

# Rural and Communities Overview and Scrutiny Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



Thursday, 9 February 2023 at 2.00 pm

Council Chamber - South Kesteven House, St. Peter's Hill,  
Grantham. NG31 6PZ

**Committee Members:** Councillor Sarah Trotter (Chairman)  
Councillor Barry Dobson (Vice-Chairman)  
Councillor Richard Cleaver, Councillor Richard Dixon-Warren, Councillor Penny Milnes,  
Councillor Hilary Westropp and Councillor Ray Wootten

## Agenda

This meeting can be watched as a live stream, or at a later date, [via the SKDC Public-I Channel](#)

- 1. Public Speaking**  
The Council welcomes engagement from members of the public. To speak at this meeting please register no later than 24 hours prior to the date of the meeting via [democracy@southkesteven.gov.uk](mailto:democracy@southkesteven.gov.uk)
- 2. Apologies for absence**
- 3. Disclosure of Interest**  
Members are asked to disclose any interest in matters for consideration at the meeting.
- 4. Minutes from the Joint Meeting of the Environment Overview and Scrutiny Committee and Rural and Communities Overview and Scrutiny Committee held on 15 November 2022** (Pages 3 - 10)
- 5. Minutes from the meeting held on 8 December 2022** (Pages 11 - 28)
- 6. Updates from the previous meeting** (Pages 29 - 31)  
To receive updates on actions agreed at the previous meeting.
- 7. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**

**8. Change4Lincs Update** (Pages 33 - 37)  
This report seeks to update Committee on the Change4Lincs partnership and the progress that has been made by the team.

**9. Regulatory Compliance** (Pages 39 - 70)  
This report seeks to update Committee on actions to ensure regulatory compliance of the Council's social housing landlord function following the non-compliance notice issued by the Regulator of Social Housing.

**10. Best Kept Village** (Pages 71 - 75)  
To consider the purpose and effectiveness of the current Best Kept Village Competition and provide a recommendation on its future.

**11. Equality, Diversity and Inclusion Annual Position Statement** (Pages 77 - 94)  
To consider the draft 2022 Equality, Diversity and Inclusion Annual Position Statement and provide a recommendation to Cabinet to publish the information.

**12. Lincolnshire Health and Wellbeing Strategy** (Pages 95 - 244)  
To provide an update on the work the seven District Councils in Lincolnshire have undertaken collaboratively to develop the Lincolnshire District Councils' Health and Wellbeing Strategy, and to consider the adoption of the Strategy as a framework to improve health and wellbeing across Lincolnshire, working closely with partners in the public, private and voluntary sector.

**13. Work Programme 2022-2023** (Pages 245 - 249)  
To receive the Work Programme for 2022-2023.

**14. Any other business which the Chairman, by reason of special circumstances, decides is urgent**

**Minutes of the Joint Meeting  
of the Environment  
Overview and Scrutiny  
Committee and Rural and  
Communities Overview and  
Scrutiny Committee**



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

**Extraordinary Meeting**

**Tuesday, 15 November 2022, 2.00 pm**

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**Committee Members present**

Councillor Sarah Trotter

Councillor Gloria Johnson

Councillor Richard Cleaver

Councillor Richard Dixon-Warren

Councillor Barry Dobson

Councillor Gloria Johnson

Councillor Nikki Manterfield

Councillor Sarah Trotter

Councillor Hilary Westropp

Councillor Hannah Westropp

Councillor Ashley Baxter

Councillor Ray Wootten

Councillor Penny Milnes

Councillor Phil Dilks

Councillor Kaffy Rice-Oxley

**Cabinet Members present**

Councillor Kelham Cooke (Leader of the Council)

Councillor Adam Stokes (Deputy Leader of the Council)

Councillor Rosemary Trollope-Bellew (Cabinet Member for Culture and Visitor Economy)

Councillor Mark Whittington (Cabinet Member for Waste Services and Climate Change)

**Other Members present**

Councillor Virginia Moran

**Officers**

Karen Bradford (Chief Executive)

Alan Robinson (Deputy Chief Executive)

Nicola McCoy-Brown (Director of Growth and Culture)

Graham Watts (Assistant Director of Governance)

Craig Spence (Acting Director for Housing)

Richard Wyles (Chief Finance Officer)

Karen Whitfield (Assistant Director of Culture and Leisure)

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Patrick Astill (Communications Officer)  
Michael Chester (Team Leader – Leisure, Parks and Open Spaces)  
Amy Pryde (Democratic Services Officer)

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#### **4. Apologies for absence**

An apology for absence was received from Councillor Ben Green.

Councillor Kaffy Rice-Oxley acted as a substitute for Councillor Ben Green.

Councillor Ashley Baxter and Councillor Phil Dilks filled the two Alliance SK vacancies.

#### **5. Disclosure of interests**

There were none.

#### **6. Grounds Maintenance - Future Arrangements**

The report on future arrangements for Grounds Maintenance was to be presented by the Leader of the Council.

A Member queried whether the directors of Environment SK Ltd were to be present in the meeting or allowed to participate in the debate.

The Assistant Director of Governance informed the Committee that there was no decision to be made, only a recommendation. There was no requirement for directors of Environment SK Ltd to declare an interest at that time.

The Member asked if it would be appropriate to discuss recommendation 4 of the report with the presence of the directors of Environment SK Ltd at the meeting.

The Deputy Chief Executive clarified that the figures in exempt appendix 2 could not be discussed as they were commercially sensitive.

The Leader continued by thanking the Officers involved in the report for their integrity, honesty, and hard work. The Leader stated that as the procurement process previously undertaken did not deliver any interest, a decision could not be made at this time on the recommendation for the Grounds Maintenance Service without fully exploring the opportunity around a commercial operator. In recognition of this, the Leader suggested the following motion:

That the Committee:

Recommended the Cabinet Member for Waste requested that Officers commence a new procurement process in order to seek proposals from providers of ground

maintenance services on the new grounds maintenance specification that has been developed, to ensure that the Council has fully explored all available options.

The Leader advised that the recommendations in the report were deferred to a future meeting to provide further clarity.

A Member of the Committee proposed the suggested motion. This was seconded.

A Member requested clarification on whether it was appropriate that the report was presented by the Leader of the Council and not the Cabinet Member for Waste Services. A written copy of the amended motion was requested.

The Assistant Director of Governance informed the Committee that the Chairman had discretion to give any Members an opportunity to speak or present within the meeting. It was clarified that it was the Committee's prerogative to propose and second a motion.

The Chairman informed the Members that those on the Joint Committee would take priority over non-committee Members and any questions would then be taken.

A Member supported the request for the amended motion to be supplied to all Committee members in writing before progressing the meeting.

It was proposed, seconded, and **AGREED** that the meeting was adjourned for 10 minutes, until printed copies were supplied to Committee members.

Clarification was sought around deferring all 4 recommendations as set out in the report, it was suggested that the new specification be approved and debated first.

The Assistant Director for Governance confirmed that the original recommendations set out in the report had not been proposed or seconded. The motion had been proposed and seconded and was therefore acceptable to debate.

One Member queried as to whether the motion put forward assumed that the new grounds maintenance specification had been developed but not agreed and whether the Committee were accepting or reconsidering these as set out on recommendation 1 on the report.

The proposer of the motion clarified that the process of procurement be completed again.

The Chief Executive clarified that Environment SK Ltd had been delivering the original specification for a period of time. If the motion put forward supported the amendment to the specification, pricings could be sought on the original specification and the amended specification.

It was confirmed that the motion referred to the new grounds maintenance specification which was included within appendix 2 of the report.

One Member raised concerns on whether the Joint Scrutiny Committee had scrutinized the revised specification and how the Council could go out to procurement on the revised specification.

Members discussed whether procurement would be undertaken for the current specification and the new specification as the motion had not included proposals from providers on the old ground's maintenance services.

One Member questioned why certain content within the exempt appendices could not be discussed, for example, the number of cuts per year. The differences between the new specification and the old specification were queried.

The Leader of the Council confirmed that the old specification was circa to 20-25 years old. The new specification detailed every piece of land owned by the Council. It was noted that the Council could go to the market and become certain as to whether external companies were interested in the contract or not and to test the market to receive the best service for residents.

One Member raised concern on whether it was appropriate for a Non-Committee Member to be heard before a Committee Member. It was confirmed that this was the Chairman's discretion.

One Member noted that the new specification had been in operation for 3-4 months by Environment SK Ltd. Further work had been undertaken in collaboration with Environment SK Ltd to identify a range of options to amend the services due to budgeting concerns.

The Chief Executive clarified that the Council had an original specification. A significant piece of work was undertaken to develop a new specification which was comprehensive. The exempt appendix 2 outlined two levels of frequencies (original frequency and revised frequency) on the new specification, which was produced in July 2022.

Clarification was sought on whether the market had informed the Council that they were not interested in the new specification.

It was confirmed that procurement took place on the new specification with the new mapping system for contractors to access. At week four of that contract, no interest had been received other than clarity over whether the Council were seriously considering a commercial contract or were just testing the market.

One Member noted that the new specification saved money by reducing the level of service provided by reducing the number of cuts. The issue was discussed regarding whether the Council should dissolve Environment SK Ltd and bring it 'in-house' or ask commercial providers to complete the works.

It was suggested whether the Council could liaise with Environment SK Ltd and reduce the number of cuts a year and request the cost for the year.

One Member suggested that the appropriateness of the specification and the revised specification should be debated before deciding how it should be delivered.

The Chief Executive highlighted that the original specification (detailed in exempt appendix 2) was what the Council had been operating for many years. The revised frequency was based on a reduced level of service which had also been included in the original procurement exercise. The external market was asked to bid on the original frequency, a revised frequency and to suggest any other proposals where the cost could be reduced.

It was confirmed that the proposed motion was for the Council to go back out to the market with the specification and reduced frequency specification.

Several points were raised around the key considerations set out in the report:

- The report stated that insourcing the grounds maintenance service would provide the Council with full control on how the service was operated. One Member stated that this consideration inferred that the Council did not have control at present. It was queried as to how this control was lost by a wholly owned company by the Council?
- That the Environment SK Ltd as a wholly owned company could make a profit on grass cuts, however, a profit would not be received by in-house services.
- That the Council lent £500,000 to Environment SK Ltd when it was founded. It was queried whether the loan would be paid back or written off.

The Cabinet Member for Waste Services and Climate Change confirmed that a benefit of insourcing the service would be around operational control and being flexible around the number of cuts necessary for the weather.

The Leader of the Council clarified that in terms of the operational control of Environment SK Ltd, the Council set a contract for the company to deliver against the specification. Officers then assess the work undertaken.

The Chief Finance Officer confirmed that the loan was a commercial arrangement between the Council and Environment SK Ltd, it was primarily used to procure the assets that the company required to operate and manage the contract. If the company was dissolved in the future, the value of the assets would be returned to the Council. In the intervening period, Environment SK Ltd had been servicing the loan through interest payments and contributions towards the principal.

One Member raised the following queries:

- Whether the current Environment SK Ltd depot had capacity to bring the service 'in-house, or whether this would require operating from the new depot. The cost and timescale of a new depot was also queried.
- Concern was raised on whether Environment SK Ltd staff would be consulted and transferred to a new company if it were outsourced.
- Whether options were being explored to introduce charging for HRA assisted gardens which may have significant impact on the budgeting and procurement process.

Clarification was sought that if the Council were to go back out to tender, where the process would be completed to the tender deadline to prevent taking away any opportunities.

The Leader of the Council confirmed that the existing depot had capacity to bring the service 'in-house' if the decision was made to do so. The depot project was being progressed. It was clarified that staff would be consulted and transferred to a new company if it were outsourced.

It was assured that the repeated tender would run for the full process. The previous tender process was closed early with the advice of the Council's Senior Procurement Officer.

A query was raised on why it would be necessary for the procurement process to be repeated following the previous recommendation to Cabinet. Concern was raised regarding whether the market would be any more interested than the first round of procurement for less cuts per year.

Further clarification was sought on what would occur to the loan given to Environment SK Ltd if the service was outsourced or insourced.

Concern was raised that Environment SK Ltd had a moratorium on paying back the loan. It was queried as to how much of the £570,000 commercial loan had been paid back and how much the equipment utilised by Environment SK Ltd was worth.

The Leader of the Council reminded the Committee not to make any pre-determining comments to protect colleagues of Environment SK Ltd. It was confirmed that the market was challenging regarding grounds maintenance and the recommendation was to test the market to review options in order to make savings.

The Committee raised the queries in relation to maintenance cuts:

- When was it agreed to reduce hedge cutting from 2 cuts a year to 1 cut a year?
- When was it agreed to cut the shrub bed maintenance from 4 cuts a year to 2 cuts a year?

- When was it agreed to change the hard surface sweeping from weekly to monthly?

The Chief Executive referred the Committee to exempt appendix two. It was assured that the original specification and frequency was what the Council were working towards already. Environment SK Ltd were currently doing 1 hedge cut, however, it was considered and appropriate for 2 hedge cuts meaning there had been an improvement to the frequency.

It was confirmed that during procurement, prices would be sought from the original and revised frequency specification and contractors would be encouraged to put forward any other options that would reduce the cost of the contract. The price received would be brought back to Committee alongside the price of the insourcing model. A recommendation would then be taken to Cabinet on options predicated on cost and benefit of the options.

One Member queried as to where any information had been provided justifying the 'pros and cons' of the reduction proposed in the number of cuts.

It was further questioned as to whether a timescale was in place and how long the review of options would take and when it would return to the Committee.

The Leader of the Council noted that the Council would go back out to procurement during w/c 28 November 2022. This would be the start of a 6-week period and the options would return to the Committee in January 2023.

The status of the loan was queried again and how much of the loan had been paid back and whether Environment SK Ltd were still paying off the loan as agreed or with a moratorium.

One Member requested the current estimated value of the assets if Environment SK Ltd was devolved.

The Chief Executive informed the Committee that detail of the loan and repayment would need to be discussed in private session due to valuations of the retained equipment.

It was confirmed that Environment SK Ltd's contract included an amount paid from Lincolnshire County Council for cutting the verges, which had now been mapped. Lincolnshire County Council paid for three cuts a year, but a flailing machine was not used as the verges were being cut at the same level as open spaces.

In addition, Lincolnshire County Council operated a scheme with Parish Council's which included two extra cuts.

**It was proposed, seconded and AGREED that the Committee:**

- a) Recommended the Cabinet Member for Waste requested that Officers commence a new procurement process in order to seek proposals from providers of ground maintenance services on the new grounds maintenance specification that has been developed, to ensure that the Council has fully explored all available options and to follow specifications that have been recommended.

*(Councillor Ashley Baxter and Councillor Phil Dilks voted against the recommendation)*

## 7. Close of meeting

The Chairman closed the meeting at 15:42.

## Minutes

### Rural and Communities Overview and Scrutiny Committee

Thursday, 8 December 2022, 14:00

Council Chamber – South Kesteven House, St. Peter's Hill, Grantham.  
NG31 6PZ



SOUTH  
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COUNCIL

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#### Committee Members present

Councillor Sarah Trotter (Chairman)  
Councillor Barry Dobson (Vice-Chairman)

Councillor Richard Cleaver  
Councillor Richard Dixon-Warren  
Councillor Hilary Westropp  
Councillor Ray Wootten  
Councillor Virginia Moran

#### Cabinet Members present

Councillor Adam Stokes (Deputy Leader of the Council)  
Councillor Robert Reid (Cabinet Member for Housing and Property)  
Councillor Linda Wootten (Cabinet Member for Corporate Governance & Licensing)

#### Other Members present

Councillor Ashley Baxter  
Councillor Phil Dilks

#### Officers

Alan Robinson (Deputy Chief Executive)  
Nicola McCoy-Brown (Director of Growth and Culture)  
Craig Spence (Acting Director of Housing)  
Carol Drury (Community Engagement Manager)  
Debbie Nicholls (Armed Forces Officer)  
James Welbourn (Democratic Services Manager)  
Amy Pryde (Democratic Services Officer)

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### 27. Public Speaking

There were no comments from members of the public.

### 28. Apologies for absence

All Committee Members were present.

Councillor Virginia Moran was filling the Alliance SK Vacancy.

## **29. Disclosure of Interest**

There were none.

## **30. Minutes from the meeting held on 5 October 2022**

The minutes of the meeting held on 5 October 2022 were proposed, seconded, and **AGREED** as a correct record.

One Member raised that within the minutes, it stated that a discussion around affordable housing would take place, it was queried as to whether this took place and what had been discussed.

## **31. Updates from the previous meeting**

The Committee noted the actions agreed at the meeting held on 5 October 2022.

Further clarification was sought around the status of the 'Homes for Ukraine' scheme following the six-month period of Ukrainian families staying in the District. It was queried as to whether they had indefinite leave to remain in the UK. Numbers of families that had been re-housed was also questioned.

The Acting Director of Housing assured the Committee that additional numbers would be forthcoming to the Committee, following the meeting.

It was confirmed that hosting arrangements were continuing. The Council had completed 171 inspections on properties within the District. South Kesteven also remained the largest host District within Lincolnshire and the lowest number of breakdowns between hosts and Ukrainian families.

**ACTION: For the Acting Director of Housing to provide further information and numbers on the status of Ukrainian families living in the District following the six-month period.**

One Member requested an update from the Housing Working Group.

The Acting Director of Housing noted that another meeting had taken place and an update would be included alongside the Regulatory Compliance item.

The Cabinet Member for Housing and Property clarified that following the closure of Stoke Rochford for a week, it was re-opened and the current contract for families residing at Stoke Rochford was a twelve-month period.

One Member raised a query regarding the funding after the six-month period had ended and whether the funding was still available. Clarification was sought over the types of families staying at Stoke Rochford. It was confirmed the families residing at Stoke Rochford were refugees and Albanian families.

The Acting Director of Housing confirmed that hosting arrangements were still being funded through the Government and the Council were awaiting clarification on the timescale of the funding to end. The Council were continuing to monitor the host and family tensions on a weekly basis and a funded worker was working with the families.

The Chairman highlighted that a 'Celebrate the Nations' had taken place where many Ukrainian families attended.

Following a previous comment made, a Member queried the hosting of Ukrainians in Skegness.

The Cabinet Member for Housing and Property clarified that the hosting of Ukrainians in Skegness had been in the media where a question was raised on the impact on Skegness and surrounding area on hotels provisions for other people and to seek an assurance that any more provision would be made at present due to the infrastructure being stretched to capacity.

A Member highlighted that a briefing had been held at Lincolnshire County Council regarding Ukrainian families. It was noted that Ukrainian families were not staying at Stoke Rochford and was being used for refugee families. This was a separate scheme to households hosting Ukrainian families. The Government had not yet announced that the six months stay period would be formally extended, however there was expectation that it would be. It had not yet been decided as to whether the allowance figure would be increased or stay the same. The announcement was expected by mid-December 2022.

**32. Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service**

There were none.

One Member expressed concern as to whether there were any updates regarding the Ground Maintenance contract and the depot which affected the HRA.

The Cabinet Member for Housing and Property informed the Committee on items discussed at the Housing Member workshop:

- Members enquires
- Compliance update
- Verbal update on Mould – housing situations
- Voids and number of void turnarounds
- Integrated Housing Management System
- Earlesfield update (weekly update to all Members)
- Grounds Maintenance Contract, in regard to HRA – Consultation going out to tenants
- Depot

The Deputy Leader of the Council highlighted that the agenda item was present on all Overview and Scrutiny Committees, and updates would be provided when necessary.

One Member requested that the consultation that had been sent out to tenants be given to Members.

The Cabinet Member for Housing and Property confirmed that the consultation questions would be published on Skyline, however, they would be circulated to Committee Members via email.

**ACTION: For the Acting Director of Housing to circulate the consultation questions on Grounds Maintenance provided to tenants to Members.**

### **33. Regulatory Compliance**

The Cabinet Member for Housing and Property presented the progress report.

The Committee had now received nine update reports since March 2021 that confirmed the Regulatory Notice served on the Council and provided an outline of the work that officers would continue to complete to ensure progress through a programme of improvement. The Committee determined that it wished to receive update reports on progress at each of its meetings to ensure that Members had oversight of broad progress around the key areas of activity and could engage with Officers and scrutinise work where required. It identified the following core headings as a means of updating Members and would identify the following information to assist this process. In addition, at the meeting on 01 July 2021, Committee requested sight of the Improvement Plan; the latest version was appended to this report.

#### **Updating Tenants and Members:**

As reported to the Committee's meeting in June 2022, a full tenant consultation exercise was undertaken – “The Big Listen”. This involved several questions on both the current experience of tenants in terms of the services the Council offered as a landlord and what they would like to see prioritised in the Housing Revenue Account Business Plan, which required a complete review in 2022/23. The questions were based on the Regulator of Social Housing's proposed Tenant Satisfaction Measures and the initial report was provided to Committee in the meeting on 23 June 2022.

Good practice suggested a comprehensive Stock Condition survey should be completed every 5 years, usually by undertaking a survey of 20% of the stock each year. The Survey has now concluded, and analysis of the findings continued. The Council continued to utilise its Rant and Rave feedback system, seeking real time feedback from tenants following responsive repairs and continued to see overall satisfaction of 4.5 out of 5, demonstrating sustained high satisfaction at the point

where repairs are undertaken. An all Councillor briefing on Housing was delivered in November, providing an update on the work ongoing across the teams to provide an understanding of the current priorities, projects and pressures that the team were currently dealing with.

### **Regular Meetings with the Regulator:**

Monthly meetings between the Chief Executive, Acting of Housing and the Regulator's Officers took place as scheduled. Auditors had started their review recently alongside progress that had been significant right across the landlord health and safety compliance function with the intention that the Audit would endorse compliance. An HSE report on the Riverside complex had been considered and findings concluded too. The relationship with the Regulator was positive, with the Regulator acknowledging that the Council was moving to a position to seek removal of the Notice that was formally served in February 2021.

### **Leadership Compliance Meetings:**

Chaired by Cabinet Member for Housing and Property and attended by the Leader of the Council, the Chief Executive and the Acting Director of Housing, these meetings were a continued feature of the more detailed compliance review process being undertaken. Members of this group ensured specific responses to the changing compliance review process and managed tenant and communication responses to actions associated with key service and regulatory responses such as agreeing the scope and nature of key issues to be covered by the next SKyline magazine publication, due in December 2022.

### **Regular Reports to Committees and Cabinet:**

Members were invited to comment on this report content and confirm their views and observations relating to the detail contained within this report. These were to be further determined through work with the Regulator, the adjusted Improvement Plan and consideration of key outputs by Members, Leadership Compliance meetings, and All Member briefing sessions as arranged.

During discussion, Members raised the following points:

- When was the Stock Condition Survey completed and when were the findings to be reported to scrutiny committees, particularly as the results were to inform the budget for next year's Capital Programme?
- That not all Members were familiar with the 'Rant and Rave' consultation process for tenant feedback.

The Cabinet Member for Housing and Property confirmed that the findings of the Stock Condition Survey were in preparation for the budget and a paper was to be heard at the upcoming Cabinet meeting.

The Acting Director for Housing added that the Stock Condition Survey was undertaken from June 2021 and concluded in April 2022. 78% of stock was completed and the data obtained was used to inform the budget decisions going forward.

The 'Rant and Rave' process was an opportunity for tenants to provide feedback upon completion of repairs or the start of a tenancy. Tenants were generally satisfied but improvements to the time taken to complete repairs were underway.

The Chairman highlighted that a demonstration of the new Housing Management System was due to be brought to the next Committee meeting.

A query was raised regarding the percentage of people who had received a repair or moved into a property completed the feedback forms.

It was confirmed that 738 feedback responses had been received since the end of May 2022, equating to between 8-10% of all interactions.

Members and Officers expressed their disappointment of only 8-10% of residents interacting via feedback forms. It was further noted that the 'Big Listen Survey' had received a 29.7% interaction rate from residents.

'Rant and Rave' had been publicised via Skyline and had been communicated through the Tenants Liaison Group.

A query was raised regarding gas compliance inspections and the number of residents required to attend court and whether any warrants had been issued.

The Acting Director of Housing highlighted that court sessions take place monthly, where 20 cases would be taken per month. All warrants granted in court were then executed. At the end of November 2022, there were 24 non-compliant properties which had reduced from 40 non-compliant properties.

Clarification was sought on whether Officers were unable to gain full entry to certain properties and whether any properties were seen to be sub-let.

It was clarified that there were no properties that were seen to be sub-let. A core of the Council's tenant group were more reluctant than others regarding allowing access. Therefore, the Council were regularly reinforcing the importance for tenants to access Skyline to increase tenant interaction.

A further query was raised on whether the Council were still engaging with the sheltered housing accommodation residents.

The sheltered housing workshops were still taking place once a month across the District. By February 2023, it was hoped that the Council had visited every sheltered housing complex.

The Cabinet Member for Housing and Property noted that the contract relating to social landlord services would be heard at the next Cabinet meeting on 13 December 2022.

Queries were raised regarding 'Rant and Rave':

- Whether only feedback was received through 'Rant and Rave'.
- Whether negative feedback was coming from residents awaiting works in their home or had not received a response.
- The timeframe from a complaint being received to the time it takes to repair was queried.

The Acting Director of Housing highlighted that the feedback was purely a transactional satisfaction mechanism, and the tenant would provide feedback following undergoing works in their Council property.

It was confirmed that the complaints procedure coincided with the customer feedback policy. There had been a backlog on low level, non-urgent repairs, however, emergency repairs were attended to within a 48-hour period. The Council's repair team were expediting works on weekends to complete the repairs in a timely manner. The reasoning of most complaints was not due to timescales, they were mostly related to the dissatisfaction of a 4-5 week wait for a repair to be completed.

One Member sought further clarification on the analysis of the stock condition survey and the reasoning behind jobs going out to tender as a result of what had been identified. It was suggested that the Committee receive a full report on findings of the stock condition survey and what actions were due to be taken.

The following questions were raised in relation to the actions outlined in the appendices:

- Why the action relating to the lack of strategy and policy framework had previously been rated amber and no improvement could be seen.
- Concern over the Draft Repairs Policy not being taken to Cabinet until April 2023, and whether this would affect the Council being taken out of special measures.
- A timescale of when Housing would be taken out of special measures.

In response to the above questions, the Acting Director of Housing outlined that the Council were refreshing a high number of policy frameworks at present. Progress was ongoing regarding repairs in coherence with the draft repairs policy, which would be completed alongside the new housing management system. It was confirmed that external auditors had completed work around the housing special measures within the last few days, however, the turnaround for the audit was 4-6 weeks. Upon receipt of the outcome of the audit, the regulator would assess as the figures provided to ensure they were correct, which could then see the notice lifted. It was hoped that the audit be complete before the end of January 2023.

The Acting Director of Housing reassured the Committee that data loaded from the stock condition survey coincided with a KPI that was due to be reviewed in another report. The report identified the 'Decent Home Standard' at 94.49% that had been taken directly from the stock condition survey from the Council's Apex asset management system. An update would be forthcoming regarding future investment requirements in line with the Council's HRA Business plan.

One Member raised concern on whether the timescale was realistic to receive the audit response and achieve regulator sign off for regulatory notice in January 2023.

It was confirmed that at the time of the last reporting of regulatory compliance, the Council had sent expressions of interest to four audit companies, which had to be procured correctly, sign off from procurement was completed at the end of November 2022. The sign off from the regulator would depend on the timings of their next board meeting.

The Cabinet Member for Housing and Property clarified that the contract for the audit went through procurement. The appointed audit company was under contractual arrangements that they would deliver by the end of January 2023. Upon success of the audit, the regulator had provided a benchmark to complete the sign off in a timely fashion which had been contractually provided.

One Member queried whether the Council had to pay court costs were for non-compliant gas safety, if so, how much these costs were and whether the costs could be recovered.

At the previous meeting, it was suggested that local ward Members visit non-compliant gas safety properties for Members to highlight the importance of gas safety checks. It was queried as to whether this had taken place.

Clarification was sought on the breakdown of the £6.2 million available for fire doors, windows, and other aspects on 6000 Council properties, which equated to £1000 per property. Concern was raised that £1000 per property seemed extreme.

The Acting Director of Housing noted that the recently adopted recharge policy outlined the fact that court costs would be recharged to the tenant in relation to any costs incurred by the Council.

The capital program breakdown figure had been similar to previous capital program figures each year regarding capital improvements. Each of the Council's contractors were procured independently for each stream of work (roofing, doors windows or heating systems).

The Cabinet Member for Housing and Property notified the Committee that the code of housing members safety and attending non-compliant properties had been considered around not entering a property in difficult circumstances and not attending a property alone. This initiative had been overtaken due to the last

remaining gas compliant failures diminishing considerably, therefore, it did not seem necessary.

One Member suggested that the Committee voted on the recommendations and requested opportunity to scrutinise the proposals prior to them being heard at Cabinet, following the discussions around the stock condition survey and capital improvement costs.

The Acting Director of Housing confirmed that the £6.2 million in question was part of the overall budget setting process for 2023, therefore would be going through full scrutiny, Cabinet and Full Council.

**AGREED:**

**That Committee:**

- 1. Noted the latest compliance position following the ongoing meetings with the Regulator of Social Housing.**
- 2. Received a further update report at its next scheduled meeting**

**34. Armed Forces - Advocacy and Community Engagement**

The Community Engagement Manager presented the report providing an update on the new Armed Forces Act and the Armed Forces Covenant, implications for South Kesteven District Council and aspirations under the Council's Defence Employer Recognition Scheme Gold Award.

The Chairman informed the Committee that on 8 December 2022, the last surviving Dambuster, Johnny Johnson, had sadly passed away at the age of 101.

It was highlighted the recently released census figure revealed that more than 7000 military veterans reside in the District.

The Armed Forces Officer supported the report with a Powerpoint presentation which provided photographs of recent events that had taken place throughout the year.

Committee Members thanked all Officers and Members involved in the hard work around Armed Forces.

Members raised the following points in relation to Armed Forces in South Kesteven:

- That May 2023 will see the 80<sup>th</sup> anniversary of the 'Dambusters raid'. It was hoped that authorities in Lincolnshire would take part in the celebration.
- Stamford Welland Academy was one of the few schools in the country that had a combined cadet force.
- South Kesteven was the landlord to the Air Cadets in Stamford.

The Armed Forces Officer highlighted the 'Dambusters raid' was coordinated in Grantham at St Vincent's Hall in 1943. Pre-covid, a series of events were organised, and it was hoped a similar event could take place for the 80<sup>th</sup> anniversary of the 'Dambusters raid'.

A query was raised on whether the Warwickshire County Council e-learning training module was due to be rolled out to Councillors also.

It was confirmed the training module was via Warwickshire County Council due to the benefit of networking relationships and collections of good ideas.

An example was requested on what a local business had done to support the Armed Forces.

The Armed Forces Officer documented Grantham had two Gold Award businesses (Recruit Me and TMS). These businesses were being used to encourage other businesses to become involved with the employer recognition scheme and sign up, as part of the action plan for 2023.

One Member raised concern regarding the mental health of former servants residing in South Kesteven and whether the Council offered any support to them. The number of ex-military rough sleepers within the District was queried and whether any support was provided for them. It was further questioned whether jobs would be protected if reservists were called up, as it was believed this was part of legislation.

The Armed Forces Act followed three principles:

- Housing
- Education
- Health/Mental health

The Armed Forces Officer had been involved with mental health groups and peer support breakfast clubs for ex-military individuals. It was highlighted that doctors had been encouraged to sign up to the GP veteran accreditation scheme which allowed GP's to be aware of health issues as a result of military service with extra training available for practice staff.

One Member invited all present to the British Legion Branch in February where the National Chairman of the Goldfish Club was due to provide a talk on the club set up in World War II for survivors saved by a dinghy. The Member requested the event was publicised.

It was confirmed there was a specific resource within the NHS to tackle mental health called 'Op Courage'.

It was noted the majority of the events had taken place in Grantham.

One Member highlighted that within the report, an update on the Lincolnshire Defence and Security Network was an 'Arms Fair' and this did not include military history.

It was proposed, seconded and **AGREED**:

**That Members of the Rural and Communities Overview and Scrutiny Committee:**

1. **Recommend to the Chief Executive consideration is given to prioritise the approved staff training budgets to include mandating the Armed Forces e-learning module**
2. **Endorse the suggested approach for the Council's Economic Development Service to assist in promoting the Greater Lincolnshire Defence and Security Network to appropriate defence-related South Kesteven businesses**
3. **Support suggesting to the Culture and Visitor Economy Overview and Scrutiny Committee that recognition of South Kesteven's rich military history is included in the Council's emerging Visitor Economy Strategy**

**35. Energy Efficiency - Grant Funding**

The Cabinet Member for Housing and Property presented the report which provided an insight into the energy efficiency measures being delivered to Council tenants. The measures were being delivered through two grant funds and are key for assisting residents in relation to increasing utility costs.

