



Health and Wellbeing Strategy

2018 - 2021



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1.0 Introduction

1.1 The Purpose of the Health and Wellbeing Strategy

Welcome to West Lancashire Borough Council's (WLBC) Health and Wellbeing Strategy (HWS). Its role is to provide a solid framework, or “delivery plan” with a number of high level strategic objectives and priority actions, to contribute to ensuring the conditions are in place for people in West Lancashire to live healthy and fulfilling lives.

We are mindful that most of our services contribute either directly or indirectly towards our residents and communities’ health and wellbeing. Indeed, the 2010 national review of health inequalities reaffirmed that health is intrinsically linked to a number of determinants, in particular, employment, housing, community cohesion and environmental health, to which we play a key role in delivering and controlling.

We understand that for too long there has been less emphasis on preventing ill-health outside the role of the NHS and recognise, especially during the current financial climate the benefits to be gained for our residents and communities if we go beyond medical and social care and tackle the root causes of poor health.

As a result, if we were to consider health in all we do and pay more attention on what can be done to further embed health and wellbeing into our everyday business functions, the greater the contribution we will make to the health status of the local population and the economy.

Moreover, not only is it our commitment to improve local health and wellbeing it is also the intention of this Strategy to lend our support to the public health agendas of West Lancashire Clinical Commissioning Group (WLCCG), Lancashire County Council (LCC), Public Health England (PHE) and the National Health Service (NHS).

We recognise this Strategy comes at a particularly important and challenging time for public services and acknowledge, in response to demographic change and achievement of long-term financial sustainability, we must do things differently - and this Strategy aims to do just that.

2.0 What Determines our Health and Wellbeing

Our health is determined by a complex interaction between individual characteristics, lifestyle and the physical, social and economic environment, also known as the environments in which we live, learn, work and play. The view amongst experts is that these wider determinants of health and individual health choices play a significant role in how long and how well we live.

To help illustrate what determines our health and wellbeing the Robert Johnson Foundation and the University of Wisconsin Population Health Institute provide the following useful table:

Figure 1 – What Determines our Health and Wellbeing

Health and Behaviours 30%	Socioeconomic Factors 40%	Clinical Care 20%	Built Environment 10%
Smoking 10%	Education 10%	Access to Care 10%	Built Environment 5%
Diet/ Exercise 10%	Employment 10%	Quality of Care 10%	Environment Quality 5%
Alcohol Use 5%	Income 10%		
Poor Sexual Health 5%	Family/ Social Support 5%		
	Community Safety 5%		

Source: Robert Johnson Foundation and the University of Wisconsin Population Health Institute

It is important to note that socioeconomic factors (40%) are not only the largest single predictor or driver of health and wellbeing, they also strongly influence health behaviours, the second greatest contributor towards health and mortality.

According to the World Health Organization (WHO) they state that blaming people for having poor health or crediting them for good health is inappropriate, especially given the fact that people are unlikely to be able to directly control many of the factors i.e. “the determinants of health” that affect their health and wellbeing, which, include:

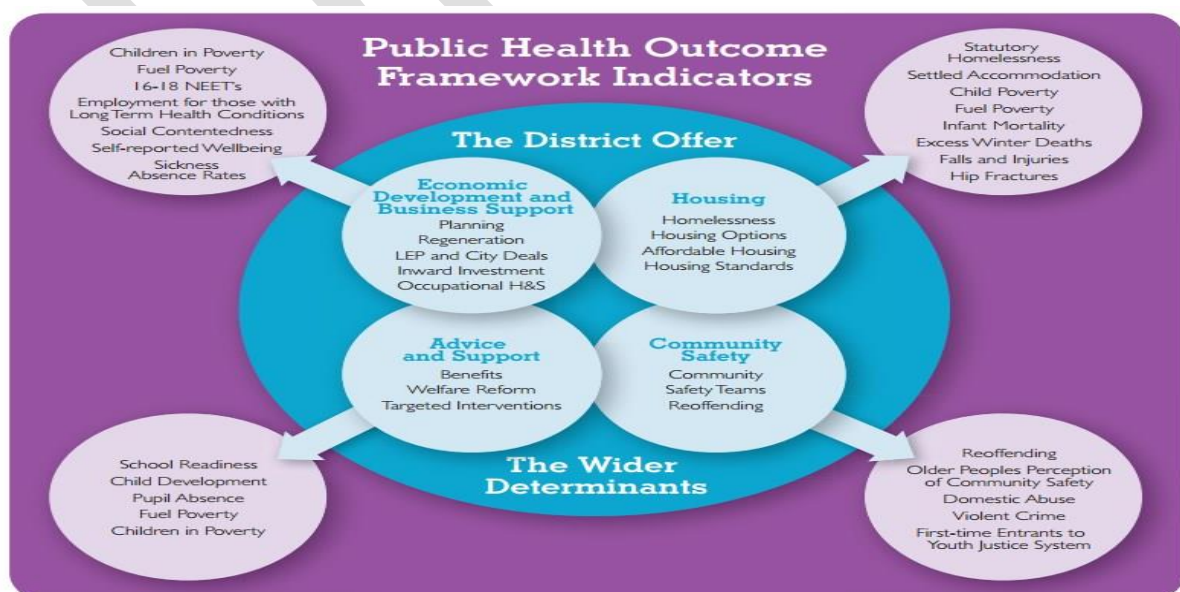
- Income and social status – higher income and social status are linked to better health i.e. the greater the gap between the richest and poorest people, the greater the differences in health;
- Education – low education levels are linked with poor health, more stress and lower self-confidence;

- Physical environment – safe water and clean air, healthy workplaces, safe houses, communities and roads all contribute to good health.
- Employment and working conditions – people in employment are healthier, particularly those who have more control over their working conditions;
- Social support networks – greater support from families, friends and communities is linked to better health.
- Culture – customs and traditions, and the beliefs of the family and community all affect health.
- Genetics – inheritance plays a part in determining lifespan, healthiness and the likelihood of developing certain illnesses.
- Personal behaviour and coping skills – balanced eating, keeping active, smoking, drinking, how we deal with life’s stresses and challenges all affect health;
- Health services – access and use of services that prevent and treat disease influences health;
- Gender – Men and women suffer from different types of disease at different ages.

In the context of district councils we play a key role in being able to determine how to keep people healthy. For example, we have a distinct, local role in leisure service provision, housing, economic development, planning, and helping to shape and support our communities – according to the English health charity The King's Fund these are all key areas that are increasingly recognised as vital components of a true population health system.

Figure 2 below taken from the "District Councils' Network" 2013 publication on how district council's contribute towards the new health and wellbeing agenda of local government, illustrates the unique and multi-dimensional roles we possess that can help determine a person's health status and how these levers can be used to influence better outcomes.

Figure 2 – What Determines our Health and Wellbeing



Source: District Council's Network 2013

3.0 Context and Case for Change

In recent years, there has been significant change across the health and wellbeing policy landscape. There are a number of policies and programmes, (national, regional and local) that this Health and Wellbeing Strategy takes account of and in places complements, however, it should be noted this strategy is not led by legislation, but indeed reflects the Council's core priorities.

3.1 The National Context

Central Government has introduced new policy and legislation that has had a fundamental impact in the way public health, health services and social care are delivered. This change included giving upper tier and unitary authorities, through Health and Wellbeing Boards (HWBs), a new role in encouraging joined-up commissioning across the NHS, social care, education, public health and other local partners.

HWBs are formal committees which operate with core statutory duties that bring together political, professional, commissioning and community leaders as equal partners with equal status.

Since the public health reform we have played a statutory role within the Lancashire HWB to embed legislative public health functions into our business activities.

Overall, our role within the statutory HWB is to share leadership responsibility for local health and wellbeing by working with Board partners to improve our communities' health outcomes.

Since commencement of the Boards local authorities are now better placed to influence the way healthcare is designed, commissioned and delivered.

Considering other national health policy frameworks, the NHS is developing new models of primary care aimed to provide local communities with services that are more proactive, holistic and responsive, particularly for frailer older people. The key strategy currently in circulation is the NHS "Five Year Forward View", commissioned October 2014, it sets out a future vision to play a stronger role in preventing ill-health and upgrades in high quality care and prevention. This new model also argues for district councils to:

- Ensure that their actions have a positive effect on public health;
- Ensure that their actions are cost effective and, where possible, offer a positive return on investment;
- Take a more enabling role in the health of residents and communities;
- Innovate in services and their delivery.

In November 2008 Professor Sir Michael Marmot was asked by the Secretary of State for Health to oversee an independent review to propose the most effective

evidence-based strategies for reducing health inequalities, including addressing the social determinants of health in England from 2010. The report concluded that a good start in life, a decent home, good nutrition, a quality education, sufficient income, healthy habits, a safe neighbourhood, a sense of community and citizenship were the fundamental building blocks required to improve quality of life and reduce health inequalities. The final report, titled, The Marmot Review, “Fair Society, Healthy Lives, - Strategic Review of Health Inequalities in England” was published in February 2010 and defines action on six policy objectives:

- Give every child the best start in life;
- Enable all children, young people and adults to maximise their capabilities and have control over their lives;
- Create fair employment and good work for all;
- Ensure healthy standards of living for all;
- Create and develop healthy and sustainable places and communities;
- Strengthen the role and impact of ill-health prevention.

These objectives have assisted local authorities' to develop and implement strategies to combat some of the most prevalent health inequalities affecting the societies they serve. Currently over 75% of local authorities are now working to embed Marmot principles in all policies and service plans.

"From evidence into action: opportunities to protect and improve the nation's health (October 2014)": is a strategic document setting out the PHE five-year action plan based on seven priorities.

These priorities are to:

- Tackle obesity, especially in children;
- Reduce smoking and stopping children starting;
- Reduce harmful drinking and alcohol-related hospital admissions;
- Ensure every child has the best start in life;
- Reduce the risk of dementia and its incidence and prevalence in 65-75 year olds;
- Tackle the growth in antimicrobial resistance;
- Achieve a year-on-year decline in tuberculosis incidence.

In effect, PHE is focusing efforts on securing improvements against each of these priorities by working more closely in partnership with a range of national and local partners, such as district councils.

PHE have also initiated a “Health in All Policies” work programme, which seeks to harness the potential of diverse local authority policies and services to address the wider determinants of health in all they do. Therefore, this Strategy also responds to the work programme, where further details can be found in Appendix 4.

3.2 The Local Context

The West Lancashire Borough covers an area of 38,109 hectares and contains the greatest amount of Green Belt land in England.

The population of the district mid-2014 was estimated by the Office for National Statistics (ONS) to be 112,000, spread across rural heritage, "new town" developments, idyllic villages and tranquil countryside.

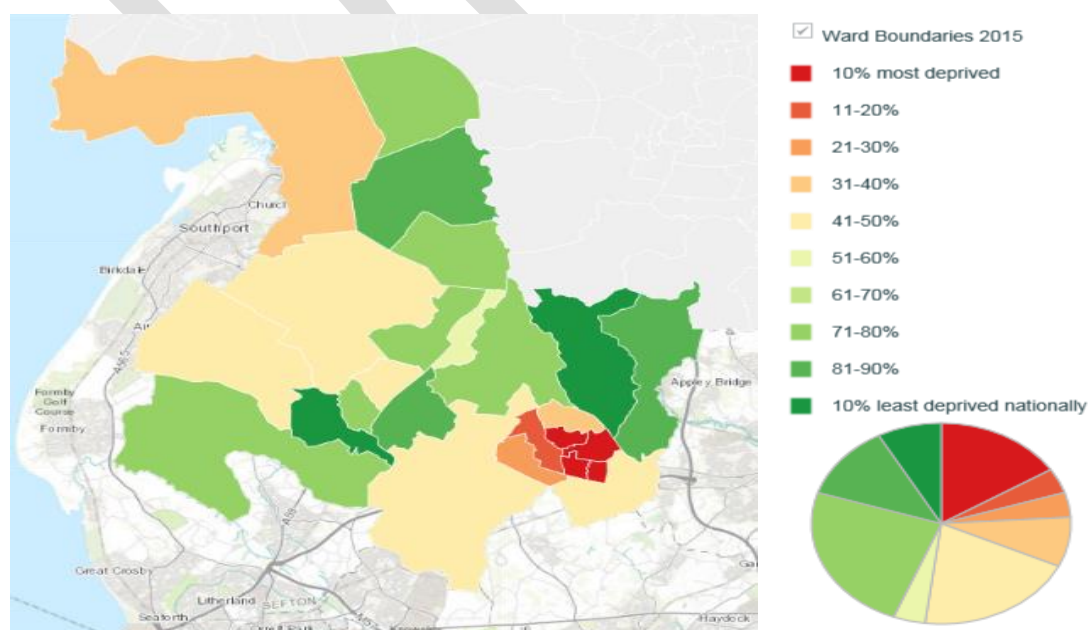
The Borough itself is complex and diverse in nature, with the urban conurbation of Skelmersdale and the key service centres of Ormskirk, Aughton and Burscough, having the majority of residents.

