

HEALTH AND ADULT SOCIAL CARE SCRUTINY PANEL

DATE	29th July 2026
REPORT OF	Diane Lee – Director of Public Health
SUBJECT	Joint Health and Wellbeing Strategy and Marmot Place Update
STATUS	Open

CONTRIBUTION TO OUR AIMS

North East Lincolnshire (NEL) is working towards becoming a Marmot Place. Alongside the Joint Health and Wellbeing Strategy (JHWBS) 2025–2035, the Marmot approach provides a shared framework for improving health and wellbeing, reducing inequalities and creating the conditions for people to live longer, healthier lives. Together, they support delivery of the Council Plan 2025–2028 and the shared ambition to create a Stronger Economy and Stronger Communities.

The Council Plan recognises that a stronger economy, stronger communities, a greener future and an engaging and effective council are interconnected. The JHWBS and the Marmot approach reinforce these priorities by promoting action on the wider determinants of health, including good work, skills, housing, income, transport, food, and our local environment. Together they provide a shared framework for improving health, wellbeing and equity across the borough.

This is not a separate public health programme. It is a whole-system approach that helps existing strategies, services and partnerships work more effectively together. Health and wellbeing are both outcomes in their own right and enablers of wider social and economic success. Residents who are healthier are better able to learn, work, care, volunteer and participate in community life, contributing to a stronger economy and more resilient communities.

The JHWBS and Marmot approach align closely with local priorities to give children the best start in life, support adults to live independently, improve access to good work, promote healthy living, strengthen communities and create healthier places. They encourage partners to consider how decisions across all sectors can contribute to improved health and reduced inequalities. They also support the Council's ambitions for a Greener Future and an Engaging and Effective Council by promoting prevention, evidence-informed decision-making and action on issues such as active travel, green space, warm homes, clean air and sustainable neighbourhoods.

Marmot principles are being embedded through refreshed strategies, council reporting processes, training and induction. This supports value for money by strengthening alignment across organisations, focusing effort where need is greatest, acting earlier to prevent avoidable demand and making the best use of existing resources.

EXECUTIVE SUMMARY

North East Lincolnshire (NEL) is working towards becoming a Marmot Place. The contract with UCL is in place and mobilisation is underway.

This commitment has been made because, as a place, we recognise that we need to work differently if we are to improve healthy life expectancy and reduce avoidable differences in health and wellbeing outcomes.

The local case is clear. Healthy life expectancy in NEL has declined over the last decade. This means too many residents are spending more years of their lives in poor health, with consequences for individuals and families, but also for employers, communities, public services and the wider local economy.

NEL is also one of the most deprived local authority areas in England. Some wards experience a much greater concentration of disadvantage, poorer housing, lower income, poorer health outcomes and reduced healthy life expectancy. These issues are not randomly distributed. They are linked to the wider conditions in which people are born, grow, live, play, work and age.

This is why Marmot matters. If the borough only responds to poor health once it has already developed, the system will continue to face avoidable demand. Marmot provides a practical, evidence-based framework for acting earlier and addressing the wider causes of poor health, fairly across our communities.

The Joint Health and Wellbeing Strategy (JHWBS) already recognises this. It is built around the eight building blocks for health: good work, money and resources, housing, education and skills, the food we eat, transport, friends, family and communities, and our surroundings.

The Joint Health and Wellbeing Strategy describes where we want to get to. Marmot Place helps us use evidence, partnership and proportionate local action to get there.

Current progress includes:

Joint Health and Wellbeing Strategy

- Joint Health and Wellbeing Strategy adopted with unanimous support at Full Council in December 2025.
- Growing Up Well Charter launched.
- Draft Food Health Action Plan in development.
- Play Charter in development.
- Performance dashboard being developed to support monitoring and accountability.

Marmot Place

- Contract with UCL Institute of Health Equity signed.
- Internal mobilisation arrangements established.