The Local Authority Delivery Phase 2 was match funded for improvements of properties over two years and the Council had enabled a drawdown of £770, 800 at present. The Council had delivered improvements to 164 properties, which had been delivered across two main heating types (electric storage heating - 78 installations and air source heat pumps – 86 installations).

The Social Housing Decarbonisation Funding was a bid of over £7 million, which had been submitted. The grant element equalling £3.4 million, if successful energy efficiency works would be delivered on 333 properties.

The timeline from the Department of Business, Energy and Industrial Strategy would notify the Council by March 2023, if the bid was successful. A further update would be brought back to the Committee when more information was available.

A query was raised on whether the houses fitted with air source heat pumps were proving to be economical to maintain and run.

The Acting Director of Housing confirmed that the air source heat pumps were more efficient regarding the energy they consume to provide heat into the property. A

user guide had been shared with tenants due to the air source heat pumps working differently to storage heaters and gas fired central heating systems.

It was hoped that the air source heat pumps would be cheaper and more efficient to run than the systems that had been removed.

One Member raised queries in relation to energy efficiency ratings:

- Whether the upgrading of 330 properties were ratings informed by the stock condition survey.
- How the Council could derive costs from the level of detail of upgrades on properties.
- Whether energy efficiency rating B could be achieved, or whether C (as set out in exempt appendix) was the highest rating achievable.

The Acting Director of Housing responded to the above questions regarding EPC ratings:

- That all properties identified had an EPC completed alongside the stock condition surveys over the past 12-18 months.
- E-on energy were involved in the bid process and each property identified had bespoke packages identified.
- The goal rating of C was due to a regulation in the near future where the Council would require all properties to become a rating of C before they could be re-let once void.
- There were cost floors within the bidding system which prevented the Council to spend more than £18,000 per property in energy efficiency improvements.

Further clarification was sought on the properties that had experienced heating upgrades:

- Whether the heating was more expensive prior to the upgrades.
- Whether the previous means of heating was coal or solid fuel heating.
- Whether the results and performance of the upgrades and systems would be reviewed on a long-term basis through surveys.
- Whether housing stock report would include insulation of properties on the Council's housing stock.

The Acting Director of Housing confirmed that the replacements completed under the LAD2 funding was the installation of electric storage heaters, which were from off-grid gas properties. The air source heat pumps used for upgrades tended to be solid fuel installations.

As part of the stock condition survey, all current insulation mechanisms within properties were quantified. A full EPC was also undertaken on all of the Council's properties when the stock condition was completed meaning any additional insulation requirements could be easily identified.

The Cabinet Member for Housing and Property agreed that a review of the performance of air source heat pumps installed in Council properties would be beneficial.

**ACTION: For a review on the performance of air source heat pumps to take place in the near future.**

*(The Chairman adjourned the meeting for 5 minutes)*

It was proposed, seconded and **AGREED**:

**That the Committee:**

1. **Noted the final position with regard to the delivery through the Local Authority Delivery scheme (LAD2) grant funding within the Council's social housing properties.**
2. **Noted the grant funding submission to the Social Housing Decarbonisation Fund (SHDF) to further support delivery of energy efficiency measures for the next two years.**

### **36. Mid-term performance indicators**

The Deputy Leader of the Council presented the report.

The South Kesteven Corporate Plan 2020-23 was approved by Council on 1 October 2020. It was agreed by Council that actions, key performance indicators (KPIs) and targets were to be developed by the relevant overview and scrutiny committee.

The report provided an update on performance to the mid-year point of the 2022/23 financial year and incorporated the changes recommended by the last KPI review to 3 outline areas of the council's performance which were successful and to advise where challenges may lay.

The report summary was as follows:

8 of the actions were rated Green. These were actions above target as planned.

2 actions were rated as Amber. These are those off target by less than 10% or where milestone achievement is delayed but with resolution in place to be achieved within a reasonable timeframe.

2 actions were rated Red. These are those falling significantly below target or overdue with no specific resolution date planned.

One Member raised a query on the action relating to CCTV and number of incidents where offenders were arrested as the percentage seemed low. It was queried how many arrests CCTV resulted in prosecution.

**ACTION: For the Assistant Director for Operations and Public Protection to provide statistics around the number of arrests that resulted in prosecutions within the District.**

One Member had previously attended the meeting of Bourne, Stamford and Deeping Neighbourhood Policing priorities, where SKDC CCTV colleagues were praised for their contribution into assisting Police with target criminals and suspected crime.

One Member made the following comments around the housing actions:

- Why the affordable housing target was rated green, when the target had not been met.
- That the action relating to 'housing that meets the needs of all residents' had not met the target of building 650 properties and 244 properties had been built. It was queried as to whether any measures were in place to include background information on latest housing supply.

The Cabinet Member for Housing and Property notified the Committee that planning permission criteria made the delivery of affordable housing schemes more difficult.

Concern was raised over the action rated red regarding proportion of prevention cases successfully resolved of homelessness. It was suggested that a percentage only measure should be reported and related to the size of the population in question.

The Acting Director of Housing highlighted that there were seasonal factors to the action regarding homelessness. 39.06% of prevention cases resolved was the current percentage achieved and the 50% target was a stretched target and could not easily be reached. It was confirmed that figures would be included in future commentary to assist in the understanding of the percentages.

One Member raised concern over the Council the green rated action which outlined the Council embracing the 'National mental health challenge' given the recent decision on the Deepings Leisure Centre which had caused mental distress of the residents.

It was queried as to whether action 9 'making best use of different funding sources to support the voluntary and cultural sector within the district' would include leisure and whether the Council would support any community applications for funding to reopen Deepings Leisure Centre without being directly involved.

The Director of Growth and Culture confirmed that she would provide an update to the Member in question following the meeting.

**ACTION: For the Director of Growth and Culture to provide an update to the Member in question on whether the Council would support any community applications for funding to reopen Deepings Leisure Centre without being directly involved.**

One Member queried as to whether any progress had been made on the Spittlegate Heath garden village and the time frame of work commencing.

It was further queried as to how many houses had been built since 2019.

Clarification was pursued over Larch Close and Uplands Drive as the report stated that planning permission was being sought and that public consultation was being launched in Autumn.

The Acting Director of Housing confirmed that minor amendments were being made to plans for Larch Close before permissions were submitted for planning permission. The public consultation for Uplands Drive was being launched in Autumn 2023.

The Director of Growth and Culture highlighted that the Spittlegate Heath garden village had made good progress with the respective developers and the Planning Committee had previously received an update on the Council's land supply.

It was queried as to whether there was any tangible evidence of progress being made on the projects. It was confirmed that footings had not yet been laid on the Spittlegate Heath garden village at present.

The Cabinet Member for Housing and Property confirmed that 14 properties were delivered in 2021, 42 properties in 2022 and 51 properties were due to be delivered in 2023. The Council had been using investment funds that had gone into reserves to fund programmes that had been delivered.

It was suggested that the Council spends reserves as a fundamental deposit on securing a larger amount of money by way of loan deposit for a larger delivery. Borrowing money from the Housing Revenue Account stock could assist in delivering more homes. Thoughts from the Committee were welcomed to drive the initiative forward.

The Deputy Leader of the Council confirmed that financial modelling would need to be undertaken prior to any financial suggestion being brought forward.

Further clarification was sought on the amount of money in the HRA account, which had previously been earmarked for new houses, and whether it would be used for new houses.

It was clarified that the Council could use some reserves funding as a deposit and to borrow money on the capital investment to provide a larger yield.

The Deputy Leader of the Council noted that the Council were reluctant to go ahead with new builds until the stock condition survey was completed, due to a possible risk of overstretching finances.

The Cabinet Member for Housing and Property informed the Committee that investment could be spent over the next 3 years in delivering improvements to the Council's current stock. A workshop was welcomed to be created to further discuss this topic.

**AGREED:**

- 1. Note the contents of the 2022/23 Mid-Year performance report.**
- 2. Members to consider if any concerns highlighted by the report require additional investigation to be added to the work programme.**

**37. Progress report on Choice-based lettings in line with the Housing Allocation Policy**

The Cabinet Member for Housing and Property presented the report which provided an update on the choice-based lettings system and progress since the Committee and Cabinet adoption of the housing allocation policy. At present, there were 1500 live applications and for the previous financial year, only 327 properties in the Council's own stock were re-let and 189 from other social housing providers across the District.

The choice-based lettings scheme would assist in enabling the delivery of the best possible service for residents who had applications and would widen the choice and access in being able to bid for properties.

The Council had undertaken a compliant procurement process and were submitting the contract award for consideration at the next Cabinet meeting, if approved, the system would go live in the second quarter of 2023.

It was clarified that the system would be a standalone choice-based letting system and would not coincide with the integrated housing management system.

Concern was raised in relation to the implementation of the choice-based lettings system and the fact that non-urgent cases would need to re-register with the new system. It was queried as to whether a data conversion could take place from the old system to the new system. It was suggested that the Council contacts tenants that have already registered to ensure they would be put onto the new system.

The Acting Director of Housing confirmed that the re-registration process would not include contacting tenants that were already registered and asking for their details. The re-registration would include verifying the current information held to ensure that it was correct, which could be completed online, in person or over the phone.

Concern was raised over the scrutiny process of the report, where a further report would be taken to Cabinet.

**AGREED:**

- 1. That the Committee notes the latest progress of the choice-based lettings process and that full procurement procedures have been followed.**
- 2. The Committee recommends to Cabinet the procurement of the ChoiceBased Lettings system to meet the requirements of our Housing Allocations Policy.**

**38. Work Programme 2022-2023**

The Committee noted the Work Programme 2022 – 2023.

One Member queried as to whether a crime and disorder meeting date had been put into place.

It was requested that the following items be included for consideration at a future Committee meeting:

- Crime and disorder
- Effectiveness of affordable housing
- Voids
- Update on mould management

The Chairman highlighted that she had been in regular contact with the new policing team and would raise the idea of arranging a crime and disorder meeting.

The Cabinet Member for Housing and Property confirmed that a written response would be provided regarding effectiveness of affordable housing.

**ACTION: For the Acting Director of Housing to provide a written response on effectiveness of affordable housing.**

**ACTION: For the Acting Director of Housing to provide a written response on voids.**

**39. Any other business which the Chairman, by reason of special circumstances, decides is urgent**

There was no other business.

**40. Close of Meeting**

The Chairman closed the meeting at 16:45.

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# Action Sheet

Rural & Communities Overview and Scrutiny Committee

Actions from meeting of 8 December 2022

Min no	Agenda item	Action	Assigned to	Status	Outcome																		
31	<b>Updates from the previous meeting</b>	For the Acting Director of Housing to provide further information and numbers on the status of Ukrainian families living in the District following the six-month period	Craig Spence (Acting Director of Housing)	Complete	<p>In South Kesteven we have 97 properties currently hosting Ukrainians, this is the highest number of host properties of any district in Lincolnshire, the table below highlights this.</p> <p>We have had confirmation that the government will extend host payments from 12 months to 24 months and will increase host payments to £500 per month for guests who have been in the UK for more than 12 months.</p> <table border="1"><thead><tr><th>District</th><th>Number of Hosting Properties</th></tr></thead><tbody><tr><td>Boston</td><td>21</td></tr><tr><td>East Lindsey</td><td>74</td></tr><tr><td>Lincoln</td><td>39</td></tr><tr><td>North Kesteven</td><td>46</td></tr><tr><td>South Holland</td><td>44</td></tr><tr><td>South Kesteven</td><td>97</td></tr><tr><td>West Lindsey</td><td>39</td></tr><tr><td><b>Total</b></td><td><b>360</b></td></tr></tbody></table>	District	Number of Hosting Properties	Boston	21	East Lindsey	74	Lincoln	39	North Kesteven	46	South Holland	44	South Kesteven	97	West Lindsey	39	<b>Total</b>	<b>360</b>
District	Number of Hosting Properties																						
Boston	21																						
East Lindsey	74																						
Lincoln	39																						
North Kesteven	46																						
South Holland	44																						
South Kesteven	97																						
West Lindsey	39																						
<b>Total</b>	<b>360</b>																						

# Action Sheet

## Rural & Communities Overview and Scrutiny Committee

Actions from meeting of 8 December 2022

32	<b>Announcements or updates from the Leader of the Council, Cabinet Members or the Head of Paid Service</b>	For the Acting Director of Housing to circulate the consultation questions on Grounds Maintenance provided to tenants to Members	Craig Spence (Acting Director of Housing)	Ongoing	The Consultation document is yet to be finalised for issuing to our tenants, once this is complete, we shall circulate prior to members prior to issuing to tenants.
35	<b>Energy Efficiency – Grant Funding</b>	For a review on the performance of air source heat pumps to take place in the near future	Craig Spence (Acting Director of Housing)	Ongoing	This piece of work is ongoing and shall be provided once complete.
36	<b>Mid-term performance indicators</b>	For the Assistant Director for Operations and Public Protection to provide statistics around the number of arrests that resulted in prosecutions within the District	Anne – Marie Coulthard (Assistant Director of Operations and Public Protection)	Complete	Email sent by Democracy on 17 January 2023.

# Action Sheet

## Rural & Communities Overview and Scrutiny Committee

Actions from meeting of 8 December 2022

36	<b>Mid-term performance indicators</b>	For the Director of Growth and Culture to provide an update to the Member in question on whether the Council would support any community applications for funding to reopen Deepings Leisure Centre without being directly involved	Nicola McCoy-Brown (Director of Growth and Culture)	Complete	The availability of any support would need to be determined depending on the time and nature of any request made for support, taking into account the work and priorities of individuals. The Council has a Community Grants and Funding Officer who can support the voluntary and community sector to identify funding opportunities and provide guidance on the governance required to enable application for grants.
38	<b>Work Programme 2022-2023</b>	For the Acting Director of Housing to provide a written response on effectiveness of affordable housing	Shaza Brannon (Planning Policy Manager)	Complete	Email sent by Democracy on 27 January 2023.
38	<b>Work Programme 2022-2023</b>	For the Acting Director of Housing to provide a written response on voids	Craig Spence (Acting Director of Housing)	Complete	Email sent by Democracy on 30 January 2023.

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SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



## Rural and Communities Overview and Scrutiny Committee

9 February 2023

Report of: Councillor Robert Reid  
Cabinet Member for Housing and  
Property

## Change4Lincs (C4L) Update

### Report Author

Sarah McQueen, Housing Options Manager

✉️ [Sarah.McQueen@southkesteven.gov.uk](mailto:Sarah.McQueen@southkesteven.gov.uk)

### Purpose of Report

This report seeks to update Committee on the Change4Lincs partnership and the progress that has been made by the team.

### Recommendations

#### That the Committee:

1. **That the Committee notes the latest update for the Change4Lincs partnership initiative.**

## Decision Information

Does the report contain any No  
exempt or confidential  
information not for publication?

What are the relevant corporate Housing that meets the needs of all residents  
priorities?

Which wards are impacted? All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

1.1 Grant funding has been awarded for the period to 2024/25 and has been included within the proposed Budget Setting for 2023/24 – 2024/25. There is no cost to the Council for the additional costs of emergency accommodation as these will be funded from the grant.

Completed by: Richard Wyles, Chief Finance Officer

### ***Legal and Governance***

1.2 There are no legal implications identified in this report. Regular update reporting is to be welcomed from a governance point of view, as it provides a transparent mechanism for reporting on delivery of the partnership scheme.

Completed by: Mandy Braithwaite, Legal Executive

## 2. Background to the Report

2.1 Change4Lincs is an initiative which has been set up to tackle rough sleeping across Lincolnshire for South Kesteven, North Kesteven, West Lindsey and South Holland.

2.2 The scheme is hosted by South Kesteven District Council and is delivered in partnership with North Kesteven District Council, West Lindsey District Council

and South Holland District Council from pooling the Rough Sleeper Initiative funding to create this scheme. The initiative was launched in October 2020 and funding has just been secured until April 2025.

- 2.3 Regular Change4Lincs Strategic Partnership Meetings have been initiated, the next meeting is scheduled for the 23<sup>rd</sup> of February 2023. This allows the progress of the initiative to be reviewed and feedback received from the partners. Alongside these regular operational meetings take place with the Managers from the District Councils.
- 2.4 Rough sleepers can be referred by each local authority as well as the general public who may have concerns about a known rough sleeper. The outreach team then seek to visit the rough sleeper onsite to discuss their options and to see if they can be supported by the team to transition into accommodation.
- 2.6 The package of support provided by the team has the aim of preventing the individual from having to return to rough sleeping. Support includes help with budgeting, benefit claims, signposting to mental health services and substance misuse services.
- 2.7 A summary of the number of clients that have been referred into the service for this financial year can be seen in Appendix 1.

### **3. Key Considerations**

- 3.1 The team is currently managed by the Housing Options manager, along with a Team Leader. The team is made up of, a team leader, 3 outreach workers, 6 intensive support officers, 1 reconnection and support officer and a lettings officer.
- 3.2 Additionally, the funding received was less than the bid submitted for the next 3 years. This meant we have had to streamline the team, deleting four posts that were vacant at the time.
- 3.3 One of the challenges is the distance covered by the outreach team detailed above for all four District areas. This has resulted in a less responsive service as would be desired.
- 3.4 As a result of the lack of available stock to utilise for accommodation, increasingly we have needed to utilise B&B and nightly paid accommodation. This unfortunately has resulted in huge budget pressures. The decision has been made that from now until the end of the financial year, we will only be placing exceptional cases.
- 3.5 Next steps for the initiative is to provide a greater focus on support, scaling back the outreach and working more closely with districts to support clients with a joint goal of rehousing.

## **5. Reasons for the Recommendations**

- 5.1 The initiative is progressing well and this report forms part of continuous engagement with key stakeholders within the partnership.

## **7. Background Papers**

- 7.1 None.

## **8. Appendices**

- 8.1 Appendix 1 - Facts and figures April 2022 to January 2023.

South Kesteven District Council - Landlord H&S KPIs

	31/08/2022				30/09/2022				31/10/2022				30/11/2022				31/12/2022				Comments
	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	
Legionella	33	33	0	100,00%	33	33	0	100,00%	33	33	0	100,00%	33	33	0	100,00%	33	33	0	100,00%	
Gas	4644	4628	16	99,66%	4639	4599	40	99,14%	4635	4595	40	99,14%	4635	4611	24	99,48%	4635	4602	33	99,29%	Of the 33 outstanding there are 14 new, awaiting a new Court date to progress cases.
Electrical	6079	5269	810	86,68%	6074	5269	805	86,75%	6074	5354	720	88,15%	6072	5364	708	88,46%	6053	5300	753	87,56%	The baseline figure has been amended to remove a number of RTB's. Combined with the expiry of a number of EICR's and the short month this has resulted in a drop in the overall figure.
Asbestos (re-inspections)	213	213	0	100,00%	213	213	0	100,00%	213	213	0	100,00%	213	213	0	100,00%	213	213	0	100,00%	
Fire Risk Assessments	148	148	0	100,00%	148	148	0	100,00%	148	148	0	100,00%	148	148	0	100,00%	146	146	0	100,00%	2 properties removed due to declassification of former HMO to general needs stock.
Lift inspections	13	13	0	100,00%	13	12	1	92,00%	13	13	0	100,00%	13	13	0	100,00%	13	13	0	100,00%	
Smoke & CO					5898	5835	63	98,93%	5889	5850	39	99,34%	5887	5853	34	99,42%	5868	5837	31	99,47%	31 non compliant, 7 have notices for legal action.
Damp & Mould													5887	5845	42	99,29%	5868	5842	26	99,56%	CAT1 = 8, 6 appointments made, 2 jobs complete. CAT2 = 34, 17 appointments made, 3 refusals of entry, 14 complete.

Compliance Activity	Red	Amber	Green
Legionella	95,01-99,99%	100,00%	
Gas	99,5-99,99%	100,00%	
Electrical	85,01-99,99%	100,00%	
Asbestos	85,01-99,99%	100,00%	
FRA Actions	97,01-99,99%	100,00%	
Smoke & CO	97,01-99,99%	100,00%	
Damp and mould	97,01-99,99%	100,00%	

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SOUTH  
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COUNCIL



## Rural and Communities Overview and Scrutiny Committee

9 February 2023

Report of: Councillor Robert Reid  
Cabinet Member for Housing and  
Property

## Housing Regulatory Compliance Update

### Report Author

Craig Spence, Acting Director of Housing



[craig.spence@southkesteven.gov.uk](mailto:craig.spence@southkesteven.gov.uk)

This report seeks to update Committee on actions to ensure regulatory compliance of the Council's social housing landlord function following the non-compliance notice issued by the Regulator of Social Housing.

### Recommendations

#### That Committee:

1. That the Committee notes the latest compliance position following the ongoing meetings with the Regulator of Social Housing.
2. That the Committee receives a further update report at its next scheduled meeting.

## Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Housing that meets the needs of all residents
Which wards are impacted?	All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The financial considerations arising from the compliance requirements have been substantially incorporated in the HRA budgets for 2022/23 and further budgetary proposals are being considered for inclusion into the 2023/24 budget. However, the HRA financial outlook remains challenging against a backdrop of rising demands, material price increases and managing customer expectations.

Completed by: Richard Wyles, Chief Finance Officer

### ***Legal and Governance***

- 1.2 The updates to Committee allow members to track progress against key risk areas, which is to be welcomed from a governance perspective. The legal implications for non-compliance are incorporated within the risk ratings.

Completed by: Mandy Braithwaite, Legal Executive

### ***Risk and Mitigation***

- 1.3 The necessary risk issues, logs, and mitigations will be identified through the necessary work plans, and any work outputs agreed with the Regulator. Clearly dealing with significant compliance matters requires a comprehensive approach to risk management, particularly in respect of assessing priorities and critical

actions. The necessary and agreed risk assessment process will be discussed and agreed with the Regulator at the appropriate time to ensure outcomes are as far as possible managed and objectives achieved.

### ***Health and Safety***

- 1.4 The key focus in meeting the regulatory standard is to ensure tenants, leaseholders, their households and visitors live in homes that are, as far as is reasonably practicable, safe with hazards minimised. This is reflected in the key compliance areas that are monitored and reported to Committee.

### ***Diversity and Inclusion***

- 1.5 All the necessary safeguarding and equality issues will be identified and complied with as the necessary compliance and improvement activities take place. Each equality and safeguarding impact are carefully considered when actioning a compliance or regulatory change. This is especially so when managing such matters for vulnerable households and particularly those occupying specialist accommodation such as designated sheltered accommodation.

### ***Climate Change***

- 1.6 Any capital improvement plans especially in the context of dealing with essential gas, electrical and other works will aim to maximise energy efficiency measures, and reductions in carbon emissions.

## **2. Background to the Report**

- 2.1 The Committee will be aware the Chief Executive determined, in consultation with the Leader and Cabinet Member for Housing and Planning, to self-refer the Council to the Regulator of Social Housing. Since this referral Officers have been providing further data and details relating to the core issues of non-compliance for the Regulator to consider and review.
- 2.2 Monthly meetings have been taking place with the Regulator to cover issues of focus in terms of the regulatory framework, focussing on the Homes Standard. Our current performance and plans are shared at this meeting. The discussions and requests for information have been provided as required, and this has allowed the Regulator to continue to work with Officers in a constructive and helpful way.
- 2.3 The Committee has now received ten update reports since March 2021 that have confirmed the Regulatory Notice served on the Council and provided an outline of the work that officers would continue to ensure we logically and methodically progress through a programme of improvement.

2.4 The Committee determined that it would wish to receive update reports on progress at each of its meetings to ensure that Members had oversight of broad progress around the key areas of activity and could engage with Officers and scrutinise work where required. It identified the following core headings as a means of updating Members and would identify the following information to assist this process. In addition, at the meeting on 01 July 2021, Committee requested sight of the Improvement Plan; the latest version is appended to this report, Appendix 2.

### **3. Key Considerations**

3.1 **Updating Tenants and Members:** Following on from previous briefings, further All Member Briefings will be arranged to ensure Members are fully informed on progress and continued challenges.

3.2 As reported to the Committee's meeting in June 2022, a full tenant consultation exercise has been undertaken – “The Big Listen”. This involved several questions on both the current experience of tenants in terms of the services the Council offers as a landlord, and what they would like to see prioritised in the Housing Revenue Account Business Plan, which will require a complete review in 2022/23. The questions were based on the Regulator of Social Housing's proposed Tenant Satisfaction Measures and the initial report was provided to Committee in the meeting on 23 June 2022.

3.3 We commit to an ongoing programme of regular costed building condition surveys to inform a proactive, planned maintenance programme and reduce the need for more expensive reactive repairs.

3.4 A key activity to support the HRA Business Plan review is up-to-date information on the Council's housing stock. As noted in previous reports, the last full Stock Condition Survey was completed in 2009; good practice suggests comprehensive Stock Condition survey should be completed every 5 years, usually by undertaking a survey of 20% of the stock each year. The Survey has now concluded, and analysis of the findings continues.

3.5 The Council continues to utilise its Rant and Rave feedback, seeking real time feedback from tenants following responsive repairs. We continue to see overall satisfaction of 4.5 out of 5, demonstrating sustained high satisfaction at the point where repairs are undertaken.

3.6 An all Councillor briefing on Housing was delivered in November, providing an update on the work ongoing across the teams to provide an understanding of the current priorities, projects and pressures that the team are currently dealing with.

3.7 **Regular Meetings with the Regulator:** Monthly meetings between the Chief Executive, Director of Housing and Property Services, Assistant Director of Housing, and the Regulator's Officers take place as scheduled; the next meeting at time of writing is due on 17<sup>th</sup> February 2023. Progress has been significant right across the landlord health and safety compliance function (latest monthly

figures attached as Appendix One to this report) and the relationship with the Regulator is positive, with the Regulator acknowledging that the Council is moving to a position to seek removal of the Notice that was formally served in February 2021.

3.8 That removal is contingent on three issues:

- (a) Sustained maintenance of performance in relation to the key landlord health and safety areas (i.e. those shown on Appendix One)
- (b) Clear programmes of work related to the actions that arise from those areas (these are provided to the Regulator on a monthly basis)
- (c) A satisfactory external audit of the above, providing external assurance. Scoping work in relation to this external audit is underway, with actions to address potential gaps identified and clear responsibilities and timescales for those actions delegated.

3.9 To enable the Regulator to remove the notice we are required to undertake an external audit of our compliance related functions. The outcomes of this audit shall then provide assurance to the Regulator on our current performance and governance structures. The audit commenced in mid December and is currently ongoing, we shall update committee on its findings in due course.

3.10 Committee may find additional comment on Appendix One helpful:

- 3.10.1 Legionella – 100% compliant, evidencing consistent and proactive management of this compliance element.
- 3.10.2 Gas – 99.29% achieved in December, again slightly down from the excellent result of 100% of properties with an up-to-date gas certificate in April. Of the forty properties without, all have appropriate actions up to date, including obtaining warrants to be served to gain access. A verbal update will be provided to Members with the outcome of those Court Hearings.
- 3.10.3 Electrical testing – this shows the position in relation to properties (both dwellings and communal areas) with an up-to-date electrical certificate, with the current position being 87.56% with a current satisfactory certificate.
- 3.10.4 Asbestos – this shows 100% compliance in terms of asbestos inspections.
- 3.10.5 Fire Risk Assessments – this shows all communal blocks assessed as “higher risk” have been inspected, and corrective actions are being programmed and completed. It is consistent with the Council’s Fire Safety Management Plan.
- 3.10.6 Lift inspections – all properties are currently compliant.
- 3.10.7 Smoke and CO – this shows the position for all the alarms within all our properties being 99.47% compliant. This is a recently introduced Regulatory requirement which came in to force on the 1<sup>st</sup> of October 2022, again those properties that are non-compliant totalling thirty-nine are all being dealt with through due process.

- 3.10.8 Damp and mould – this shows 99.56% compliance and the appointments for CAT1 and 2 have been made.
- 3.11 **Leadership Compliance Meetings:** Chaired by Cabinet Member for Housing and Planning and attended by the Leader of the Council, the Chief Executive, and the Acting Director of Housing, these meetings have been a continued feature of the more detailed compliance review process being undertaken. Members of this group ensure specific responses to the changing compliance review process and manage tenant and communication responses to actions associated with key service and regulatory responses such as agreeing the scope and nature of key issues to be covered in the December 2022 SKyline magazine publication, Appendix 3.
- 3.12 **Regular Reports to Committees and Cabinet:** the necessary reporting to appropriate committees will continue. Members are invited to comment on this report content and confirm their views and observations relating to the detail contained within this report.

#### **4. Other Options Considered**

- 4.1 These will be further determined through work with the Regulator, the adjusted Improvement Plan, and consideration of key outputs by Members, Leadership Compliance meetings, and All Member briefing sessions as arranged.

#### **5. Reasons for the Recommendations**

- 5.1 To secure as determined by the Regulator a return to full compliance in respect of housing services, including the identification of appropriate resources, funds, and service improvements in a timely manner.

#### **6. Consultation**

- 6.1 The necessary consultation with the tenants and Members of the Council has been undertaken through timely reporting, dispatch of letters to advise tenants of progress, the latest Skyline publication, dedicated customer telephone enquiry line, and an updated web site detailing compliance issues and signposting services. This process will continue as required and the engagement with tenants particularly will be amended to reflect changing needs and requirements.

## **7. Appendices**

- 7.1 Appendix 1 – Summary Paper relating to core compliance areas as at December 2022.
- Appendix 2 – Improvement Plan December 2022.
- Appendix 3 - SKyline magazine December 2022.

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South Kesteven District Council - Landlord H&S KPIs

	31/08/2022				30/09/2022				31/10/2022				30/11/2022				31/12/2022				Comments
	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	Baseline number	Compliant	Non Compliant	% Compliant	
Legionella	33	33	0	100,00%	33	33	0	100,00%	33	33	0	100,00%	33	33	0	100,00%	33	33	0	100,00%	
Gas	4644	4628	16	99,66%	4639	4599	40	99,14%	4635	4595	40	99,14%	4635	4611	24	99,48%	4635	4602	33	99,29%	Of the 33 outstanding there are 14 new, awaiting a new Court date to progress cases.
Electrical	6079	5269	810	86,68%	6074	5269	805	86,75%	6074	5354	720	88,15%	6072	5364	708	88,46%	6053	5300	753	87,56%	The baseline figure has been amended to remove a number of RTB's. Combined with the expiry of a number of EICR's and the short month this has resulted in a drop in the overall figure.
Asbestos (re-inspections)	213	213	0	100,00%	213	213	0	100,00%	213	213	0	100,00%	213	213	0	100,00%	213	213	0	100,00%	
Fire Risk Assessments	148	148	0	100,00%	148	148	0	100,00%	148	148	0	100,00%	148	148	0	100,00%	146	146	0	100,00%	2 properties removed due to declassification of former HMO to general needs stock.
Lift inspections	13	13	0	100,00%	13	12	1	92,00%	13	13	0	100,00%	13	13	0	100,00%	13	13	0	100,00%	
Smoke & CO					5898	5835	63	98,93%	5889	5850	39	99,34%	5887	5853	34	99,42%	5868	5837	31	99,47%	31 non compliant, 7 have notices for legal action.
Damp & Mould													5887	5845	42	99,29%	5868	5842	26	99,56%	CAT1 = 8, 6 appointments made, 2 jobs complete. CAT2 = 34, 17 appointments made, 3 refusals of entry, 14 complete.

