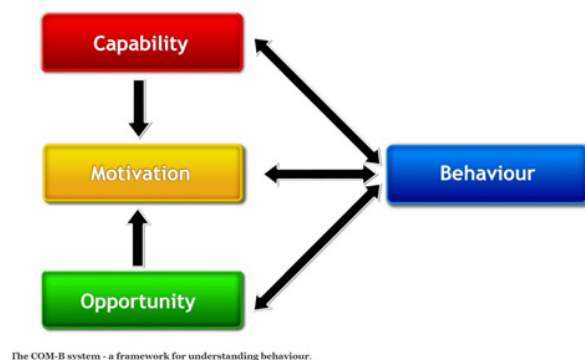
The UK Chief Medical Officers state that “If physical activity were a drug, we would refer to it as a miracle cure, due to the great many illnesses it can prevent and help treat.”

Health professionals all agree that increasing levels of physical activity and decreasing levels of inactivity have the biggest impact on health. Whatever your age, there is strong scientific evidence that being physically active can help you lead a healthier and happier life.

People who exercise regularly have a lower risk of developing many long-term (chronic) conditions, such as heart disease, type 2 diabetes, stroke, and some cancers. Research shows that physical activity can also boost

concentration, educational attainment, self-esteem, mood, sleep quality and energy, as well as reducing your risk of stress, clinical depression, dementia and Alzheimer’s disease.

In order to create behaviour change and increase levels of physical activity everyone need capability, motivation and opportunity. There is also a need to ensure that there are affordable, accessible, and sustainable leisure facilities, and access to green open spaces, and that there are strong clubs, organisations and leaders to ensure that residents have the skills, knowledge and permission to use the facilities.



Physical activity can refer to formal activity (traditional sports and activities), informal activity (i.e. walking for leisure, cycling and informal games), and active travel (activity in order to reach a destination).

According to Sport England data, the demographics that are the most inactive are those most susceptible to the highest health

inequalities. These groups will be targeted within the plan and include:

- Children and young people
- Older people
- Women and girls
- Those with long term health conditions
- Those in lower socio-economic groups

Evidence demonstrates that there are 5 steps that help to improve an individual's mental health and wellbeing. [The Five Steps to Mental Wellbeing](#) are promoted by Mind and the NHS at individual, local and regional level interventions. Supporting programmes that increase some of these aspects of wellbeing will help to improve community wellbeing.

The Five Ways are:

- **Connect**
Good relationships and connecting with others.
- **Be Active**
Regular exercise.
- **Take Notice**
Be aware of the world around you and your feelings.
- **Keep Learning**
Learning new skills.
- **Give**
To the wider community such as volunteering.

Asset-based community development builds on the strengths and potential that exists within communities to create sustainable development. Working with communities and empowering them to have control over their lives and the ability to develop their communities by place shaping and delivering asset-based community development interventions will improve their connection and wellbeing.

Regional Context

There are many organisations and partners delivering the Health and Wellbeing agenda ranging from Government departments to individuals within local communities.

The emerging Integrated Care System will see the development of the Integrated Care Partnership (ICP) which will set the system strategy and priorities for Hampshire and the Isle of Wight. This partnership will oversee the Hampshire Health and Wellbeing Board, which will set the strategy locally, feed in to the ICP and guide the Hampshire Health and Care partnerships. The Council will have a role to play within the structure with other health care providers in shaping priorities, supporting the delivery of transformation programmes and working in collaboration with partners.

The transformation programmes include:

- Children and young people
- Mental health
- Learning disabilities and
- Prevention

The arts and cultural sector have an important role to play in empowering communities to shape their place. Within the District we have some strong cultural organisations, creative individuals and opportunities to develop engagement and participation in the arts for the enhancement of communities.

Energise Me (Hampshire's Active Partnership) consulted widely with people and organisations to produce We Can Be Active, a physical activity strategy for Hampshire & the Isle of Wight. It was co-sponsored by the 4 Public Health Teams, Hampshire, Southampton, Portsmouth, and the Isle of Wight. The Council were contributors to the [We Can Be Active Strategy](#) which will shape some of our delivery.

Hampshire Health and Wellbeing Strategy

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[A Strategy for the Health and Wellbeing of Hampshire](#) was compiled on behalf of the Hampshire Health and Wellbeing Board. The priorities within the strategy are informed by the [Hampshire Joint Strategic Needs Assessment \(HJSNA\)](#). This is the primary source of information as it looks at current and future health and wellbeing needs within our population. This looks at the social determinants of health locally and identifies actions that can impact on the objective of supporting health improvement.

The 'Strategy for the Health and Wellbeing of Hampshire' identifies the key priorities for improvement which will have the biggest impact on health and wellbeing across their 4 priority areas (Starting Well, Living Well, Ageing Well and Dying Well).

These key priorities are:

- Working in partnership
- Increasing physical activity
- Reducing smoking and obesity
- Improving mental health
- Enabling people with long term conditions to live healthier lives for longer

- Creating healthier home environments to allow people to stay independent
- Supporting people at end of life
- Improving access to bereavement support and training for conversations.

