A Wellbeing strategic framework for North East Lincolnshire

Foreword

[to be completed for the final version]

Introduction

Wellbeing is not just focusing on health and social care but includes all the aspects of life that impact on people's sense of themselves and their families as well as their sense and experience of the place where they live.

Our approach to "Stronger Economy, Stronger Communities" has been captured within an Outcomes framework that originated in the Council but has increasingly been adopted as the outcomes for Place.

The Outcomes Framework illustrates the way in which the importance and emphasis of each of the outcomes can vary at each stage in life, with certain systems, organisations and services having a more prominent role in contributing to the issues at different stages. It also illustrates the interdependency between the life stages and how intergenerational inequalities persist requiring ownership by all partner organisations to achieving all the outcomes not just the ones more relevant to their services.

This Wellbeing strategic framework also serves to show the complexity of how all the systems, organisations and partnerships, contribute to shaping North East Lincolnshire and people's lives. Elements of the outcome framework shape the economy, the environment and the culture in which people strive to improve their own and their families' wellbeing. This collectively is reflected in **place shaping**- creating the **opportunities** for people to thrive through jobs, education, and leisure, and enabling **people to be safe from harm** particularly those most vulnerable from harm at home or at work and creating infrastructure that keeps people **connected** and able to access opportunities and services. Provides a sustainable supply of varying types of **accommodation** to meet population needs, stewardship of our **natural environment** and builds an economy that tackles the impact of climate change, technological advancement and changing workforce need.

Skills, capability and the **confidence** that accompanies a sense of **being in control** of one's circumstances, have a different focus throughout the life course. This can be reflected through a sense of vulnerability or being resilient in adverse situations. Skills as a parent, skills applied within the education system, job related skills, feeling confident managing a long term condition, confidence as a carer, feeling valued when volunteering. Being able to take advantage of opportunities such as those in the employment

'Wellbeing is about people and creating the conditions for us all to thrive. Its quality of life and prosperity, positive physical and mental health, sustainable thriving communities. Wellbeing is a measure of social progress and, arguably, the goal of good government and charitable activity.'

field or education system as well as being able to cope with more adverse circumstances are key to people's wellbeing.

The services that our organisations provide also play a key role in supporting people through life as well as providing a safety net for the most vulnerable. Whilst many of the services have historically been developed as universal provision, increasingly we have to look more closely at providing **services proportionate to need** (equitably) retaining a level of **quality**, whilst supporting and encouraging people wherever appropriate to do more for themselves. This applies whether services are preventing through early help, supporting people in crisis or helping people to get on with their lives. This is also reflected in the approach adopted by the services own workforce and the way they relate to their clients. This shift is key to the future of sustainable service provision.

An essential component of our overall approach is people having access to trusted **information** enabling them to take action, take advantage of opportunities and pursue self-directed solutions. As with the other examples above information needs vary across the life course and the ability to navigate ones way through this information rich era, is a fundamental basis for empowerment.

Common to all organisations and systems that operate to address the needs and ambitions of people in North East Lincolnshire, are a number of **common functions** that underpin and support the approaches adopted.

- **Intelligence** – not merely data or the sharing of data but appraisal and insight into need and evidence of what works including input from local people in particular the intended recipients of the interventions
- **Workforce and organisational development** – skills and ethos within all providers of service including voluntary sector organisations that enables delivery of services and interventions reflecting a shared set of values and principles
- **Community capacity building and engagement** – skills, confidence, structures for involvement within communities and with the decision making planning processes. How we collectively support and enable people to take action on the issues that matter to them
- **Policy, protocols and procedures** – developing the environment and culture that shapes Place and promotes quality and protects the vulnerable from harm
- **Governance and partnership** – system management, quality assurance and accountability to all stakeholders including local people and advocacy for under represented

(See appendices for more information on these common features).

This strategic framework shows the contribution of the systems underpinning the Outcomes Framework, their key strategies and their current priorities. However there are issues facing North East Lincolnshire that require a whole Place system approach with all organisations contributing to add value and ensure impact. These issues will be few in number and identified in the coming months.

