

POLICY SCRUTINY COMMITTEE

Thursday, 23 March 2023

6.00 pm

**Committee Rooms 1-2,
City Hall**

Membership:	Councillors Jane Loffhagen (Chair), Calum Watt (Vice-Chair), Debbie Armiger, Rebecca Longbottom, Bill Mara, Mark Storer and Emily Wood
Substitute members:	Councillors Gary Hewson and Pat Vaughan
Officers attending:	Democratic Services, Legal Services, Becky Scott (Legal Services Manager), Caroline Bird (Community Services Manager), Simon Colburn (Assistant Director - Health and Environmental Services), Francesca Bell (Assistant Director for Growth and Development) and Simon Walters (Strategic Director of Communities and Environment)

AGENDA

SECTION A	Pages
1. Confirmation of Minutes - 10 January 2023	3 - 8
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Health Scrutiny Update	Verbal Report
4. Events and Culture - Christmas in Lincoln 2023 and Beyond	9 - 16
5. Grounds Maintenance, Street Cleansing and Waste Collection Services	17 - 22
6. Health and Wellbeing Strategy	23 - 60
7. Policy Scrutiny Work Programme 2022-23 and Executive Work Programme Update	61 - 70

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Present: Councillor Jane Loffhagen (*in the Chair*),
Councillor Calum Watt, Councillor Debbie Armiger,
Councillor Rebecca Longbottom, Councillor Bill Mara,
Councillor Mark Storer and Councillor Emily Wood

Apologies for Absence: None.

28. Confirmation of Minutes - 22 November 2022

RESOLVED that the minutes of the meeting held on 22 November 2022 be confirmed and signed by the Chair.

29. Declarations of Interest

No declarations of interest were received.

30. County Homelessness Strategy

Alison Timmins, Housing Solutions Manager:

- a. presented the Lincolnshire County Homelessness Strategy 2017-2021 review document, to consider the consultation summary document and to seek comments on the new Lincolnshire Homelessness Strategy 2022-2027
- b. gave the background to the strategy as detailed at paragraph 2 of the report
- c. referred to Appendix 3 of the report which detailed extensive consultation with stakeholders and collated the achievements of the last strategy which shaped the strategic direction of the new strategy. A series of focus groups, one-to-one meetings and a survey collated vital feedback , which would enable the strategy to meet the aims of the seven district council's and partners.
- d. explained that the Rough Sleeper Strategy had been incorporated into the document to allow the Council to form a collective and robust approach to homelessness
- e. highlighted the new priorities for the next 5 years:
 - *Prevent – identify those that were at risk of becoming homeless as early as possible and through the Duty to Refer work with them to prevent homelessness or rough sleeping*
 - *Protect – identify the most vulnerable and ensure individuals were safe from harm, and had access to the support and services to maintain their health and wellbeing*
 - *Partnerships- strengthen and maintain relationships to bring together resources and knowledge to prevent and relieve homelessness*

- *Place – ensure accommodation was both available and suitable for those that needed it and explore opportunities to increase the supply of accommodation*
- *Plan – take a proactive and joined up approach to tackling rough sleeping and homelessness and explore funding opportunities to ensure we meet the needs of all client groups*

f. referred to paragraph 6 of the report and explained how the strategy would be monitored

g. invited members questions and comments.

Question: Asked if the Cost of Living Crisis had been included in the Strategy.

Response: The Strategy was overarching therefore it had not been included within it. The next step was to develop a position statement for Lincoln with key actions for the City and the Cost of Living Crisis would be addressed within this.

Question: Asked why someone would not be accepted as homeless.

Response: Anyone could present to the Council as homeless. If they were considered as statutory homeless then the Council had a duty to assist them. If the Council did not consider them as statutory homeless then they would still be provided with advice.

Question: Referred to the graph at page 20 of the Strategy in relation to the initial assessment and asked how the decision of whether they were statutory homeless or not was made.

Response: They needed to meet specific criteria to be considered statutory homeless, this included for example, British Citizen, homeless or threatened with homeless within 56 days, have priority need eg, pregnancy, medical condition or children and also have a local connection to the area. If they were not considered statutory homeless the Council would still provide appropriate advice.

Question: Referred to page 20 of the Strategy in relation to initial assessments and commented that the Strategy stated that a total of 11,103 initial assessments were completed between 2018 and 2021, and then following those initial statements 14,364 cases were owed a prevention relief or duty to try and resolve their housing issue. She questioned why the number had increased following the initial assessment.

Response: This would be looked at and an answer provided following the meeting.

Question: Referred to the consultation summary at page 56 of the Strategy and asked if an accountability chart would be provided as a separate document.

Response: An accountability chart was produced, however, due to the amount of information that was required in the chart, it was too difficult to follow, therefore a decision was made not to include it within the Strategy.

Question: Asked where the chain of responsibility was included in the Strategy.

Response: This would be included in the monitoring and would provide transparency.

Question: Referred to the Equality Impact Assessments at page 59 of the Strategy and asked why some of them were left blank.

Response: The Equality Impact Assessment was completed by North Kesteven District Council according to their democratic processes.

Question: Asked if there was an increase in homelessness due to the Cost of Living Crisis.

Response: The numbers had steadily increased since lockdown and many could be tracked back to the Cost of Living Crisis. We were yet to see the real impact of the Cost of Living Crisis.

Question: Commented that one of the reasons for people becoming homeless was due to private landlords selling their property and asked who were the landlords selling these properties to and could the Council utilise them.

Response: Most properties were sold on the open market, the Council's Strategic Housing team did look to see if they were suitable, some properties had been purchased back.

Question: Asked if there was enough money available to implement the Strategy.

Response: Considerable funding had been provided under the homelessness prevention grant which was predominantly used for staffing. It was not about money but about resources, more suitable accommodation was needed and also having the right multi agency services being available to get people the right help needed.

Question: Asked if an update on the County Homelessness Strategy could be provided to a future appropriate meeting.

Response: An update could be provided to a future meeting of Policy Scrutiny Committee.

Question: Asked if another agency were not able to help someone was there a process to follow up the case.

Response: Partnership working across the County had improved enormously, there were clear communication channels and the opportunity to escalate cases if necessary.

Question: Asked what temporary accommodation was used for families and how long they would be placed there before being housed.

Response: The Council had some temporary accommodation stock, or bed and breakfasts could be used. Families should not stay in a bed and breakfast for any longer than 6 weeks. They could be waiting a long time to be housed, for example a family needing a three bedroom house could be waiting for 9-12 months.

Question: Asked if gambling addiction was included within the Strategy

Response: It would depend, each individual case would be looked and advice and support would be provided.

Question: Asked if debt was included in the Strategy.

Response: The Council would offer advice and support and would point them in the direction of debt management. If they were homeless through no fault of their own the Council would house them, if they were intentionally in debt they may not be considered statutory homeless, but support would still be provided in a different way.

RESOLVED that

1. the Lincolnshire Homelessness Strategy 2022-27 be supported

2. an update on the Lincolnshire Homelessness Strategy 2022-27 be provided to a future meeting of Policy Scrutiny Committee.

31. Health Scrutiny Update

The Chair of Policy Scrutiny Committee updated members of the business that had been discussed at the Health Scrutiny meeting held on 14 December 2022, these were:

- Temporary Closure of Hartsholme Centre – Male Psychiatric Intensive Care Unit
- Lincolnshire Health and Social Care Patient Flow and Discharge Programme
- Lincolnshire's Interim Integrated Care Strategy
- Lincolnshire Acute Service Review Implementation – Update

RESOLVED that the report be noted.

32. Policy Scrutiny Work Programme 2022-23 and Executive Work Programme Update

The Chair:

- a. presented the report 'Policy Scrutiny Work Programme 2022-23 and Executive Work Programme Update'.
- b. presented the Executive Work Programme December 2022 – November 2023.
- c. requested councillors to submit what items they wished to scrutinise from the Executive Work Programme and policies of interest.
- d. invited members questions and comments.

Members discussed the Executive work programme in detail and identified the following potential items for the Policy Scrutiny Work Programme:

- Pay Policy Statement 2023/24
- Disposal of Property
- Housing Pipeline Approach
- Greetwell Place Managed Workspace - Future Arrangements

The Democratic Services Officer confirmed that she would liaise with the relevant Officers to find out if the items identified were within Policy Scrutiny Committees remit and schedule them into the work programme as appropriate.

The Chair referred to the Policy Scrutiny Committee scheduled for 14th March 2023 and commented that there was a large number of items scheduled and suggested that an additional meeting be scheduled for February 2023.

The 7th February was identified as a potential date for an additional Policy Scrutiny Committee. The Democratic Services Officer confirmed that she would

liaise with Officers to find out if any items could be brought forward and arrange an additional meeting on 7th February 2023 if necessary.

RESOLVED that:

1. the work Policy Scrutiny work programme be noted.
2. the Executive work programme be noted.

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SUBJECT:	EVENTS AND CULTURE – CHRISTMAS IN LINCOLN 2023 AND BEYOND
DIRECTORATE:	DIRECTOR OF COMMUNITIES AND ENVIRONMENT
REPORT AUTHOR:	SIMON WALTERS, DIRECTOR OF COMMUNITIES AND ENVIRONMENT

1. Purpose of Report

- 1.1 This report provides Members with details of the objectives for a yet to be finalised new city council led annual city centre/uphill events programme, which will replace the Lincoln Christmas Market. It also covers the proposed approach and timeline for a public consultation and engagement exercise prior to finalisation of that programme.

2. Executive Summary

- 2.1 On 20th February Executive Committee approved the transition to a new approach for 'Christmas in Lincoln', supplemented by an annual events programme throughout the rest of the year, to mitigate the economic impacts caused by the closure of the Christmas Market. This decision was 'called in' and considered by Select Scrutiny Committee on 14th March 2023, the outcome of which will be verbally updated in committee.
- 2.2 The proposed programme is designed to spread visitor numbers to the city centre/uphill area throughout the year, rather than within the condensed four-day period of the Christmas market. There are a number of benefits arising from such an approach, which are covered in the report below.
- 2.3 The report details the overall aim for the new programme and sets a number of objectives to be achieved. It then goes on to detail the approach to public and wider stakeholder engagement on the shape of this new programme. Due to constrained timescales, and the imminent start of the pre-election period, which precludes that wider public engagement during the period through to 5th May 2023, some commissioning of programme content will take place (focussed on the summer holidays, Halloween and Christmas period 2023) prior to finalisation of the overall programme.

3. Background

- 3.1 Lincoln Christmas Market enjoyed its 40th year in 2022, having been established in 1982. The 2022 Christmas market was exceptionally well planned and executed but saw a significant uplift in visitor numbers from 2021 and whilst the plans for crowd control coped with this increase, they operated at capacity. The visitor experience suffered and hence the reputation of the market 'took a hit'. The Executive report concluded that a new approach was required to events organised by the City Council in the core retail areas covering the city centre and uphill.
- 3.2 This new approach will have a particular focus on 'Christmas in Lincoln' but offer a range of activities throughout the year to encourage footfall and spend. Executive Committee were clear that the development of such a programme must be supported by a public and

stakeholder engagement exercise to ensure all interested parties have an opportunity to comment and hence help shape the content.

- 3.3 Work has already commenced on a draft of that programme, but at this stage committee are asked to offer a view on the process proposed, noting the tight timescales involved, rather than the content of the programme. A further report will be submitted to this committee in June 2023 with more details on the finalised programme.

4. EVOLVING WAY FORWARD - A VISION FOR THE FUTURE APPROVED BY EXECUTIVE COMMITTEE

- 4.1 At Executive on 20th February 2023, Members approved a new approach that transitions away from an intense four-day Christmas market, to a programme that celebrates the full six weeks of Christmas, together with a yearlong programme to maintain animation in the city centre/uphill area at other key times in the year.

Whilst further work is ongoing to develop this new programme, the shape and structure will be moulded around a number of core aspects. These are:

- **Move to a model of “Christmas in Lincoln”.** This will take place over the full 6-week period leading up to and including Christmas itself. This will see an offer across both the uphill area and city centre. Whilst this will not be a Christmas market, the final model will potentially have a retail element to it, utilising key event spaces in the city, namely City Square, Cornhill and Castle Square. This will address two of the key criteria - delivering activity over a wider footprint to spread the crowds and delivery over a longer duration.
- **Utilise partners to also organise activity** - The city benefits from some very active partners in the city who produce events and activities themselves throughout the year. These organisations have already been in discussion with the city council with a desire to develop more of their own offer during the Christmas period in the uphill area. Indeed, the market would have had to significantly change in 2023 anyway to accommodate their requirements. The new format will give them the space they have been looking for to develop their own full programme of activity.
- **Invest in wider Christmas infrastructure** – Officers are also exploring the extent to which the Christmas lights in the city centre can be refreshed and replaced on a rolling programme over the next few years to ultimately create a complete new display and extend to areas more recently re-developed within the city centre.
- **Develop and curate a range of cultural events throughout the year** - The Culture and Events team have been re-deployed to develop the new events programme for the city centre and uphill areas. Their remit is to develop and curate such activity to ensure a spread of attractions for visitors and residents alike throughout the year, supplementing (not replacing) the activity already undertaken by organisations such as Lincoln BIG, Cathedral, Lincoln Castle etc.
- **Support a re-emergence of the Lincoln Cultural Arts Partnership (LCAP)** - officer support will now be provided to encourage and develop creative talent in the city. Such artists will in turn support the vitality of the city centre through contributing to that programme of attractive events all year around.

5. AIM AND OBJECTIVES OF THE NEW PROGRAMME

- 5.1 The aim for the programme therefore is:

“To support the vibrancy of the city centre and uphill area by providing an all-year-round cultural experience for visitors and residents that cements Lincoln as a key destination locally, regionally and nationally”

- 5.2 A series of objectives have also been developed to help direct and inform the programme. These provide a focus for the Events and Culture team and set some parameters within which to work.

These are:

- The city council will seek to replace the £2m spend and 320k visitors for the local economy, but more evenly spread over the whole year.
- Whilst it will be a year-round programme, there will be a particular focus and emphasis on the Christmas period.
- Events and activities will remain predominantly free to enter /public space based - but can include paid for events to build future programme sustainability.
- Geographic focus will be the city centre/uphill area, but large-scale events may be located elsewhere if they also have a significant positive impact for the city centre/uphill economy
- The city council will maximise the use of the events spaces in the city centre and uphill areas together with the wealth of other cultural assets across the city centre/uphill area
- A variety of events will encourage footfall and spend in the city centre/uphill area, which will consist of a mix of complimentary events (that enhance the existing visitor experience) through to larger scale impact events that draw new visitors from a wider area and encourage overnight stays.
- The programme will build on, and seek to enhance, the existing events programme delivered by partners (hence not replace it) and ideally give partners the confidence to also commit to additional content
- The programme will build in opportunities for charities to fund raise at the various events and determine criteria for how such opportunities are allocated.
- The city council will provide a consistent corporate policy for financially (or otherwise) supporting and encouraging a wider events programme delivered by partners in the city.
- The programme will meet other policy objectives such as encouraging environmental sustainability in the delivery of events locally.