Some of these priorities align with those identified in the Council's Corporate Plan. Where this is the case, we may take a lead role or work in partnership with other organisations. Where they are not identified as such, we will look to work with and signpost to other organisations and support them wherever possible in delivering their role across the District.

Local Context

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The Council has a number of roles in health which include supporting the delivery of the public health priorities of Hampshire County Council in ensuring the best possible outcomes for our residents. We act as a “networker”, “enabler” and also a “facilitator” and have the local knowledge and expertise to support the delivery of health services for our communities. We will also work with our residents to ensure that they are included in co-designing and co-producing the necessary interventions to ensure that they are sustainable.

The health landscape is a very complex system and we are one of many organisations addressing health and wellbeing. By working closely with our partners we will look to support a whole system approach and deliver efficient, targeted and coordinated health and wellbeing services, ensuring our resources are used in an effective way by working in a delivering, coordinating, advisory, supportive, assisting and sign-posting role.

The Council’s health and wellbeing plan has been created to support the outcomes identified in the “Strategy for the Health and Wellbeing of Hampshire” where they align with the priorities of the Council.

The Council’s Corporate Plan priorities include:

- To work with partners to improve the health and wellbeing of our residents.
- To ensure that public health prevention principles are embedded across all council services.
- To increase the level of physical activity within the District, working with providers for affordable, accessible, and sustainable leisure facilities.
- To help ensure the New Forest is a safe place to live, work and visit.
- Ensuring that new development in the District creates healthy environments.
- Delivering through new development additional open space, play equipment and habitat creation.
- To increase cycling and walking routes across the District.

Many Council services contribute to the social determinants of health which include housing, planning, environmental health, economic development and community safety. This document does not sit in isolation, as other services will be delivering actions which contribute to the priorities in this plan through their own service specific strategies.

The priorities within this plan focus on three areas that are joint priorities identified in both the Hampshire Strategy and the Council's Corporate Plan which are:

- Working in Partnership
- Increasing Physical Activity
- Improving Mental Wellbeing

In order to deliver to a sustainable and effective model of behaviour change we will look to support the ambitions of the Strategy for the health and wellbeing of Hampshire to:

- Improve services so that they deliver good accessible and joined up support for those in most need.
- Champion co-production and engagement so that the voice of residents whatever their age and background is better reflected in the design and delivery of health support.
- Use local networks, knowledge, and partners to ensure activities are joined up and respond to community need.
- Work with partners to ensure our activities are aligned or combined where this is practical.
- Take a whole system approach to tackle the areas of biggest health inequalities.

Deprivation

Evidence shows that there is also a causal link between health inequalities and economic inequalities. People living in the poorest neighbourhoods in England will, on average, die seven years earlier than people living in the most affluent neighbourhoods. People living in poorer areas will also spend more of their lives in ill health.

A key priority will be to support individuals and communities in the most deprived areas, with the aim of improving their health and reducing the level of inequality. The Index of Multiple Deprivation (IMD) which ranks relative deprivation across neighbourhoods in the UK highlights some areas in the District amongst the top 20 % most deprived in the country.

The locations with the highest levels of deprivation in the New Forest are:

- Holbury and Blackfield
- Langdown and Butts Ash
- Calmore and Totton
- New Milton East and West
- Pennington

The IMD measures different aspects of deprivation and records them in Lower Super Output Areas (LSOA) and are ranked nationally. The Income Deprivation Affecting Children Index (Children 0-5 living in income deprived households) and the Income Deprivation Affecting Older People Index (those aged over 60) are supplementary indices produced alongside the Income Deprivation Domains. As expected, these areas mirror those of the IMD.

Comparing the top areas on the various indices we can see that there are certain places that are represented repeatedly. The table below highlights these areas:

Multiple Deprivation	Deprivation Affecting Children	Deprivation Affecting Older People	Wellbeing Index	Levels of Physical Activity
Holbury and North Blackfield	Holbury and North Blackfield	Holbury and North Blackfield	Holbury and North Blackfield	Holbury South, Holbury North, Blackfield and Fawley
Langdown and Butts Ash	Langdown and Butts Ash	Langdown and Butts Ash	Furzedown and Hardley	Langdown and Dibden Purlieu
New Milton East	New Milton West	New Milton	Milton	New Milton West
New Milton West		Fernhill	Fernhill	Barton on Sea
Pennington	Pennington	Pennington	Pennington	New Milton East
	Totton and Eling	Calmore	Totton East	Totton Calmore and Totton Town
			Ringwood South	Ringwood South

NB-The geographical areas identified above are references to particular areas set out in various documents, including the Joint Strategic Needs Assessment and Sports England data and do not necessarily match Ward boundaries of the District Council.

These areas will require a whole system approach to tackle the issues that are impacting on these communities. Many different organisations are working within these communities and a collaborative approach is required to assist in supporting improved outcomes.

Working in partnership

Tackling the health inequalities across the district is a complex issue and requires a whole system approach. This approach is defined as responding to complexity through a dynamic way of working, by bringing stakeholders, including communities, together to develop a shared understanding of the challenge and integrate action to bring about sustainable long-term systems change.

The Council will look to implement the whole system approach by improving departmental collaboration and through working in partnership with others to deliver the objectives of the plan.

