



Norwich
**Health &
Wellbeing
Partnership**



**STRATEGIC
PLAN** 2023-2025

CONTENTS

| | |
|--|-----------|
| Chair's foreword | 3 |
| Strategic context – Norfolk & Waveney Integrated Care System | 4 |
| N&W ICS Functional Frameworks | 5 |
| Structure and Vision | 6 |
| Purpose and underpinning principles | 7 |
| Strategic themes – overview | 8 |
| Partnership meeting structure | 10 |
| Workstream principles | 11 |
| Strategic Themes and Workstreams – detailed | 12 |

Foreword from our Chair

**Cllr Beth Jones,
Deputy Leader
of Norwich
City Council and
Cabinet Member
for Housing and
Community Safety**



Norwich is a diverse and thriving city. A city of innovation, including its universities, creative sector and research parks but like any city, it faces many challenges. Norwich's affluent areas sit alongside areas with deep-rooted social and economic issues. Some 40 per cent of the small areas, lower Super Output Areas (LSOAs), in Norwich are among the most deprived 20 per cent of LSOAs in England. Men living in the least deprived areas of Norwich are expected to live 10.5 years longer and women seven years longer than residents living in the most deprived areas.

These health inequalities were further reinforced by the pandemic, with 56 per cent of Norwich's Covid-19 deaths occurring in the city's most deprived areas although only 46 per cent of the population

lives there. During the pandemic, claimant rates (a proxy for unemployment) doubled, and rates (though falling) are still considerably higher than pre-pandemic levels.

Against the pre-existing backdrop of deprivation and the current cost of living crisis, it is a stark reality that these challenges are having and will have a significant and long-lasting effect on the health and wellbeing of those most profoundly impacted.

It is the job of the Norwich health and wellbeing partnership to support those residents most in need, to affect change at the earliest point possible by codesigning with their communities and listening to what they have to say and what they want.

We are an innovative and collaborative partnership aligning the planning and commissioning of health and wellbeing between NHS, local government services, Voluntary, Community and Social Enterprise (VCSE) and other public sector partners and are excited to introduce our strategy which sets out how we aim to address these issues to create happier and healthier lives for our residents. The success of the partnership relies on involving a range of organisations to inspire great ideas, sharing experiences and expertise, providing essential insights to target specific people and importantly to establish a well triangulated evidence base for our strategic priorities.

Cllr Beth Jones

Strategic context

The integrated approach to health and wellbeing

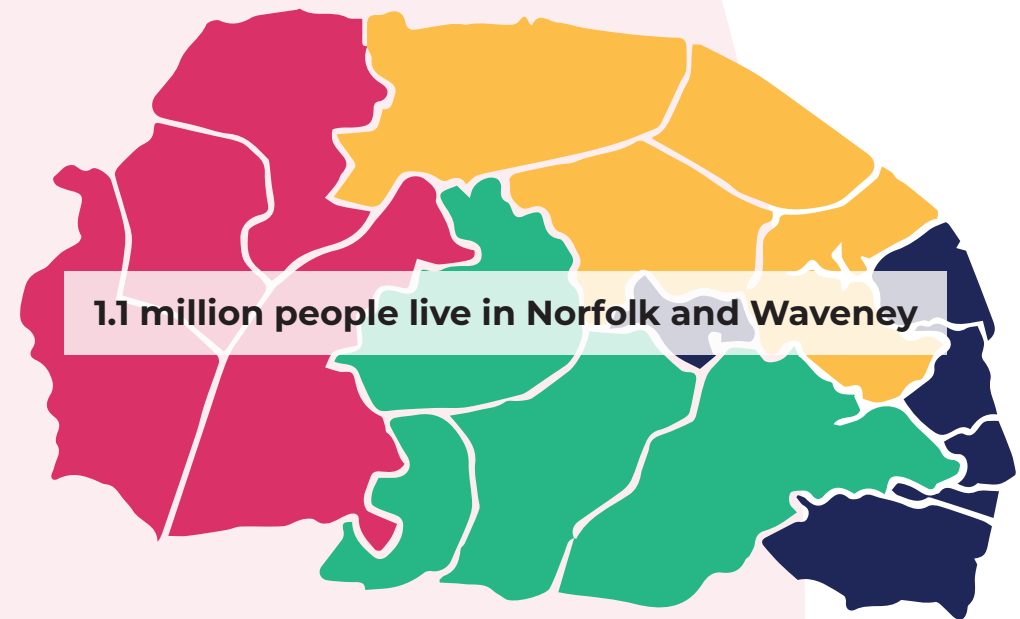
The Norfolk and Waveney Integrated Care Service (N&WICS) brings together NHS organisations, councils, and wider partners across

