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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



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

Executive summary



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

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

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

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

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

Executive summary



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

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

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

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

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

Executive summary



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

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

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

10. Key enablers for the work include:

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

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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

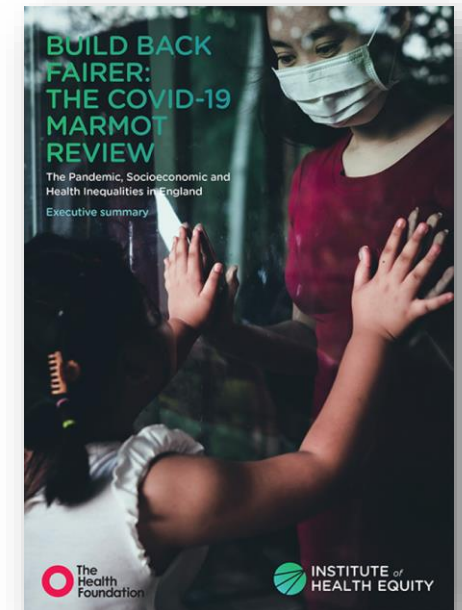
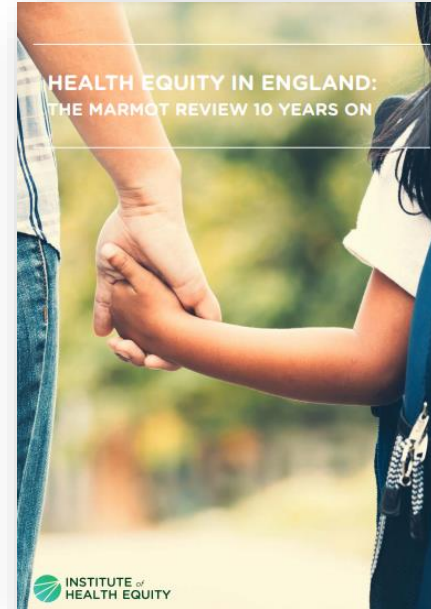
By coordinating district interventions at system level there is a huge opportunity to make better use of Lincolnshire resources. In addition to a substantial combined budget across the seven district councils, coordination with districts on specific interventions and schemes such as the Towns Fund, homelessness 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 in key to delivering on this ambition as a system.

1.3 Five central questions Lincolnshire districts are seeking to address

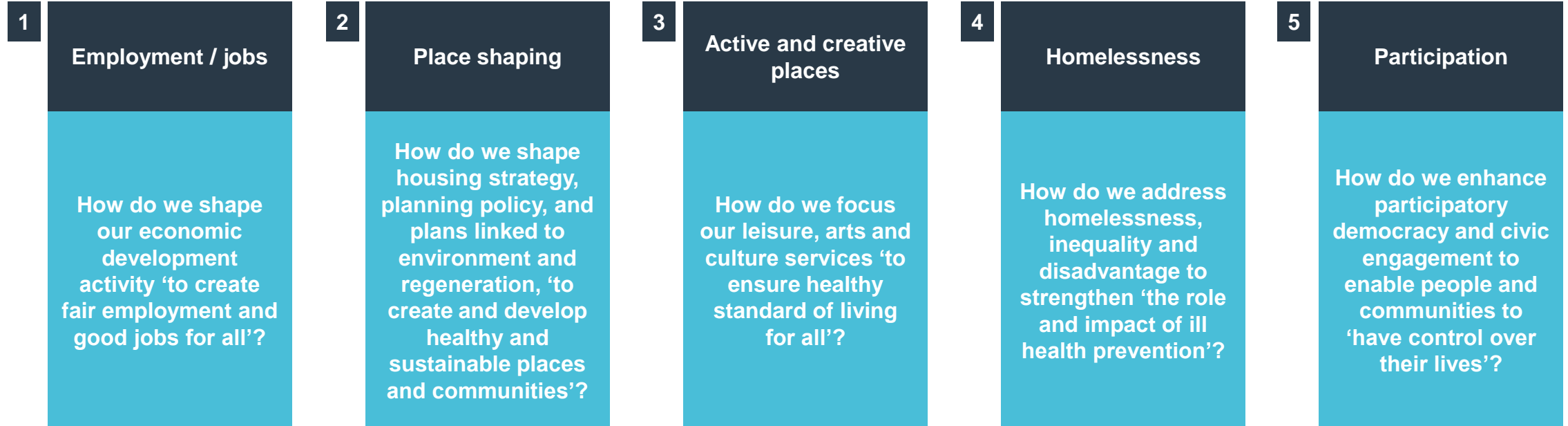
- In 2010, the Marmot Review concluded that health in England had a distinctive gradient: the lower one's social and economic status, the poorer one's health is likely to be.¹
- The original review argued that health inequality could be alleviated by acting within six policy areas and it foresaw Local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