- 5.3 However, this programme will not replicate a full Christmas market attracting visitors from across the region. The city council have stepped away from organising/coordinating such large-scale activity. Therefore, the collection of smaller attractions will be re-oriented to attract a local audience of residents in, and around, the city. Communications issued by the City Council will continue to make clear that the Lincoln Christmas market is effectively ‘bowing out’ after a run of 40 years. Therefore, initially, it will be a more intimate offer for

residents in the city and the surrounding area, as 'Christmas in Lincoln' evolves into its new format.

6. OUTLINE APPROACH TO PUBLIC ENGAGEMENT

6.1 The approach to the engagement highlighted below is significant and involves interaction with partners, businesses, residents and visitors over the period through to June 2023. During the pre-election period this will consist of information gathering, pulling together all the ideas stakeholders have on possible content for a new programme.

6.2 These will then be evaluated and assessed for deliverability, content, and fit with the overall emerging programme. In summary the consultation will consist of:

- On- line survey launched 21st March 2023 and run until end of April 2023. Purpose is to gather information from partners, businesses, residents and visitors on what they would like to see in a yearlong programme of activity.
- During March to April, officers will complete a full procurement exercise for the provision of Christmas lights and will also start to book some event activity for summer, Halloween and Christmas 2023.
- Full public engagement on the emerging draft programme during May 2023. This will again be a wide on-line survey, supplemented by more specific workshops for key partners (who will be able to enhance the draft programme through their linking own event activity).
- A full All-Member workshop to consider outputs from all the public engagement in late May 2023.
- Finalisation of the programme and making final bookings for 2023 will take place from June 2023.
- Work on booking the more comprehensive 2024 programme will also start from June 2023 onwards.

6.3 It should be noted that the timescales are challenging in terms of undertaking a full and comprehensive consultation exercise alongside ensuring officers are able to book activity for 2023. There is an element of compromise required, with some event activity having to be booked soon to secure them, ahead of finalising the full programme. The main emphasis in 2023 will be from Halloween onwards, with a particular focus on Christmas 2023. It is envisaged there will be some activity booked to animate the city centre over the summer school holidays, but this will be built on for the 2024 full programme of activity as the lead-in period for next year's calendar of events is much longer.

7. BENEFITS OF THIS REVISED APPROACH

7.1 Members will recall that the Executive report dated 20th February 2023, listed a range of benefits from this revised approach. These are reproduced again here for completeness:

'Christmas in Lincoln'

- Activity will be programmed in the city centre and uphill areas over the full 6 weeks of Christmas, not just focussed and concentrated into 4 intense days of the Christmas market
- All retail areas within the core city centre/uphill will be covered so footfall will be spread over a wider area
- It is anticipated that wider partners will become more involved. This is an opportunity to harness their expertise and assets to make Christmas appeal to a much wider local audience - creating a more diverse offer
- It will maximise the use of those city council assets in the city centre that have been regenerated in recent years - places such as Cornhill and City Square
- It doesn't draw heavily on partner capacity such as Police, EMAS, ULHT, Fire and Rescue at what is a very pressured and busy time of year anyway for these organisations

The annual events and activities programme.....

- The city will attract visitors to a range of events across the whole year. These visitors will be encouraged to make it a weekend stay in the city to enjoy all the city has to offer. This will benefit the retail, leisure and hospitality sectors.
- Social media exposure for the city will be across the whole year and hence will attract visitors at other times of the year, not just one weekend in December.
- The quality of the offer will be enhanced through a carefully integrated programme of activity in the city centre and uphill area so no one area is adversely affected by road closures etc, benefitting residents and businesses alike.
- Visitors will have longer to dwell and enjoy Lincoln at their own pace which will encourage repeat visits.
- It will support business and city centre vibrancy in a much more effective way and increase the associated economic spend.
- The city will experience fewer capacity issues be that available hotel spaces, parking, restaurant tables etc – the environment will be much more inviting & showcase our beautiful city with visitors spread through the year rather than concentrated over one weekend with the resulting elevated prices as demand outstrips supply.
- The city council will look to build charity opportunities across the full year of events so charities do not miss out on the opportunity to fund raise
- A diverse range of activity over the calendar year will provide greater value for money from the budget available, rather than it be spent on one 4-day event
- It will release significant staff capacity at all levels across the organisation.

8. Strategic Priorities

8.1 Organisational Impacts

The Events and Culture team, who had worked exclusively on the market have now been redeployed to deliver that wider events and cultural offer across the calendar year.

8.2 Human Resources

The whole team has re-focussed on a wider culture and events programme of activity. This provides the staff resources to develop and curate a wider annual cultural programme for the city.

8.3 Significant Community Impact

The replacement events programme will need time to build over the next few years as events start to gain traction and become a staple of the calendar.

8.4 Legal Implications

There are no legal implications associated with this report.

8.5 Procurement Implications

There are no direct procurement implications arising from this report, although various event providers will be commissioned once the final programme is developed.

8.6 Financial implications

The council's Medium Term Financial Strategy has a deficit built in of approximately £260k pa across the next five years for the Christmas market. This has been re-allocated to support both the new approach to 'Christmas in Lincoln' and a wider culture and events offer at other key times during the year.

9. Risk Implications

9.1 (i) Options Explored.

The emphasis of this report is to detail the process for consultation that in turn will provide the council with the widest range of options for a new programme.

9.2 (ii) Key risks associated with the preferred approach

The main risk is covered in the body of the report, this being the condensed timeframes available and the need to balance undertaking public consultation over the next few weeks alongside the need to start booking activity as soon as possible. The report suggests a compromise whereby some activity will be booked quickly for the 2023 season.

10. Recommendation

10.1 Policy Scrutiny committee are invited to:

- i) Comment on the aim and objectives for the proposed events programme

- ii) Comment on the approach and timeline for wider consultation on the events programme
- iii) Note that due to constrained timescales, some event activity will be commissioned prior to the programme being finalised.
- iv) Instruct officers to bring the final programme back to committee prior to final sign off by Executive committee.

How many appendices does the report contain?

None.

List of Background Papers:

None

Lead Officer:

Simon Walters, Strategic Director
Telephone (01522) 873440

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**SUBJECT: GROUNDS MAINTENANCE, STREET CLEANSING AND
WASTE COLLECTION SERVICES**

DIRECTORATE: COMMUNITIES & ENVIRONMENT

REPORT AUTHOR: CAROLINE BIRD, COMMUNITY SERVICES MANAGER

1. Purpose of Report

- 1.1 To summarise the outcomes of the three 'all Member' workshops that considered what the focus and content of the ground's maintenance, street cleansing and waste collection services will be from September 2026 when the current arrangements end. This work was in advance of endorsement by Executive and the development of the new specifications.

2. Executive Summary

- 2.1 The two contracts for waste collection and grounds maintenance / street cleansing will come to an end on 31st August 2026.
- 2.2 These contracts have been in place since 2006, and although variations have been made since that time, it is necessary and appropriate to carry out a full review of the specifications so that the services we deliver from September 2026 reflect the council's strategic priorities, changes in legislation, and accepted best practice.
- 2.3 All of this is against a background of ever-increasing demand on limited budgets and unpredictable inflation, meaning that strategic priorities and aspirations have to be finely balanced with managing the potential for increased costs.
- 2.4 Critically, the lead-in time for procuring vehicles is currently two years, hence the need to start work now, and to follow a challenging timeline from hereon.

3. Background

- 3.1 The contracted arrangements for waste collection services and for (joint) grounds maintenance / street cleansing terminate on 31st August 2026.
- 3.2 The waste services contract includes the emptying of wheeled bins / collection of purple sacks from all domestic properties for residual waste, mixed recycling and garden waste. They also include the collection of clinical waste, and bulky waste for residents on means tested benefits.
- 3.3 Grounds maintenance services are the full range of services required for green spaces, including tree maintenance, tree planting, verge and amenity grass mowing, shrub bed maintenance, maintenance of public parks and open spaces,

weed spraying, cemetery maintenance and burials, play area inspections and minor repairs. Also included is (recharged) works on behalf of the Council's Housing Directorate and some aspects of work for Lincolnshire County Council. These are included so as to ensure a joined-up and seamless service in a street scene setting, and to maximise efficiency.

- 3.4 Cleansing services include routine and reactive mechanical sweeping, litter picking, emptying litter and dog bins, removal of abandoned vehicles, graffiti and fly tips.

- 3.5 Current lead-in times for procuring many commercial vehicles are much longer than they were, approximately two years, but dependent on the type of vehicle. This means that however the services are delivered from September 2026, orders for vehicles will need to be placed by around September 2024. This dictates a challenging timeline for the Council to design what the services will look like post 2026.

- 3.6 There are also significant financial challenges, as costs escalate and demands on the Council's services increase. Care is required to specify services that will meet our customers' needs, legal requirements, and strategic aims (including the environmental agenda) whilst managing the significant risk of rising costs.

4. All Member Workshops

- 4.1 Three 'all Member' workshops were held, on 28th September 2022, 31st October 2022 and 30th January 2023.

- 4.2 Workshop 1 provided Members with background information, and a briefing on the financial challenges and other challenges facing the Council, such as the introduction of separate paper and card collections, and food waste collections. It set out the timeline for the following two workshops and formal decisions.

- 4.3 The slides from workshop 1 were circulated to all Members after the meeting.

- 4.4 Workshop 2 concentrated on Members' high-level priorities, such as environment, quality, staff terms and conditions, social value, in order to inform development of workshop 3 and wider development work. Members were unanimous in their wish to see 'being greener / environmental issues' as a high priority in service development. There was a clear acceptance of the need to prioritise waste services, with reference to new legislation as mentioned in 4.2 above and the environmental impacts that waste collection arrangements have.

- 4.5 A summary of the outcomes of workshop 2 was shared with all Members after the meeting.

- 4.6 Workshop 3 focussed on specific issues, informed by the strategic discussions at the previous workshop. This gave Members the chance to expand on their vision for those strategic priorities, and to raise any specific operational issues that they would like to see considered.

- 4.7

A summary of workshop 3 was circulated to all Members after the meeting. Members were invited to pass on any other specification – related comments they may have, within the few weeks following the meeting.

5. Next Steps

- 5.1 Alongside other work required to ensure arrangements are in place by September 2026, work will soon start on writing the new specifications. This work will be informed by the workshop discussions and efforts will be made to include issues raised by Members wherever possible, practicable and with reference to financial challenges. The Portfolio Holder for Remarkable Place will retain an overview throughout the specification writing process to provide direction and comment.
- 5.2 A summary of the final specifications will be presented to Policy Scrutiny Committee and Executive in autumn 2023.

6. Strategic Priorities

6.1 Let's enhance our remarkable place

These services contribute significantly to our remarkable place in visual and environmental terms. Some examples are: Street cleansing operations (most notably the daily early morning city centre full cleanse), removing graffiti and fly tips, ensuring litter bins are available for use, ensuring streets are clean after waste collections, verge mowing, parks maintenance, tree maintenance, keeping our play areas clean and safe, maintaining sports turf for safe use, ensuring grounds maintenance operations are in accordance with the Council's *Natural Environment and Rural Communities Act* and *Wildlife and Countryside Act* duties, maintaining our public parks and open spaces so that they are clean and safe for Lincoln's residents and visitors to enjoy.

6.2 Let's address the challenge of climate change

With reference to section 6.1 above, these services contribute towards the Council's climate change aspirations, and this is an opportunity to ensure that climate benefits are maximised, so far as is practicable, in terms of the services delivered (such as rewilding certain grassed areas, tree maintenance) and how they are delivered (use of electrical hand tools, reduction in use of single use plastics, most efficient rounds to reduce use of diesel).

6.3 Let's reduce all kinds of inequality

Our waste collection services are designed to ensure they are accessible to all residents. This includes assisted collections, free of charge bulky item collections for people on means tested benefits and free of charge collections of clinical waste. Our parks and open spaces are free to use, well managed spaces for everyone's use. They are places to enjoy fresh air, to de-stress, get exercise, meet people, play, build skills and knowledge, to take part in community events and volunteering. They are wonderful city assets that provide mental and physical health benefits for all.

6.4 Let's drive inclusive economic growth

A clean, green city is an attractive place for business to grow and thrive.

7. **Organisational Impacts**

7.1 Finance

As presented in all three workshops, cost management will be essential throughout this project, given the financial climate and the scale of these services. There are no financial implications relating directly to this report, but the development of specifications and terms and conditions will by necessity give due serious consideration to managing potential cost increases.

7.2 Legal Implications including Procurement Rules

There are no legal or procurement issues relating to this report.

7.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

There are no Equality, Diversity and HR implications relating to this report. Any service changes will give due consideration to E,D and HR at the appropriate time.

7.4 Significant Community Impact

These services impact the community regularly and visibly. Any changes made have the potential to impact the community. Decisions taken about changes to specification will take into account community impact as well as environmental, practical and financial implications.

8. **Risk Implications**

8.1 The arrangements for these services end on 31st August 2026. The Council has no legal option but to make new arrangements from that date.

8.2 If the current specifications were continued beyond 2026 they would be operationally outdated and not fit for purpose into the future, particularly in terms of technological and environmental considerations.

8.3 In reviewing the specifications there is a risk of the service costs increasing, over and above inflation levels. Cost management is an essential element of the project,

as well as incorporating, where possible, flexibility to change and grow the services in the future when budgets permit.