The Council will engage with the Integrated Care System at various levels, including the Integrated Care Board, the Integrated Care Partnership and the Primary Care Networks to support the strategic delivery of local need.

The importance of working with key partners across the New Forest is recognised including the public sector, private sector and voluntary and community groups. Officers will work collaboratively across the Council on health and wellbeing themes and also engage with Town and Parish Councils and other District and Borough Councils to build on their role in delivering action on the wider determinants of health.

To achieve sustainable outcomes and affect behaviour change, we must also ensure that the residents are engaged and empowered to be involved in making the improvements to their health.

The Council is a key contributor in delivering, facilitating and supporting some of the local priorities identified in the strategy for the Health and Wellbeing of Hampshire.

This plan will identify new partnership opportunities which support the achievement of our objectives.

Physical Activity

There are many [benefits of being physically active](#). Those areas which are most at risk from the impact of the wider determinants of health are those in deprivation. We can see a correlation between the activity levels by MSOA (below) and the previous stated areas of deprivation. Those who could benefit the most from being more active are generally

in areas with higher rates of inactivity. There are other factors that may impact on activity levels, such as an older population or long term health conditions and being active is important for continued independent living and to enable residents to live longer, better.

The Middle Super Output Areas with higher rates of inactivity are^[1]:

MSOA Name	Place Name	Inactive by % (less than 30 minutes of activity per week)
New Forest 021	New Milton East	26.67
New Forest 002	Totton Calmore	24.90
New Forest 020	New Milton West	24.48
New Forest 004	Totton Town	24.23
New Forest 011	Langdown and Dibden Purlieu	23.51
New Forest 022	Barton on Sea	23.16
New Forest 014	Holbury North, Blackfield and Fawley	22.52
New Forest 013	Holbury South	22.51
New Forest 012	Ringwood South	22.28

[1] Sport England Small Area Estimates

Mental Health

There can be a wide range of causes of mental health problems. For many people it is likely that there is a complicated combination of factors that can result in ill health. Different people can be affected differently by the various issues. Lifestyle factors such as diet, activity levels, lack of sleep etc, can affect your mental health and your resilience to deal with the impact of the wider causes. However there is often a combination of wider factors which may include economic, social and environmental factors.

Hampshire County Council Public Health have created a [Mental Wellbeing Index](#) which ranks the mental wellbeing of lower super output areas of the county. This looks at the vulnerabilities of those areas against a range of wider determinants. Each area is then ranked with regards to its vulnerability against these determinants. It demonstrates that there is a strong link between poverty and the impact on mental wellbeing. It also demonstrates that within these areas there are also strengths.

Certain groups are more vulnerable to the causes of poor mental health. Those in the Farming Industry, those in poverty and those who are socially isolated are all at heightened risk of poor mental wellbeing. Within the District these groups are represented.

Suicide is a particular problem affecting men. Males account for 77% of suicides, often associated with unemployment, debt, redundancy and social isolation. A specific and concerted programme to tackle some of the specific issues that lead to suicide, will be explored.

Programmes that can implement aspects of the Five Ways to Wellbeing should be promoted and implemented. Arts and cultural activity can play an important role as a key contributor to supporting the mental wellbeing of residents. The Council is a member of the consortium delivering the Culture in Common programme which will be engaging and empowering identified communities across the District to have the ability to shape their place, connect, learn new skills and have pride in contributing to their community.

As we have seen, the stubborn inequalities will need a whole system approach to tackle the issues impacting on communities. To achieve this, a concerted effort will be required in these particular areas and they should form the basis of collaborative working. We will also need to work WITH the communities rather than imposing interventions. It is crucial that communities have the ability to build on local strengths and are empowered to overcome the challenges they face, in order for the impacts to be engaging and sustainable.

Action Plan



Set out below are the Council's actions against each priority to improve the health and wellbeing of the residents of the District.

Priority 1

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To work in partnership with other agencies to share resources and ensure cross organisational working to achieve better health and wellbeing outcomes for our residents.

We Will:

- Establish a Healthier New Forest Partnership and produce an action plan to target priorities.
- Work with the National Park and local health partners to deliver the Green Health Hub, to maximise the health opportunities of the natural environment.
- Engage with the 'District and Borough Wellbeing Leads' meeting to ensure strong representation to the Health and Wellbeing Board's local priorities.
- Support the reduction of anxiety linked to energy price increases and winter related deaths through continued active engagement with the Warmer Homes Collaboration.
- Support the community safety outcomes for local residents through the Safer New Forest Partnership.
- Work with community organisations and voluntary groups in order to tackle the causes and impact of health inequalities within identified and vulnerable communities.
- Further develop information sharing and collaboration between services within the Council.

Priority 2

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To work with partners to increase physical activity and deliver programmes that will increase activity levels within those priority groups.