Norfolk and East Suffolk to deliver a joined-up approach to improving health and care outcomes, working together, along with staff, patients,

carers, families, and members of the public, to transform local services and help people lead longer, healthier and happier lives.

Norfolk and Waveney Integrated Care System

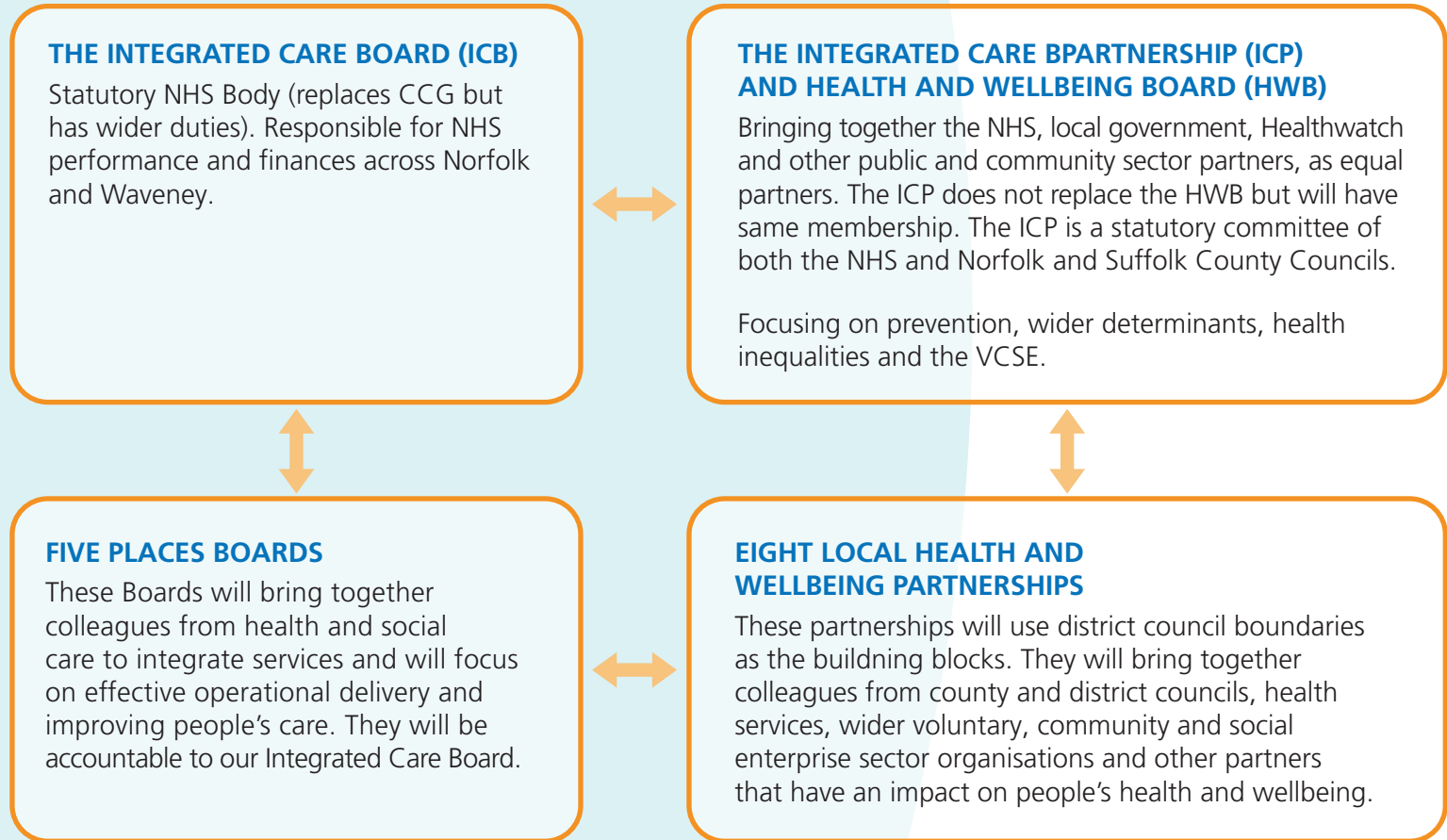
- NHS Norfolk and Waveney Integrated Care Board
- 5 place boards
- 105 GP practices
- 17 primary care networks
- 572 COQ registered care providers
- Cambridgeshire Community Services NHS Trust
- The Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust
- Integrated care 24
- Norfolk Community Health and Care NHS Trust
- 2 health and wellbeing boards
- At least 17 Housing Associations
- Norfolk and Waveney Integrated Care Partnership
- 8 local health and wellbeing partnerships
- 12,000 formal and informal charitable organisations
- Suffolk County Council
- East Coast Community Healthcare
- 8 district councils
- Norfolk County Council
- James Paget University Hospitals NHS Foundation Trust
- Norfolk and Norwich University Hospitals NHS Foundation Trust
- East of England Ambulance Service NHS Trust
- Norfolk and Suffolk NHS Foundation Trust
- 190 community pharmacies
- 5 GP provider groups



