

HEALTH AND WELLBENG BOARD

DATE	12th February 2026
REPORT OF	Diane Lee – Director of Public Health
SUBJECT	Marmot Place – Programme Update
STATUS	Open

CONTRIBUTION TO OUR AIMS

The Marmot Place approach directly contributes to the Council aim of creating a healthier, fairer North East Lincolnshire. It strengthens delivery of the Joint Health and Wellbeing Strategy 2025–2035 by embedding health equity across council systems, aligning work with the eight Building Blocks of Health, work, income, housing, education, food, transport, social connections and environment.

EXECUTIVE SUMMARY

North East Lincolnshire has formally adopted the Marmot Place model to drive reductions in health inequalities. Key progress includes early engagement with services and schools, internal integration of health equity tools, and preparation for formal work with the UCL Institute of Health Equity.

RECOMMENDATIONS

1. That the Board notes the progress made in establishing the Marmot Place programme infrastructure.
2. Board members commit to working with UCL once the contract is signed.

REASONS FOR DECISION

Adopting and embedding Marmot principles will help the Council and partners reduce inequalities systematically, aligning with statutory duties and strategic commitments within the Joint Health and Wellbeing Strategy and Council Plan.

1. BACKGROUND AND ISSUES

North East Lincolnshire's journey towards becoming a Marmot Place began with recognition at Full Council in December 2024 that the borough faces persistent and preventable health inequalities. This initiated formal consideration of the Marmot approach, leading to the establishment of a cross-party working group to explore how adopting the model could support improved outcomes locally. The working group reviewed evidence, practice from other Marmot Places and alignment with existing strategic commitments, and ultimately recommended progressing the programme. Cabinet supported this in Summer 2025, enabling officers to begin

preparatory work, commissioning UCL, stakeholder engagement and initial mapping activity across council services and partners.

This early cross-party commitment created the mandate for a whole-system shift, establishing health equity as a shared priority and laying the foundations for a structured Marmot Place programme.

1.1 Joint Health & Wellbeing Strategy 2025–2035

The decision to progress Marmot Place aligns directly with the ambitions set out in the Joint Health & Wellbeing Strategy (JHWS) 2025–2035, which was unanimously adopted by Full Council in December 2025. The Strategy sets a clear long-term vision for a healthier and fairer borough and focuses on the wider social and economic factors that shape health. It outlines eight Building Blocks of Health, good work, money and resources, housing, education and skills, food, transport, social connections and surroundings, supported by cross-cutting principles of children and young people, the environment and inclusion health.

While the Strategy provides the vision, Marmot Place provides the delivery model. The combination ensures that ambitions translate into practical, coordinated action across the council, its partners, businesses, schools, community organisations and communities themselves.

1.2 Marmot Place Programme

Following Cabinet approval, North East Lincolnshire began establishing the infrastructure needed for a formal Marmot Place. Dedicated investment, has enabled the appointment of dedicated staff and supports commissioning of UCL, evaluation, training and wider programme activity.

Early engagement has included work with internal services, partners, schools and youth groups. Engagement with schools forms a core part of the 2026 mobilisation phase, recognising the centrality of the Marmot principle “Give every child the best start in life.”

Governance structures are being finalised, with a cross-council steering group to be established once the contract with the UCL Institute of Health Equity is confirmed. The UCL partnership will bring specialist expertise, external evaluation and shared learning from other Marmot areas.

A Marmot Place newsletter has already been launched to support wider partner engagement and maintain transparency and momentum.

1.3 Public Health Council

In parallel with Marmot Place, North East Lincolnshire is embedding a “Public Health Council” approach to ensure health and health equity are considered in all major decisions and organisational processes. This includes:

- Embedding health equity impacts into Cabinet and Full Council reports, commissioning processes and internal decision-making frameworks.
- Developing a policy and strategy tracker to ensure early Public Health involvement in strategy development and refresh cycles.
- Introducing Marmot-aligned objectives for staff, starting within the Public

- Health team, supporting whole-system cultural change.
- Developing training materials, from induction to bitesize modules, to build staff awareness and capability around Marmot principles.

1.4 Together, the Joint Health & Wellbeing Strategy, the Marmot Place programme and the Public Health Council approach create a coherent framework for reducing inequalities, strengthening prevention and ensuring long-term, evidence-based improvement across the borough.

1.5 Next Steps

Once the contract with the UCL Institute of Health Equity is formally signed, North East Lincolnshire will formally begin the full Marmot Place programme. This work will follow a structured, multi-phase model designed to build strong foundations, deepen understanding of local inequalities, and co-produce a clear set of actions with partners and communities.

Phase 1 – Governance, Data Analysis and Priority Setting – First 6 months

The first phase will establish the programme's leadership and governance arrangements. A launch event will take place towards the end of this phase. Work will focus on assembling a comprehensive picture of health inequalities and the wider determinants of health across North East Lincolnshire, aligned with the Marmot Principles.

Phase 2 – Deep Dives and Stakeholder Engagement – Following 6-8 Months

This phase will involve extensive data analysis, mapping of current activity and policies across the council, NHS, anchor institutions and the voluntary and community sector, identifying opportunities to strengthen the system response to inequalities.

Phase 3 – Recommendations and Action Plans – Final 12 months

The final phase will focus on working with stakeholders on prioritising recommendations. Implementation plans will be co-developed with organisations across North East Lincolnshire, setting out short-, medium- and long-term actions. A final report and sustainability plan will also be produced, ensuring continued momentum and participation in the national Marmot Places Network.

1.6 The half day Health & Wellbeing Board Mini Conference will link with phase one of the programme, giving the board an opportunity to engage in the programme at an early stage. The date for this is TBC, and will be agreed and shared once the contract is signed.

2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES

There are significant opportunities to reduce inequalities through a whole-system approach. Risks include limited partner engagement, delays to the UCL contract, and capacity constraints. Equality considerations are central to the Marmot framework and will be embedded throughout delivery.

3. OTHER OPTIONS CONSIDERED

N/A – update on programme.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

There are positive reputational implications associated with being a Marmot Place. A coordinated communications plan will support partner engagement, public updates, and statutory communication requirements.

5. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

Children and Young people are a key group identified in the Joint Health and Wellbeing Strategy, and 'Give every child the best start in life' is one of the Marmot principles.

Engagement with schools and youth groups is built into the 2026 mobilisation phase. Marmot principles support improved educational and wellbeing outcomes

6. CLIMATE CHANGE, NATURE RECOVERY AND ENVIRONMENTAL IMPLICATIONS

The Marmot programme, and Joint Health and Wellbeing Strategy both promote better environments. This aligns with wider climate and environmental commitments.

7. PUBLIC HEALTH, HEALTH INEQUALITIES AND MARMOT IMPLICATIONS

The entire programme is focused on addressing health inequalities through evidence-based action. Embedding Marmot principles across all council processes is expected to drive long-term improvements.

8. WARD IMPLICATIONS

Borough wide, focussing on proportionate universalism.

9. BACKGROUND PAPERS

N/A

10. CONTACT OFFICER(S)

Lindsay Hudson lindsay.hudson@nelincs.gov.uk

Diane Lee – Director of Public Health