A Place based approach is not just about what we do but the way in which we work and collaborate as part of our core business. This strategic document sets out a number of values and principles that shape our relationships with people and with the Place.

Stronger Economy, Stronger Communities Vision

At the heart of the Council's outcomes-based approach is the concept of inclusive growth – defined by the OECD[1] as *"economic growth that is distributed fairly across society and creates opportunities for all"*

The Council's Economic Strategy (adopted in 2016) sets out three objectives which support the concept of inclusive growth:

- *creating the 'right' environment to attract and sustain business investment;*
- *improving our 'quality of place'*
- *equipping NEL residents – particularly young people, and those living in our most deprived communities – with the skills and confidence to secure and sustain well paid employment*

Our approach is also rooted in the need to tackle the inequalities which are prevalent in the most deprived areas of the Borough.

- focus on prevention,
- build expectation to meet aspirations and
- develop community capacity and resilience.

The North East Lincolnshire Local Plan, adopted in 2018, sets out a spatial vision for the Borough

[1] https://www.thersa.org/globalassets/pdfs/reports/rsa_inclusive-growth-commission-final-report-march-2017.pdf

Spatial vision in the Local Plan adopted in 2018

By 2032 North East Lincolnshire will be nationally and internationally recognised as a centre for offshore renewables, focusing on operations and maintenance and contributing significantly to the Humber's 'Energy Estuary' status. Growth in key sectors, food, energy, chemicals, ports and logistics, will be matched by a strong tourism and leisure offer. Evident through increased jobs and diversity of skills, the barriers to accessing jobs will have been broken down. This will be facilitated through the establishment of facilities to improve education and skills, and measures implemented to address housing need and affordability.

Consultation: Does this vision capture the future of North East Lincolnshire? Is there anything missing?

Good progress will have been made to make North East Lincolnshire a forward looking Borough where aspirations have been raised, and gaps narrowed in terms of social inequality; whether caused by health, education, age, disability, ethnicity, location or other aspects. Housing initiatives will have successfully revitalised areas of low housing demand, and steps taken to lift housing delivery to support economic growth, recognising the need to provide housing to address demographic change, and improve prospects for economic growth, whilst providing choice within the housing market, and being sensitive to the scale and character of settlements. Town centres will be successful, having developed their offer to support growth.

Environmental quality will be a source of pride, aspiration and confidence. The special character, biodiversity and distinctiveness of the Borough will continue to be protected and enhanced. The Borough's ecological and green infrastructure networks will have been improved, providing improved habitats and access to nature for local communities.

A commitment will have been demonstrated, to address the causes and consequences of climate change, including bringing about an overall reduction in the proportion of properties at risk from flooding.

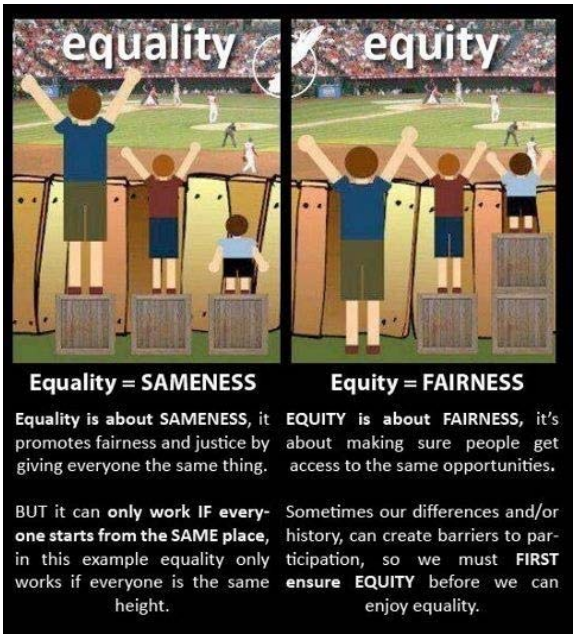
Values and principles shaping our system wide approach

1) Outcomes focused

Many organisations are evaluated on the services they provide and their quality whilst over the last few years greater emphasis has been put on how to measure the impact made on people, the outcomes that demonstrate an intervention's success. Many tools such as outcomes based accountability support the move away from a focus on service provision and measuring the 'numbers'. Our focus now is on the impact that our activity supports, enables or delivers. Recent work through our Place Partnership has seen all organisations across the Borough signing up to a shared outcomes framework and a realisation that to make real change happen requires all partners to play a part. Each of the five outcomes could be pursued independently and demonstrate success but the ethos behind inclusive growth and an inclusive economy illustrated in this wellbeing framework, show the interdependency between each of the outcomes in striving for a stronger economy and stronger communities.