We Will:

- Work with health care partners to ensure more residents with long term health conditions access the Active Lifestyles activity referral programme.
- Increase in number of Active Lifestyles participants that complete the programme and continue to lead an active lifestyle.
- Work with the School Sports Partnership to increase activity in identified groups.
- Manage the Just Got Home Scheme to ensure that residents leaving hospital are supported to be able to live an independent lifestyle.
- Deliver the healthy walks programme with Community First, growing the number of walkers, trained volunteer walk leaders and number of walks around the district.
- Deliver programmes with partners to keep older people active and connected through sport i.e. walking football.
- Administer NFDC grants (disabled adaptation grants and hospital discharge grants) to support residents living independent lives for longer.
- Work with and support partners to ensure the development of accessible sports facilities with appropriate development plans to increase participation within identified targeted groups
- Support partners to deliver the Holiday Activity Fund to ensure families on Free School Meals can access activity and hot meals through the holidays.

Priority 3

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To improve the mental wellbeing of residents by developing strong and sustainable places and communities, increasing connectivity, reducing isolation and empowering residents to effect change and shape place.

We Will:

- Support the delivery of the Culture in Common arts programme empowering targeted communities to co-design and deliver cultural activity locally.
- Work with the Folio network of local arts and cultural organisations to develop opportunities across the district for communities to connect positively through creative activity.
- Support the cultural organisations and creative individuals to increase opportunities to connect our communities through the new Creative and Cultural Development Officer post.
- Work with the Local Children's Partnership to increase the levels of awareness and understanding of mental health issues and empower adults to have conversations about wellbeing through the Back-to-Basics programme.
- Support partners to develop programmes to target young people's mental health issues.
- Provide training for volunteers that support residents that are homeless.
- Work with the School Sports Partnership to support young people to maximise their resilience and capabilities.
- Work to support homeless men with employment support and mentorship.
- Operate a befriending scheme targeting those residents who are homeless.
- Operate the Palliative Grants Scheme supporting residents at the end of life.

Monitoring and Review



Performance and progress against each of the actions within this strategy will be reviewed annually in conjunction with members and stakeholders.

We will look to build on the work that is currently carried out by the Council and the established relationships with a wide range of partners, by taking a more holistic and overarching approach to delivering the Council's health and wellbeing agenda.

We will explore further opportunities and interventions to improve the health outcomes of our residents and further actions may be added.

The key to achieving the priorities set out in this plan, is how we implement the actions and the importance of monitoring and reviewing progress.



Health and Wellbeing Plan
2022-2025



New Forest
DISTRICT COUNCIL

YEAR ONE SUMMARY OF THE FREEDOM LEISURE CONTRACT

1. RECOMMENDATIONS

- 1.1 Members of the Cabinet are asked to note the transition year summary position and the financial implications of both the transition year and the Net Income Adjustment built into the service contract with Freedom Leisure (to take effect in the second year of the contract).

2. INTRODUCTION

- 2.1 The 11-year contract between the Council and Freedom Leisure to operate the Council's 5 leisure centres commenced on 1st July 2021. This report provides an overview of the performance and delivery of Freedom Leisure's management of the 5 leisure centres during the first year of the contract.
- 2.2 The first year of the contract has acted as a Transition Year for Freedom Leisure, taking account of the uncertainties surrounding the pandemic around the point of transfer, and allowing them to embed their products and services within the 5-leisure centres.

3. PURPOSE OF THE REPORT

- 3.1 The Community, Partnerships and Wellbeing Overview & Scrutiny Panel have received regular reports throughout the first year of the contract with Freedom Leisure. The reports contain information on Freedom Leisure's performance against the contract key performance and strategic performance indicators including membership and swim lessons, customer satisfaction and Active Communities.
- 3.2 The body of this report summarises some of the key performance details and details the contractual financial mechanisms which have triggered as we conclude the transition year and enter year two of the contract.

4. TRANSITION YEAR SUMMARY

- 4.1 Commercially, the first year of the partnership has focussed on the recovery of both Fitness & Swim Lesson memberships following their decline during the coronavirus pandemic. Whilst Swimming Lessons have shown a positive recovery back to pre-pandemic levels, health and fitness memberships have taken longer to recover and continue to trail pre-pandemic levels as the contract enters its second year. Generally, this performance mirrors that of the wider leisure industry. In year two of the contract, the continued recovery of health & fitness memberships is the primary commercial challenge for Freedom Leisure.
- 4.2 Operationally, the cost of energy, specifically gas and electricity, has placed significant pressure on the operational costs of the leisure centres, in particular the heating of the

swimming pools. Freedom have taken a number of local mitigation actions to reduce the impact of the external cost pressures, but this area remains a primary challenge for Freedom in the second year of the partnership. The wider leisure industry is lobbying for central government support to ensure swimming pools can continue to operate, whilst there has been an initial announcement from government on support for business at the time of writing this report there has been no official announcement regarding support for leisure centres.

- 4.3 Freedom Leisure appointed a Healthy Communities Manager within the contract in late 2021. The purpose of this role, in line with Freedom's bid, is to work closely with key (local & national) partners and stakeholders across New Forest and Hampshire and work with the Community Champions across the leisure centres, shaping and leading on the implementation of the New Forest Active Communities Development Plan and programmes to increase physical activity and improve mental health. The role will also attract external funding each year, in line with local partners and the Physical Activity & Partnership Manager and Team to support the service

5. FINANCIAL IMPLICATIONS

- 5.1 The contract provides two key financial mechanisms which have been triggered following the first year of the partnership;
- The Top-Up Mechanism (Transition Year)
 - The Net Income Adjustment (Contract year 2)

The Top Up Mechanism

- 5.2 The contract allowed for an open-book arrangement within the first year of the partnership and, based on their provisional outturn for the year, subject to the final audited accounts, the council will pay an overall management fee to Freedom Leisure of £1.23million (the capped value as per the contract).
- 5.3 Provision within the Council's 2021/22 year-end accounts has been made for this overall payment, with a small additional sum coming from the 2022/23 budget.