N&W ICS functional frameworks

N&WICS comprises four key functional frameworks:

The Norfolk and Waveney Integrated Care System – bringing all partners together to promote happier, healthier lives for the population of Norfolk and Waveney.



Structure and vision

“...to make a positive impact on people’s health and wellbeing across Norwich...”

The Norwich Health and Wellbeing Partnership (NHWP) is an important place-based aspect of the Integrated Care System. It brings together colleagues from Norfolk County Council, Norwich City Council, health services, local voluntary, community and social enterprise organisations, and other partners (NHWP membership) to make a positive impact on people’s health and wellbeing across Norwich, driving strategy and activity to:

- Promote the health and wellbeing of communities across Norwich
- Address the wider determinants of health of these communities
- Tackle health inequalities experienced by these communities
- Align, develop, and influence NHS and local government services and commissioning.

The multi-agency partnership is based on the Norwich City Council footprint, is aligned to the Norwich Place Board, and feeds upwards into the Norfolk and Waveney Integrated Care Partnership and Health and Wellbeing Board. It is a sub-group of the Integrated Care Partnership and acts as a consultative forum in addition to receiving delegated authority via its members to deploy resources at place level.

Health and wellbeing, in particular the wider determinants of health, are core parts of the [Norwich 2040 City Vision](#) developed in partnership with a range of local organisations and residents themselves to ensure that we work together to develop Norwich as a creative, fair, liveable, connected and dynamic place.

Key documents

- [Norfolk and Waveney Integrated Care Strategy](#)
- Norfolk and Waveney Five Year Joint Forward Plan 2023-2028 (due to be finalised summer 2023)
- [Norwich 2040 City Vision](#)
- [Norfolk Public Health Strategic Plan \(due to be published summer 2023\)](#)
- Increasing health equity in selected populations
- Norwich Place Board plan



Purpose and underpinning principles

Purpose of the Partnership

- Identifies key health and wellbeing strategic objectives for Norwich 'place', based on a robust evidence review and learning from other relevant projects, services, and emerging community intelligence

- Sets out an associated delivery plan which makes a meaningful difference to the health and wellbeing of Norwich communities
- Promotes collectively resourced initiatives where feasible (where this is not feasible the partnership will scope alternative funding sources and develop bids where applicable)
- Influences delivery of wider health and wellbeing services to support delivery of the partnership priorities by fully engaging with agreed reporting and communication routes between each aspect of the ICS