Compliance Activity	Red	Amber	Green
Legionella	95,01-99,99%	100,00%	
Gas	99,5-99,99%	100,00%	
Electrical	85,01-99,99%	100,00%	
Asbestos	85,01-99,99%	100,00%	
FRA Actions	97,01-99,99%	100,00%	
Smoke & CO	97,01-99,99%	100,00%	
Damp and mould	97,01-99,99%	100,00%	

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**Housing Improvement Action Plan**

v12 Dec 2022

Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Progress update				
										Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
HIAP1	Current IHMS inadequate	Northgate implementation paused Summer 2021 to review, plan, costs, scope, and await senior management recruitment and re assess resource needs to manage a future implementation. Report to CMT 24.11.21 to agree project implementation and procurement method	Self assessment Nov 20 and ongoing	Procurement and project implementation	Framework procurement December 2021, evaluation January 2021, with system go-live April 2023.	Budget approved in HRA for 21/22 and future years projections.	ADH	+	Continued strong progress with this significance IT project. Monthly internal project team meetings allow progress to be monitored, both budget and timeline are "green" status with the implementation date of April 2023 remaining a challenging but achievable goal.	Currently on track major milestone in the last month was the import of our initial data to the configuration system which went well. All aspects of the project remain green.	On track and full update provided within papers.	On track.	On track.	On track, with some small delays from the contractors testing of certain system areas.
HIAP2	Allocations based on offers, not CBL	Consultation on CBL carried out during the first 3 weeks of September – surveys sent out & workshops undertaken. Discussion paper to Communities Overview and Scrutiny Committee meeting early 2022. Members briefing discussion in January.	Self assessment Nov 20 and ongoing	Complete Choice Based Lettings and Allocation review process and achieve introduction of revised policy and CBL solution including training.	April 2022 Policy; Launch October 2022	Costs TBC	ADH	=	Approved. Implementation plan now under development.	No change.	CBL system procurement is underway.	CBL procurement process complete and contract award report to Cabinet on 13.12.22 for approval / adoption.	Cabinet approved the CBL contract award to HUME and implementation underway.	
HIAP3	Lack of performance management framework allowing real-time, automated information	Complete review of core housing KPI and customer standards for Housing service. This to include key issues such as void times, jobs out of time, compliance etc.	Self assessment Nov 20 and ongoing	Service blueprints provide key PIs, agreed by management team. Strong link to IHMS project	April 2023 full roll-out	Existing resources	DHP	=						
HIAP4	Grounds maintenance contract review.	Uncertainty around VFM and contract management anecdotally poor	Self assessment Nov 20 and ongoing	Clear roles for contract management as part of Estate Management function		Budget agreed and included in 21/22 budget significant uplift approved for better spec.	HofHS	=	Ongoing as part of the broader corporate project.	Ongoing.	Ongoing.	Ongoing.	Procurement exercise underway.	
HIAP5	Lack of strategy and policy framework	Complete review of key documents and identify work plan and timelines. Revised Tenant engagement Strategy planned.	Self assessment Nov 20 and ongoing	Complete review of key documents and identify work plan and timelines based on risk. Aids and Adaptations Policy, Right to Buy Policy, Compensation Policy and Rechargeable Repairs Policy in first tranche.	Complete first tranche July 2022	Existing resources	ADH	+	No change delivery of plan ongoing.	No change delivery of plan ongoing.	No change delivery of plan ongoing.	DA Policy adopted November, others ongoing	Policy framework being reviewed and discussed at each managers meeting.	
HIAP6	Review Asset Management Plan and HRA Business Plan.	This is a document that can only be drafted once the outcome of the stock condition survey is determined.	Self assessment Nov 20 and ongoing	Stock Condition Survey underway. Asset Management Strategy to be developed as survey data is analysed. The Target date for completion of this work is end of March 2022.	Jul-22	Existing resources	DHP (supported AD Finance)	=	Implications of the rent setting standard being considered, with a cap on the rent increase in April 2023 considered likely. Continued work on analysing the stock condition, especially in the context of retrofit, continues.	Consultant and Housemark engaged for HRA Business Plan development and initial meetings taken place. HRA BP due for adoption first quarter 2023.	No change - ongoing.	Consultant and Housemark engaged for HRA Business Plan development and further meeting taking place late December.	Meeting with Housemark at the end of December and work ongoing with the consultant.	
HIAP7	The Council does not have an Empty Homes Strategy		Self assessment Nov 20 and ongoing	Draft complete	Apr-22	Existing resources	DHP	+	Complete.	Complete				

Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
HIAP8	Engagement with Tenants to inform and seek views on service standards	Lack of real time feedback	Self assessment Nov 20 and ongoing	Rant and Rave procured.	Apr-22	Budget approved	HoTS	Green	+	Rant and Rave continues to show satisfaction of 4.5/5. Workshops and events are being held in the Council's Sheltered Schemes.	Winter edition of SKyline in development. Rant and Rave transactional feedback score continues at 4.5/5.	Winter edition of SKyline in development and articals in draft format. Rant and Rave transactional feedback score continues at 4.5/5 as detailed within additional report.	Rant & Rave 738 interactions scoring 4.5/5 SKyline finished and issued	Rant & Rave 819 interactions scoring 4.5/5.

Regulatory Reference	Summary	Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Progress Update				
												Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
		HS2	Lack of stock condition information	Last full Stock Condition Survey completed 2009. Sample Stock Condition surveys by internal surveyors been undertaken annually, but not consistent around detail and numbers.	Self Assessment Nov 20	Commission full stock condition survey in 2021/22.	Mar-22	£780k Budget approved by Full Council in December 2020.	HofTS	+						
		HS3	Revised capital improvements programme for 21/22 and future financial years. This to include potential new priorities such as fencing programme, windows/door entry systems, FRA's and electrical certificates.	Heavily dependent on Action 2	Self Assessment Nov 20	Revised capital programmes based on previous years and emerging issues.	Jul-22	Budget setting 2022/23	ADH	=	This action forms part of the work on the HRA Business Plan (HIAP6).	No change.	No change.	SHDF bid submitted to enable ongoing capital programme affordability for 333 properties total £7.25m	SHDF bid submitted and awaiting outcome.	
		HIAP6	Review Asset Management Plan and HRA Business Plan.	This is a document that can only be drafted once the outcome of the stock condition survey is determined.	Self assessment Nov 20 and ongoing	Stock Condition Survey underway. Asset Management Strategy to be developed as survey data is analysed. The Target date for completion of this work is end of March 2022	Jul-22	Existing resources	DHP (supported AD Finance)	=	Initial assumptions shared, further work on compiling stock information in progress	Work ongoing with data from stock condition.	No change.	Ongoing, further work with data from stock condition underway.	No change.	
1.1c	<i>in agreeing a local offer, ensure that it is set at a level not less than these standards</i>	HS4	No local offer	Not a requirement; low priority pending relaunch of tenant engagement function and result of "Big Listen" survey	Self Assessment Dec 21					=	No change.	No change.	No change.	No change.	No change.	
1.2a	<i>provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time</i>	H55	Anecdotal evidence of poor service, lack of pre and post inspection, lack of benchmarking, limited stock condition information.	Service blueprint and restructure to clarify roles and resources, strong link to IHMS procurement and process reviews; confusing number of contractual terms for trades team	Self assessment Nov 20 and ongoing	Restructure; identify and improve processes on a risk basis; IHMS procurement; training and performance management.	Jul-22		DHP	+	No change.	No change.	Restructure underway with consultant commenced 1.11.22, 30 day consultation on proposals, currently 27 vacancies.	Trades collective bargaining complete. Restructure consultantation ended 2.12.22 New structure adopted	New structure adopted and going to external advert for vacant posts in January 2023.	

Regulatory Reference	Summary	Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
1.2b	<i>meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.</i>	HS6	No effective IT solution for monitoring and managing compliance requirements	Fire, gas and electrical priority	Self Assessment Nov 20	Propeller System procured and launched 2021.	Apr-22	Budget approved. Costs £76k 20/21 financial year then £39k per year.	HofTS	Yellow	=	Continued background work, linked to the build of the new IHMS system. This action will form part of the improvements to the Council's Asset Management System (APEX) planned for 2023/24, that will ensure consistency of system hierarchy across both Housing Management and Asset Management Systems.	Work ongoing with master and slave data relationships agreed between our IHMS and AMS systems.	Work ongoing.	Ongoing, continued background work and linked to the build of the new IHMS system.	Work ongoing.
		HS7	Sheltered housing compliance and operational review required.	Separate Action Plan	Self assessment June 21		Apr-22			Green	+	Continued improvements, with training delivered to all front line staff on person centred risk assessments and personal evacuation plans for tenants.	Sheltered housing review in HRA BP from April 23. Ongoing operational management improvements being embedded, including quality checks by team leader of PEEPs / PCRAs.	Review ongoing with further training for staff members and the over all schemes.	Review requires procuring early 2023 to commence in the 2nd quarter of 2023	Review requires procuring early 2023 to commence in the 2nd quarter of 2023 - ongoing.
		HS8	Wide issues of non-compliance identified by Internal Audit report	Delivery of key Audit recommendations	Audit report November 2020 and October 2021	Close monitoring of KPIs; reporting to Scrutiny Committees	Apr-22	Existing resources	DHP	Yellow	=	No change	Initial draft of repairs policy to be shared internally Q3 2022/23.	Draft repairs policy to be taken to Cabinet in April 2023.	No change.	Draft repairs policy to Rural OSC in April and then Cabinet.
2.1.1	<i>shall ensure their tenants are aware of the reasons for any period of non-compliance, their plan to achieve compliance and then report on progress delivering this plan.</i>	HS9	Provide information and reassurance for tenants regarding regulatory notice and improvements	Information and updates provided on service of notice	Self Assessment Nov 20	Ongoing	Ongoing	Existing resources	DHP	Green	=	No change	Winter edition of Skyline in planning stages with regulatory compliance performance data to be included along with further reinforcement on the need to allow access to undertake regular checks and maintenance.	Winter edition of Skyline is underway with our housing and communications team.	Winter edition of Skyline is complete and has been sent to tenants.	Planning for the next Skyline edition to commence shortly.
2.2.1	<i>ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.</i>	HS10	Anecdotal evidence of poor service, lack of pre and post inspection, lack of benchmarking, limited stock condition information.	Service blueprint and restructure to clarify roles and resources, strong link to IHMS procurement and process reviews	Self assessment Nov 20 and ongoing	Restructure; identify and improve processes on a risk basis; IHMS procurement; training and performance management	Jul-22	Existing resources	DHP	Green	+	Contract now signed off by all parties and new terms and conditions introduced.	Awaiting final sign off and launch of restructure.	Restructure signed off and consultation commenced 1.11.22 with staff members.	New structure adopted	New structure adopted and ongoing changes being made.

Regulatory Reference	Summary	Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
2.2.2	<i>co-operate with relevant organisations to provide an adaptations service that meets tenants' needs.</i>	HS11	Engagement with OT service haphazard, general approach is to complete adaptations regardless of practicality	No clear policy on Aids and Adaptations	Self assessment December 2021	Adopt Aids and Adaptation Policy	Apr-22	Existing resources	HofHS	+	Pending a formal report, Officers have engaged with LCC Occupational Therapist services (adults and children) and adopted sector good practice predicated on the Council making best use of its housing stock.	New complex case panel set up to manage new aids and adaptations cases.	Embedding new approach.	Complete, new policy adopted.	Complete.	
2.2.3	<i>Asbestos Action Plan.</i>	HS12	Coordinated action plan to mitigate current asbestos risks, ensure constant data management moving forward.	Action plan	Self assessment May 22	Action identified on plan	Dec-22	Existing resources	HofTS	+	Asbestos Action Plan adopted and rolled out, demonstrated by sustained 100% performance. Now "business as usual" and can be closed.	Complete.				

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# Skyline

Winter 2022

for tenants of South Kesteven

**Cost of Living -**  
help for tenants





## Welcome

Here is the latest issue of Skyline, packed full of news and updates from South Kesteven District Council.

If you have any feedback about the magazine or any content you would like to see in future issues please get in touch.

For even faster news and updates why not follow us on social media? We're on all the popular platforms, including Twitter and Facebook. Find them all at [www.southkesteven.gov.uk/getsocial](http://www.southkesteven.gov.uk/getsocial)



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**Front cover:**  
Cost of Living help for tenants  
this Christmas.

# Your tenant update

Welcome to this Winter 2022 edition of Skyline – we hope you find it an informative and enjoyable read. This latest edition is a chance to provide you, our tenants and leaseholders, with an Annual Report on South Kesteven District Council in its role as your landlord. You can find the Annual Report from pages 7-9.

It is an exciting time for us as a landlord. We have recently commenced work onsite at Earlesfield on a £4m project to upgrade 152 properties on the estate. This is a fantastic project and a real commitment from the Council to enhance the condition of our properties.

Within this winter edition we also provide, an update on progress with the Regulator of Social Housing including our reported performance for October 2022. There is a dedicated section in relation to the works that we need to undertake to ensure Regulatory Compliance and the need for you our tenants to allow us access to your home. These works are of vital importance to ensuring your ongoing health and safety.

Our 'Day in the Life' feature continues. This time we follow one of our repairs operatives Ashley McLean, who undertakes responsive repairs to your homes.

Over the coming months we have lots of work ongoing. The introduction of Choice Based Lettings is an exciting development that will enable choice for our customers on the Housing Register. We report on our support of the recent White Ribbon Day and invite your input on our ongoing consultation on Service Charges.

As we approach Christmas the

pressures of the 'Cost of Living' situation become more apparent, and we have compiled some advice for you to ensure that you are aware of the numerous opportunities for support that may be available to you.

We close the Winter edition with an overview of the Armed Forces Act and SKDC's commitment through signing the Armed Forces Covenant. The final page is dedicated to some key contact details for SKDC and partner agencies.

**With our best wishes for the festive season.**



*Craig Spence*

**Craig Spence**  
Acting Director of Housing  
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# Driving up our housing standards

**S**KDC is continuing its work to improve the standard of its homes for tenants across the District.

The Regulator of Social Housing sets a series of regulatory standards for registered providers of social housing.

The Regulator takes a proactive approach on these standards with a particular focus on governance and financial viability.

Social housing includes low-cost rental (such as affordable rent properties) and low-cost home ownership. Registered providers of social housing include local authority landlords and private registered providers (such as not-for-profit housing associations, co-operatives, and for-profit organisations).

The monthly meetings between

inspectors from the Regulator and South Kesteven District Council's Chief Executive, and our Acting Director of Housing have continued. We continue to share the latest performance figures for landlord health and safety (gas servicing, water hygiene, electrical safety, asbestos re-inspections, fire risk assessment, lift inspections and smoke and CO detection) along with updates on the various improvement plans that are being delivered.

We continue to present a report every two months to the Council's Rural and Communities Overview and Scrutiny Committee on Compliance with the Regulatory Standard. The Committee reviews and challenges the progress being made and asks questions. The

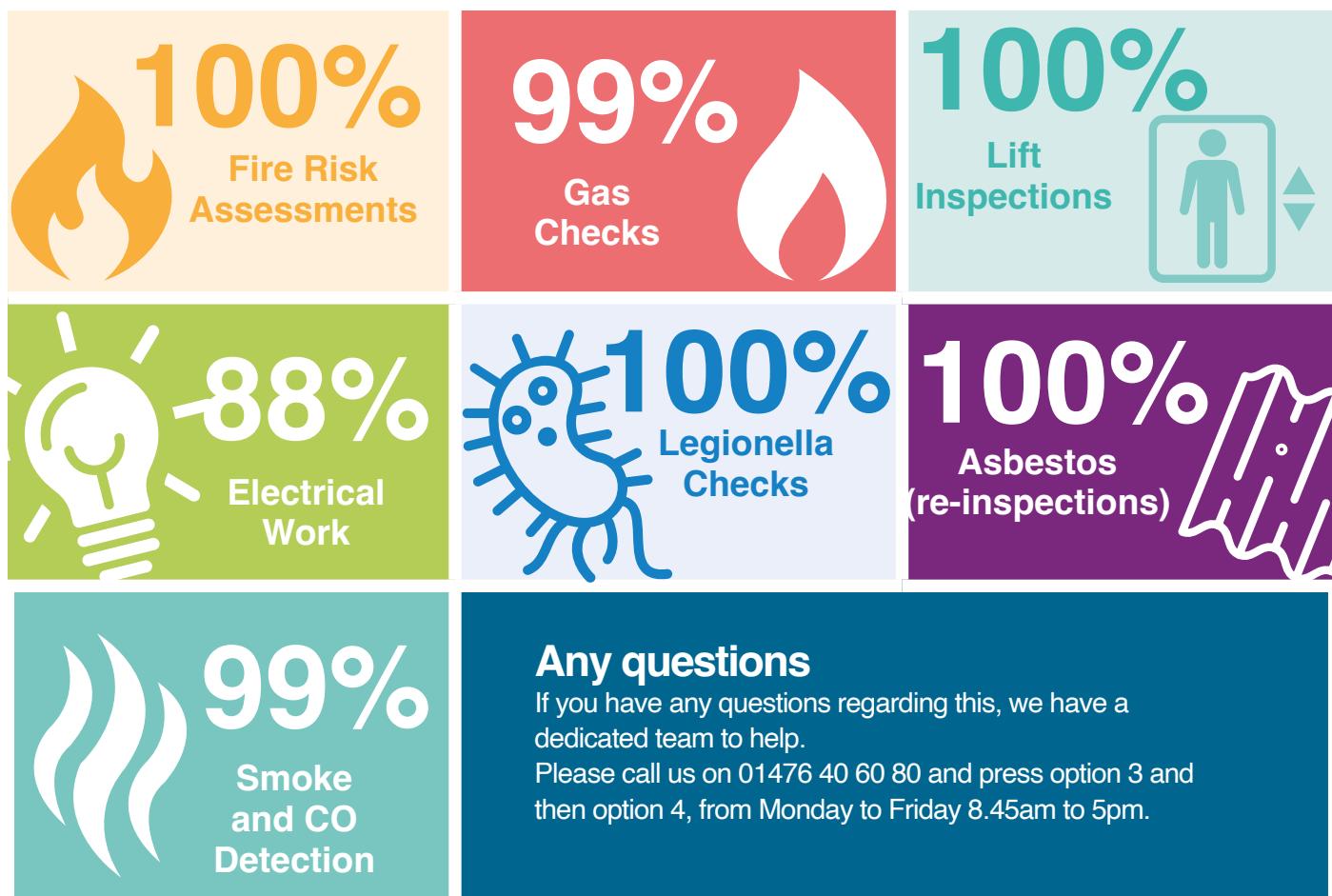
report, improvement plans and performance figures are all freely available to all on the Council's website at the following web address <https://bit.ly/RuralOS>

The figures for October 2022 are shown below.

It is good news that four of our seven performance statistics are at 100%. You may notice that we are now also reporting our compliance with the new regulation relating to smoke and CO detection which came into effect from the 1st of October 2022.

We would like to remind all our tenants and leaseholders of the importance of enabling us access to undertake any required compliance checks or servicing within your home. Your safety is our priority.

## The figures for Housing Compliance reported to the Regulator in October are:



# Knock knock! SKDC sometimes needs to access your home for different reasons

The Council has many legal, regulatory and contractual duties as a social landlord, some of which may require us to access your home.

These include ensuring our social housing stock meets national legal standards in terms of conditions, as well as ensuring the safety of all our tenants.

To enable the Council to meet these duties, it is vital that there are no barriers to accessing any of our tenants' houses when necessary. Where barriers do exist, the Council will work with the tenant to ensure the access is mutually agreeable, providing support to the tenant where required.

One example of why we must access your home is for gas safety checks. Faulty gas appliances can give off poisonous carbon monoxide fumes that cannot be seen or smelt but can kill. As your landlord, the Council has a legal duty to make sure all our appliances are checked every year by qualified gas servicing engineers.

When does the Council have a legal right to enter?

SKDC may need to inspect the property's condition or carry out work needed to meet any legal, regulatory and/or contractual obligations.

However, we must give our tenants



the legally required notice of 24 hours.

There is a fair and transparent process we follow to gain access to the property where the tenant has either a) not agreed to give access or b) ignores any contact requesting access.

This ensures any forced entry is carried out with minimum disruption, complying with relevant legislation and good practice.

Our process also ensures that any tenant(s) who do not allow access to a Council property are re-charged for any associated costs the Council incurs by having to force entry.

## Your landlord must:

- Arrange gas or electrical safety checks
- Inspect your home for any repairs needed

The only time a landlord has the right to access their rental property without permission is in an emergency. This is when there is a threat to the structure of the property or to life, such as:

- A fire in the property
- Structural damage that requires urgent attention
- Water flowing from the building
- A strong smell of gas
- Suspicion of a violent or criminal incident
- A serious concern for welfare

In these circumstances, an officer must be behaving 'reasonably' if they enter a property. They must be able to justify their access.

We may obtain photographic evidence of any issue, make clear notes, log any police incident number, and get signed statements from any contractor present.

Unless it is an emergency, landlords should always contact the tenant and give at least 24 hours' written notice before any property visits.





## No two days are ever the same

Operating across the District on a range of scheduled and emergency work, SKDC's Repairs Team completes an average 1,000 repairs every month.

For joiner Ashley McLean, no two days have been the same since he joined the Council in February 2022 after working as a self-employed sub-contractor.

It's the maintenance work that he enjoys the most, knowing he is making a difference to tenants across the district.

Ashley initially started his career as a labourer but his then employer offered him a joinery apprenticeship, which allowed him to work at the same time as developing his skills.

Ashley said: "Doing an apprenticeship was a great opportunity for me. I studied one day a week at Grantham College as well as working. I was able to gain valuable experience, while also working towards a recognised qualification."

SKDC's Repairs Team carefully plans each day to make the most of everyone's time and minimise the environmental impact of travelling across the District.

"When I was self-employed I had to consider ongoing maintenance of my van as well as staying on top of paperwork," said Ashley. "Now, I can work without that additional pressure.

"It's something I have recommended to friends working in the same industry. It's a varied and rewarding job and I enjoy the satisfaction of helping people."

Ashley can really see the difference his work makes, whether it's a scheduled repair or an emergency call-out outside normal working hours.

From changing broken locks to installing accessibility aids, each job requires a different approach. Thanks to his skills and expertise Ashley aims to deliver a high-standard repair every time.

Fixtures and fittings can break or wear out over time. If that happens in your home we have a dedicated team available to visit and make any necessary repairs or replacements. Please remember, however, that responsibility for some repairs rests with the tenant.

**Always contact us as soon as possible to prevent any further damage to your home. You can request a repair at [www.southkesteven.gov.uk/repairs](http://www.southkesteven.gov.uk/repairs) or by emailing [repairs@southkesteven.gov.uk](mailto:repairs@southkesteven.gov.uk) or calling 01476 40 61 70.**

# What is a Severe Weather Emergency Protocol?

This voluntary process (SWEP) is put in place by district housing authorities to ensure that people sleeping rough are not at risk of harm or - in the worst-case scenario - death during periods of extreme cold or severe weather.

SKDC has a series of actions designed to get rough sleepers into emergency temporary accommodation during severe weather in a protocol designed in line with Government guidance.

When the protocol is activated, anyone who is rough sleeping can contact the Council to access emergency accommodation whilst the protocol remains active, regardless of their eligibility under homelessness legislation.

Our housing options team checks predicted outdoor temperatures on a regular basis and updates our website when SWEP is activated. We also notify all of the organisations and individuals who may come across rough sleepers during the course of their daily activities.

If you are sleeping rough, or know of someone who is and needs help with temporary accommodation whilst the SWEP is active:

**01467 40 60 80**

**01476 40 60 40 (Out of hours)**



## Advice to combat damp and mould in your home

Tenants may receive advice and help to reduce the risk of condensation and mould following the death of a child in Rochdale from respiratory issues.

South Kesteven District Council inspects all of its social housing properties where an issue has been reported – and is sharing ventilation advice, providing mould treatment, and keeping clear records to help monitor housing stock.

As a responsible landlord, one of SKDC's roles is to make tenants aware of action they can take to reduce condensation and the potential for mould in their homes.

Anyone can download the Condensation, Mould and Damp Control leaflet for more information from <https://bit.ly/DampMouldAdvice>

We are looking closely at our own damp and mould processes to ensure a consistent and timely response when this issue is reported to us by our tenants.

During cold weather condensation becomes a problem in many homes. It is caused when warm moist air hits a cold surface, such as a window or external wall and condenses and runs down the cold surface as water droplets. If left this

can develop into black mould which can cause damage to decorations, furniture, clothes and shoes as well as causing health problems.

Fortunately, there is a lot that people can do for themselves to prevent mould forming. Reducing moisture vapour created inside the home and ensuring the home is well heated and ventilated is the first step.

For example, drying clothes inside is a major cause of excess moisture in the air, leading to damp. In this instance, it is important to open windows to allow moisture to escape and air to flow through the room.

Those living in rented property who think dampness is a result of the building rather than the way it is used, or the building lacks the ability to be properly ventilated should report it right away via 01476 40 60 80."

SKDC has dedicated resources to conduct inspections and remedial work to properties and will undertake assessments of damp and mould issues affecting our properties and conduct any action we have identified in relation to any damp and mould issues affecting our properties."

# Annual report 2021/22

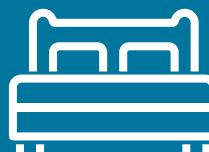
Welcome to the Housing Services annual report for 2021/22 which offers an insight into the work we do. South Kesteven District Council aspires to provide high quality homes and services to those who rent property from the Council.

## HOME STANDARD

This standard is all about ensuring you have a decent home and a good repairs service that meets your needs and maintains the quality of your home.

**5,926**

SKDC properties  
as of  
March 2022



**1%**

of properties  
are bedsits

**25%**

of properties  
are bungalows



**22%**

of properties  
are flats



**52%**

of properties  
are houses



SKDC stock consists of:

  
**14%**  
1 bedroom  
properties

  
**42%**  
2 bedroom  
properties

  
**42%**  
3 bedroom  
properties

  
**2%**  
4+ bedroom  
properties

There were

**92**

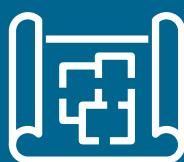
Right to Buy  
applications  
in 2021/22



SKDC completed

**38**

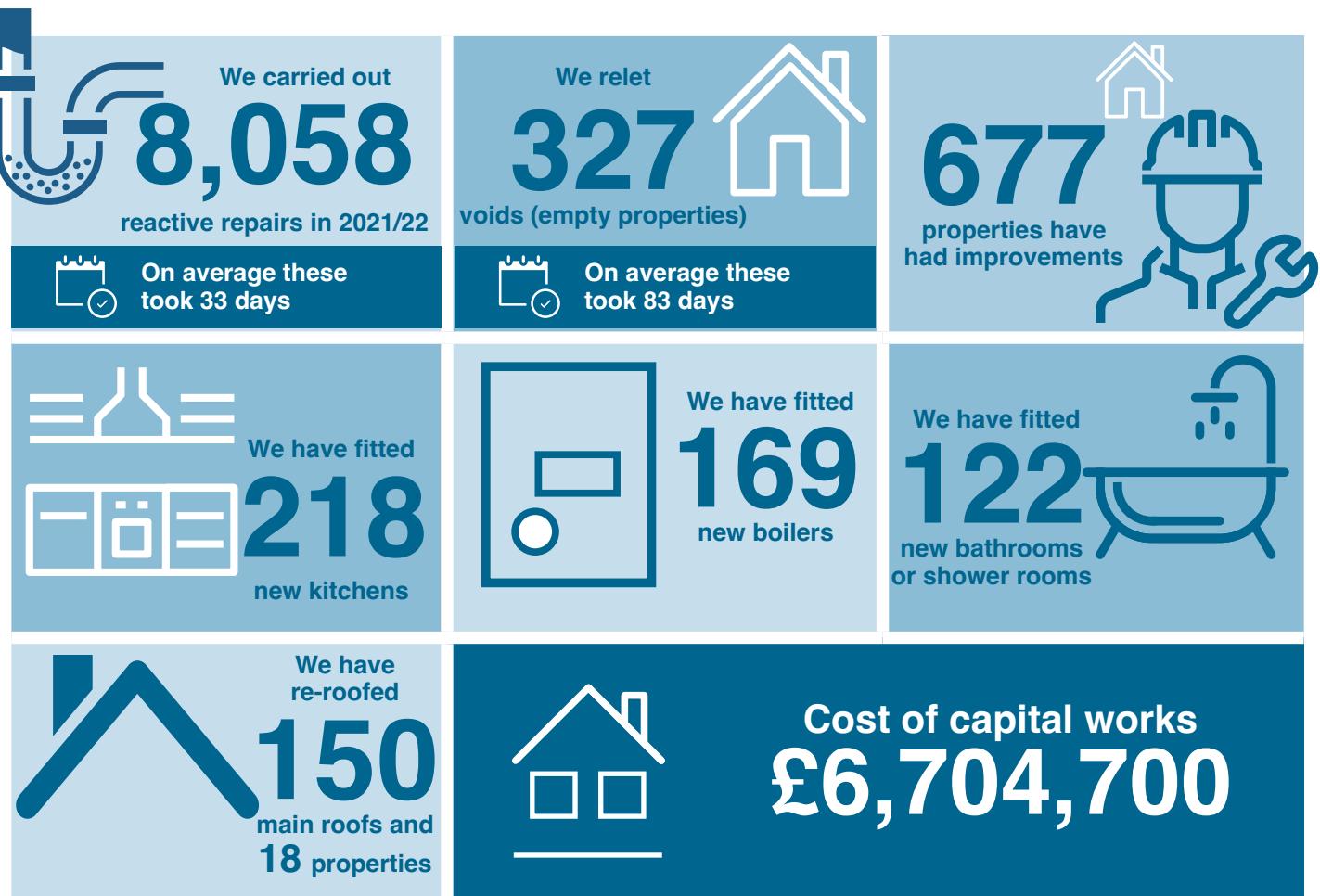
Right to Buys  
in 2021/22



We built

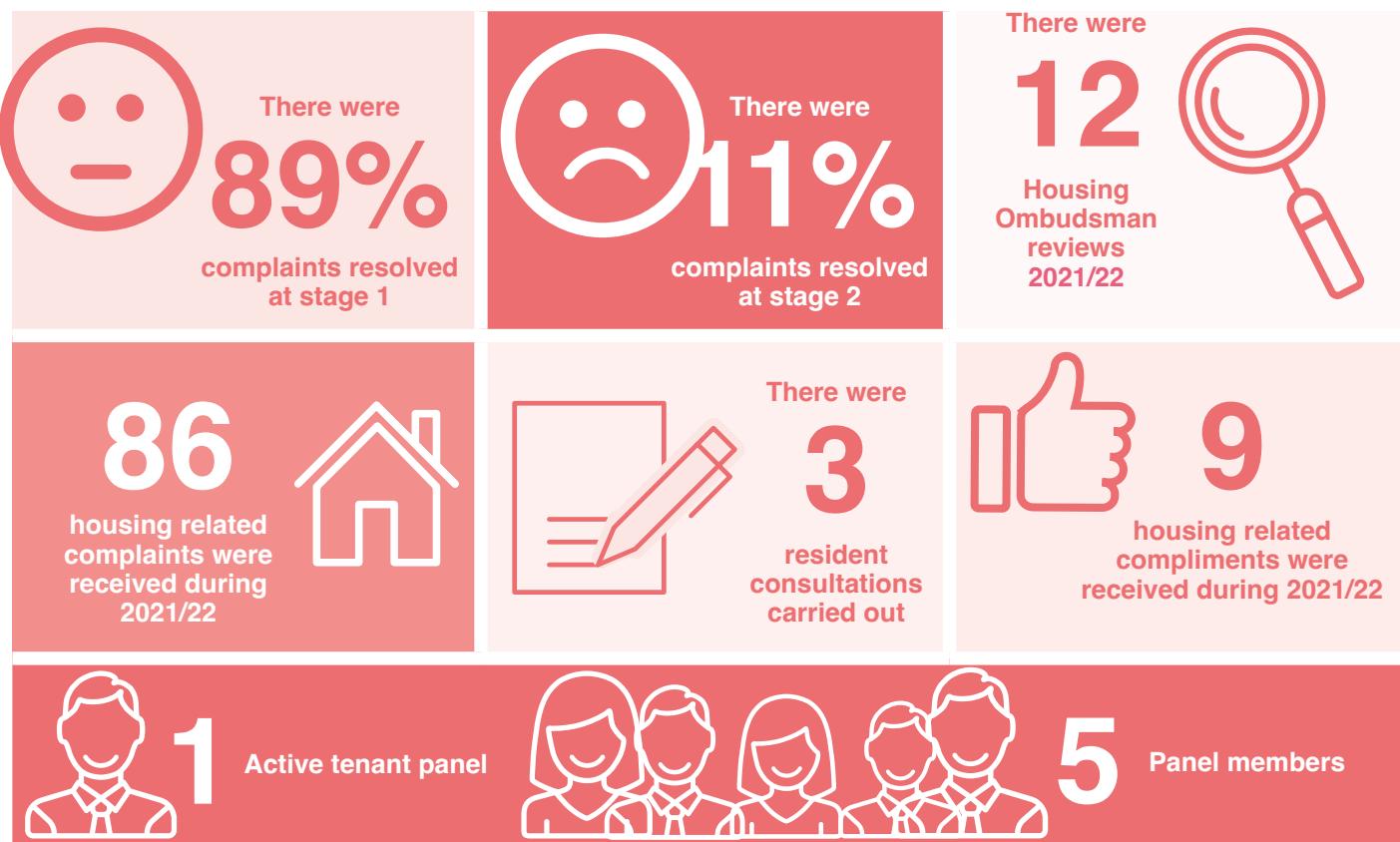
**12**

new council  
homes in 2021/22



## TENANT INVOLVEMENT AND EMPOWERMENT STANDARD

This standard is all about the information, communication and choice provided by the Housing Service and what you can do if you're not satisfied with the service provided.



## TENANCY STANDARD

This standard is all about how council houses are allocated and ensuring that tenants have the information and support they need to maintain their tenancy.