The Net Income Adjustment

- 5.4 Whilst it was the Council's original intention to support Freedom Leisure with an additional payment to reflect the particular extreme circumstances faced by them, primarily related to utilities as a result of the invasion of the Ukraine by Russia, external Council advice sought as part of that process has concluded that the payment would be outside of the contract terms. Subsequently, the Council is intending to rely solely on the mechanisms embedded within the Contract with Freedom Leisure.
- 5.5 The contractual arrangements in place made provision for an adjustment to take effect to the year two management fee: known as the 'First Net Income Adjustment'. This was included within the contract during the tendering stage in the context of significant uncertainty, primarily surrounding income projections because of the new contractual arrangements commencing part way through a pandemic.
- 5.6 If updated forecasting for year 2 demonstrates an expected income / expenditure variation of greater than 7.5% on the original business plan forecast, the Net Income Adjustment mechanism is triggered, resulting in a share of this variation to be borne by

both NFDC and Freedom Leisure. This was primarily designed to accommodate the likelihood of a further income variation in year 2, because of the unknown customer behaviours post-pandemic.

- 5.7 Pursuant to the terms of the contract, the year 2 forecast provided by Freedom Leisure has confirmed the Net Income Adjustment triggers have been met, and both parties have agreed this to be the case. The value of the NFDC share of the Net Income Adjustment calculation will be finalised following the end of year 2. The NFDC share will be covered by existing NFDC budget provision.
- 5.8 Critically, the outcome of the Net Income Adjustment will leave Freedom with a financial deficit through which to mitigate. This has led to Freedom completing a review and delivering several mitigating actions.

6. CRIME & DISORDER / EQUALITY & DIVERSITY / ENVIRONMENTAL IMPLICATIONS

- 6.1 There are none arising directly from this report.

7. PORTFOLIO HOLDER COMMENTS

- 7.1 The council embarked in this partnership to help improve the health and wellbeing of residents in the district by increasing participation in our leisure centres and reducing inactivity, so it is encouraging to see some of the positive work happening by Freedom Leisure during the first year of the partnership. Their commitment to investing in our leisure centres will mean improved facilities which will offer residents more opportunities locally to engage in an active lifestyle.

For further information contact:

Jon Randall
Leisure Contract Monitoring Officer
07771 378703
Jon.randall@nfdc.gov.uk

Manjit Sandhu
Executive Head Partnership and
Operations
023 8028 5479
Manjit.sandhu@nfdc.gov.uk

Alan Bethune
Executive Head of Finance & Corporate
Services
023 8028 5001
Alan.bethune@nfdc.gov.uk

Background Papers:

None

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TRANSFORMATION PROGRAMME

1 RECOMMENDATIONS

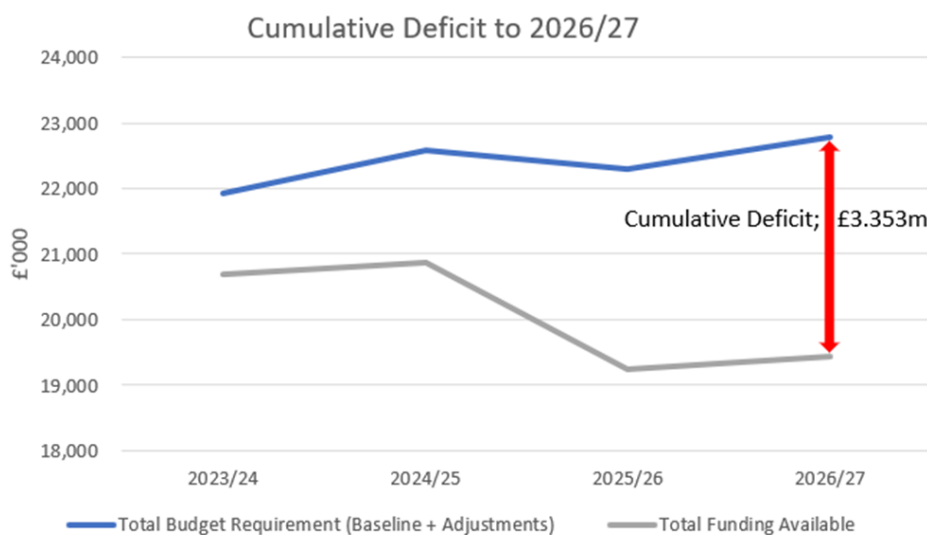
1.1 That the Cabinet:-

- (a) support the development of a council-wide transformation programme to improve service outcomes and contribute budget savings as outlined in the Medium-term financial plan; and
- (b) note that a Business Case will be brought to the new administration in advance of commencement of the programme in Q1 2023/24.