Underpinning principles of the Partnership

- Place based collaboration to identify, influence and address the wider social determinants

of health in Norwich including housing, education and employment

- A focus on primary prevention with appropriate alignment to the Norwich Place Board priorities where secondary and/or tertiary intervention is an evidenced need
- Integral co-production enabling local communities to define what health and wellbeing outcomes matter most to them and their community
- Building community resilience at a local level through asset-based approaches to bolster wellbeing at individual and community levels, helping to increase resilience to the wider corrosive effects of the social determinants of health and risky behaviours



Strategic themes – overview

Transitional Integrated Care Partnership/Health and wellbeing board strategic objectives

Driving integration: collaborating in the delivery of people centred care to make sure services are joined up, consistent and make sense to those who use them

Prioritising prevention: A shared commitment to supporting people to be healthy, independent, and resilient throughout life. Offering our help early to prevent and reduce demand for specialist services

Addressing inequalities: Providing support for those who are most vulnerable using resources and assets to address wider factors that impact on people's health and wellbeing

Enabling resilient communities: supporting people to remain independent whenever possible, through promotion of self-care, early prevention and digital technology where appropriate

Norwich Health and Wellbeing Partnership Strategic Themes 2023-25



- Place based collaboration using agreed frameworks such as RITA, Core20Plus
- Asset-based, community-led approach
- Focus on upstream primary prevention and tackling the wider social determinants of health
- Effective alignment with and reporting and communication routes between the HWP and each aspect of the ICS
- Make every contact count