We have  
**5,803**  
tenancies  
(end of March 2022)



**5%**  
introductory tenancies



**94%**  
secure tenancies



**1%**  
other tenancies



There are  
**1,179**  
applicants on the  
housing register  
(end of March 22)



We received  
**524**  
new housing  
applications in  
2020/21

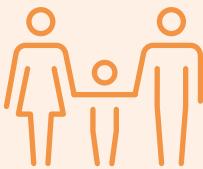


**270**  
new lettings



**56**  
transfers

Of the 399  
properties let in  
2021/22  
**315**  
were general  
needs lets



Of the 399  
properties let in  
2021/22  
**84**  
were supported  
housing lets



**99%**  
rent collected  
2021/22



**1%**  
arrears of rent  
value at end  
of year

Rent due including arrears b/f  
**£25,040,849**

Rent collected 2021/22  
**£24,651,474**

## NEIGHBOURHOODS AND COMMUNITY STANDARD

This standard is about keeping neighbourhoods and communal areas clean and tidy, preventing and tackling incidents of anti-social behaviour and supporting tenants who experience it where they live.



**1,647**  
calls received for  
housing advice



**256**  
tenants  
supported in  
2021/22



**288**  
homeless households  
helped into new  
accommodation



**49**  
cases of  
homelessness  
prevented



**358**  
new anti-social  
behaviour cases

=



**24%**  
Nuisance



**21%**  
Garden condition



**19%**  
Noise



**36%**  
Other

# Making the White Ribbon Promise to keep communities safe

South Kesteven District Council (SKDC) supported White Ribbon Day in November as staff pledged to “never use, excuse, or remain silent about men’s violence against women”.

Acts of violence and abuse within homes and communities continue to rise and, although everyone can be affected by violence and abuse, statistics show most is committed by men, and experienced by women and girls.

White Ribbon is the UK’s leading charity working with men and boys to raise awareness of violence against women. Through education and taking steps to move away from harmful attitudes, the charity hopes women and girls can be safer, both at home and in public.

Craig Spence, Acting Director of Housing, said: “It is the Council’s vision that South Kesteven is the best district in which to live, work and visit.

“To achieve this, communities across the District must feel safe, supported and be able to live without fear of violence.

“SKDC has a zero-tolerance approach to violence and abuse in all instances and is taking steps to ensure that the safety of women and girls across the district is a priority.”

A recently updated Domestic Abuse Policy is in place setting out how the Council can best support individuals and families.

In the first instance, anyone experiencing violence and/or domestic abuse should contact the police, if it is safe to do so. SKDC is also on hand to support individuals in a sensitive and confidential way by establishing communication with the police and arranging safe spaces to meet with staff.



SKDC staff can also offer advice on options for short and longer-term housing, welfare benefits and referrals to specialist outreach support services, such as End Domestic Abuse Now (EDAN Lincs).

EDAN Lincs is a registered charity and support service operating through Lincolnshire. You can call them on **01522 51 00 41**, email [info@edanlincs.org.uk](mailto:info@edanlincs.org.uk) or visit their website <https://edanlincs.org.uk>.

If you are unable to use technology to get in touch, Safe Spaces are also available in participating stores, pharmacies and banks across the District.

They provide a safe and discrete way to reach out to friends and

family, and contact specialist support services.

Many Safe Spaces are also prepared to respond to the ‘Ask for ANI’ codeword. ‘Ask for ANI’ is a nationwide scheme where victims of domestic abuse can discreetly ask for immediate help in pharmacies by mentioning the codeword.

The Silent Solution system could also be useful – it enables a 999 mobile caller who is too scared to make a noise or speak, to press 55 when prompted to inform police they are in a genuine emergency.

If you are experiencing violence or domestic abuse, SKDC can help. **Call on 01467 40 60 80 or email us on [customerservices@southkesteven.gov.uk](mailto:customerservices@southkesteven.gov.uk)**.



## Changes proposed to service charges

We value the opinion of our tenants. To ensure your voice is heard, keep an eye out for an invitation to take part in consultation on proposed changes to service charges.

A service charge is a fee levied to cover the cost of providing and maintaining services in the internal and external communal areas for anyone living in sheltered housing or a general needs flat.

SKDC does not make a profit from service charges. The cost of the service is split across those properties that receive the service. Your annual rent review letter will show you how much this charge will be.

We calculate the service charge as either fixed or variable, as follows:

Fixed – if the service is contract based, such as grounds maintenance, cleaning, health and safety costs, then we know how much these are likely to be increased by each year as part of the contract.

Variable – if the charge is for a cost which can vary (such as utilities) we will base the estimated costs on the actual cost of the service in previous years.

You will receive a breakdown of how this charge has been calculated each year and the services covered could include:

- Employing a caretaker
- Cleaning shared areas, including windows, and removing rubbish
- Cutting grass and hedges
- Repairs to shared facilities such as door-entry systems, television aerials and lighting
- Providing and repairing lifts, including the cost of contracts and life insurance
- Providing firefighting equipment, including repairing and testing emergency lighting and smoke alarms
- Providing water, electricity and gas supplies to shared areas

There are some charges which are unavoidable, such as the cost of lighting. Some charges are discretionary, such as a window cleaning service. The Council will be writing to tenants who live in flats

and sheltered housing about proposed changes to service charges. The letter will include a weblink and QR code to an online survey. If you would like a paper copy of the survey please email [housingconsultation@southkesteven.gov.uk](mailto:housingconsultation@southkesteven.gov.uk) or call 01476 406080 and ask for the Housing Community Engagement Officer. We value your opinion. Please take this opportunity to have your say.



# Cost of Living – help for tenants

**Are you finding it difficult to make ends meet? Is paying your rent and other bills a real struggle or are you just about managing? Are you sure that you're claiming everything you're entitled to?**

It doesn't matter if you answer yes, no or don't know to any of these questions, the graphic below has been designed to help you. It outlines various schemes that are being provided at both a local and national level, groups you can contact, as well as things you might be able to do to help ease the cost-of-living burden currently being

experienced by many. It also includes information on the support services SKDC provides for its tenants.

For those of you who are unable to use the internet or don't have online access or, a directory of useful telephone numbers has been provided on page 14.

Working with our partners across

government and in the voluntary sector, the Council is committed to providing our tenants with information and support during what we know will be a difficult winter.

Visit [www.southkesteven.gov.uk/costofliving](http://www.southkesteven.gov.uk/costofliving) or scan the QR code below for further information.

## Dealing with debt

- Support available from various voluntary sector providers including StepChange and Citizens Advice South Lincolnshire



## Maximising your income

- Check if you're eligible for Universal Credit
- If you're on the minimum wage, check your pay to make sure you're getting the rate you're entitled to, and your tax code is correct



## If you're unemployed or on a low income

- Apply for Jobseekers Allowance
- Check if you're eligible for Universal Credit



## Your energy bills

- Energy Price Guarantee. This means a typical household on average usage would expect to pay around £2,500 per year and the guarantee is in place until April 2023
- Energy Bill Discount of £400 available to all households with a domestic electricity connection
- Check if you're eligible for support to pay your water/gas bill
- Check if you're eligible for a Warm Home Discount of £150



## If you're a tenant

- Ask for support from SKDC's Housing Section
- Housing Officers work with tenants to resolve any housing problems they may have
- Tenancy Support Officers work closely with specific clients to ensure tenancies can be sustained
- Sheltered Housing Officers help those living in sheltered housing to live independently



## If you're a pensioner

- Pensioner Cost of Living Payment (if eligible for Winter Fuel Payment)
- Winter Fuel Payment
- Check if you're eligible for Pension Credit
- Check if you're eligible for Housing Benefit
- Free TV Licence (over 75s)
- Free bus pass (if over state pensionable age)

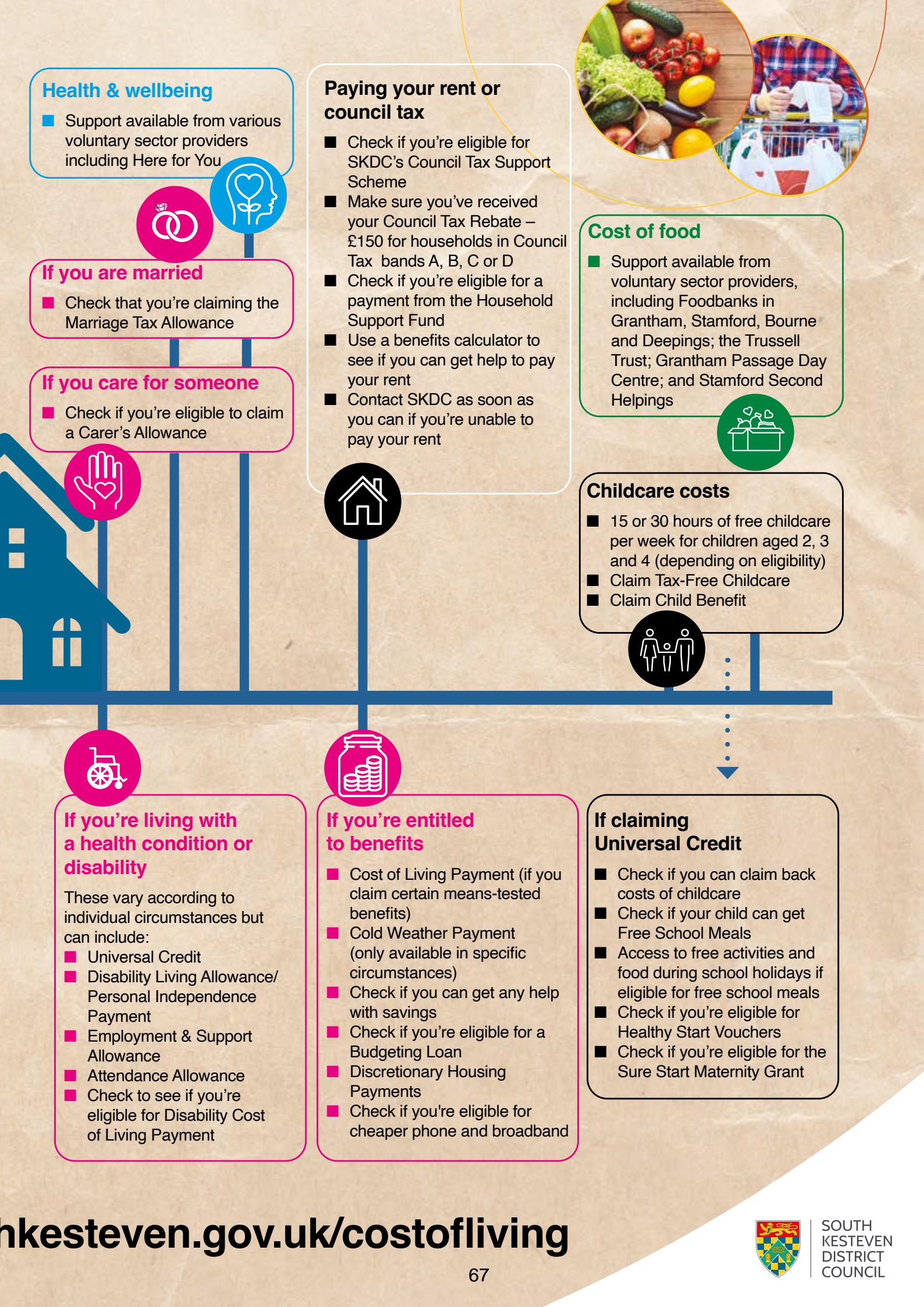


**The Money Helper service is free, confidential and impartial: [www.moneyhelper.org.uk](http://www.moneyhelper.org.uk)**

**Information and links for all your cost of living enquiries: [www.helpforhouseholds.campaign.gov.uk](http://www.helpforhouseholds.campaign.gov.uk)**



**WWW.SOUT**



**If you are not online or are unable to navigate the internet**, on this page we are sharing some useful telephone numbers to get you started with finding the right support for your individual circumstances. Some are local groups, others are run by the government – but all can find a pathway to valuable support when you need it.



## FINANCIAL ADVICE AND SUPPORT

### Citizen's Advice South Lincs:

📞 0808 278 7996

Confidential and impartial advice on debt and budgeting. Can also support in the early stages of a Universal Credit claim, from application through to first payment

### Lincolnshire Credit Union:

📞 0330 004 0842

Credit Unions help people save money and can offer affordable loans as an alternative to loan sharks and pay-day lenders and can help avoid financial problems

### Money Advice & Pensions Service:

📞 0800 138 7777

Government funded debt advice, budgeting tools and money advice offering free, impartial help with money matters

### StepChange debt advice:

📞 0800 138 1111

Help with money worries offering free, confidential debt advice and money guidance, helping find the best solution or service for your circumstances

### Universal Credit support:

📞 0800 144 8444

A payment to help with your living costs

## PAYING YOUR RENT OR COUNCIL TAX

### South Kesteven District Council:

📞 01476 40 60 80

Check if you're eligible for help with your rent or council tax. Contact SKDC for more information.



## FINANCIAL ADVICE AND SUPPORT



## FOOD

### Grantham Food Bank:

(1-2 Greyfriars):

📞 07816 872 561

### Stamford Food Bank:

(27 West Street):

📞 07570 583 799

### Bourne Food Bank:

(United Reformed Church Hall, Spalding Road):

📞 01778 782 365

### Deepings Food Bank:

(63 Hereward Way, Deepings St James):

📞 07516 717 346

### Trussell Trust food bank network:

📞 0808 208 2138

### Free School Meals:

📞 01522 782030

Children in low-income households may be entitled to free school meals

### Healthy Start Scheme:

📞 0300 330 7010

Pre-paid card for pregnant women and parents of children under 4 to help buy milk, fruit and vegetables



## SUPPORT FOR PENSIONERS

### Pension Credit:

📞 0800 99 1234

Can provide extra money to help people of State Pension age and on a low income with living costs and housing costs such as rent or service charges

### Age UK: 📞 03455 564 144

Free and confidential support to older people, their families and carers on housing, money, benefits, health and wellbeing, loneliness



## WELLBEING

### Wellbeing Lincs:

📞 01522 782140

Supporting adults to achieve confident, fulfilled and independent living and offering help through life's changes, such as ill health, disability, new financial circumstances, medical needs or isolation

### Connect to Support Lincolnshire:

📞 0300 303 8789

(Monday to Friday 2pm to 7pm)

Information and advice library and community directory for adults, with signposting to groups, activities and support in local communities.

### Here For You: 0800 234 6342

Mental health and emotional wellbeing advice line for young people, parents and carers



## HEATING YOUR HOME

### Simple Energy Advice:

📞 0800 444 202

"Empowering millions of householders every year to make better energy choices"

### National Energy Action:

📞 0800 304 7159

Offering a new Warm and Safe Homes Advice to end fuel poverty. Also webchat online [www.nea.org.uk/webchat](http://www.nea.org.uk/webchat)

# Housing support for military

New Armed Forces legislation will ensure that all residents who serve in the Armed Forces face no disadvantage and are supported when it comes to accessing social housing.

SKDC housing staff have been kept up to date with details of the Armed Forces Act as it went through Parliament.

The Act covers all Regular or Reserve forces, those who have served in the past and their families, addressing concerns that some members of the Armed Forces community still face disadvantage when accessing essential public services like housing.

SKDC signed the Armed Forces Covenant in 2012 as a commitment of support for the military community. The new legislation makes previously advisory practices into a legal requirement.

Anyone applying to join the housing register is asked whether they have served. Although this does not imply preferential treatment, there could be factors that affect assessment of their application.



SKDC has invested in military heritage projects like the Heroes Commemorative Orchard in Grantham

When assessing a housing register application, a key consideration is an applicant's 'local connection' with the area to which they are applying.

As a serving member of the armed forces, this can be a challenge as often the usual criteria of residence or family members in the area cannot be met. Therefore, certain exemptions are applied to ensure that members of the armed forces are not disadvantaged by this.

The council's new 'people-first' approach will help to ensure that personal circumstances are noted.

The Act has made specific changes, including that anyone

leaving the military can apply for housing anywhere in the country and, as mentioned, should be classed as an exemption to the local connection criteria.

Another key area affects homeless ex-military, where Lincolnshire's homeless strategy is benefitting from specialist advice from the East Midlands Pensions and Advisory Committee.

Homeless Veterans can also use the location of work to establish the local connection required by homeless teams, rather than their last military base.

A copy of SKDC's current Housing Allocations Policy can be found on our website at:

[www.southkesteven.gov.uk](http://www.southkesteven.gov.uk)



SKDC supports veterans with flag raisings and annual Remembrance commemorations



Our housing team has worked hard to ensure that staff understand, fully respect and implement our responsibilities under this Act. Sometimes the issue is a lack of awareness of how social housing works for families or individuals who have up to now been living in service accommodation. We are here to help explain their options and see how we can help.

*Jodie Archer  
Head of Housing Services*

## Our services

### South Kesteven District Council

You can contact the Council about benefits, rent or other issues. We are open by appointment only for Council services as follows:

#### Grantham:

Monday - Friday 9am to 1pm

**Bourne:** Monday 9am to 5pm,

Wednesday 9am to 6pm

Friday and Saturday, 9am to 1pm

Bourne is also for library services

**01476 40 60 80**

**Out of hours 01476 40 60 40**

**✉ customerservices@southkesteven.gov.uk**



#### Tenant Engagement

Contact Ken Linford, Community Engagement Officer

**01476 40 60 80**

**✉ HousingFB@southkesteven.gov.uk**



#### Emergency repairs

**01476 40 60 80 / 01476 59 00 44**

#### Reporting Anti-Social Behaviour

**01476 40 60 80**

**✉ www.southkesteven.gov.uk/nuisance**

**✉ HousingManagement@southkesteven.gov.uk**

For other kinds of anti-social behaviour, such as criminal activity, you should contact the police - use **101** if it is not an emergency. (999 if it is an emergency)

## Other organisations that can help:

### Age UK (Lincoln and South Lincolnshire)

Companionship, advice and support for older people.

**01522 696 000**

**✉ www.ageuk.org.uk/lincolnsouthlincolnshire/**

### Lincolnshire County Council

Information and advice on council services and support available in Lincolnshire.

**01522 552 222**

**✉ customer\_services@lincolnshire.gov.uk**

**✉ www.lincolnshire.gov.uk/coronavirus-support-services**

### Lincolnshire Resilience Forum

A county helpline for people who are self-isolating.

**01522 782 189**

**✉ customer\_services@lincolnshire.gov.uk**

**✉ www.lincolnshire.gov.uk/coronavirus-support-services**

### Lincolnshire Community and Voluntary Service

A charity supporting the health and wellbeing of communities and individuals in Lincolnshire.

**01205 510 888**

**✉ www.lincolnshirecvs.org.uk/covid-19/**

### Grantham & District Poverty Concern Group

Supports vulnerable members of the community to relieve both poverty and homelessness.

#### Contact Chris Thomas on

**07517 943 792** or via

**✉ granthampovertyconcern@gmail.com**

**✉ www.granthampovertyconcern.org.uk**

## National advice lines

### Citizens Advice

**03444 111 444**

**✉ www.citizensadvice.org.uk/about-us/contact-us**

### Department for Work and Pensions (DWP)

**0345 606 0265**

**✉ www.gov.uk/government/organisations/department-for-work-pensions**

### Victim Support

**0808 506 1688**

**✉ Victimsupport.org.uk**

### The National Domestic Abuse Helpline

**0808 200 0247**

### NHS- non-urgent medical need

**111**

**✉ www.111.nhs.uk/**

### If you are online

You can find the latest information, and browse our services on our website at [www.southkesteven.gov.uk](http://www.southkesteven.gov.uk)



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



## Rural and Communities Overview and Scrutiny Committee

9 February 2023

Report of Councillor Kelham Cooke, Leader of the Council, and Councillor Annie Mason, Cabinet Member for People and Safer Communities

## Best Kept Village Competition

### Report Author

Michael Chester, Team Leader – Leisure, Parks and Open Spaces

 [Michael.chester@southkesteven.gov.uk](mailto:Michael.chester@southkesteven.gov.uk)

### Purpose of Report

To consider the purpose and effectiveness of the current Best Kept Village Competition and provide a recommendation on its future.

### Recommendations

**It is recommended the Rural and Communities Overview and Scrutiny Committee:**

1. Recommend a change to the parameters of the SK Volunteer Awards to incorporate the Best Kept Village competition into the awards from financial year 2023/2024 rebranded as the Best Village Community Award..

Decision Information	
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?)	Clean and sustainable environment High performing Council
Which wards are impacted?	All wards

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 Any financial implication for the 2023/24 SK Community awards has been considered as part of the budgeting process. It is envisaged that including the Best Village Community Award within the SK Community awards will provide the Council with a saving compared to the current mechanisms that it operates under.

Reviewed by: Richard Wyles, Chief Finance Officer

### ***Legal and Governance***

- 1.2 There are no legal and governance implications related to this report.

Reviewed by: Graham Watts, Assistant Director of Governance and Monitoring Officer

## 2. Background to the Report

- 2.1 The Council's Corporate Plan 2020 to 2023 contains the key priorities of ensuring that the district is a clean and pleasant place to live and managing our finances and assets effectively. The Best Kept Village competition gives a sense of pride of local residents by maintaining and showcasing the areas in which they live.
- 2.2 Prior to 2019, Countryside Charity, formally known as the Council for the Preservation of Rural England and the Council for the Protection of Rural England (CPRE), acted as agents for the Council in the organisation of a district wide annual Best Kept Village competition. Participation in the competition was funded by the

Council at an annual cost in the region of £3,500. Villages who were successfully judged as being the best kept had opportunity to participate in the national Best Kept Village competition. This arrangement came to an end in 2019 due to lack of resource in the Lincolnshire branch of CPRE.

- 2.3 Since 2019, the Best Kept Village competition has been delivered in-house by the Council under the brief that villages with a population of less than 5,000 were to be automatically enrolled in the competition and judged. Villages with a population of over 5,000 were excluded from the competition.
- 2.4 Under the current competition category winners receive a framed certificate and the following prizes:

<b>Classification</b>	<b>Population</b>	<b>1<sup>st</sup> Prize</b>	<b>2<sup>nd</sup> Prize</b>	<b>3<sup>rd</sup> Prize</b>
Small Villages	Population 100 to 500	£400 plus gold coloured litter bin	£300	£200
Medium Villages	Population 501 to 5,000	£400 plus gold coloured litter bin	£300	£200

- 2.5 During the current financial year, all qualifying villages (of which there were approximately 100), were visited by a Council Officer who then compiled a short list of winners. Representatives from the Lincolnshire Gardens Trust visited the short-listed villages and confirmed the winners. Mileage was being claimed by the Lincolnshire Gardens Trust.
- 2.6 The costs for the current financial year equate to £5,973 which is made up of the cash prize fund, gold litter bins, framed certificates, Officer time and mileage expense.

### **3. Key Considerations**

- 3.1 The current cost of living crisis and the impact this is having upon many organisations (including the Council), presents an opportunity to explore how the competition is delivered going forwards to improve the service provided and reduce the financial commitment of the Council.
- 3.2 Whilst it is appreciated the competition forms a sense of pride within the local communities, a considerable amount of work is undertaken by the Council's Officer responsible for the scheme to ensure it is successful.
- 3.3 The Council Officer, who managed the competition and carried out the task of visiting all the qualifying villages and short listing them, is no longer working for the Council. As there is now a resourcing issue, this presents an opportune time to review the operation of the competition and to determine whether it remains viable.

- 3.4 Many neighbouring local authorities stopped their best kept village competitions when the CPRE ceased in 2019.
- 3.5 There are a total of 128 settlements within South Kesteven based on the Village Assessment Audit 2022. This is made up of 58 small villages, 16 large villages, and the remaining 54 settlements are classed as open countryside due to their size and facilities within. Given the sense of pride which local residents within the district demonstrate, by maintaining and showcasing the areas in which they live, Members are asked to debate incorporating the Best Kept Village competition into the SK Community Awards and for it to be rebranded as the Best Village Community Award. Consideration should be made to the inclusion of all villages within the district, regardless of size, the opportunity to take part and receive recognition for their pride and dedication.
- 3.6 The SK Community Awards coincide with the nationally recognised Volunteers Week (1<sup>st</sup> to 7<sup>th</sup> June annually) and are open to nominations from the public between 1<sup>st</sup> June and 18<sup>th</sup> September. Nominations can be received directly through the Council's website, through submission of an application form or through the support of an Officer completing the form on an applicant's behalf should they be unable to complete. It is envisaged that the judging of the Best Village Community Award will be undertaken in the same manner as the other award categories and that photo evidence will be allowed to be submitted as part of the application process. This would then negate the need for a Council Officer to visit each village application.
- 3.7 Previous winners of the SK Community Award have received certificates and inscribed crystal trophies. The cost of the 2021 SK Community Awards to the Council amounted to £646.63 in total, which represents a significant reduction in cost compared to the current Best Kept Village scheme, however this was a reduced event due to covid 19 restrictions. The cost of the 2022 SK Community Awards to the Council amounted to £5,000, this did also include an evening awards presentation although still demonstrates a saving to the Council.

#### **4. Other Options Considered**

- 4.1 The Council could continue to operate the competition using the same mechanisms it has since 2019, however given the increase in associated costs and the vacant position left by the previous Officer responsible, this is no longer considered to be a viable option.
- 4.2 To help with reducing the cost of the competition, yet enabling district residents to feel a sense of pride of their local area, an alternative reward package could be offered. There could be prizes awarded for a first and second result only, with the prize being a framed certificate. However, the issues around staffing the judging of the competition would remain.

- 4.3 Villages could have the option of applying to enter the Best Kept Village competition rather than being automatically entered and paying a registration fee. This would potentially reduce the amount of entrants and generate some income to offset against the overall costs of the competition. Again, the staffing resource required would present an issue.
- 4.3 Another option would be to follow suit of other local authorities in the area and to cease operating the competition from 2023 onwards. Given the current financial challenges the Council is facing, this would save the Council at least £5,973 per year, based on the costs incurred for 2022.

## **5. Reasons for the Recommendations**

- 5.1 The opportunity to include the Best Kept Village Competition within the SK Community Awards and for it to become the Best Community Village Award represents an opportunity for the Council, and communities, to continue to celebrate community pride and achievement, whilst balancing this against the Council's current financial challenges.

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



## **Rural and Communities Overview and Scrutiny Committee**

9 February 2023

Report of Councillor Annie Mason,  
Cabinet Member for People and Safer  
Communities

# **Equality, Diversity and Inclusion Annual Position Statement 2022**

### **Report Author**

Carol Drury, Community Engagement Manager

 [c.drury@southkesteven.gov.uk](mailto:c.drury@southkesteven.gov.uk)

### **Purpose of Report**

To consider the draft 2022 Equality, Diversity and Inclusion Annual Position Statement and provide a recommendation to Cabinet to publish the information.

### **Recommendations**

**In considering the draft 2022 Equality, Diversity and Inclusion Annual Position Statement, it is recommended the Rural and Communities Overview and Scrutiny Committee:**

- 1. Suggest enhancements to the extent and clarity of the information produced to improve equality outcomes.**
- 2. Provide a recommendation to Cabinet to publish the information at the earliest opportunity.**

## Decision Information

Does the report contain any No  
exempt or confidential  
information not for publication?

What are the relevant corporate  
priorities? High performing Council

Which wards are impacted? All

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

1.1 There are no direct financial implications arising from this report.

Completed by: Richard Wyles, Chief Finance Officer

### ***Legal and Governance***

1.2 The public sector Equality Duty (section 149 of the Equality Act 2010) came into force in 2011. The Equality Duty applies to public bodies and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are accessible to all and which meet different people's needs.

1.3 The Equality Duty is supported by specific duties, set out in regulations. The specific duties require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty and to set themselves specific, measurable equality objectives.

Completed by: Graham Watts, Assistant Director of Governance and Monitoring Officer

### ***Diversity and Inclusion***

1.4 The requirement to publish equality information must be met at least annually. This helps to ensure the information published is up-to-date and relevant. The benefits of collecting, using and publishing robust equality information includes:

- helping to identify greatest equality challenges so these inequalities can be addressed
- having relevant data to enable decision-makers to fully understand how their policies and decision impact on people with difference protect characteristics, including outcomes of individuals
- finding ways to mitigate any adverse impact identified
- maximising opportunities for advancing equality and fostering good relations
- enabling the setting of equality objectives based on robust evidence of the key challenges for staff and service users
- having baseline data available for measuring progress in delivering equality objectives, so improving outcomes for individuals with projected characteristics.

1.5 The benefits to employees and services users includes:

- greater transparency about the Council's equality performance regarding employment and service delivery
- Helping them to understand the rationale behind difficult decisions being taken by the Council
- Enabling them to hold the Council to account for its performance on equality.

1.6 Equality impact is identified through the production of this document. In producing this document, the Council is able to identify potential areas of workforce under representation and highlight good practice. The Annual Position Statement aims to improve awareness of equality responsibilities and further embed those responsibilities within the Council's working practices.

Completed by: Carol Drury, Community Engagement Manager

## 2. Background to the Report

2.1 Tackling inequality, challenging discrimination, promoting inclusion and celebrating diversity will help the Council achieve its vision to be the best district in which to live, work and visit. As highlighted in the Corporate Plan (2020-2023) the Council's commitment to equalities is about long-term continuous improvement. It is the responsibility of all Officers and Elected Members to implement the principles of equality, diversity and inclusion. The aim of these principals is to inform decision-making at every level within the Council, reflecting an ongoing commitment to the elimination of discrimination, the advancement of equality of opportunity for all, and to foster good relations between different communities.

2.2 Known as the three aims of the Equality Duty, Section 149 of the Equality Act 2010 places a duty on public sector organisations when exercising public functions to have due regard to:

- Eliminate discrimination, harassment and victimisation
- Advance opportunities for people who share a protected characteristic and those who don't share it
- Foster good relations between people who share a protected characteristic and those who don't share it.

2.3 Two further specific duties are placed on public sector organisations, which are to:

- Publish information to show compliance with the Equality Duty, at least annually, and
- Set and publish equality objectives, at least every four years.

2.4 As a public body with more than 150 employees, the publication must include information to show the Council has consciously considered the three aims of the Equality Duty, including details relating to employees who share protected characteristics and people who are affected by the public body's policies and practices who share protected characteristics (e.g. service users, tenants).

2.5 Demographic information is taken from available Census data. Between Census' the Office for National Statistics provides Mid-Year Population Estimates. Most data collected in the 2021 Census is yet to be released.

2.6 The purpose of the Annual Position Statement is to share this information and provide an overview of how the Council has complied with the three aims of the Equality Duty during 2021/2022. The document is for publication to the general public and once approved, will be made available on the Council's website. Alternative formats are available if requested.

2.7 The law does not prescribe a required format for this document. The Council can present information in any way chosen and determine content beyond those listed above.

2.8 The 2022 Annual Position Statement includes the Council's Equality Objectives for the period 2020-2024 and highlights actions and functions that support compliance with the Equality Duty.

### **3. Key Considerations**

3.1 If the Council does not publish equality information as required by the specific duty regulations, there is a risk of being subjected to legal challenge, as well as potential reputational damage.

3.2 With a view to increasing transparency and making informed decisions, Members of the Rural and Communities Committee are asked to consider where it would be proportionate to improve equality data collection, and over what timescale.

3.3 In acknowledging meeting the duty is not an end in itself, instead a means to improve performance on the general equality duty, it is proposed Members provide

a recommendation to Cabinet to publish the 2022 Equality, Diversity and Inclusion Annual Position Statement on the Council's website.

#### **4. Other Options Considered**

- 4.1 The option to do nothing was discounted as the publication of the 2022 Equality, Diversity and Inclusion Annual Position Statement is a statutory responsibility.

#### **5. Reasons for the Recommendations**

- 5.1 Proactive publication of equality information ensures compliance with the legal requirements. Gathering equality information and using it to inform decision-making, helps the Council achieve greater value for money through better targeting of services.

#### **6. Appendices**

- 6.1 Appendix A: Draft Equality, Diversity and Inclusion Annual Position Statement 2022.

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# Equality, Diversity and Inclusion Annual Position Statement

2022

DRAFT



**This statement provides an overview of 2021/2022 in relation to equality, diversity and inclusion in South Kesteven. This Council promotes equality of opportunity across all its functions.**

South Kesteven District Council is committed to advancing equality, diversity and inclusion in everything it does, whether it is the services we provide, the money we spend or the people we employ. The Council is a community leader, service provider, commissioner and employer. We define an equal and inclusive district as one where all residents, service users, Council staff and Elected Members are supported to fulfil their potential, are treated with respect and are actively involved in shaping decisions that will affect the workplace and wider community.

Equality, diversity and inclusion are central to the decisions we make on how to deliver the best possible outcomes for our communities. We have maintained high standards of service delivery and our workforce continues to tackle discrimination and promote equality, diversity and inclusion effectively and efficiently in all we do.

# The Equality Act

As a local authority, we have a responsibility to meet the aims of the Public Sector Equality Duty which is set by law as part of the Equality Act 2010. The duty gives protection for all persons who might be discriminated against because of their age, race, sex, gender reassignment, disability, sexual orientation, religion or belief, pregnancy and maternity and marriage and civil partnership. We must consider the socio-economic impact of our policies, procedures and functions and any impact on those with formal or informal caring responsibilities.

