

5 September 2019		ITEM: 7
Health and Wellbeing Overview and Scrutiny Committee		
Whole Systems Obesity Strategy Delivery and Outcomes Framework		
Wards and communities affected: All	Key Decision: Non-Key	
Report of: Faith Stow, Public Health Programme Manager and Helen Forster, Strategic Lead Place, Environment and Community		
Accountable Assistant Director: N/A		
Accountable Director: Ian Wake, Director of Public Health		
This report is public		

Executive Summary

A Whole Systems Obesity Strategy has been developed as the driver for preventing and reducing obesity in Thurrock. The Strategy is based on the evidence of the Whole Systems Obesity Joint Strategic Needs Assessment (WSO JSNA) published in 2017 by Public Health. This paper presents the Delivery Framework which underpins the Strategy. The Framework will continue to be developed as a result of a number of engagement activities and in collaboration with a range of key stakeholders and is a dynamic, evolving document which reflects the Thurrock residents' voice. The Framework details the specific actions that will set out how the strategy shall be achieved.

1. Recommendation(s)

- 1.1 For the Health and Wellbeing Overview and Scrutiny Committee to provide member input and comment to the Whole Systems Obesity Delivery Framework recognising that obesity is everyone's business.**

2. Introduction and Background

- 2.1 This report presents the underpinning Delivery Framework to the Whole Systems Obesity Strategy (WSOS). The strategic vision is as below:

Everyone in Thurrock can achieve and maintain a healthy weight, lead an active life, eat a healthy diet and reach a healthy long life expectancy.

Please see Appendix 1 for the WSOS and Appendix 2 for Delivery and Outcomes Framework.

2.2 Obesity is one of the most serious and complex public health challenges of the 21st century. The evidence base highlights a huge array of factors that are driving the obesity crisis related to physiology, biology, individual psychology, societal influences, daily activity, the activity environment, food consumption, food environment production, local transport and the physical built environment. The interaction of these factors has been labelled '*the obesogenic environment*'.

2.3 In 2017/18, 69% of the adult population were overweight and obese in Thurrock. This prevalence is statistically significantly greater compared to England (62%) and is the highest in the East of England and worst compared to our CIPFA comparator local authority population. Prevalence of childhood obesity in Thurrock at year reception and year 6 are 10.7% and 25.3% respectively (2017/18). The year 6 prevalence is also statistically significantly greater than England's prevalence.



Source: PHE (inc NCMP)

2.4 We have adopted a new *whole systems* approach to tackling obesity in Thurrock. Whole systems approaches are useful for tackling complex social issues. The *whole system* refers to the network of broad and interlinking factors that contribute to a solution or problem. High persistent levels of obesity in Thurrock will be addressed from all angles. Previously, traditional approaches that focus on single interventions have been shown to be ineffective at reducing the overall prevalence of obesity in the Thurrock population.

3. A Thurrock Whole Systems Approach to tackling obesity

3.1 There are many different perspectives on what a whole systems approach to obesity is. The following definition, informed by academic thinking and learning from local authorities, was developed through the Whole Systems Approach to Obesity programme, a collaboration between PHE, the Local Government Association, the Association of Directors of Public Health, Leeds Beckett University and local authorities.

“A local whole systems approach responds to complexity through an ongoing, dynamic and flexible way of working. It enables local stakeholders, including communities, to come together, share an understanding of the reality of the challenge, consider how the local system is operating and where there are the greatest opportunities for change. Stakeholders agree actions and decide as a network how to work together in an integrated way to bring about sustainable, long term systems change”.

3.2 Five ‘goal action plans’ aligned to each of the five WSOS goals for tackling obesity in Thurrock have been developed which form the Delivery Framework.

Goal A	Enabling settings, schools and services to contribute to children and young people achieving a healthy weight
Goal B	Increasing Positive Community Influences
Goal C	Improving the food environment and making healthier choices easier
Goal D	Improving the built environment and getting the physically inactive active
Goal E	Improving the identification and management of obesity

3.3 The Delivery Framework details the specific actions that the Whole system Obesity Alliance steering group and its associated key stakeholders will take in order to drive the approach. Each goal is set out to correspond to a principle objective within the WSOS and has an activity or task, baseline, measure, expected outcome, a named Responsible Officer/(s), a delivery time scale and rag rating. Please see appendix 2.