There are three distinct rural areas; the Northern, Eastern and Western Parishes, containing a number of villages, the largest of which are the linear settlements of Tarleton and Hesketh Bank.

We have a thriving and diverse local economy and are home to international companies, such as PepsiCo-Walkers Ltd, Procter & Gamble and Nippon Sheet Glass (NSG). In fact, West Lancashire supports around 45,500 jobs of which 26% are found within the public sector, 15% Manufacturing and 14% Wholesale & Retail.

However, the high level of economic successes and countryside settings mask a range of internal inequalities. Locally some of our neighbourhoods struggle with high levels of deprivation, for instance within the seven Wards of Skelmersdale, five of them are ranked 20% most deprived places to live in the UK and four within the national 5%. The people who live in these Wards struggle disproportionately with poorer life opportunities, poorer outcomes in health, education attainment, income and wealth, and being and feeling safe, as well as accessing employment and more.

Figure 3 – West Lancashire Index of Multiple Deprivation (2015)



There are also other communities living in the Borough who face a range of daily challenges and inequalities. Our children in care have poorer life chances, as do many disabled residents (both physical and learning) and those with mental health conditions.

Overall there are a number of social inequalities affecting the local population to which a more detailed account can be found in Appendix 2, "Snapshot Health Profile of West Lancashire".

The profile of West Lancashire as a whole is one of a Borough with stark health contrasts. Studies show the population is rising rapidly and this is expected to continue, with projected growth in the region of 117,000 by 2031, with the proportion of people over 60 expected to rise by 32% whilst the proportion of people aged over 75 is expected to dramatically rise by 110%.

The rise in demand comes from the demographic fact we are witnessing steep increases in the number of people living for longer. For instance, currently, over a quarter of our residents are aged over 60, making West Lancashire just one of a dozen authorities in England with an (over 60) aged population greater than 25%.

Undoubtedly, our ageing population presents challenges to the health care system, especially given the fact that many health conditions and associated disability become more common with age, and that older people are higher users of our health services, thus providing good evidence to support an expanded role in health improvement.

As we continue to face challenging budget pressures and increased demand across many of our service areas we recognise the importance of increasing our focus on keeping people well, so that there is less need for support to help people get better or cope with long-term conditions. Therefore, a key driver of this Strategy is to focus priorities that can reduce gaps in inequalities and improve local life expectancy.

4.0 Our Vision for Health and Wellbeing

4.1 Our Council Vision

- To be a Council which is ambitious for West Lancashire.

This Vision helps us to clearly determine our rationale for involvement in the development of policy activities and programmes that go beyond the simple promotion of good health. It enables us to action the evidence to clearly define "health and wellbeing" in its broadest sense, underpinned by our Council Plan, its Vision, Values and Priorities.

4.2 Our Council Plan

Our Council Plan and underpinning priorities mean we aim to get results and make a positive difference for all our businesses, places and people. Central to this is our ongoing drive to develop opportunities that will create a more joined up and responsive "One Council" - prerequisites strongly endorsed via extensive consultation with local people and partners, to which this Strategy aligns.

4.3 Our Values

- Enterprising – being innovative and creative, delivering lasting improvements;
- Inclusive – working in partnership to benefit West Lancashire, and being open and involving in the way decisions are made;
- Equality – promoting equality and reducing inequality;
- One Council – adopting a co-ordinated approach;
- Caring – valuing and developing employees.

How this Strategy relates to our Values is to provide a strategic steer to encourage integrated working that adds better value, so that our investment continues to be directed towards our communities' wellbeing.

The shared priorities identified in this Strategy will help us go beyond organisational boundaries, to work in more creative and innovative ways to maximise efficiency and create the required impact to meet our Values, especially in the current environment of shrinking budgets and increasing demand for public services.

4.4 Our Strategic Priorities are:

- **Ambitious for our economy**, by focusing on retaining and growing jobs, increasing skills levels and encouraging business wealth;
- **Ambitious for our environment** driving the infrastructure to enhance the built and physical environment, and its cleanliness;
- **Ambitious for health and wellbeing** to improve the health and wellbeing of local communities.

Our strategic priorities help direct us to target resources and look at new ways of working to ensure we are constantly focused on providing essential and sustainable services that can greatly enhance quality of life.

Led by our priorities, this Strategy recognises the need to seize opportunities that will achieve greater outcomes to improve the current social, economic and

environmental conditions which impact on local health and tackle the unjust and unfair inequalities that impinge on our quality of life.

5.0 Internal Assessment of Health-Promoting Assets

5.1 Our Services that Directly Promote Wellbeing

Considering Section 2.0, it is clear to see how many of our services play a significant role in supporting the health and wellbeing of our residents and communities.

As evidence suggests, socio-economic factors and health behaviours contribute around 70% towards preventing premature death, and the physical environment 10%. Therefore, we need to ask ourselves – “if we wish to make a real difference to the health and wellbeing of residents, how can all these factors be modified by the services we deliver?”

The King's Fund paper – “The District Council contribution to public health: a time of challenge and opportunity” outlines broader provisions of Council services in terms of core functions and enabling roles that dramatically influence health and wellbeing across the lifecycle.

Taking the information provided and linking it to the services we deliver has enabled us to pull together a significant account of health-promoting assets at our disposal that can directly and indirectly influence a person's health status across lifecycle stages.

To build an emerging action plan of health improvements the various types of health-promoting assets we possess, as outlined by The King's Fund, are examined below, to which further findings taken from an early review of our services can also be found in Appendix 5.

5.1.1 Housing:

There are clear links between the housing conditions people live in and their health. Overcrowding, poor quality housing and fuel poverty can all impact on physical and mental health, whereas good quality housing can be a major contributory factor in attaining good health, especially for those in the recovery process of mental health and substance misuse.

Poor housing in England is costing the NHS in excess of £600 million a year, so money invested into dealing with poor housing conditions will result in a financial benefit to health.

Our Housing Services play a crucial role in supporting our residents' health and wellbeing and is a central component of what we do. In terms of our service

delivery we strive to provide an appropriate balance of good quality housing that meets the needs of residents and contributes positively to the wellbeing of our communities.

Over many years in order to meet our housing challenges and provide residents with the ongoing infrastructure to live adequately and sufficiently in Council dwellings, we have invested heavily in our housing stock and are self-financing. This great achievement enabled us to commence in 2013 a five year £65 million capital improvement programme aimed to raise standards of living to further support people to take better control of their lives and their families.

As well as ensuring people live in warm and safe environments, we also operate with a range of housing policies and initiatives to improve various living circumstances that can impinge on wellbeing such as:

- Promoting and enabling employment;
- Volunteer training and supporting social enterprise;
- Small scale local projects such as community gardens/ allotments;
- Facilitation and support for estate based community projects promoting healthy lifestyles or building capacity and awareness around health and wellbeing;
- Targeting frailer older residents and engaging them in estate based activity to make links between residents and reduce isolation;
- Supporting tenants in social housing susceptible to financial exclusion.

With regard to the private rented sector, we enforce a range of interventions to combat poor living conditions. We offer support to tenants who are having problems with their rented properties with legal advice and support and enforce a number of legislative regulations to ensure, in relation to tenant health and safety, landlords maintain a legal level of care.

Overall, we are instrumental in controlling, minimising and preventing poor housing conditions by:

- Helping to facilitate access to social housing to residents who need it;
- Delivering the Council's statutory homelessness function by investigating all homelessness enquires, securing temporary accommodation, seeking re-housing and ensuring an out of hours service is in place;
- Facilitating projects to provide advice and assistance to individuals at risk of homelessness or whose discharged from hospital who may be delayed by lack of appropriate housing;
- Regulating landlords in the private rented sector, including Houses in Multiple Occupation;
- Investigating and taking actions against landlords for harassment and illegal eviction;
- Allocating the Disabled Facilities Grants to fund adaptations to enable residents to stay in their own homes for as long as possible and avoid hospital admissions;

- Working with LCC and other partners to improve the conditions of the housing stock, including energy efficiency, and the health conditions of residents.

We also continue to be committed to tackling fuel poverty and have made good progress in reducing the number of fuel poverty households in the Borough through new build, regeneration, refurbishment, and decent homes work and have been very successful leveraging in many million pounds of external funding to carry out home energy efficiency works.

From a health and wellbeing perspective tackling fuel poverty offers multiple benefits: better living conditions for people with low incomes, an improved and more energy efficient housing stock, fewer winter deaths and reduced costs for the NHS are just a few of the advantages we recognise are to be gained in the interest of improving local health.

Those with specific needs because of disabilities often rely on special adaptations to enable them to live independently. Within the Council Tenancy Strategy we ensure that there is specific provision for adapted properties for those who need them most. In addition, we have housing strategies which consider how best to maximise financial support for adaptations through disabled facilities grants and other grant funding.

Another important area of work, is homelessness, which is the most extreme form of housing need impacting on peoples' health. Over the course of time we have made considerable progress reducing homelessness and improving services for homeless households. This includes reducing the number of people in temporary accommodation; providing a dedicated service for single homeless people and making significant progress towards ending rough sleeping in the Borough.

There are now significant challenges in building on these achievements to continue to prevent homelessness. These include major changes to the benefit system, social housing reform, prolonged economic uncertainties, and reduced resources for services – likely to continue in the coming years. In response, and in light of unprecedented challenges a new Homelessness Strategy has been launched with an overarching ambition to address the wider support needs of homeless people and further develop multi-agency working and implementation of early intervention initiatives.

5.1.2 Countryside Sites, Parks and Green Spaces:

Physical inactivity is responsible for up to one in five premature deaths and is estimated to cost the UK economy more than £7 billion annually. Severe obesity reduces life expectancy by around 8-10 years, the same reduction as a lifetime of smoking. Obese and overweight individuals also require the assistance of a number of health services and costs for the wider economy have been estimated at £27 billion, including costs to the NHS and days off work due to sickness.

Physical inactivity is one of the biggest health challenges facing West Lancashire with 27% of adults and 27% of reception aged children considered to be either overweight or obese, thus recognising, an important need for access to green and open spaces as a means to reducing the impact of physical inactivity and associated mental illnesses.

Access to nature and open spaces are key elements of what makes West Lancashire a great place in which to live and work and therefore it is vital in the interest of physical and mental wellbeing that these natural assets are maintained for the benefit of all, now and for the future.

The landscape in which the Council maintains and operates its countryside sites, parks and green spaces are vital components that support people to live more physically active lives and how our open spaces, keeping our streets clean and litter free, maintaining our grass, roadside verges, trees and shrubs all contribute significantly to the way a person chooses to live their life.

Currently, our open spaces provide venues for activities, such as walking, cycling and running. The Ranger Services provide patrols, health and safety checks, site management, and education and conservation initiatives for ten countryside sites and three urban parks. We have received the prestigious green flag award for the high standard and quality of Beacon Country Park in Up Holland and Coronation Park in Ormskirk and we continue to work hard to maintain the 28 conservation areas we are responsible for.

We also operate healthy walking programmes run by our outdoor walk leaders and local volunteers. These walks provide residents with the chance to improve health and socialise, whilst learning about the local cultural and historical features found within our green and open spaces.

To encourage families to spend quality family time together we offer over 40 public play areas across the borough. These facilities offer children and young people the chance to play together, hang out with friends, meet new friends and exercise and learn about the world around them.

All these assets are vital commodities towards promoting opportunities for people to make healthy life choices.

5.1.3 Leisure and Wellbeing:

We play an integral role in supporting social capital by providing opportunities for engaging people in health promotion activities, spreading health messages and motivating changes in lifestyle, particularly peer to peer.

For instance, our Health Promotion Services aims to improve residents' health and wellbeing through the provision of education, training and workshops, and by supporting both local and national campaigns for health improvement within the Borough. These services deliver health promotion initiatives on a wide range of

topics including accident prevention, food safety, healthy eating and infection disease control.

Another scheme we currently deliver to help local people make positive choices about their health and lifestyles is "Active West Lancs". Its concept is to engage people into healthier lifestyles through exercise and healthy eating. The scheme itself focuses on targeting different sections of the community by utilising a range of Council assets, in the context of our leisure centres, community buildings and our outdoor gyms located within our parks and open spaces. The scheme overall focuses with partners on reducing the local prevalent levels of obesity and improving mental wellbeing by creating the right environments to help people build their self-confidence and self-esteem. Commissioned for three years by LCC the scheme is now into its second successful year and is anticipated (funding permitting) due to its success, to be recommissioned for a further two years.

Our arts and cultural services provides an outlet for residents to come together. The cultural activities delivered, in particular, exhibitions, events, educational workshops and arts development projects all contribute to making a positive impact on public health and wellbeing in the form of enabling people to identify with, understand, appreciate, engage with and feel a sense of belonging, to which various health benefits are associated.

Undoubtedly, it is fair to say the biggest assets we possess in terms of supporting and encouraging hundreds of thousands of people of all ages to live active lives and enjoy healthy lifestyles are our community leisure centres and swimming pools.