Norwich HWP strategic priorities

HWP Co-ordinator oversight

Theme
Social and economic wellbeing
Lead: Norwich CC

Theme
Physical and mental HWB
Lead: Public Health

Theme
Community resilience and voice
Lead: ICB

WORKSTREAMS

Food equity
Lead: The Feed

Mental health and social isolation in targeted populations
Lead: TBC

Hearing community voices
Lead: Norwich CC

Social mobility
Leads: Business in the Community and DWP

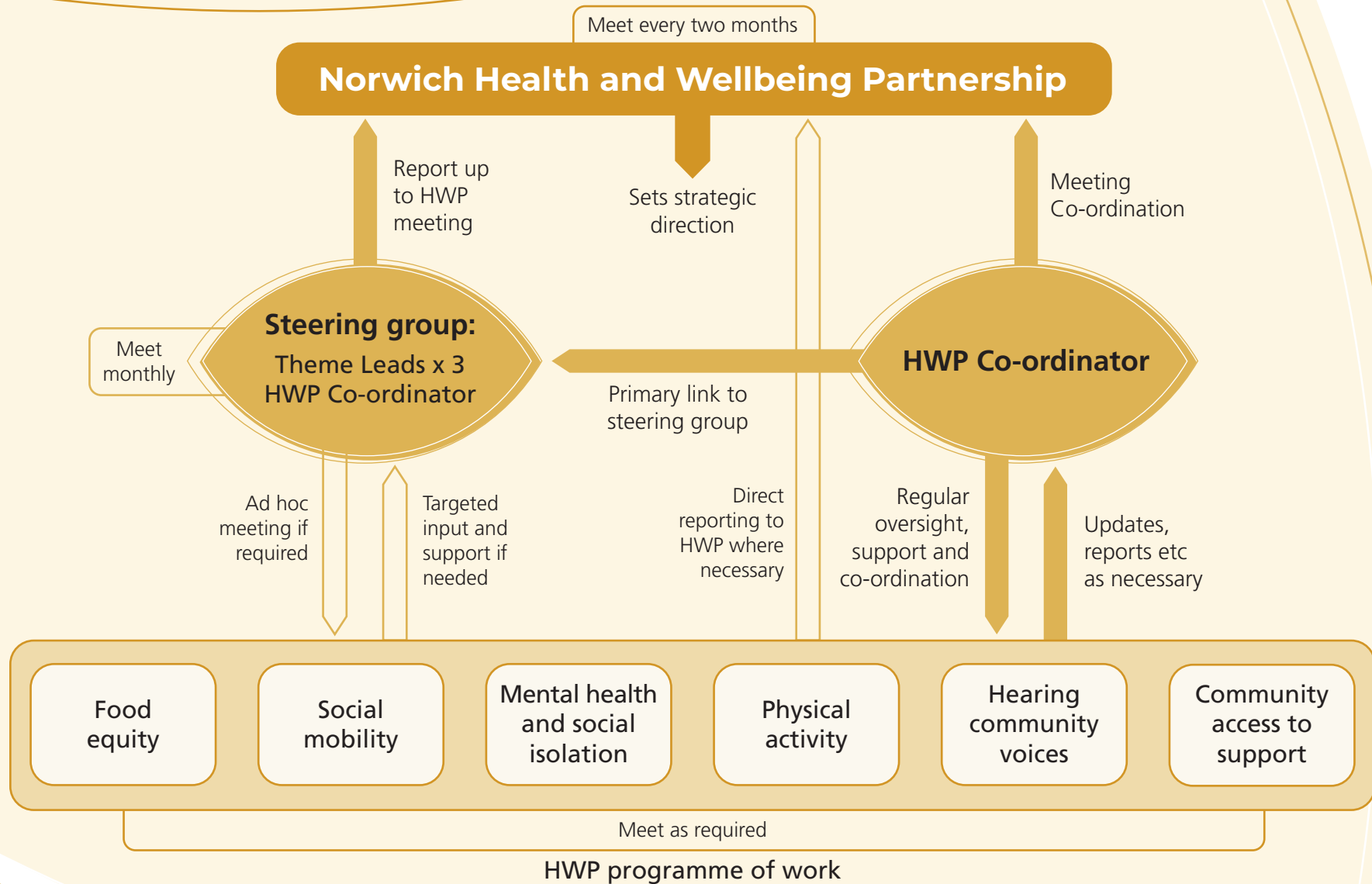
Physical activity
Lead: Active Norfolk

Community access to support
Lead: Future Projects

WORKSTREAMS

Identify unmet need in our most vulnerable communities through collaboration with partner experts to map existing provision, identify opportunities for smarter working, and develop innovative solutions

Partnership meeting structure



Workstream principles

Each workstream will:

- Utilise the Reducing Inequalities Target Areas (RITA) framework, wider social determinants of health inequalities and other relevant data to identify key target areas where the greatest impact can be achieved for the most disadvantaged
- Ensure the cost of living crisis, particularly mitigation of the disproportionate impact this may be having on already disadvantaged communities, is at the forefront of planning and decision making
- Recognise the complex and interlinking nature of all aspects of health and wellbeing, take a strategic view across themes and priorities where appropriate, and avoid silo working
- Work collaboratively with key partners who have knowledge and expertise around the target population to conduct further asset mapping (including by drawing on community conversations data) to identify unmet need
- Consider communication, connectivity and co-ordination between existing services and assets at a neighbourhood scale ie smarter working, to reduce unmet need
- Identify innovative opportunities and collectively resourced solutions to unmet need, including through upscaling existing services where appropriate
- Build and share skills, awareness and relationships amongst frontline staff across a range of services to enhance the network of support for people around all aspects of health and wellbeing
- Continue to connect and integrate advice and early help services, and to learn from new approaches to integrated working



Theme 1

Social and economic wellbeing

| Vision | What do we know? | Partnership workstream priorities | Place based strategic alignment and engagement with partners |
|--|--|--|--|
| <p>Everyone can access nutritious, affordable food</p> <p>All young people to have opportunities to learn, work and participate in their communities</p> <p>Healthy homes and environments support peoples' health and wellbeing</p> <p>Communities can easily access advice and support on a range of issues</p> <p>An active small business and VCSE sector is enabled to support health and wellbeing</p> | <p>Deprivation (significantly higher than the Norfolk and England average) with 20% of people living in the 10% most deprived neighbourhoods nationally</p> <p>31 ASB incidents and 40 crimes per 1,000 population (higher than Norfolk and England average)</p> <p>Only 68% 5-year-olds achieve the expected level of development (Norfolk average 73%), 6% young people in Norwich not in education or employment (NEET), lower than Norfolk and England average GCSE attainment</p> <p>High levels of fuel poverty</p> <p>Just over 50% of the adult population of Norwich met the recommended '5 a day' on a usual day (2019/20)</p> | <p>1. Food equity – promoting a long-term preventative approach to access to nutritious food for all, building on the existing food equity action plan, particularly to enhance local strategy around food growing/production and education/support to promote nutritious meals</p> <p>2. Social mobility – raising opportunities and aspirations for young people facing the most significant disadvantage, focusing on maximising opportunities for young people in disadvantaged communities, to raise aspiration and enable participation in learning, work and wider community activity</p> | <p>The partnership will align and work with key local projects contributing to this theme, including:</p> <p>Living Wage Place</p> <p>Anchor institution network</p> <p>Financial Inclusion Consortium</p> <p>Norwich Food Equity Action Plan and food network</p> <p>INTERACT and Safe Habitable Homes</p> <p>Social mobility opportunity area and Good Economy Commission legacies</p> <p>FUSE social enterprise support programme</p> <p>VCSE assembly</p> <p>Norwich Food Equality plan.pdf</p> |