9. Recommendations

9.1 Members consider the report and make known their comments.

Is this a key decision? Yes/No ☒

Do the exempt information categories apply? Yes/No ☒

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? Yes/No ☒

How many appendices does the report contain? 0

List of Background Papers: All Member workshop presentations and reports

Lead Officer: Caroline Bird, Community Services Manager
(Programme)
Telephone (01522) 873405

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SUBJECT:	HEALTH AND WELLBEING STRATEGY
DIRECTORATE:	MAJOR DEVELOPMENTS
REPORT AUTHOR:	FRANCESCA BELL – ASSISTANT DIRECTOR FOR GROWTH AND DEVELOPMENT

1. Purpose of Report

- 1.1 To consider adoption of the Lincolnshire Districts Health and Wellbeing Strategy and associated action plan as a framework for improving health and wellbeing across the County
- 1.2 To commit to working closely with partners in the public, private and voluntary sector to implement the strategy and positively impact on health outcomes for residents of Lincolnshire

2. Background

- 2.1 As part of the response to Covid-19 the seven Lincolnshire Districts developed a culture of working closely together to identify and address challenges. Since then the Districts have continued to embed this collective approach to both strategic and operational issues, with a particular focus on the role of District councils in addressing health inequalities.
- 2.2 Tackling health inequalities has been the subject of a significant pool of research in the past twenty years. In 2010 Michael Marmot conducted a landmark review (the Marmot Review) which 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. 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.
- 2.3 Marmot reviewed the situation again ten years later. 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. The Role of District Councils

- 3.1 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.
- 3.2 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.
- 3.3 Integrated care systems are being designed to serve four fundamental 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.
- 3.4 District Councils are reflected in the governance arrangements for the ongoing development of the ICS and tackling health inequalities in Lincolnshire, with Councillor Richard Wright (Leader, North Kesteven District Council) an active part of the Lincolnshire Health and Wellbeing Board and Angela Andrews (Chief Executive City of Lincoln Council) and Ian Fytche (Chief Executive North Kesteven District Council) part of the Better Lives Lincolnshire working group. In addition all district councils have active relationships with the relevant Primary Care Networks (PCNs) to support the successful delivery of action at a local level.
- 3.5 Districts are in a position, alongside partners, to take a proactive role at this pivotal stage for Lincolnshire in supporting the reshaping of policy, strategy and delivery and improving outcomes. Therefore in 2021 the seven districts collectively engaged PA Consulting to work alongside Leaders, Chief Executives and key officers in developing a county-wide District Health and Wellbeing Strategy.

4. Lincolnshire Districts Health and Wellbeing Strategy

- 4.1 Districts have sought to address central questions around employment and jobs, place shaping, active and creative places, homelessness and participation in developing the Lincolnshire Districts Health and Wellbeing Strategy, which is in [Appendix 1](#) and a Strategy Executive Summary Document can be seen in Appendix 5. In practical terms, the strategy is structured around five 'lever' areas where districts are uniquely positioned in the system to influence – and therefore where they can most effectively work with partners to deliver sustainable change. The strategy was developed in May 2021 and although there have been some contextual changes since then, such as cost of living crisis the key levers available to District Councils remain consistent.
- 4.2 The key elements of the strategy are as follows:

Lever and overarching objective	Themes
<p>Housing and homelessness</p> <p>Improve the supply, quality and coordination of services to meet housing needs and demands</p>	<ul style="list-style-type: none"> • Address the underlying causes of homelessness so that it becomes rare, brief and non-recurring • Improving the supply of housing to meet 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
<p>Activity and wellbeing</p> <p>To address inactivity across the county – improving access and opportunity for all residents to be active and participate by leveraging District knowledge and connection with people and places</p>	<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 • Active people – providing opportunities across the county for residents to participate in activity – in leisure, culture and community • 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
<p>Environment and climate:</p> <p>Improve understanding of the links between environment and health and maximise opportunities to deliver on both simultaneously</p>	<ul style="list-style-type: none"> • Tackle climate change – including improving air quality and reducing carbon emissions • Awareness and education • Maximising open / green space provision - Licensing and provision of healthy, sustainable food options • Maximise potential of Local Plan reviews to deliver for environment and health together, capturing the above areas
<p>Economic inclusion:</p> <p>Reducing economic inequality and alleviating poverty as a fundamental driver for improving mental and physical health and wellbeing</p>	<ul style="list-style-type: none"> • Supporting those in employment to improve their overall health and resilience to future potential health issues • Supporting transitioning/adaptation of businesses/sectors/employees most susceptible to economic change and transition • Develop a wide ranging and innovative programme 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 • Health attraction interventions to develop the health and care sector to increase recruitment/retention and support business growth
<p>Community Engagement:</p> <p>Leverage unique links at place level to enable communities</p>	<ul style="list-style-type: none"> • 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, using Wellbeing Lincs as a proven and trusted mechanism for collaboration and innovation.

5. Ongoing Work Since The Development Of The Strategy

- 5.1 In November 2021, the Lincolnshire Districts Health and Wellbeing Strategy was presented to Better Lives Lincolnshire and partners were asked for their views on the intervention areas identified to assess whether they are appropriate activity strands to take forward and how Districts could work with Councils in enacting change. Following this presentation District Chief Executives were invited to engage individually with key ICS partners to identify areas of collaboration and synergy.
- 5.2 To enable both the continued development of the strategy and implementation of actions the Districts developed a 'Working Group' with a lead for each of the lever areas. This has provided the basis for engagement and action with other colleagues in the health system. As a working group, the leads have worked together for 12 months to take a collective and strategic approach to the delivery of the strategy. A key part of this was to develop a high level action plan acting as a framework to enable individual districts to create their local action plan, specific to their unique situation and needs.
- 5.3 The importance of working collaboratively and playing to the strengths of different partners across Lincolnshire in delivering this crucial agenda for residents has also been recognised. In September 2022 the working group hosted an awayday with key partners with the purpose of further developing action plans, sharing and learning from good practice and setting the tone for working together in the future through agreeing practical next steps. A summary presentation from the awayday

is attached in [Appendix 2](#) and the input received from partners on the day is attached as [Appendix 4](#)

- 5.4 The strategy has informed the development of a District Health and Wellbeing action plan, which is attached in Appendix 3. The action plan provides an overview of key areas of focus for the next twelve months and will be reviewed and refreshed on an annual basis.
- 5.5 In any further development of our plans for the city or where new projects are scoped, we will consult and engage with our communities and key stakeholders to take into account views in accordance with this document as required.

6. Key Successes

- 6.1 There have been a number of key activities and early successes of the strategy across the five lever areas, including:

Housing and Homelessness

The link between housing and health has long been established within local government but this strategy provides an opportunity for us to expand that thinking and to ensure that we work effectively with a range of partners to improve the quality and accessibility of homes to meet the changing needs of all communities. The strategy references work taking place on the development of a homelessness strategy, recognises the importance of identifying supported housing needs and also having an effective plan for delivery of homes against these needs. It references the condition of existing stock and the importance of identifying best practice solutions to secure improvements as well as recognising this the importance of developing disabled facilities grants to meet the needs of our changing demographics.

The housing lever links with the Housing Health and Care Delivery Group. The actions identified through this strategy are progressed through the Lincolnshire Housing and Health Network which has a series of subgroups overseeing thematic topics. Some great work is already being progressed particularly around the homelessness strategy and opportunities for funding bids to help improve the availability of homelessness services and temporary accommodation. As such a strong platform for delivering these actions is being developed which provide an opportunity for partners to secure solutions to address housing inequalities and reduce demands on social care and health services.

Activity and Wellbeing

All types of activity, whether formal or informal, are being widely promoted with an ambition of integrating these into the lifestyles of residents and our communities. Initiatives which are already established are being embraced and promoted, for example Slow Ways, which is a website promoting the creation of a network of walking routes that connect towns and cities on a national basis.

Investment is being made into leisure facilities to ensure that they remain attractive and available to residents. The traditional sports offer is being complimented by

embracing new initiatives such as walking sports, to enable a wide cross section of the community to take part in activity.

Council's are also working with their leisure providers to deliver health intervention programmes, developing closer links with health colleagues and improved health and wellbeing for residents.

Parks and green open spaces are being promoted as valuable community assets, providing residents with informal opportunities to be active and enjoy the fresh air, as well as more structured activities such as park runs, bowls clubs and football training.

The districts are working in collaboration with the County Council to support the active travel agenda, including improvements to infrastructure and pathways.

Environment and Sustainability

District Councils are working to deliver home energy improvements for local residents through Local Authority Delivery Scheme (LAD) and Home Upgrade Grants (HUG). LAD targeted at properties connected to the mains gas network and leads to improvements such improved insulation measures, low-energy lighting, solar panels and heating controls. HUG is for properties off the mains gas network, usually in more rural settings, and provides all the same improvements as LAD but with a higher budget per property to allow low carbon heating options such as Air Source Heat Pumps to be installed where suitable. The scheme is open to homeowners, and tenants, in households with poor energy efficient ratings who have a low income.

Interventions designed to tackle climate change and improve the natural environment also have direct benefits to health and wellbeing. The Covid-19 pandemic demonstrated how important access to quality green space is to our mental wellbeing and there is a growing body of evidence to support this. Lowering the carbon footprint of residents' homes through improving energy efficiency not only contributes to our overall net zero agendas, it also helps to reduce fuel poverty which in turn leads to improved mental health outcomes and a range of other social benefits. The actions within this strategy have cross-cutting outcomes.

Economic Inclusion

UKSPF

UK Shared Prosperity Fund (UKSPF) has provided, and continues to provide, opportunities for districts to work collaboratively with their communities and partners across a range a sectors to deliver meaningful interventions and activities that have the ability to positively impact upon health and wellbeing as part of improving economic inclusion. This includes working with partners to increase skills, providing bespoke interventions to assist the economically inactive into training or work and working with employers to support them in adapting practices that enable them to take on a varied workforce.

Financial Inclusion

“Financial inclusion is a key enabler in reducing poverty and boosting prosperity”

World Bank ‘Understanding Poverty’

District Councils are active members of Lincolnshire Financial Inclusion Partnership (FIP) steering group. With over 70 members including private, public and third sector Lincolnshire Financial Inclusion Partnership (FIP) brings together organisations and partners to promote and raise the profile of financial inclusion.

FIP aim to ensure that everyone has the capability and opportunity to access appropriate financial services, money advice and income needed to fully participate in society. The partnership works to develop, implement and secure funding to improve financial capability for Lincolnshire residents. It is also provides a local forum for engagement with regional and national agencies.

During the pandemic, FIP members experienced considerable demands on their services as people struggled to navigate the economic impacts of the pandemic. FIP developed a COVID recovery plan around local services, initiative and support:

- Debt Advice
- Income Maximisation
- Wider Support Services – for example, money & mental health
- Employment, Skills and Training
- Communications and Information-sharing

With recent significant impacts on household income, this work continues to evolve into a ‘cost of living’ plan and FIP steering group are taking a lead role in delivering support to help residents.

Community Engagement

The unique role that district council’s have in knowing their unique place and communities has been key for focussed work during the pandemic and recovery. Improving vaccine take up within underrepresented communities has been an important workstream with health partners. One of the key benefits of working collaboratively across the districts has been the sharing of initiatives, best practice and lessons learned. Working in partnership, NHS Lincolnshire Integrated Care Board, Boston Borough Council, Boston Primary Care Network and PAB Languages ran a project to support communication and engagement with diverse communities during the pandemic. This was delivered using Empowering Healthy Communities Programme – Community Champions Funding and sought to address health inequalities collaboratively. The project set to bring vaccination uptake levels in communities affected by multiple deprivations and health inequalities in line with those of the county’s wider population. It sought to provide access by identifying key locations and communication pathways in line with encouraging uptake by reducing barriers, building a narrative to influence and build trust through engagement. The insight into engaging with diverse communities and the lessons learned continue to shape communication and engagement for other health and community programmes.

7. Next Steps

1. Through adopting the Lincolnshire Districts Health and Wellbeing Strategy as a document, City of Lincoln Council will use the strategy as a

framework for improving health and wellbeing in Lincoln. In order to engage in the further development of this strategy and the delivery of the actions outlined, City of Lincoln Council will use the high level action plan framework to create a local action plan suited to our priorities and needs locally.

2. The working group continues to engage with partners via the representation on the Health and Wellbeing Board and Better Lives Lincolnshire alongside working alongside system partners on a day to day basis to develop and deliver action plans.
3. The long term focus will remain to be on the extent to which these activities influence health outcomes and as such a conversation with appropriate health colleagues on the best approach to developing a monitoring and reporting mechanism would be of great value.
4. To continue to develop the Lincoln Action Plan contained in APPENDIX 6

8. Performance Monitoring

- 8.1 Monitoring of outputs against the Lincoln specific action plan by using a range of performance indicators from across the authority to ensure the strategy is an overarching mechanism and framework that enables delivery.
- 8.2 Performance indicators are likely to include a mixture of existing KPI's where work is already ongoing and embedded as business as usual as well as some specific measures against our city health and wellbeing action plan (once developed) and contextual indicators such as indices of multiple deprivation.

9. Strategic Priorities

9.1 Let's drive inclusive economic growth

The strategy has a key lever area aimed at inclusive economic growth and driving this forward in a way that benefits individuals health and wellbeing.

9.2 Let's reduce all kinds of inequality

The strategy is aiming to address disparities in inequality and the impacts this has on health and wellbeing.

9.3 Let's deliver quality housing

The strategy has a key lever area targeted on housing and homelessness and aims to provide a framework for partnership working to improve this collaboratively.

9.4 Let's enhance our remarkable place

By improving health and wellbeing across the city for our residents it will in turn enhance our remarkable place

9.5 Let's address the challenge of climate change

The strategy has a key lever area targeted at environment and climate and aims to provide a framework for partnership working to improve this collaboratively.

10. Organisational Impacts

10.1 Finance (including whole life costs where applicable)

There are no direct costs associated with this strategy however there may be resource implications dependant upon the speed at which we implement the strategy where it is outside of our 'business as usual'.

10.2 Legal Implications including Procurement Rules

There are no direct legal implications associated with this strategy.

10.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

The strategy is designed to provide a framework for the city of Lincoln council and partners to improve health and wellbeing across the city. As a result of disparity in the cities populations health and wellbeing some of the actions that will be taken may need to be proportionately applied to 'level up' the city.

11. Risk Implications

11.1 (i) Options Explored

None.

11.2 (ii) Key Risks Associated With The Preferred Approach

Resources will need to be considered along with the pace at which we deliver each aspect of the strategy. This can be managed by City of Lincoln Council having an action plan that sits beneath the strategy setting out what we as a council are responsible for and our priority actions.

12. Recommendation

12.1 To note the document 'The Role of District Councils in tackling Health Inequality and the Social Determinants of Health' as a summary of the work undertaken by District Councils on the social determinants of health

12.2 To recommend adoption of the Lincolnshire Districts Health and Wellbeing Strategy as a document which provides the Council with the framework for improving health and wellbeing in Lincoln.

12.3 To commit to engaging fully in both the further development of this strategy and the delivery of the actions outlined.

Is this a key decision?

No

Do the exempt information categories apply?

No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?

No

How many appendices does the report contain?