Currently, our leisure centres and swimming pools are managed on our behalf by West Lancashire Community Leisure (a Community Leisure Trust) and its operating partner Serco Leisure Operating Ltd. This agreement started in 2005 to run until 2020 and since commencement has enabled us to focus greater attention on increasing physical activity levels and sports club participation within the Borough.

In fact, this partnership has placed us in a unique position to be able to secure significant levels of inward investment we otherwise would not have been able to achieve. This investment has permitted us to add greater tangible value to these health-promoting assets purposely for the long-term health benefits of residents and communities. In total, over the course of the partnership tangible asset investment (facility improvements) will equate up to the region of £3.5 million.

In short, this partnership has enabled us to better establish our commitment to offering appropriate leisure choices to encourage all our residents to engage in leisure and sport activities and support reductions in prevalent health inequalities to improve borough-wide quality of life.

Our fifteen year partnership with the Leisure Trust and Serco Leisure is a good example of how we strive to bring the local community and local service providers together at a neighbourhood level to tackle local health issues and improve local

services, which includes identifying root causes of poor health and setting realistic aims to overcome them.

5.1.4 Environmental Health:

Most aspects of environmental health services are likely to have an impact on health. For example, air and noise pollution are both associated with a number of negative health outcomes, while food-borne diseases can result in hospital visits and time off work.

Our role in environmental health is potentially vast, covering functions such as, monitoring and managing local air quality, public health, noise nuisance, food safety, enforcing the smoking ban, and ensuring compliance with occupational health and safety regulations.

We also continue to provide essential intervention that protect communities from environmental hazards and also provide local intelligence to inform the health protection priorities.

We are vital partners in emergency planning and delivering comprehensive multi-agency plans to respond to major public health incidents in disease control and environmental contamination.

We monitor air pollution concentrations to mitigate short and long term exposure to air pollutants associated with negative health impacts such as those related to respiratory and heart disease.

Children, the elderly and people on low incomes are more likely to be exposed to air pollution and it is currently estimated that pollution can reduce life expectancy of every person in the UK by an average of 6-8 months, with associated costs of up to £20 billion each year.

We recognise that the principle source of air pollution are motor vehicles, which are estimated to be responsible for up to 90% of emissions. There is also a link between air quality and climate change as air pollutants and climate change pollutants share a common source, therefore investigation to slow climate change is another service function we strive to improve.

To help keep our streets clean and provide good quality of life for all we enforce on-the-spot fines for littering, dog fouling and engage with the police, fire service and Lancashire County Council on initiatives of intervention and prevention.

Graffiti and Abandoned Vehicles have become less of an issue than previous years as effective management and response practices are in place to minimise these

activities and their impacts. On the other hand, fly tipping incidents are increasing – part of a national trend – to which for the benefit of our residents and communities we are responding to by taking action through our Environmental Enforcement Team.

5.1.5 Community Safety:

The impact of crime and fear of crime on health and wellbeing is well documented and particularly present in areas of deprivation and upon vulnerable individuals. Exposure to crime and anti-social behaviour in all its forms is a wider determinant of health which can contribute to anxiety and mental illness and has the ability to undermine the confidence of whole communities.

In response we manage the West Lancashire Community Safety Partnership (WLCSP) made up of a large number of community groups and partners. The focus of the partnership is working together to reduce the negative impact of crime on both communities and individuals and engage people in securing sustainable solutions to these issues. Priority areas are focused on reducing violent crime, domestic abuse, child sex exploitation, road safety, and tackling anti-social behaviour and organised crime including cross border criminality.

The partnership works well in linking health and crime enforcement to tackle a wide range of local activities deemed detrimental to wellbeing.

5.1.6 Street Scene:

Another of our most critical service areas for health protection activities are the services for waste and recycling collections, street sweeping, removal of fly-tipped waste, graffiti and abandoned vehicles. All these services contribute immensely to improve and promote a healthy living environment.

A well maintained street scene relates closely to how safe residents feel and how satisfied they are with their locality.

We know a clean street can promote civic pride, safer communities and a sense of wellbeing, so we understand the importance in continuing to maintain quality service standards. Residents rightly expect that these services also provide value-for-money.

Our recycling performance in 2016/17 was 47.7%. Whilst performance is good, we continuously strive to improve this target by ensuring that opportunities to recycle household waste are maximised. Although producing less waste in the first place is key to reducing costs and environmental impacts; in the interest of our residents'

health we are constantly striving to encourage residents and neighbourhoods to generate less waste and of that waste recycle or reuse as much as possible. There are many environmental benefits associated with reducing waste and increasing recycling, which we recognise is of the utmost importance given that natural resources are depleting and understand how we must ensure we continue to have the right mechanisms in place to make the best use of the materials and energy contained in the waste stream from the fundamental viewpoint of protecting the environment and resident wellbeing.

5.2 Our Services that Indirectly Promote Wellbeing:

Beyond delivering the core functions outlined, we also facilitate "enabling roles". These roles both affect and shape how our services are delivered and therefore their impact underpins the development and operation of our core business functions.

Examples of the types of enabling roles we execute and how these roles shape community wellbeing are summarised below:

5.2.1 Economic Development:

Apart from being a major local employer, we make a major contribution to the economic wellbeing of West Lancashire via a range of activities across a number of our services.

Across each of our core functions there is a clear understanding that sustainable economic growth is a priority for the Council; and that each and every service area has a contribution to make to the economic wellbeing of the Borough.

To cover the period 2015-2025, we prepared and agreed a new Economic Development Strategy. The purpose of the Plan is to build upon the success of previous work, adding new insights that reflect a strong commitment to work together to maximise opportunities locally for the benefit of businesses, employees, residents and visitors.

The Strategic Plan sets out a 2025 vision aimed to build up the economic capacity of the local area to improve its economic future and quality of life for all. In this context, the Strategy sets out ambitions for transforming the local economy by clearly articulating opportunities for existing and future residents, especially those in genuine need and focuses on reducing levels of unemployment, poverty and inequalities that exist within the Borough.

Our Economic Development Strategy is intended to assist in delivering the strategic objectives set out in the Council's Strategic Plan and in particular provide a broad framework to establish a long-term plan of new developments, essential service support, infrastructure and sustainability. This commitment is underpinned by eight core Strategic Themes:

- Stimulating Change;

- Providing the right scale and mix of Employment Sites;
- Housing as a Driver for Change;
- Revitalised Town Centres;
- A Better-Connected West Lancashire;
- Promoting the Place;
- Supporting the Rural and Visitor Economy;
- Advantage through Knowledge and Skills.

The eight key themes supported by a robust action plan provides an enabling framework to stimulate economic prosperity and influence borough-wide community wellbeing.

5.2.2 Planning:

Our Local Plan provides the vision for the development of West Lancashire to 2027 and was developed in conjunction with health partners and includes strategic objectives around promoting healthy neighbourhoods that promote active and healthy lifestyles.

The Local Plan is built upon the following eight principles:

- Sustainable development;
- Stimulating economic and housing growth;
- Addressing climate change;
- Preserving and enhancing the natural and built environment;
- Spatial planning;
- High quality design;
- Good accessibility;
- Community involvement.

A component of the Local Plan is spatial planning, which does not only take into account land use, but also considers other issues that could indirectly affect, or be affected by land use, such as health, education and crime.

Our Local Planning policy also contributes towards maintaining and enhancing the green infrastructure and open recreation space of the Borough, all of which contributes towards healthy living.

Overall, the Local Plan is designed to conform to the National Planning Policy Framework set out by Government, which in essence means that all planning policies and decisions will take into consideration reductions in health inequalities, such as access to healthy food outlets and encouragement of physical activity, improvement of mental wellbeing, and prevalence of respiratory diseases associated with air quality.

Moreover, our Local Plan provides the framework for the development and infrastructure for what our communities need and in respect of local interest sets out clear guidelines on what developments can and cannot be permitted.

The Council have started the process of reviewing the Local Plan, with the intention of adopting a new Local Plan in 2020, potentially running to 2050. Health and wellbeing will be a key factor that will need to be reflected in several areas of policy in the new Local Plan to try and ensure that new developments are built in a way that enhances opportunities for healthier living and that creates healthier places where people are happier and live longer.

6.0 Our Programme for Change

6.1 Our Delivery Focus

Many of the people who come into regular contact with our services are often facing multiple challenges directly and indirectly related to health and wellbeing, signalling that more can be done to embed health and wellbeing within our service delivery.

Although, we already have a number of service areas working hard to improve the health status of the local population, as demonstrated by the information outlined in section 5.0 and Appendix 5, we recognise that when we peruse the local context and snapshot of health inequalities, (outlined in Appendix 2), there is still a long list of health priorities requiring action.

When we examine our core functions and breakdown the physical, institutional and community assets at our disposal we gain a clearer picture of where potentially we can make a more concerted effort to improve our communities' health and wellbeing.

In accordance with the evidence, throughout this Strategy our focus has been to adopt a lifecourse approach and develop a programme for change with distinct priorities comparable to the six policy objectives of the Marmot Review. These are detailed in section 3.1, however, for ease of reference are:

- Give every child the best start in life;
- Enable all children, young people and adults to maximize their capabilities and have control over their lives;
- Create fair employment and good work for all;
- Ensure healthy standards of living for all;
- Create and develop healthy and sustainable places and communities;
- Strengthen the role and impact of ill-health prevention.

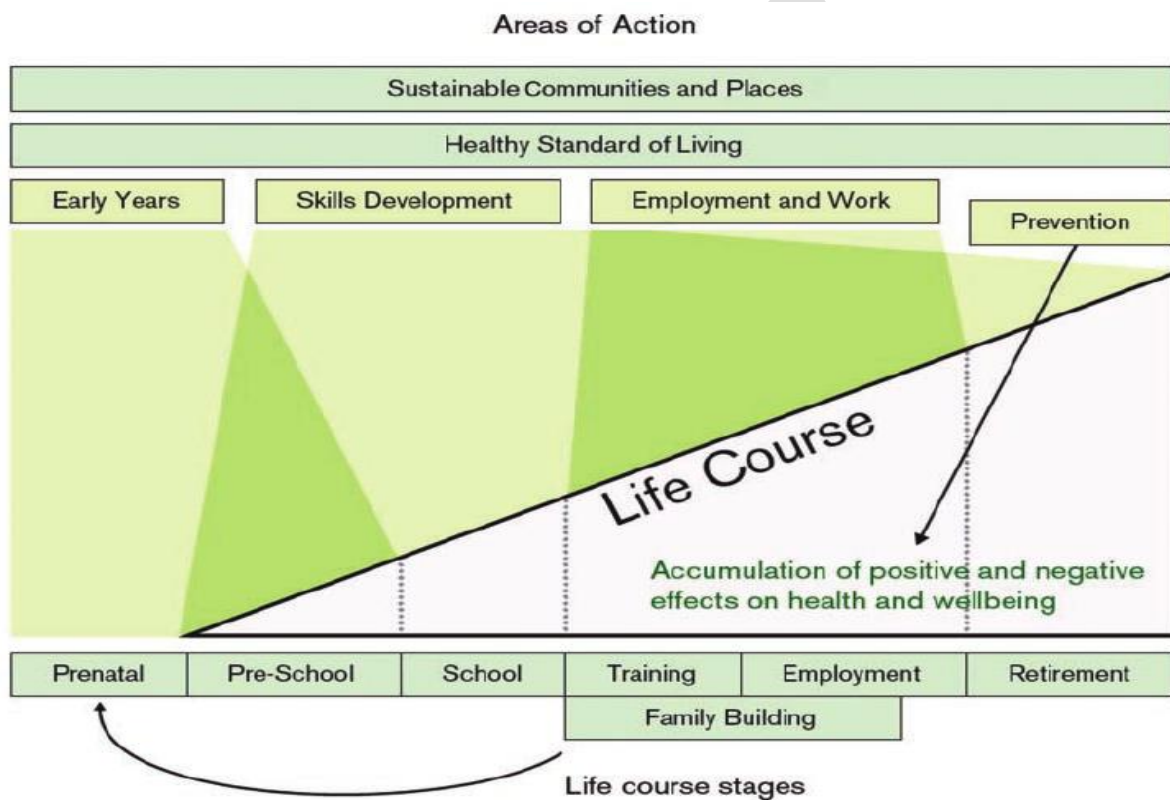
The Marmot Review suggests that policy activities and programmes which embed these principles, can achieve across-the-board improvements in population health and wellbeing.

In order for us to determine the most suitable course of action to successfully expand our services as per the policy objectives of the Review and meet our Strategy

aspiration and have in place the best conditions possible for people in West Lancashire to live fulfilling lives. Figure 4 below assembles the six policy objectives into four distinct themes that reflect the stages of support people need throughout the course of life to better influence life choices/ outcomes.

At the same time, to clearly articulate a framework that can improve local population health all four themes i.e. Early Years, Skills Development, Employment and Work and Prevention have been looked at and incorporated to underpin our priority objectives for action plan delivery.