3.4 The Delivery Framework has been produced collaboratively. The Framework incorporates the feedback gained from an online public consultation (September 2018), a focus group with residents (October 2018) the Whole Systems Obesity summit held in February 2019, a members briefing and a Citizens panel (August 2019). Steering groups with officer representation from across and beyond the council have then developed each goal action plan. The Delivery Framework is a dynamic document and as such will continue to evolve as work and direct engagement with residents and champions and further stakeholders continues. The range of stakeholders is listed below:

Voluntary Sector

- Citizens Panel (local residents, Health and wellbeing champions)
- CEO CVS
- Chief Operating Officer of Healthwatch Thurrock
- Ngage

Children Services

- School Improvement Manager, Children’s Services

Public Health

- Chair: Strategic Lead, Place, Environment and Communities
- Co-chair: Public Health Programme Manager

- Senior Public Health Programme Manager
- Public Health Programme Manager
- Strategic Lead for Healthcare Public Health
- Assistant Director and Consultant in Public Health
- Public Health Graduate

Children Services

- School Improvement Manager, Children’s Services

Adults and Housing

- Partnership Director, Adults Health and Social Care (NELFT and Thurrock Council)
- Service Manager Thurrock Healthy Lifestyle Service
- Quality and Resident Engagement Manager, Adults, Housing and Health

Planning and Growth

- Assistant Director of Planning & Growth

Recreation and Leisure Services

- Recreation and Leisure Services Manager, Environment and Highways Management

Council Human Resources

- HR, OD and Transformation Improvement Manager

Schools Rep

- Head Teacher of Kennington’s Primary School

4. Governance of the WSOS

- 4.1 The progress of the Delivery Framework will be monitored by the Whole Systems Obesity Alliance Steering Group which will report to the Thurrock Joint Health and Wellbeing Board. An annual progress report will be presented at Health and Wellbeing Board and will demonstrate achievements to date and progress against the Health and Wellbeing Strategy targets as shown in Table 1 below.

Table 1: HWB Strategy Targets (goal E)

Goal E: Healthier for Longer	Baseline 2016/17	Target
Proportion of children overweight or obese in year 6	36.9%	reduction of 0.5%
Proportion of adults who are overweight or obese in	65.3%	reduction of 0.5%
Proportion of adults who are physically inactive in Thurrock	28%	reduction of 0.5%

- 4.2 The WSOS identifies intentions up to 2021, after this period it will be reviewed to ensure it is still relevant and in-line with the overarching Health and Wellbeing Strategy.
- 4.3 Each of the 5 Goals have Director level sponsorship. August will see Goal sponsors meeting to discuss and form a proposed Strategic Board of the WSO. Senior level buy in adopting a whole systems approach sends a clear signal that obesity is a priority. It will further ensure that time, resources and commitment as a whole system are embedded and realistic.

5. Issues, Options and Analysis of Options

- 5.1 Obesity is getting worse in Thurrock and the trajectory and shows no sign of stopping unless we intervene soon. The consequences of increasing obesity level are known and the pressures on the health care system at large are unsustainable. Urgent action is required to stabilise and then reverse the current trajectory. Options to address this may include more aggressive tactical measures to begin with followed by long term strategic plans. The framework must include tactical short term measures whilst it considers the longer term core changes needed.
- 5.2 Engagement from the local community champions needs to be pursued aggressively in order to influence those hard to reach community members most at risk. The Citizens panel has been set up to obtain critical on the ground feedback and information from residents about their needs and the challenges they face. The champions that form part of this panel will play a central role ensuring the community has a voice into the delivery framework as well as contribute to the implementation of the strategy within the community. We will work to benefit from their expertise in what the community want and what they consider to be their assets who after all are the beneficiaries of a whole systems effort in tackling the obesity challenge.

6. Reasons for Recommendation

- 6.1 To ensure that Members have understanding of the whole systems approach that has been developed for tackling obesity in Thurrock and that Members are able to champion the rationale for the wider range of stakeholders involved recognising that *obesity is everyone's business*.

