

Appendix 2 – Action Plan – Lincolnshire District Councils’ Health and Wellbeing Strategy

Lever Area 1 – Housing and Homelessness:

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

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

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<p>2. Establish future investment strategies to meet current and emerging needs for care and support</p>	<ul style="list-style-type: none"> • Agreed programme for the delivery of homes through a housing market position statement to meet current needs for care and support • Implementation of programmes which demonstrate the link between demands/needs and investment strategies. 	<ul style="list-style-type: none"> • Establish analyst resource to understand insights and trends relating to demand for homes with care and support and clarify the priorities for future investment • Develop a process for linking demand/needs for homes with care and support with investment strategies and funding opportunities. 	<p>Two District Council Officers from the Greater Lincolnshire Affordable Housing Group (which reports to the Infrastructure Sub Group) now attend the LCC led Accommodation Sourcing Group . This is an important interface as District Councils can draw on housing expertise and wider partnerships including Registered Providers to plan and deliver homes that meet care and support needs .</p>
<p>3. Bring more empty homes into use in order to improve the supply of properties available within the county</p>	<ul style="list-style-type: none"> • Clear examples of effective interventions that can be applied locally • Clear plan for achieving objective • Funding to drive the physical improvement of properties to make them available for use and thereby increase supply of housing 	<ul style="list-style-type: none"> • Review best practice on options to reduce numbers of empty properties • Develop a strategy and action plan to reduce numbers of empty properties based on improving properties to an agreed quality standard • Investigate options for raising additional funding to invest in bringing properties back into us 	<p>Currently some Local Authorities employ Empty Homes Officers that work with to bring empty homes back into use, from offering advice and support to owners through to highlighting the need for and coordinating enforcement action . There is potential here to have greater resourcing and expertise for the difficult empties – longer term and costly around legal action and CPOs .</p>
<p>4. Deliver new housing to meet housing needs and demands, meeting zero carbon targets and recognising all levels of affordability</p>	<ul style="list-style-type: none"> • Plan for the delivery of new homes across all tenures through local plans, direct investment by partners and leveraging funding opportunities through Homes England 	<ul style="list-style-type: none"> • Implement the Infrastructure Group Housing action plan which incorporates a strategy for the delivery of homes to meet all levels of affordability based on needs and demands 	<p>Central Lincolnshire Local Plan currently under examination is requiring net zero carbon compliant housing development . The Infrastructure Sub Group has an approved housing delivery action plan to increase housing delivery from market, to affordable through to specific needs housing. This plan frames collaboration and information sharing across partner authorities and enables a coordinated approach when working with important external partner such as Homes England. Current work programme includes a Modern Methods of Construction Delivery and Action Plan study which will inform our approaches and help drive the net zero carbon aim.</p>
<p>5. Improve the quality of existing properties across all tenures and reduce the cost of poor housing to health, care and society</p>	<ul style="list-style-type: none"> • Clear understanding of the priorities for improvement • A sustainable and realistic plan built around the areas requiring most improvement, potential gaps in delivery/funding programmes and those interventions that improve housing conditions • A comprehensive scheme which embraces all available opportunities to help householders/landlords improve their property to meet zero carbon targets and reduce fuel poverty 	<ul style="list-style-type: none"> • Maintain an up-to-date picture of housing conditions and decent home standards across Lincolnshire and the cost of remedial works • Develop a targeted plan to make effective interventions on homes in poor condition for maximum health benefit (including reducing the impact of fuel poverty) • Expand the Lincs 4 Warmer Homes (L4WH) scheme to access a broader range of financial support for energy efficiency improvements and green homes 	<p>Ongoing discussions with The Building Research Establishment (BRE) regarding a housing stock condition survey in conjunction with Public Health Intelligence team. Target - pricing and timescale to be agreed by end December 22.</p> <p>There are currently proposals for an energy advice service to replace links for warmer homes which are currently being considered between statutory partners. A conclusion is expected by the end of 2022.</p>

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6. Reduce levels of overcrowding as a means of reducing health risks	<ul style="list-style-type: none"> • Clear examples of effective interventions that can be applied locally • Clarity on the extent to which such schemes can be applied across the county • Clear plan for achieving objective 	<ul style="list-style-type: none"> • Review best practice on options to reduce levels of overcrowding • Explore expansion of private rented sector licensing schemes • Develop a strategy and action plan to reduce levels of overcrowding across the county 	Actions and timescales to be clarified through a newly constituted Housing Standards Group
7. Improve services to extend people’s housing choices in preparation for later life	<ul style="list-style-type: none"> • Lincolnshire programme for housing in later life 	<ul style="list-style-type: none"> • Complete a series of stakeholder and user workshops and surveys to understand challenges and potential solutions leading to a Centre for Ageing Better (CFAB) programme of housing work/projects 	Good progress has been made through the county ageing better partnership. An ageing better conference was held in October 2022 which brought together a wide range of partners to identify the top challenges for Lincolnshire. Work is primarily focussed on developing a Good Homes Alliance to support people as they make appropriate choices around their future accommodation needs. Delivery is projected for March 2023.
8. Ensure services to support people to remain living in their current home complement each other as a system-wide approach	<ul style="list-style-type: none"> • Capacity to drive a number of actions from the Homes for Independence action plan focussed on supporting people living in their own home. • Targeted use of resources to make the greatest difference to people being able to remain in their home longer, understanding the extent to which digital equipment can reduce the need for adaptations 	<ul style="list-style-type: none"> • Establish a joint Strategic Lead - Healthy and Accessible Homes (HAH) post • Develop a best practice review of the resources available to support people in their home including DFGs and equipment to ascertain how they can be targeted to support healthy long term occupation of homes 	Lincolnshire Healthy and Accessible Homes (Housing) Lead recruited and started June 22. Working to progress both the Good Home Alliance work with the Centre for Ageing Better and ARK consultancy, and Healthy and Accessible Homes Group Actions from the Homes for Independence action plan.

Lever Area 2 – Activity and Wellbeing:

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

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

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

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

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

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Lever Area 3 – Environment and Sustainability

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

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

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

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

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

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

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

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

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

Lever Area 5 – Community Engagement

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

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

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

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<p>6. Wellbeing Lincs</p>	<ul style="list-style-type: none"> • A growth / development strategy that ensures Wellbeing Lincs continues to add value to the wider health and wellbeing system • Confidence to test / pilot new ways of working • All Districts engaged in Wellbeing Lincs service development (irrespective of whether they are directly delivering services) 	<ul style="list-style-type: none"> • Map and consider opportunities for diversification / expansion of remit and reach eg: Geographical coverage, expansion of remit (e.g. collaborative approach to DFGs), developing / piloting / evidencing new programmes (e.g. small aid service, sanctuary scheme) • Develop a Wellbeing Lincs Business Development Plan - secure sign off from LCC and District Partners • Clearly articulate and be able to quantify the difference Wellbeing Lincs makes to the wider system as a key preventative service in Lincolnshire • More proactive approach to publicising approach and success • 'Service of choice' for Districts to explore pooling of budgets to pilot new ways of working to deliver and health & wellbeing outcomes • Develop a mechanism for all Districts to participate in and contribute to service development / ensure awareness - District Housing Network provides a key platform to enable this, build into terms of reference 	<ul style="list-style-type: none"> • Business Intelligence and Service delivery is regularly reviewed and shared, • This specific task will be further developed in 23/24.
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