5

APPENDIX NO. 1 - District Health and Wellbeing Strategy



Appendix 1 - strategy
full document.pdf

APPENDIX NO. 2 - Presentation to the Partners Awayday



Appendix 2 - Away
Day Overview.pdf

APPENDIX NO. 3 - District Health and Wellbeing Action Plan

APPENDIX NO. 4 - Output from Partner Away Day



Appendix 4 - Output
from Partner Away Day

APPENDIX 5 – Strategy Executive Summary

APPENDIX 6 – Lincoln action plan

List of Background Papers:

APPENDIX NO. 1 - District Health and Wellbeing Strategy

APPENDIX NO. 2 - Presentation to the Partners Awayday

APPENDIX NO. 4 - Output from Partner Away Day

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Lever Area 1 – Housing and Homelessness:

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

Task	Planned Outcome	Activity	Timeframe and Progress
1. Coordinate the effective delivery of homelessness services through a partnership driven and evidence based homelessness strategy	<ul style="list-style-type: none"> Facilitated review of homelessness pressures leading to a clear homelessness and rough sleeping strategy and action plan adopted by all partners Clarity on underlying causes of homelessness and rough sleeping as inputs into revised homelessness and rough sleeping strategy Revised strategy together with action plan focussed on tackling the causes rather than the symptoms of homelessness which coordinates service delivery between all partners Coordinated funding of activities identified within the revised homelessness and rough sleeping strategy Joined up service delivery avoiding overlaps or gaps in service provision focussed on prevention of homelessness 	<ul style="list-style-type: none"> Focus county coordinator resource to bring districts and wider partners together to ensure a reduction in levels of homelessness Research – understanding the data with a particular focus on drivers for homelessness across the county Review the joint Lincolnshire homelessness and rough sleeping strategy with a focus on tackling underlying causes rather than the symptoms of homelessness Develop a programme of coordinated funding bids between all partners focused on the findings and actions from the homelessness strategy. Implementation of coordinated processes for service delivery across all partners including, district councils, health services, county council commissioned support, voluntary services and the police already happening but needs a Lincoln specific strategy 	<p>A new county coordinator host has been established operating from North Kesteven District Council. The post has brought partners together and a draft countywide Homelessness and Rough Sleeper Strategy and action plan has been developed which is currently going through formal partner adoption processes.</p> <p>Once approved subgroups will be established to pursue each of the priorities within the plan. Is this for the county or district?</p> <p>A county Rough Sleeper Accommodation Programme bid was successful for complex needs units with support and will be available from March 2023. Further bids are being discussed for specific cohorts including single people, care leavers and prison leavers for progression in 2023/24. Colc Already in place</p> <p>Funding for drug and alcohol treatment and support has been received by Lincolnshire County Council which will contribute to the themes in the strategy. Close partnership working will ensure the funding is maximised across the District Councils.</p> <p>The Housing Advisors Programme is being considered for research opportunities to ascertain gaps in accommodation and provision. Colc already underway</p> <p>Joint working groups to improve processes and pathways are operational for prison leavers, care leavers and young people and the Housing Related Support Contract. Colc already underway</p> <p>A review of the Team Around the Adult process is currently being undertaken and a countywide holistic health for homeless project is planned as part of the strategy subgroups to improve health inclusion.</p>

2. Establish future investment strategies to meet current and emerging needs for care and support	<ul style="list-style-type: none"> Agreed programme for the delivery of homes through a housing market position statement to meet current needs for care and support Implementation of programmes which demonstrate the link between demands/needs and investment strategies. 	<ul style="list-style-type: none"> Establish analyst resource to understand insights and trends relating to demand for homes with care and support and clarify the priorities for future investment Develop a process for linking demand/needs for homes with care and support with investment strategies and funding opportunities. Would resource implications and finance 	Two District Council Officers from the Greater Lincolnshire Affordable Housing Group (which reports to the Infrastructure Sub Group) now attend the LCC led Accommodation Sourcing Group . This is an important interface as District Councils can draw on housing expertise and wider partnerships including Registered Providers to plan and deliver homes that meet care and support needs .
3. Bring more empty homes into use in order to improve the supply of properties available within the county	<ul style="list-style-type: none"> Clear examples of effective interventions that can be applied locally Clear plan for achieving objective Funding to drive the physical improvement of properties to make them available for use and thereby increase supply of housing 	<ul style="list-style-type: none"> Review best practice on options to reduce numbers of empty properties Develop a strategy and action plan to reduce numbers of empty properties based on improving properties to an agreed quality standard Investigate options for raising additional funding to invest in bringing properties back into us – priority and resource available aspirational however may not be deliverable in the current economic climate. – resource intensive and difficult to navigate. Already enforcing 300% CT. would like to deliver however against a backdrop of other pressures we may not be able to progress in the near future. 	Currently some Local Authorities employ Empty Homes Officers that work with to bring empty homes back into use, from offering advice and support to owners through to highlighting the need for and coordinating enforcement action . There is potential here to have greater resourcing and expertise for the difficult empties – longer term and costly around legal action and CPOs .
4. Deliver new housing to meet housing needs and demands, meeting zero carbon targets and recognising all levels of affordability	<ul style="list-style-type: none"> Plan for the delivery of new homes across all tenures through local plans, direct investment by partners and leveraging funding opportunities through Homes England 	<ul style="list-style-type: none"> Implement the Infrastructure Group Housing action plan which incorporates a strategy for the delivery of homes to meet all levels of affordability based on needs and demands. <p>Colc delivering against this already as a responsible landlord. Local plan also relevant to this for all developments – currently under review. – we could champion this better for housing investment within the city balanced against overall resources and needs.</p>	Central Lincolnshire Local Plan currently under examination is requiring net zero carbon compliant housing development . The Infrastructure Sub Group has an approved housing delivery action plan to increase housing delivery from market, to affordable through to specific needs housing. This plan frames collaboration and information sharing across partner authorities and enables a coordinated approach when working with important external partner such as Homes England. Current work programme includes a Modern Methods of Construction Delivery and Action Plan study which will inform our approaches and help drive the net zero carbon aim.

5. Improve the quality of existing properties across all tenures and reduce the cost of poor housing to health, care and society	<ul style="list-style-type: none"> • Clear understanding of the priorities for improvement • A sustainable and realistic plan built around the areas requiring most improvement, potential gaps in delivery/funding programmes and those interventions that improve housing conditions • A comprehensive scheme which embraces all available opportunities to help householders/landlords improve their property to meet zero carbon targets and reduce fuel poverty 	<ul style="list-style-type: none"> • Maintain an up-to-date picture of housing conditions and decent home standards across Lincolnshire and the cost of remedial works • Develop a targeted plan to make effective interventions on homes in poor condition for maximum health benefit (including reducing the impact of fuel poverty) • Expand the Lincs 4 Warmer Homes (L4WH) scheme to access a broader range of financial support for energy efficiency improvements and green homes <p>Good quality council stock PSH working with landlords – needs to be balanced against overall demand upon the team in terms of priority. Sustainable warmth grants Cost of living and implications of this. Grants available or this to be maximised and best practice / learning from other authorities taken forwards.</p>	<p>Ongoing discussions with The Building Research Establishment (BRE) regarding a housing stock condition survey in conjunction with Public Health Intelligence team. Target - pricing and timescale to be agreed by end December 22.</p> <p>There are currently proposals for an energy advice service to replace links for warmer homes which are currently being considered between statutory partners. A conclusion is expected by the end of 2022.</p>
6. Reduce levels of overcrowding as a means of reducing health risks	<ul style="list-style-type: none"> • Clear examples of effective interventions that can be applied locally • Clarity on the extent to which such schemes can be applied across the county • Clear plan for achieving objective 	<ul style="list-style-type: none"> • Review best practice on options to reduce levels of overcrowding • Explore expansion of private rented sector licensing schemes • Develop a strategy and action plan to reduce levels of overcrowding across the county <p>Business as usual from a PSH and a landlord perspective</p>	<p>Actions and timescales to be clarified through a newly constituted Housing Standards Group</p>
7. Improve services to extend people's housing choices in preparation for later life	<ul style="list-style-type: none"> • Lincolnshire programme for housing in later life 	<ul style="list-style-type: none"> • Complete a series of stakeholder and user workshops and surveys to understand challenges and potential solutions leading to a Centre for Ageing Better (CFAB) programme of housing work/projects <p>Already doing some work on this with new homes and also de wint court.</p>	<p>Good progress has been made through the county ageing better partnership. An ageing better conference was held an October 2022 which brought together a wide range of partners to identify the top challenges for Lincolnshire. Work is primarily focussed on developing a Good Homes Alliance to support people as they make appropriate choices around their future accommodation needs. Delivery is projected for March 2023.</p>
8. Ensure services to support people to remain living in their current home complement each other as a system-wide approach	<ul style="list-style-type: none"> • Capacity to drive a number of actions from the Homes for Independence action plan focussed on supporting people living in their own home. • Targeted use of resources to make the greatest difference to people being able to remain in their home longer, understanding the extent to which digital equipment can reduce the need for adaptations 	<ul style="list-style-type: none"> • Establish a joint Strategic Lead - Healthy and Accessible Homes (HAH) post • Develop a best practice review of the resources available to support people in their home including DFGs and equipment to ascertain how they can be targeted to support healthy long term occupation of homes <p>Comfortable that this is BAU. Will continue to work with partners to look for ways to work together.</p>	<p>Lincolnshire Healthy and Accessible Homes (Housing) Lead recruited and started June 22. Working to progress both the Good Home Alliance work with the Centre for Ageing Better and ARK consultancy, and Healthy and Accessible Homes Group Actions from the Homes for Independence action plan.</p>

Lever Area 2 – Activity and Wellbeing:

Overarching Objective: To address inactivity across the county – improving access and opportunity for all residents to be active and participate by leveraging District knowledge and connection with people and places

Task	Planned Outcome	Activity	Timeframe and Progress
1. Develop a plan to be able to positively influence the planning system / external decision making in their local area	<ul style="list-style-type: none"> Clarity of purpose and options to embed health and wellbeing into planning. An approach to develop, share and learn from good practice Clear plans that can provide a lever for funding or other applications Mutual understanding of vision and objectives 	<ul style="list-style-type: none"> Establish place based roundtable meetings involving Health & Wellbeing Leads and Planning Leads to explore relevant opportunities and ensure a shared understanding of opportunities Improve quality and accessibility of public paths, cycle networks and spaces Explore options to achieve a greater influence on policy requirements on percentage of public open space Explore opportunities to improve breadth, quality and content of health impact assessments as part of planning applications to ensure opportunities to enable activity and wellbeing are maximised and properly considered - ensuring that the policy frameworks provide sufficient context / information for developers to respond to in their health impact assessments Develop a timeline and plan to positively influence local plan development and associated strategies / plans (local plan, cycling / walking and green space) recognising that the timeline may look different in each area. Link to Sport England strategy / expectations 	<ul style="list-style-type: none"> Action to progress in Q4 and 23/24 along with the Let's Move Lincolnshire Strategy priority 'Active Environment'. This task will develop in tandem with Task 8. <p>Colc working on an action plan under the physical activity strategy – this timescale is broadly agreeable however there are a number of strands to pull together to realise the aspirations of this task.</p> <p>Other considerations for planning and development sites etc to ensure that people can access what they need to be healthy</p>
2. Make better use of green spaces across Lincolnshire, maximise opportunities for residents and visitors to be active in Lincolnshire.	<ul style="list-style-type: none"> Greater awareness of opportunities for physical activity in Lincolnshire Innovation / enhancement of Lincolnshire's social prescribing offer and an chance for District Councils to positively influence and support the development of social prescribing - 'green spaces / access to the Lincolnshire coastline on prescription' Visit Lincolnshire is a recognised and well regarded 'brand'. This could be a positive lever to build physical activity messages into its marketing and development 	<ul style="list-style-type: none"> Develop links with Visit Lincolnshire to promote and encourage use of green and open space as part of their 'visit us' narrative (physical activity as added value in visitor experience) Develop a Lincolnshire 'green social prescribing' menu / guide to encourage the use of green and open space as part of the Lincolnshire Social Prescribing offer (We've got some amazing spaces - AONB, Orchards, Coastline: lets promote them!) <p>Project on remarkable place – could do more to promote them - most of our parks and open spaces are in good condition. Feels achievable to promote further in terms of whats there, where to park, where are the toilets, things to do etc.</p> <p>Also working on greening the city centre</p>	<ul style="list-style-type: none"> Visit Lincolnshire website has dedicated space for nature and landscape which includes several walks and trails across the county. This will be further developed as further are developed in local places. Connected Communities place based physical activity in Mablethorpe with Active Lincolnshire is progressing well with a number of place based partners. Learnings from this project will be shared wider. Contributing to the Slow Ways website promoting the creation of a network of walking routes connecting towns and cities on a national basis Action to progress in Q4 and 23/24 along with the Let's Move Lincolnshire Strategy priority 'Active Environment'.

<p>3. Widen the focus from commercial leisure offer and asset based physical activity - to activity outside your front door, in the home and in the workplace</p>	<ul style="list-style-type: none"> Honest reflections about the future operating models needed and opportunities for diversification of offer in a post Covid world As residents and visitors to Lincolnshire travel across the county for work, education, leisure or care they will be able to include active travel as part of their journey through connected strategies 	<ul style="list-style-type: none"> Review future delivery and operating models for leisure centres with a focus on diversification and new models of delivery - recognising the need to balance commercial considerations with what is needed to address physical inactivity [Covid19 has generated insights and new opportunities, diversification of offer may aid recovery and sustainability] Ensure that contract management of leisure contracts enables us to review the health, wellbeing and community benefits of the local offer alongside commercial model and contract compliance [i.e. have we got the right skills to be informed clients in all cases, could we broaden our perspective to have a health and wellbeing lead alongside a commercial / contract lead?] Develop a map of community assets that can be used to promote and enable activity (including arts and culture, community venues, green space) and collaborate more effectively to maximise use of community assets to enable health, wellbeing and physical activity. The Joint Strategic Asset Assessment in Lincolnshire, and collaboration with Connect to Support Lincolnshire will avoid duplication Promote active travel within local communities and connect with the Lincolnshire Transport Strategy for future opportunities 	<ul style="list-style-type: none"> Levelling Up Fund bid South Holland has been submitted to remodel the district's leisure centre to improve the facility providing a wider and more accessible offer and establishing a health and wellbeing hub for additional services. South & East Lincolnshire Healthy Living Board has been established which will support the co-ordination of the Health & Well-Being and Leisure & Culture Offer in the Sub-Region Investment is being made into leisure facilities across districts to ensure that they remain attractive, accessible and available to residents Districts are working collaboratively with Lincolnshire County Council to support the active travel agenda. <p>Builds on the physical activity strategy but will require further resource to truly unlock potential.</p> <p>Colc looking at affordability and accessibility of leisure centres – social prescribing, breaking down barriers of accessing health assets.</p>
<p>4. Providing opportunities and programmes across communities to enable all residents to take part in regular activity</p>	<ul style="list-style-type: none"> Inclusive activities - a chance to each pilot something different, share learning, outcome and explore how we might replicate (i.e., gym access whilst children swim, intergenerational gym memberships) Collective approach to understanding why people may not be engaged in physical activity and opportunities to overcome / encourage It starts with us - an opportunity to be leaders in our places and to improve workforce wellbeing and activity Evidence based interventions - ensure we can measure impact / outcomes Normalising and embedding activity and wellbeing into all that we do – maximising 	<ul style="list-style-type: none"> Develop targeted opportunities for residents to engage in activity, specifically - children and young people, older adults and intergenerational / family activities. These will be designed to improve physical activity and in some cases, specifically to address loneliness and isolation. Research and test innovative approaches to facilities and services to enable whole family participation - and pilot and test (e.g., behavioural insights research, intergenerational gym memberships, intergenerational play parks) Develop and share opportunities for workforce wellbeing and physical activity (it starts with us!) 	<ul style="list-style-type: none"> Working with Active Lincolnshire on local programmes including supporting the development of Active Ageing and Physical Activity during 2023 Working with Active Lincolnshire Connected Communities Sub-group on 7 targeted place based locations across the county. These are; <ul style="list-style-type: none"> Grantham Sleaford Skegness Mablethorpe A17 Holbeach and Sutton Bridge Wider Lincoln 5 LSOAs between Caistor and Louth Work with Active Lincolnshire and local groups will further develop during 2023