- Advisory Board and Steering Group in development.
- Baseline data pack being developed with the Council's Insights Team.
- UCL visit in July 2026.
- Marmot Place launch scheduled for October 2026.
- Health inequalities and Marmot principles being embedded within council induction, training, reporting processes and strategy development.

This is not about adding another layer of governance or creating a new programme that sits outside existing work. It is about joining up what is already happening, identifying gaps, using evidence well, targeting effort where it will have the greatest impact and reducing avoidable demand on services over time.

RECOMMENDATIONS

The Health and Adult Social Care Scrutiny Panel is asked to:

1. **Note** progress in the implementation of the Joint Health and Wellbeing Strategy and mobilisation of North East Lincolnshire as a Marmot Place.
2. **Support** the proposed approach to embedding prevention, reducing health inequalities and addressing the wider determinants of health through delivery of the Joint Health and Wellbeing Strategy and Marmot programme.
3. **Champion** the Joint Health and Wellbeing Strategy and Marmot principles within their respective portfolios and wards.

REASONS FOR DECISION

North East Lincolnshire faces persistent and avoidable differences in health and wellbeing outcomes. Healthy life expectancy has declined over the last decade, and many of the factors that shape health sit outside health and care services alone.

The Joint Health and Wellbeing Strategy has already established the shared local ambition and the building blocks for health. Marmot Place provides a practical, evidence-based approach to help deliver that ambition by joining up existing work, focusing on prevention, and applying proportionate effort where need is greatest.

1. BACKGROUND AND ISSUES

1.1 Introduction

North East Lincolnshire (NEL) has committed to becoming a Marmot Place and is implementing the Joint Health and Wellbeing Strategy (JHWBS) 2025–2035. Both are founded on a shared ambition to improve health and wellbeing, reduce inequalities and increase healthy life expectancy.

This paper provides an update on progress and sets out how the JHWBS and Marmot Place work together to support delivery of the Council Plan and wider system priorities.

1.2 Why this matters

NEL has many strengths, including strong communities, committed partners and significant regeneration opportunities. However, healthy life expectancy (figure 1) has declined over the last decade and avoidable differences in health outcomes remain across the borough.

Healthy life expectancy figures show significant inequalities between the most and least deprived areas nationally. Applying this to NEL (figure 2), we see a gap in healthy life expectancy of around 17 years for men and over 19 years for women between our most deprived and least deprived wards.

These differences are influenced not only by healthcare, but also by factors such as employment, housing, education, transport, income, environment and community connections.