The duty requires us to have **due regard** to the need to:

- **Eliminate unlawful discrimination**, harassment and victimisation and other conduct prohibited by the Act.
- **Advance equality of opportunity** between people who share a protected characteristic and those who do not.
- **Foster good relations** between people who share a protected characteristic and those who do not.

The specific duties placed on the Council are to:

- **Publish information to show our compliance with the Equality Duty** – including information relating to employees who share protected characteristics and information relating to our service users. We do this through the production of this document.
- **Set and publish equality objectives, at least every four years.** Our objectives are outlined in the following section. These can be reviewed and revised if required within this published timeline.



# Profile of the South Kesteven District

## Our District

The district of South Kesteven is one of seven within the county of Lincolnshire and borders North Kesteven to the north, South Holland in the east, the unitary authorities of Rutland and Peterborough to the south and the counties of Leicestershire and Nottinghamshire to the west.

The district covers 365 square miles with the administrative centre in Grantham and three further market towns of Stamford, Bourne and Market Deeping. Two-thirds of the population live in one of the four market towns. The remaining third live in one of over 80 villages in the area. According to Census 2021 figures, the approximate number of domestic dwellings in South Kesteven is 62,800 with Grantham being the largest urban settlement. The district is divided into 77 parishes, with 30 Wards, represented by 56 Councillors.

## Our Communities

In South Kesteven there are 393 people per square mile, this compares with an overall Lincolnshire average of 296 people per square mile. Headline figures released by the Office for National Statistics (ONS) from the Census 2021 state a population of 143,400 which shows an increase of 9,612 since the census was taken in 2011 and an increase of 18,612 since the 2001 Census. The overall population size is currently projected to increase to 155,821 by the year 2043, through a potential net increase in international and internal migration as well as usual population growth.

Mapping and local intelligence within the district shows significant increases in ethnic minority communities. The greatest concentration of diversity is located in the north of the district, specifically Grantham. This soft intelligence will be tested as more information is released by the ONS from the 2021 Census.

The greatest number of people from any one country from outside the UK making their home in South Kesteven are from Poland. Additionally there are pockets of small communities, sometimes individual families, who need our services, help and advice and are unable to speak, read or write in English. Census 2021 data provides us with a much clearer view of the make-up of our district. We continue however to benefit from soft evidence gained through our continued work with the community and faith sectors

who provide support to migrant communities through the provision of English lessons and integration and celebratory events. Document translation and the provision of interpreters to meet the needs of those whose first language is not English are provided on request.

Many of the migrant families living in South Kesteven have limited resources, working in low paid jobs even though they are qualified to carry out a skilled role in their country of origin. This could simply be because they do not have the language, cultural and interview skills to seek better employment.

The 2021 Census shows there are 42,800 people aged 60 and above resident in South Kesteven which equates to 30% of the total population of the district. The proportion of people aged 75 and over is projected to increase significantly by 2040 according to POPPI (Projecting Older People Population Information). Using figures reported in the 2021 Census, the current number of people aged 75+ in the district is 15,500, which is projected to increase to 26,800 by 2040.

# Demographics of South Kesteven

People		Source: ONS (Census 2021)
Total Residents		143,400
Sex: Male		69,400
Sex: Female		74,000
Age		Source: ONS (Census 2021)
0 - 15		23,700
16-19		7,400
20-29		13,600
30-39		16,200
40-49		17,900
50-59		21,800
60-64		9,600
65-69		8,600
70-74		9,100
75-79		6,900
80-84		4,400
85 +		4,200
Sexual Identity National figures		
Source: ONS Annual Population Survey 2020		
Heterosexual	94.4%	
Gay/Lesbian	1.8%	
Bi-sexual	1.2%	
Other	0.7%	
Don't know/refuse to say	1.9%	

Religion	
Source: ONS (Census 2021)	
Buddhism	374
Christianity	78,626
Hinduism	853
Judaism	126
Islam	731
Sikhism	119
Other	574
No Religion	53,837
Not Stated	8,165

Top 10 languages spoken in South Kesteven	
(discounting English) Source: Census 2021	
Polish	
Lithuanian	
Portuguese	
Romanian	
Hungarian	
Latvian	
Russian	
Tamil	
Spanish	
Nepalese	

Number of people aged 18-64 predicted to have a disability or dependency	
Source: PANSI sub-national population projections	
	2025
People with a learning disability	1,916
People with impaired mobility	5,016
People with a moderate care physical disability	3,602
People with a serious personal care physical disability	770
People with a serious visual impairment	52
People with some hearing loss	9,474
People with health conditions caused by stroke	282
People with type 1 or type 2 diabetes	3,000
People who are alcohol related health issues	3,592
People who are drug dependent	2,391
Mental Health, Dementia and Suicide	
People with a common mental health disorder	15,135
People with a borderline personality disorder	1,921
People with an anti-social personality disorder	2,602
People with a psychotic disorder	555
People with two or more psychotic disorders	5,720
People with early on-set dementia (aged between 30-64)	43
Mortalities of people from suicide	6



## Our Equality Objectives 2020-2024

Objective	How will we achieve this?
Strengthen knowledge and understanding of our communities.	<p>Ensure the Council's services are responsive to different needs and treat service users equitably, with dignity and respect. Listen, involve and respond to our communities effectively.</p> <p>Build a database of voluntary and community groups that serve our communities and work with them to ensure sustainability of provision and service.</p>
Build a culture of equality and inclusion into all the services, functions and projects we deliver.	<p>Incorporate the need to assess and address equality issues into the Council's project methodology and democratic processes to ensure consideration of the needs of our customers is at the heart of what we do, from the earliest stage of development, through to decision making and implementation.</p>
Prove our ongoing commitment to equal opportunity by developing a diverse, inclusive and empowered workforce and by reducing our gender pay gap.	<p>Utilise workforce data to help identify areas for improvement in the diversity and skills of our workforce to seek equality of representation at all levels across the organisation. Develop and deliver against an action plan to specifically address the Council's gender pay gap, to form part of the work programme of the Employment Committee.</p> <p>Demonstrate a positive culture with strong leadership and organisational commitment to improving equality outcomes.</p>

# Equal Access for All

We are keen to show we consider the needs of residents when providing both statutory and discretionary services. The following are a few examples of our commitment to having due regard for equality, not only through analysis of the impact of new and updated policies, but also across all levels of service delivery and facilitation.

## Communicating with our Customers

### Customer Interactions

Whilst some in-person interactions remained at a reduced level during 2021/2022 our teams continued to work with dedication to ensure our customer's needs were met.

All staff have access to Language Line for instant translation services to assist with communication with our customers whose first language is not English. Interpreter services are engaged on request for customers attending formal committee meetings.

Staff and customers have access to Text Relay to assist with calls for those with a hearing impairment.

### New Customer Feedback Platform

Rant and Rave is our transactional satisfaction platform for tenants.

Upon completion of a repair or a sign up to a new tenancy, an email or text survey is sent to the tenant to enable live feedback. This has been found to give a much needed voice to our tenants and a gauge on satisfaction levels following in-person transactions.

### Street Scene

We provide easy read, pictorial, waste information leaflets for those who have a preference for visual support, have difficulty reading, have a learning disability and for those whose first language is not English.

### Translations and Alternative Formats

We provide any document in an alternative format on request. We translate into other languages, provide documents in large print or Braille and in audio format. We work with South Lincolnshire Blind Society to ensure residents with a visual impairment have appropriately transcribed copies of our district magazine SKToday and we routinely provide translated information to food businesses for those whose first language isn't English.

## Supporting our Customers and our Communities

### Community Funding

We provide funding to local charities, community and faith groups to support the work they do in their neighbourhoods to bring people together, help improve mental wellbeing, reduce loneliness and social isolation. This year we have supported several small communities to install benches and picnic tables for people to meet informally. We have also supported projects which have been developed to deliver:

- bring people back into the community through wildlife and arts projects
- create a sensory garden for people with visual disabilities
- improve access to community spaces
- support a mental health support group for young parents through the purchase of play equipment
- provide play and outdoor gym equipment in a number of community spaces within the district.

## Support for Refugees

Over the past year the Council has supported the resettlement of refugees from Afghanistan who continue to reside in two bridging hotels in the district. Officers worked with community and faith groups to provide English lessons and supported the families who fled Afghanistan in 2021.

Council officers have worked with residents on the Homes for Ukraine scheme. Sponsor hosts from across the district have opened their homes to refugees from Ukraine. The support of our communities to this scheme continues to provide a warm welcome to those fleeing conflict.

## Mental Health Allies

The Council has a Mental Health Working Group made up of cross-party elected Members and Officers to represent our communities. We recognise it is “good to talk” and have 26 trained First Aiders for Mental Health. Our first aiders are Officers and Elected Members to ensure everyone in need has the opportunity to talk to someone they feel comfortable with. Since taking on the Mental Health Challenge, we have worked with health colleagues, community groups and charities to support people and to help promote positive mental health. Through this network, we have helped to expand signposting and awareness of support services available to our staff, our Elected Members and within our communities.

## Changing Places

The Council secured £160,000 of Government funding to go towards the provision of four Changing Places toilet facilities across our district in 2021. Locations are Bourne, Grantham and Stamford.

The four sites were chosen following consultation with disability support groups.

Changing Places toilets are larger, accessible toileting facilities for severely disabled people, with equipment such as hoists, curtains, adult-sized changing benches and space for carers.

## Foodbanks

Foodbanks were introduced in communities to support people who struggle to afford to buy enough food to feed their family. The four foodbanks in South Kesteven are all part of the Trussell Trust network.

Foodbanks provide emergency food and other essential items to those in financial crisis.

The Council continues to support Foodbanks in Bourne, Deepings, Grantham and Stamford by allocating ring-fenced funding helping to sustain their work.

## Befriending the lonely

We continue to work with community groups in the north and south of the district who provide befriending services and Chat Cafés and drop-in sessions to support residents who are lonely or socially isolated. The volunteer befrienders offer conversation and a listening ear.

## Disabled Facilities Grants (DFG)

The Council has a statutory responsibility to provide means tested DFGs to adapt the homes of disabled people. Discretionary top-up payments may be made for works which exceed the mandatory grant limit.

In 2021/22 111 grants were approved and 95 adaptations were completed. The total value of the completed works was £647,000.

## Assisted Waste Collections

We provide both a permanent and temporary assisted collection service. This service is for households where no resident at the property is able to put the waste out for collection because of frailty, disability or ill health.

# Our Workforce

During the year 2021/2022 there were a total of 497(FTE) employees within the Council. 136 people ended their employment with the Authority, and we had 75 new starters.

The statistics show 8% of the workforce are aged 25 and under and action is being taken to increase the attractiveness to young people of working for the Council. Actions include targeted recruitment advertising through relevant social media channels and promoting career development opportunities through apprenticeships and 'grow our own' initiatives.

Workforce development and succession planning is underway to address the potential loss of knowledge and skills due to the proportion of the workforce aged 55 and over (30% of the workforce).

Statistics for sexual orientation and religion or belief are not known for a large proportion of the workforce. Supplying personal data is optional but the Council is undertaking work to address any concerns people may have for not sharing this information. This includes:

**Figures shown below represent percentage of workforce.**

Sex	All Employees	New Starters	Leavers
Male	52%	45%	56%
Female	48%	55%	44%
Not stated	-	-	-
Transgender	All Employees	New Starters	Leavers
	0.1%	0.1%	-

Disability	All Employees	New Starters	Leavers
Disabled	3%	3%	2%
Not Disabled	24%	37%	14%
Not stated	73%	60%	85%

Age	All Employees	New Starters	Leavers
<20	1%	5%	-
20-25	7%	16%	6%
26-30	9%	12%	10%
31-35	6%	12%	7%
36-40	8%	11%	7%
41-45	11%	9%	13%
46-50	11%	13%	6%
51-55	16%	11%	15%
56-60	15%	7%	15%
61-65	10%	4%	8%
66+	5%	-	13%
Not stated	-	-	-

Religion or Belief	All Employees	New Starters	Leavers
Christian	12%	17%	4%
Buddhist	0.16%	-	-
Hindu	-	-	-
Jewish	-	-	-
Islam	0.16%	-	0.74%
Sikh	-	-	-
Other	4%	3%	3%
No Religion	5%	8%	6%
Prefer not to say	0.00	0.00	0.00
	8.39	12.00	3.68
	69.52	60.00	82.35
	-	-	-
Not Stated	8%	12%	4%
Unknown	70%	60%	82%

Sexual Orientation	All Employees	New Starters	Leavers
Bisexual	0.32%	-	-
Gay	0.65%	-	1%
Heterosexual	27%	41%	17%
Lesbian	-	-	-
Prefer not to say	5%	3%	-
Not Stated	-	-	1%
Unknown	68%	56%	80%

Race	All Employees	New Starters	Leavers
British	67%	40%	60%
White: British	-	-	-
White: Irish	-	-	-
White: Roma/Gypsy (also covers Irish) Travellers)	-	-	-
White: Other White	2%	-	-
Mixed: White and Black Caribbean	0.16%	-	1%
Mixed: White and Asian	0.16%	-	1%
Mixed: Other Mixed	-	-	-
Asian or Asian British: Indian	0.16%	-	1%
Asian or Asian British: Pakistani	-	-	-
Asian or Asian British: Other Asian	-	-	-
Black or Black British: Caribbean	-	-	-
Black or Black British: African	-	-	-
Black or Black British: Other Black	0.32%	1%	-
Chinese or Other Ethnic Group: Other Ethnic Group	0.16%	-	1%
Other Ethnic Group: Arab	-	-	-
Not stated	2%	3%	1%
Not known/provided	29%	56%	37%

# Alternative formats and languages

To ensure all residents of South Kesteven have access to our information material, our information is available in a range of different languages and formats, including large print, Braille, audio tape and computer disc.

To request a document in a specific language or format, you can ring us or email us on:

01476 40 60 80  
pr@southkesteven.gov.uk

This information can be made available in large print, Braille, on audio tape or computer disc. If you, or someone you know, might benefit from this service, please contact us.

## Polski / Polish:

Skontaktuj się z nami, korzystając z powyższych danych, jeśli potrzebujesz przetłumaczyć ten dokument na swój język

## Lietuviškai / Lithuanian:

Susisiekite su nami naudodami aukščiau pateiktą informaciją, jei jums reikia šio dokumento, išversto į jūsų kalbą

## Português / Portuguese:

Entre em contato conosco usando os detalhes acima se precisar deste documento traduzido para o seu idioma

## Română / Romanian:

Vă rugăm să ne contactați folosind detaliile de mai sus dacă aveți nevoie de traducerea acestui document în limba dvs

## Magyar / Hungarian:

Kérjük, vegye fel velünk a kapcsolatot a fenti elérhetőségeken, ha szüksége van erre a dokumentumra az Ön nyelvére lefordítva

## Latviski / Latvian:

Lūdzu, sazinieties ar mums, izmantojot iepriekš norādīto informāciju, ja jums ir nepieciešams šis dokuments jūsu valodā

## русский / Russian:

Пожалуйста, свяжитесь с нами, используя приведенную выше информацию, если вам нужен перевод этого документа на ваш язык.

## தமிழ் / Tamil

இந்த ஆவணத்தின் உங்கள் மொழியில் மொழிபெயர்க்க வண்டாம் என்றால், மலேகே உள்ள விவரங்களைப் பயன்பட்டத்தி எங்களதைத் தொடர்பாக கொள்ளவாம்.

## Español/ Spanish

Póngase en contacto con nosotros utilizando los detalles anteriores si necesita que este documento se traduzca a su idioma.

## Nepali / Nepalese:

यदि तपाईंलाई यो कागजातलाई आफ्नो भाषामा अनुवाद गर्न आवश्यक छ भने कृपया माथिको विवरणहरू प्रयोग गरेर हामीलाई सम्पर्क गर्नुहोस्।

# Contact Details

**South Kesteven District Council**  
01476 40 60 80  
 [www.southkesteven.gov.uk](http://www.southkesteven.gov.uk)

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**



**Rural and Communities Overview and Scrutiny Committee**

9 February 2023

Report of: Councillor Annie Mason, the Portfolio Holder for People and Safer Communities

## **Lincolnshire District Councils' Health and Wellbeing Strategy**

### **Report Author**

Karen Whitfield, Assistant Director – Culture and Leisure

 [Karen.Whitfield@southkesteven.gov.uk](mailto:Karen.Whitfield@southkesteven.gov.uk)

### **Purpose of Report**

To provide an update on the work the seven District Councils in Lincolnshire have undertaken collaboratively to develop the Lincolnshire District Councils' Health and Wellbeing Strategy, and to consider the adoption of the Strategy as a framework to improve health and wellbeing across Lincolnshire, working closely with partners in the public, private and voluntary sector.

### **Recommendations**

**It is recommended the Rural and Communities Overview and Scrutiny Committee recommends to Cabinet:**

- 1. The Lincolnshire District Councils' Health and Wellbeing Strategy is adopted to provide a framework for improving health and wellbeing across the County.**
- 2. The Council commits to continuing to work with district partners to deliver the high-level action plan which has been developed to accompany the Lincolnshire District Councils' Health and Wellbeing Strategy.**

**3. A bespoke local action plan, specific to the South Kesteven District, is developed to maximise the impact of the Lincolnshire District Councils' Health and Wellbeing Strategy on health and wellbeing outcomes at a local level.**

<b>Decision Information</b>		
Does the report contain any exempt or confidential information not for publication?		No
What are the relevant corporate priorities?		<ul style="list-style-type: none"><li>• Housing that meets the needs of all residents</li><li>• Healthy and strong communities</li><li>• Clean and sustainable environment</li><li>• High performing Council</li></ul>
Which wards are impacted?		All

## **1. Implications**

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

1.1 There are no financial implications arising from this report. If future actions are identified which require financial support, then this would need to be secured through the Council's budget setting procedure via a business case which sets out the investment required and the benefit.

**Completed by Richard Wyles, Chief Finance Officer and S151 Officer**

### ***Legal and Governance***

1.2 There are no legal or governance implications arising from this report.

**Completed by Graham Watts, Assistant Director of Governance.**

### ***Diversity and Inclusion***

1.3 A key focus of the Strategy is tackling health inequalities. The development of a bespoke district focused action plan will need to ensure that any actions identified take account of equality, diversity and human rights appropriately.

**Completed by: Carol Drury, Community Engagement Manager**

### ***Community Safety***

- 1.4 There are clear synergies with work streams and activities in the fields of community safety and wellbeing, particularly when addressing deprivation and wider determinants of health. Development and delivery of a bespoke health and wellbeing action plan for South Kesteven should identify and deliver positive outcomes for community safety.

**Completed by: Anne-Marie Coulthard, Assistant Director for Operations and Public Protection**

### ***Climate Change***

- 1.5 The Lincolnshire Districts Health and Wellbeing Strategy highlights the synergies between tackling climate change, reducing carbon emissions and improving health and wellbeing outcomes.
- 1.6 Lowering the carbon footprint of homes through energy efficiency not only contributes to the Council's carbon reduction agenda, but also helps to reduce fuel poverty, which in turn can lead to a range of other benefits including improved mental health and access to social activities.
- 1.7 Many of the interventions designed to tackle climate change and improve the natural environment also have direct benefits to our health and wellbeing. The COVID-19 pandemic highlighted the importance of accessing green space to mental wellbeing and there is a growing body of evidence to support this.

**Completed by: Serena Brown, Climate and Sustainability Officer**

## **2. Background to the Report**

- 2.1 Within the Council's Corporate Plan (2020 – 2023) there is a key priority of building 'Healthy and Strong Communities'. This includes an ambition to work effectively with partners in the voluntary, private, and public sectors to tackle health, unemployment and other inequalities, especially in areas of highest need.
- 2.2 As part of the response to COVID-19, the seven Lincolnshire District Councils developed a culture of working closely together to identify and address challenges. Since then, the districts have continued to embed this collaborative approach to both strategic and operational issues, with a particular focus on the role of district councils in addressing health inequalities.

- 2.3 Tackling health inequalities has been the subject of a significant pool of research over the past twenty years. In 2010 Michael Marmot conducted a landmark review (the Marmot Review) which concluded health in England had a distinctive gradient, identifying the lower one's social and economic status, the poorer one's health is likely to be. The original review argued health inequality could be alleviated by acting within six policy areas and it foresaw Local Government organisations as being pivotal partners in tackling the social determinants of ill-health.
- 2.4 In 2020 Marmot conducted a further review which noted, although some local authorities had established effective approaches in addressing health inequalities, for the first time since 1900 life expectancy and health outcomes were no longer rising across the board and were in decline for some demographics. It has been further identified these same inequalities contributed to a high and unequal death toll from COVID-19 across some sectors of the community. Furthermore, the pandemic itself revealed both the tight coupling between health and the economy, and the capacity for all levels of government to work together to address complex and urgent problems.

### The Role of District Councils

- 2.5 Working collaboratively, all seven district councils in Lincolnshire have committed to develop an ambitious agenda for improving health and wellbeing outcomes across the county. To achieve this, the following areas have been a focus of work and discussions:
  - A strategic, long-term approach to improving health and wellbeing outcomes
  - A sense of opportunity and ambition through collaboration
  - A holistic view based on social determinants
  - Developing system leadership.
- 2.6 The 2021 Health and Care White Paper, and the establishment via the National Health Service (NHS), of Integrated Care Systems (ICS), have underlined the vital importance of health and care partners working together to focus on preventing ill-health and addressing the wider determinants of health and wellbeing.
- 2.7 Integrated Care Systems are intended to join up the health and care services required by individuals and deliver care which meets their personal needs in an efficient way. For example, treatment for a single issue can require intervention from General Practitioners (GPs), ambulance and hospital services, as well as a wide range of community-based professionals such as nurses, therapists and home carers. There are four fundamental purposes behind the establishment of ICSs:
  - 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.

2.8 District Councils are represented in the governance arrangements for the ongoing development of the ICS and other work to tackle health inequalities in Lincolnshire. Councillor Richard Wright, the Leader of North Kesteven District Council is an active partner on the Lincolnshire Health and Wellbeing Board, and Angela Andrews, Chief Executive City of Lincoln Council, and Ian Fytche, Chief Executive of North Kesteven District Council are 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 identified action at a local level.

2.9 Districts are in a position, alongside partners, to take a proactive role at this pivotal stage for Lincolnshire by supporting the reshaping of policy, strategy and delivery, to improve outcomes. 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.

### **3. Lincolnshire District Councils' Health and Wellbeing Strategy**

3.1 A summary of the Lincolnshire District Councils' Health and Wellbeing Strategy is provided at **Appendix One** to this report, with a full copy of the Strategy being provided at **Appendix Two**. In developing the Strategy, districts have sought to address central questions around employment and jobs, place shaping, active and creative places, homelessness, and participation.

3.2 In practical terms the Strategy is structured around five 'lever' areas which have been identified to be the areas where district councils are uniquely positioned to provide influence and can effectively work with partners to deliver sustainable change. Work on the Strategy began in 2021 and continued through 2022, the work being refined and updated to take into account any changes in circumstances such as the cost of living crisis.

3.3 The key elements of the strategy are summarised in **Table One** below:

<b>Table One: Key elements of the Lincolnshire District Councils' Health and Wellbeing Strategy</b>	
<b>Lever and overarching objective</b>	<b>Themes</b>
<b>Housing and homelessness</b>  Improve the supply, quality and coordination of services to meet housing needs and demands	<ul style="list-style-type: none"> <li>• Addressing the underlying causes of homelessness so that it becomes rare, brief and non-recurring</li> <li>• Improving the supply of housing needs and demands</li> <li>• Improving the quality of existing accommodation to secure an overall improvement in the health and wellbeing of residents</li> <li>• Coordinating partnership activity to provide improved housing choices</li> </ul>

<p><b>Activity and wellbeing</b></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"> <li>• 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</li> <li>• Active people – providing opportunities across the county for residents to participate in activity – in leisure, culture and community activity</li> <li>• 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</li> </ul>
<p><b>Environment and climate:</b></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"> <li>• Tackle climate change – including improving air quality and reducing carbon emissions</li> <li>• Awareness and education</li> <li>• Maximising open / green space provision - licensing and provision of healthy, sustainable food options</li> <li>• Maximising the potential of Local Plan reviews to deliver for environment and health together, capturing the above areas</li> </ul>
<p><b>Economic inclusion:</b></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"> <li>• Supporting those in employment to improve their overall health and resilience to future potential health issues</li> <li>• Supporting transitioning/adaptation of businesses/sectors/employees most susceptible to economic change and transition</li> <li>• Developing a wide ranging and innovative programme with partners to enable residents to improve digital skills and access</li> <li>• Increasing 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</li> <li>• Health attraction interventions to develop the health and care sector to increase recruitment/retention and support business growth</li> </ul>

<p><b>Working with Communities:</b></p> <p>Leverage unique links at place level to enable communities</p>	<ul style="list-style-type: none"> <li>• Capturing and building on district community engagement knowledge and expertise</li> <li>• Expanding district participation in current sector discussions / forums</li> <li>• Strengthening sector oversight and assurance - enhancing and sustaining voluntary sector engagement and contribution</li> <li>• A strategic commissioning approach in Lincolnshire</li> <li>• Reviewing opportunities to further develop districts preventative approach, using Wellbeing Lincs as a proven and trusted mechanism for collaboration and innovation.</li> </ul>
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#### Ongoing Work Since the Development of the Strategy

- 3.4 In November 2021, a draft of the Lincolnshire District Councils' Health and Wellbeing Strategy was presented to Better Lives Lincolnshire, with partners being asked for their views on the intervention areas identified to assess whether they were appropriate, and how districts could work together to better enact change. Following this presentation, district Chief Executives were invited to engage individually with key ICS partners to further identify areas of collaboration and synergy.
- 3.5 To enable both the continued development of the Strategy and implementation of the actions identified, a working group has been established with representation from each district, and a lead Officer has been identified for each of the five lever areas. The working group meets regularly to provide the basis for engagement and action with other colleagues in the health system.
- 3.6 The importance of working collaboratively and playing to the strengths of different partners across Lincolnshire in delivering this crucial agenda for residents has been widely recognised. In September 2022, the working group hosted an away day with key partners from across Lincolnshire with the purpose of further developing the action plan, sharing and learning good practice, and setting the tone for working together in the future through agreeing practical next steps. A summary presentation from the away day is attached in **Appendix Three** and the output received from partners on the day is attached as **Appendix Four**.
- 3.7 As a working group, the leads have worked together to develop a District Health and Wellbeing action plan, which is attached in **Appendix Five**. The action plan provides an overview of key areas of focus which have been identified for the next twelve months and will be reviewed and refreshed on an annual basis. There have been several key activities and early successes of the Strategy across the five lever areas which are included in the 'Timeframe and Progress' column in the action plan.

3.8 To ensure the impact of the Strategy can be maximised at a local level, Officers on the working group have each committed to developing a bespoke action plan for their district which will be specific to the areas unique situation and needs.

#### Next Steps

3.9 Rural and Communities Overview and Scrutiny Committee are asked to consider the Lincolnshire Districts Health and Wellbeing Strategy and make a recommendation to Cabinet it is adopted as a key policy document and a framework to deliver health and wellbeing outcomes across the county.

3.10 Following the adoption of the Strategy, it is proposed South Kesteven District Council will continue to work collaboratively with the other six districts to deliver the action plan which accompanies the Strategy. The action plan will be regularly monitored and kept under review to assess its effectiveness.

3.11 It is also intended the Strategy and action plan will be used as a framework to create a bespoke local action plan for the South Kesteven district in accordance with identified health and wellbeing priorities, and the Council's corporate objectives. This will ensure that actions can be targeted to drive improvements at a local level.

3.12 The working group will continue to engage with partners via representation on the Health and Wellbeing Board and Better Lives Lincolnshire, working alongside system partners to develop and deliver action to improve health and wellbeing outcomes.

3.13 Conversations will be continued with health colleagues on the best approach to developing a monitoring and reporting mechanism to establish to what extent the activity and actions identified will deliver improved health outcomes.

#### **4. Other Options Considered**

4.1 South Kesteven District Council is committed to developing an ambitious agenda for improving health and wellbeing across the district. Working collaboratively with the other districts to develop a shared vision and agenda for the county provides the opportunity for shared learning, greater collaboration and improved health and wellbeing outcomes. Therefore the 'do nothing' option was discounted.

#### **5. Reasons for the Recommendations**

5.1 The development of the Lincolnshire Districts Health and Wellbeing Strategy has identified that the seven district councils in Lincolnshire are ideally placed to positively influence health and wellbeing outcomes across the county. Once adopted the Strategy will be the guiding policy document providing a framework for future collaborative work, including the delivery of the action plan which has been developed.

5.2 The development of a bespoke local action plan will complement the actions identified in the Strategy and ensure future efforts are concentrated on the Council's key priority areas, ensuring the maximum benefit for our residents.

## 6. Appendices

- 6.1 **Appendix One** – Executive Summary - Lincolnshire Districts Health & Wellbeing Strategy
- 6.2 **Appendix Two** – Lincolnshire Districts Health & Wellbeing Strategy
- 6.3 **Appendix Three** - Partner Away Day Overview
- 6.4 **Appendix Four** – Output from Partner Away Day
- 6.5 **Appendix Five** – Action Plan from Lincolnshire Districts Health and Wellbeing Strategy

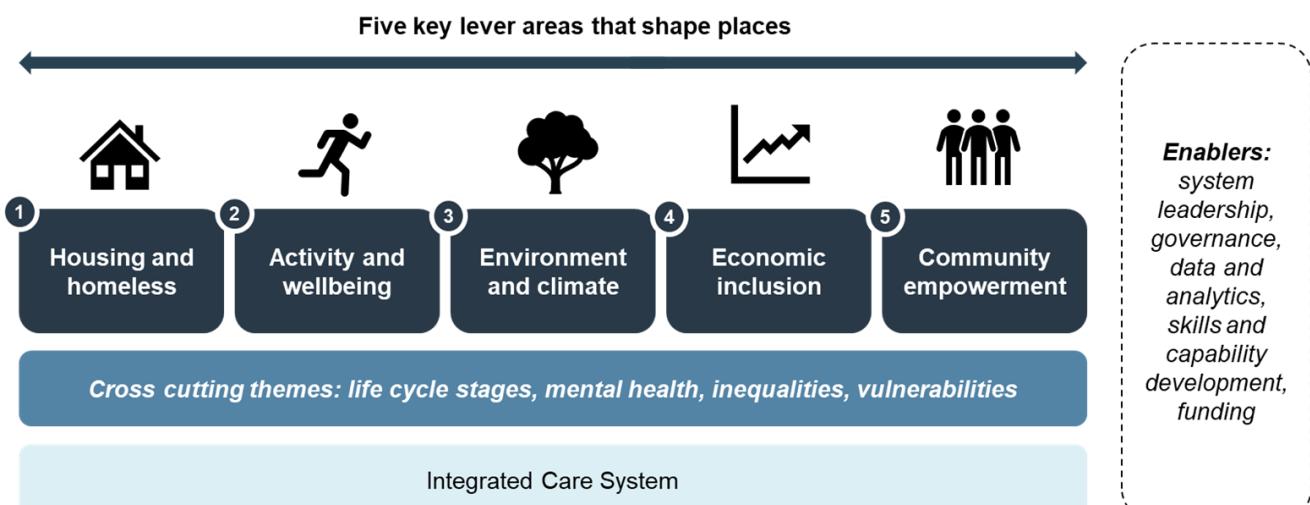
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# Appendix 1

## 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  
Wellbeing Strategy

(including background, methodology, development and strategic framework)

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# Lincolnshire District Councils' Health and Wellbeing Strategy

# Executive summary



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

# Executive summary



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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.
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  - 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
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7. Districts have developed the strategy around five 'lever' areas in which they are uniquely positioned in the system to influence and can most effectively articulate their offer and work with partners to deliver sustainable change.
8. For each lever area, districts have defined:
  - An overarching objective, themes and strategic framework of activity and output for each lever area
  - Supporting activities and outputs linked to each objective

# Executive summary



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

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

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

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

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

# Executive summary



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

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

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

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

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

# Executive summary



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

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

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

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## 10. Key enablers for the work include:

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

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# 01

## **Background and context**

## 1.1 Background to this programme of work

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

To achieve this, they are focusing on:

- a strategic, long-term approach to improving outcomes
- a sense of opportunity and ambition
- district collaboration
- a holistic view based on social determinants
- developing system leadership

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

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

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

### Improving population health and healthcare

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

### Tackling unequal outcomes and access

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

### Enhancing productivity and value for money

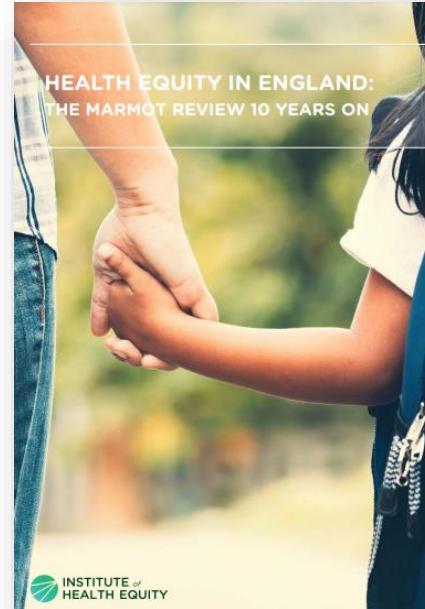
By coordinating district interventions at system level there is a huge opportunity to make better use of Lincolnshire resources. In addition to a substantial combined budget across the seven district councils, coordination with districts on specific interventions and schemes such as the Towns Fund, homelessness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

### Helping the NHS to support broader social and economic development

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

## 1.3 Five central questions Lincolnshire districts are seeking to address

- In 2010, the Marmot Review concluded that health in England had a distinctive gradient: the lower one's social and economic status, the poorer one's health is likely to be.<sup>1</sup>
- The original review argued that health inequality could be alleviated by acting within six policy areas and it foresaw Local Government as a pivotal partner in tackling the social determinants of ill-health.
- 10 years on, Marmot reviewed the situation again.<sup>2</sup> 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.<sup>3</sup>



<sup>1</sup> Marmot Review report – 'Fair Society, Healthy Lives'; <sup>2</sup> Health Equity in England: The Marmot Review 10 Years On; <sup>3</sup> Build Back Fairer: The COVID-19 Marmot Review.

