



**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**

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### **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.

Decision Information	
Does the report contain any exempt or confidential information not for publication?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>
<p><b>Housing and homelessness</b></p> <p>Improve the supply, quality and coordination of services to meet housing needs and demands</p>	<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