

Guildhall Gainsborough
Lincolnshire DN21 2NA
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AGENDA

This meeting will be webcast live and the video archive published on our website

Prosperous Communities Committee
Tuesday, 11th July, 2023 at 6.30 pm
Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA

Members:

- Councillor Mrs Lesley Rollings (Chairman)
- Councillor Trevor Young (Vice-Chairman)
- Councillor Emma Bailey (Vice-Chairman)
- Councillor Owen Bierley
- Councillor Frazer Brown
- Councillor Stephen Bunney
- Councillor Karen Carless
- Councillor Jacob Flear
- Councillor Paul Lee
- Councillor Roger Patterson
- Councillor Mrs Diana Rodgers

1. **Apologies for Absence**
2. **Public Participation**
Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.
3. **Minutes of Previous Meeting** (PAGES 3 - 8)
To confirm and sign as a correct record the Minutes of the Prosperous Communities Committee held on 30 May 2023.
4. **Matters Arising Schedule** (PAGE 9)
Setting out current position of previously agreed actions as at 3 July 2023.
5. **Members' Declarations of Interest**
Members may make any declarations at this point but may also make them at any time during the course of the meeting.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

6. Public Reports

- i) Health and Wellbeing Strategy (PAGES 10 - 55)
- ii) Gate Burton Solar Project - Local Impact Report (LIR) (TO FOLLOW)
- iii) Workplan (PAGES 56 - 57)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Monday, 3 July 2023

Prosperous Communities Committee – 30 May 2023
Subject to Call-in. Call-in will expire at 5pm on 3 July 2023

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Prosperous Communities Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 30 May 2023 commencing at 6.30 pm.

Present:

Councillor Mrs Lesley Rollings (Chairman)
Councillor Trevor Young (Vice-Chairman)
Councillor Emma Bailey (Vice-Chairman)

Councillor Owen Bierley
Councillor Frazer Brown
Councillor Stephen Bunney
Councillor Karen Carless
Councillor Jacob Flear
Councillor Paul Lee
Councillor Roger Patterson
Councillor Mrs Diana Rodgers

In Attendance:

Sally Grindrod-Smith Director Planning, Regeneration & Communities
Ady Selby Director - Operational & Commercial Services
Claire Bailey Change, Projects and Performance Officer
Ele Snow Senior Democratic and Civic Officer

1 CHAIRMAN'S WELCOME

The Chairman welcomed everyone to what was the first meeting of the Prosperous Communities Committee, not only of the current Civic Year, but also the first of the new term of office, following the elections in May. She expressed thanks for those Councillors who had been involved previously in the Committee and welcomed all those involved at present, both new and returning.

2 PUBLIC PARTICIPATION

There was no public participation.

3 MINUTES OF PREVIOUS MEETING

RESOLVED that the Minutes of the Meeting of the Prosperous Communities Committee held on 7 March, 2023 be confirmed and signed as a correct record.

4 MATTERS ARISING SCHEDULE

The Senior Democratic Services Officer introduced the Matters Arising Schedule, giving Members of the Committee a brief summary of the purpose of the schedule and how they could expect it to be used to track actions arising from each meeting. It was explained that the document was for noting only, however Members could pass comment or ask questions of Officers should they seek additional information.

With no comments, questions or requirement for a vote, the Matters Arising schedule was **DULY NOTED**.

5 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest at this juncture.

6 UPDATE TO CENTRAL LINCOLNSHIRE JOINT STRATEGIC PLANNING COMMITTEE MEMORANDUM OF UNDERSTANDING

The Director of Planning Regeneration and Communities introduced the report and explained that it set out an updated Memorandum of Understanding (MOU) for the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC).

It was explained that the aim of the MOU was to ensure the smooth operation of the CLJSPC as it oversaw the production and adoption of the Central Lincolnshire Local Plan. The background to the formation of the CLJSPC, its responsibilities, membership and governance were outlined. It was emphasised that each of the four authorities remain individually responsible for other planning functions such as development management and neighbourhood planning. The CLJSPC had responsibility for the preparation, submission and adoption of the Local Plan.

It was noted that the MOU had not been reviewed since 2009 and the proposed changes detailed in the report to bring the document up to date to reflect the current operation of the partnership were outlined. The proposed changes had all been agreed between officers of each of the partner authorities and also each democratic services team. Therefore, officers were happy that the proposed changes were appropriate and reflective of the activity and approach taken by Central Lincolnshire and the partnership of authorities.

The recommended changes were detailed and the Committee was requested to consider and approve the changes, and that the Director of Planning Regeneration and Communities be authorised to sign the MOU on behalf of West Lindsey District Council.

A Member of the Committee thanked Officers for the work on the Central Lincolnshire Local Plan and suggested it was a long running and well proven project and that it was important to keep the MOU under continuous review.

It was proposed and seconded that the recommendations in the report be approved and, on being put to the vote, it was unanimously

RESOLVED that the new Memorandum of Understanding, as shown in Appendix 1 to the report, between the Central Lincolnshire Joint Strategic Planning Committee and Partner Authorities, which includes West Lindsey District Council (WLDC), be approved, and the Director of Planning Regeneration and Communities be authorised to sign the MOU on behalf of WLDC.

7 PROGRESS AND DELIVERY QUARTER FOUR REPORT AND SUMMARY OF YEAR END PERFORMANCE 2022/23

The Committee heard from the Change, Projects and Performance Officer who provided an overview of performance reporting in general, to set the scene for the report, which would be regularly presented to the Committee.

It was explained that the report was brought for discussion by Members of the Committee due to the links to services and strategies that were set within those services for which the Committee was constitutionally responsible. It was highlighted that the report was publicly available and, following approval by both the Prosperous Communities and Corporate Policy and Resources Committees, would be published on the Council website.

Members heard that each service had a collection of Key Performance Indicators (KPIs). For those whose performance was within the control of the Council, the target was allocated based on either baseline performance or statutory requirement (such as planning KPIs) . There were also KPIs where performance was outside of the Council's control (such as received planning applications) and for those KPIs there were no targets allocated.

Every year all measures and targets would be reviewed, with the involvement of Members, to ensure the KPIs continued to drive service improvement, remained aligned to the corporate/service priorities, the targets were relevant and stretched, and that they were helpful to Councillors in aiding understanding of service activity and performance.

It was explained that the data within the report to the policy committees was on an exception basis, meaning that only those KPIs whose performance returned as red or green were included. KPIs without targets were also included in the report. In addition, it was clarified that Quarter 2 and Quarter 4 reports were presented to the committees whilst Quarter 1 and Quarter 3 reports were circulated via the Members newsletter. The Committee heard there would be a review of the 2023/24 measures set later this year, which would involve working closely with Councillors via working groups, further details would follow in due course.

The Officer proceeded to detail the specifics contained within the report as follows.

Overall Summary of Council Performance. This section of the report provided an overview of KPI performance, with a breakdown of those exceeding, below or within the tolerance of their targets. Information was presented by Portfolio allowing for a clear overview of Council performance. Quarter four performance was looking positive with over 84% of all measures either exceeding or within agreed tolerance of their targets.

Corporate Health. The Corporate Health Section of the report included a suite of measures related to the overall health of the council, and, as such all measures were included, do not just reporting by exception.

It was highlighted that, due to the figures within the report being estimates, the following update on the financial figure and narrative included in this report was provided:

“COF03 - Overall Council budget forecast outturn (%) -3.72%. The end of quarter four reports a surplus of £564k underspend on the forecast budget, which equates to a -3.72% variance against the revised budget. The variance within this position includes pressures resulting from: £117k against salary budgets, £118k for fleet repairs and maintenance, £356k reduced car park income, and £54k increased cost of fuel. This is offset by savings: £398k interest receivable, £151k government grants received in final quarter, £118k reduction of the credit loss provision, £85k planning fee income above budget, £79k grounds maintenance contract, £51k review of earmarked reserves held within service budgets.”

Performance Improvement Plan. Members heard that the Performance Improvement Plan included measures where performance had remained below target for two consecutive quarters or more. Additional information was provided by the Team Manager as to the reasons relating to the measure reporting below target, the impact this had had, the actions in place to improve performance and when it was expected to see the improvement following the action.

This was the part of the report which highlighted the measures that were under target with the plan adding further context and providing the extra level of assurance that Members had previously requested. This was then scrutinised alongside the P&D report by Management Team before being presented to the committees. This was introduced in October for Quarter two last year and had been well received.