An outcomes focus equally applies to how we consider success at the individual personal level and how we commission and deliver services that impact on people's wellbeing throughout life. We will be working to develop our approach to outcomes based commissioning in securing the right balance of efforts and resources to support people achieve improvement to their health and wellbeing.

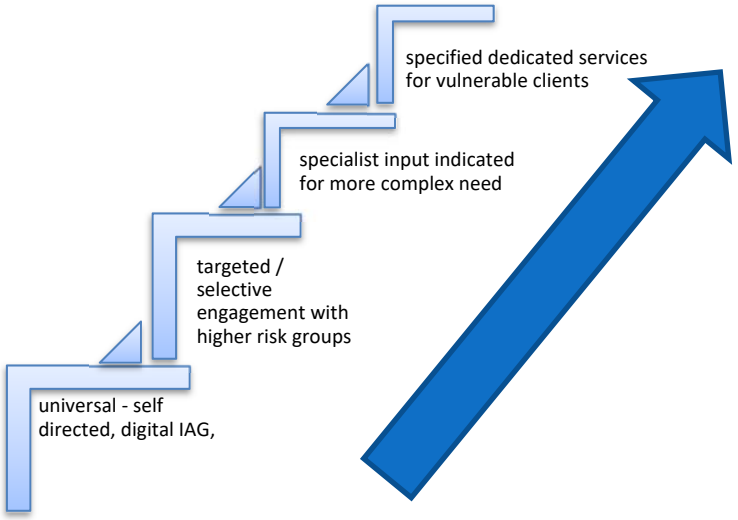
2) Inequalities and inequity focused



Inequity and inequality: these terms are sometimes confused, but are not interchangeable; inequity refers to unfair, avoidable differences arising from poor administration and cultural exclusion while inequality simply refers to the uneven distribution of health or health resources acknowledging that not all people start off with the same.

Austerity has reduced the availability and flexibility of resources locally. Increasingly we are moving away from universal provision to targeting resources to those in greatest need. Marmot[2] referred to "proportionate universalism" when talking about tackling inequalities.

[2] http://www.instituteofhealthequity.org/



Increased need and proportionate resourcing

Marmot's work and more recent international studies recognise that many of the causes of inequalities are structural and explain the need to recognise this in our systems driven place based approach to wellbeing.