7. Consultation

- 7.1 Engagement in developing the WSOS Delivery Framework initially took place from July 2018 to February 2019. The engagement activities were both with public and professionals across the Council, education sector, local businesses and the voluntary sector. There is an ongoing mechanism through various forums such as the 'Citizens Panel' which will continue to capture the voice of the residents to help drive delivery.

- 7.2 A Whole Systems Obesity Summit was held on 8th February 2019 where the WSOS was launched to over 100 attendees from a wide range of stakeholders. The key outputs of the day included wide stakeholder input for the Delivery Framework reflects the local and realistic opportunities for obesity prevention in Thurrock
- 7.3 There is an ongoing mechanism through various forums such as the 'Citizens Panel' which will continue to capture the voice of the residents to help drive delivery. The Citizens panel will also act as custodians of the Delivery framework holding to account the responsible officers, goal leads and sponsors.

8. Impact on corporate policies, priorities, performance and community impact

- 8.1 The WSOS supports both the Health and Wellbeing Strategy as highlighted in Table 2 below (the highlighted green areas show where the WSOS will directly support the strategy and in yellow will indirectly support the strategy) and the Council's priorities particularly improving health and wellbeing of Thurrock residents.

Corporate strategy - People - a borough where people of all ages are proud to work and play, live and stay.

This means:

- High quality, consistent and accessible public services which are right first time.
- Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing.
- Communities are empowered to make choices and be safer and stronger together.

Table 2: Health and Wellbeing Strategy for Thurrock – Goals

Goals	A. Opportunity For All	B. Healthier Environments	C. Better Emotional Health And Wellbeing	D. Quality Care Centred Around The Person	E. Healthier For Longer
Objectives	A1. All children in Thurrock making good educational progress	B1. Create outdoor places that make it easy to exercise and to be active	C1. Give parents the support they need	D1. Create four integrated healthy living centres	E1. Reduce obesity
	A2. More Thurrock residents in employment, education or training.	B2. Develop homes that keep people well and independent	C2. Improve children's emotional health and wellbeing	D2. When services are required, they are organised around the individual	E2. Reduce the proportion of people who smoke.
	A3. Fewer teenage pregnancies in Thurrock.	B3. Building strong, well-connected communities	C3. Reduce social isolation and loneliness	D3. Put people in control of their own care	E3. Significantly improve the identification and management of long term conditions
	A4. Fewer children and adults in poverty	B4. Improve air quality in Thurrock.	C4. Improve the identification and treatment of depression, particularly in high risk groups.	D4. Provide high quality GP and hospital care to Thurrock	E4. Prevent and treat cancer better

9. Implications

9.1 Financial

Implications verified by: **Jo Freeman**
Finance Manager

The Delivery Framework details a series of actions for tackling health inequalities related to obesity in the population which should contribute towards reducing demand on primary and secondary health care and social care services. The delivery of the WSOS may have a future financial impact for the council but would be subject to the full consideration of the cabinet before implementation, and in the case of the NHS, by the relevant Boards of NHS Thurrock CCG and provider foundation trusts. Detailed business cases will have to be worked up before any investment decisions will be made and these will go through the usual governance routes.

9.2 Legal

Implications verified by: **Tim Hallam**
Acting Head of Law, Assistant Director of Law and Governance and Monitoring Officer

There are no legal implications arising directly from this report; the WSOS and Framework have been developed to support and help achieve targets within the Council's overarching Health and Wellbeing Strategy.

9.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Strategic Lead, Community Development and Equalities

The WSOS and Delivery Framework seeks to reduce health inequalities as a result of obesity whilst continuing to support and promote diversity and equality. A Community Equality Impact Assessment has been completed and will inform the delivery plan. Both will develop as further community engagement and research informs implementation.

9.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder or Impact on Looked After Children)

None.

10. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Health and Wellbeing Board Report 2nd November 2018. Available from: <https://democracy.thurrock.gov.uk/documents/g5470/Public%20reports%20pack%2023rd-Nov-2018%2010.30%20Health%20and%20Wellbeing%20Board.pdf?T=10>

11. **Appendices to the report**

Appendix 1 - Whole Systems Obesity Strategy

Appendix 2 - Whole Systems Obesity Strategy Delivery and Outcomes Framework

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