Figure 4 – Action across the Lifecourse (Marmot 2010)



Source – The Marmot Review, “Fair Society, Healthy Lives, - Strategic Review of Health Inequalities in England

These objectives were also informed by the health-promoting assets at our disposal that can support and create the conditions needed to reduce the prevalence of local health inequalities.

When formulating the priority areas for action we also took into account scope for reduced duplication of work and tackling multiple issues, such as disparity in life expectancy, poverty and obesity.

In recognition of the findings the following priority areas are proposed for delivery plan action:

- Promote the adoption of across-the-board action to improve health and wellbeing throughout the Borough.

- Maximise opportunities to improve health and wellbeing through contacts with residents and in key settings such as schools and workplaces.
- Create and sustain an environment that helps people to make healthy choices.
- Support residents and communities to manage their health, prevent ill-health and build resilience.

6.2 Our Delivery Plan

The overarching vision of this Strategy: "To have in place the best conditions possible for people in West Lancashire to live healthy and fulfilling lives".

The core principle of the Strategy: "To clearly define health and wellbeing in its broadest sense" underpinned by our Council Vision, Values and Priorities.

The cross-cutting theme: "To focus on the needs of the local population to reduce health inequalities".

To deliver our "programme for change" our Strategy on a page, see Figure 5 below:

Figure 5 – The Health & Wellbeing Strategy Visually



The Strategy framework, and actions that follow, provide the backdrop of what we want to achieve in relation to improving health and builds on work that is already underway across the Borough.

Within the priority areas and possible actions, we have looked for things that are likely to do one or more of the following:

- Utilise collective effort/ resource for greater impact;
- Address a gap in current provision/ need;
- Be feasible in terms of delivery;
- Expand already effective programmes/ services for greater impact; and/ or develop an untapped opportunity.

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Strategy Vision – To have in place the best conditions possible for people to live healthy and fulfilling lives.

Core Principles – To clearly define health and wellbeing in its broadest sense.

Cross-Cutting Theme – To focus on the needs of the local population to reduce health inequalities.

Priority – Ensure cross-the-board action to improve health and wellbeing throughout the Borough.

Key Action	Directorate / Partner	Responsible Lead	Resources	Milestone Progress	Overall Anticipated Outcome/ Impacts	Timescale
To identify, explore and apply for relevant external funding opportunities, as appropriate.	All Directorates	Health and Wellbeing Strategy Manager	Existing officer time	Identify Directorates funding requirements.	Ensure that funding from the Strategic Investment Reserve (SIR) is maximised, and more external funding is brought into WLBC to support the development of schemes of health intervention and early prevention.	Jan 2018 Ongoing
Lead Directorates to be contacted on a quarterly basis to identify their funding requirements, and to alert them to funding opportunities to support delivery on health and wellbeing initiatives within the community.	Leisure and Wellbeing, Housing and Inclusion, Development and Regeneration, Street Scene Services	Health and Wellbeing Strategy Manager	Existing officer time	Develop the resource to alert Lead Directorates to funding opportunities relevant to service requirement.	Provide the capacity to develop opportunities to take decisive action to achieve health and wellbeing goals and build Council resilience.	May 2018 Ongoing
Look to innovative ways to pool resources to make the biggest impact on reducing prevalent health inequalities, for example: cross-directorate buy-in when promoting programmes and activities of health intervention in the form of assets, equipment and efforts.	Leisure and Wellbeing, Housing and Inclusion, Development and Regeneration, Street Scene	Health and Wellbeing Strategy Manager	Existing officer time	Carry out Service evaluations to assess common ground working in tackling local health inequalities.	Greater utilisation of resource to better target health improvement within communities.	Jul 2018 Ongoing

	Services					
In the context of available resources, seek to address and rationalise the present stock of ageing built sports provision to provide facilities which meet contemporary standards.	Leisure and Wellbeing, Development and Regeneration, Legal and Democratic and Finance and HR Services	Deputy Director of Leisure and Wellbeing	Existing officer time and match-funding support	Establish a project team with representatives from finance, legal, procurement, property services, planning and development and leisure services supported by external specialist advisers – to undertake a feasibility study that will allow for significant capital and inward investment.	The project model for development to be based on the Built Sports Provision action of the 2015-2025 Leisure Strategy.	Apr 2020

Priority – Take every opportunity to improve health and wellbeing through contacts with residents and in key settings such as schools and workplaces.

Key Action	Directorate / Partner	Responsible Lead	Resources	Milestone Progress	Overall Anticipated Outcome/ Impacts	Timescale
Ongoing partnership facilitation to ensure the infrastructure is in place to enable apprenticeships, training and skills development is accessible for people living and working in the Borough.	Development and Regeneration Services	Economic Regeneration Manager	Existing officer time	Using our Economic Development Strategy 2015-2025 to drive this action forward.	Opportunities available at various skills levels for those seeking employment.	Ongoing
Easy access to the information and resources that will allow residents to make healthy choices and manage their own health. Possible activities:						
<ul style="list-style-type: none"> Develop a comprehensive health and wellbeing service directory that joins, programmes, activities and resources; 	Leisure and Wellbeing, Housing and Inclusion, Development and Regeneration,	Health and Wellbeing Strategy Manager	Existing officer time	Review internal processes, with regard to assessing implementation functionality.	To help local people make informed choices by putting them in touch with a variety of services and organisations so that they can find out what might best meet their health and wellbeing needs.	Mar 2019
<ul style="list-style-type: none"> Use Council and partnership events, newsletters, posters and 	Street Scene Services	Health Promotion Officer	Existing officer time	Using data from PHE outcomes framework determine the health		Aug 2018

<p>social media to pass on important health messages and promote local/ national health campaigns, such as Stoptober and Change4Life locally;</p> <ul style="list-style-type: none"> To increase the skills and knowledge of individuals by providing training, talks, workshops and seminars on a wide range of local and national health issues in the community. 				<p>needs of the Borough to develop a timeline of campaigns to support, promote and communicate.</p> <p>Plan and evaluate new and existing health promotion initiatives with the aim to develop a timeline of structured programmes.</p>		Mar 2018
<p>Combat negative health implications by facilitating schemes of intervention to reverse the upward trend in adult and childhood obesity, in particular to:</p> <ul style="list-style-type: none"> Reduce prevalent levels of obesity amongst adults, children 0-5 and 10-11 year olds by working alongside schools and communities using a variety of pathways, including social prescribing, to enable people to access health promotion activities such as: physical activity "sessions" and healthy eating "classes". 	Leisure and Wellbeing Services	Health and Wellbeing Strategy Manager and Leisure Operations Manager	Existing officer time and match-funding support	Benchmark impact based on PHE Health Profile Summary for West Lancashire.	To support reductions in adult and childhood obesity.	Aug 2018
<p>Demonstrate our commitment to health and wellbeing of our workforce. Possible activities:</p> <ul style="list-style-type: none"> Develop an internal programme of health and wellbeing initiatives, reminiscent of the key health-related themes of PHE "Workplace Charter" i.e. healthy eating, physical health and mental health (further details see Appendix 6). 	HR Services and Leisure and Wellbeing Services	Health Promotion Officer and HR Services	Existing officer time and possible budget implications	Design a programme of health-related themes aimed to improve our workforces' health and wellbeing.	To provide the internal infrastructure to help support the workforce to make healthy choices. Creating a healthier workplace will also support reductions in ill-health and	May 2018

					employee sickness absence.	
To educate local businesses knowledge and raise awareness on healthy workplace programmes to improve workforce health and wellbeing.	Leisure and Wellbeing Services	Health Promotion Officer	Existing officer time	Develop a programme and/ or step-by-step guide of effective tools and examples to embed practical health-related themes into the workplace.	(See above action point anticipated outcome/ impact).	Aug 2018

Priority – Create and sustain an environment that helps people to make healthy choices.

Key Action	Directorate / Partner	Responsible Lead	Resources	Milestone Progress	Overall Anticipated Outcome/ Impacts	Timescale
<p>Maximise opportunities to reduce health inequalities through greater integration of planning, housing and environmental developments, such as:</p> <ul style="list-style-type: none"> Ensure health and wellbeing issues are embedded into the Local Plan (further details, see Appendix 4); Consult with LCC public health specialists to advise planning teams on the creation of health-promoting (non-obesogenic) developments and environments; Utilise the "Health Impact Assessment" to embed considerations about health and wellbeing into committee reports. 	Development and Regeneration Services	Strategic Planning and Implementation Manager	Existing officer time	<p>Consider health and wellbeing issues as a cross-cutting theme during the preparation of the Local Plan Review and through the Sustainability Appraisal (SA) of the Local Plan</p> <p>Consultation to be carried out where a form of development is proposed that has the potential to impact on public health.</p>	<p>To embed considerations of health, equity and sustainability as a standard part of decision-making.</p>	Feb 2019
	Development and Regeneration Services	Strategic Planning and Implementation Manager	Existing officer time			Feb 2019
	All Directorates	Health and Wellbeing Strategy Manager	Existing officer time	<p>To develop the framework/ policy document(s) to embed health into committee reports.</p>		May 2018
Promote a healthy environment, through the following service provisions and actions:						

<ul style="list-style-type: none"> Play areas to be accessible by walking and cycling routes; 	Leisure and Wellbeing Services	Leisure Operations Manager	Existing officer time and possible internal capital (Inc. CIL & Section 106) and external grant funding	Working with youth services, schools and/ or voluntary sector groups consult with children and young people to ascertain the routes they take to access play areas and the mode of transport they use to identify any specific safety concerns or other potential barriers to develop a rolling capital programme of improvement.	Enable residents' ease of access to physical activity to maintain a healthy weight.	Mar 2019
<ul style="list-style-type: none"> Develop more physical activities in parks and open spaces, including the continued development of outdoor gyms in suitable locations; 	Leisure and Wellbeing Services	Leisure Operations Manager		Engage the views of local communities about improving the parks and open spaces and develop a community engagement strategy aimed to better utilise the outdoor gyms, placing emphasis on engaging with disabled users and older people (50+).	Regular participation in physical activity among children and young people is vital for health growth and development.	Dec 2018
<ul style="list-style-type: none"> In relation to play provision continue to pursue "fewer, bigger and better" prioritising lower quality yet high value sites, and rationalising lower quality sites; 	Leisure and Wellbeing Services	Leisure Operations Manager	Existing officer time and possible capital budgetary implications	Undertake a play provision review to ascertain sites considered "surplus to requirement" to develop plans for alternative usage in respect of further access to open spaces of public value.	In the context of policy and finances available, continue to identify, protect and enhance play provision and work closely with other play site providers to alleviate catchment gaps where areas lacking in certain types of provision are targeted.	Mar 2018
<ul style="list-style-type: none"> Operate with an effective management and maintenance regime in place to maintain the quality and usability of open spaces. 	Leisure and Wellbeing Services	Leisure Operations Manager	Existing officer time and possible capital budgetary implications	Engage the views of local communities attuned with the type of space and wildlife habitats present to develop robust mechanisms for the funding and maintenance of open space resource.	Access to open space has a positive impact on health and wellbeing. Living close to areas of green space, parks, woodland and other open space can improve physical and mental health regardless of social background.	Mar 2019

Address relative over and under provision of playing pitches in different parts of the Borough.	Leisure and Wellbeing Services	Deputy Director of Leisure and Wellbeing and Leisure Operations Manager	Existing officer time and match-funding support	Investigate the conversion of some adult pitches to junior/ youth provision, particularly at Blaguegate and Skelmersdale.	Underpin the contribution that sport, and the facilitation of opportunities has towards supporting local people to achieve a healthy lifestyle. West Lancashire population is predicted to grow significantly over the next few years, so there is a need to ensure sufficient provisions of accessible, quality and affordable facilities and pitches to meet local need.	Oct 2018
Explore possibilities to reshape Arts Services as a hub identifiable by the entire community, so to further build the cultural landscape of West Lancashire.	Leisure and Wellbeing Services	Deputy Director of Leisure and Wellbeing and Arts Development Manager	Existing officer time	Develop a business plan to increase participation and income.	Create linkages between culture and other civic activities to promote greater communal, engagement, strengthen community identity and support local economic development.	Dec 2017
To develop significant environmental and recreational benefits to Tawd Valley Park (TVP) and surrounding local communities.	Leisure and Wellbeing Services	Deputy Director of Leisure and Wellbeing and Leisure Operations Manager	Existing officer time and possible internal capital (Inc. CIL & Section 106) and external grant funding	Co-ordinate the development of the Masterplan for improvement to TVP, and establish management methods and required resources to implement the Masterplan and ensure future community engagement in the park and its facilities.	To support the provision of intrinsic environmental, aesthetic, and recreational benefits for residents.	Dec 2018
To enable all residents to live in communities that are clean, tidy and safe:						

<ul style="list-style-type: none"> • Continue to review our street cleaning schedule (including weekends) to maximise its effectiveness whilst ensuring it reflects the varying needs of local communities; • Engage with community and volunteer groups to organise local clean-ups; • Removal of fly-tipping, dog fouling, chewing gum and target litter hotspots; • Continue to measure public satisfaction levels with cleanliness in both residential and retail areas; • Maintain public open spaces to enhance the local environmental quality. 	Street Scene Services	Director of Street Scene	Existing officer time	<p>Cleaning schedules to be reviewed.</p> <p>Working in partnership communicate borough-wide messages on-line, publishing press releases, public notices opportunities for increased public participation in keeping our streets and parks clean, and safe.</p> <p>Work in partnership with residents and other stakeholders to improve the street cleanliness</p> <p>Increase the number of residents that are satisfied with the cleanliness of the Borough and the quality of the public open space using the residents survey</p> <p>Working in partnership with the volunteer community to generate additional opportunities to help care for our parks and green spaces.</p>	To maintain the highest standards of street cleanliness within the Borough.	<p>Ongoing</p> <p>Jun 2018</p> <p>Aug 2018</p> <p>May 2018</p> <p>Jun 2018</p>
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Priority – Support residents and communities to manage their health, prevent ill-health and build resilience.