## 1.3 Five central questions Lincolnshire districts are seeking to address

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

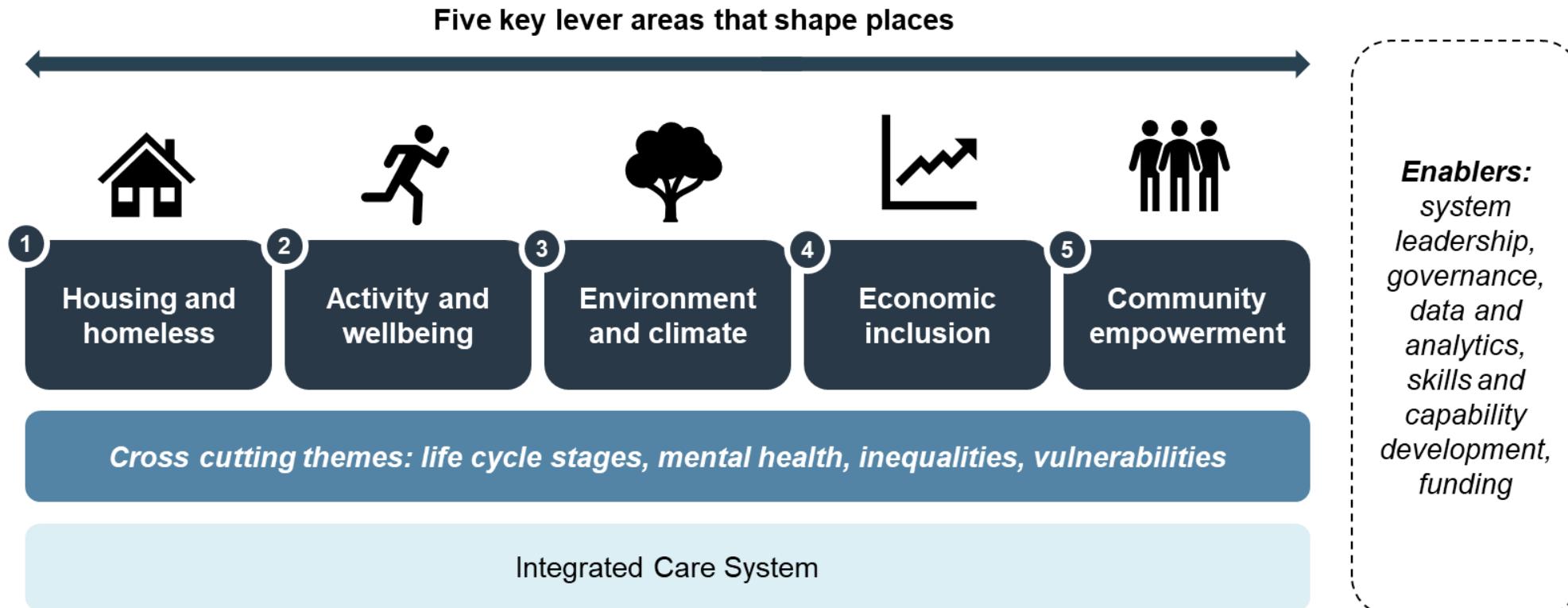
1	<b>Employment / jobs</b>  <b>How do we shape our economic development activity 'to create fair employment and good jobs for all'?</b>	2	<b>Place shaping</b>  <b>How do we shape housing strategy, planning policy, and plans linked to environment and regeneration, 'to create and develop healthy and sustainable places and communities'?</b>	3	<b>Active and creative places</b>  <b>How do we focus our leisure, arts and culture services 'to ensure healthy standard of living for all'?</b>	4	<b>Homelessness</b>  <b>How do we address homelessness, inequality and disadvantage to strengthen 'the role and impact of ill health prevention'?</b>	5	<b>Participation</b>  <b>How do we enhance participatory democracy and civic engagement to enable people and communities to 'have control over their lives'?</b>
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02

**Methodology and  
development**

## 2.1 Development through five key lever areas that shape places

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



## 2.2 Overview of programme and engagement

### Diagnostic and mapping

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

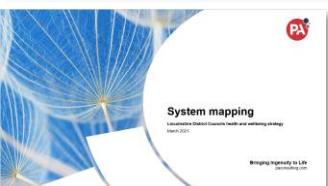
### Outputs



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



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



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

### Governance and development

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

### Outputs



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

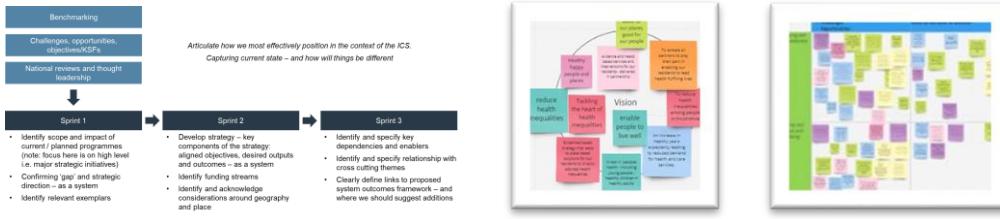


Joint Working Executive Group (JWEG) proposal on district membership – developed and agreed by JWEG chairs

## 2.2 Overview of programme and engagement

### Develop health and wellbeing agenda

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



### Outputs



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

### Next steps and mobilisation planning

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

### Outputs



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

## 2.2 Overview of programme and engagement

## Stakeholder Engagement

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

Lever Area 1 – Housing and Homelessness: Overarching Objective: Improve the supply, quality and continuation of services to meet housing needs and demands.			
Priority Outcome	Activity	Timeline and Progress	
<ul style="list-style-type: none"> <li>1. Coordinates the effective delivery of homelessness prevention, rapid re-housing and permanent housing and promotes a sound homelessness strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitated homelessness prevention, rapid re-housing and rough sleeping strategy and action plan development</li> <li>• Clarify on underlying causes of homelessness and rough sleeping and identify areas to mitigate revised homelessness and rough sleeping strategy</li> <li>• Revised funding for action plan homelessness prevention and the symptoms of homelessness which include the identification of key partners.</li> <li>• Coordinated funding of activities identified within the revised homelessness and rough sleeping strategy</li> <li>• Signed off service delivery building markers for the revised homelessness and rough sleeping prevention of homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Focus area coordinator resource to bring together homelessness prevention, rapid re-housing and rough sleeping strategy in development of revised homelessness and rough sleeping strategy</li> <li>• Research – undertaken the data with the homelessness prevention, rapid re-housing and rough sleeping strategy across the county to inform the revised homelessness and rough sleeping strategy with a focus on homelessness prevention and rough sleeping symptoms of homelessness.</li> <li>• Developed revised homelessness and rough sleeping strategy between partners focused on homelessness prevention and rough sleeping homelessness strategy</li> <li>• Developed revised homelessness and rough sleeping prevention for service delivery across all partners and the revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention</li> <li>• Signed revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention</li> </ul>	<p>A new interim coordinator post has been established to support the revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention. The post brings together partners and a staff resource to support the revised homelessness and rough sleeping strategy and plan has been developed which will be finalised through formal partner validation processes.</p> <p>Once approved funding will be established to support the revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention.</p> <p>A Countywide Rough Sleeper Accommodation Programme will be successful for complex needs, including those with mental health and substance misuse issues.</p> <p>2023/24 further funds are being discussed for specific homelessness and rough sleeping prevention and services across all partners and the revised homelessness and rough sleeping prevention for services delivery across all partners and the revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention.</p> <p>Funding for alcohol and treatment and support services will be available for rough sleeping which will contribute to the themes in the strategy, including the delivery of services to the most at risk and young people and the revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention.</p> <p>The Housing Admissions Programme is being considered to support the revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention.</p> <p>Joint working groups to improve processes and outcomes for rough sleeping prevention and homelessness prevention will be established to support the most at risk and young people and the revised homelessness and rough sleeping prevention of homelessness and rough sleeping prevention.</p>

## Next steps and action plan

<b>Aims</b>	Lincolnshire Districts formally approve the strategy, agree and continue to work with partners on local priorities
<b>Approach</b>	Regular officer working group, understanding and strategic alignment with partners, engaging internal services to understand role in health and wellbeing 'levers'

## Outputs



Lincolnshire Districts Health & Wellbeing  
Strategy approved by all Districts and used  
as framework to meet local priorities

## Outputs



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

# 03

## **Strategic framework: Overview and objectives**

## 3.1 Strategic Framework Overview

In the following section we have set out:

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

## 3.2 Objectives by lever area

### Housing and homelessness



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

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

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

**Improving the supply of housing needs and demands**

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

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

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

**Coordination of partnership activity to provide improved housing choices**

## 3.3 Objectives by lever area

### Activity and wellbeing



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

#### Active place

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

#### 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*

1. Develop a plan to be able to positively influence the planning system / external decision making in the local area

2. Make better use of green spaces across Lincolnshire and maximise opportunities for residents and visitors to be active in Lincolnshire

3. Widen the focus from commercial leisure offer and asset-based physical activity to activity outside, in the home and in the workplace

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

5. Creating leadership, governance and partnerships, and workforce capabilities across sectors to use resources in a more coordinated way to reduce inactivity

6. Each district council to develop opportunities to positively influence internal / corporate decision making in their local area and embed in governance processes

7. Proactive and inclusive approach to sharing learning, best practice and opportunities for collaboration

8. Proactively engage across the NHS to encourage innovation and creativity to enable health, wellbeing and physical activity within planning consultations

## 3.4 Objectives by lever area

### Environment and climate



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

Tackle climate change		Awareness and education	Green spaces Local Plans	Licensing and provision of healthy, sustainable food options
Improve air quality	Reduce carbon emissions			
<p>1. Improve air quality, particularly in designated management areas</p> <p>2. Accelerate transition towards active travel</p> <p>3. Promote and increase uptake of electric vehicles</p> <p>4. Mobility: provision and uptake of public transport services</p>	<p>5. Improve domestic energy efficiency, reduce fuel poverty, and reduce carbon emissions</p> <p>6. Joint work to reduce carbon emissions from all Councils (Lincolnshire County Council and districts)</p> <p>7. Reduce carbon emissions across all services to meet national carbon reduction targets</p>	<p>8. Understand the local impacts of a changing climate to improve community resilience</p> <p>9. Education and behaviour change around sustainability and climate change</p> <p>10. Reduce waste output across the county and tackle key issues</p>	<p>11. Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and health and wellbeing benefits</p> <p>12. Maximise potential of Local Plan reviews</p>	<p>13. Influence provision of healthy and sustainable food options</p>

## 3.5 Objectives by lever area

### Economic inclusion



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

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

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

## 3.6 Objectives by lever area

### Working with Communities



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

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

# 04

## **Strategic framework: Activity and outputs**

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (1/9)

#	Objective	#	Activity	Output
1	<b>Coordinate the effective delivery of homelessness services through a partnership driven and evidence based homelessness strategy</b>	1.1	Focus county coordinator resource to bring districts and wider partners together to ensure a reduction in levels of homelessness	Facilitated review of homelessness pressures leading to a clear homelessness and rough sleeping strategy and action plan adopted by all partners

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (2/9)

#	Objective	#	Activity	Output
1	<b>Coordinate the effective delivery of homelessness services through a partnership driven and evidence based homelessness strategy</b>	1.4	Develop a programme of coordinated funding bids between all partners focused on the findings and actions from the homelessness strategy	Coordinated funding of activities identified within the revised homelessness and rough sleeping strategy

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (3/9)

#	Objective	#	Activity	Output
2	<b>Establish future investment strategies to meet current and emerging needs for care and support</b>	2.1	Establish analyst resource to understand insights and trends relating to demand for homes with care and support and clarify the priorities for future investment	Agreed programme for the delivery of homes through a housing market position statement to meet current needs for care and support
		2.2	Develop a process for linking demand/needs for homes with care and support with investment strategies and funding opportunities	Implementation of programmes which demonstrate the link between demands/needs and investment strategies

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (4/9)

#	Objective	#	Activity	Output
3	<b>Bring more empty homes into use in order to improve the supply of properties available within the county.</b>	3.1	Review best practice on options to reduce numbers of empty properties	Clear examples of effective interventions that can be applied locally
		3.2	Develop a strategy and action plan to reduce numbers of empty properties based on improving properties to an agreed quality standard	Clear plan for achieving objective
		3.3	Investigate options for raising additional funding to invest in bringing properties back into use	Funding to drive the physical improvement of properties to make them available for use and thereby increase supply of housing

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (5/9)

#	Objective	#	Activity	Output
4	<b>Deliver new housing to meet housing needs and demands, meeting zero carbon targets and recognising all levels of affordability</b>	4.1	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	Plan for the delivery of new homes across all tenures through local plans, direct investment by partners and leveraging funding opportunities through Homes England

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (6/9)

#	Objective	#	Activity	Output
5	<b>Improve the quality of existing properties across all tenures and reduce the cost of poor housing to health, care and society</b>	5.1	Maintain an up-to-date picture of housing conditions and decent home standards across Lincolnshire and the cost of remedial works	Clear understanding of the priorities for improvement
		5.2	Develop a targeted plan to make effective interventions on homes in poor condition for maximum health benefit (including reducing the impact of fuel poverty)	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
		5.3	Expand the Lincs 4 Warmer Homes (L4WH) scheme to access a broader range of financial support for energy efficiency improvements and green homes	A comprehensive scheme which embraces all available opportunities to help householders/landlords improve their property to meet zero carbon targets and reduce fuel poverty

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (7/9)

#	Objective	#	Activity	Output
6	<b>Reduce levels of overcrowding as means of reducing health risks</b>	6.1	Review best practice on options to reduce levels of overcrowding	Clear examples of effective interventions that can be applied locally
		6.2	Explore expansion of private rented sector licensing schemes	Clarity on the extent to which such schemes can be applied across the county
		6.3	Develop a strategy and action plan to reduce levels of overcrowding across the county	Clear plan for achieving objective

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (8/9)

#	Objective	#	Activity	Output
7	<b>Improve services to extend people's housing choices in preparation for later life</b>	7.1	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	Lincolnshire programme for housing in later life

## 4.1 Strategic framework – objectives, activities and outputs

### Housing and homelessness (9/9)

#	Objective	#	Activity	Output
8	<b>Ensure services to support people to remain living in their current home complement each other as a system-wide approach.</b>	8.1	Recruit to the joint Strategic Lead - Healthy and Accessible Homes (HAH) post	Capacity to drive a number of actions from the Homes for Independence action plan focused on supporting people living in their own home
		8.2	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	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

# Partners

## Housing and homelessness



- **District Councils**

- Housing services
- Homelessness and allocations
- Revenue & Benefits
- Enforcement
- Planning and enabling
- Wellbeing services

- **Lincolnshire County Council**

- Public health
- Adult social care

- **Housing Associations**

- **Homes England**
- **Private developers**

- **NHS**

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

- **Lincolnshire Police**

- **Lincolnshire Fire and Rescue**

- **Third sector providers**

- **Money advice**

- **Energy advice**

- **Private Sector Landlords**

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (1/11)

#	Objective	#	Activity	Output
1	<p><b>Active place: Develop a plan to be able to positively influence the planning system / external decision making in their local area</b></p> <p><i>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</i></p>	<p>1.1</p> <p>Establish place based roundtable meetings involving Health &amp; Wellbeing Leads and Planning Leads to explore relevant opportunities and ensure a shared understanding of opportunities</p> <p>1.2</p> <p>Improve quality and accessibility of public paths, cycle networks and spaces</p> <p>1.3</p> <p>Explore options to achieve a greater influence on policy requirements on percentage of public open space</p>	<p>Clarity of purpose and options to embed health and wellbeing into planning</p> <p>An approach to develop, share and learn from good practice</p> <p>Clear plans that can provide a lever for funding or other applications</p> <p>Mutual understanding of vision and objectives</p>	

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (2/11)

#	Objective	#	Activity	Output
1	<p><b>Active place: Develop a plan to be able to positively influence the planning system / external decision making in their local area</b></p> <p><i>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</i></p>	1.4	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	<p>Clarity of purpose and options to embed health and wellbeing into planning.</p> <p>An approach to develop, share and learn from good practice</p> <p>Clear plans that can provide a lever for funding or other applications</p> <p>Mutual understanding of vision and objectives</p>
		1.5	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	

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (3/11)

#	Objective	#	Activity	Output
2	<p><b>Active place: Make better use of green spaces across Lincolnshire, maximise opportunities for residents and visitors to be active in Lincolnshire.</b></p> <p><i>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</i></p>	2.1	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)	<p>Greater awareness of opportunities for physical activity in Lincolnshire</p> <p>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'</p> <p>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</p>

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (4/11)

#	Objective	#	Activity	Output
3	<p><b>Active place: Widen the focus from commercial leisure offer and asset-based physical activity - to physical activity outside your front door, in the home and in the workplace</b></p> <p><i>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</i></p>	3.1	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	Honest reflections about the future operating models needed and opportunities for diversification of offer in a post Covid world.
		3.2	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	

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (5/11)

#	Objective	#	Activity	Output
3	<p><b>Active place: 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</b></p> <p><i>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</i></p>	3.3	<p>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.</p> <p>The Joint Strategic Asset Assessment in Lincolnshire, and collaboration with Connect to Support Lincolnshire will avoid duplication.</p>	<p>Honest reflections about the future operating models needed and opportunities for diversification of offer in a post-Covid world.</p>
		3.4	<p>Promote active travel within local communities and connect with the Lincolnshire Transport Strategy for future opportunities.</p>	<p>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.</p>

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (6/11)

#	Objective	#	Activity	Output
4	<p><b>Active people: Providing opportunities and programmes across communities to enable all residents to take part in regular activity</b></p> <p><i>Active people: Providing opportunities across the county for residents to participate in activity on a regular basis</i></p>	4.1	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.	Inclusive activities - a chance to each pilot something different, share learning, outcomes and explore how we might replicate (i.e., gym access whilst children swim, intergenerational gym memberships)
		4.2	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)	Collective approach to understanding why people may not be engaged in physical activity and opportunities to overcome / encourage
		4.3	Develop and share opportunities for workforce wellbeing and physical activity (it starts with us!)	It starts with us - an opportunity to be leaders in our places and to improve workforce wellbeing and activity

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (7/11)

#	Objective	#	Activity	Output
4	<p><b>Active people: Providing opportunities and programmes across communities to enable all residents to take part in regular activity</b></p> <p><i>Active people: Providing opportunities across the county for residents to participate in activity on a regular basis</i></p>	4.4	Develop targeted engagement programmes, out of school and in school, focused on early intervention and prevention	Evidence based interventions - ensure we can measure impact / outcomes
		4.5	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.	Normalising and embedding activity and wellbeing into all that we do – maximising the engagement with residents across our range of services

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (8/11)

#	Objective	#	Activity	Output
5	<p><b>Active systems: Creating leadership, governance, partnerships and workforce capabilities across sectors to use resources in a more coordinated way to reduce inactivity</b></p> <p><i>Active systems: Working across the system in a co-ordinated way to tackle health inequalities, address long term health conditions and improve opportunities for prevention</i></p>	5.1	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>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.</p> <p>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.</p>

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (9/11)

#	Objective	#	Activity	Output
6	<p><b>Active systems: Each District Council to develop opportunities to positively influence internal / corporate decision making in their local area and embed in our governance processes</b></p> <p><i>Active systems: Working across the system in a co-ordinated way to tackle health inequalities, address long term health conditions and improve opportunities for prevention</i></p>	6.1	Adopt a standardised approach to ensure officers consider and document health & wellbeing implications / considerations in District Council reports	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'.

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (10/11)

#	Objective	#	Activity	Output
7	<p><b>Active systems: Proactive and inclusive approach to sharing learning, best practice and opportunities for collaboration</b></p> <p><i>Active systems: Working across the system in a co-ordinated way to tackle health inequalities, address long term health conditions and improve opportunities for prevention</i></p>	7.1	Develop a good practice guide / toolkit for Districts to share learning and good practice examples	<p>Ability to speak with one voice will be greatly enhanced if we are sharing learning by default.</p> <p>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)</p>

## 4.2 Strategic framework – objectives, activities and outputs

### Activity and wellbeing (11/11)

#	Objective	#	Activity	Output
8	<p><b>Active systems: Proactively engage across the NHS to encourage innovation and creativity to enable health, wellbeing and physical activity within planning consultations</b></p> <p><i>Active systems: Working across the system in a co-ordinated way to tackle health inequalities, address long term health conditions and improve opportunities for prevention</i></p>	8.1	Advocate a shift away from asset based responses to planning applications (developer contributions, commuted sums, Section 106 agreements).	<p>An opportunity to encourage innovation and enable the 'art of the possible'</p> <p>Less restrictive outcomes, more opportunity for innovation</p> <p>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?)</p> <p>A positive opportunity to influence the NHS system and to move away from 'the way we always do things'.</p>

# Partners

## Activity & Wellbeing



- **District Councils**

- Leisure
- Communities
- Planning
- Wellbeing Service

- **Lincolnshire County Council**

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

### Parish Councils

- **NHS**

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

- **Active Lincolnshire**

- **Sport England**

- **National Governing Bodies**

- **Sports Clubs**

- **Community and Voluntary Sector**

- Infrastructure Organisations
- Local groups

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (1/19)

#	Objective	#	Activity	Output
1	<b>Improve air quality, particularly in designated management areas</b>	1.1	Action plans produced for each air quality management areas, including short and longer term actions	Improved local air quality in areas of highest pollution, leading to a reduction in a range of health problems

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (2/19)

#	Objective	#	Activity	Output
2	<b>Accelerate transition towards active travel</b>	2.1	Develop cycling and walking network plans in each local transport strategy area	Use of local area for exercise and recreation, reduction in car journeys and improvement in local air quality
		2.2	Identify infrastructure improvements at a local level to facilitate cycling and walking trips	Use of local area for exercise and recreation, reduction in car journeys and improvement in local air quality

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (3/19)

#	Objective	#	Activity	Output
3	<b>Promote and increase uptake of electric vehicles</b>	3.1	Development of holistic strategy for electric vehicles and charging infrastructure across Lincolnshire	Improved local air quality and reduce carbon emissions
		3.2	Ensure new developments have EV charge points and appropriate grid connection	Improved local air quality and reduce carbon emissions
		3.3	Expand public network of charge points within remit of districts and lobby for on-street charging points where they are most needed	Improved local air quality and reduce carbon emissions

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (4/19)

#	Objective	#	Activity	Output
3	<b>Promote and increase uptake of electric vehicles</b>	3.4	New Council developments to include electric vehicle charge points	Reduced carbon emissions
		3.5	Review improved provision of electric vehicle charge points to homes without off-street parking	Reduced carbon emissions

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (5/19)

#	Objective	#	Activity	Output
4	<b>Mobility: provision and uptake of public transport services</b>	4.1	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	Increased uptake of public transport for local journeys, reduction in air pollution
		4.2	Role of hospital and health related transport	Ensure services fit for purpose and delivering carbon reductions

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (6/19)

#	Objective	#	Activity	Output
5	<b>Improve domestic energy efficiency and reduce carbon emissions</b>	5.1	Co-ordination and delivery of funding targeting domestic energy efficiency and carbon emissions and/or fuel poverty	Improvement in home energy performance and EPC, improving resident comfort and health outcomes, reduction in carbon emissions
		5.2	Regulation - ensuring minimum energy efficiency standards of private rented accommodation	Improved energy performance of typically worst performing housing stock, reduction in fuel poverty
		5.3	Accelerate upgrades of social housing stock to high energy standards, including ensuring new developments are low energy	Reduction in fuel poverty and improvement in resident comfort and health outcomes, reduction in carbon emissions

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (7/19)

#	Objective	#	Activity	Output
5	<b>Improve domestic energy efficiency and reduce carbon emissions</b>	5.4	Enabling / supporting those in off gas grid homes to transition away from inefficient type of fuel.	Reduction in fuel poverty and improvement in resident comfort and health outcomes, reduction in carbon emissions
		5.5	Joint working on energy efficiency and carbon reductions to maximise grant funding opportunities for Lincolnshire	Knowledge sharing opportunities, maximise grant funding opportunities around energy efficiency

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (8/19)

#	Objective	#	Activity	Output
6	<b>Joint work to reduce carbon emissions from all Councils (Lincolnshire County Council and districts)</b>	6.1	Production of carbon management plans from each authority	Agreed action plan for each council (estate and operations) to reduce local emissions and improve air quality.

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (9/19)

#	Objective	#	Activity	Output
7	<b>Reduce carbon emissions across all services to meet national carbon reduction targets</b>	7.1	Review smarter working policies to reduce staff commuting, business travel and Council building energy use	Improvement in local air quality through reduced transport, reduction in carbon emissions
		7.2	Continue planned upgrade of streetlights across the County (Lincolnshire County Council and Districts) to reduce energy use	Reduction in energy use and carbon footprint, reduction in light pollution in more efficient streetlights
		7.3	Development of plans for Council building estates to decarbonise heat and improve energy efficiency	Reduction in energy use and carbon footprint

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (10/19)

#	Objective	#	Activity	Output
7	<b>Reduce carbon emissions across all services to meet national carbon reduction targets</b>	7.4	Development and implementation of sustainability decision-making tools to ensure that sustainability is taken into account in major decisions	More structured approach to considering sustainability in major decisions.
		7.5	Implementation of electric vehicles into Council vehicle fleets (Lincolnshire County Council and Districts)	Improvement in air quality, reduction in carbon emissions

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (11/19)

#	Objective	#	Activity	Output
8	<b>Understand the local impacts of a changing climate to improve community resilience</b>	8.1	Develop a local climate impacts profile for Lincolnshire, including examples from each district on risk and response	Input into each district risk register and improved readiness for extreme weather events

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (14/19)

#	Objective	#	Activity	Output
10	<b>Reduce waste output across the county and tackle key issues</b>	10.1	Review impact of increased resident waste production	Better understanding of reasons behind increased resident waste production.
		10.2	Explore opportunities to engage with residents by tenure type	Recognition of different approaches for different groups to improve engagement
		10.3	Continue to promote messaging to reduce waste as much as possible and recycle correctly	Reduction in domestic waste output, improved recycling segregation rate

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (15/19)4.3

#	Objective	#	Activity	Output
10	<b>Reduce waste output across the county and tackle key issues</b>	10.4	Joint working to tackle fly tipping issues and waste crime	Improved response in rural flytipping hotspots

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (16/19)

#	Objective	#	Activity	Output
11	<b>Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and wellbeing benefits</b>	11.1	Identify land for high quality tree planting schemes across County both rural and urban - expanding/creating woodland areas or in recreational areas	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
		11.2	Link tree planting and biodiversity work with local volunteering opportunities	Improved street scene, improved climate resilience including shading and water retention.  Greater community engagement with local green spaces

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (17/19)

#	Objective	#	Activity	Output
11	<b>Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and wellbeing benefits</b>	11.4	Development of additional rewilding areas in public amenity space	Improved biodiversity in rewilded areas, greater public engagement with green spaces
171		11.5	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]	Unlock carbon sequestration opportunities that best fit geography. Link communities to outdoor opportunities

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (18/19)

#	Objective	#	Activity	Output
12	<b>Influence provision of healthy and sustainable food options</b>	12.1	Provision of local markets and engagement with traders	Strengthen local economy and help to provide a source of fresh, healthy food outside of supermarkets
		12.2	Development of community growing spaces, based on the Incredible Edible model	Growing food and reducing food miles, Increased community engagement with local green spaces

## 4.3 Strategic framework – objectives, activities and outputs

### Environment and climate (19/19)

#	Objective	#	Activity	Output
13	<b>Maximise opportunity of Local Plan reviews</b>	13.1	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	Bringing forward more low energy developments, reduction in emissions from transport

# Partners

## Environment and Climate



- **District Councils**

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

- **Lincolnshire County Council**

- Public health
- Highways
- Environment and Sustainability

- **NHS**

- Clinical Commissioning Group
- Lincolnshire Partnership Foundation Trust

- **Lincolnshire Police**

- **Lincolnshire Fire and Rescue**
- **Lincoln Climate Commission**
- **Private Sector Landlords**
- **Housing Associations**

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (1/13)

#	Objective	#	Activity	Output
1	<p><b>Embed strong strategic narrative/understanding to promote economic inclusion and health inequality linkages that deliver better outcomes.</b></p> <p><i>Strong correlation between poor health outcomes/inequality with economic deprivation/inequalities. This is not currently reflected well in economic strategies therefore there is a an overriding need for these activities.</i></p>	1.1	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 joined-up way	<p>Health inequality and economic inclusion outcomes understood and embedded in decision-making, strategy/policy development and project/initiative design.</p> <p>Economic inclusion strategies created for each of our places.</p>

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (2/13)

#	Objective	#	Activity	Output
1	<b>Embed strong strategic narrative/understanding to promote economic inclusion and health inequality linkages that deliver better outcomes.</b>	1.4	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.	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.

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (3/13)

#	Objective	#	Activity	Output
2	<p><b>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.</b></p> <p><i>Supporting those in employment to improve their overall health and resilience to future potential health issues - particularly reducing the numbers of households in in-work poverty.</i></p>	<p>2.1</p> <p>Develop and champion a Social Value employment charter for Lincolnshire. This will build on existing examples/models Greater Manchester Good Employment Charter.</p> <p>2.2</p> <p>Lead by example - District and County Councils, set out how Councils can improve working conditions.</p> <p>2.3</p> <p>Target particular sectors / work with businesses to adopt and further develop the charter</p>	<p>Lincolnshire Social Value Charter and resulting programme.</p> <p>Councils signed up to Social Value Charter.</p> <p>National and local partnerships.</p> <p>Number of employees covered.</p> <p>Increased number of people getting predictable shift patterns.</p> <p>Increased proportion of workforce obtaining a specific number of hours per week.</p> <p>Reduction in mental health issues associated with these pressures.</p>	

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (4/13)

#	Objective	#	Activity	Output
2	<p><b>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.</b></p> <p><i>Supporting those in employment to improve their overall health and resilience to future potential health issues - particularly reducing the numbers of households in in-work poverty.</i></p>	2.4	Leverage public sector procurement in Lincolnshire - encouraging use of the Social Value Act in all procurement	<p>Lincolnshire Social Value Charter and resulting programme.</p> <p>Councils signed up to Social Value Charter.</p> <p>National and local partnerships.</p> <p>Number of employees covered.</p>
		2.5	Working with chambers, Federation Of Small Business, local business organisations and national partners to promote adoption, implementation	<p>Increased number of people getting predictable shift patterns.</p> <p>Increased proportion of workforce obtaining a specific number of hours per week.</p> <p>Reduction in mental health issues associated with these pressures.</p>

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (5/13)

#	Objective	#	Activity	Output
3	<p><b>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.</b></p> <p><i>Supporting those in employment to improve their overall health and resilience to future potential health issues - particularly reducing the numbers of households in in-work poverty.</i></p>	3.1	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.	Reduction in number of households with in-work poverty. Increase in skills levels throughout the labour pool. Expedited Covid-19 recovery.

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (6/13)

#	Objective	#	Activity	Output
4	<p><b>People in Employment: Increase volunteering to support the community and increase well-being for the volunteers themselves</b></p> <p><i>Supporting those in employment to improve their overall health and resilience to future potential health issues - particularly reducing the numbers of households in in-work poverty.</i></p>	4.1	Develop with partners, especially the third sector, a volunteering programme with businesses to encourage volunteering as part of wellbeing	Increased number of volunteers.