	the engagement with residents across our range of services	<ul style="list-style-type: none"> Develop targeted engagement programmes, out of school and in school, focused on early intervention and prevention Provide information on physical activity, diet, lifestyle and local wellbeing opportunities and services as part of the delivery of core services. Explore opportunities to embed within Wellbeing Lincs service delivery, rough sleeping services, leisure services, HR and workforce. 	<ul style="list-style-type: none"> All types of activity, whether formal or informal continues to be promoted across all districts <p>Colc understand the priority of this however previous cuts have impacted this. Some opportunity for ColC working with partners (health, community groups) to deliver this, requires investment (possibly as short term funding stream).</p> <p>Prevention rather than reaction from NHS budgets.</p>
5. Creating leadership, governance, partnerships and workforce capabilities across sectors to use resources in a more coordinated way to reduce inactivity	<ul style="list-style-type: none"> Influence national strategy and understanding of local needs, and seek to ensure funding is allocated to areas in need. An opportunity to champion and ensure funding is allocated to rural areas and areas of high levels of deprivation - outcomes v outputs. An opportunity to work with SE to test and learn 'what works' in supporting older adults to engage in physical activity - unique perspective and offer as Rural Strategic Partner of Ageing Better 	<ul style="list-style-type: none"> Develop a strategic and two way relationship with Sport England to ensure that opportunities to attract funding and collaboration opportunities are realised in Lincolnshire <p>Colc engaged in this</p>	<ul style="list-style-type: none"> This action is in development and taking place at county level through work with active Lincolnshire and a local level through place based district activities
6. Each District Council to develop opportunities to positively influence internal / corporate decision making in their local area and embed in our governance processes	<ul style="list-style-type: none"> Standardised and good practice approach - a quick win to standardise a health and wellbeing implications section for committee reports across each district council. This will ensure that health & wellbeing is considered a priority and considered at all times in the same way that we are used to considering climate and environment, safeguarding and equalities. A local commitment would ensure Health and Wellbeing is not seen as 'someone else's job'. Political commitment and accountability will be key to success and progress. Committing to this action will support visibly and accountability for all, including in committee systems where there may not be a designated portfolio holder for this agenda. This would positively support and enable officers to drive this agenda forwards with a political mandate to do so 	<ul style="list-style-type: none"> Adopt a standardised approach to ensure officers consider and document health & wellbeing implications / considerations in District Council reports Agree content for a consistent briefing / training session to ensure health and wellbeing implications are considered and documented in all committee / council reports Ensure that each District Council has clear officer and elected member / portfolio lead for Health & Wellbeing to ensure delivery, accountability and political ownership (irrespective of political governance system - committee or cabinet model) <p>Colc already delivering most of this BAU -this strategy may be a catalyst to pull this agenda together and performance report. Could add H&WB section to committee report template.</p>	<ul style="list-style-type: none"> Districts consider health and wellbeing implications in reports and have identified officer and elected member leads. They share updates and views through various health forum and work with the wider system via designated district member Cllr Wright into the Lincolnshire Health & Wellbeing Board and the Lincolnshire Integrated Care Partnership Briefing and training session for health and wellbeing implications for reports will be developed and delivered in 2023 when the Strategy has been approved.

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<p>7. Proactive and inclusive approach to sharing, learning, best practice and opportunities for collaboration</p>	<ul style="list-style-type: none"> • Ability to speak with one voice will be greatly enhanced if we are sharing learning by default • We can increase awareness of activity opportunities by broadening our comms approach - moving away from district specific posts only, to one where we more naturally share content from our district partners (e.g. ELDC sharing social media post on a cycle trail in NKDC) 	<ul style="list-style-type: none"> • Develop a good practice guide / toolkit for Districts to share learning and good practice examples • Review future remit and structure of District Health & Wellbeing Network to maximise contribution to / influence on this agenda • Celebrate and raise awareness of opportunities across Lincolnshire through our communications and social media channels <p>Comfortable to commit to</p>	<ul style="list-style-type: none"> • This work is taking place informally with projects, initiatives and opportunities shared across leisure, health and communities. • Further work on a more effective platform for sharing ideas and celebrating successes is taking place.
<p>8. Proactively engage across the NHS to encourage innovation and creativity to enable health, wellbeing and physical activity within planning consultations</p>	<ul style="list-style-type: none"> • An opportunity to encourage innovation and enable the 'art of the possible' • Less restrictive outcomes, more opportunity for innovation • Clarity regarding the parameters (e.g. how far can we push the parameters to get outcomes from the health element of a commuted sum to enable activity in a community rather than an extra room in a GP surgery that we then don't / can't deliver on?) • A positive opportunity to influence the NHS system and to move away from 'the way we always do things'. 	<ul style="list-style-type: none"> • Advocate a shift away from asset based responses to planning applications (developer contributions, commuted sums, Section 106 agreements). • Legal view / advice to understand parameters and opportunities for innovation (E.g. can developer contributions go towards physical activity within the community rather than rooms in a GP surgery?) • Develop meaningful relationships with NHS system leads and those responding to planning consultations, to encourage creative and cross departmental consideration of what could be achieved through the planning system <p>Kieron to advise on – need to understand the legal implications and resource implications for this.</p>	<ul style="list-style-type: none"> • Good relationships have been built with key NHS partners on both a countywide and place based level • This workstream will be further progressed during 2023 along with Task 1.

Lever Area 3 – Environment and Sustainability

Overarching Objective: Improve understanding of the links between environment and health and maximise opportunities to deliver on both simultaneously

Task	Planned Outcome	Activity	Timeframe and Progress
1. Improve air quality, particularly in designated management areas	<ul style="list-style-type: none"> Improved local air quality in areas of highest pollution, leading to a reduction in a range of health problems 	<ul style="list-style-type: none"> Action plans produced for each air quality management areas, including short and longer term actions 	
2. Accelerate transition towards active travel	<ul style="list-style-type: none"> Use of local area for exercise and recreation, reduction in car journeys and improvement in local air quality Use of local area for exercise and recreation, reduction in car journeys and improvement in local air quality 	<ul style="list-style-type: none"> Develop cycling and walking network plans in each local transport strategy area Identify infrastructure improvements at a local level to facilitate cycling and walking trips 	<ul style="list-style-type: none"> This task links with Activity and Wellbeing lever area delivery Districts are working collaboratively with Lincolnshire County Council on this agenda
3. Promote and increase uptake of electric vehicles	<ul style="list-style-type: none"> Improved local air quality and reduce carbon emissions 	<ul style="list-style-type: none"> Development of holistic strategy for electric vehicles and charging infrastructure across Lincolnshire Ensure new developments have EV charge points and appropriate grid connection Expand public network of charge points within remit of districts and lobby for onstreet charging points where they are most needed New Council developments to include electric vehicle charge points Review improved provision of electric vehicle charge points to homes without offstreet parking 	<ul style="list-style-type: none"> Further developmen on this task will take place in 23/24, collaboratively across districts once the strategy is adopted and Local delivery includes three new charging points delivered in South Holland in Crowland, Holbeach and Sutton Bridge
5. Mobility: provision and uptake of public transport services	<ul style="list-style-type: none"> Increased uptake of public transport for local journeys, reduction in air pollution Ensure services fit for purpose and delivering carbon reductions Improvement in home energy performance and EPC, improving resident comfort and health outcomes, reduction in carbon emissions Improved energy performance of typically worst performing housing stock, reduction in fuel poverty Reduction in fuel poverty and improvement in resident comfort and health outcomes, reduction in carbon emissions Reduction in fuel poverty and improvement in resident comfort and health outcomes, reduction in carbon emissions 	<ul style="list-style-type: none"> Work of established Transport Boards to ensure public transport network is fit for purpose, and encouraging modal shift to public transport and away from the private car Role of hospital and health related transport 	<ul style="list-style-type: none"> Districts continue to actively work on place based local transport strategies with Lincolnshire County Council. These strategies include cycling, walking and public transport.

	<ul style="list-style-type: none"> Knowledge sharing opportunities, maximise grant funding opportunities around energy efficiency 		
6. Joint work to reduce carbon emissions from all Councils (LCC and districts)	<ul style="list-style-type: none"> Agreed action plan for each council (estate and operations) to reduce local emissions and improve air quality 	<ul style="list-style-type: none"> Production of carbon management plans from eacCo-ordination and delivery of funding targeting domestic energy efficiency and carbon emissions and/or fuel poverty Regulation - ensuring minimum energy efficiency standards of private rented accommodation Accelerate upgrades of social housing stock to high energy standards, including ensuring new developments are low energy Enabling / supporting those in off gas grid homes to transition away from inefficient type of fuel Joint working on energy efficiency and carbon reductions to maximise grant funding opportunities for Lincolnshire authority 	<ul style="list-style-type: none"> Work is taking place across districts for delivering home improvement grants through the Local Authority Delivery Scheme (LAD) and Home Upgrade Scheme (HUG) The South & East Lincolnshire Councils Partnership have approved a Climate Change Strategy and Sustainable Products Policy
7. Reduce carbon emissions across services to meet national carbon reduction targets	<ul style="list-style-type: none"> Improvement in local air quality through reduced transport, reduction in carbon emissions Reduction in energy use and carbon footprint, reduction in light pollution in more efficient streetlights More structured approach to considering sustainability in major decisions Improvement in air quality, reduction in carbon emissions 	<ul style="list-style-type: none"> Review smarter working policies to reduce staff commuting, business travel and Council building energy use Continue planned upgrade of streetlights across the County (LCC and Districts) to reduce energy use Development of plans for Council building estates to decarbonise heat and improve energy efficiency Development and implementation of sustainability decision-making tools to ensure that sustainability is taken into account in major decisions Implementation of electric vehicles into Council vehicle fleets (LCC and Districts) 	<ul style="list-style-type: none"> Further collaborative work will take place in 23/34.
8. Understand the local impacts of a changing climate to improve community resilience	<ul style="list-style-type: none"> Input into each district risk register and improved readiness for extreme weather events 	<ul style="list-style-type: none"> Develop a local climate impacts profile for Lincolnshire, including examples from each district on risk and response 	
9. Education and behaviour change around sustainability and climate change	<ul style="list-style-type: none"> Improved education and awareness of climate change amongst businesses and residents Improved engagement with residents and businesses on climate change, links to wellbeing 	<ul style="list-style-type: none"> Maximise joint working to raise awareness of climate change with residents, businesses, visitors and other groups, and educate on role individuals can play in progress to net-zero carbon Develop local toolkit for districts sharing sustainability content aimed at residents, 	

	<ul style="list-style-type: none"> Improved engagement with residents and businesses on climate change, links to wellbeing Improved awareness and engagement with climate change, accelerate reduction in carbon emissions Share successes with other districts to reduce carbon emissions 	<p>based on City of Lincoln Sustainability Toolkit</p> <ul style="list-style-type: none"> Maximise existing communication channels to improve awareness of climate change at local level Develop further support for local businesses to assist in the transition to a net-zero carbon economy Develop toolkit to tackle known council operational elements around carbon reduction - and encourage positive competitiveness across districts in tackling issues 	
10. Reduce waste output across the county and tackle key issues	<ul style="list-style-type: none"> Review impact of increased resident waste production Explore opportunities to engage with residents by tenure type Continue to promote messaging to reduce waste as much as possible and recycle correctly Improved response in rural fly tipping hotspots 	<ul style="list-style-type: none"> Better understanding of reasons behind increased resident waste production Recognition of different approaches for different groups to improve engagement Reduction in domestic waste output, improved recycling segregation rate Joint working to tackle fly tipping issues and waste crime 	
11. Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and wellbeing benefits	<ul style="list-style-type: none"> More trees and tree cover in the County with maintenance programmes to support establishment. Improved resilience to changing climate in urban areas through shade and water retention Improved street scene, improved climate resilience including shading and water retention Greater community engagement with local green spaces Improved biodiversity in rewilded areas, greater public engagement with green spaces Unlock carbon sequestration opportunities that best fit geography. Link communities to outdoor opportunities 	<ul style="list-style-type: none"> Identify land for high quality tree planting schemes across County both rural and urban - expanding/creating woodland areas or in recreational areas Link tree planting and biodiversity work with local volunteering opportunities Development of additional rewilding areas in public amenity space Recognise importance of local context and natural history in developing rewilding opportunities at scale [a lot of Lincolnshire should be wetland rather than forest – tree planting at scale does not work everywhere] 	
12. Influence provision of healthy and sustainable food options	<ul style="list-style-type: none"> Strengthen local economy and help to provide a source of fresh, healthy food outside of supermarkets Growing food and reducing food miles, Increased community engagement with local green spaces 	<ul style="list-style-type: none"> Provision of local markets and engagement with traders Development of community growing spaces, based on the Incredible Edible model 	<ul style="list-style-type: none">

13. Maximise opportunity of Local Plan reviews	<ul style="list-style-type: none">• Bringing forward more low energy developments, reduction in emissions from transport• Improved access to green space, improved health and wellbeing outcomes• Housing resilient to overheating and flooding, future proofed without a need to retrofit	<ul style="list-style-type: none">• Further integration of sustainability and climate change themes into Local Plan reviews, including greater emphasis on role of active travel, provision of EV charge points, embedding quality green space, providing biodiversity net gain• Deliver biodiversity net gain through new developments and increase provision of accessible open space• Recognise need for climate change adaptation for new developments to ensure they are fit for a changing climate and ageing population	<ul style="list-style-type: none">• This work will progress with Task 1 and Task 8 in ‘Activity & Wellbeing’
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Lever Area 4 – Economic Inclusion

