

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 • Increase the number of residents who are economically active by ensuring those that have health conditions/disabilities can take advantage of the opportunities for more flexible/remote employment opportunities

	<ul style="list-style-type: none"> • 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.

Councils 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 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 councils 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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