¹ Marmot Review report – 'Fair Society, Healthy Lives'; ² Health Equity in England: The Marmot Review 10 Years On; ³ 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:



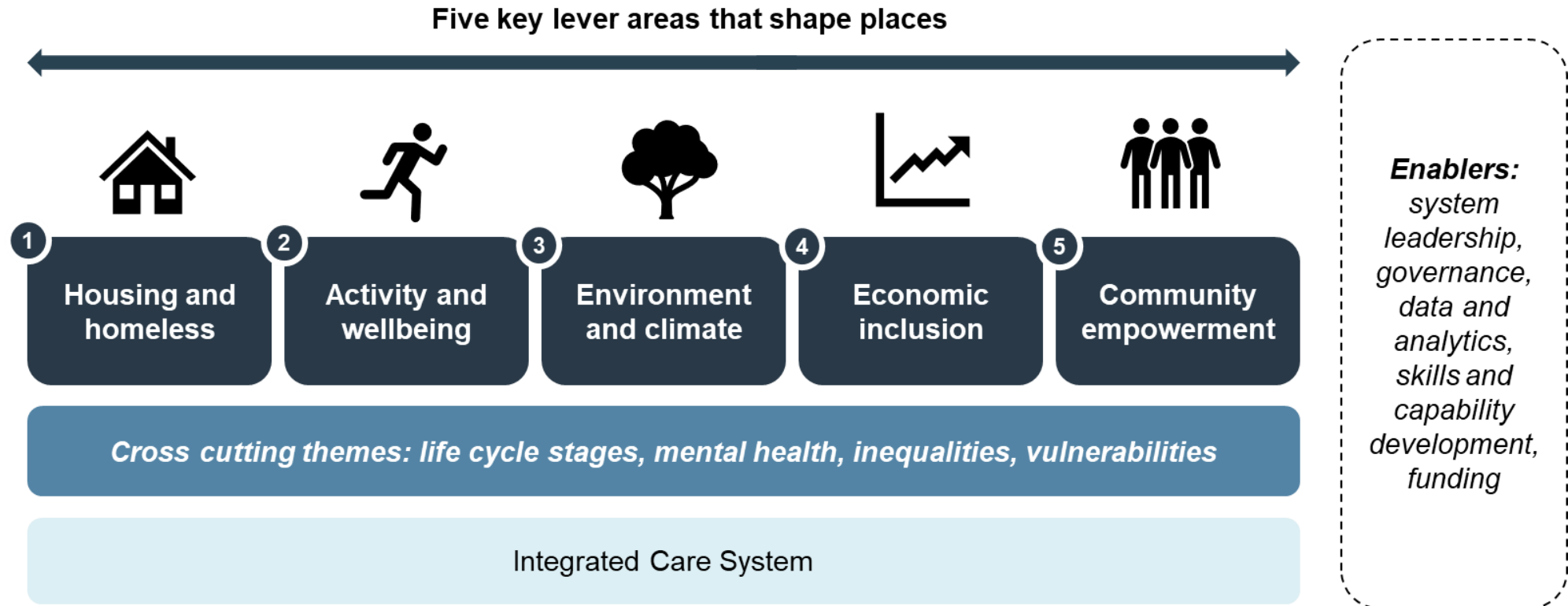


02

**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

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

Outputs



District benchmarking
Lincolnshire District Councils health and wellbeing strategy
March 2021

System health check
Lincolnshire District Councils health and wellbeing strategy
March 2021

System mapping
Lincolnshire District Councils health and wellbeing strategy
March 2021

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

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

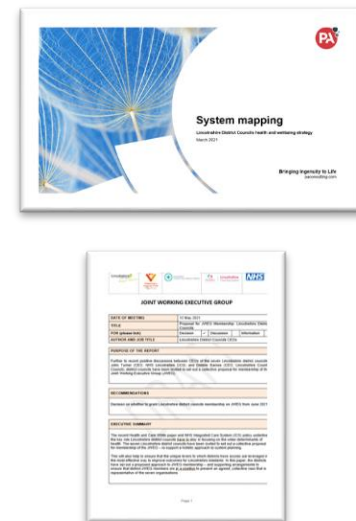
System health check paper – opportunity for districts to be involved at system-level, examples of collaboration between districts