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

Task	Planned Outcome	Activity	Timeframe and Progress
1. Embed strong strategic narrative/understanding to promote economic inclusion and health inequality linkages that deliver better outcomes	<ul style="list-style-type: none">• Health inequality and economic inclusion outcomes understood and embedded in decision-making, strategy/policy development and project/initiative design.• Economic inclusion strategies created for each of our places.	<ul style="list-style-type: none">• A strong narrative that sets out the connection and identifies the opportunities/interventions that can positively impact to reduce/address both health and economic inequality in a joinedup way• Review current strategies/policies to ensure there are where appropriate, meaningful and deliberate/positive outcomes that address health inequality• Review current projects/interventions to test whether appropriate health/economic inequality outcomes and outputs have/can be captured or weaved into the initiative• Develop and implement economic inclusion strategies for each of our places to clearly set out the agreed interventions that tackle health/economic inequality now and in the future	<p>To be drafted in 2023 and being informed by the UKSPF work and the place boards where applicable.</p> <p>Information and evidence gathering is already underway through the learning from UKSPF, Town Deal projects and other similar projects delivering economic benefit across communities.</p> <p>The strategy will need to be informed by our communities on what economic inclusion means to them and setting out clearly how we are to achieve success.</p>

2. People in Employment: Work with Lincolnshire employers to improve employee working conditions / environment particularly within low paid and insecure employment to improve their health and wellbeing and prevent health issues developing - whilst improving business productivity	<ul style="list-style-type: none"> Lincolnshire Social Value Charter and resulting programme Councils signed up to Social Value Charter National and local partnerships Number of employees covered Increased number of people getting predictable shift patterns Increased proportion of workforce obtaining a specific number of hours per week Reduction in mental health issues associated with these pressures. 	<ul style="list-style-type: none"> Develop and champion a Social Value employment charter for Lincolnshire. This will build on existing examples/models Greater Manchester Good Employment Charter Lead by example - District and County Councils, set out how Councils can improve working conditions Target particular sectors / work with businesses to adopt and further develop the charter Leverage public sector procurement in Lincolnshire - encouraging use of the Social Value Act in all procurement Working with chambers, Federation Of Small Business, local business organisations and national partners to promote adoption, implementation 	<p>This is to be commenced in 2023 and will build on the learning from the Supporting Local Business and People and Skills pillars of UKSPF.</p> <p>This will build on our social responsibility charters.</p>
3. People in Employment: 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	<ul style="list-style-type: none"> Reduction in number of households with inwork poverty. Increase in skills levels throughout the labour pool. Expedited Covid-19 recovery 	<ul style="list-style-type: none"> Working closely with the GLLEP Skills Board and other stakeholder to improve availability and access for those in employment, particularly in low wage sectors/employment, to improve and develop skills as they progress through their careers/working life. Use our place leadership role in order to convene a discussion on how we respond to current skills needs 	<p>Good progress is being made engaging with employers and key stakeholders including the FE providers.</p> <p>This work will continue to be built upon with stakeholders through the delivery of UKSPF and working with the GLLEP and sector specific groups.</p>
4. People in Employment: Increase volunteering to support the community and increase well-being for the volunteers themselves	<ul style="list-style-type: none"> Increased number of volunteers 	<ul style="list-style-type: none"> Develop with partners, especially the third sector, a volunteering programme with businesses to encourage volunteering as part of wellbeing 	<p>This work is underway and will be built upon through the delivery of UKSPF</p>
5. Supporting those most susceptible to economic change and transition: 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	<ul style="list-style-type: none"> Reduced unemployment in vulnerable sectors Reduced failure levels of vulnerable businesses Increased skills levels amongst those employees in vulnerable sectors. 	<ul style="list-style-type: none"> Sector targeted skills review - Identify skills shortages and gaps within Lincolnshire's target sector (e.g. visitor economy, already commissioned) Develop overall Lincolnshire-wide approach to response along with regional, national partners, district by district approach to addressing skills gaps Work in District specific implementation programme. with partners to implement recommendations to address skills gaps. Replicate the above for additional sectors 	<p>This work is underway working with a range of partners to build resilience within communities particularly around the cost of living crisis including food and heat poverty.</p> <p>The ongoing work with Health will also contribute to the evidence base of who our most vulnerable to change are and how we codesign solutions with them.</p>

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6. Supporting those most susceptible to economic change and transition: Employee upskilling and retaining programmes for those in industries exposed to long-term change and decline	<ul style="list-style-type: none"> Increased skills levels amongst those employees in vulnerable sectors 	<ul style="list-style-type: none"> Working with LEP, partners, review Lincolnshire and national landscape ahead of developing an approach to key industries 	This will be underpinned by both the good employer charter and the work being done through UKSPF and other means to increase businesses resilience and tools to support their employees to adapt.
7. Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities	<ul style="list-style-type: none"> Increased digital skills of residents Increased number of digitally enabled/based businesses. Reduction in social isolation through digital enablement. Increased efficiency and cost-effectiveness of public services through digital enablement 	<ul style="list-style-type: none"> Develop a Lincolnshire digital access strategy Digital skills review across Lincolnshire - including reviewing digital skill levels, needs, deprivation, access Review current digital skills development programmes in Lincolnshire - how well do these match, where are there gaps Developing a pan district approach and framework moving towards a flexible programme that can address the requirements of each place Align to district by district review of needs comprehensive, joined up strategy for implementation across the districts 	<p>Work on this is likely to be accelerated by UKSPF and through working with partners to ensure digital accessibility and increased digital skills go hand in hand.</p> <p>The evidence base is building already on where digital accessibility requires more focus from both the Covid Pandemic dataset and also other ongoing community work.</p>
8. Digital skills programme: Fully enabled digital FFTP (fixed fibre to premises) infrastructure across the county using place appropriate technologies	<ul style="list-style-type: none"> A digital network across Lincolnshire that supports economic success, service delivery and social access for all at affordable prices 	<ul style="list-style-type: none"> Work with LEP, county to accelerate digital infrastructure roll out through removing barriers 	
9. Eliminate poor health from being a barrier to employment: Create an intervention programme that supports residents with ill-health into employment	<ul style="list-style-type: none"> Increase number of economically active of working-age Increase in employment for those with health-related issues 	<ul style="list-style-type: none"> Working with DWP to understand these barriers and understand what we can do to address it. District role will be underpinning a person centred approach, coordinating inputs from partners 	This work is interconnected with the good employer charter and will build upon that work.
10. Creating an environment to support development of the health and care sector to improve health related service provision (wide scale health attraction interventions)	<ul style="list-style-type: none"> Better health and care provision Improved recruitment and increased employee retention across the sector 	<ul style="list-style-type: none"> Develop interventions with partners to support recruitment/retention of employees within the health & care sector 	Work with health colleagues is underway

Lever Area 5 – Community Engagement

Overarching Objective: Leverage unique links at place level to engage with and enable communities

Task	Planned Outcome	Activity	Timeframe and Progress
1. Capture and build on district community engagement knowledge and expertise	<ul style="list-style-type: none"> District community of practice - roadmap of community development approach and materials Thematic toolkit, stronger collective voice This will develop and deepen combined District expertise in community empowerment and development Learn from each other and celebrate each others achievements Share best practice and tried and tested engagement channels that meet the needs of our diverse communities, with wider partners and sectors to maximise the opportunities for meaningful communication with local groups 	<ul style="list-style-type: none"> Create a district community empowerment approach to include a district 'community of practice' toolkit to: <ul style="list-style-type: none"> articulate and share best practice and new ways of working provide a toolkit to replicate / adapt in local areas learn from each others and celebrate each others achievements Community of practice toolkit to include practical materials and thought leadership to guide districts - for example a set of community empowerment principles - drawn from best practice and on the ground experience e.g. <ul style="list-style-type: none"> Building the social economy, working with social enterprise models Engaging with diverse communities Supporting people to live and age well 	<ul style="list-style-type: none"> This task will be progressed during 23/24 using lessons learned and best practice from delivery during 2020-2022 Engagement work thorough the Empowering Healthy Communities Programme during a project Boston Borough Council, NHS Lincolnshire ICB, Boston PCN and PAB Languages has been delivered, reviewed and shared with colleagues tackling health inequalities.
2. Expand district participation in current sector discussions across the wider system	<ul style="list-style-type: none"> Maximise legacy from community and voluntary response to Covid-19. District as key partners and influencers (rather than recipients of information) to maximise local impact and relationships Retain and increase volunteer capacity in Lincolnshire and ability to deploy volunteers safely, effectively and in a timely way 	<ul style="list-style-type: none"> Support the development of a mechanism to centrally recruit, coordinate and deploy volunteers - within and outside of emergency situations (recognising that there may be a need to invest in development and sustainability as part of the Lincolnshire system) Actively support and shape the rebuilding of social capital and community-led development of local places within our county as Levelling up agenda progresses 	<ul style="list-style-type: none"> Key focus for this in recent months has been delivering support and capacity for addressing the needs of Ukrainian guests and addressing the cost-of-living challenges with foodbanks and supporting place based community initiatives Links with strategic partners county wide as well as strong place based networks <p>BAU – some pipelines projects may accelerate this work in Lincoln. – would have to consider the centrally recruit aspect of this and how/if we would support and how logistically this would/could work.</p>
3. Strengthen sector oversight and assurance	<ul style="list-style-type: none"> [Link to oversight of commissioning] System wide assurance that all volunteer deployment in Lincolnshire is done safely (credible, safeguarding checks, insurance) to protect vulnerable residents and volunteers Greater mobility of volunteers - a 'Lincolnshire volunteer' rather than tied to a single organisation Clear expectations, assurance mechanism Avoidance of 'consultation fatigue' Voices of under represented communities heard 	<ul style="list-style-type: none"> Review current sector risks, governance and oversight mechanisms Work with national and local partners, commissioners and infrastructure organisations to produce an agreed approach and framework to develop consistent and ongoing development, verification and assurance of community groups and maximise access to funding Support and shape the development of a standardised volunteer training package and accreditation mechanism [Lincolnshire volunteer accreditation] 	<ul style="list-style-type: none"> This work is developing with voluntray sector, health and county council partners and linking to work streams through the Integrated Care Board <p>Engagement with ICB business as usual.</p>

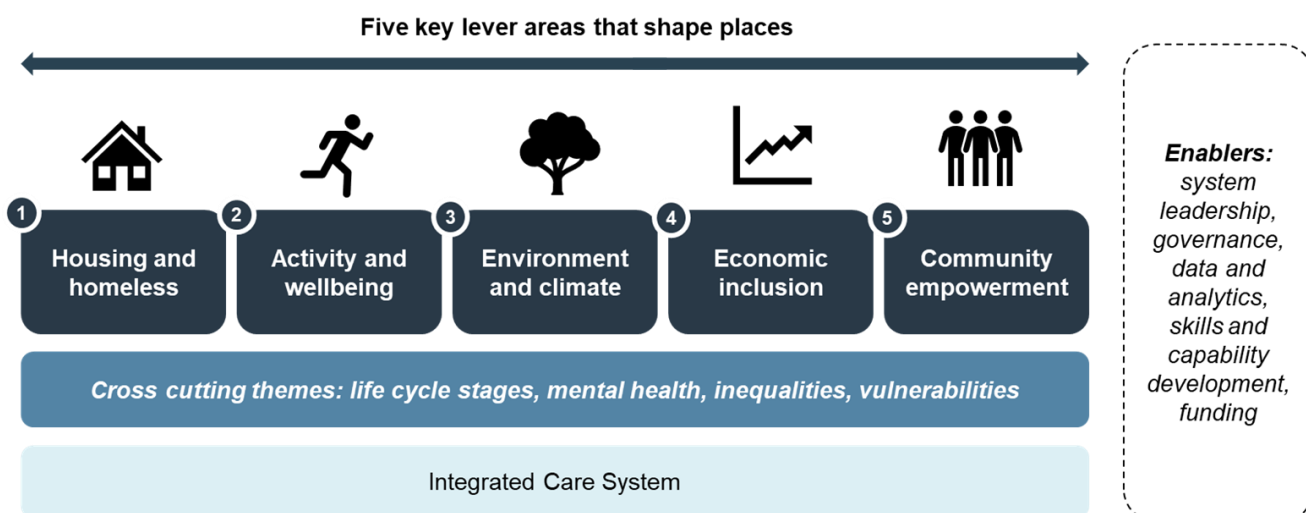
	<ul style="list-style-type: none"> Understanding the needs of our diverse communities rather than assumptions Continuous improvement 	<ul style="list-style-type: none"> Work with voluntary partners to ensure clear understanding of requirements (funding, bidding, delivery) and how they can proactively meet them to access funding Work with voluntary sector, health and county partners to timetable key community engagement in a collaborative way to avoid duplication and maximise every engagement opportunity 	
4. Enhance and sustain voluntary sector engagement and contribution	<ul style="list-style-type: none"> Maximise legacy from community and voluntary response to Covid-19. District as key partners and influencers (rather than recipients of information) to maximise local impact and relationships Retain and increase volunteer capacity in Lincolnshire and ability to deploy volunteers safely, effectively and in a timely way 	<ul style="list-style-type: none"> Support the development of a mechanism to centrally recruit, coordinate and deploy volunteers - within and outside of emergency situations (recognising that there may be a need to invest in development and sustainability as part of the Lincolnshire system) Develop mechanisms to draw down on voluntary capacity in an organised way. Localised for Lincolnshire 	<ul style="list-style-type: none"> This work is ongoing and will be further developed in 23/24 using learning and expertise from Lincolnshire VET and the workstream development under the ICB and Lincolnshire's Community Strategy <p>Concerns around maintaining independence and how logistically this would work</p>
5. A Strategic Commissioning approach in Lincolnshire	<ul style="list-style-type: none"> Better outcomes for Lincolnshire residents, a whole systems approach to commissioning, better use of resources and understanding of what we can achieve within Lincolnshire when we invest in our communities; greater oversight of the impact / difference commissioned services make in Lincolnshire for our residents A commissioning framework / approach that enables larger organisations and smaller organisations to participate, not be excluded and not have multiple reporting requirements Reduce the risk of a) duplication and b) unmet need and gaps in service provision Enhanced opportunity to analyse and quantify impact and outcomes, including meaningful customer / partner feedback mechanisms 	<ul style="list-style-type: none"> Work with JWEG to propose and support the development of a mechanism to review / move towards a strategic commissioning approach across the health and wellbeing system (community focussed services). Map current delivery of social prescribing and similar initiatives and the funding sources Review of voluntary commissioning approach County and health partners. Agreement of framework/mechanisms to ensure greater transparency and access for voluntary sector partners to emerging opportunities. [Link to the LRF recovery plan and pandemic response] Develop a needs based approach to commissioning or grant funding local community groups and activities. Identify gaps in community provision through the Joint Strategic Asset Assessment. For funding opportunities, target communication and awareness in areas where support is needed but not available and support communities to deliver in their area A more collaborative approach to national funding opportunities as our default position 	<ul style="list-style-type: none"> This work will be further developed in 23/24. <p>Would need to understand the benefits to Lincoln before we could commit.</p> <p>Understanding the funding arrangements and VFM.</p>