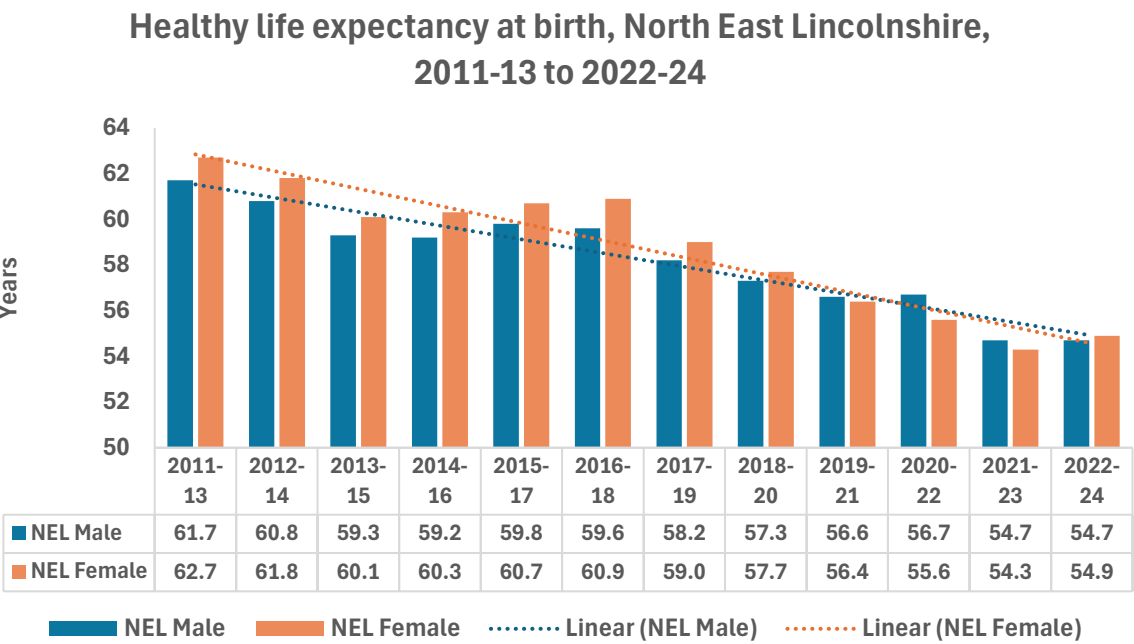


Figure 1: Healthy Life Expectancy

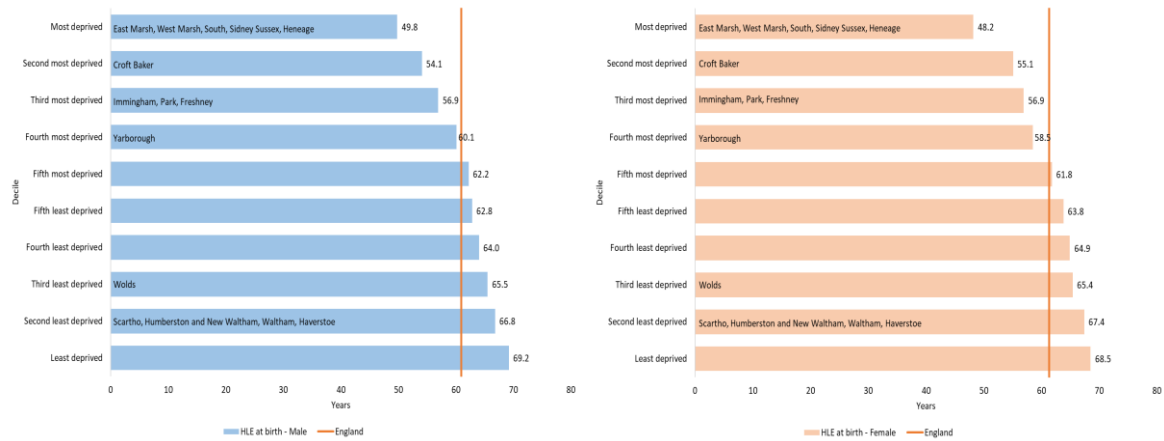


Figure 2: Healthy Life Expectancy by deprivation

Improving outcomes requires a coordinated approach that prioritises prevention, supports early intervention where needed, and addresses the wider building blocks of health.

1.3 How the JHWBS and Marmot fit together

The JHWBS and Marmot Place are complementary approaches. The JHWBS sets the shared ambitions, priorities and outcomes for health and wellbeing across NEL.

Marmot Place provides an evidence-based framework which helps partners understand and address the wider factors that influence health and wellbeing and reduce inequalities.

Existing strategies, programmes and partnerships provide the delivery mechanism. Together they create a shared approach to improving health, wellbeing and equity across NEL.

This approach avoids creating a separate programme and instead ensures that health, wellbeing and inequalities are considered consistently across existing work.

1.4 Progress to date

Significant progress has been made in implementing both the JHWBS and mobilisation of NEL as a Marmot Place.

Joint Health and Wellbeing Strategy

- Joint Health and Wellbeing Strategy adopted with unanimous support at Full Council in December 2025.
- Growing Up Well Charter launched.
- Draft Food Health Action Plan in development.
- Play Charter in development.
- Performance dashboard being developed to support monitoring and accountability.