There were eight measures included in the plan and these would remain going into 2023/24, with the exception of COF02 – Average time taken to pay invoices. This measure had been amended following approval at committee in February to reflect the contractual payment terms.

Service Performance Summaries. It was explained that each of the Portfolios had a summary of its performance. Team Managers provided commentary and analysis to explain quarter performance, particularly where performance was below target and where remedial action was required.

The first portfolio was Change Management, ICT and Regulatory Services. Out of a possible 18 measures, 16 were above target within the portfolio. The measure below target related to Local Land Charges Market Share, which was included within the Performance Improvement Plan.

All measures within the Finance, Business and Property Services Portfolio were within target. The Homes and Communities Portfolio saw one measure reporting below target which related to the average days taken to complete a Disabled Facilities Grant. Extra information had been included for DFGs this quarter to round up following inclusion within the performance improvement plan. It was an opportunity highlight the positive work and the impact this had had. The graph within the report detailed the measure compared with the number of referrals received, with the table highlighting the increase in referrals over the past six years.

The Operational and Commercial Services portfolio saw five of its measures reporting above target, with the measures below target relating to average number of market stalls on both a Tuesday and a Saturday, and the recycling weights, all of which were included within the Performance Improvement Plan.

The Planning and Regeneration Portfolio saw all the measures continue to report above target.

On concluding the presentation of the quarterly report, Members were referred to Appendix A, the Year End report. It was explained this was presented annually, in the same format as the quarterly reports, but detailed performance cumulatively over the year rather than the quarter.

Again, due to the figures contained within the report being estimates, the following update was provided:

“COF01 - Budget variance (£) -£564k. COF03 - Overall Council budget forecast outturn (%) - 3.72% - as per the earlier update. COF04 - The annual Statement of accounts - Auditors see the accounts in June so we won't get a decision until end of June possibly on whether qualified so no data available for this.”

The Committee was reminded that training was to be planned for all Councillors on performance management, with the plan to deliver this prior to the next P&D report coming to Committee. The Officer concluded her presentation and sought questions or comments.

The Chairman thanked the Officer for her clear and thorough presentation, recognising the importance of this information, especially for newly-elected Councillors.

Members of the Committee specifically referenced the targets for leisure provision, noting there had been some disappointing results detailed within the narrative and highlighting that action should be taken swiftly, rather than waiting for consecutive quarters of not meeting allocated targets. Additionally, it was commented that the recovery from the covid pandemic should now be considered as business as usual, rather than continuing to use those exceptional circumstances as an explanation for missed targets.

In relation to the market KPIs, it was requested that additional information be provided, as, in consideration of the three year action plan, it was to be assumed there was more work underway than the report indicated. It was recognised that it could be difficult to find the balance of information in the P&D reporting narratives, however, it was confirmed there could be additional information included. Officers also assured the Committee there was to be an annual report presented regarding the markets action plan specifically.

A Member of the Committee expressed support and praise for the crematorium, highlighting it as an asset to the Council and a service to be proud of. In seeking to recognise other areas that had not been discussed, the Councillor highlighted the work of the Planning and Development Management Team, the Trinity Arts Centre and the work of the Communities Team with the grant funding. He expressed his thanks and support to all Officers of the Council for their hard work and dedication.

The Chairman thanked all Members for their comments, and, as the recommendations in the

report had been proposed and seconded, she called the vote. It was therefore unanimously

RESOLVED that

- a) the Committee had assessed the performance of the Council's services through agreed performance measures and had indicated areas where improvements should be made, having had regard to the remedial measures set out in the report; and
- b) the Progress and Delivery Performance Improvement Plan for Quarter Two (January-March) 2022/23 be approved.

8 WORKPLAN

The Senior Democratic Services Officer introduced the workplan, and, for the benefit of new Members, explained the purpose of the report and how it would shape the future agendas. It was highlighted that the workplan was to be noted only, although Councillors could comment or ask questions should they wish.

With no questions or comments, the work plan was **DULY NOTED**.

The Chairman thanked all present for their time and successful first meeting, and invited any members of the public watching via the webcast to attend in person in the future should they wish to, with further public engagement encouraged.

The meeting concluded at 7.08 pm.

Chairman

Prosperous Communities Matters Arising Schedule

Purpose: To consider progress on the matters arising from previous Prosperous Communities Committee meetings.

Recommendation: That Members note progress on the matters arising and request corrective action if necessary.

Matters Arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	Update to PC Committee re WL Markets	PC 30.05.23: Noted that the Cttee would receive an annual update re Markets in WL. To be added to the work plan	report on cttee work plan	30/06/23	Ady Selby
Green	Flowchart re DFGs for Councillors' Induction	Requested at Prosperous Communities Committee (31 Jan 2023) that the Member Induction Welcome Pack include a form of flowchart re DFGs process, for Members to have easy reference to.	Reallocated to Democratic Services to be loaded to library for quick access	01/09/23	Ele Snow
Green	Flow Chart re ASB Contacts	PC 07/03/23: ASB: The suggestion of a flow chart for Members to have as a quick reference guide was supported and it was hoped this could be included in the Member Welcome Pack for all Councillors after the elections in May 2023.	Reallocated to Democratic Services to be loaded to library for quick access	01/09/23	Ele Snow
Green	Further Education Task Force - future reporting	Extract from mins of mtg 19/7/22 (b) a quarterly update report from the Further Education Taskforce be received by the Prosperous Communities Committee on a quarterly basis;	Please ensure these reports are added to the Work Plan for PC Cttee First meeting of the group took place Feb 2023, updates to be scheduled accordingly	31/07/23	Grant White
Green	Parking Strategy - Future Considerations	Following discussions at PC Cttee meeting 19 July 2022, considerations for the refresh of the Parking Strategy should include details on opportunities to "green" the strategy as well as reconsidering options for motorhome and caravan parking, in relation to the visitor economy. Further details in minutes of meeting.		01/07/25	Sally Grindrod-Smith

Agenda Item 6a



**Prosperous Communities
Committee**

Tuesday 11th July 2023

Subject: Lincolnshire District Councils' Health and Wellbeing Strategy

Report by:	Director of Planning, Regeneration & Communities
Contact Officer:	Sarah Elvin Homes, Health & Wellbeing Team Manager sarah.elvin@west-lindsey.gov.uk
Purpose / Summary:	To consider for adoption, the Lincolnshire District Councils' Health and Wellbeing Strategy the principles of which will provide a framework for improving health and wellbeing across the county, demonstrating how District Councils deliver services which contribute and support the health and care system.

RECOMMENDATION(S):

1. Members adopt the Lincolnshire District Councils' Health and Wellbeing Strategy (attached as Appendix A), which provides the Council with a high-level strategic framework for improving health and wellbeing outcomes across West Lindsey.
2. Members agree delivery of the Strategy to be developed by officers and members through the Council's business planning framework with progress reported back to members through the Executive Business Plan.

IMPLICATIONS

Legal: None

(N.B.) Where there are legal implications the report **MUST** be seen by the MO

Financial : FIN/24/24/MT/SJB

Financial Implications will be determined as actions are developed by Officers through the Council's business planning framework.

This is a high level document which does not detailed individual actions for costing.

(N.B.) All committee reports **MUST** have a Fin Ref

Staffing :

The strategy outlines and gives focus to the role that district councils play in supporting health and wellbeing of residents and reducing health inequalities.

This is a high level framework and does not detailed individual actions. An allocation of staffing resource will be carried out as part of the business planning process.