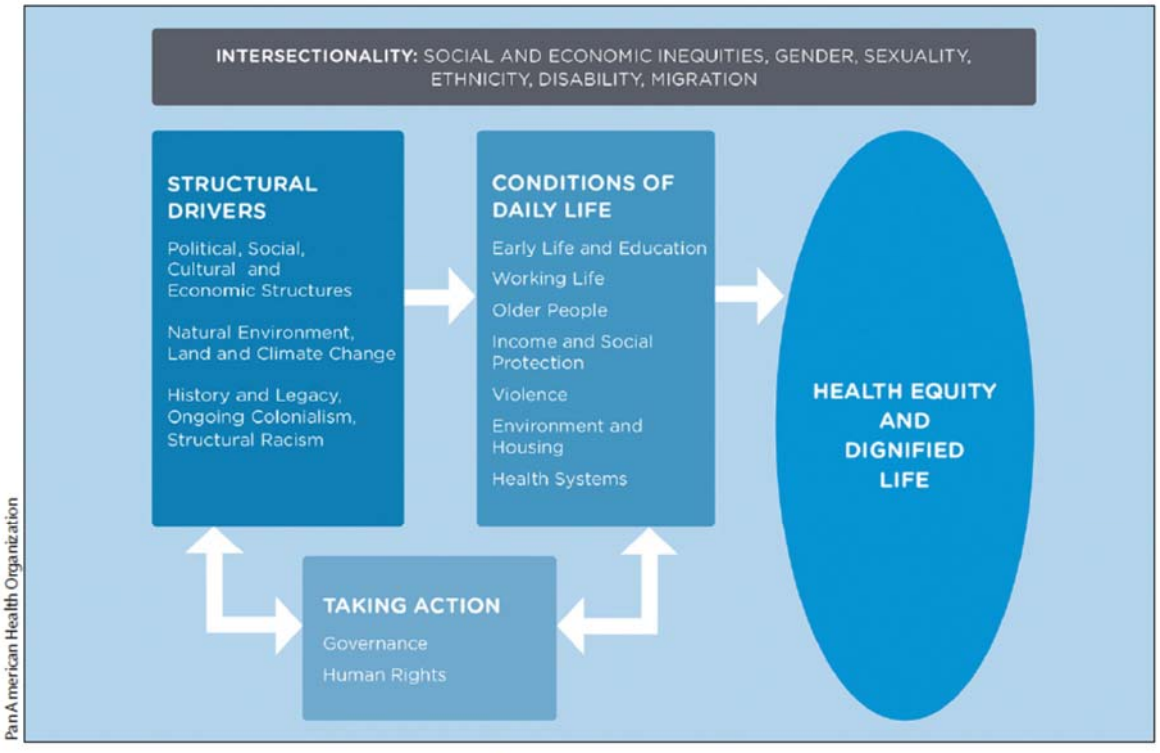


Figure: PAHO Equity Commission's conceptual framework

3) Vulnerability/resilience focus

Vulnerability in this context could be defined as the diminished capacity of an individual or group to anticipate, cope with, resist and recover from the impact of a natural or man-made hazard. The concept is relative and dynamic. Vulnerability is most often associated with poverty, but it can also arise when people are isolated, insecure and defenceless in the face of risk, shock or stress. People differ in their exposure to risk as a result of their social group, gender, ethnic or other identity, age and other factors.

The reverse side of the coin is capacity and resilience, which can be described as the resources available to individuals, households and communities to cope with a threat or to resist the impact of a threat and the ability to "bounce back". Such resources can be physical or material, but they can also be found in the way a community is organised or in the skills or attributes of individuals and/or organisations in the community.

This shift in focus building on strength and not dependency should not be interpreted as a replacement for social action to alleviate the cause nor should it ignore the emerging evidence of the long term impact of adversity at a young age, commonly referred to as adverse childhood experience (ACE). Chronic stress without relief is a contributory cause of many behavioural issues and illness in later life.

The focus on vulnerability links with the above principle focus on inequalities recognising the accumulative impact of different factors – poverty, disability, ethnicity etc. on people's experience. This is currently referred to as "intersectionality".

4) A focus on relationships – restorative; high support high challenge

Restorative and relational based practice describe a way of being, an underpinning ethos, which enables us to build and maintain healthy relationships, resolve difficulties and repair harm when relationships breakdown.

It is founded on the principles of working 'with' people, rather than doing 'to' or 'for' others. When we work with and alongside people, rather than make decisions about them in isolation, outcomes and impact are so much greater. It proactively builds connection, belonging and a sense of community.

Many agencies are revisiting their own ethos towards their service users, customers etc, reframing the everyday interactions with a "what matters to me, who matters to me" perspective endeavouring to put the person centre stage.

5) Co-designed, produced and delivered

We are already starting to work differently and recognise that simply putting services in place does not mean that people use or value them. Our approach to inclusive growth means that we take a starting point that has the community as part of the solution, able and willing to use their knowledge and skills to bring about positive change to their lives and that of the wider community.

The Council has made a commitment to co-production and introduces it in its approach to commissioning, customer and community insight and social value. We recognise that enabling real co-production will require support from all sectors, to improve understanding, changing behaviours and the means of achieving co-production.

6) **21st century public servant ethos**

This new approach to workforce development led from Birmingham University describes a number of features that shape how we approach the future.