Theme 2

Mental and physical health and wellbeing

| Vision | What do we know? | Partnership workstream priorities | Place based strategic alignment and engagement with partners |
|---|---|---|--|
| <p>Communities have good mental health</p> <p>Communities are inclusive, informed and socially connected</p> <p>Communities are physically active</p> | <p>Suicide rate in Norwich 50% higher than England, 75% of suicides in Norfolk are men</p> <p>Significantly higher percentage of older people living alone than both Norfolk and England, third highest percentage of adults in the East of England region reporting they often feel lonely and the percentage of adults 65 years+ living with dementia greater than the rest of Norfolk</p> <p>Significantly higher rate of cardiovascular disease deaths than both Norfolk and England</p> <p>Around 38% of year 6 children and 62% of adults overweight or obese</p> | <p>1. Mental health and social isolation – developing a long-term preventative approach to improved mental health and reduced social isolation across targeted populations: Men (16 years and over), C&YP, Older People, Inclusion Health Groups</p> <p>2. Physical Activity to improve health and wellbeing: educating communities of all ages on the importance of, and facilitating access to, physical activity</p> | <p>The partnership will engage with key local projects contributing to this theme, which currently includes (non-exhaustive):</p> <p>Men’s mental health (over 16 years): Menscraft, Active Norfolk, Twelfth Man, Mens Shed, IAPT Offer, Rest Hub, NSFT Early Intervention, Matthew Project, Man vs Fat</p> <p>C&YP mental health: MAP, Early Help Hub, Benjamin Foundation, YMCA, Children’s Services, City Vision Youth Hub, Ormiston Families, Schools, Colleges and University, Family Hubs, DWP, LCEP, Holiday Activity Fund</p> <p>Older People: Age UK Norwich, Sheltered Accommodation providers, dom care and residential care providers, community groups, Better Together Norfolk, Libraries (digital inclusion), NIHA</p> <p>Physical Activity Sport Strategy PASS 2022-2027.pdf</p> |

Theme 3

Community resilience and voice

| Vision | What do we know? | Partnership workstream priorities | Place based strategic alignment and engagement with partners |
|---|---|---|---|
| <p>Communities are resilient and supported to develop and deliver local solutions themselves</p> <p>Communities (of place and interest) have a strong voice which influences delivery of services</p> <p>Everyone has access to a range of support and advice which meets their needs</p> | <p>Feedback from a growing programme of community conversations in targeted RITA neighbourhoods is being analysed and summarised on a community insights hub as part of the PLACE+ project. This provides a significant and expanding body of evidence around what communities value in their local areas and around their aspirations and needs which can inform the work of the Health and Wellbeing Partnership and delivery of this strategy.</p> | <p>1. Hearing community voices – ensuring community voices are heard and drive or influence activity in the most effective way</p> <p>2. Improving community access to support and activities – ensuring consistent, joined up and equal access to services and support that promote health and wellbeing</p> | <p>The partnership will align and work with key local projects contributing to this theme, including:</p> <ul style="list-style-type: none"> Community conversations programme PLACE+ project RITA network Community development network Norwich open spaces and food networks VCSE activity |

If you have any questions or would like more information about the strategy or partnership, please contact Beth Wall: bethwall@norwich.gov.uk