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (7/13)

#	Objective	#	Activity	Output
5	<p><b>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.</b></p> <p><i>Supporting transitioning/adaptation of Businesses/Sectors/Employees most susceptible to economic change and transition caused by the pandemic and other macro-economic factors (e.g. automation, AI, Robotics, retail)</i></p>	5.1	Sector targeted skills review - Identify skills shortages and gaps within Lincolnshire's target sector (e.g. visitor economy, already commissioned)	<p>Reduced unemployment in vulnerable sectors</p> <p>Reduced failure levels of vulnerable businesses</p> <p>Increased skills levels amongst those employees in vulnerable sectors</p>

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (8/13)

#	Objective	#	Activity	Output
6	<p><b>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.</b></p> <p><i>Supporting transitioning/adaptation of Businesses/Sectors/Employees most susceptible to economic change and transition caused by the pandemic and other macro-economic factors (e.g. automation, AI, Robotics, retail)</i></p>	6.1	Working with LEP, partners, review Lincolnshire and national landscape ahead of developing an approach to key industries.	Increased skills levels amongst those employees in vulnerable sectors

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (8/13)

#	Objective	#	Activity	Output
6	<p><b>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.</b></p> <p><i>Supporting transitioning/adaptation of Businesses/Sectors/Employees most susceptible to economic change and transition caused by the pandemic and other macro-economic factors (e.g. automation, AI, Robotics, retail)</i></p>	6.1	Working with LEP, partners, review Lincolnshire and national landscape ahead of developing an approach to key industries.	Increased skills levels amongst those employees in vulnerable sectors

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (9/13)

#	Objective	#	Activity	Output
7	<p><b>Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities.</b></p> <p><i>Digital skills programme: develop a wide ranging and innovative programme with partners to enable residents to improve digital skills and access (addressing the digital deficit) to improve connection economically, socially and improve access to public and private sector services.</i></p> <p><i>(1. economic / employment, 2. service access 3. social connection)</i></p>	7.1	Develop a Lincolnshire digital access strategy	<p>Increased digital skills of residents.</p> <p>Increased number of digitally enabled/based businesses.</p> <p>Reduction in social isolation through digital enablement.</p>

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (10/13)

#	Objective	#	Activity	Output
7	<p><b>Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities.</b></p> <p><i>Digital skills programme: develop a wide ranging and innovative programme with partners to enable residents to improve digital skills and access (addressing the digital deficit) to improve connection economically, socially and improve access to public and private sector services.</i>  <i>(1. economic / employment, 2. service access 3. social connection)</i></p>	7.4	Developing a pan district approach and framework moving towards a flexible programme that can address the requirements of each place	<p>Increased digital skills of residents.</p> <p>Increased number of digitally enabled/based businesses.</p> <p>Reduction in social isolation through digital enablement.</p> <p>Increased efficiency and cost-effectiveness of public services through digital enablement.</p>
		7.5	Align to district by district review of needs comprehensive, joined up strategy for implementation across the districts	

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (11/13)

#	Objective	#	Activity	Output
8	<p><b>Digital skills programme: Fully enabled digital FFTP (fixed fibre to premises) infrastructure across the county using place appropriate technologies.</b></p> <p><i>Digital skills programme: develop a wide ranging and innovative programme with partners to enable residents to improve digital skills and access (addressing the digital deficit) to improve connection economically, socially and improve access to public and private sector services.</i>  <i>(1. economic / employment, 2. service access 3. social connection)</i></p>	8.1	Work with LEP, county to accelerate digital infrastructure roll out through removing barriers	A digital network across Lincolnshire that supports economic success, service delivery and social access for all at affordable prices.

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (12/13)

#	Objective	#	Activity	Output
9	<p><b>Eliminate poor health from being a barrier to employment: Create an intervention programme that supports residents with ill-health into employment.</b></p> <p><i>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</i></p>	9.1	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.	<p>Increase number of economically active of working-age.</p> <p>Increase in employment for those with health-related issues.</p>

## 4.4 Strategic framework – objectives, activities and outputs

### Economic inclusion (13/13)

#	Objective	#	Activity	Output
10	<p><b>Creating an environment to support development of the health and care sector to improve health related service provision (wide scale health attraction interventions)</b></p> <p><i>Health attraction interventions to develop the health and care sector to increase recruitment / retention of health professionals whilst also supporting business growth/ specialist housing accommodation and appropriate community buildings that enable the physical/infrastructure/employment development of the sector</i></p>	10.1	Develop interventions with partners to support recruitment/retention of employees within the health & care sector.	<p>Better health and care provision.</p> <p>Improved recruitment and increased employee retention across the sector.</p>

# Partners

## Economic Inclusion



- **District Councils**
  - Economic Development/Inclusion
  - Small Business Support/Workspace teams
  - Development Delivery teams
  - Planning Policy and Development Management
  - Benefits/Welfare Support Teams
- **LCC**
  - Place Directorate specifically economic development, Business Hub/support
- **GLLEP**
- **DWP/Job Centre**
- **Voluntary sector**

- **Lincolnshire Chamber of Commerce**
- **Federation of Small Businesses**
- **Further & Higher Education including University Of Lincoln, Boston College, Lincoln College Group**
- **Local Business Groups such as Business Breakfast Clubs**
- **Private Sector businesses individually through existing relationships/ COVID grant scheme beneficiaries**
- **Town Board/Place Board partners**
- **Sector specific business focused groups such as Visit Lincoln, Lincolnshire Food Valley Partnership**
- **Geographic Specific groups such as Lincoln Science & Innovation Park, Holbeach**

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (1/9)

#	Objective	#	Activity	Output
1	<p><b>Capture and build on district community engagement knowledge and expertise.</b></p> <p><i>Combine and codify the District's knowledge and approach to community engagement and empowerment, building on success and experience gained during the pandemic.</i></p>	1.1	<p>Create a district community empowerment approach to include a district 'community of practice' toolkit to:</p> <ul style="list-style-type: none"> <li>• articulate and share best practice and new ways of working</li> <li>• provide a toolkit to replicate / adapt in local areas</li> <li>• learn from each others and celebrate each others achievements</li> </ul>	<p>District community of practice - roadmap of community development approach and materials</p> <p>Thematic toolkit, stronger collective voice</p> <p>This will develop and deepen combined District expertise in community empowerment and development.</p> <p>Learn from each other and celebrate each others achievements.</p>
		1.2	<p>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.</p> <ul style="list-style-type: none"> <li>• Building the social economy, working with social enterprise models</li> <li>• Engaging with diverse communities</li> <li>• Supporting people to live and age well</li> </ul>	<p>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</p>

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (2/9)

#	Objective	#	Activity	Output
2	<b>Expand district participation in current sector discussions across the wider system</b>	2.1	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)	<p>Maximise legacy from community and voluntary response to Covid-19.</p> <p>District as key partners and influencers (rather than recipients of information) to maximise local impact and relationships.</p> <p>Retain and increase volunteer capacity in Lincolnshire and ability to deploy volunteers safely, effectively and in a timely way.</p>
		2.2	Actively support and shape the rebuilding of social capital and community-led development of local places within our county as Levelling up agenda progresses	

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (3/9)

#	Objective	#	Activity	Output
3	<p><b>Strengthen sector oversight and assurance.</b></p> <p><i>Work with partners (sector representative groups and County) to develop an agreed approach to sector oversight and assurance, harnessing community potential in a safe, effective way</i></p>	3.1	Review current sector risks, governance and oversight mechanisms	[Link to oversight of commissioning]

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (4/9)

#	Objective	#	Activity	Output
3	<p><b>Strengthen sector oversight and assurance.</b></p> <p><i>Work with partners (sector representative groups and County) to develop an agreed approach to sector oversight and assurance, harnessing community potential in a safe, effective way</i></p>	3.4	Work with voluntary partners to ensure clear understanding of requirements (funding, bidding, delivery) and how they can proactively meet them to access funding	Clear expectations, assurance mechanism
		3.5	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	<p>Avoidance of 'consultation fatigue'</p> <p>Voices of under represented communities heard.</p> <p>Understanding the needs of our diverse communities rather than assumptions</p> <p>Continuous improvement</p>

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (5/9)

#	Objective	#	Activity	Output
4	<p><b>Enhance and sustain voluntary sector engagement and contribution.</b></p> <p><i>Building on success during the pandemic, develop and formalise mechanisms to draw on volunteer capacity quickly and efficiently in response to emerging community needs e.g. flooding, pandemic)</i></p>	4.1	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)	<p>Maximise legacy from community and voluntary response to Covid-19</p> <p>District as key partners and influencers (rather than recipients of information) to maximise local impact and relationships</p> <p>Retain and increase volunteer capacity in Lincolnshire and ability to deploy volunteers safely, effectively and in a timely way.</p>
		4.2	Develop mechanisms to draw down on voluntary capacity in an organised way. Localised for Lincolnshire	

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (6/9)

#	Objective	#	Activity	Output
5	<p><b>A Strategic Commissioning approach in Lincolnshire</b></p> <p><i>To maximise impact and reach of commissioned services across the Lincolnshire Health &amp; Wellbeing System</i></p>	5.1	<p>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.</p>	<p>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</p>
		5.2	<p>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].</p>	<p>A commissioning framework / approach that enables larger organisations and smaller organisations to participate, not be excluded and not have multiple reporting requirements.</p> <p>Reduce the risk of a) duplication and b) unmet need and gaps in service provision.</p> <p>Enhanced opportunity to analyse and quantify impact and outcomes, including meaningful customer / partner feedback mechanisms.</p>

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (7/9)

#	Objective	#	Activity	Output
5	<p><b>A Strategic Commissioning approach in Lincolnshire</b></p> <p><i>To maximise impact and reach of commissioned services across the Lincolnshire Health &amp; Wellbeing System</i></p>	5.3	<p>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.</p>	<p>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</p> <p>A commissioning framework / approach that enables larger organisations and smaller organisations to participate, not be excluded and not have multiple reporting requirements.</p>
		5.4	<p>A more collaborative approach to national funding opportunities as our default position.</p>	<p>Reduce the risk of a) duplication and b) unmet need and gaps in service provision.</p> <p>Enhanced opportunity to analyse and quantify impact and outcomes, including meaningful customer / partner feedback mechanisms.</p>

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (8/9)

#	Objective	#	Activity	Output
6	<p><b>Wellbeing Lincs</b></p> <p><i>Review opportunities to further develop districts preventative approach, using Wellbeing Lincs as a proven and trusted mechanism for collaboration and innovation (harness Wellbeing Lincs as a powerful vehicle for co-production, collaboration, innovation).</i></p> <p><i>Wellbeing Lincs is a commercial contract commissioned by Lincolnshire County Council.</i></p>	6.1	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)	A growth / development strategy that ensures Wellbeing Lincs continues to add value to the wider health and wellbeing system

## 4.5 Strategic framework – objectives, activities and outputs

### Working with Communities (9/9)

#	Objective	#	Activity	Output
6	<p><b>Wellbeing Lincs</b></p> <p><i>Review opportunities to further develop districts preventative approach, using Wellbeing Lincs as a proven and trusted mechanism for collaboration and innovation (harness Wellbeing Lincs as a powerful vehicle for co-production, collaboration, innovation).</i></p> <p><i>Wellbeing Lincs is a commercial contract commissioned by Lincolnshire County Council.</i></p>	6.4	More proactive approach to publicising approach and success	<p>A growth / development strategy that ensures Wellbeing Lincs continues to add value to the wider health and wellbeing system</p> <p>Confidence to test / pilot new ways of working</p>

# Partners

## Working with Communities



- **District Councils**

- Communities
- Planning
- Wellbeing Service

### Parish and Town Councils

- **Lincolnshire County Council**

- Public health
- Communities
- Education
- Safer Communities
- Children Services
- Adult Services

- **Community and Voluntary Sector**

- Infrastructure Organisations
- Local groups

- **NHS**

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

**Sport England**

**Arts Council England**

**Lincolnshire Police**

**Police and Crime Commissioner**

05

## **Key enablers**

## 5.1 Key enablers

- **System leadership and relationships**
  - Strong system leadership will be critical to delivering a true shift in focus of health and care to prevention and addressing the wider determinants of health.
  - There is an inherent level of complexity to developing integrated care systems – with a lack of clarity in some key areas such as governance, accountability and funding models at different levels of the system.
  - Leaders across the system will need to work collaboratively and constructively to navigate these issues as the system continues to develop, focusing on innovation and improvement, relationships and connectivity, individual effectiveness, and learning and capacity building.
- **Governance**
  - District Councils are reflected in the governance arrangements for the ongoing development of the ICS and tackling health inequalities in Lincolnshire.
  - District Councils have member representation at the Lincolnshire Health and Wellbeing Board and Integrated Care Partnership
  - Senior Leaders represent Districts on the Better Lives Lincolnshire working group
  - All district councils have active relationships with the relevant Primary Care Networks (PCNs) to better understand population health and support action at a local level

## 5.1 Key enablers

- **Data and analytics**
  - Data and analytics will be increasingly central to design and delivery of targeted models of health and care meeting the needs of the population in Lincolnshire
  - Districts have identified a number of areas where increased sharing of data would enable them to work with system partners in a more proactive and targeted way, but where there have been challenges to accessing or sharing data with other organisations in the system
  - Districts advocate for wider data sharing across partner organisations, linked into target outcomes for the HWB strategy and population health improvements
  - System partners should, as a priority, work towards an integrated system data sharing agreement to unlock existing barriers and ensure that all organisations have timely access to the insight they need to plan, design and track performance of interventions.
- **Funding**
  - A collaborative approach has been key to recent successful bids for funding (for example Towns Fund)
  - Districts should build on these successes and seek to collaborate in a more structured way with system partners to secure future funding
  - Longer term, districts should engage in system-level discussions on funding models

# 06

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

## 6.1 Lincolnshire's current 'levelling up' position – indicators linked to the outcomes associated with higher levels of social capital

Indicator	Period	Unit	Boston	East Lindsey	Lincoln	West Lindsey	North Kesteven	South Holland	South Kesteven	National Average
Gross Value Added per hour worked	2019	Pounds	25.9	26	29.8	31.1	32.9	31.1	28	33.4
Gross median weekly pay	2021 provisional	Pounds	447.1	417.9	435.5	528.3	517.5	504.3	485.6	507.9
Employment rate for 16 to 64 year olds	2020	Percentage	74.3	70.3	66	67.8	75.3	73.9	72.5	75.9
Premises with gigabit capable broadband	May-21	Percentage	4.8	4.3	2.3	20.3	6.4	7	6.2	31.8
Average travel time to nearest employment centre with 500 to 4999 jobs by public transport or walking	2019	Minutes	14.8	18.6	9.3	16.7	16.8	20.1	13.9	12.3
Average travel time to nearest employment centre with 500 to 4999 jobs by public transport by cycle	2019	Minutes	11.8	17.3	8.4	15.5	14.7	15.9	12.8	10.5
Average travel time to nearest employment centre with 500 to 4999 jobs by public transport by car	2019	Minutes	8.2	10.3	7.2	9.5	9.4	9.9	8.6	7.9
Adults that currently smoke cigarettes	04/2020-12/2020	Percentage	7.4	13.5	13.2	12	8.2	15.2	10	12.0
Children (4 to 5 years old) overweight and obesity prevalance	2019/2020	Percentage	29	25.9	26.8	27.6	22.4	26.4	23.6	22.7
Adult (18&) overweight and obesity prevalance	2019/20	Percentage	71.1	73.3	57.6	59.2	66.3	67.3	66.3	63.2
Young people achieving GCSEs (and equivalent qualifications) in English and Maths by age 19	04/2020-03/2021	Percentage	59.8	69	68.1	77	75.1	70.2	76.5	71.4
Average life satisfaction rating	04/2020-03/2021	Rating	Unavailable	7.5	7.7	7.3	7.6	7.9	7.5	7.4
Average feeling that things done in life are worthwhile rating	04/2020-03/2021	Rating	Unavailable	8	8	7.9	7.9	8.3	7.6	7.7
Average happiness rating	04/2020-03/2021	Rating	Unavailable	7.7	7.5	7.4	7.6	7.5	7.7	7.4
Average anxiety rating	04/2020-03/2021	Rating	Unavailable	3.4	3.8	3.3	3.2	3.7	2.9	3.3

## 6.1 Lincolnshire's current 'levelling up' position – by District

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District	Negative indicators	Positive indicators
Lincoln	Employment rate Overweight children at reception age Anxiety	Overweight adults Life satisfaction Feeling life is worthwhile Cigarette smokers
Boston	Gross Value Added per hour worked Public transport/ walk to employment centre with 500 to 4999 jobs Overweight children at reception age Overweight adults GCSEs (and equivalent) in English and Maths by age 19	Feeling life is worthwhile Happiness
East Lindsey	Gross Value Added per hour worked Gross median weekly pay Employment rate Public transport/ walk/ cycle/ drive to employment centre with 500 to 4999 jobs Overweight adults	

## 6.1 Lincolnshire's current 'levelling up' position – by District

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

## 6.2 Key indicators by Life Course

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

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# **Health and Wellbeing**

## **Working together to achieve priorities**

Angela Andrews – Chief Executive, City of Lincoln Council

Ian Fytche – Chief Executive, North Kesteven District Council

**Partners Away Day – 27 September 2022**

# What are we aiming to achieve today?

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- The health and wellbeing of our population it at a key point...
  - External factors... e.g. Cost of living crisis, climate change and covid recovery
  - Opportunities... e.g. development of ICS, engaged and inspired communities post Covid
- District Councils are committed to working with partners to tackle health inequalities... Today is a key part of that and our objectives are to:
  1. Provide an overview of the aims and objectives of the District Health and Wellbeing Strategy
  2. Understand the role all partners can play in delivering the strategy
  3. Highlight the barriers and challenges we all face
  4. Create an action plan together that will impact on the people of Lincolnshire
- Following the session we will be in touch to outline what we see as the next steps

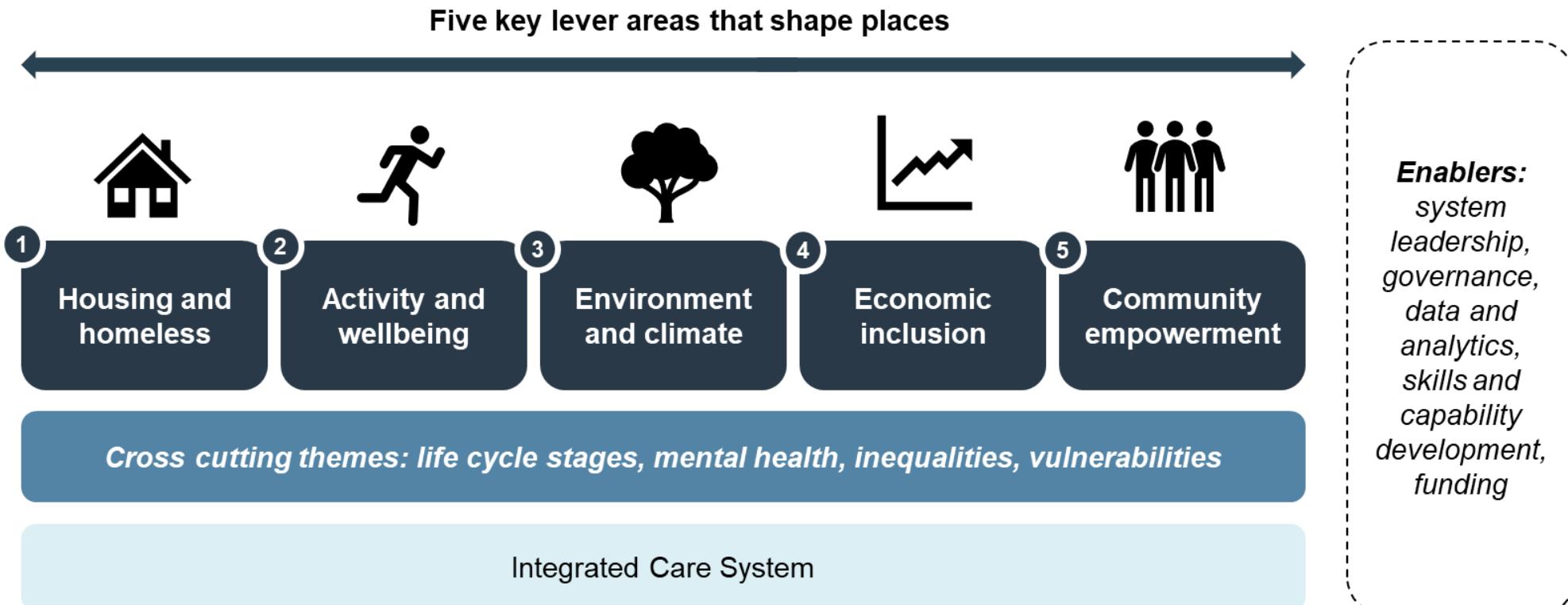
# Agenda for the Day

Time	Session	Lead
14:00	Welcome and overview of the Lincolnshire District Councils approach to Health and Wellbeing	Ian Fytche and Angela Andrews
14:20	Overview and Structure of the Day	Ken Lyon
14:25	Introducing ourselves... What do we do and where do we come from	Ken Lyon
14:35	Developing the Action Plan - Workshop Session 1 - Housing and Homelessness - Activity and Wellbeing	Phil Roberts Diane Krochmal & Alice Atkins
15:10	Break	
15:25	Developing the Action Plan - Workshop Session 2 - Economic Inclusion - Community Engagement	Francesca Bell Emily Holmes
16:00	Feedback and Next Steps	Ken Lyon

# **Working Together - The District Health and Wellbeing Strategy**

# The District Council “Levers” in tackling inequalities

- District Councils are committed to supporting the objectives of the ICS
- Key role in wider determinants of health and health of the population
- Identified five key “lever” areas of District Council influence





## Lever Area 1- Housing and Homelessness

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

Areas of Focus	Areas of Influence
Address the underlying causes of homelessness so that it becomes rare, brief and non recurring	<ul style="list-style-type: none"><li>Management of over 20k Council Houses across Lincolnshire</li></ul>
Improving the supply of housing to meet needs and demands	<ul style="list-style-type: none"><li>Regulation and enforcement of Private Sector Housing</li><li>Preventing homelessness via housing options team</li></ul>
Improving the quality of existing accommodation to secure an overall improvement in the health and wellbeing of residents	<ul style="list-style-type: none"><li>Partnership with housing associations and developers to deliver more high quality, affordable homes</li><li>Supporting and undertaking housing adaptations</li></ul>
Coordination of partnership activity to provide improved housing choices	

## Lever Area 2 – Activity and Wellbeing



**Overall 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

Areas of Focus	Areas of Influence
<p><b>Active place</b> - <i>Creating environments for people, of all ages, to have access to equitable access to safe places and spaces, in which to take part in regular physical activity</i></p>	<ul style="list-style-type: none"><li>• Commissioning of Leisure facilities across Lincolnshire, including provision of accessible children's and older people activity</li><li>• Delivery and provision of parks and open spaces throughout our communities, including sports pitches, playparks</li><li>• Direct engagement with residents via a range of means to enable promotion and accessibility of activity across our communities</li><li>• A key place shaping and enabling role through planning policy and development</li><li>• Working meaningfully and collaboratively with partners through Let's Move Lincolnshire</li></ul>
<p><b>Active people</b> - <i>Providing opportunities across the county for residents to participate in activity – in leisure, culture and community</i></p>	
<p><b>Active system</b> - <i>Working across the system in a co-ordinated way to tackle health inequalities, address long term health conditions and improve opportunities for prevention</i></p>	

## Lever Area 3 – Environment and Climate



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

Areas of Focus	Areas of Influence
Tackle Climate Change – Improve Air Quality	<ul style="list-style-type: none"><li>• Provision and promotion of electric vehicle infrastructure</li></ul>
Tackle Climate Change – Reduce Carbon Emissions	<ul style="list-style-type: none"><li>• Management and enforcement of air quality zones</li></ul>
Awareness and Education	<ul style="list-style-type: none"><li>• Education and opportunities to reduce, reuse, recycle via waste collection and communications</li></ul>
Green Space	<ul style="list-style-type: none"><li>• Regulation of the food sector, including encouraging healthy and sustainable food options</li></ul>
Licensing and provision of healthy, sustainable food options	<ul style="list-style-type: none"><li>• Investment in and promotion of a high degree of biodiversity in green spaces</li></ul>

## Lever Area 4 – Economic Inclusion



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

Areas of Focus	Areas of Influence
People in employment	<ul style="list-style-type: none"><li>Relationships with employers to develop and improve working conditions and skills development opportunities</li></ul>
Support for those most susceptible to economic change and transition	<ul style="list-style-type: none"><li>Targeted upskilling for those in industries susceptible to long term change or decline</li></ul>
Improving Digital Skills Programme	<ul style="list-style-type: none"><li>Provision of opportunities for residents to develop digital skills to access employment and services</li></ul>
Elimination of poor health as a barrier to employment	<ul style="list-style-type: none"><li>Develop an intervention programme to prevent poor health from being a barrier to employment</li></ul>
Support development of health and care sector to improve provision	

# Lever Area 5 – Working with our Communities



**Overall objective: Leverage unique links at place level to empower communities**

Areas of Focus	Areas of Influence
Capture and build on district community engagement knowledge and expertise	<ul style="list-style-type: none"><li>Strong active, place based relationships with active VCS and community groups, communities and community leaders to support the development of an offer that meets demand going forward and addresses health inequalities</li></ul>
Expand district participation in current sector discussions / forums	<ul style="list-style-type: none"><li>Development of networks and signposting opportunities related to community-based support and ensuring access to provision in identified areas of priority need</li></ul>
Strengthen sector oversight, assurance and support	<ul style="list-style-type: none"><li>Harness Wellbeing Lincs as a powerful vehicle for sector and community co-production, collaboration and innovation</li></ul>
Enhance and sustain voluntary sector engagement and contribution	
A strategic commissioning approach in Lincolnshire	
Wellbeing Lincs as a proven and trusted mechanism for collaboration and innovation	

# Lincolnshire's current 'levelling up' position 1/3

Indicator	Period	Unit	Boston	East Lindsey	Lincoln	West Lindsey	North Kesteven	South Holland	South Kesteven	National Average
Gross Value Added per hour worked	2019	Pounds	25.9	26	29.8	31.1	32.9	31.1	28	33.4
Gross median weekly pay	2021 provisional	Pounds	447.1	417.9	435.5	528.3	517.5	504.3	485.6	507.9
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Average travel time to nearest employment centre with 500 to 4999 jobs by public transport by car	2019	Minutes	8.2	10.3	7.2	9.5	9.4	9.9	8.6	7.9
Adults that currently smoke cigarettes	04/2020-12/2020	Percentage	7.4	13.5	13.2	12	8.2	15.2	10	12.0
Children (4 to 5 years old) overweight and obesity prevalance	2019/2020	Percentage	29	25.9	26.8	27.6	22.4	26.4	23.6	22.7
Adult (18+) overweight and obesity prevalance	2019/20	Percentage	71.1	73.3	57.6	59.2	66.3	67.3	66.3	63.2
Young people achieving GCSEs (and equivalent qualifications) in English and Maths by age 19	04/2020-03/2021	Percentage	59.8	69	68.1	77	75.1	70.2	76.5	71.4
Average life satisfaction rating	04/2020-03/2021	Rating	Unavailable	7.5	7.7	7.3	7.6	7.9	7.5	7.4
Average feeling that things done in life are worthwhile rating	04/2020-03/2021	Rating	Unavailable	8	8	7.9	7.9	8.3	7.6	7.7
Average happiness rating	04/2020-03/2021	Rating	Unavailable	7.7	7.5	7.4	7.6	7.5	7.7	7.4
Average anxiety rating	04/2020-03/2021	Rating	Unavailable	3.4	3.8	3.3	3.2	3.7	2.9	3.3

## Lincolnshire's current 'levelling up' position 2/3

220

District	Negative indicators	Positive indicators
Lincoln	Employment rate Overweight children at reception age Anxiety Gross Value Added per hour worked Public transport/ walk to employment centre with 500 to 4999 jobs Overweight children at reception age Overweight adults GCSEs (and equivalent) in English and Maths by age 19	Overweight adults Life satisfaction Feeling life is worthwhile Cigarette smokers
Boston	Gross Value Added per hour worked Gross median weekly pay Employment rate Public transport/ walk/ cycle/ drive to employment centre with 500 to 4999 jobs Overweight adults	Feeling life is worthwhile Happiness
East Lindsey		

## Lincolnshire's current 'levelling up' position 3/3

221

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

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## Appendix 4 – District Health and Wellbeing Strategy – Output from Partner Away Day

### 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	Working with Partners
1. Address the underlying causes of homelessness so that it becomes rare, brief and non-recurring	<ul style="list-style-type: none"> <li>• Making homelessness rare, brief and nonrecurring</li> </ul>	<ul style="list-style-type: none"> <li>• A clear homelessness and rough sleeping strategy</li> <li>• Increase in the availability and supply of accommodation both temporary and for rough sleepers</li> </ul>	<p>Using the strategy as the basis for joined up, prevention focused support, including:</p> <ul style="list-style-type: none"> <li>- the ability to intervene in the right way at the right time</li> <li>- person centered</li> <li>- understanding the underlying issues</li> <li>- understanding the causes and symptoms</li> </ul>
2. Improving the supply of housing to meet needs and demands	<ul style="list-style-type: none"> <li>• Supply of properties to meet local plan targets whilst recognising net zero targets</li> <li>• Development of affordable housing which meets needs</li> <li>• Supply of supported accommodation which meets the identified long term needs of the county</li> </ul>	<ul style="list-style-type: none"> <li>• Programme to identify needs for supported housing to inform delivery programmes</li> <li>• Ongoing activity – local partnership working with RPs around delivery</li> </ul>	<p>Develop a long-term approach, including understanding:</p> <ul style="list-style-type: none"> <li>- Future needs and adaptability of housing to provide homes for the future</li> <li>- Tenancy sustainment, including wrap around support and skills to manage a household</li> </ul>
3. Improving the quality of existing accommodation to secure an overall improvement in the health and wellbeing of residents	<ul style="list-style-type: none"> <li>• Homes which: <ul style="list-style-type: none"> <li>• meet decent homes standards</li> <li>• have affordable energy costs</li> <li>• meet mobility needs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Development of an energy advice service</li> <li>• Introduction of a Good Homes Alliance</li> <li>• Review of DFG services</li> <li>• Retrofit/insulation initiatives</li> </ul>	<p>Develop mechanisms to enable private investment in housing to adapt for future needs, and strive for net zero, including:</p> <ul style="list-style-type: none"> <li>- Reducing carbon emissions</li> <li>- Tackling fuel poverty</li> <li>- Developing sustainable behaviours</li> </ul>

## Appendix 4 – District Health and Wellbeing Strategy – Output from Partner Away Day

### 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	Working with Partners
1. Develop opportunities and programmes across communities for all residents to engage - designed to increase physical activity and specifically address loneliness, social isolation and childhood obesity	<ul style="list-style-type: none"> <li>Health and wellbeing actions developed and delivered using combined partnership resources.</li> <li>Increase in Lincolnshire residents taking part in physical activity</li> <li>Aligned outcomes with system partners</li> </ul>	<ul style="list-style-type: none"> <li>Research innovative approaches to enable whole family participation (intergenerational)</li> <li>Targeted engagement with school aged children focussed on prevention</li> <li>Contribute to delivery of Let's Move Lincolnshire Strategy</li> </ul>	<p>Strong engagement with Let's Move Lincolnshire Strategy</p> <ul style="list-style-type: none"> <li>Recognising whole system approach</li> <li>Daily lives</li> <li>Enhancing public realm</li> <li>Better use of heritage, blue and green assets</li> <li>Understanding and tackling social, cultural and economic barriers to activity</li> </ul>
2. Develop a plan to be able to positively influence the planning system and external decision making in creating active environments	<ul style="list-style-type: none"> <li>Partners working through a coordinated plan to create environments for people of all ages to have equitable access to safe spaces and places</li> <li>Improved collaboration in planning between system partners</li> <li>Deliver healthy and sustainable places and communities</li> </ul>	<ul style="list-style-type: none"> <li>Influence planning policy/Local Plans linked to environment and regeneration – walking, cycling , green space</li> <li>Develop relationships with NHS planning leads</li> <li>Embed health through the planning process</li> </ul>	<p>Create a cross-organisation planning sub-group, with strong:</p> <ul style="list-style-type: none"> <li>Evidence base and learning from best practice</li> <li>Political engagement</li> <li>Metrics to evidence the difference effective development of planning policy achieves</li> </ul>
3. Make better use of green spaces across Lincolnshire and maximise opportunities for residents and visitors to be active across the county	<ul style="list-style-type: none"> <li>More green and public open space available and accessible to residents of and visitors to Lincolnshire</li> </ul>	<ul style="list-style-type: none"> <li>Celebrate and raise awareness across Lincolnshire to maximise use of green space</li> <li>Green social prescribing</li> <li>Equal focus - green asset based activity and physical asset based activity</li> </ul>	<p>Map provision and usage across the County and understand gaps of facilities or active usage, create a cross-organisation approach to play parks that addresses:</p> <ul style="list-style-type: none"> <li>Accessibility, especially in areas of high deprivation</li> <li>Cultural barriers to use</li> <li>Ensuring play areas are safe and attractive to use</li> </ul>