- Increasingly public services will require their staff to be **entrepreneurial** "stewards" of scarcer resources.
- Recognising a **shared humanity** in adopting whole person approaches.
- Valuing the softer generic skills, **people who are good with people** and can form relationships and learn quickly.
- **Fluid careers** across sectors and services, more reflective through opportunities for new skills.
- Combining an ethos of **publicness with an understanding of commerciality.**
- **To be adaptive and change** within a climate of ongoing austerity.
- **Organisations that are fit for purpose**: fluid and supportive rather than silo-ed.
- Rejects heroic leadership in favour of **distributed and collaborative models of leading** in a way that traverses traditional service sectors.
- Rooted in a locality which frames a sense of loyalty and identity **the role of Place in public service needs to be recognised.**
- **Makes time and space for reflection and learning from practice.**

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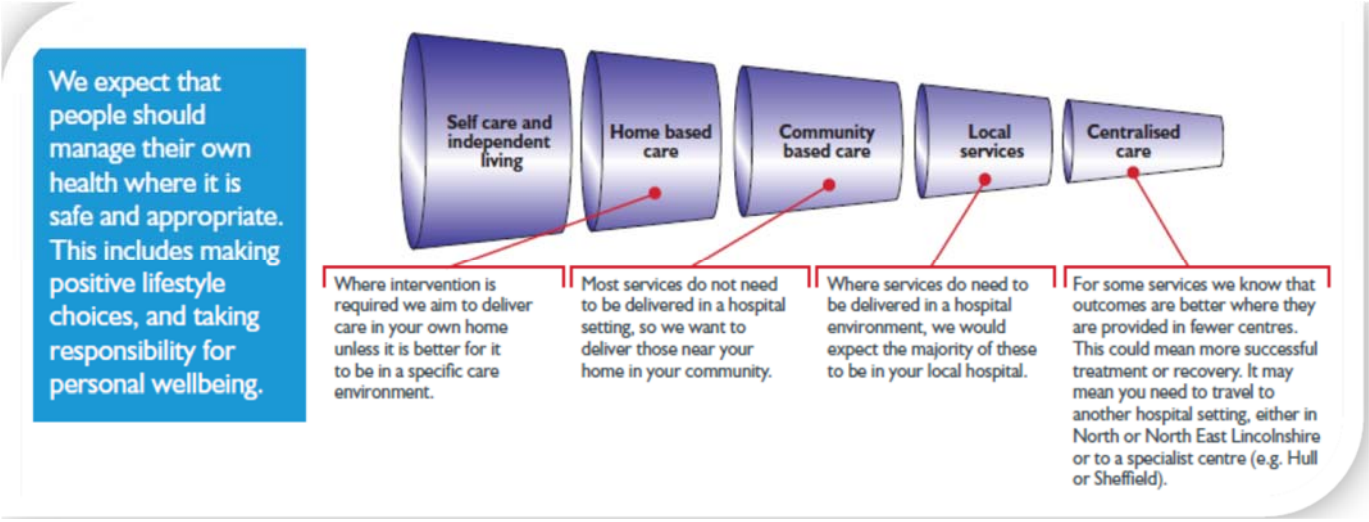
7) Shift to the left/prevention and early help



Prevention and early help is defined as responding as soon as possible to the needs of people and families who are 'vulnerable' to poor life outcomes. It aims to put services in place and offer support before things get worse, to help people move on

from their difficulties and get back on course. Prevention and early help therefore aims to promote better long term life outcomes for people and families and in doing so, also prevent them needing more intensive and higher cost provision in the future. This links closely with resilience and avoiding a culture of blame, taking account of the underlying determinants of wellbeing.

8) A commitment to quality of place, quality of services

The quality of public services provided to the citizens of North East Lincolnshire is enshrined in the constitution driving the NHS, and a key focus of all organisations providing public service including the community and voluntary sector. Even during austerity, the commitment to fundamental and safe levels of quality within the services remains core alongside maintaining dignity and humanity in the way in which people are treated by those services that in turn shape the reputation of public service in the borough.