2 INTRODUCTION AND BACKGROUND

2.1 The Council has a good track record for delivering services to our residents and is ambitious in setting corporate plan priorities that matter to the people of the New Forest, putting the community first. There is a continued commitment in the Council's vision to secure a vibrant and prosperous New Forest, guided by the people it serves. However, the needs and expectations of our residents are changing as a result of changing age demographics, progress in technology, post-Covid behaviour change and impact of the cost-of-living crisis. There is a need to respond to these changes whilst maintaining our performance and focussing resources on the Council's priorities.

2.2 There is also an increasing need to ensure we deliver services efficiently, optimise income generation opportunities and maximise the use of our assets. This is against the backdrop of increasing operational costs and reduced funding resulting in a forecast deficit totalling £1.229 million for 2023/24, increasing to a cumulative £3.353 million by 2026/27:



2.3 There is now an opportunity to:

- Develop a better understanding of costs and working practices against other authorities, exploiting opportunities to adopt best practice in our priority services within available resources;
- Better understand the needs of our residents with a greater use of data and insight to improve and design services around the customer, and empower communities to better inform service delivery;
- Enable the adjustment of resources to meet the aspirations of the new council and our residents;
- Standardise good practice within the organisation by using technology to improve and modernise services and working practices, and using data to inform performance and decision making; and
- Improve our approach to attracting and retaining staff as an employer of choice, with terms and conditions that continue support our workforce, and our services, now and into the future.

2.4 Transforming the organisation will be a key priority for the new Council and an indicative approach to how a transformation programme could be shaped is outlined in this report.

2.5 The Transformation Programme is proposed to formally commence in Q1 2023/24. It will be established to ensure that the Council delivers required budget savings and becomes a leaner, more efficient organisation, characterised by modern business practices, sustainable service delivery, excellence in customer service and a skilled and motivated workforce. It will respond in a positive and proactive way to the challenges and opportunities of the next 5-10 years.

2.6 All organisational and significant service change will fall within the programme. This will bring together efforts to ensure decisions are taken that align with the Council's vision and agreed operating model (or way of working) that will position the organisation well for the future. The development and approval of the operating model will form an early part of the Transformation Programme.

3 GOVERNANCE

3.1 The programme will be overseen collectively by the Council's Leadership Team, with the new Strategic Director for Corporate Resource and Transformation, agreed as part of the recent leadership review, as programme sponsor and taking overall accountability for the programme's success.

3.2 The officer CCB (Capital and Change Board) will oversee the transformation programme in the initial stages of development. It is envisaged that workstream leads will manage their workstreams and report up to the CCB as required.

3.3 The Programme will also provide regular progress updates to the Corporate Affairs and Local Economy Overview and Scrutiny Panel, along with any individual project updates to the relevant panels.

3.4 A process will be agreed for progressing through each phase of the programme and will include both officer and member scrutiny and approval.

4 APPROACH TO TRANSFORMATION

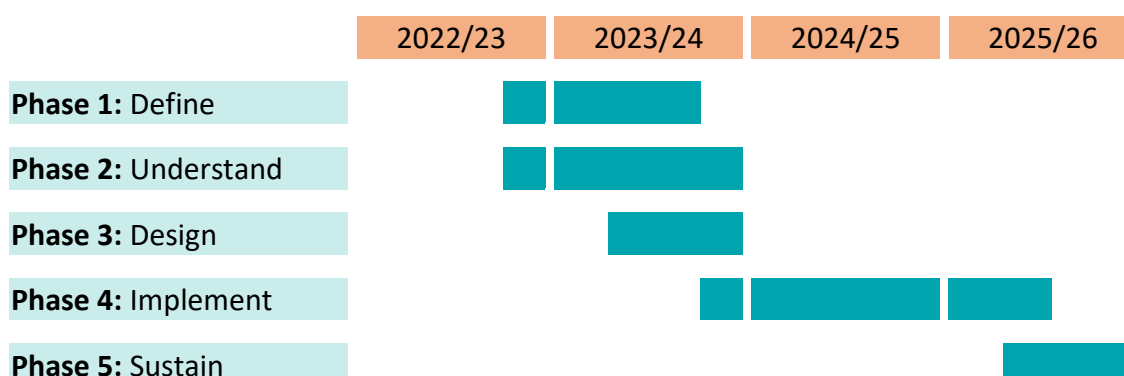
4.1 The Council's initial considerations for how we approach transformation has been developed through a combination of prior experience and research, including through local government guidance, the review of case studies and reporting from other councils, conversations with contacts within the public sector who have been through similar programmes, and through engagement with transformation and improvement experts.

The programme is expected to include the following elements:

- **Define** – establishing the programme's vision, understanding high level business issues, and determining the high-level principles associated with how we want to operate in the future.
- **Understand** – undertaking diagnostic of the 'current state' of the organisation, including a deep drive into services, performance, culture, delivery, accommodation, and technology, and identifying issues and opportunity areas.
- **Design** – defining the 'future state' of the organisation (our 'future state operating model'), including new ways of working, the structure of our services, and designing solutions that will deliver financial, customer and staff benefits. This may involve some overlap and looping back to iterate and refine solutions; the design process will not necessarily follow a single path.
- **Implement** – Planning and implementing the changes that will transform the organisation.
- **Sustain** – Ensuring that the new ways of working stick and transitioning to a continuous improvement culture.