Governance and development

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

Outputs



System mapping
Lincolnshire District Councils health and wellbeing strategy
March 2021

JOINT WORKING EXECUTIVE GROUP

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

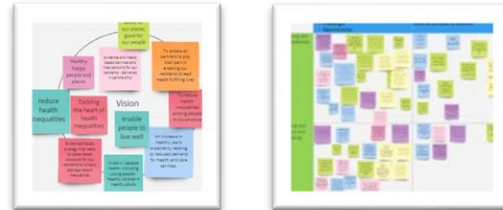
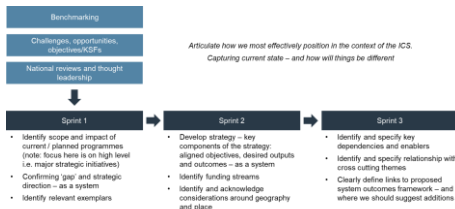
Joint Working Executive Group (JWEG) proposal on district membership – developed and agreed by JWEG chairs

2.2 Overview of programme and engagement

Develop health and wellbeing agenda

Aims Develop a five year health and wellbeing agenda

Approach CEO and officer working group design workshops, review of exemplars and best practice, facilitated sprint development sessions, weekly working group development sessions



Next steps and mobilisation planning

Aims Identify priority areas, set out steps to mobilise and support delivery of the strategy

Approach Officer working group development sessions, governance discussions with system partners

Outputs



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

Outputs



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

2.2 Overview of programme and engagement

Stakeholder Engagement

Aims Provide an overview of the aims and objective of the strategy, understand the role partners can play in delivering

Approach Partners away day - discussions with system partners to understand barriers, challenges and opportunities.

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

Task	Revised Outcome	Timeline and Progress
1. Coordinate the effective delivery of homelessness services through a partnership aligned and published homelessness strategy	<ul style="list-style-type: none"> Facilitated review of homelessness provision leading to a new homelessness and rough sleeping strategy and action plan adopted by partners Clearly articulated roles of homelessness and rough sleeping in health and social care services and rough sleeping strategy Reviewed strategy together with action plan focused on bringing the cases rather than the operations of homelessness which coordinates service delivery between all partners Coordinated meeting of all services involved within the revised homelessness and rough sleeping strategy Shared in service delivery working parties to agree to review provision focused on prevention of homelessness 	<ul style="list-style-type: none"> Final county coordinator meeting to bring districts and other partners together to ensure a reduction in levels of homelessness Reviewed strategy together with action plan particular focus on drivers for homelessness across the county Review the joint coalition homelessness and rough sleeping strategy with a focus on leading partnership issues rather than the operations of homelessness Develop a programme of coordinated health and social care services focused on the health and welfare of the homelessness strategy Implementation of non-statutory measures for service delivery across all partners including district services, health services, county council commissioned support, voluntary agencies and the justice <p>A county Rough Sleeping Accommodation programme was successful in completing 1000 beds across the county in 2023. Further beds are being discussed for specific clusters including rough sleeping, care leavers and prison leavers for progression in 2023/24.</p> <p>Health for drug and alcohol treatment and support has been reviewed by Lincolnshire County Council which will contribute to the themes in the strategy. Close partnership working will ensure the health is represented across the District Councils.</p> <p>The Housing Advice Programme is being considered for research opportunities to ascertain gaps in accommodation and services.</p> <p>Joint working groups to improve practices and pathways are operational for prison leavers, care leavers and young people and the Housing Related Support Contract.</p>



Next steps and action plan

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

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

Outputs

Lincolnshire district councils' health and wellbeing strategy

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

Outputs

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

'Working together to achieve priorities'
Action plan developed with key stakeholders

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.