(N.B.) Where there are staffing implications the report **MUST** have a HR Ref

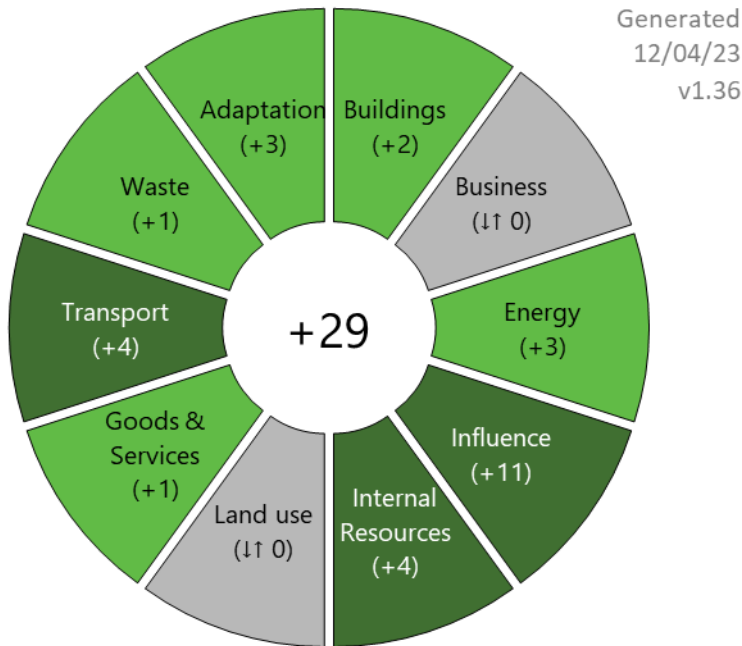
Equality and Diversity including Human Rights :

An Equality Impact Assessment has been undertaken for this strategy, as this strategy does not directly impact on how services will be delivered, a part 1 has been completed. Should this strategy result in additional services being implemented, individual EIA's will be undertaken for those areas.

Data Protection Implications :

None arising from this report

Climate Related Risks and Opportunities :



West Lindsey District Council will be net zero by 2050 (26 years and 8 months away).

The CESIA clearly highlights the connectedness of the District Health and Wellbeing strategy to WLDC’s environment and sustainability goals and ambitions. Many of the interventions designed to tackle climate change and improve the natural environment also have direct benefits to health and wellbeing, and vice versa. The Covid-19 pandemic brought home just how important access to quality green space is to mental wellbeing and there is a growing body of evidence to support this. Likewise lowering the carbon footprint of homes through improving energy efficiency not only contributes to overall net zero agendas, but also helps to reduce fuel poverty which in turn leads to improved mental health outcomes and a range of other social benefits.

This assessment underlines the synergies between tackling climate change, reducing carbon emissions and improving health and wellbeing outcomes. It scores particularly highly in the ‘influencing’ quadrant as working in partnership with communities and wider stakeholders and communications and engagement on climate change effects are central to the work. Influencing goes beyond climate change alone and includes such areas as maximising potential of Local Plan reviews to improve open/green space provision including work with landowners on access to woodland and enhancing the design of new open spaces for access. Also notable are the influence in such areas as licensing and provision of healthy, sustainable food options.

Section 17 Crime and Disorder Considerations :

None arising from this report

Health Implications:

Health and Wellbeing has been a focus for West Lindsey within the Corporate Plan 2019-2023, including a strategic aim to reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles.

Collectively, Lincolnshire district councils are committed to a strategic long-term approach to improving health outcomes through district collaboration and by taking a holistic view to the wider determinants of health.

Adopting the strategy will provide the framework to address health inequalities within the district, giving a wider understanding of the role that district council services play in improving the health and wellbeing of residents

Title and Location of any Background Papers used in the preparation of this report:

Fair Society, Healthy Lives: The Marmot Review: Strategic Review of Health Inequalities in England post-2010

[Fair society, healthy lives : the Marmot Review : strategic review of health inequalities in England post-2010. - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/428222/fair_society_healthy_lives_the_marmot_review_strategic_review_of_health_inequalities_in_england_post_2010.pdf)

What are Integrated Care Systems?

<https://www.england.nhs.uk/integratedcare/what-is-integrated-care/>

Lincolnshire Integrated Care System: Better Lives Lincolnshire

<https://lincolnshire.icb.nhs.uk/about-us/>

West Lindsey District Council Corporate Plan 2019-2023

<https://www.west-lindsey.gov.uk/council-democracy/how-council-works/key-plans-policies-strategies/corporate-plan>

Risk Assessment :

Any risks related to the delivery of this strategy will be identified, captured and monitored through the Council's Risk Management framework including the Strategic Risk Register, the Operational Risk Register and the Partnership Risk Register.

Call in and Urgency:**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

Executive Summary

1 Introduction

- 1.1 As part of the response to Covid-19, the seven Lincolnshire District Councils developed close partnership working to identify and address county wide challenges. Post pandemic, the collective approach to addressing strategic and operational issues has continued, with a particular focus on the role of district councils in relation to health and wellbeing.
- 1.2 Tackling health inequalities has been the subject of a significant pool of research over a number of years. In 2010 Professor Sir Michael Marmot conducted a landmark review 'Fair Society, Healthy Lives' which concluded that health outcomes in England have a direct correlation with socio-economic status. In summary, the higher the levels of deprivation, the worse a person's health is likely to be. The Marmot Review argued that health inequality could be alleviated by acting within six key policy areas, with local government identified as a pivotal partner in tackling the social determinants of health.
- 1.3 A follow up review by Sir Marmot in 2020 noted that some local authorities had established effective approaches to addressing health inequalities, however, for the first time since 1900, life expectancy and good health outcomes were no longer rising across the board and were actually in decline for some demographics. These areas of inequality also contributed to high and unequal death rates related to covid-19, with the pandemic itself highlighting the close correlation between health and the economy, and the capacity for all levels of government and partners across sectors to work together to address complex and urgent problems.
- 1.4 This report focuses on the role of Lincolnshire District Councils in addressing such problems, setting out the high-level strategic aims and objectives that have been developed in partnership across the county. The strategy provides the Council with a strategic framework for improving health and wellbeing in the district. Members of Prosperous Communities are asked to approve this framework for adoption by the Council, which will be underpinned by the development of delivery actions through the Council's business planning process.

2 The Role of District Councils in Health and Wellbeing

- 2.1 Health and Wellbeing has been embedded in the 'Our People' and 'Our Place' themes of the Council's Corporate Plan since 2019-2023. The new emerging Corporate Plan retains this focus and contains strategic aims and objectives relating to improving health outcomes and promoting wellbeing through the promotion of healthy lifestyles. This has influenced the focus of the Council's work with other Lincolnshire districts in the development of shared district Health and Wellbeing strategic aims and objectives which focus on:

- A strategic, long-term approach to improving health and wellbeing outcomes.
 - A sense of opportunity and ambition underpinned by district collaboration.
 - A holistic view based on the social determinants of health.
 - Developing system leadership to tackling health inequality.
- 2.2 The 2021 Health and Social Care White Paper presented the biggest change within the health and care system since the introduction of the NHS in 1948. The White Paper makes clear the unique position that district councils hold within the system, particularly relating to different ways of working to establish a systems-led early intervention approach to address the wider issues in people's lives that have a direct impact on health and wellbeing. These include housing, access to public services, opportunities for employment and the environment in which people live, all of which are directly influenced by district councils in Lincolnshire.
- 2.3 To facilitate this change to a systems-based approach, the White Paper established, through the NHS, Integrated Care Systems (ICS) to underline the importance of partnership working in preventing and addressing the wider determinants of health. 'Better Lives Lincolnshire' has been established as the local ICS for Lincolnshire.
- 2.4 Integrated care systems are being designed to serve four fundamental purposes:
- improving population health and healthcare
 - tackling unequal outcomes and access to services
 - enhancing productivity and value for money
 - helping the NHS to support broader social and economic development.
- 2.5 The role of district councils is reflected in the governance arrangements for the ongoing development of the ICS and tackling health inequalities in Lincolnshire. Cllr Richard Wright, Leader of North Kesteven District Council, has an active role in the Lincolnshire Health and Wellbeing Board and the Integrated Care Partnership representing all district councils who meet prior to the board and the partnership meeting. Angela Andrews, Chief Executive of Lincoln City Council and Ian Fytche, Chief Executive of North Kesteven District Council represent Lincolnshire Districts on the Better Lives Lincolnshire Working Group. All Lincolnshire district Chief Executives and Leaders worked collaboratively throughout 2022 in developing the District Health and Wellbeing Strategy which is attached as Appendix A.
- 2.6 Active relationships with the relevant Primary Care Networks (PCN) are necessary to support the delivery of action at a local level. Relationships with the 3 PCN's which operate within West Lindsey will need to be further embedded in line with the development of delivery actions local to West Lindsey

3 District Health and Wellbeing Strategy – Key Summary

3.1 The Strategy is predicated on five key ‘lever’ areas which district councils are uniquely positioned in the system to influence and where they can most effectively work with partners to deliver sustainable change. These are: Housing and Homelessness; Activity and Wellbeing; Environment and Climate; Economic Inclusion and Working with Communities. For each lever area, districts have collectively defined:

- Overarching Strategic aims and objectives
- Supporting activities and outputs linked to delivering each objective.