4.2 The Define and Understand phases will be further developed through additional analysis and recommendations by third-party specialists; an element of external insight and challenge is common at this stage of a transformation review.

4.3 An initial assessment has been made in terms of potential timescales for each of the phases, however a detailed plan will not be produced up front and will instead be developed per phase. The high-level timeline is below:



4.4 Preparation and Development has commenced to consider the opportunities and high-level transformation approach in readiness for the new administration.

- 4.5 Whilst the above outlines the proposed overall approach to the programme, delivery will not necessarily be a linear process, and individual workstreams (see section 5) may go through these phases slightly faster or slower depending on the opportunities that are identified. In addition, any ‘quick wins’ – that is, opportunities or solutions that meet a defined quick win criteria based on ease of implementation and impact – will be implemented as and when they are identified. Furthermore, whilst most of the programme will cover the 4-year administrative cycle, the changes need to be fit for future delivery post this timeframe, and some changes may take longer to implement (e.g., new models of delivery, accommodation changes, and fleet).
- 4.6 Over the next few months, internal and external resources will consider requirements for a programme team, establish an initial overview of each service including known areas of opportunity, understanding the existing organisational culture and ways of working, and establishing the principles of the Council's future operating model.

5 TRANSFORMATION WORKSTREAMS

- 5.1 The objectives of the Transformation Programme align to a number of anticipated workstreams which will be led by NFDC staff. An overview of the likely content of each workstream is set out below.

Customer and Insight:

- establish a resident insight programme and align the delivery of our services with the identified future needs of our residents, customers and the wider community.
- develop a Customer Strategy based on this insight, and use this to inform strategic direction, decision making and future improvement activity.
- share customer insight across services and encourage evidence-based policy making.

All other workstream output will take into account the insight gathered as part of the Customer and Insight workstream and will need to demonstrate that future state processes and structures deliver an improved customer experience, leading to improved customer satisfaction.

Delivery

- embed good governance and a structured, consistent approach to measuring and improving the delivery of our services and projects.
- develop a common understanding of our purpose and vision, linking performance at all levels to the strategic objectives outlined in our Corporate Plan.
- establish SMART objectives to ensure delivery on the commitments made to our residents, customers and wider community.

People

- provide our people with the skills and knowledge to be able to deliver the standards we promise to our customers
- recruit and retain a workforce set for the future as an employer of choice
- equip our leaders to deliver and role model new ways of working aligned to our future vision

- engage our staff to create a high-performing, collaborative culture of continuous improvement, built upon a foundation of best practice and a commitment to development.

Digital

- become a “customer first, digital by design” council, implementing full end-to-end digital business models for our services that increase resident and customer satisfaction whilst reducing operational costs
- develop our workforce to achieve these benefits, and our services will actively use data to report performance and inform decision-making
- reshape our services to leverage the benefits of digital practices, and ensure secure delivery through the use of robust, reliable systems

Accommodation

- design and deliver fit for purpose accommodation which supports our people in delivering excellent services
- take a strategic approach to utilising our existing accommodation and operational facilities to support modernised service delivery, with access to the required infrastructure and technology
- work with our partners on opportunities to maximise the usage of shared assets

Business and Services Reviews

- develop a programme of business and service reviews aligned to our strategic priorities
- understand the most appropriate delivery models to provide transformed, modern services
- set ourselves up to be as efficient as possible, using proven tools and techniques to streamline our processes, eliminate unnecessary work and deliver savings
- “work smarter, not harder” and focus our energy on the tasks that provide the most value.

Business and Service Reviews will ensure that our services are designed around the principles of our future operating model, contributing towards efficiency gains and providing best possible value for money.

- 5.2 The workstreams will be driven by an individual workstream lead with further engagement with the wider leadership team and the Council.

6 ENABLING WORKSTREAMS

- 6.1 The key workstreams will be underpinned by the principles of the operating model which will be designed as part of the initial development of the programme. Initially, development activity will be supported by three ‘enabling workstreams’:

- Culture and Engagement
- Partnering and Collaboration
- Value for Money

- 6.2 Each of these elements will need to be considered by each of the main workstreams and will form some initial principles that the programme will follow.

- 6.3 In addition to building these enablers into the main workstreams, there will be specific actions that will benefit the entire programme which fall under these headings. This might include understanding staff mindsets in relation to change appetite, looking for opportunities to further develop our relationships with community groups or other organisations, or analysing existing budgets and financial statements to identify which area of spend could be looked at in more detail during the programme.

7 COMMUNICATION AND ENGAGEMENT

- 7.1 The success of the Transformation Programme will be dependent on the buy-in of our people across all levels of the organisation. The wider leadership team has been involved in the development of the workstreams within the programme, and we have aligned each of our leadership team to one of the six workstreams described above.
- 7.2 As outlined in the Governance section of this report, members will be engaged through Overview and Scrutiny panels.
- 7.3 The intention to deliver a transformation programme has been shared as part of Chief Executive staff sessions. A full communication and engagement plan will be developed prior to the launch of the transformation programme, which will be signed off by members and officers.
- 7.4 The Leadership team will be instrumental in supporting the development of the transformation programme, and several workshops have already taken place.