Key Action	Directorate / Partner	Responsible Lead	Resources	Milestone Progress	Overall Anticipated Outcome/ Impacts	Timescale
<p>Strengthen the role and impact of ill-health prevention through regulation and enforcement of:</p> <ul style="list-style-type: none"> Excess noise and pollution, and seek to reduce the impact of noise or pollution on or from new developments; Continue to produce Air Quality update reports containing work to reduce impacts of vehicle pollution in air quality management area; Continue to inspect sites to ensure compliance with relevant permits; Continue to work with partners to reduce anti-social behaviour, crime and the fear of crime within communities. Continue to carry out licensing and inspection of tattooists, skin piercing and laser treatment 	<p>Leisure and Wellbeing Services</p>	<p>Environmental Protection and Community Safety Manager</p>	<p>Existing officer time</p>	<p>Continue to have a robust process of noise nuisance monitoring in situ.</p> <p>Action plan in place.</p> <p>Continue to ensure associated staff have detailed knowledge on relevant Codes of Practice and Enforcement.</p> <p>Action plan in place.</p>	<p>Mitigate against the effects of noise and pollution on health and quality of life.</p> <p>Comply with Department for Environment, Food & Rural Affairs requirement and work to improve air quality.</p> <p>To ensure adherence to statutory requirements and regulatory obligations for the greater wellbeing of local residents.</p> <p>Ongoing partnership working to prevent and deter criminal activities.</p>	<p>Mar 2018</p> <p>Jun 2018</p> <p>Aug 2018</p> <p>Jan 2019</p> <p>Ongoing</p>
		<p>Commercial, Safety and Licensing Manager</p>	<p>Existing officer time</p>	<p>Continued statutory compliance.</p>	<p>Reduce the risk of infectious disease.</p>	<p>Ongoing</p>

<p>businesses, and inspection of premises for legionella prevention;</p> <ul style="list-style-type: none"> Continue to carry out inspections of food businesses and analysis of food samples as necessary; Licensing policy to include data on responsible drinking to prevent anti-social behaviour associated with drinking; Carrying out our Taxi Licensing functions and continue to operate with robust policies to ensure that all those associated with the taxi industry are safe and suitable to do so. 				<p>Continued statutory compliance.</p> <p>Implement an information-sharing programme with local A&E, Urgent care and Walk-in centres to identify alcohol-related attendances and where the drinking took place.</p> <p>Roll-out of mandatory training programme for all licensed drivers to include safeguarding and to provide a means to raise concerns.</p>	<p>To ensure the production, transportation, storage, preparation and sale of food in hygienic conditions to reduce the risk of food poisoning.</p> <p>Tackle underage access to alcohol, street drinking and reinforce responsible drinking and reduce the high incidence of hospital stays for alcohol related harm.</p> <p>To continue to protect public safety, in particular relation to safeguarding children, young persons and vulnerable adults.</p>	<p>Ongoing</p> <p>Apr 2019</p> <p>Apr 2018</p>
<p>Plan to meet the changing needs of current and future occupants and assist residents who live with limiting long-term illness or disability (including reducing frailty) by undertaking the following actions:</p> <ul style="list-style-type: none"> Seek additional funding to support frail, elderly and disabled people with home adaptations that will enable them to live at home for as long as possible; Identify external funding sources to 	<p>Housing and Inclusion and Leisure and Wellbeing Services</p>	<p>Property Services Manager, Homelessness and Private Sector Housing Manager and Programme Works Manager</p> <p>Property Services</p>	<p>Existing officer time and match-funding support</p> <p>Existing officer</p>	<p>Identify sources of funding with consideration to investigate the feasibility to strengthen funding bids with integration support from the NHS and/ or other partners, for example, drawing on the Better Care Fund.</p> <p>Identify sources of funding with</p>	<p>Accessible and easily adaptable homes can help support independence, which in turn helps to reduce physical frailty and support fewer need for hospital admissions.</p> <p>Provide support to residents</p>	<p>Jun 2018</p> <p>Jun 2018</p>

<p>promote warm, fuel efficient homes – in both private and public rented sector, for example - identify external sources of funding to continue the winter warmth programme;</p> <ul style="list-style-type: none"> • Develop opportunities for older people living in local care homes, sheltered accommodation and users of our Home Care Link service to be more socially included and raise awareness of opportunities already available. • Installation of free Wi-Fi across 12 sheltered housing schemes with the aim of improving digital and financial inclusion and the general health and wellbeing of older residents 	<p>Housing and Inclusion</p>	<p>Manager, Homelessness and Private Sector Housing Manager</p> <p>Housing Operations Manager and Home Care Link Control Room Manager</p> <p>Performance & Projects Manager</p>	<p>time and match-funding support</p> <p>Existing officer time and match-funding support</p> <p>Existing resources and officer time</p>	<p>consideration to investigate the feasibility to strengthen funding bids with integration support from the NHS and/ or other partners, for example, drawing on the Better Care Fund.</p> <p>Identify sources of funding with consideration to investigate the feasibility to strengthen funding bids with integration support from the NHS and/ or other partners, for example, drawing on the Better Care Fund.</p> <p>Work in partnership with Social Telecoms, Lancashire Adult Learning and The Good Things Foundation in developing a Digital Deal for Older People</p>	<p>who may be suffering ill-health due to insufficient warmth and help to reduce fuel poverty.</p> <p>Help to tackle social isolation, loneliness and support mental wellbeing.</p> <p>Campaign aims to reduce isolation and loneliness through the use the internet.</p>	<p>Jun 2018</p> <p>December 17</p>
<p>Work together to implement schemes for systemic change towards proactive prevention, which include to:</p> <ul style="list-style-type: none"> • Embed social value considerations throughout the procurement cycle (including in the core requirements, contract notices, pre-qualification questionnaire, award processes, and throughout delivery, contract management and disposal, as well as through a prominent position in the pre-procurement process) (further details, see Appendix 3); 	<p>All Directorates</p>	<p>Procurement Executive</p>	<p>Existing officer time</p>	<p>Establish the core economic, social and environmental objectives that we want to achieve from our procurement activities, and include a social value % weighting within procurement assessments where appropriate. Including – to produce guidance for procurers on social value and how to include social value considerations in specifications and procurement documentation.</p>	<p>Greater and more explicit focus on using the Council's procurement spending power to deliver economic, social and environmental benefits for the wider community as part of our drive to secure best value.</p>	<p>Nov 2018</p>

<ul style="list-style-type: none"> Initiate “Health in All Policies” framework to build an across sector approach to Council public policies that will systematically take into account the health implications of decisions, seek synergies and avoid harmful health impacts in order to improve local population health and health “equity” (further details, see Appendix 4); 	All Directorates	Health and Wellbeing Strategy Manager	Existing officer time	Review internal processes, with regard to assessing implementation functionality.	To embed considerations of health, equity and sustainability as a standard part of decision-making.	Jun 2019
<ul style="list-style-type: none"> Make changes to internal processes, such as service action plan (SAP) templates to embed considerations (and data) about health and wellbeing into decision-making and work objectives. 	All Directorates	Health and Wellbeing Strategy Manager / Partnership and Performance Manager	Existing officer time	To develop the framework/ policy document(s) to initiate embedding health into SAP.	Cement Health and Wellbeing as an integral part of business functions.	Jun 2019

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7.0 Future Opportunities

Since 2010, public services have seen reductions in funding from Central Government and an increasing requirement to deliver significant efficiency savings in order to become self-financing. The state of the economy and the Government's commitment to reduce the public sector deficit means there is no indication that the funding position will improve and every likelihood is it will worsen over the short term.

The public sector in West Lancashire is still facing significant challenges and as a result the Council is continuing to absorb its share of budgetary cuts. At the same time, we continue to manage services as efficiently as possible to ensure increasingly limited resources deliver real benefits for local people.

Experience tells us that if we wish to make a positive impact to the lives of local people we need to be creative when managing limited resources and in the execution of this Strategy, strive to maximise external funding opportunities wherever possible.

Whilst there has been successes in obtaining external funding over the years, there is still some work to do to ensure that all relevant funding opportunities guided by the priorities set out in this Strategy are maximised.

We believe we are best placed to make a valuable difference to the wellbeing of residents and given the health focus at a local, regional and national level sit in a strong position to secure funding provision that can action widespread sustainable change.

In addition, and to show our continued commitment to improve the health profile of West Lancashire we have committed £100,000 of budgetary resource; allocated to lever in match-funding aimed to support the implementation of this Strategy, its priorities and actions.

We recognise, given the nature of some of the priority areas, the benefits gained by maximising match-funding opportunities and how this provision can be utilised to strategically obtain funding we may not otherwise be able to apply for; especially if we are to continue to operate efficiently under ever-decreasing resources.

It is important that we look to innovative ways to ensure we continue to maximise the impact of our investments and utilise wisely the allocated funding and develop cohesive partnerships to meet local health needs through the West Lancashire Health and Wellbeing Partnership.

For the Council to be as successful as possible in obtaining external funding support we will explore opportunities to develop creative partnerships and use the following principles when seeking and/ or securing funding:

- Use our priorities to help us better identify sources of funding;
- Build on our existing relationships and develop new relationships with partner organisations to maximise our ability to secure external funding;
- Develop a clear and detailed understanding of our communities' needs, in order to best direct external funding;
- Monitor and evaluate externally funded projects to ensure that aims have been met and value for money has been achieved.

8.0 Regulation and Monitoring

The priority areas and actions in this Strategy focus on strengthening our services to create the conditions required to support people to take better control of their lives and that of their families from "cradle to grave".

Through continued internal dialogue, we will identify key actions to help to improve the health and wellbeing of individuals, families and communities who rely on the extensive range of services we provide.

In order to monitor progress and success, the Strategy and Delivery Plan will be regularly monitored by the Health and Wellbeing Strategy Manager, who will update the plan as required in response to changes and to reflect progress.

Performance updates will also be regularly provided to relevant service managers and service heads and milestones achieved will be reported to our Elected Members in line with our constitution.

This Strategy will be implemented at a time when there are significant constraints upon public sector finances, so innovative use of existing resources will become even more important as we progress the Strategy and champion community wellbeing.

Furthermore, whilst the Strategy and Delivery Plan are designed to reflect the Council's commitment, ambitions and intentions in the context of health and wellbeing, it is acknowledged that aspects of this work will involve wider partners, most notably members of the West Lancashire Health and Wellbeing Partnership.

Appendix 1 – Glossary of Terms

HWS	Health and Wellbeing Strategy
WLBC	West Lancashire Borough Council
WLCCG	West Lancashire Clinical Commission Group
LCC	Lancashire County Council
PHE	Public Health England
NHS	National Health Service
HWB	Health and Wellbeing Boards
ONS	Office for National Statistics
DH	Department of Health
IOM	Institute of Medicine
NOMIS	Official Labour Market Statistics
WLCSP	West Lancashire Community Safety Partnership
WLCCG	West Lancashire Clinical Commission Group
HiAP	Health in All Policies
AWL	Active West Lancs

Appendix 2 – Snapshot Health Profile of West Lancashire

Background

To identify the right assets at our disposal and achieve the aspirations of the Strategy. It was firstly important to understand some of the prevalent health inequalities, lifestyle behaviours and socioeconomic factors affecting our communities, and assess the physical environments that coexist across the social gradient.

The following information is based on data taken from nationally recognised sources, such as the Office for National Statistics (ONS), Official Labour Market Statistics (NOMIS), UK Crime Stats, PHE and West Lancashire Clinical Commissioning Group (WLCCG).