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

Active people

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

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

Active system

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

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

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
<i>Improve air quality</i>	<i>Reduce carbon emissions</i>			
<ol style="list-style-type: none"> 1. Improve air quality, particularly in designated management areas 2. Accelerate transition towards active travel 3. Promote and increase uptake of electric vehicles 4. Mobility: provision and uptake of public transport services 	<ol style="list-style-type: none"> 5. Improve domestic energy efficiency, reduce fuel poverty, and reduce carbon emissions 6. Joint work to reduce carbon emissions from all Councils (Lincolnshire County Council and districts) 7. Reduce carbon emissions across all services to meet national carbon reduction targets 	<ol style="list-style-type: none"> 8. Understand the local impacts of a changing climate to improve community resilience 9. Education and behaviour change around sustainability and climate change 10. Reduce waste output across the county and tackle key issues 	<ol style="list-style-type: none"> 11. Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and health and wellbeing benefits 12. Maximise potential of Local Plan reviews 	<ol style="list-style-type: none"> 13. Influence provision of healthy and sustainable food options

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
<ol style="list-style-type: none"> 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 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 4. Increase volunteering to support the community and increase well-being for the volunteers themselves 	<ol style="list-style-type: none"> 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 6. Employee upskilling and retraining programmes for those in industries exposed to long-term change and decline 	<ol style="list-style-type: none"> 7. Residents have the digital skills to access health services, everyday services and employment opportunities 8. Fully enabled digital FFTP (fixed fibre to premises) infrastructure across the county using place appropriate technologies. 	<ol style="list-style-type: none"> 9. Create an intervention programme that supports residents with ill-health into employment 	<ol style="list-style-type: none"> 10. Creating an environment to support development of the health and care sector to improve health related service provision

3.6 Objectives by lever area

Working with Communities



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

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



04

**Strategic framework:
Activity and outputs**

4.1 Strategic framework – objectives, activities and outputs

Housing and homelessness (1/9)

#	Objective	#	Activity	Output
1	Coordinate the effective delivery of homelessness services through a partnership driven and evidence based homelessness strategy	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
		1.2	Research – understanding the data with a particular focus on drivers for homelessness across the county	Clarity on underlying causes of homelessness and rough sleeping as inputs into revised homelessness and rough sleeping strategy
		1.3	Review the joint Lincolnshire homelessness and rough sleeping strategy with a focus on tackling underlying causes rather than the symptoms of homelessness	Revised strategy together with action plan focussed on tackling the causes rather than the symptoms of homelessness which coordinates service delivery between all partners

4.1 Strategic framework – objectives, activities and outputs

Housing and homelessness (2/9)

#	Objective	#	Activity	Output
1	Coordinate the effective delivery of homelessness services through a partnership driven and evidence based homelessness strategy	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
		1.5	Implementation of coordinated processes for service delivery across all partners including, district councils, health services, county council commissioned support, voluntary services and the police	Joined up service delivery avoiding overlaps or gaps in service provision focussed on prevention of homelessness

4.1 Strategic framework – objectives, activities and outputs

Housing and homelessness (3/9)

#	Objective	#	Activity	Output
2	Establish future investment strategies to meet current and emerging needs for care and support	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	Bring more empty homes into use in order to improve the supply of properties available within the county.	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	Deliver new housing to meet housing needs and demands, meeting zero carbon targets and recognising all levels of affordability	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	Improve the quality of existing properties across all tenures and reduce the cost of poor housing to health, care and society	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	Reduce levels of overcrowding as means of reducing health risks	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	Improve services to extend people's housing choices in preparation for later life	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	Ensure services to support people to remain living in their current home complement each other as a system-wide approach.	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>Active place: Develop a plan to be able to positively influence the planning system / external decision making in their local area</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>	1.1	Establish place based roundtable meetings involving Health & Wellbeing Leads and Planning Leads to explore relevant opportunities and ensure a shared understanding of opportunities	Clarity of purpose and options to embed health and wellbeing into planning
		1.2	Improve quality and accessibility of public paths, cycle networks and spaces	An approach to develop, share and learn from good practice
		1.3	Explore options to achieve a greater influence on policy requirements on percentage of public open space	Clear plans that can provide a lever for funding or other applications
				Mutual understanding of vision and objectives

4.2 Strategic framework – objectives, activities and outputs

Activity and wellbeing (2/11)

#	Objective	#	Activity	Output
1	<p>Active place: Develop a plan to be able to positively influence the planning system / external decision making in their local area</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>Active place: Make better use of green spaces across Lincolnshire, maximise opportunities for residents and visitors to be active in Lincolnshire.</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)	Greater awareness of opportunities for physical activity in Lincolnshire
		2.2	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	<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>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</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>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</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> <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>
		3.4	<p>Promote active travel within local communities and connect with the Lincolnshire Transport Strategy for future opportunities.</p>	

4.2 Strategic framework – objectives, activities and outputs

Activity and wellbeing (6/11)