3.2 Members are asked to approve each lever area and the associated strategic objectives which are set out in the tables below.

	Strategic Aim	Strategic Objectives
Lever 1: Housing and Homelessness	<i>Improve the supply, quality and co-ordination of services to meet housing need and demand</i>	<ul style="list-style-type: none"> • Address the underlying cause of homelessness so that it becomes rare, brief and non-recurring
		<ul style="list-style-type: none"> • Improving the supply of housing needs and demand data
		<ul style="list-style-type: none"> • Improving the quality of existing accommodation to secure an overall improvement in the health and wellbeing of residents
		<ul style="list-style-type: none"> • Co-ordination of partnership activity to provide improved housing choices

	Strategic Aim	Strategic Objectives
Lever 2: Activity and Wellbeing	<i>To address inactivity across the county, improving access and opportunity for all residents to be active and participate</i>	<ul style="list-style-type: none"> • Active Place – creating environments for people of all ages to have equitable access to safe places and spaces in which to take part in regular physical activity
		<ul style="list-style-type: none"> • Active People – providing opportunities across the county for people to participate in activity on a regular basis
		<ul style="list-style-type: none"> • Active System – working across the system in a co-ordinated way to tackle health inequalities, address long-term health conditions and improve opportunities for prevention

Lever 3: Environment and Climate	Strategic Aim	Strategic Objectives
	<i>Improve understanding of the links between environment and health and maximise opportunities to deliver on both simultaneously</i>	<ul style="list-style-type: none"> • Tackle climate change, including improving air quality and reducing carbon emissions
		<ul style="list-style-type: none"> • Awareness and education
		<ul style="list-style-type: none"> • Maximise potential of Local Plan reviews to improve open and green space provision
<ul style="list-style-type: none"> • Licensing and provision of healthy, sustainable food options 		

Lever 4: Economic Inclusion	Strategic Aim	Strategic Objectives
	<i>Reducing economic inequality and alleviating poverty as a fundamental driver for improving mental and physical health and wellbeing</i>	<ul style="list-style-type: none"> • Support people in employment to improve health and wellbeing
		<ul style="list-style-type: none"> • Support for those most susceptible to economic change and transition
		<ul style="list-style-type: none"> • Develop innovative programmes with partners to enable residents to improve digital skills and access
		<ul style="list-style-type: none"> • Increase the number of residents who are economically active by ensuring those that have health conditions / disabilities can take advantage of the opportunities for more flexible / remote employment opportunities
<ul style="list-style-type: none"> • Interventions to develop the health and care sector to increase recruitment and retention and support business growth 		

Lever 5: Working with Communities	Strategic Aim	Strategic Objectives
	<i>Leverage unique links at place level to engage with communities</i>	<ul style="list-style-type: none"> • Capture and build on district community engagement, knowledge and expertise
		<ul style="list-style-type: none"> • Expand district participation in current sector discussions / forums
		<ul style="list-style-type: none"> • Strengthen sector oversight and assurance
		<ul style="list-style-type: none"> • Enhance and sustain voluntary sector engagement and contribution
		<ul style="list-style-type: none"> • A strategic commissioning approach in Lincolnshire
<ul style="list-style-type: none"> • Wellbeing Lincs as a proven and trusted mechanism for collaboration and innovation. 		

4 West Lindsey Delivery of the District Health and Wellbeing Strategy

- 4.1 Lincolnshire District Councils have approved this Strategy through their relevant governance routes. For West Lindsey, the Strategy has been developed to align with existing policies, strategies, projects and workstreams in operation across the Council, including the Corporate Plan, the Environment, Sustainability and Climate Change Strategy, the Housing Strategy and the Central Lincolnshire Local Plan. As such, the District Health and Wellbeing Strategy aligns these threads into one overarching strategy that sits in support of delivering the Council's Corporate Plan.
- 4.2 Such alignment ensures that actions to support delivery of the Strategy can be identified and developed through the Council's business planning framework and progress monitored through the Corporate Plan measures. Key deliverables arising from business plans are reported annually to members in the Executive Business Plan which sits alongside the Medium-Term Financial Plan.
- 4.3 Each lever area will be allocated to a Team Manager in the relevant area to implement through their business plans and the overall co-ordination of the Strategy will be led by the Homes, Health and Wellbeing Team Manager.
- 4.4 Officers recommend that the Council's business planning process is used to identify action already being taken in support of the Health and Wellbeing Strategy, and to identify and address any gaps to ensure new actions are deliverable, appropriately resourced and that they offer value for money. This will begin with a member and officer working group to identify existing and new actions that will enable delivery of the strategy

5.0 Summary

- 5.1 Adopting the Lincolnshire Districts Health and Wellbeing Strategy will provide a framework for the co-ordination of the health and wellbeing outcomes in West Lindsey to ensure all outcomes that are currently being delivered can be captured through this strategy and the Corporate Plan objectives.
- 5.2 The districts working group will continue to engage with partners via the representation on the Health and Wellbeing Board and Better Lives Lincolnshire working alongside system partners on a day-to-day basis to develop and deliver existing action plans that meet the strategic aims as set out within this Strategy.
- 5.3 The strategy supports West Lindsey's strategic aims and objectives relating to improving health outcomes and addressing health inequalities, deprivation and delivering a leisure and culture offer across the district.

RECOMMENDATION(S):

1. Members adopt the Lincolnshire District Councils' Health and Wellbeing Strategy (attached as Appendix A), which provides the Council with a high-level strategic framework for improving health and wellbeing outcomes across West Lindsey.
2. Members agree delivery of the Strategy to be developed by officers and members through the Council's business planning framework with progress reported back to members through the Executive Business Plan.



CITY OF
Lincoln
COUNCIL



North Kesteven
DISTRICT COUNCIL



SOUTH
KESTEVEN
DISTRICT
COUNCIL



East Lindsey
DISTRICT COUNCIL



West Lindsey
DISTRICT COUNCIL

Lincolnshire District Councils' Health and Wellbeing Strategy

Executive summary



1. Lincolnshire district councils are committed to developing an ambitious agenda for improving health and wellbeing in Lincolnshire. To achieve this, they are focusing on:
 - a strategic, long-term approach to improving outcomes
 - a sense of opportunity and ambition, district collaboration
 - a holistic view based on social determinants
 - developing system leadership
2. The 2021 Health and Care White Paper and establishment via the NHS of Integrated Care Systems (ICS) underline the vital importance of health and care partners working together to focus on prevention and addressing the wider determinants of health.
3. Districts have timely opportunity to directly influence and shape the system approach to tackling wider determinants of health, ensuring services and functions are effectively linked at place and system level to deliver on district priorities.
4. Integrated Care Systems are being designed to serve four key purposes:
 - improving population health and healthcare
 - tackling unequal outcomes and access
 - enhancing productivity and value for money
 - helping the NHS to support broader social and economic development

Executive summary



5. Districts have sought to address central questions around employment and jobs, place shaping, active and creative places, homelessness and participation in developing the strategy.
6. The programme of work has been structured in four phases:
 - Diagnostic: benchmarking, governance mapping and system health check
 - Governance development: focus on most impactful interventions to ensure district involvement in strategic decision making
 - Development of district health and wellbeing agenda
 - Identification of key next steps and supporting action plan
7. Districts have developed the strategy around five 'lever' areas in which they are uniquely positioned in the system to influence and can most effectively articulate their offer and work with partners to deliver sustainable change.
8. For each lever area, districts have defined:
 - An overarching objective, themes and strategic framework of activity and output for each lever area
 - Supporting activities and outputs linked to each objective

Executive summary



9. Summary of overarching objectives and themes by lever area:

Housing and homelessness: *Improve the supply, quality and coordination of services to meet housing needs and demands*

- Address the underlying causes of homelessness so that it becomes rare, brief and non-recurring
- Improving the supply of housing needs and demands
- Improving the quality of existing accommodation to secure an overall improvement in the health and wellbeing of residents
- Coordination of partnership activity to provide improved housing choices