Marmot Place

- Contract with UCL Institute of Health Equity signed.
- Internal mobilisation arrangements established.
- Advisory Board and Steering Group in development.
- Baseline data pack being developed with the Council's Insights Team.
- UCL Institute of Health Equity completed a two-day visit to NEL in July 2026 as part of the Marmot Place mobilisation. Initial feedback will be used to refine local priorities and inform development of the Marmot delivery plan. A verbal update on key observations and next steps will be provided at the meeting.
- Marmot Place launch scheduled for October 2026.
- Health inequalities and Marmot principles being embedded within council induction, training, reporting processes and strategy development.

1.5 What happens next

The next phase of work will focus on implementation and delivery.

Key priorities over the coming months include:

- Establishing Marmot governance arrangements.
- Agreeing a baseline through the UCL data pack.
- Finalising performance monitoring arrangements for the Joint Health and Wellbeing Strategy.
- Using feedback from the UCL visit to refine local priorities, identify areas of strength and to support the advisory board to agree 2–3 place-based priorities for focused action over the next two years.
- Developing a focused Marmot delivery plan aligned to the Joint Health and Wellbeing Strategy.
- Delivering the North East Lincolnshire Marmot Place launch.
- Further embedding health inequalities and prevention within partner organisations and decision-making processes.

Effective scrutiny has an important role in maintaining a focus on prevention and health inequalities across the system. The Panel may wish to consider how future scrutiny work programmes can support delivery of the Joint Health and Wellbeing Strategy and provide constructive challenge on progress in reducing inequalities and improving outcomes.

1.6 The role of the Health and Wellbeing Board

The Health and Wellbeing Board has a critical leadership role in ensuring delivery of the Joint Health and Wellbeing Strategy and maintaining a focus on reducing inequalities across North East Lincolnshire.

Board members are asked to:

1. **Note** progress in the implementation of the Joint Health and Wellbeing Strategy and mobilisation of North East Lincolnshire as a Marmot Place.
2. **Endorse** the position that the Joint Health and Wellbeing Strategy and Marmot Place are complementary approaches, with the Strategy setting the shared ambitions for health and wellbeing and Marmot providing an evidence-based framework to support delivery.
3. **Champion** the Joint Health and Wellbeing Strategy and Marmot principles within their respective organisations and partnerships.
4. **Support** the continued development of a North East Lincolnshire Marmot delivery plan aligned to the priorities of the Joint Health and Wellbeing Strategy.
5. **Promote** a shift from treatment to prevention within their organisations and partnerships, recognising that improving health and reducing inequalities requires action on the wider determinants of health as well as high-quality services.

2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES

2.1 Risks and mitigation

Risk	Description	Mitigation
Perception of duplication	Marmot is seen as a separate programme or a rebrand of existing work.	Position Marmot as a delivery framework for the Joint Health and Wellbeing Strategy, embedded through existing workstreams.
Governance complexity	New governance adds unnecessary layers.	Keep governance lean, with clear roles for the Health and Wellbeing Board, Advisory Board, Steering Group and existing delivery groups.
Political or public scepticism	Marmot is seen as abstract or too academic.	Use practical local language focused on healthy life expectancy, prevention, opportunity, value for money and better use of existing work.
Marmot seen as only about deprived wards	The approach is misunderstood as being only for specific communities.	Explain proportionate universalism: borough-wide ambition, with greater effort where evidence shows greater need.
Personal responsibility and wider determinants are seen as competing explanations	Action on wider conditions is misunderstood as removing individual responsibility.	Be clear that personal responsibility matters, but people's ability to make healthy choices is shaped by the conditions around them.
Failure to demonstrate impact	Long-term outcomes take time to change.	Use early process measures, workstream indicators, resident voice and long-term population indicators.
Delivery capacity	The work becomes too broad.	Use existing workstreams, agree clear priorities and produce a short delivery plan with named leads and governance routes.