#	Objective	#	Activity	Output
4	<p>Active people: Providing opportunities and programmes across communities to enable all residents to take part in regular activity</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>Active people: Providing opportunities and programmes across communities to enable all residents to take part in regular activity</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>Active systems: Creating leadership, governance, partnerships and workforce capabilities across sectors to use resources in a more coordinated way to reduce inactivity</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	<p>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>	<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>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</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	<p>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 seeing as 'someone else's job'.</p> <p>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.</p>
		6.2	Agree content for a consistent briefing / training session to ensure health and wellbeing implications are considered and documented in all committee / council reports	
		6.3	Ensure that each District Council has clear officer and elected member / portfolio lead for Health & Wellbeing to ensure delivery, accountability and political ownership (irrespective of political governance system - committee of cabinet model)	

4.2 Strategic framework – objectives, activities and outputs

Activity and wellbeing (10/11)

#	Objective	#	Activity	Output
7	<p>Active systems: Proactive and inclusive approach to sharing learning, best practice and opportunities for collaboration</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>
		7.2	Review future remit and structure of District Health & Wellbeing Network to maximise contribution to / influence on this agenda	
		7.3	Celebrate and raise awareness of opportunities across Lincolnshire through our communications and social media channels	

4.2 Strategic framework – objectives, activities and outputs

Activity and wellbeing (11/11)

#	Objective	#	Activity	Output
8	<p>Active systems: Proactively engage across the NHS to encourage innovation and creativity to enable health, wellbeing and physical activity within planning consultations</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>
		8.2	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?)	
		8.3	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	

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	Improve air quality, particularly in designated management areas	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	Accelerate transition towards active travel	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	Promote and increase uptake of electric vehicles	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	Promote and increase uptake of electric vehicles	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	Mobility: provision and uptake of public transport services	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	Improve domestic energy efficiency and reduce carbon emissions	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	Improve domestic energy efficiency and reduce carbon emissions	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	Joint work to reduce carbon emissions from all Councils (Lincolnshire County Council and districts)	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	Reduce carbon emissions across all services to meet national carbon reduction targets	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	Reduce carbon emissions across all services to meet national carbon reduction targets	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	Understand the local impacts of a changing climate to improve community resilience	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	Reduce waste output across the county and tackle key issues	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	Reduce waste output across the county and tackle key issues	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	Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and wellbeing benefits	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	Improved open space provision that recognises the role of improved biodiversity, carbon sequestration and wellbeing benefits	11.4	Development of additional rewilding areas in public amenity space	Improved biodiversity in rewilded areas, greater public engagement with green spaces
		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	Influence provision of healthy and sustainable food options	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	Maximise opportunity of Local Plan reviews	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
		13.2	Deliver biodiversity net gain through new developments and increase provision of accessible open space	Improved access to green space, improved health and wellbeing outcomes
		13.3	Recognise need for climate change adaptation for new developments to ensure they are fit for a changing climate and ageing population	Housing resilient to overheating and flooding, future proofed without a need to retrofit

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>Embed strong strategic narrative/understanding to promote economic inclusion and health inequality linkages that deliver better outcomes.</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>
		1.2	Review current strategies/policies to ensure there are where appropriate, meaningful and deliberate/positive outcomes that address health inequality	
		1.3	Review current projects/interventions to test whether appropriate health/economic inequality outcomes and outputs have/can be captured or weaved into the initiative	

4.4 Strategic framework – objectives, activities and outputs

Economic inclusion (2/13)

#	Objective	#	Activity	Output
1	Embed strong strategic narrative/understanding to promote economic inclusion and health inequality linkages that deliver better outcomes.	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>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> <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>	2.1	Develop and champion a Social Value employment charter for Lincolnshire. This will build on existing examples/models Greater Manchester Good Employment Charter.	Lincolnshire Social Value Charter and resulting programme.
		2.2	Lead by example - District and County Councils, set out how Councils can improve working conditions.	Councils signed up to Social Value Charter.
		2.3	Target particular sectors / work with businesses to adopt and further develop the charter	National and local partnerships.
				Number of employees covered.
				Increased number of people getting predictable shift patterns.
				Increased proportion of workforce obtaining a specific number of hours per week.
				Reduction in mental health issues associated with these pressures.