Activity and wellbeing: *To address inactivity across the county – improving access and opportunity for all residents to be active and participate*

- **Active place** – *Creating environments for people, of all ages, to have equitable access to safe places and spaces, in which to take part in regular physical activity*
- **Active people** – *Providing opportunities across the county for residents to participate in activity on a regular basis*
- **Active system** – *Working across the system in a co-ordinated way to tackle health inequalities, address long term health conditions and improve opportunities for prevention*

Executive summary



9. Summary of overarching objectives and themes by lever area: *(continued)*

Environment and climate: *Improve understanding of the links between environment and health and maximise opportunities to deliver on both simultaneously*

- Tackle climate change – including improving air quality and reducing carbon emissions
- Awareness and education
- Maximise potential of Local Plan reviews to improve open / green space provision
- Licensing and provision of healthy, sustainable food options

Economic inclusion: *Reducing economic inequality and alleviating poverty as a fundamental driver for improving mental and physical health and wellbeing*

- Support people in employment to improve health & wellbeing
- Support for those most susceptible to economic change and transition
- Develop innovative programme with partners to enable residents to improve digital skills and access
- Increase the number of residents who are economically active by ensuring those that have health conditions/disabilities can take advantage of the opportunities for more flexible/remote employment opportunities
- Interventions to develop the health and care sector to increase recruitment and retention and support business growth

Executive summary



9. Summary of overarching objectives and themes by lever area: *(continued)*

Working with Communities: Leverage unique links at place level to engage with communities

- Capture and build on district community engagement, knowledge and expertise
- Expand district participation in current sector discussions / forums
- Strengthen sector oversight and assurance
- Enhance and sustain voluntary sector engagement and contribution
- A strategic commissioning approach in Lincolnshire
- Review opportunities to further develop districts preventative approach, engaging Wellbeing Lincs as a vehicle for co-production, collaboration and innovation

10. Key enablers for the work include:

- system leadership
- relationships, governance data and analytics
- funding
- impact evaluation

01

Background and context



1.1 Background to this programme of work

Lincolnshire district councils are committed to developing an ambitious agenda for improving health and wellbeing in Lincolnshire.

To achieve this, they are focusing on:

- a strategic, long-term approach to improving outcomes
 - a sense of opportunity and ambition
 - district collaboration
 - a holistic view based on social determinants
 - developing system leadership
- The recent Health and Care White Paper and most recent NHS integrated care system policy underline the vital importance of health and care partners working together to focus on prevention and addressing the wider determinants of health.
 - Overall, the current system working and collaboration across Lincolnshire is relatively new in it's development compared to other Integrated Care System footprints. Coupled with poor health outcomes overall for communities across Lincolnshire, and as the County has recently begun to think through the post-Covid strategy, the districts have a great opportunity to take a proactive role at this pivotal stage for Lincolnshire in reshaping policy, strategy and delivery and improving outcomes.
 - Building on strong cross-district relationships already in place, and following ICS designation in April, districts have timely opportunity to directly influence and shape the system approach to tackling wider determinants of health, ensuring services and functions are effectively linked in at place and system level to deliver on all district priorities.

1.2 Districts have a key role to play in delivering on the core purposes of the ICS

Integrated Care Systems (ICS) are being designed to serve **four purposes** – and districts will be key to delivering on these, working in partnership with the NHS, County Council and other key system partners:

Improving population health and healthcare

Districts already play a key role in supporting the system to deliver targeted interventions in response to population health needs – from system to neighbourhood level. They bring a depth of understanding and connection with residents which has proven invaluable in Lincolnshire’s Covid-19 response and ‘cost of living’ challenges.

Tackling unequal outcomes and access

Reducing inequalities is central to the work districts do. For example the work between NHS and district Councils to address inequalities in vaccine uptake, utilising the local knowledge, networks of districts to reach, engage with and influence identified groups. There is a huge opportunity to build on this work and use the strengths of the districts in improving the health of the population across Lincolnshire.

Enhancing productivity and value for money

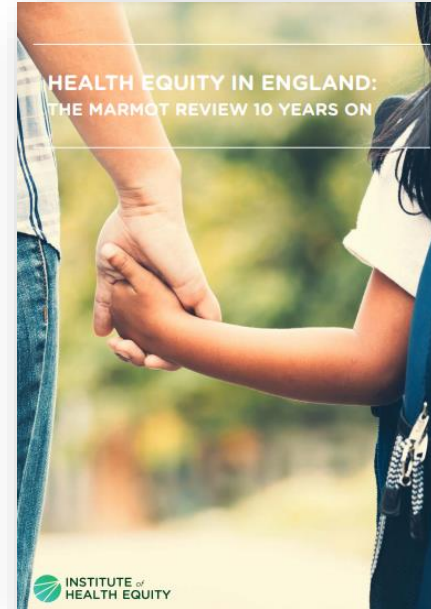
By coordinating district interventions at system level there is a huge opportunity to make better use of Lincolnshire resources. In addition to a substantial combined budget across the seven district councils, coordination with districts on specific interventions and schemes such as the Towns Fund, homelessness and Homes for England has unlocked >£100m of funding.

Helping the NHS to support broader social and economic development

A strong district focus on economic inclusion and working with communities will be in key to delivering on this ambition as a system.

1.3 Five central questions Lincolnshire districts are seeking to address

- In 2010, the Marmot Review concluded that health in England had a distinctive gradient: the lower one's social and economic status, the poorer one's health is likely to be.¹
- The original review argued that health inequality could be alleviated by acting within six policy areas and it foresaw Local Government as a pivotal partner in tackling the social determinants of ill-health.
- 10 years on, Marmot reviewed the situation again.² Although the review noted that some local authorities had established effective approaches in addressing health inequality, it also found that for the first time since 1900, life expectancy and health outcomes were no longer rising across the board – and for some demographics, they were in decline.
- These same inequalities contributed to a high and unequal death toll from COVID-19, whilst the pandemic itself revealed both the tight coupling between health and the economy, and the capacity for all levels of government, and actors across sectors, to work together to address complex and urgent problems.³



1.3 Five central questions Lincolnshire districts are seeking to address

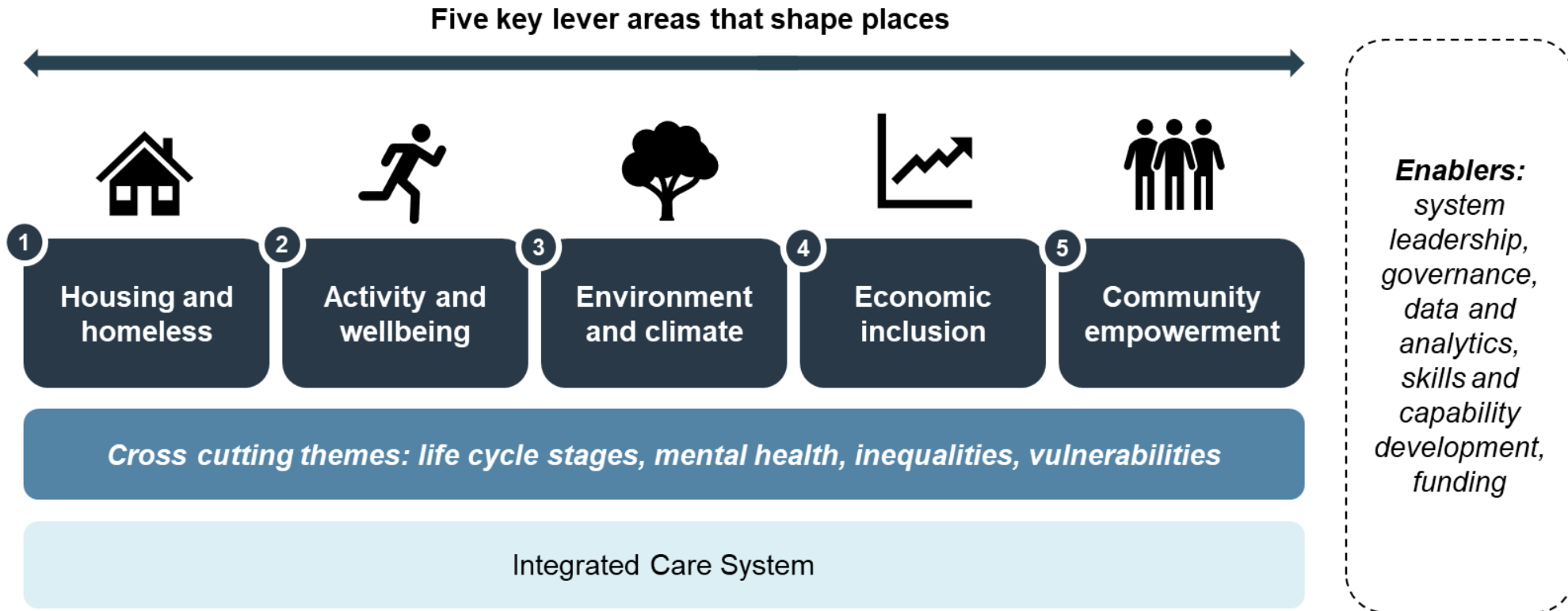
In this context, Lincolnshire districts are planning to 'build back better' from the pandemic in designing their health and wellbeing agenda – through a coordinated approach to health and care. They are seeking to address five key questions:

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- 1** **Employment / jobs**
How do we shape our economic development activity 'to create fair employment and good jobs for all'?
- 2** **Place shaping**
How do we shape housing strategy, planning policy, and plans linked to environment and regeneration, 'to create and develop healthy and sustainable places and communities'?
- 3** **Active and creative places**
How do we focus our leisure, arts and culture services 'to ensure healthy standard of living for all'?
- 4** **Homelessness**
How do we address homelessness, inequality and disadvantage to strengthen 'the role and impact of ill health prevention'?
- 5** **Participation**
How do we enhance participatory democracy and civic engagement to enable people and communities to 'have control over their lives'?

1.4 Development through five key lever areas that shape places

- Districts structured development around five ‘lever’ areas in which they are uniquely positioned in the system to influence and can most effectively articulate their offer and work with partners to deliver sustainable change
- Cross-cutting themes, enablers and interaction with the wider integrated care system were also considered



02

Strategic framework: Overview and objectives

2.1 Strategic Framework Overview

In the following section we have set out:

- Objectives districts have defined for each lever area
 - A strategic framework that includes overarching desired outcomes for each lever area
 - Partners that will be engaged to delivery the outcomes
-
- Workstream leads have developed detailed supporting activities and outputs linked to each objective
 - In each area, districts have captured both existing work and future strategic priorities
 - In developing the strategy districts have taken a system-facing approach – whilst focusing on the interventions they are uniquely positioned to drive through local voice.
 - Objectives are numbered – linking to detailed activities in the Lincolnshire District Health & Wellbeing Strategy Action Plan.

2.2 Objectives by lever area

Housing and homelessness



Overall objective: Improve the supply, quality and coordination of services to meet housing needs and demands

Address the underlying causes of homelessness so that it becomes rare, brief and non recurring

1. Coordinate the effective delivery of homelessness services through a partnership driven and evidence based homelessness strategy

Improving the supply of housing needs and demands

2. Establish future investment strategies to meet current and emerging needs for care and support
3. Bring more empty homes into use in order to improve the supply of properties available within the county
4. Deliver new housing to meet housing needs and demands, meeting zero carbon targets and recognising all levels of affordability

Improving the quality of existing accommodation to secure an overall improvement in the health and wellbeing of residents

5. Improve the quality of existing properties across all tenures and reduce the cost of poor housing to health, care and society
6. Reduce levels of overcrowding as means of reducing health risks

Coordination of partnership activity to provide improved housing choices

Partners

Housing and homelessness



- **District Councils**
 - Housing services
 - Homelessness and allocations
 - Revenue & Benefits
 - Enforcement
 - Planning and enabling
 - Wellbeing services
- **Lincolnshire County Council**
 - Public health
 - Adult social care
- **Housing Associations**
- **Homes England**
- **Private developers**

- **NHS**
 - Clinical Commissioning Group
 - Lincolnshire Partnership Foundation Trust
 - Primary Care Networks
 - Neighbourhood Teams
- **Lincolnshire Police**
- **Lincolnshire Fire and Rescue**
- **Third sector providers**
- **Money advice**
- **Energy advice**
- **Private Sector Landlords**

2.3 Objectives by lever area

Activity and wellbeing



Overall objective: To address inactivity across the county – improving access and opportunity for all residents to be active and participate

Active place

Creating environments for people, of all ages, to have access to equitable access to safe places and spaces, in which to take part in regular physical activity.

1. Develop a plan to be able to positively influence the planning system / external decision making in the local area
2. Make better use of green spaces across Lincolnshire and maximise opportunities for residents and visitors to be active in Lincolnshire
3. Widen the focus from commercial leisure offer and asset-based physical activity to activity outside, in the home and in the workplace

Active people

Providing opportunities across the county for residents to participate in activity on a regular basis

4. Provide opportunities and programmes across communities to enable all residents to take part in regular activity

Active system

Working across the system in a co-ordinated way to tackle health inequalities, address long term health conditions and improve opportunities for prevention

5. Creating leadership, governance and partnerships, and workforce capabilities across sectors to use resources in a more coordinated way to reduce inactivity
6. Each district council to develop opportunities to positively influence internal / corporate decision making in their local area and embed in governance processes
7. Proactive and inclusive approach to sharing learning, best practice and opportunities for collaboration
8. Proactively engage across the NHS to encourage innovation and creativity to enable health, wellbeing and physical activity within planning consultations

Partners

Activity & Wellbeing



- **District Councils**

- Leisure
- Communities
- Planning
- Wellbeing Service

- **Lincolnshire County Council**

- Public health
- Communities
- Education
- Highways and Transport
- Adult Services
- Children's Services

Parish Councils

- **NHS**

- Clinical Commissioning Group
- Lincolnshire Partnership Foundation Trust
- Primary Care Networks
- Neighbourhood Teams

- **Active Lincolnshire**

- **Sport England**

- **National Governing Bodies**

- **Sports Clubs**

- **Community and Voluntary Sector**

- Infrastructure Organisations
- Local groups

2.4 Objectives by lever area

Environment and climate



Overall objective: Improve understanding of the links between environment and health and maximise opportunities to deliver on both

Tackle climate change

Improve air quality

1. Improve air quality, particularly in designated management areas
2. Accelerate transition towards active travel
3. Promote and increase uptake of electric vehicles
4. Mobility: provision and uptake of public transport services

Reduce carbon emissions

5. Improve domestic energy efficiency, reduce fuel poverty, and reduce carbon emissions
6. Joint work to reduce carbon emissions from all Councils (Lincolnshire County Council and districts)
7. Reduce carbon emissions across all services to meet national carbon reduction targets

Awareness and education

8. Understand the local impacts of a changing climate to improve community resilience
9. Education and behaviour change around sustainability and climate change
10. Reduce waste output across the county and tackle key issues

Green spaces Local Plans

11. Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and health and wellbeing benefits
12. Maximise potential of Local Plan reviews

Licensing and provision of healthy, sustainable food options

13. Influence provision of healthy and sustainable food options

Partners

Environment and Climate



- **District Councils**

- Environmental Health
- Licencing
- Housing services
- Planning Policy and Development Management
- Fleet management

- **Lincolnshire County Council**

- Public health
- Highways
- Environment and Sustainability

- **NHS**

- Clinical Commissioning Group
- Lincolnshire Partnership Foundation Trust

- **Lincolnshire Police**

- **Lincolnshire Fire and Rescue**

- **Lincoln Climate Commission**

- **Private Sector Landlords**

- **Housing Associations**

2.5 Objectives by lever area

Economic inclusion



Overall objective: Reducing economic inequality and alleviating poverty as a fundamental driver for improving mental and physical health and wellbeing

1. Embed strong strategic narrative to promote the links between economic inclusion and health inequality to deliver better outcomes