2.2 Opportunities

Opportunity	Potential benefit
Stronger delivery of the Joint Health and Wellbeing Strategy	Marmot provides a practical framework for delivering the agreed local strategy.
Better use of existing resources	Joining up work can reduce duplication and focus effort where it is most likely to prevent future demand.

Opportunity	Potential benefit
Prevention	Prevention will reduce pressure on high-cost services over time.
Stronger partnership working	Marmot provides a shared language across health, council services, VCSE, education, housing, employment and communities.
Clearer use of data	The UCL data pack and local insights can support better prioritisation and measurement.
Workforce development	Training and induction can help make public health everyone's business.

3. OTHER OPTIONS CONSIDERED

This report provides an update on progress in implementing the Joint Health and Wellbeing Strategy and mobilising North East Lincolnshire as a Marmot Place. Both programmes have already been approved through the appropriate governance processes and no alternative options are being presented for consideration as part of this report.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

North East Lincolnshire becoming a Marmot Place provides an opportunity to demonstrate local leadership in improving health, wellbeing and reducing inequalities. Clear and consistent messaging will support understanding of the shared ambition and reinforce the borough's prevention-focused approach.

The planned launch on 6 October 2026 will provide an opportunity to reinforce the relationship between the JHWBS and Marmot Place, and to demonstrate the transition from mobilisation to delivery. Marmot branding will complement existing initiatives, including Stronger Together, Move Together and Play Together, creating a consistent narrative about North East Lincolnshire as a place that supports health and wellbeing. Healthier Together.

5. FINANCIAL CONSIDERATIONS

The Joint Health and Wellbeing Strategy and Marmot Place are being delivered through existing resources, programmes and governance arrangements. The UCL Marmot Place contract is funded through approved budgets. The approach aims to support better use of existing resources by strengthening alignment, promoting prevention and reducing avoidable demand over time.

6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

There are positive implications for children and young people.

Marmot Place directly supports the Joint Health and Wellbeing Strategy, Growing Stronger Together, Best Start in Life, Playful Place, Sport England Place Expansion, child poverty work and wider prevention activity.

The approach supports early help, school readiness, parent-infant relationships, speech, language and communication, healthy development, play and physical activity, family support, safer communities and improved life chances.

Giving every child the best start in life is one of the core Marmot principles and should remain central to the local delivery plan.

7. CLIMATE CHANGE, NATURE RECOVERY AND ENVIRONMENTAL IMPLICATIONS

There are positive climate, nature recovery and environmental implications where Marmot aligns with work on active travel, green space, housing quality, air quality, neighbourhood design and sustainable communities.

One of the Marmot principles is to pursue environmental sustainability and health equity together. In practical local terms, this means recognising that warmer homes, cleaner air, access to green space, active travel and safer neighbourhoods can support both environmental aims and better health outcomes.

This aligns with the Joint Health and Wellbeing Strategy's focus on creating a fairer, greener and more inclusive borough.

8. CONSULTATION WITH SCRUTINY

The Health and Adult Social Care Scrutiny Panel will receive regular updates on implementation of the Joint Health and Wellbeing Strategy and North East Lincolnshire's development as a Marmot Place.

9. MONITORING COMMENTS

In the opinion of the author, this report does not contain recommended changes to policy or resources (people, finance or physical assets). As a result no monitoring comments have been sought from the Council's Monitoring Officer (Chief Legal Officer), Section 151 Officer (Director of Finance) or Strategic Workforce Lead

10. WARD IMPLICATIONS

Marmot Place is borough-wide. It is intended to support improved health and wellbeing outcomes for all residents across North East Lincolnshire.

However, because health outcomes and wider determinants vary significantly by place, some wards and communities may require greater focus as the work develops. This reflects the Marmot principle of proportionate universalism: support for all, with greater effort where evidence shows greater need.

11. BACKGROUND PAPERS

- [North East Lincolnshire Joint Health and Wellbeing Strategy 2025 to 2035](#)
- [Marmot Town Proposal to Cabinet, July 2025](#)

12. CONTACT OFFICER(S)

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