Demographics

- According to ONS mid-2014 the population of West Lancashire was estimated at 112,000, (males 49%, females 51%) a breakdown of population density is highlighted in Figure 6.
- Although the age structure is distributed relatively evenly across most cohorts there is over a quarter of the current population aged over 60, making West Lancashire just one of a dozen authorities in England with an aged population greater than 25% (See Figure 7 – Age Distribution).
- Population projections show that substantial increases in the older age groups are expected within the next 10 years, in particular the over 70's and with it the natural effect of ageing, which is explored in section 3.2.
- The report also indicates a below average proportion of 15-24 years old to be living within the Borough (North West 26.1%, England 26.5%) and identifies the greatest percentage decreases are in age-groups 30-34 (-31%) and 35-39 (-18%).
- The main settlements are in Skelmersdale, Ormskirk and Burscough.
- The Borough is predominantly rural/ semi-rural in nature.
- Data from the 2011 Census showed 95.6% of residents identified as white British, which is decidedly higher than the England rate (85.5%) and only 0.8% were reported of Asian ethnicity, compared to a national average of 7.7%.
- There is limited information on sexuality at a local level, however, estimates at a national level vary from 1.5% to 5% which would mean between 1,700 and 5,600 residents of our Borough are lesbian, gay or bisexual.

Figure 6 – 2016 West Lancashire Population Density Super Output Areas (SOAs)

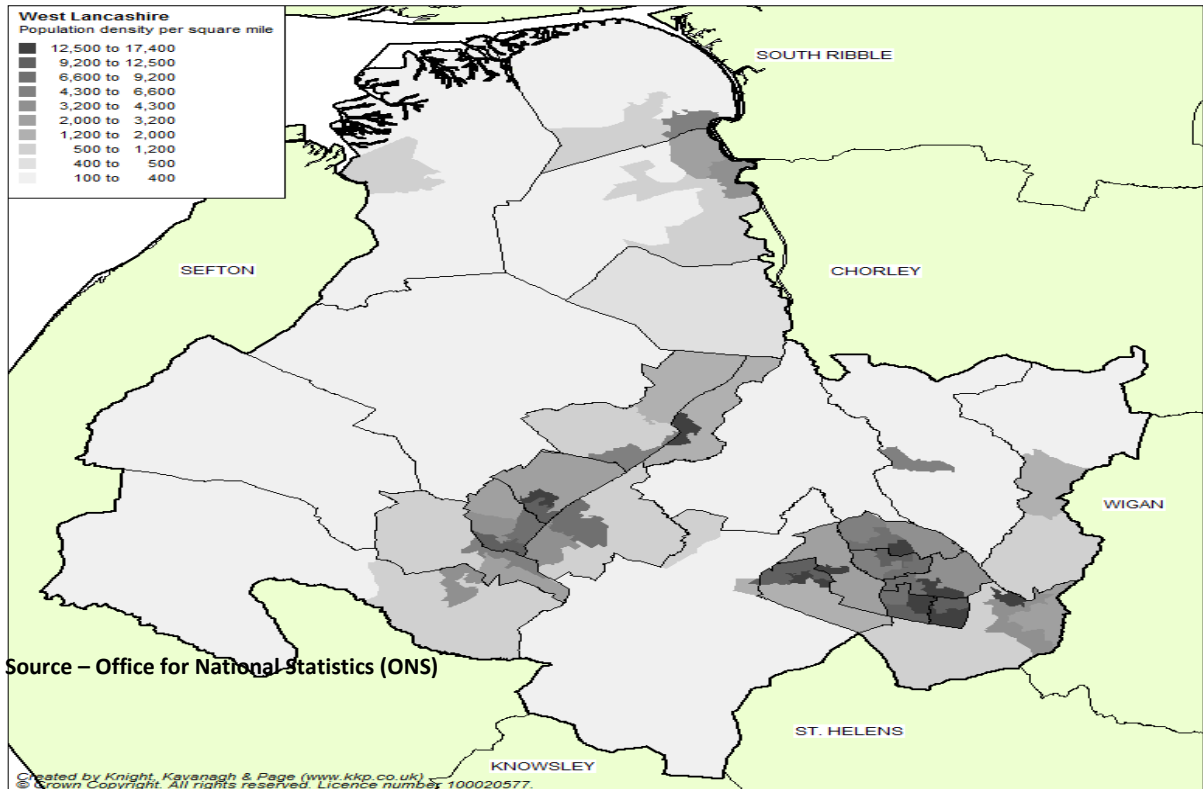
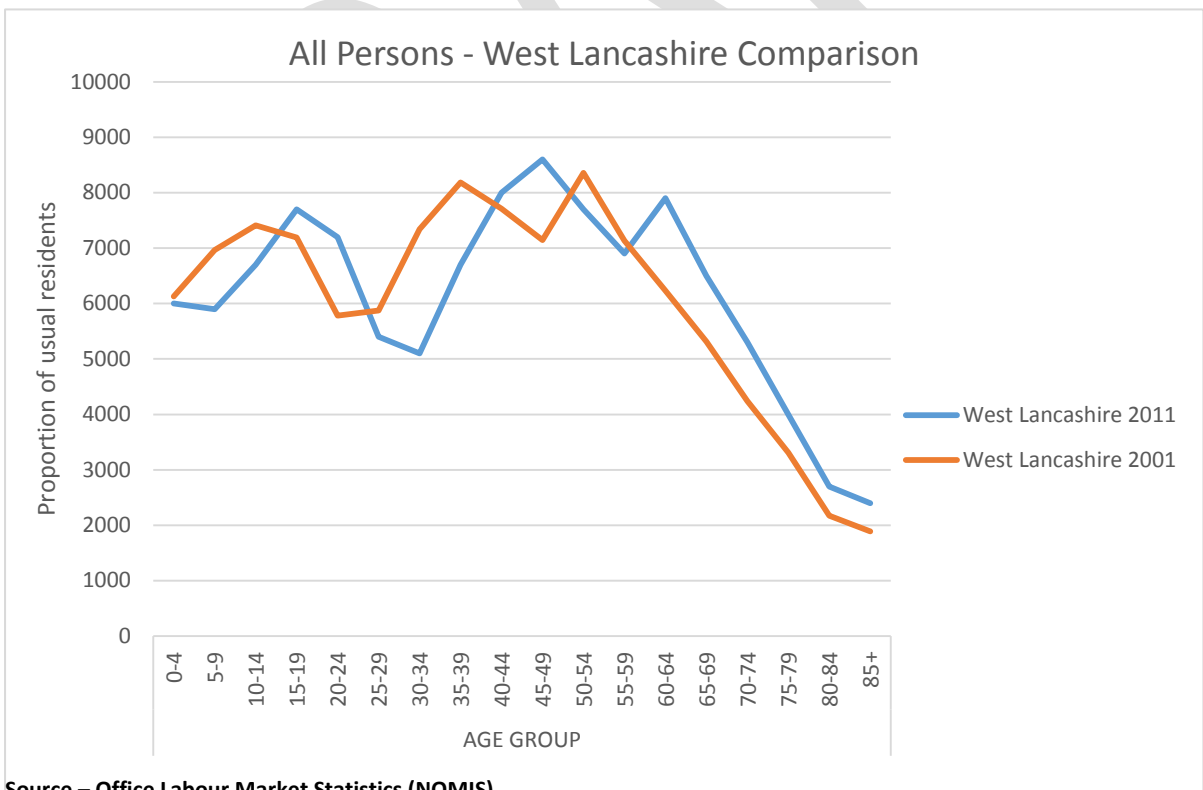


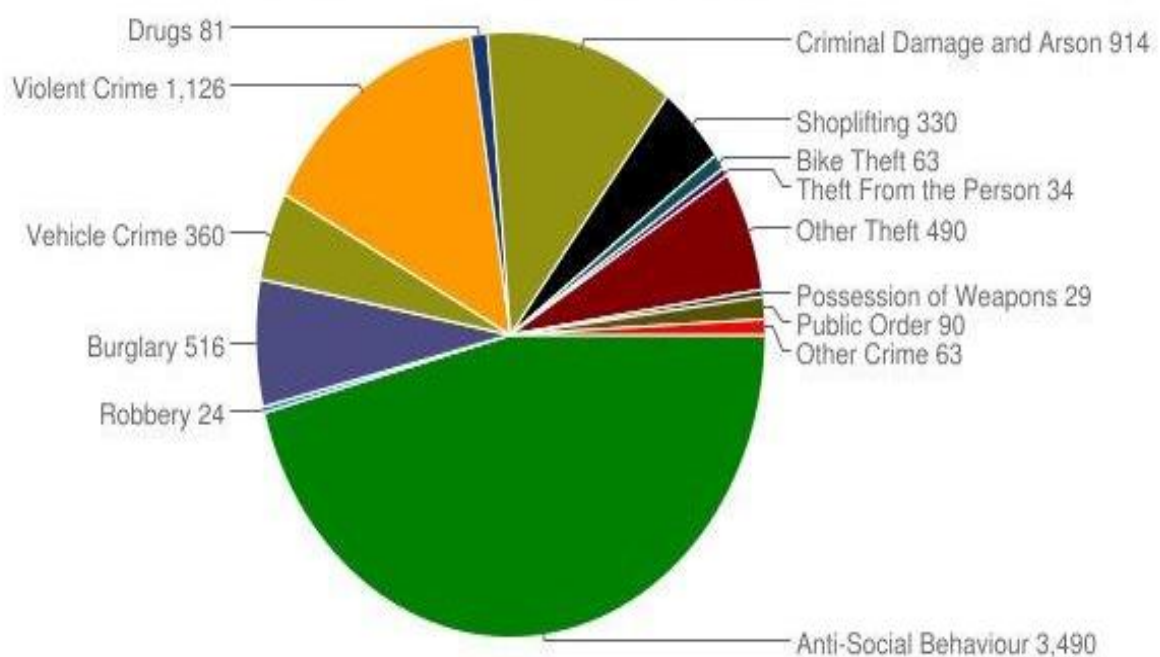
Figure 7 – Age Distribution – Comparisons for West Lancashire (2001 and 2011 Census)



Crime and Community Safety

- Anti-Social behaviour accounts for nearly 50% of all crimes in West Lancashire.
- The second, is violence and sexual crime, which accounts for 15% of criminal activities, followed by criminal damage, arson and burglaries.
- The crime rate in West Lancashire is lower than average, however, the Wards of Birch Green, Scott, Skelmersdale North, Derby and Up Holland are reported to have prevalent crime rates.
- The rate of people killed and seriously injured on roads in West Lancashire is worse than the national average.
- Single-figure (low level) crime rates have been reported over 2016 within the Wards of Newburgh, Rufford and Halsall.
- Figure 8 below provides a crime breakdown of criminal activities within West Lancashire over January 2016 to December 2016.

Figure 8 – West Lancashire Crime Breakdown (Jan 2016 to Dec 2016)



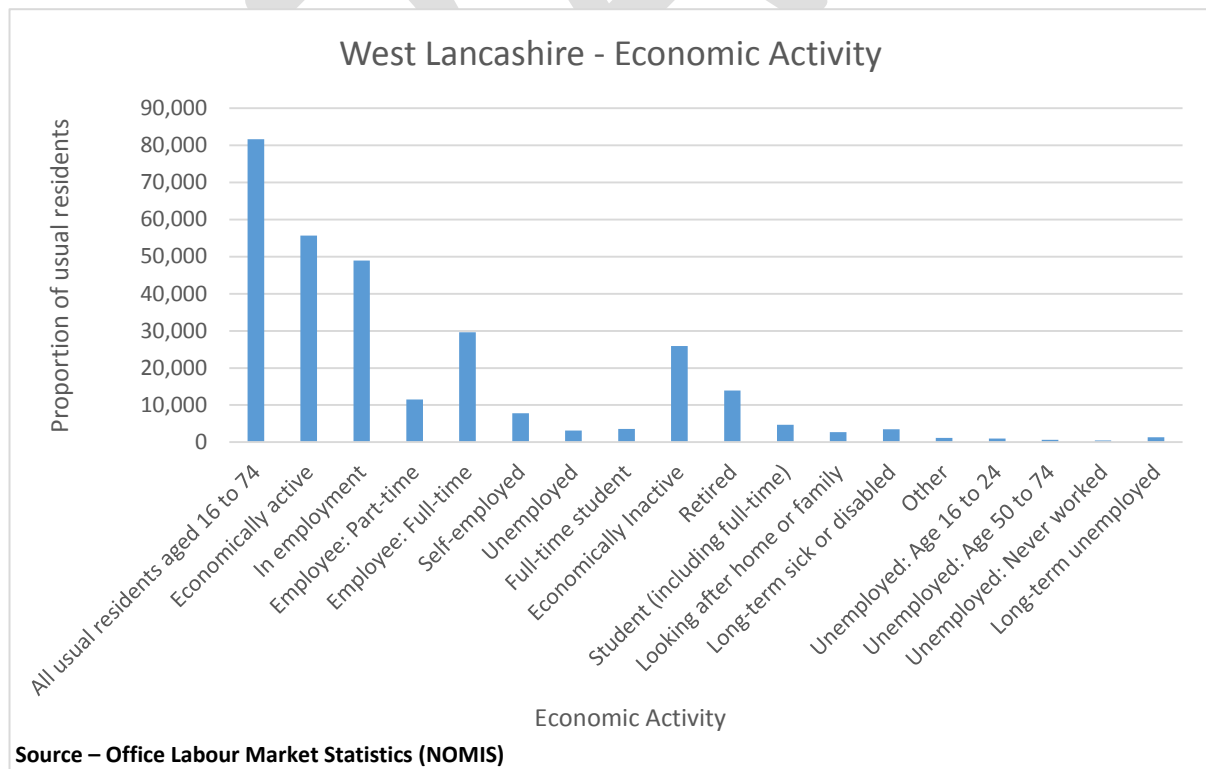
Source – Office Labour Market Statistics (NOMIS)

Economy, Employment, Education and Skills

- 1 in 4 businesses in West Lancashire are four years old or younger.
- 68% of 16-74 years are economically active within the Borough.
- The proportion of the Borough who are economically inactive has fallen from 34.6% in 2001 to 32% in 2011.
- Whilst youth unemployment is below regional and national averages there are noticeably high levels in certain Wards, such as Skelmersdale South/ North and Digmaor. These Wards also suffer from significant high levels of school absenteeism and serve educational underachievement, particularly GCSE attainment.