**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	Working with Partners
1. Review and develop approach to joint work on a Lincolnshire approach to climate change	<ul style="list-style-type: none"> <li>Focus around collaborative opportunities and accountability for delivery and ability to be joined up in skills and investment</li> <li>Opportunity to secure increased external investment in carbon reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Create a formal Climate Change officers working group across Greater Lincolnshire,</li> <li>Develop proposals to secure investment in Lincolnshire</li> <li>Identify project based opportunities to collaborate with partners to drive improvement</li> </ul>	Develop a high-level cross-county climate change plan that drives investment in key infrastructure and enablers, including: <ul style="list-style-type: none"> <li>Existing and new housing (Private owned, private rented and social housing)</li> <li>Electric vehicle infrastructure</li> </ul>
2. Consider integration of climate change at all levels in Local Plan Reviews and planning policy	<ul style="list-style-type: none"> <li>Develop and utilise planning policy where possible to drive sustainable development across the County</li> </ul>	<ul style="list-style-type: none"> <li>Ensure aspirations around climate emergency declarations are well reflected in Local Plan policy and implementation</li> </ul>	Utilise national best practice in informing and shaping planning policy across the County

**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	Working with Partners
1. Develop economic inclusion strategies for each of our places (as part of our UKSPF investment plans)	Effective articulation and delivery of economic interventions that deliver improved health outcomes with improved economic performance for our places	<ul style="list-style-type: none"> <li>Establish an effective strategic group of district economic inclusion leads</li> <li>Create a strong narrative on the benefits of increasing economic equality on health</li> <li>Analyse place-based evidence on the correlation between economic, deprivation and health indicators</li> <li>Review existing initiatives/projects in this context</li> <li>Develop economic inclusion strategies for our areas with action plans that include linkages with other levers/drivers</li> </ul>	<p>Create a strategic approach to enabling all people in Lincolnshire to have the opportunity fulfil their economic potential, including:</p> <ul style="list-style-type: none"> <li>Creating accessible high skilled, high wage jobs</li> <li>Access to employment for low education attainment</li> <li>Expanding coverage of living wage</li> <li>Understanding the impact of the seasonal economy</li> </ul>
2. Develop and launch a Good Employment Charter for Businesses that promotes social value/employee wellbeing/ business resilience	<ul style="list-style-type: none"> <li>Good Employment Charter for each place</li> <li>Increased number of flexible job roles</li> <li>Increased workforce diversity</li> <li>Increased business workforce resilience</li> <li>Reduction in workforce mental health issues</li> </ul>	<ul style="list-style-type: none"> <li>Co-create a first version “Good Employment Charter” with the key business organisations</li> <li>Launch and promote the Charter</li> <li>Maintain and further develop the Charter to incorporate further themes</li> </ul>	<p>Utilise reach and engagement with businesses to create long term, impactful best practice, including:</p> <ul style="list-style-type: none"> <li>Ongoing investment in skills and training</li> <li>Identifying and targeting resource around skills gaps</li> <li>Disability confident employment</li> <li>Engaging effectively with broad base of employers (including SME's)</li> </ul>
3. Support those most susceptible to economic change and transition	<ul style="list-style-type: none"> <li>Minimise the impact of economic change on residents of Lincolnshire</li> </ul>	<ul style="list-style-type: none"> <li>Create both an immediate response to the existing crisis and plans for future resilience</li> <li>Supporting employers, the voluntary sector and residents to adapt and respond to economic changes</li> <li>Employee upskilling and retraining programmes for those in industries exposed to long term decline</li> </ul>	<p>Develop interventions to address economic vulnerability within the cost of living crisis and beyond, including:</p> <ul style="list-style-type: none"> <li>Mapping and understanding who is vulnerable to change (i.e. different cohorts and demographics impacted)</li> <li>Provision of financial first aid (e.g. money advice network)</li> <li>Support via employers to those who are vulnerable</li> </ul>

**Lever Area 5 – Community Engagement**

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

Task	Planned Outcome	Activity	Working with Partners
1. Develop a mechanism to move towards a strategic commissioning approach across the health and wellbeing system (community services)	<ul style="list-style-type: none"> <li>A gap analysis of local provision as a baseline.</li> </ul>	<ul style="list-style-type: none"> <li>Map current delivery of social prescribing and commissioned services with their funding sources</li> <li>Review provision against need at a PCN level and against transport and accessibility</li> </ul>	<p>Approach to focus on:</p> <ul style="list-style-type: none"> <li>Harnessing community involvement (including traditionally under represented groups)</li> <li>Social prescribing and communicating the community offer (e.g. via Connect2Support)</li> <li>Mapping community provision against population and health outcomes</li> <li>Links to other activity (e.g. Let's Move Lincolnshire)</li> </ul>
2. Actively support and shape the rebuilding of social capital and community-led development of local places (levelling up)	<ul style="list-style-type: none"> <li>An initial timetable and programme to target opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Review and map the pipeline of opportunities for local communities under the Levelling Up agenda and the accompanying potential funding opportunities</li> </ul>	<p>Joined up approach to:</p> <ul style="list-style-type: none"> <li>Focus investment on areas of highest deprivation</li> <li>Building local activity and at a local level, engaging local people</li> </ul>
3. Create a district community empowerment approach to include a district 'community of practice' toolkit	<ul style="list-style-type: none"> <li>An initial baseline of what has worked well and lessons learned so far to provide a foundation for continuous development and improvement</li> </ul>	<ul style="list-style-type: none"> <li>Work with health colleagues to review the lessons learned <b>so far</b> on the work undertaken to address health inequalities and vaccine take up to capture engagement channels</li> </ul>	<p>Use the Joint Strategic Needs Assessment as a baseline to focus development of tools across partners, including:</p> <ul style="list-style-type: none"> <li>Development of and signposting to tools that already exist</li> <li>Identifying and filling gaps in toolkits</li> </ul>
4. Strengthen sector oversight, assurance, contribution and support	<ul style="list-style-type: none"> <li>An assessment framework that gives confidence that community and voluntary sector activity is supported to deliver safely</li> <li>Assurances that activity is accessible in communities at a local level</li> <li>A toolkit that new and emerging groups can use consistently across the county to support their activity</li> </ul>	<ul style="list-style-type: none"> <li>Actively contribute to the development of, and ongoing updates to, the Joint Strategic Asset Assessment</li> <li>Review the support available to new and existing community groups</li> <li>Work with partners to develop an agreed approach to sector oversight and assurance</li> </ul>	<p>A cross Lincolnshire approach to enable and support groups, including:</p> <ul style="list-style-type: none"> <li>Support for new community groups, consistency and clarity of offer</li> <li>Securing maximum impact of resource through health funding</li> <li>Equipping and supporting smaller and unconstituted groups</li> </ul>

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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"> <li>Facilitated review of homelessness pressures leading to a clear homelessness and rough sleeping strategy and action plan adopted by all partners</li> <li>Clarity on underlying causes of homelessness and rough sleeping as inputs into revised homelessness and rough sleeping strategy</li> <li>Revised strategy together with action plan focussed on tackling the causes rather than the symptoms of homelessness which coordinates service delivery between all partners</li> <li>Coordinated funding of activities identified within the revised homelessness and rough sleeping strategy</li> <li>Joined up service delivery avoiding overlaps or gaps in service provision focussed on prevention of homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Focus county coordinator resource to bring districts and wider partners together to ensure a reduction in levels of homelessness</li> <li>Research – understanding the data with a particular focus on drivers for homelessness across the county</li> <li>Review the joint Lincolnshire homelessness and rough sleeping strategy with a focus on tackling underlying causes rather than the symptoms of homelessness</li> <li>Develop a programme of coordinated funding bids between all partners focused on the findings and actions from the homelessness strategy.</li> <li>Implementation of coordinated processes for service delivery across all partners including, district councils, health services, county council commissioned support, voluntary services and the police</li> </ul>	<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.</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.</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.</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.</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>

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2. Establish future investment strategies to meet current and emerging needs for care and support	<ul style="list-style-type: none"> <li>Agreed programme for the delivery of homes through a housing market position statement to meet current needs for care and support</li> <li>Implementation of programmes which demonstrate the link between demands/needs and investment strategies.</li> </ul>	<ul style="list-style-type: none"> <li>Establish analyst resource to understand insights and trends relating to demand for homes with care and support and clarify the priorities for future investment</li> <li>Develop a process for linking demand/needs for homes with care and support with investment strategies and funding opportunities.</li> </ul>	<p>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 .</p>
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"> <li>Clear examples of effective interventions that can be applied locally</li> <li>Clear plan for achieving objective</li> <li>Funding to drive the physical improvement of properties to make them available for use and thereby increase supply of housing</li> </ul>	<ul style="list-style-type: none"> <li>Review best practice on options to reduce numbers of empty properties</li> <li>Develop a strategy and action plan to reduce numbers of empty properties based on improving properties to an agreed quality standard</li> <li>Investigate options for raising additional funding to invest in bringing properties back into use</li> </ul>	<p>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 .</p>
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"> <li>Plan for the delivery of new homes across all tenures through local plans, direct investment by partners and levering funding opportunities through Homes England</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<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.</p>
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"> <li>Clear understanding of the priorities for improvement</li> <li>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</li> <li>A comprehensive scheme which embraces all available opportunities to help householders/landlords improve their property to meet zero carbon targets and reduce fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an up-to-date picture of housing conditions and decent home standards across Lincolnshire and the cost of remedial works</li> <li>Develop a targeted plan to make effective interventions on homes in poor condition for maximum health benefit (including reducing the impact of fuel poverty)</li> <li>Expand the Lincs 4 Warmer Homes (L4WH) scheme to access a broader range of financial support for energy efficiency improvements and green homes</li> </ul>	<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>

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6. Reduce levels of overcrowding as a means of reducing health risks	<ul style="list-style-type: none"> <li>Clear examples of effective interventions that can be applied locally</li> <li>Clarity on the extent to which such schemes can be applied across the county</li> <li>Clear plan for achieving objective</li> </ul>	<ul style="list-style-type: none"> <li>Review best practice on options to reduce levels of overcrowding</li> <li>Explore expansion of private rented sector licensing schemes</li> <li>Develop a strategy and action plan to reduce levels of overcrowding across the county</li> </ul>	Actions and timescales to be clarified through a newly constituted Housing Standards Group
7. Improve services to extend people’s housing choices in preparation for later life	<ul style="list-style-type: none"> <li>Lincolnshire programme for housing in later life</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	Good progress has been made through the county ageing better partnership. An ageing better conference was held in 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.
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"> <li>Capacity to drive a number of actions from the Homes for Independence action plan focussed on supporting people living in their own home.</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Establish a joint Strategic Lead - Healthy and Accessible Homes (HAH) post</li> <li>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</li> </ul>	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.

**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
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<p>1. Develop a plan to be able to positively influence the planning system / external decision making in their local area</p>	<ul style="list-style-type: none"> <li>• Clarity of purpose and options to embed health and wellbeing into planning.</li> <li>• An approach to develop, share and learn from good practice</li> <li>• Clear plans that can provide a lever for funding or other applications</li> <li>• Mutual understanding of vision and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Establish place based roundtable meetings involving Health &amp; Wellbeing Leads and Planning Leads to explore relevant opportunities and ensure a shared understanding of opportunities</li> <li>• Improve quality and accessibility of public paths, cycle networks and spaces</li> <li>• Explore options to achieve a greater influence on policy requirements on percentage of public open space</li> <li>• 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</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Action to progress in Q4 and 23/24 along with the Let’s Move Lincolnshire Strategy priority ‘Active Environment’.</li> <li>• This task will develop in tandem with Task 8.</li> </ul>
<p>2. Make better use of green spaces across Lincolnshire, maximise opportunities for residents and visitors to be active in Lincolnshire.</p>	<ul style="list-style-type: none"> <li>• Greater awareness of opportunities for physical activity in Lincolnshire</li> <li>• 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'</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 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)</li> <li>• 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!)</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Contributing to the Slow Ways website promoting the creation of a network of walking routes connecting towns and cities on a national basis</li> <li>• Action to progress in Q4 and 23/24 along with the Let’s Move Lincolnshire Strategy priority ‘Active Environment’.</li> </ul>

<p>3. Widen the focus from commercial leisure offer and assetbased physical activity - to activity outside your front door, in the home and in the workplace</p>	<ul style="list-style-type: none"> <li>Honest reflections about the future operating models needed and opportunities for diversification of offer in a post Covid world</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>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]</li> <li>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?]</li> <li>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.</li> <li>The Joint Strategic Asset Assessment in Lincolnshire, and collaboration with Connect to Support Lincolnshire will avoid duplication</li> <li>Promote active travel within local communities and connect with the Lincolnshire Transport Strategy for future opportunities</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>South &amp; East Lincolnshire Healthy Living Board has been established which will support the co-ordination of the Health &amp; Well-Being and Leisure &amp; Culture Offer in the Sub-Region</li> <li>Investment is being made into leisure facilities across districts to ensure that they remain attractive, accessible and available to residents</li> <li>Districts are working collaboratively with Lincolnshire County Council to support the active travel agenda.</li> </ul>
<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"> <li>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)</li> <li>Collective approach to understanding why people may not be engaged in physical activity and opportunities to overcome / encourage</li> <li>It starts with us - an opportunity to be leaders in our places and to improve workforce wellbeing and activity</li> <li>Evidence based interventions - ensure we can measure impact / outcomes</li> <li>Normalising and embedding activity and wellbeing into all that we do – maximising</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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)</li> <li>Develop and share opportunities for workforce wellbeing and physical activity (it starts with us!)</li> </ul>	<ul style="list-style-type: none"> <li>Working with Active Lincolnshire on local programmes including supporting the development of Active Ageing and Physical Activity during 2023</li> <li>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"> <li>Grantham</li> <li>Sleaford</li> <li>Skegness</li> <li>Mablethorpe</li> <li>A17 Holbeach and Sutton Bridge</li> <li>Wider Lincoln</li> <li>5 LSOAs between Caistor and Louth</li> </ul> </li> <li>Work with Active Lincolnshire and local groups will further develop during 2023</li> </ul>

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	the engagement with residents across our range of services	<ul style="list-style-type: none"> <li>Develop targeted engagement programmes, out of school and in school, focused on early intervention and prevention</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>All types of activity, whether formal or informal continues to be promoted across all districts</li> </ul>
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"> <li>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.</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Develop a strategic and two way relationship with Sport England to ensure that opportunities to attract funding and collaboration opportunities are realised in Lincolnshire</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>
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"> <li>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 &amp; 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'.</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Adopt a standardised approach to ensure officers consider and document health &amp; wellbeing implications / considerations in District Council reports</li> <li>Agree content for a consistent briefing / training session to ensure health and wellbeing implications are considered and documented in all committee / council reports</li> <li>Ensure that each District Council has clear officer and elected member / portfolio lead for Health &amp; Wellbeing to ensure delivery, accountability and political ownership (irrespective of political governance system - committee of cabinet model)</li> </ul>	<ul style="list-style-type: none"> <li>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 &amp; Wellbeing Board and the Lincolnshire Integrated Care Partnership</li> <li>Briefing and training session for health and wellbeing implications for reports will be developed and delivered in 2023 when the Strategy has been approved.</li> </ul>

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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"> <li>Ability to speak with one voice will be greatly enhanced if we are sharing learning by default</li> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>Develop a good practice guide / toolkit for Districts to share learning and good practice examples</li> <li>Review future remit and structure of District Health &amp; Wellbeing Network to maximise contribution to / influence on this agenda</li> <li>Celebrate and raise awareness of opportunities across Lincolnshire through our communications and social media channels</li> </ul>	<ul style="list-style-type: none"> <li>This work is taking place informally with projects, initiatives and opportunities shared across leisure, health and communities.</li> <li>Further work on a more effective platform for sharing ideas and celebrating successes is taking place.</li> </ul>
<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"> <li>An opportunity to encourage innovation and enable the 'art of the possible'</li> <li>Less restrictive outcomes, more opportunity for innovation</li> <li>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?)</li> <li>A positive opportunity to influence the NHS system and to move away from 'the way we always do things'.</li> </ul>	<ul style="list-style-type: none"> <li>Advocate a shift away from asset based responses to planning applications (developer contributions, commuted sums, Section 106 agreements).</li> <li>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?)</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Good relationships have been built with key NHS partners on both a countywide and place based level</li> <li>This workstream will be further progressed during 2023 along with Task 1.</li> </ul>

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

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

	<ul style="list-style-type: none"> <li>• Improved engagement with residents and businesses on climate change, links to wellbeing</li> <li>• Improved awareness and engagement with climate change, accelerate reduction in carbon emissions</li> <li>• Share successes with other districts to reduce carbon emissions</li> </ul>	<ul style="list-style-type: none"> <li>based on City of Lincoln Sustainability Toolkit</li> <li>• Maximise existing communication channels to improve awareness of climate change at local level</li> <li>• Develop further support for local businesses to assist in the transition to a net-zero carbon economy</li> <li>• Develop toolkit to tackle known council operational elements around carbon reduction - and encourage positive competitiveness across districts in tackling issues</li> </ul>	
10. Reduce waste output across the county and tackle key issues	<ul style="list-style-type: none"> <li>• Review impact of increased resident waste production</li> <li>• Explore opportunities to engage with residents by tenure type</li> <li>• Continue to promote messaging to reduce waste as much as possible and recycle correctly</li> <li>• Improved response in rural fly tipping hotspots</li> </ul>	<ul style="list-style-type: none"> <li>• Better understanding of reasons behind increased resident waste production</li> <li>• Recognition of different approaches for different groups to improve engagement</li> <li>• Reduction in domestic waste output, improved recycling segregation rate</li> <li>• Joint working to tackle fly tipping issues and waste crime</li> </ul>	
11. Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and wellbeing benefits	<ul style="list-style-type: none"> <li>• 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</li> <li>• Improved street scene, improved climate resilience including shading and water retention</li> <li>• Greater community engagement with local green spaces</li> <li>• Improved biodiversity in rewilded areas, greater public engagement with green spaces</li> <li>• Unlock carbon sequestration opportunities that best fit geography. Link communities to outdoor opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Identify land for high quality tree planting schemes across County both rural and urban - expanding/creating woodland areas or in recreational areas</li> <li>• Link tree planting and biodiversity work with local volunteering opportunities</li> <li>• Development of additional rewilding areas in public amenity space</li> <li>• 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]</li> </ul>	
12. Influence provision of healthy and sustainable food options	<ul style="list-style-type: none"> <li>• Strengthen local economy and help to provide a source of fresh, healthy food outside of supermarkets</li> <li>• Growing food and reducing food miles, Increased community engagement with local green spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of local markets and engagement with traders</li> <li>• Development of community growing spaces, based on the Incredible Edible model</li> </ul>	•

13. Maximise opportunity of Local Plan reviews	<ul style="list-style-type: none"> <li>Bringing forward more low energy developments, reduction in emissions from transport</li> <li>Improved access to green space, improved health and wellbeing outcomes</li> <li>Housing resilient to overheating and flooding, future proofed without a need to retrofit</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Deliver biodiversity net gain through new developments and increase provision of accessible open space</li> <li>Recognise need for climate change adaptation for new developments to ensure they are fit for a changing climate and ageing population</li> </ul>	<ul style="list-style-type: none"> <li>This work will progress with Task 1 and Task 8 in ‘Activity &amp; Wellbeing’</li> </ul>
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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"> <li>Health inequality and economic inclusion outcomes understood and embedded in decision-making, strategy/policy development and project/initiative design.</li> <li>Economic inclusion strategies created for each of our places.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Review current strategies/policies to ensure there are where appropriate, meaningful and deliberate/positive outcomes that address health inequality</li> <li>Review current projects/interventions to test whether appropriate health/economic inequality outcomes and outputs have/can be captured or weaved into the initiative</li> <li>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</li> </ul>	<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>

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<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</p>	<ul style="list-style-type: none"> <li>Lincolnshire Social Value Charter and resulting programme</li> <li>Councils signed up to Social Value Charter</li> <li>National and local partnerships</li> <li>Number of employees covered</li> <li>Increased number of people getting predictable shift patterns</li> <li>Increased proportion of workforce obtaining a specific number of hours per week</li> <li>Reduction in mental health issues associated with these pressures.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and champion a Social Value employment charter for Lincolnshire. This will build on existing examples/models Greater Manchester Good Employment Charter</li> <li>Lead by example - District and County Councils, set out how Councils can improve working conditions</li> <li>Target particular sectors / work with businesses to adopt and further develop the charter</li> <li>Leverage public sector procurement in Lincolnshire - encouraging use of the Social Value Act in all procurement</li> <li>Working with chambers, Federation Of Small Business, local business organisations and national partners to promote adoption, implementation</li> </ul>	<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>
<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</p>	<ul style="list-style-type: none"> <li>Reduction in number of households with inwork poverty. Increase in skills levels throughout the labour pool. Expedited Covid-19 recovery</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<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>
<p>4. People in Employment: Increase volunteering to support the community and increase well-being for the volunteers themselves</p>	<ul style="list-style-type: none"> <li>Increased number of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Develop with partners, especially the third sector, a volunteering programme with businesses to encourage volunteering as part of wellbeing</li> </ul>	<p>This work is underway and will be built upon through the delivery of UKSPF</p>
<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</p>	<ul style="list-style-type: none"> <li>Reduced unemployment in vulnerable sectors</li> <li>Reduced failure levels of vulnerable businesses</li> <li>Increased skills levels amongst those employees in vulnerable sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Sector targeted skills review - Identify skills shortages and gaps within Lincolnshire's target sector (e.g. visitor economy, already commissioned)</li> <li>Develop overall Lincolnshire-wide approach to response along with regional, national partners, district by district approach to addressing skills gaps</li> <li>Work in District specific implementation programme. with partners to implement recommendations to address skills gaps. Replicate the above for additional sectors</li> </ul>	<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"> <li>Increased skills levels amongst those employees in vulnerable sectors</li> </ul>	<ul style="list-style-type: none"> <li>Working with LEP, partners, review Lincolnshire and national landscape ahead of developing an approach to key industries</li> </ul>	<p>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.</p>
7. Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities	<ul style="list-style-type: none"> <li>Increased digital skills of residents</li> <li>Increased number of digitally enabled/based businesses.</li> <li>Reduction in social isolation through digital enablement.</li> <li>Increased efficiency and cost-effectiveness of public services through digital enablement</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Lincolnshire digital access strategy</li> <li>Digital skills review across Lincolnshire - including reviewing digital skill levels, needs, deprivation, access</li> <li>Review current digital skills development programmes in Lincolnshire - how well do these match, where are there gaps</li> <li>Developing a pan district approach and framework moving towards a flexible programme that can address the requirements of each place</li> <li>Align to district by district review of needs comprehensive, joined up strategy for implementation across the districts</li> </ul>	<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"> <li>A digital network across Lincolnshire that supports economic success, service delivery and social access for all at affordable prices</li> </ul>	<ul style="list-style-type: none"> <li>Work with LEP, county to accelerate digital infrastructure roll out through removing barriers</li> </ul>	
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"> <li>Increase number of economically active of working-age</li> <li>Increase in employment for those with health-related issues</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<p>This work is interconnected with the good employer charter and will build upon that work.</p>
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"> <li>Better health and care provision</li> <li>Improved recruitment and increased employee retention across the sector</li> </ul>	<ul style="list-style-type: none"> <li>Develop interventions with partners to support recruitment/retention of employees within the health &amp; care sector</li> </ul>	<p>Work with health colleagues is underway</p>

## 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"> <li>District community of practice - roadmap of community development approach and materials</li> <li>Thematic toolkit, stronger collective voice</li> <li>This will develop and deepen combined District expertise in community empowerment and development</li> <li>Learn from each other and celebrate each others achievements</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Create a district community empowerment approach to include a district ‘community of practice’ toolkit to: <ul style="list-style-type: none"> <li>articulate and share best practice and new ways of working</li> <li>provide a toolkit to replicate / adapt in local areas</li> <li>learn from each others and celebrate each others achievements</li> </ul> </li> <li>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"> <li>Building the social economy, working with social enterprise models</li> <li>Engaging with diverse communities</li> <li>Supporting people to live and age well</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>This task will be progressed during 23/24 using lessons learned and best practice from delivery during 2020-2022</li> <li>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.</li> </ul>
2. Expand district participation in current sector discussions across the wider system	<ul style="list-style-type: none"> <li>Maximise legacy from community and voluntary response to Covid-19.</li> <li>District as key partners and influencers (rather than recipients of information) to maximise local impact and relationships</li> <li>Retain and increase volunteer capacity in Lincolnshire and ability to deploy volunteers safely, effectively and in a timely way</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> <li>Actively support and shape the rebuilding of social capital and community-led development of local places within our county as Levelling up agenda progresses</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Links with strategic partners county wide as well as strong place based networks</li> </ul>
3. Strengthen sector oversight and assurance	<ul style="list-style-type: none"> <li>[Link to oversight of commissioning]</li> <li>System wide assurance that all volunteer deployment in Lincolnshire is done safely (credible, safeguarding checks, insurance) to protect vulnerable residents and volunteers</li> <li>Greater mobility of volunteers - a ‘Lincolnshire volunteer’ rather than tied to a single organisation</li> <li>Clear expectations, assurance mechanism</li> <li>Avoidance of ‘consultation fatigue’ Voices of under represented communities heard</li> </ul>	<ul style="list-style-type: none"> <li>Review current sector risks, governance and oversight mechanisms</li> <li>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</li> <li>Support and shape the development of a standardised volunteer training package and accreditation mechanism [Lincolnshire volunteer accreditation]</li> </ul>	<ul style="list-style-type: none"> <li>This work is developing with voluntary sector, health and county council partners and linking to work streams through the Integrated Care Board</li> </ul>

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	<ul style="list-style-type: none"> <li>Understanding the needs of our diverse communities rather than assumptions</li> <li>Continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Work with voluntary partners to ensure clear understanding of requirements (funding, bidding, delivery) and how they can proactively meet them to access funding</li> <li>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</li> </ul>	
4. Enhance and sustain voluntary sector engagement and contribution	<ul style="list-style-type: none"> <li>Maximise legacy from community and voluntary response to Covid-19.</li> <li>District as key partners and influencers (rather than recipients of information) to maximise local impact and relationships</li> <li>Retain and increase volunteer capacity in Lincolnshire and ability to deploy volunteers safely, effectively and in a timely way</li> </ul>	<ul style="list-style-type: none"> <li>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)</li> <li>Develop mechanisms to draw down on voluntary capacity in an organised way. Localised for Lincolnshire</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>
5. A Strategic Commissioning approach in Lincolnshire	<ul style="list-style-type: none"> <li>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</li> <li>A commissioning framework / approach that enables larger organisations and smaller organisations to participate, not be excluded and not have multiple reporting requirements</li> <li>Reduce the risk of a) duplication and b) unmet need and gaps in service provision</li> <li>Enhanced opportunity to analyse and quantify impact and outcomes, including meaningful customer / partner feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>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]</li> <li>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</li> <li>A more collaborative approach to national funding opportunities as our default position</li> </ul>	<ul style="list-style-type: none"> <li>This work will be further developed in 23/24.</li> </ul>

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6. Wellbeing Lincs	<ul style="list-style-type: none"><li>• A growth / development strategy that ensures Wellbeing Lincs continues to add value to the wider health and wellbeing system</li><li>• Confidence to test / pilot new ways of working</li><li>• All Districts engaged in Wellbeing Lincs service development (irrespective of whether they are directly delivering services)</li></ul>	<ul style="list-style-type: none"><li>• 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)</li><li>• Develop a Wellbeing Lincs Business Development Plan - secure sign off from LCC and District Partners</li><li>• Clearly articulate and be able to quantify the difference Wellbeing Lincs makes to the wider system as a key preventative service in Lincolnshire</li><li>• More proactive approach to publicising approach and success</li><li>• 'Service of choice' for Districts to explore pooling of budgets to pilot new ways of working to deliver health &amp; wellbeing outcomes</li><li>• 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</li></ul>	<ul style="list-style-type: none"><li>• Business Intelligence and Service delivery is regularly reviewed and shared,</li><li>• This specific task will be further developed in 23/24.</li></ul>
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# Rural and Communities Overview and Scrutiny Committee Work Programme 2022-23

Chairman: Councillor Sarah Trotter

Vice Chairman: Councillor Barry Dobson

REPORT TITLE	REPORT AUTHOR	PURPOSE	ORIGINATED	CORPORATE PRIORITY
<b>9 February 2023</b>				
Change4Lincs Update	<b>Craig Spence (Acting Director of Housing)</b> <b>Sarah McQueen (Housing Options Manager)</b> <b>Jodie Archer (Head of Housing)</b>	To provide an update on the ongoing activity on the Change4Lincs homelessness initiative		Housing that meets the needs of all residents
Regulatory compliance	Update to be provided at each meeting for the duration of the non-compliance notice. To include Tenant Engagement Feedback.  <b>Lead Officer:</b> <b>Craig Spence (Acting Director of Housing)</b>	To evidence progress and actions undertaken.	Requested to be a standing item on the agenda by the Committee on 11 March 2021.	Housing that meets the needs of all residents
Best Kept Village	<b>Lead Officer: Michael Chester (Team Leader – Leisure, Parks and Open Spaces)</b>	To consider the purpose and effectiveness of the current Best Kept Village Competition and provide a recommendation on the future of the competition.		High Performing Council Clean and Sustainable Environment

REPORT TITLE	REPORT AUTHOR	PURPOSE	ORIGINATED	CORPORATE PRIORITY
Equality, Diversity and Inclusion Annual Position Statement	<b>Lead Officer: Carol Drury (Community Engagement Manager)</b>	To share the Equalities Annual Position Statement for 2021/22 for comment prior to its publication. The publication of this document is a requirement under the Equality Act 2010.	Brought to the Rural and Communities OSC annually to allow for comment from Members	High Performing Council
Lincolnshire Health and Wellbeing Strategy	<b>Lead Officer: Karen Whitfield (Assistant Director for Culture and Leisure)</b>	To consider the work undertaken to develop a County wide health and wellbeing strategy and to provide a recommendation to Cabinet on its adoption.		
<b>16 March 2023</b>				
Demonstration of new housing management system	<b>Lead Officer: Craig Spence (Acting Director of Housing)</b>			
HRA Business Plan	<b>Lead Officer: Craig Spence (Acting Director of Housing)</b>		Requested by the Director of Housing and Property	Housing that meets the needs of all residents
Communities Strategy	<b>Lead Officer: Carol Drury (Community Engagement Manager)</b>	To review the strategy which considers community engagement and development in	Requested by the Community Engagement Manager	High performing Council

REPORT TITLE	REPORT AUTHOR	PURPOSE	ORIGINATED	CORPORATE PRIORITY
		relation to the voluntary and community sector across the district and to provide recommendation to Cabinet to approve		Healthy and Strong Communities
SK Community Fund	<b>Lead Officer: Carol Drury (Community Engagement Manager)</b>	To review the SK Community Fund, its impact to date and to make recommendations to the Cabinet Member for People and Safer Communities on changes to the criteria to meet the needs of the voluntary and community sector across the District	Requested by the Director of Finance	High Performing Council  Healthy and Strong Communities
Crime and Disorder				

## Unscheduled Items

Report title	Issue	Originated	Corporate Priority
Update on anti-social behaviour and community safety	TBC		Housing that meets the needs of all residents
Update on Cost-of-Living task groups			
Effectiveness of affordable housing			
Update on Voids			
Update on mould management			
Homes for Ukraine Scheme Update			
Armed Forces – Advocacy and Community Engagement		Annual report – Due December 2023	

## The Committee's Remit

The remit of the Rural and Communities Overview and Scrutiny Committee will be to work alongside Cabinet Members to assist with the development of policy and to scrutinise decisions in respect of, but not limited to:

- Anti-social Behaviour
- Assisted Garden Maintenance Scheme
- Benefit Claims
- Community Cohesion
- Community Funding & Volunteering
- Community Right to Bid
- Community Safety and Local Policing
- Customer Services
- DASH Landlord Accreditation Scheme
- Disabled Facilities Grant
- Empty Homes Assistance
- Empty Homes Discount
- Equalities and Diversity
- Essential Home Repair Assistance
- Gravitas Housing
- Health
- Homelessness
- Housing Management, Improvement and Repairs
- Housing Partnership
- HR and Organisational Development
- Landlords Forum
- Parish and Town Council Liaison
- Procurement
- Safeguarding
- Well-being

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