6. Wellbeing Lincs	<ul style="list-style-type: none"> • A growth / development strategy that ensures Wellbeing Lincs continues to add value to the wider health and wellbeing system • Confidence to test / pilot new ways of working • All Districts engaged in Wellbeing Lincs service development (irrespective of whether they are directly delivering services) 	<ul style="list-style-type: none"> • Map and consider opportunities for diversification / expansion of remit and reach eg: Geographical coverage, expansion of remit (e.g. collaborative approach to DFGs), developing / piloting / evidencing new programmes (e.g. small aid service, sanctuary scheme) • Develop a Wellbeing Lincs Business Development Plan - secure sign off from LCC and District Partners • Clearly articulate and be able to quantify the difference Wellbeing Lincs makes to the wider system as a key preventative service in Lincolnshire • More proactive approach to publicising approach and success • 'Service of choice' for Districts to explore pooling of budgets to pilot new ways of working to deliver and health & wellbeing outcomes • Develop a mechanism for all Districts to participate in and contribute to service development / ensure awareness - District Housing Network provides a key platform to enable this, build into terms of reference 	<ul style="list-style-type: none"> • Business Intelligence and Service delivery is regularly reviewed and shared, • This specific task will be further developed in 23/24. <p>Already covers Lincoln so not applicable to us</p>
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Lincolnshire District Councils' Health and Wellbeing Strategy

Executive summary – December 2022

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**
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 outputs for each lever area
 - Supporting activities and outputs linked to each objective
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*

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

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

A full version of the Lincolnshire District Council Health & Wellbeing Strategy:



Lincolnshire District
Councils' Health and \

(including background, methodology, development and strategic framework)

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Lever Area : Housing and Homelessness

Task identified in the strategy	What is City of Lincoln Council doing to address this?	By when?	By who?	Vision 2025 priority area	What strategy, legislation or governance relates to this?	KPI's
1. Coordinate the effective delivery of homelessness services through a partnership driven and evidence based homelessness strategy	<ul style="list-style-type: none"> A new county coordinator post has been established operating from North Kesteven District Council. The post has brought partners together and a draft countywide Homelessness and Rough Sleeper Strategy and action plan has been developed. A county Rough Sleeper Accommodation Programme bid was successful for complex needs units with support and will be available from March 2023. Colc Already in place. Further bids are being considered for specific for progression in 2023/24. Funding for drug and alcohol treatment and support has been received by Lincolnshire County Council which will contribute to the themes in the strategy. Close partnership working will ensure the funding is maximised across the District Councils. The Housing Advisors Programme is being considered for research opportunities to ascertain gaps in accommodation and provision. Colc do get advice from regular meetings with DLUHC Joint working groups to improve processes and pathways are operational for prison leavers, care leavers and young people and the Housing Related Support Contract. Colc already underway A review of the Team Around the Adult process is currently being undertaken and a countywide holistic health for homeless project is planned as part of the strategy subgroups to improve health inclusion. 			Lets deliver quality housing	Homelessness Legislation and Homelessness Strategy	Yes - a number of PI's are in place
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	Currently some Local Authorities employ Empty Homes Officers that work with to bring empty homes back into use, from offering advice and support to owners through to highlighting the need for and coordinating enforcement action . There is potential here to have greater resourcing and expertise for the difficult empties – longer term and costly around legal action and CPOs . – CoLC have an Empty Homes officer shared with NKDC			Lets deliver quality housing		
4. Deliver new housing to meet housing needs and demands, meeting zero carbon targets and recognising all levels of affordability	CoLC delivering against this already as a responsible landlord. Local plan also relevant to this for all developments – currently under review. – we could champion this better for housing investment within the city balanced against overall resources and needs. Central Lincolnshire local plan, Housing needs survey and strategy to be refreshed during 2023.			Lets deliver quality housing		
5. Improve the quality of existing properties across all tenures and reduce the cost of poor housing to health, care and society	<ul style="list-style-type: none"> Ongoing discussions with The Building Research Establishment (BRE) regarding a housing stock condition survey in conjunction with Public Health Intelligence team. Target - pricing and timescale to be agreed by end December 22. There are currently proposals for an energy advice service to replace links for warmer homes which are currently being considered between statutory partners. A conclusion is expected by the end of 2022. CoLC have Good quality council stock. A PSH Team working with landlords – needs to be balanced against overall demand upon the team in terms of priority. Sustainable warmth grants. CoLC to consider best practice / learning from other authorities to be taken forwards. 			Lets deliver quality housing		
6. Reduce levels of overcrowding as a means of reducing health risks	This is Business as usual for CoLC and is delivered via our Private Sector Housing Team and through Housing Solutions and our landlord responsibilities.			-		
7. Improve services to extend people's housing choices in preparation for later life	Good progress has been made through the county ageing better partnership. An ageing better conference was held an October 2022 which brought together a wide range of partners to identify the top challenges for Lincolnshire. Work is primarily focussed on developing a Good Homes Alliance to support people as they make appropriate choices around their future accommodation needs. Delivery is projected for March 2023. CoLC have work underway for this with new homes and also de wint court.			-		
8. Ensure services to support people to remain living in their current home complement each other as a system-wide approach	Lincolnshire Healthy and Accessible Homes (Housing) Lead recruited and started June 22. Working to progress both the Good Home Alliance work with the Centre for Ageing Better and ARK consultancy, and Healthy and Accessible Homes Group Actions from the Homes for Independence action plan. - CoLC are delivering this work via DFG grants and adaptation and will continue to work with partners.			-		

Lever Area : Activity and Wellbeing

Task identified in the strategy	What is City of Lincoln Council doing to address this?	By when?	By who?	Vision 2025 priority area	What strategy, legislation or governance relates to this?	KPI's
1. Develop a plan to be able to positively influence the planning system / external decision making in their local area	<ul style="list-style-type: none"> Colc working on an action plan under the physical activity strategy – this timescale is broadly agreeable however there are a number of strands to pull together to realise the aspirations of this task. Other considerations for planning and development sites etc to ensure that people can access what they need to be healthy Action to progress in Q4 and 23/24 along with the Let's Move Lincolnshire Strategy priority 'Active Environment'. 			lets enhance our remarkable place / lets reduce inequality	new play strategy	n/a planning may have some
2. Make better use of green spaces across Lincolnshire, maximise opportunities for residents and visitors to be active in Lincolnshire.	<ul style="list-style-type: none"> Project on remarkable place – our parks and open spaces are in good condition. More work to be done to promote open spaces and parks in terms of what's there, where to park, where are the toilets, things to do etc. Support to unlock green spaces within Sincil Bank supported by the Neighbourhood Team - reopened St Andrews Close - now working on land on Chelmsford Street and under Pelham Bridge Also working on greening the city centre Contributing to the Slow Ways website promoting the creation of a network of walking routes connecting towns and cities on a national basis Visit Lincolnshire website has dedicated space for nature and landscape which includes several walks and trails across the county. This will be further developed as further are developed in local places. 			lets enhance our remarkable place / reduce inequality	physical activity strategy - lets move lincolnshire strategy - playing pitches strategy	-
3. Widen the focus from commercial leisure offer and asset based physical activity - to activity outside your front door, in the home and in the workplace	<ul style="list-style-type: none"> Builds on the physical activity strategy but will require further resource to truly unlock potential. Colc looking at affordability and accessibility of leisure centres – social prescribing, breaking down barriers of accessing health assets. Investment is being made into leisure facilities across districts to ensure that they remain attractive, accessible and available to residents Districts are working collaboratively with Lincolnshire County Council to support the active travel agenda. 			lets enhance our remarkable place / reduce inequality		
4. Providing opportunities and programmes across communities to enable all residents to take part in regular activity	<ul style="list-style-type: none"> Working with Active Lincolnshire on local programmes including supporting the development of Active Ageing and Physical Activity during 2023. Work with Active Lincolnshire and local groups will further develop during 2023 Working with Active Lincolnshire Connected Communities Sub-group on 7 targeted place based locations across the county including wider Lincoln All types of activity, whether formal or informal continues to be promoted across all districts Colc understand the priority of this however previous cuts have impacted this. Some opportunity for ColC working with partners (health, community groups) to deliver this 			lets enhance our remarkable place / reduce inequality		
5. Creating leadership, governance, partnerships and workforce capabilities across sectors to use resources in a more coordinated way to reduce inactivity	<ul style="list-style-type: none"> Develop a strategic and two way relationship with Sport England to ensure that opportunities to attract funding and collaboration opportunities are realised in Lincolnshire. CoLC is engaged in this 			lets enhance our remarkable place / reduce inequality		
6. Each District Council to develop opportunities to positively influence internal / corporate decision making in their local area and embed in our governance processes	<ul style="list-style-type: none"> Districts consider health and wellbeing implications in reports and have identified officer and elected member leads. Briefing and training session for health and wellbeing implications for reports will be developed and delivered in 2023 when the Strategy has been approved. 			lets enhance our remarkable place / reduce inequality		
7. Proactive and inclusive approach to sharing, learning, best practice and opportunities for collaboration	<ul style="list-style-type: none"> Develop a good practice guide / toolkit for Districts to share learning and good practice examples Review future remit and structure of District Health & Wellbeing Network to maximise contribution to / influence on this agenda Celebrate and raise awareness of opportunities across Lincolnshire through our communications and social media channels 			lets enhance our remarkable place / reduce inequality		
8. Proactively engage across the NHS to encourage innovation and creativity to enable health, wellbeing and physical activity within planning consultations	<ul style="list-style-type: none"> CoLC will explore with partners the parameters and opportunities for innovation (E.g. can developer contributions go towards physical activity within the community rather than rooms in a GP surgery?) Develop meaningful relationships with NHS system leads and those responding to planning consultations, to encourage creative and cross departmental consideration of what could be achieved through the planning system 			lets enhance our remarkable place / reduce inequality		

Lever Area : Environment and Sustainability

Task identified in the strategy	What is City of Lincoln Council doing to address this?	By when?	By who?	Vision 2025 priority area	What strategy, legislation or governance relates to this?	KPI's
1. Improve air quality, particularly in designated management areas	<p>Air Quality Action Plan and annual status reports for Lincoln submitted to DEFRA and published on the Council's website.</p> <ul style="list-style-type: none"> Air Quality Annual Status report 2022 Air Quality Management Area Map 2018 Air Quality Management Area Order 2018 Interim Air Quality Action Plan <p>Grant application for 2023/24 Air Quality fund submitted on behalf of Lincolnshire districts for a schools air quality campaign for £58 180 was successful.</p>		I. Wicks	Addressing the challenge of climate change	Air Quality Management Plan	PM10, PM2.5, Nox
2. Accelerate transition towards active travel	<ul style="list-style-type: none"> This task links with Activity and Wellbeing lever area delivery Districts are working collaboratively with Lincolnshire County Council on this agenda and have prepared area cycling and walking network plans. 			-	Lincoln Cycling and Walking Network Plans	-
3. Promote and increase uptake of electric vehicles	<ul style="list-style-type: none"> CoLC have been awarded £230 000 from OZEV for 50 EVCPs to be installed in 2023 to help meet the demand from residents without offstreet parking. District Councils continue to liaise with LCC on the Low Emission Vehicle Infrastructure pilot scheme to install a network of on street charging in Lincolnshire. 	June 2023	K.Bell	Addressing the challenge of climate change	Electric Vehicle Infrastructure Strategy	Number of Public EVCPs-annual
4. Mobility: provision and uptake of public transport services	<ul style="list-style-type: none"> Districts continue to actively work on place based local transport strategies with Lincolnshire County Council. These strategies include cycling, walking and public transport. 		G.Wilson/T.Forbes Turner	-	Lincoln Transport Plan, Lincolnshire Transport Strategy; CoLC Employee Travel Plan	-
5. Joint work to reduce carbon emissions from all Councils (LCC and districts)	<ul style="list-style-type: none"> Work is taking place across districts for delivering home improvement grants through the Local Authority Delivery Scheme (LAD) and Home Upgrade Scheme (HUG) CoLC have published the Council's Decarbonisation Strategy and Action Plan setting out carbon reduction projects to reduce the council's own carbon emissions. 	March 2025	K.Bell	Addressing the challenge of climate change	CoLC Decarbonisation Strategy; Lincoln 2030 Climate Action Plan; CoLC Affordable Warmth Strategy	Annual CO2e
6. Reduce district areawide carbon emissions across to meet national carbon reduction targets	<ul style="list-style-type: none"> CoLC are working with Lincoln Climate Commission and published the Lincoln 2030 Climate Action plan setting out a range of projects to meet local and national carbon reduction targets. Further collaborative work set out in Lincoln 2030 will take place in 23/24. 	Ongoing	K.bell	-	CoLC Decarbonisation Strategy; CoLC Employee Travel Plan 2019-2024	-
7. Understand the local impacts of a changing climate to improve community resilience	<ul style="list-style-type: none"> County and districts have collaborated to produce a Lincolnshire Climate Impacts Profile to be reviewed and updated annually. 	Spring 2024	E.Massey/K.Bell	Addressing the challenge of climate change	Lincolnshire Climate Impacts Profile; Lincoln Climate Resilience and Adaptation Strategy (draft)	-
8. Education and behaviour change around sustainability and climate change	<ul style="list-style-type: none"> Districts have formed a climate communications group to work on joint coms campaigns. A template of the Lincoln Sustainability Toolkit has been shared with districts to replicate. Preparation of a business sustainability toolkit is underway. Districts exploring opportunities for additional support and advise for business through the UK Shared Prosperity Fund. 			Addressing the challenge of climate change	Lincoln 2030 Climate Action Plan	Annual CO2e
9. Reduce waste output across the county and tackle key issues	<ul style="list-style-type: none"> Districts and County working together as part of the Lincolnshire Waste Partnership to review the Joint Municipal Waste Management Strategy. CoLC undertaking contract renewal for waste collection 		S.Bird	-	-	-
10. Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and wellbeing benefits	<ul style="list-style-type: none"> District and County working together to secure funding for tree planting and focussing on rural areas with local tree coverage that is suitable for tree planting. Central Lincs districts working together to explore rewilding and green corridor network opportunities. Funding secured from the LGA to develop a Biodiversity Net Gain toolkit to be used in Central Lincs. Project to commence Jan 2023. 		D.Clayton	Addressing the challenge of climate change	Lincoln Climate Resilience and Adaptation Strategy	-
11. Influence provision of healthy and sustainable food options	<ul style="list-style-type: none"> Districts submitted a funding application to the Innovate UK to develop a Lincolnshire Food Ecosystem digital network to improve supply and distribution of local fresh food to multiple retail markets. Districts representatives sit on the Lincolnshire Food Partnership responsible for delivering sustainable food projects throughout the Lincolnshire. 			-	-	-
12. Maximise opportunity of Local Plan reviews	<ul style="list-style-type: none"> This work will progress with Task 1 and Task 8 in 'Activity & Wellbeing' Central Lincs emerging local plan includes new climate, energy and carbon policies. 			Addressing the challenge of climate change	Central Lincolnshire Local Plan	-