People in employment	Support for those most susceptible to economic change and transition	Digital skills programme	Eliminate poor health from being a barrier to employment	Support development of the health and care sector to improve service provision
<p>2. Work with Lincolnshire employers to improve employee working conditions / environment, particularly within low paid and insecure employment, to improve health and wellbeing, prevent health issues developing, and improve business productivity</p> <p>3. Improve skills for those currently in work, enabling career progression, greater wage levels, better job security, greater productivity development - good for people and business - part of tackling in-work poverty</p> <p>4. Increase volunteering to support the community and increase well-being for the volunteers themselves</p>	<p>5. Increase core sector resilience in Lincolnshire by supporting employers to adapt and respond to economic transitions caused by the pandemic, through addressing skills gaps with employees</p> <p>6. Employee upskilling and retraining programmes for those in industries exposed to long-term change and decline</p>	<p>7. Residents have the digital skills to access health services, everyday services and employment opportunities</p> <p>8. Fully enabled digital FFTP (fixed fibre to premises) infrastructure across the county using place appropriate technologies.</p>	<p>9. Create an intervention programme that supports residents with ill-health into employment</p>	<p>10. Creating an environment to support development of the health and care sector to improve health related service provision</p>

Partners

Economic Inclusion



- **District Councils**
 - Economic Development

Parish and Town Councils

- **Lincolnshire County Council**
 - Public health
 - Communities
 - Education
 - Safer Communities
 - Children Services
 - Adult Services

- **Community and Voluntary Sector**
 - Infrastructure Organisations
 - Local groups
- **NHS**
 - Clinical Commissioning Group
 - Lincolnshire Partnership Foundation Trust
 - Primary Care Networks
 - Neighbourhood Teams
- **Lincolnshire Financial Inclusion Partnership**

2.6 Objectives by lever area

Working with Communities



Overall objective: Leverage unique links at place level to engage with communities

1	Capture and build on district community engagement, knowledge and expertise	Combine the District's knowledge and approach to community engagement, building on success and experience gained during the pandemic
2	Expand district participation in current sector discussions / forums	Bring together current discussions and approaches around community development with regard to the pandemic response and future collaboration
3	Strengthen sector oversight and assurance	Work with partners (sector representative groups and County) to develop an agreed approach to sector oversight and assurance, harnessing community potential in a safe, effective way
4	Enhance and sustain voluntary sector engagement and contribution.	Building on success during the pandemic, develop and formalise mechanisms to draw on volunteer capacity quickly and efficiently in response to emerging community needs e.g. flooding, pandemic)
5	A strategic commissioning approach in Lincolnshire	To maximise impact and reach of commissioned services across the Lincolnshire system
6	Wellbeing Lincs as a proven and trusted mechanism for collaboration and innovation	Review opportunities to further develop districts preventative approach, engaging Wellbeing Lincs as a vehicle for co-production, collaboration and innovation.

Partners

Working with Communities



- **District Councils**
 - Communities
 - Planning
 - Wellbeing Service

Parish and Town Councils

- **Lincolnshire County Council**
 - Public health
 - Communities
 - Education
 - Safer Communities
 - Children Services
 - Adult Services

- **Community and Voluntary Sector**
 - Infrastructure Organisations
 - Local groups
- **NHS**
 - Clinical Commissioning Group
 - Lincolnshire Partnership Foundation Trust
 - Primary Care Networks
 - Neighbourhood Teams
- **Sport England**
- **Arts Council England**
- **Lincolnshire Police**
- **Police and Crime Commissioner**

03

Key enablers



3.1 Key enablers

- **System leadership and relationships**

- Strong system leadership will be critical to delivering a true shift in focus of health and care to prevention and addressing the wider determinants of health.
- There is an inherent level of complexity to developing integrated care systems – with a lack of clarity in some key areas such as governance, accountability and funding models at different levels of the system.
- Leaders across the system will need to work collaboratively and constructively to navigate these issues as the system continues to develop, focusing on innovation and improvement, relationships and connectivity, individual effectiveness, and learning and capacity building.

- **Governance**

- District Councils are reflected in the governance arrangements for the ongoing development of the ICS and tackling health inequalities in Lincolnshire.
- District Councils have member representation at the Lincolnshire Health and Wellbeing Board and Integrated Care Partnership
- Senior Leaders represent Districts on the Better Lives Lincolnshire working group
- All district councils have active relationships with the relevant Primary Care Networks (PCNs) to better understand population health and support action at a local level

3.1 Key enablers

- **Data and analytics**

- Data and analytics will be increasingly central to design and delivery of targeted models of health and care meeting the needs of the population in Lincolnshire
- Districts have identified a number of areas where increased sharing of data would enable them to work with system partners in a more proactive and targeted way, but where there have been challenges to accessing or sharing data with other organisations in the system
- Districts advocate for wider data sharing across partner organisations, linked into target outcomes for the HWB strategy and population health improvements
- System partners should, as a priority, work towards an integrated system data sharing agreement to unlock existing barriers and ensure that all organisations have timely access to the insight they need to plan, design and track performance of interventions.

- **Funding**

- A collaborative approach has been key to recent successful bids for funding (for example Towns Fund)
- Districts should build on these successes and seek to collaborate in a more structured way with system partners to secure future funding
- Longer term, districts should engage in system-level discussions on funding models

04

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**Key data, indicators and
'levelling up'**



4.1 Lincolnshire's current 'levelling up' position – by District

District	Negative indicators	Positive indicators
Lincoln	<ul style="list-style-type: none"> Employment rate Overweight children at reception age Anxiety 	<ul style="list-style-type: none"> Overweight adults Life satisfaction Feeling life is worthwhile
Boston	<ul style="list-style-type: none"> Gross Value Added per hour worked Public transport/ walk to employment centre with 500 to 4999 jobs Overweight children at reception age Overweight adults GCSEs (and equivalent) in English and Maths by age 19 	<ul style="list-style-type: none"> Cigarette smokers
East Lindsey	<ul style="list-style-type: none"> Gross Value Added per hour worked Gross median weekly pay Employment rate Public transport/ walk/ cycle/ drive to employment centre with 500 to 4999 jobs Overweight adults 	<ul style="list-style-type: none"> Feeling life is worthwhile Happiness

4.1 Lincolnshire's current 'levelling up' position – by District

District	Negative indicators	Positive indicators
West Lindsey	Employment rate Public transport/ walk/ cycle/ drive to employment centre with 500 to 4999 jobs Overweight children at reception age	Feeling life is worthwhile
South Holland	Public transport/ walk/ cycle/ drive to employment centre with 500 to 4999 jobs Overweight children at reception age Anxiety	Life satisfaction Feeling life is worthwhile
South Kesteven	Cycle/Drive to employment centre with 500 to 4999 jobs	Happiness
North Kesteven	Public transport/ walk/ cycle/ drive to employment centre with 500 to 4999 jobs	Anxiety Cigarette smokers Feeling life is worthwhile Happiness

4.2 Key indicators by Life Course

Life stage	Proposed system outcomes measures	District strategy lever areas				
		H&H	A&W	E&C	EI	WWC
"Start Well"	• Reduced still birth rate (23/24: 16)		✓	✓	✓	
	• Reduced neonatal mortality rate (23/24: 7)	✓		✓	✓	✓
	• Maternal smoking at delivery (23/24: 10.9%)		✓		✓	
	• Percentage of children aged 10-11 classified as overweight or obese (23/24: 31.5%)		✓	✓	✓	
"Live Well"	• Adults who smoke (23/24 11.3%)		✓			✓
	• Hospital admissions due to falls (23/24: 1,470)	✓	✓			✓
	• Adults physically inactive (23/24: 22.7%)		✓	✓	✓	✓
	• Alcohol-caused hospital admissions (23/24: 491)		✓			
	• Social prescribing referrals (23/24: 12,194)		✓	✓		✓
	• Number of people receiving care from new models of integrated primary and community care for adults and older adults with severe mental illness (23/24: 5,151)					✓
	• Number of people supported through the NHS Diabetes Prevention programme (23/24: 2,898)					
	• Personal Health Budgets (23/24: 2,970)		✓			✓
	• Delayed transfers of care (23/24: 43)	✓				✓
	• Length of stay for patients in hospital over 21 days (23/24: 77)	✓	✓			✓
"Die Well"	• Percentage of deaths with three or more emergency admissions in last three months of life					✓
	• Percentage of people dying in their place of choice	✓				✓
	• Learning disabilities mortality review - % of reviews completed within 6 months of notification					

05

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**Methodology, development
and next steps**

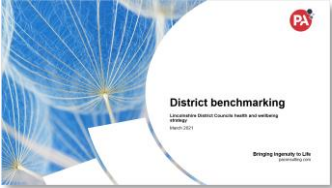
5.1 Overview of programme and engagement

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Diagnostic and mapping

- Aims** Understand and assess the current system and reform agenda, its strengths and shortcomings
- Approach** Data analysis and benchmarking of population health data, review and mapping of key strategies and documentation, CEO and system stakeholder interviews, weekly working group development sessions


Outputs



District benchmarking paper – detailed Lincs health outcomes and wider determinants of health (economy, housing)



System mapping paper – district involvement at system level limited, opportunities for collaboration at county / multi-district level



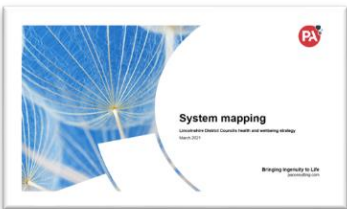
System health check paper – opportunity for districts to be involved at system-level, examples of collaboration between districts




Governance and development

- Aims** Design a collaborative approach to enable greater district voice and engagement in key system forums
- Approach** Officer working group and CEO design workshops, supported discussions with system partners, developed proposed approach to future district representation at key system groups (Joint Working Executive Group, Health and Wellbeing Board) and supporting arrangements

Outputs



Recommendations to enable greater district voice and engagement at key system forums.