The quality of the environment in which people live work and play also has a profound impact on people's wellbeing and reflects a shared responsibility of agencies and citizens alike. Whether this refers to the air we breathe, our access to green space, our working environment, our own home and neighbourhood or access to cultural and leisure opportunities in the borough. This shapes our perception, our civic pride and how we feel about ourselves. This principle recognises there may be environmental impact in many of the decisions each of us makes

9) Sustainability

This term is widely applied to a range of issues. Primarily it asks us to consider our legacy to future generations, and whether our actions now will have an adverse impact on the future. This represents a commitment to always have consideration to climate change and all its causes, including transport choices, consumer patterns and recycling, energy production and use.

The term is also used in relation to services available to citizens in the borough. As financial resources diminish, new models of delivery evolve to ensure outcomes continue to be delivered. Changes in technology, demography and consumer patterns require flexibility and adaptation that may not result in organisations being sustained but wider systems operating to ensure continuity of service. In many circumstances an enabling role, giving more control to local people may lead to a more sustainable outcome.

Sustainability also applies to the communities within the borough and ensuring we collectively support the building of capacity and capability within communities to take action and deliver solutions.

10) Social Value -valuing People and Place

Social Value is about more than driving a hard bargain when commissioning services – it is a **statement of principles**. These principles underpin the Council's vision and priorities. From committing to paying as a minimum the Discretionary Living Wage, to partnership working that enables the Council, and its partners, to create opportunities that enhance our communities and improve the lives of our residents.

Social value requires commissioners to think about how they achieve outcomes in a more integrated way. Rather than thinking about services in isolation or in the short term, this approach **requires commissioners to consider long term costs, sustainability** and how the inclusion of Social Value outcomes can potentially reduce pressures and realise opportunities in other areas.

Consultation: Do you agree with these values and principles as drivers for how we shape the Borough?

Is there anything missing within these identified principles or not covered that you believe important in shaping our approach to Place?

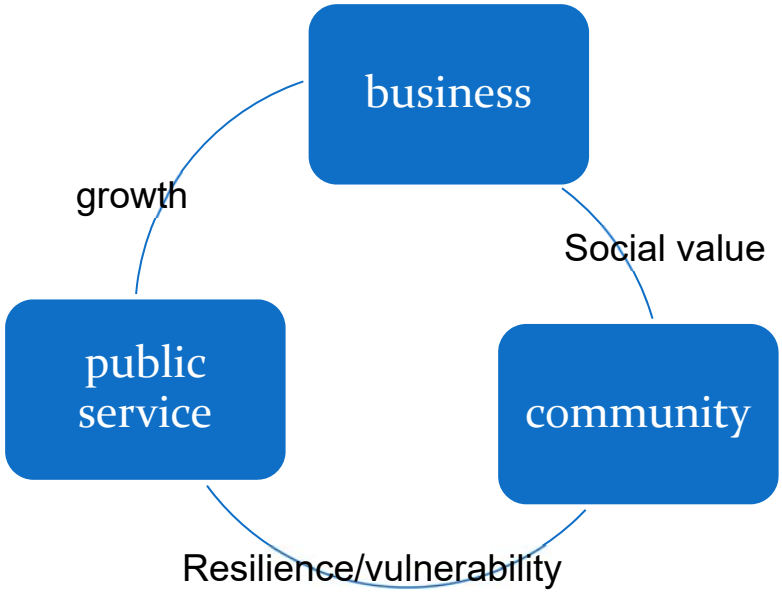
If you believe that you are bad and unacceptable, you are unable to look back at your past with pleasure or your future with hope. Only bad things happened to you in the past, and only bad things will happen to you in the future."

Contributing relationships to a Place based approach to wellbeing

To achieve both stronger economy and stronger communities there need to be a connection between the two to ensure benefit and impact on all citizens in NEL.

Most recently, the concept of inclusive growth has emerged in response to widening inequalities and the disconnect between the "grow now, distribute later" trickle down model and its benefit to society and impact on the most vulnerable.

Much of the recent commission's report[3] resonates with our Place based approach and is reflected in the focus of this proposed approach, emphasising a focus on prevention early help and building capability within communities.