8 KEY PROGRAMME ROLES AND RESPONSIBILITIES

- 8.1 The Transformation Programme will be sponsored by the proposed Strategic Director for Corporate Resource and Transformation who will retain overall accountability for the programme's success, with support from Business Improvement.
- 8.2 A dedicated Transformation Programme Manager will oversee the delivery of the programme, and will be responsible for programme governance, planning, execution and delivery of benefits. They will provide strategic guidance to the workstream leads and provide hands-on support in the development of phase plans for each workstream.
- 8.3 The current approach, whilst in development, will be that the Workstream Leads will own the workstream objectives and outcomes, and identify the appropriate resources required to deliver. They will co-ordinate, schedule and prioritise workstream activity, and identify risks and benefits.

9 RESOURCING

- 9.1 Resourcing for the programme from 2023/24 will be subject to a more detailed business case which will be provided to the new administration. A critical success factor for the programme will be to ensure that the programme is resourced correctly. Additional dedicated resources will be required to provide the right capability and capacity to deliver a programme of this size and scale, particularly given the current pressures facing our services.
- 9.2 The use of dedicated resources would range between supplementing current staff who will be supporting the delivery of the programme in addition to their business-as-usual

work, through to specific functions that may only be needed on a time limited basis (e.g., data, insight and programme management).

9.3 In the short term, the following initial resources – primarily internal and in addition to business-as-usual work - will be required in order to complete Preparation and Development:

- Programme Development – officers responsible for developing and overseeing the transformation approach, including programme governance, identifying stakeholders, establishing high level plans and resource planning.
- Workstream Leads – responsible for developing objectives and plans within their appropriate workstreams.
- Service Manager support – to provide insight into their services, including processes, data, known issues, and opportunity areas. Also, to act as additional support for workstream leads.
- EMT engagement – sponsorship, scrutiny and interim approval prior to presenting future phases/business case to members
- Specialist expertise – to support us in undertaking initial organisation assessments, delivering relevant training, and supporting the core programme team.

10 FINANCIAL IMPLICATIONS

10.1 A full business case will be prepared which will include an estimation of benefits, success measures, costs and risks. This will go through officer and member scrutiny processes before final sign off.

Benefits

10.2 Financial benefits will be focused on delivering the efficiency savings necessitated by the MTFP. These benefits will be delivered by changing the way that we work with a view to reducing general costs (resources, contract spend or employee costs) or improving income generation.

10.3 The Council will establish benefits realisation processes throughout the programme, with actions in place through each phase to capture baseline data where opportunities are identified, or where changes are to be made to services.

10.4 Potential areas of benefit have been identified for each workstream however the overall programme benefits will need to be developed, bringing together the workstreams and wider opportunities that are identified e.g., contract review. Benefits detail will become more granular as we progress through the Define and Understand phases.

Costs

10.5 The 2022/23 budget included a one-off £200,000 to contribute towards delivery of the Corporate Plan priorities, including the delivery of the Medium Term Financial Plan. From this funding;

- An initial budget of £25k will be set aside to support the commission of analysis and recommendations by a third-party specialist.
- A further budget of £100k will be allocated to the appointment of a Transformation Programme Manager over an initial 18-month period.

11 EQUALITY AND DIVERSITY IMPLICATIONS

- 11.1 The delivery of transformation programme will give regard to equality impact assessments throughout, especially within services where changes are proposed.

12 ENVIRONMENTAL IMPLICATIONS

- 12.1 There are none directly arising from this report. However, the Transformation Programme will seek to build on the actions delivered by the Council in its response to the Climate and Nature Emergency. This will range from considering sustainability and carbon reduction in the context of our accommodation and assets, through to reducing the amount of paper and materials we use as part of our service delivery.

13 NEXT STEPS AND TIMELINE

- 13.1 Commission third-party specialist support to provide an understanding of the opportunities available to support the budget and MTFP, in addition to working up a full business case for the new Council to consider in 2023.
- 13.2 Commencement of Define phase in Q1 2023/24.
- 13.3 Report to EMT, Panels and Cabinet at the end of the Define phase with our findings and vision, and gain approval for the commencement of the Understand phase.

14 PORTFOLIO HOLDER COMMENTS

- 14.1 Whilst this Council has been prudently managed for many years the continuing financial pressures outlined in the Medium Term Financial Plan mean we must review the way we work, not just in services, but as a whole organisation. We have a track record of responding well to change, as demonstrated by our swift and effective response through the pandemic and we will draw on these strengths as we plan a programme of change.

The first phase of this work is detailed in this report covering the workstreams and capacity to be put in place to enable us to develop a full business case for the Council to consider in 2023.

I support the approach outlined in this report, and recognise that we are at the start of a journey which to be effective will need to involve members, staff and also our residents – as the customers we serve.

For further information contact:

Sheryl Parry
Business Improvement Project Manager
Sheryl.Parry@nfdc.gov.uk

Rebecca Drummond
Service Manager – Business Improvement &
Elections
Rebecca.Drummond@nfdc.gov.uk

Background Papers:

None

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