Joint Working Executive Group (JWEG) proposal on district membership – developed and agreed by JWEG chairs

5.1 Overview of programme and engagement

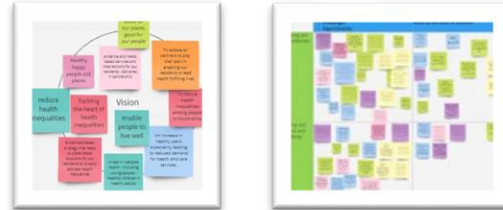
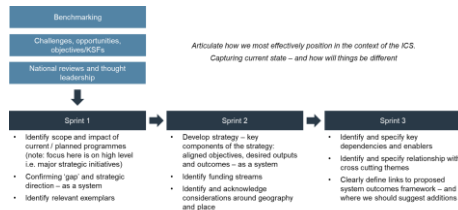
Develop health and wellbeing agenda

- Aims** Develop a five year health and wellbeing agenda
- Approach** CEO and officer working group design workshops, review of exemplars and best practice, facilitated sprint development sessions, weekly working group development sessions

Next steps and mobilisation planning

- Aims** Identify priority areas, set out steps to mobilise and support delivery of the strategy
- Approach** Officer working group development sessions, governance discussions with system partners

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Outputs



Section in agenda paper summarising priority areas, key steps to mobilisation, links to system outcomes framework and supporting governance

Outputs



Health and wellbeing agenda setting out outcomes for each lever area and supporting objectives, activities and outputs

5.1 Overview of programme and engagement

Stakeholder Engagement

- Aims** Provide an overview of the aims and objective of the strategy, understand the role partners can play in delivering
- Approach** Partners away day - discussions with system partners to understand barriers, challenges and opportunities.

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Local Area 1 – Housing and Homelessness

Overarching Objective: Improve the supply, quality and distribution of services to meet housing needs and demands

Task	Revised Outcome	Activities	Timeline and Progress
1. Coordinate the effective delivery of homelessness services through a partnership plan and guidance (page 10 homelessness strategy)	<ul style="list-style-type: none"> Facilitated review of homelessness provision leading to a new homelessness and rough sleeping strategy and action plan adopted by partners Carry out ongoing review of homelessness and rough sleeping in line with the revised homelessness and rough sleeping strategy Review strategy together with action plan focused on bringing the cases within the objectives of homelessness which coordinate service delivery between all partners Coordinated meeting of all relevant stakeholders within the revised homelessness and rough sleeping strategy Joined in service delivery working parties to agree to review provision for care and prevention of homelessness 	<ul style="list-style-type: none"> Form county coordinator measure to bring districts and other partners together to ensure a reduction in levels of homelessness Coordinate working with the other partners focus on delivery of homelessness across the county Review the joint coalition homelessness and rough sleeping strategy with a focus on leading/underpinning issues rather than the symptoms of homelessness Develop a programme of coordinated funding bids for homelessness services on the housing and rough sleepers from the homelessness strategy Implementation of non-direct provision for service delivery across of partners including district councils, health services, county council, commissioned support, voluntary agencies and the justice 	<p>A new county coordinator post has been established operating from North Devonshire County Council. The post has brought partners together and a draft homelessness and rough sleeping strategy is currently going through formal partner adoption process.</p> <p>Other agreed initiatives will be established to pursue each of the priorities within the plan.</p> <p>A County Rough Sleeping Accommodation Programme has been established to complete rough sleeping support will be available from March 2023. Further bids are being discussed for specific support including rough sleeping, care leavers and prison leavers for progression in 2023/24.</p> <p>Funding for drug and alcohol treatment and support has been received by Devonshire County Council which will contribute to the strategy. Close partnership working will ensure the funding is managed across the District Councils.</p> <p>The Housing Delivery Programme is being considered for research opportunities to ascertain gaps in accommodation and provision.</p> <p>Joint working groups to improve provision and pathways are operational for prison leavers, care leavers and young people and the Housing Related Support Contract.</p>

Outputs



Health and Wellbeing – working together to achieve priorities
Partners Away Day – 27 September 2022

‘Working together to achieve priorities’
Action plan developed with key stakeholders

5.2 Next Steps

Next steps and delivery across Lincolnshire

Aims Lincolnshire Districts formally approve the strategy, agree and continue to work with partners on local priorities

Approach Regular officer working group, understanding and strategic alignment with partners, engaging internal services to understand role in health and wellbeing 'levers'

Outputs

Next steps and delivery for West Lindsey

Aims West Lindsey formally approves the strategy and continues to work with partners and stakeholders to deliver local priorities

Approach This strategy aligns with West Lindsey existing's policies and strategy's and as such, actions to support the delivery of this strategy can be identified and developed through the councils business planning framework

Outputs Delivery of West Lindsey's Corporate plan, Lincolnshire Homelessness Strategy, West Lindsey Climate and Sustainability Strategy, West Lindsey Housing Strategy and more.



Prosperous Communities Committee Work Plan (as at 3 July 2023)

Purpose:

This report provides a summary of items of business due throughout the remainder of the Civic Year.

Recommendation:

1. That Members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
11 JULY 2023				
11 Jul 2023	Health and Wellbeing Strategy	Sarah Elvin, Homes, Health & Wellbeing Team Manager	To adopt the Lincolnshire District Council Health and Wellbeing Strategy	22 June 2023
11 Jul 2023	Gate Burton Solar Project - Local Impact Report (LIR)	Russell Clarkson, Development Management Team Manager	To consider and approve the draft Local Impact report (LIR) prepared for the NSIP examination of the Gate Burton Solar Project.	
1 AUGUST 2023				
1 Aug 2023	Gate Burton Solar Project - Written Representations	Russell Clarkson, Development Management Team Manager	To consider and approve written representations to be submitted by WLDC on the Gate Burton Solar Project	
12 SEPTEMBER 2023				
12 Sep 2023	Private Rented Sector Housing - Proposals	Andy Gray, Housing & Environmental Enforcement Manager	To present initial proposals for delivering the preferred options for improving standards in the PRS.	22 June 2023
12 Sep 2023	Local Enforcement Plan (Planning Enforcement)	Andy Gray, Housing & Environmental Enforcement Manager	To seek approval for the reviewed Local Enforcement Plan	22 June 2023
12 Sep 2023	West Lindsey Markets Action Plan Update	Ady Selby, Director -	To update Members on progress with	

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Operational & Commercial Services the three year West Lindsey Markets Action Plan

31 OCTOBER 2023

31 Oct 2023	Proposed Fees and Charges 2024/2025	Sue Leversedge, Business Support Team Leader	Propose Fees and Charges to take effect from 1 April 2024.
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5 DECEMBER 2023

5 Dec 2023	First Homes Guidance	Sarah Elvin, Homes, Health & Wellbeing Team Manager	This report will look to adopt a new guidance note for First Homes in West Lindsey alongside define a key worker for the First Homes tenure of affordable housing
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30 JANUARY 2024

30 Jan 2024	Prosperous Communities Committee Draft Budget 2023/2024 and estimates to 2028/2029.	Sue Leversedge, Business Support Team Leader	The report sets out details of the Committee's draft revenue budget for the period of 2024/2025 and estimates to 2028/2029.
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19 MARCH 2024

23 APRIL 2024

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