Lever Area : Economic Inclusion

Task identified in the strategy	What is City of Lincoln Council doing to address this?	By when?	By who?	Vision 2025 priority area	What strategy, legislation or governance relates to this?	KPI's
1. Embed strong strategic narrative/understanding to promote economic inclusion and health inequality linkages that deliver better outcomes	<ul style="list-style-type: none"> To be drafted in 2023 and being informed by the UKSPF work and the place boards where applicable. Information and evidence gathering is already underway through the learning from UKSPF, Town Deal projects and other similar projects delivering economic benefit across communities. The strategy will need to be informed by our communities on what economic inclusion means to them and setting out clearly how we are to achieve success. 			economic growth	Inclusive Economic growth strategy	-
2. People in Employment: Work with Lincolnshire employers to improve employee working conditions / environment particularly within low paid and insecure employment to improve their health and wellbeing and prevent health issues developing - whilst improving business productivity	<ul style="list-style-type: none"> This will build on our social responsibility charters. 			economic growth	good employer charter and Inclusive economic growth strategy	UKSPF will require output and outcome measures
3. People in Employment: 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	<ul style="list-style-type: none"> Good progress is being made engaging with employers and key stakeholders including the FE providers. This work will continue to be built upon with stakeholders through the delivery of UKSPF and working with the GLLEP and sector specific groups. 			economic growth	good employer charter and Inclusive economic growth strategy	UKSPF will require output and outcome measures
4. People in Employment: Increase volunteering to support the community and increase well-being for the volunteers themselves	<ul style="list-style-type: none"> This work is underway and will be built upon through the delivery of UKSPF 			economic growth / reducing inequality	-	UKSPF will require output and outcome measures
5. Supporting those most susceptible to economic change and transition: 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	<ul style="list-style-type: none"> This work is underway working with a range of partners to build resilience within communities particularly around the cost of living crisis including food and heat poverty. The ongoing work with Health will also contribute to the evidence base of who our most vulnerable to change are and how we codesign solutions with them. 			economic growth / reducing inequality	good employer charter and Inclusive economic growth strategy	-
6. Supporting those most susceptible to economic change and transition: Employee upskilling and retaining programmes for those in industries exposed to long-term change and decline	<ul style="list-style-type: none"> This will be underpinned by both the good employer charter and the work being done through UKSPF and other means to increase businesses resilience and tools to support their employees to adapt. 			economic growth / reducing inequality	good employer charter	-
7. Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities	<ul style="list-style-type: none"> Work on this is likely to be accelerated by UKSPF and through working with partners to ensure digital accessibility and increased digital skills go hand in hand. The evidence base is building already on where digital accessibility requires more focus from both the Covid Pandemic dataset and also other ongoing community work. 			reducing inequality	-	UKSPF will require output and outcome measures
8. Digital skills programme: Fully enabled digital FFTP (fixed fibre to premises) infrastructure across the county using place appropriate technologies				reducing inequality	-	-
9. Eliminate poor health from being a barrier to employment: Create an intervention programme that supports residents with ill-health into employment	<ul style="list-style-type: none"> This work is interconnected with the good employer charter and will build upon that work. 			economic growth / reducing inequality	good employer charter	-
10. Creating an environment to support development of the health and care sector to improve health related service provision (wide scale health attraction interventions)	<ul style="list-style-type: none"> Work with health colleagues is underway 			reducing inequality	-	-

Lever Area : Community Engagement

Task identified in the strategy	What is City of Lincoln Council doing to address this?	By when?	By who?	Vision 2025 priority area	What strategy, legislation or governance relates to this?	KPI's
1. Capture and build on district community engagement knowledge and expertise	<ul style="list-style-type: none"> This task will be progressed during 23/24 using lessons learned and best practice from delivery during 2020-2022 Engagement work through the Empowering Healthy Communities Programme during a project Boston Borough Council, NHS Lincolnshire ICB, Boston PCN and PAB Languages has been delivered, reviewed and shared with colleagues tackling health inequalities. Diverse Communities - Supporting the development (LEAN) to engage with the diverse communities that we have in the city MEAM Local Motion - Shared Plan 			Reducing inequality		
2. Expand district participation in current sector discussions across the wider system	<ul style="list-style-type: none"> Key focus for this in recent months has been delivering support and capacity for addressing the needs of Ukrainian guests and addressing the cost-of-living challenges with foodbanks and supporting place based community initiatives Links with strategic partners county wide as well as strong place based networks BAU – some pipelines projects may accelerate this work in Lincoln. – would have to consider the centrally recruit aspect of this and how/if we would support and how logistically this would/could work. 			Reducing inequality	corporate consultation and engagement strategy	
3. Strengthen sector oversight and assurance	<ul style="list-style-type: none"> This work is developing with voluntray sector, health and county council partners and linking to work streams through the Integrated Care Board Engagement with ICB business as usual. Lincoln Embracing All Nations - LEAN 			Reducing inequality		
4. Enhance and sustain voluntary sector engagement and contribution	<ul style="list-style-type: none"> This work is ongoing and will be further developed in 23/24 using learning and expertise from Lincolnshire VET and the workstream development under the ICB and Lincolnshire's Community Strategy Concerns around maintaining independence and how logistically this would work 			Reducing inequality		
5. A Strategic Commissioning approach in Lincolnshire	<ul style="list-style-type: none"> Work with JWEG to propose and support the development of a mechanism to review / move towards a strategic commissioning approach across the health and wellbeing system (community focussed services). Map current delivery of social prescribing and similar initiatives and the funding sources – CoLC to develop in 2024 			Reducing inequality		
6. Wellbeing Lincs	Already Business as usual in Lincoln			Reducing inequality		

Additional for Lincoln : Health and Mental Health

Task identified	What is City of Lincoln Council doing to address this?	By when?	By who?	Vision 2025 priority area	What strategy, legislation or governance relates to this?	KPI's
Cross Sector approach to Physical health	<ul style="list-style-type: none">Working collaboratively with Active Lincolnshire, PCN's and the voluntary sector to ensure a range of activities and early interventions are in place that meet the needs of the community.			Reducing inequality		
Cross sector approach to Mental health	<ul style="list-style-type: none">Working collaboratives with and engaging in the mental health transformation taking place across LincolnshirePromoting and supporting the voluntary sectors efforts to support mental health in the community through support groups, night light cafes etc.			Reducing inequality		
Improved health and wellbeing of our population	<ul style="list-style-type: none">Working to ensure the Lincoln City is a safe and vibrant City of Lincoln CouncilEnsuring we have good access to parks and open spacesMaintaining a good leisure offerEnsuring that we support, and sign post our residents appropriatelyEnsuring we have safe, well maintained, good quality neighbourhoods and housing			Reducing inequality / Remarkable place / Quality housing		Indices of multiple deprivation, health data and census data for Lincoln.
Ensure availability of good and correct signposting to services available.	<ul style="list-style-type: none">Working with Health colleagues and the charity and faith sector to ensure correct and up to date directories of service are available for all front line employees and volunteers.Supporting signposting of mental health recourses and support for young people			Reducing inequality		

POLICY SCRUTINY COMMITTEE

23 MARCH 2023

SUBJECT:	POLICY SCRUTINY WORK PROGRAMME 2022/23 AND EXECUTIVE WORK PROGRAMME UPDATE
REPORT BY:	CHIEF EXECUTIVE & TOWN CLERK
LEAD OFFICER:	JESS CULLEN, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present the Policy Scrutiny Committee Work Programme for 2022/23 and receive comments and considerations from members with items for the municipal year 2022/2023 and to advise Members of the items that are on the current edition of the Executive Work Programme.

2. Background

- 2.1 The work programme is attached at **Appendix A**.
- 2.2 The Constitution provides for the publication of the Executive Work Programme on a monthly basis detailing key decisions/ exempt para (Section B) items to be taken by the Executive, a committee of the Executive or a Member of the Executive during the period covered by the programme. This is attached at **Appendix B** and has been provided to assist members in identifying items for inclusion within the work programme.

3. Recommendation

- 3.1 That Members give consideration to the Policy Scrutiny Work Programme for 2022/23 and update where appropriate to include items which they wish to consider from the Executive Work Programme as required.

List of Background Papers: None

Lead Officer: Claire Turner, Democratic Services Officer
Telephone (01522) 873619

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Policy Scrutiny Committee Work Programme – Timetable for 2022/23

7 June 2022

Item(s)	Responsible Person(s)	Comments
Health Scrutiny Update	Chair of Policy Scrutiny	Regular Report
Policy Scrutiny Work Programme 2022 -2023	Democratic Services	Regular Report
Animal Policy	Francesca Bell	
Noise Policy	Francesca Bell	
Internal Domestic Abuse Policy	Francesca Bell	

16 August 2022

Item(s)	Responsible Person(s)	Comments
Policy Scrutiny Work Programme 2022-2023 Update	Democratic Services	Regular Report
CCTV Revised Code of Practice	Caroline Bird	
Charged Bulky Collection Service	Steve Bird	
Health Scrutiny Update	Chair of Policy Scrutiny	Regular Report

4 October 2022

Item(s)	Responsible Person(s)	Comments
Policy Scrutiny Work Programme 2022 -2023	Democratic Services	Regular Report
Neighbourhood Working Update	Paul Carrick/ Andrew McNeil	Requested at meeting on 15 th March 2022
Health Scrutiny Update	Chair of Policy Scrutiny	Regular Report

22 November 2022

Item(s)	Responsible Person(s)	Comments
Policy Scrutiny Work Programme 2022-2023 Update	Democratic Services	Regular Report
Localised Council Tax Support Scheme 2023/24	Martin Walmsely	
Health Scrutiny Update	Chair of Policy Scrutiny	Regular Report

10 January 2023

Item(s)	Responsible Person(s)	Comments
Policy Scrutiny Work Programme 2022-2023 Update	Democratic Services	Regular Report
County Homelessness Strategy	Alison Timmins	
Health Scrutiny Update	Chair of Policy Scrutiny	Regular Report

23 March 2023

Item(s)	Responsible Person(s)	Comments
Policy Scrutiny Work Programme 2023-2024 Update	Democratic Services	Regular Report
Health Scrutiny Update	Chair of Policy Scrutiny	Regular Report
Grounds, Street cleansing, Waste/recycling contracts after 2026	Steve Bird	
Aims and Objectives for a New Annual Cultural Programme	Simon Walters	Provisional
Health and Wellbeing Strategy	Francesca Bell	

Unscheduled Items.

Downsizing incentive scheme proposal
 Post Implementation Review – Public Conveniences
 Recycling- paper and card collections proposal

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EXECUTIVE WORK PROGRAMME

March 2023 - February 2024

NOTES

1. The Leader in consultation with the Chief Executive and Town Clerk prepares an Executive Work Programme to cover a period of twelve months.
2. The Executive Work Programme contains matters which the Leader has reason to believe will be the subject of a key decision during the period covered by the Plan or Executive decisions which are likely to be taken in private.
3. A Key Decision is one which is likely:
 - a) to result in the Local Authority incurring expenditure which is , or the making of savings which are, significant having regard to the Local Authority's budget for the service or function to which it relates; or
 - b) to be significant in terms of its effect on communities living or working in an area comprising 2 or more wards in the area of the local authority.
4. Whilst the majority of the Executive's business at the meetings listed in the Executive Work Programme will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or person information.

This document serves as formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that certain items in the Executive Work Programme will be considered in private because the item contains exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. If an item is to be considered in private this will indicated on the individual decision notice.

If you have any queries, please telephone 01522 873387 or email democratic.services@lincoln.gov.uk.

EXECUTIVE WORK PROGRAMME SUMMARY

Date of Decision	Decision	Decision: Summary	Decision Taken By	Key Decision	Exempt Information
20 March 2023	Repair to Retaining Wall	allocation of additional funding to carry out the remediation and replacement of the structure	Executive	Yes	Private
20 March 2023	Health and Wellbeing Strategy	on whether to implement strategy	Executive	No	Public
20 March 2023	Performance Measure Target Setting 2023/24	To approve Performance Measure Target Setting parameters for 2023/24	Executive	No	Public
20 March 2023	UKSPF	First round funding.	Executive	Yes	Partly Private
20 March 2023	Change to Establishment	Add permanent post to Maintenance and Investment establishment	Executive	Yes	Private
11 April 2023	Parking Management	To agree terms of Parking Management	Executive	Yes	Private
11 April 2023	HR policies	Approval of proposed changes to HR policies (Acting Up, Secondment, Grievance)	Executive	No	Public
11 April 2023	'Lincoln's Green Museum' - funding bid	To pursue a National Lottery Heritage Funding bid to deliver engagement and activities in our heritage parks and open spaces for three years, whilst developing / building on the heritage archives for each of the places.	Executive	No	Public
30 May 2023	Lincoln Central Market	Recruitment to a permanent Market Manager post Agreement to the policy and	Executive	Yes	Partly Private

		management approach including marketing to tenants.			
30 May 2023	Operational Performance Quarterly Monitoring Report	To present to Members a summary of the operational performance position for the fourth quarter of the financial year 2022/23	Executive	No	Public
30 May 2023	Financial Performance Quarterly Monitoring	To present to Executive the fourth quarter's financial performance 2022/23	Executive	No	Public
30 May 2023	Strategic Risk Register Quarterly Review	To provide the Executive with a status report of the revised Strategic Risk Register as at the end of the fourth quarter 2022/23.	Executive	No	Partly Private
19 June 2023	Housing Pipeline Approach	Decision on the approach to developing a housing pipeline on City Council owned land	Executive	Yes	Public
19 June 2023	Greetwell Place Managed Workspace - Future Arrangements	Nature of the City Council's involvement in the operation of Greetwell Place	Executive	Yes	Private
19 June 2023	Treasury Management Stewardship and Actual Prudential Indicators Report 2022/23 (Outturn)	To review the treasury management out-turn of the City of Lincoln Council 2022/23	Executive	No	Public
20 November 2023	Statement of Accounts 2022/23	To note the final Statement of Accounts	Executive	No	Public
20 November 2023	Treasury Management and Prudential Code Update - Half Year to Sept 2023	To note the Prudential and Local Indicators and the performance against the Treasury Management Strategy 23/24	Executive	No	Public

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