- In total 63.1% of young people do achieve 5 or more GCSE's at grade A* - C which is above the national average. Although, in Wards such as, Skelmersdale South/ North and Moorside these rates drop significantly and are considerably worse than the regional and national average.
- Income deprivation is highest in Skelmersdale, along with unemployment.
- Of the working age population 17% are retired, this percentage is much higher than that of national average (13%) and indicates along with the figures for population age, that West Lancashire has a high level of retirees, and an ageing population living within it. It is estimated that this in turn will have economic implications on the Borough, particularly in the future as growth in our ageing population continues.
- In total 25% of our population are qualified to NVQ level 4+, which is below the national average of 27.2%.
- It is reported that only 6% of the districts workforce are employed in "skilled trades" (Agriculture, Construction, Electrical, etc.) and long-term unemployment even though it is below the national average at 7.2% (national average 7.8%) trend shows it worsening year-over-year.
- There is a significant difference in the proportion of work-age people receiving Job Seekers Allowance in different Wards, the highest proportion being within the seven Wards of Skelmersdale (Skelmersdale North and South, Tanhouse, Birch Green, Ashurst, Digmaor and Moorside).
- Figure 9 below taken from the 2011 Census provides an account of the economic activity of West Lancashire.

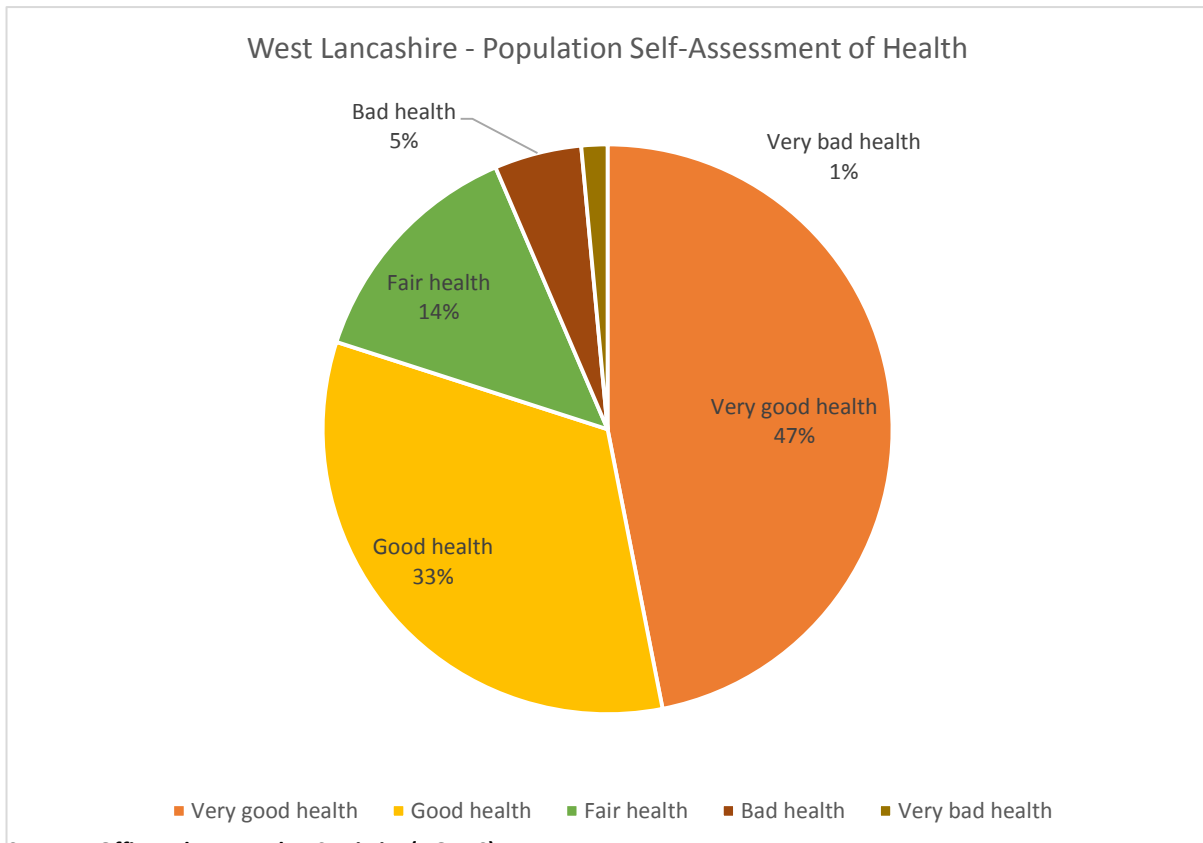
Figure 9 – Economic Activity – Comparisons for West Lancashire (2011 Census)



Health and Housing

- Out of the adult population of West Lancashire 27% are either categorised overweight or obese along with 27% of reception aged children and 33% of 10-11 years.
- 12% of the population are living with a mental health disorder, such as anxiety and depression.
- Hip fractures in the 65s and over is worse than the national average and injuries due to falls by females aged 65+ is also higher than the national average.
- People living in the most deprived communities are twice as likely to die under the age of 75.
- Males living in our most deprived neighbourhoods will live on average 9 years less than those living in the least and women 7 years.
- Reports indicate 1 in 5 residents over the age of 60 are living below the poverty line, including 22.7% of children (national average 21%).
- Only 27% of residents are estimated to be eating the recommended five portions of fruit and vegetables a day (national average 29%).
- Hospital stays for alcohol-related harm is above the national average, especially amongst under 18s.
- 17% of pregnant women continue to smoke throughout their pregnancy (national average 19%).
- Hospital admissions for self-harm are also above the national average.
- 78% of attributable mortalities are associated to cancers, cardiovascular disease, diseases of the respiratory system and mental health and behavioural disorders.
- 32.5% of the adult population take part in at least 1 x 30 minutes of moderate intensity sports per week, this is less than the national average of 35.7% and 19% of the population are members of sports club (national average 21.5%).
- Compared to 326 local authorities West Lancashire sits 164th most deprived area in England, indicating large scale scope for health improvement.
- Figure 10 below was taken from the 2011 Census on how residents perceive their health and as per the Census 47% view their health as very good, whilst 33% view their health as good, leaving the remaining 20% to regard it between fair to very bad. Setting a scene for health intervention (improvement).

Figure 10 – Health in West Lancashire (2011 Census)



Environment

- Despite West Lancashire having a large amount of green belt, at 8.5 tonnes, we have the third highest CO2 emissions per person in Lancashire, significantly above the national average of 7.6.
- 3 out of 4 people travel to work by car, considerably above the national rate of 62.6%.

Appendix 3 – Social Value

The Public Services (Social Value) Act 2012 places a requirement on commissioners and procurers to "consider how the services they commission and procure might improve the economic, social or environmental wellbeing of an area". Although the Act only applies to contracts which are valued over the EU procurement threshold, the principle of social value if placed throughout the commissioning cycle is capable of generating benefits to society and the economy whilst minimising damage to the environment during any given procurement, especially in terms of delivering best value across an entire lifecycle.

The requirements of the Act are therefore a really important tool to enable public bodies to think about how to achieve the very best for their communities in relation to health and health outcomes. Figure 11 below provides examples of the types of economic, social and environmental factors that can be typically embedded to provide social value within the commissioning and procurement cycle.

Figure 11 – Examples of Economic, Social and Environmental Factors for Sustainable Health



A robust social value framework can encourage a more innovative way of thinking, especially in the context of increasingly limited resources. The Act itself ensures public bodies will achieve the greatest value for every pound spent to achieve the greatest environmental, economic and social benefits for people to live quality lives.

Last year a Freedom of Information request by Social Enterprise UK identified more than 1 in 3 (33%) local authorities routinely consider social value in their commissioning and procurement processes, and 1 in 4 (24%) have a social value policy.

By working with suppliers to deliver social value in contracts where it is appropriate and proportionate to do so, direct and indirect health improvements and further ways to reduce health inequalities can be achieved. This action also has the potential to reduce demand on health services (and other services) in the long-term by imposing the framework to improve the conditions to which people live their lives.

Appendix 4 – Health in All Policies

A “Health in All Policies” (HiAP) approach targets the key social determinants of health through an integrated approach with the ultimate goal of achieving health equity. **Health equity** is different from **health equality**. Equity is about fairness it involves trying to understand and give people what they need to enjoy full, healthy lives. Equality, in contrast, aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. Like equity, equality aims to promote fairness and justice, but it can only work if everyone starts from the same point.

In order to effectively influence population health, it is crucial to target the root causes found within a wider societal perspective. In practice this means integrating health considerations into a wider range of related policy areas, such as, to name a few, housing, planning, environmental health and economic regeneration.

The effective use of the HiAP approach involves a number of activities, such as utilisation of a Health Impact Assessment (HIA), to achieve better health outcomes and reduce health inequalities. The use of a HIA is currently used during review and formation of the Council’s Local Plan, so it would be logical to adopt its principles to systematically look at all internal policies, in relation to identifying gaps and integrating health equity into all policies and maximise on across-the-board health improvements.

A HiAP process is very distinguishable from general assessments in that it should achieve at least one of the following things:

- Specify a change to be achieved, such as increased access to/ uptake of a service within marginalised communities;
- Measure an activity or process aiming to contribute to a reduction of inequity, such as, increasing resources allocated to areas in greatest need;
- Disaggregate outcomes to be achieved by equity groups, often with a greater improvement specified for some groups or areas compared to others;
- Focus on determinants of poor outcomes, such as reducing poverty, unemployment or poor housing (key equity groups).

Ultimately, the HiAP approach seeks to embed considerations of health, equity and sustainability as a standard part of decision-making.

Through a HiAP focus it is possible to achieve collaboration across service divisions and promote efficiency and effectiveness by fostering discussions on how services can be shaped, resources shared and duplication of work reduced. This action alone can provide potential to decrease costs, end working in silos, and improve performance and business outcomes.

In relation to the Council there is widespread support and ambition to build upon existing strategies to ensure that they are part of a broader health and wellbeing agenda and contribute comprehensively to the delivery of our overarching priorities and Council Plan. In support, there is a real appetite to build greater coherence and strategic focus on a number of policy areas and existing strategies to ensure improved alignment across a wide range of services for closer working and collective action and it is the intention of this strategy’s delivery plan to create the assessment process to enable this to happen.

We already have a series of strategies and priorities which reflect a number of policy areas and delivery arrangements that have a particular impact on community health and wellbeing. These include, but are not limited to:

- Economic Development Strategy;
- Green Infrastructure and Cycling Strategy;
- Ormskirk Town Centre Strategy;
- Climate Change Strategy;
- Domestic Violence Strategy;
- Housing Strategy;
- Sustainable Energy Strategy;
- Tenure Strategy;
- Leisure Strategy;
- Financial Inclusion Strategy.

To fulfil this appetite and strengthen cohesive working it is the intention of this action to develop the framework through utilisation of the "HIA" used to formulate our Local Plan as previously mentioned, to assess individual strategies as they expire and as new ones are prepared to ensure Council policies and delivery plans are complementary, and effectively align to best meet the health and wellbeing needs of West Lancashire.