4.4 Strategic framework – objectives, activities and outputs

Economic inclusion (4/13)

#	Objective	#	Activity	Output
2	<p>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> <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	Lincolnshire Social Value Charter and resulting programme.
		2.5	Working with chambers, Federation Of Small Business, local business organisations and national partners to promote adoption, implementation	<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 (5/13)

#	Objective	#	Activity	Output
3	<p>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> <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	<p>Working closely with the GLLEP Skills Board and other stakeholder to improve availability and access for those in employment, particularly in low wage sectors/employment, to improve and develop skills as they progress through their careers/working life. Use our place leadership role in order to convene a discussion on how we respond to current skills needs.</p>	<p>Reduction in number of households with in-work poverty. Increase in skills levels throughout the labour pool. Expedited Covid-19 recovery.</p>

4.4 Strategic framework – objectives, activities and outputs

Economic inclusion (6/13)

#	Objective	#	Activity	Output
4	<p>People in Employment: Increase volunteering to support the community and increase well-being for the volunteers themselves</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>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> <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)	Reduced unemployment in vulnerable sectors
		5.2	Develop overall Lincolnshire-wide approach to response along with regional, national partners, district by district approach to addressing skills gaps	Reduced failure levels of vulnerable businesses
		5.3	Work in District specific implementation programme. with partners to implement recommendations to address skills gaps. Replicate the above for additional sectors	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>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.</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>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.</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>Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities.</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. (1. economic / employment, 2. service access 3. social connection)</i></p>	7.1	Develop a Lincolnshire digital access strategy	Increased digital skills of residents.
		7.2	Digital skills review across Lincolnshire - including reviewing digital skill levels, needs, deprivation, access	Increased number of digitally enabled/based businesses.
		7.3	Review current digital skills development programmes in Lincolnshire - how well do these match, where are there gaps	Reduction in social isolation through digital enablement.
				Increased efficiency and cost-effectiveness of public services through digital enablement.

4.4 Strategic framework – objectives, activities and outputs

Economic inclusion (10/13)

#	Objective	#	Activity	Output
7	<p>Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities.</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. (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>Digital skills programme: Fully enabled digital FFTP (fixed fibre to premises) infrastructure across the county using place appropriate technologies.</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. (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>Eliminate poor health from being a barrier to employment: Create an intervention programme that supports residents with ill-health into employment.</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>Creating an environment to support development of the health and care sector to improve health related service provision (wide scale health attraction interventions)</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>Capture and build on district community engagement knowledge and expertise.</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"> • articulate and share best practice and new ways of working • provide a toolkit to replicate / adapt in local areas • learn from each others and celebrate each others achievements 	<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"> • Building the social economy, working with social enterprise models • Engaging with diverse communities • Supporting people to live and age well 	<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	Expand district participation in current sector discussions across the wider system	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>Strengthen sector oversight and assurance.</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]
		3.2	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	System wide assurance that all volunteer deployment in Lincolnshire is done safely (credible, safeguarding checks, insurance) to protect vulnerable residents and volunteers Greater mobility of volunteers - a 'Lincolnshire volunteer' rather than tied to a single organisation.
		3.3	Support and shape the development of a standardised volunteer training package and accreditation mechanism [Lincolnshire volunteer accreditation]	

4.5 Strategic framework – objectives, activities and outputs

Working with Communities (4/9)

#	Objective	#	Activity	Output
3	<p>Strengthen sector oversight and assurance.</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>Enhance and sustain voluntary sector engagement and contribution.</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>A Strategic Commissioning approach in Lincolnshire</p> <p><i>To maximise impact and reach of commissioned services across the Lincolnshire Health & 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	A Strategic Commissioning approach in Lincolnshire <i>To maximise impact and reach of commissioned services across the Lincolnshire Health & Wellbeing System</i>	5.3	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>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	A more collaborative approach to national funding opportunities as our default position.	<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>Wellbeing Lincs</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)	<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>
		6.2	Develop a Wellbeing Lincs Business Development Plan - secure sign off from Lincolnshire County Council and District Partners	
		6.3	Clearly articulate and be able to quantify the difference Wellbeing Lincs makes to the wider system as a key preventative service in Lincolnshire	

4.5 Strategic framework – objectives, activities and outputs

Working with Communities (9/9)

#	Objective	#	Activity	Output
6	<p>Wellbeing Lincs</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>
		6.5	'Service of choice' for Districts to explore pooling of budgets to pilot new ways of working to deliver and health & wellbeing outcomes	All Districts engaged in Wellbeing Lincs service development (irrespective of whether they are directly delivering services)
		6.6	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	

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 prevalence	2019/2020	Percentage	29	25.9	26.8	27.6	22.4	26.4	23.6	22.7
Adult (18&) overweight and obesity prevalence	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

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

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
North Kesteven	Public transport/ walk/ cycle/ drive to employment centre with 500 to 4999 jobs	Anxiety 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					