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Appendix 5 – WLBC Audit Review of Health-Promoting Assets

Development and Regeneration Services

Strategic Planning and Implementation	<ul style="list-style-type: none"> • Through our Local Plan setting the framework for the growth of West Lancashire over the decades to support economic activity, jobs, infrastructure, education and skills, housing, social and environmental issues and policies to address health inequalities. • Ensuring development proposals contribute to delivering the Local Plan vision and undertake prevention, intervention and enforcement when this does not happen. • Assessing the impact of major development proposals on the health and wellbeing of communities, for example, through use of Health Impact Assessment (HIA) and consultation with LCC public health team.
Economic Regeneration	<ul style="list-style-type: none"> • Influencing the Local Enterprise Partnership (LEP) and other key partners to help enable economic growth and inward investment which would provide opportunities for West Lancashire residents to improve quality of life through various employment opportunities. • Play a strategic part in the facilitation of the Skills, Training and Employment Partnership (STEP) focused on bringing together partners, providers and local organisations to develop and deliver pathways to improve local employment opportunities and skills opportunities. • Delivering a Regeneration action plan to stimulate economic growth in key parts of the borough, for example, to support delivery of positive change, support business growth and encourage quality investment, by the implementation of substantial developments and initiatives, such as those found within the Ormskirk Town Centre Strategy and the Skelmersdale Vision Masterplan. • Continue to develop the Skelmersdale Ambassador network encouraging businesses to raise the profile of the area as a place to work, invest and live. • Work with local employers to encourage participation in the West Lancashire Employment and Skills Charter, which includes a range of local initiatives such as attending careers fairs, mock interviews within schools and recruitment of apprenticeships, aimed to help improve the aspirations of young people and support disadvantaged individuals.
Housing Strategy and Development	<ul style="list-style-type: none"> • Significant energy efficient improvements to housing stock to provide long term fuel efficiencies, reductions in fuel poverty and to ensure affordable warmth for tenants. • To significantly improve the housing stock of Skelmersdale by action of works to improve bathrooms, kitchens and windows to enable residents to live in nicer surroundings for better enjoyment of overall quality of life. • Key asset for supporting individuals to access training and employment, including priority "digital inclusion" project. This project will help support people to develop IT skills in order to access Council services (including benefits) online, as well as developing skills for future employment.
Technical Services	<p><u>Ormskirk Town Centre</u></p> <ul style="list-style-type: none"> • Provide parking facilities that ensure residents can access the health services they need. • Continuing to provide residents and visitors with access to essential services by improving car parking provision. • Managing parking to reduce adverse impact, improve journey times for bus services. • Reducing the adverse impact of on-street parking and provide facilities for off-street parking for new developments appropriate to the location. • Fostering and encouraging the use of sustainable forms of transport. • Managing on-street parking to reduce traffic congestion and improve safety to improve the environment for residents and visitors. • Providing residents and visitors with opportunities to park where they will not adversely affect the amenities or

	<p>safety of others.</p> <ul style="list-style-type: none"> • Ensure car parks are well lit, clean and well maintained. • Provide reserved parking bays for disabled badge holders to enable them to park closer to their destination. • Managing the provision of facilities for parking and business deliveries to maintain the attractiveness of Ormskirk Town Centre.
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Finance and HR Services

HR Services	<ul style="list-style-type: none"> • Delivery of a range of HR policies to support managers and officers to manage our employees in a supportive and safe environment. • Provisions to promote mental wellbeing and work-life balance for the entire workforce.
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Leisure and Wellbeing Services

Environmental Protection & Community Safety	<ul style="list-style-type: none"> • Work with businesses to ensure they manage noise from their activities which may impact upon health. • Monitoring and tackling local air quality issues caused by traffic and industrial processes. • Ensuring any local air quality issues are reported and vulnerable groups informed. • Management and delivery of a district wide CCTV service helping to keep residents safe. • Coordination of Community Safety work in the district through the West Lancashire Community Safety Partnership to help keep residents safe. • Taking action to ensure those responsible for environmental crimes are challenged and when appropriate prosecuted. • Monitoring, responding and tackling environmental crimes and responding to community needs in relation to improving the look and feel of our neighbourhoods. • Tackling community nuisance issues such as noise, pests, waste problems, low level; anti-social behaviour (ASB) which impact upon community health and wellbeing. • Monitor compliance for smoke free buildings and play areas, thus reducing the impact of passive smoking. • Assessing land contamination and suggesting land remediation, usually through local planning applications to determine appropriate land use to protect public health. • Working with social services and vulnerable residents to reduce health risks of hoarding and self-neglect and control wider community issues associated with such issues. • Coordination and management of multi-agency anti-social behaviour (ASB) problem solving group tackling ASB and supporting victims. • Delivering an emergency plan procedure in partnership with other sector agencies in the event of a civil emergency. • Delivery of an emergency event management plan, the opening of rest centres if required and opening of emergency operations centres.
Commercial, Safety and Licensing Manager	<ul style="list-style-type: none"> • Protect the public from food poisoning through food safety business audits, information and training sessions and through work with health partners to ensure serious food poisoning such as e-coli or salmonella are investigated and controlled. • In partnership with public health colleagues managing cases of infectious disease within the community. • Protect employees from accidents at work through business support, information, training and audits of higher risk industries. • Working with local industry to ensure environmental and health standards are managed and monitoring undertaken to ensure safe limits for the community.

	<ul style="list-style-type: none"> • Tackling dilapidation within our towns and villages and where possible ensuring property is brought back into use and local amenity is protected. • Statutory administration of 15 licensing schemes including keeping licenced premises safe and regulation of West Lancashire carriage taxis and private hire vehicles.
Home Care Link	<ul style="list-style-type: none"> • Administration of a 24-hour community alarm system to help our older residents remain independent and safe in their own homes.
Homelessness and Private Sector Housing	<ul style="list-style-type: none"> • Removing health & safety risks as outlined within the Housing Health & Safety Rating System. Such as excessive cold and risks of slips, trips and falls. • Annual inspection of Caravan sites to ensure they meet legislative standards in relation to site licence conditions and health and safety requirements. • Deliver support to households in Council managed temporary and hostel accommodation. • Managing improvement loans and grants. • Minor works grants to vulnerable residents in the private sector to remove hazards. • Adaptions to vulnerable disabled residents to improve their ability to remain at home and prevent hospital admissions through slips, trips and falls. Ensuring safe facilities for washing, access and egress. <p>Houses in Multiple Occupation</p> <ul style="list-style-type: none"> • Working in partnership to protect the more vulnerable private sector housing tenants, under the provision of home visits and legislative advice. With a particular focus around living conditions resulting in damp and mould and other health and safety issues including dangerous gas/ electrical appliances and no smoke detection.
Corporate Health and Safety	<ul style="list-style-type: none"> • Underscore the legislative regulation to provide corporate health & safety to enforce a safe and compliant working environment for the whole of WLBC workforce.
Leisure Operations	<ul style="list-style-type: none"> • Deliver health improvement brief intervention such as, the 2016 commissioned "Active West Lancs" Scheme, which helps target different sections of the community to become more physically active by utilising local facilities and green spaces, such as leisure centres, our parks (outdoor gyms) and community buildings. • Delivery of a wide-range of projects to improve activity levels for all ages, including provision to engage in sport and physical activity from a young age. • Undertaking community food initiatives to provide residents with essential dietary and lifestyle advice to enable healthier living. • Provision of a health professional team to carryout community engagement to encourage healthier lifestyles, such as undertaking health walks, delivery of exercise sessions, sports activities and food seminars in local schools, colleges and community buildings, as well as providing accredited nutritional training. • Operate 40 play areas within the towns and villages, 10 countryside parks, 3 urban parks, to provide open spaces for residents to enjoy the outdoors, meet friends and remain active, including facilitating the promotion of arts and cultural facilities/ services and the organising of high-profile events to support community mass participation. • Volunteering <ul style="list-style-type: none"> ○ Many of the parks benefit from groups of volunteers "Friends" who help to support our plans and improvements for the community. ○ Other active volunteers carry out health walk leadership support and take part in activities that help look after the local environment. ○ The volunteer groups provide an opportunity for people to stay active, meet new friends and take pride in their local area.

Housing and Inclusion

Housing Operations	<ul style="list-style-type: none"> • Allocation of social and affordable housing in accordance with the Council's allocation policy to those households in greatest need (including health and medical conditions). • Assessing housing needs to ensure the district can provide the right type and numbers of accommodation to meet the requirements of our population and growth. • Delivering a range of Housing advice services to prevent homelessness wherever possible and take action to rehouse households where it is shown that they are unintentionally threatened with homelessness. • To improve the financial capability of residents living in social housing. For example, reducing the risk of residents asking for help from illegal money lenders. • For residents with limited resources, and those in greatest need provision of sheltered accommodation. • To clearly communicate to our tenants' standards of health and safety management throughout our housing stock, underpinned from the "decent homes standard" guidelines. • To deliver a "Housing Property Repairs Programme" which consists of approximately 22,400 works orders being issued annually for our tenants homes. • Ensuring to carry out approximately 5820 annual gas safety checks. • Provision of minor repairs and improvement works to eligible vulnerable residents. • Maintain the cleanliness levels of communal areas, including the removal of graffiti. • Provide a level of provision for gardening services for our disabled and elderly tenants. • Assist the falls prevention team with supporting vulnerable tenants at risk. • Work in partnership with Age UK to facilitate support for residents with dementia. • Work in partnership with Lancashire Fire and Rescue service to ensure vulnerable tenants are assisted with fire prevention aids and advice.
Housing Benefits and Council Tax Support	<ul style="list-style-type: none"> • Administration and payments of housing and council tax benefits to maximise income for residents who qualify for such support.
Customer Services	<ul style="list-style-type: none"> • Offering a central Customer Contact Centre and two Customer Service Points in Ormskirk and Skelmersdale to provide information, advice and guidance with regard to the delivery of Council services and signposting where appropriate to other relevant services available within the district. • Information distribution whether through the central contact centre, service points or council website - including advice on how to register with a GP, reporting exploitation, workers' rights, and fire safety in the home and general useful local support agency contacts. • Provision of funding for arts and cultural activities, talented athletes, grants for community groups, and youth activities and sports clubs.

Street Scene Services

Street Scene Operations	<ul style="list-style-type: none"> • Maintain good levels of cleanliness in our streets, public areas and open spaces. • Maintain, public areas and open spaces for recreational use. • Removal of graffiti, fly-tipping and abandoned vehicles. • Provision for collection of domestic and non-domestic waste. • Arrangements for bulky household waste to be collected. • Assisted collection services for our more vulnerable residents. • To work collaborative with partners to ensure the required infrastructure is in place to maximise recycling opportunities to best protect the environment.
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Appendix 6 – The Workplace Wellbeing Charter

The Workplace Wellbeing Charter was relaunched as a national initiative in June 2014 by Public Health England (PHE), as a means of offering employers in England a more systematic methodology for improving workplace health. The Charter is also backed by the Government's former national director for health and work, Dame Carol Black, who has described it as being an "opportunity for employers to demonstrate their commitment to health and wellbeing of their workforce.

The scheme is a voluntary, self-assessment programme open to all public, private and voluntary sector organisations; where it offers an evidence-based approach towards providing advice, guidance and resources to help organisations create an environment in which individuals can flourish.

The initiative is based around three levels: commitment, achievement and excellence. Each of the levels in different ways, tackle key health issues such as: mental ill-health, physical inactivity, smoking, alcohol abuse, unhealthy eating and sickness absence.

In terms of specific initiatives, there are many to choose from. The company does a lot of what might be called standard intervention or support, including wellbeing policies, employee assistance programmes and so on.

Organisations using the Charter can benefit in many ways, these include:

- The ability to audit and benchmark against an established and independent set of standards – identifying what the organisation already has in place and what gaps there may be in health & wellbeing of employees.
- Developing strategies and plans – The Charter provides a clear structure that organisations can use to develop health & wellbeing strategies and plans.
- National recognition – The Charter award process is robust and evidence based. With over 1,000 organisations across England holding awards, The Workplace Wellbeing Charter is now widely recognised as the business standard for health & wellbeing across England.
- The award can help organisations to strengthen brand and reputation and support in marketing activities.
- The Charter can also bring concrete benefits in the form of reduced sickness, lower staff turnover and increased levels of employee engagement and productivity.

Why we should take part

There is a growing body of evidence to show the financial benefits enjoyed by organisations that implement wellbeing programmes, including reduced sickness absence, improved productivity and reduced staff turnover. As we know the workforce is ageing and according to the Department of Health by 2024 almost 40% of the British population will be aged 50 or over.

As we age, we become more susceptible to chronic diseases, such as heart disease and diabetes, which are on the increase. Nowadays through sensible lifestyle choices and condition management, most of us can continue to lead normal and productive lives. As employers it is in our best interest to help our employees by supporting wellbeing through the workplace. Heart disease is often the result of poor diet, smoking and lack of exercise – all of which can be affected by the workplace. Failing to take action is likely to lead to lower productivity, all of which will levy a significant cost to the business.

Sickness absence and worklessness associated with ill-health costs the British economy £100 billion a year. With employers and employees bearing the burden of sickness absence costs, and the economy losing the output of those who are not in work, it is in everyone's interest to improve the health and wellbeing of working age people.

The Department for Work and Pensions estimated in July 2011 the total annual cost of Statutory Sick Pay to employers in England is more than £1.5 billion.

As an employer not only should our success be based on providing services to support the local population to live a decent quality of life we should also look to measure the satisfaction levels of our employees to ensure they are fully engaged and infused to meet our Council Plan and Ambitions, so we are able to achieve the maximum benefit and return for all.

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