This diagram illustrates the relationships we need to build to ensure we achieve inclusive growth and reflect the transformation needed to respond to the challenges and opportunities that we face. These relationships exist already operating in complex systems, interacting with each other in the transaction of everyday business. To the service user, the citizen, the member of the public the expectation is that everything should be joined up to support them and those close to them, in getting on in life.

Organisations who by definition are a permanent feature of a place (i.e. cannot relocate their business) are known as **anchor organisations** and can play a huge role in build and community wealth and wellbeing. One of the characteristics of a successful inclusive economy is the degree to which more and more of the 'NEL

[3] https://www.thersa.org/globalassets/pdfs/reports/rsa_inclusive-growth-commission-final-report-march-2017.pdf

pound' spent by anchor institutions goes directly into our local economy and growing the social economy.

This set of relationships has shaped the evolving approach to partnership in the Borough. It recognises historic imbalance between the three domains and aspires through adoption of the values and principles within this framework to change how we operate in North East Lincolnshire.

Consultation: Do you agree with the move to an inclusive growth approach to secure a stronger economy and stronger communities?

The outcomes framework

This focus on outcomes to deliver our shared focus on stronger economy stronger communities has been captured under 5 broad ambitions that reflect the components needed to pursue wellbeing for Place and people.

Simple outcome statements have been expanded to better explain what actually lies behind the outcome in terms of component factors and that give an indication of the systems that contribute to the pursuit of that outcome. Evidently these incomes are not discreet and nor are the contributory systems: Each interacting with each other and impacting on more than one outcome

All people in NEL fulfil their potential through skills and learning

- We want all people in NEL to benefit from being in a place where they can fulfil their potential. We recognise the importance of enabling children to start and develop well and how important it is to have the best possible start. All communities will have access to good or outstanding nurseries, schools and further/ higher education establishments. All children and young people attend and achieve at these establishments.
- NEL must be a place where we enable children to have excellent school readiness and where they can reap the benefits from high levels of

attendance, in schools where they can excel. A place where young people can meet develop aspirations and skills and where all young people who are able, actively participate in earning and learning. This contributes to low unemployment rates and high aspirations and matching expectations as individuals have good career opportunities (including volunteering) and employees are supported to work and develop within a thriving local economy. This should be a place where all people benefit from life-long learning and where regardless of age, people are fulfilling their potential in NEL. People and their carers are supported to develop skills and confidence in living with long term conditions. NEL is a place where young people's aspirations are high and where no child and family are left behind.

All people in NEL benefit from sustainable communities

- We want North East Lincolnshire to be a place where people are supported to live independently and have access to the means to connect to other people and places A place where all its' citizens, partner organisations and visitors have access to a high quality, well maintained natural and built environment.

- A place where we can celebrate our natural heritage and cultural offer. A place where residents and partner agencies are encouraged and empowered both individually and in partnership to help shape support and contribute to the communities in which they live, work and play. A place where communities support each other and engender a sense of community cohesion and civic pride.

All people in NEL enjoy good health & wellbeing

- We want people to be informed, capable of living independent lives, self-supporting and resilient in maintaining/improving their own health. By feeling valued throughout their lives feel, people will be in control of their own wellbeing, have opportunities to be fulfilled and are able to actively engage in life in an environment that promotes health and protects people from avoidable harm.

- Access will be made available to safe quality services that prevent ill health, support, maintain and restore people back to optimal health or support them with dignity at end of life as close to home as safety allows: Services that are part of an affordable innovative and quality health and social care system which directs resources according to need.

All people in NEL enjoy and benefit from a strong economy

- NEL's businesses will achieve sustainable, long-term growth that benefits all of our residents by providing fulfilling, well-paid employment opportunities. We will create the 'right' environment to attract and sustain private investment, by providing high quality business infrastructure- including road and rail connectivity, superfast broadband, high quality employment sites and premises

- Equip NEL residents – particularly young people, and those living in our most deprived communities – with the skills and confidence to secure and sustain well paid employment in all sectors of our economy.
- NEL will drive the growth of the 'Energy Estuary' as an international centre for offshore renewable energy. The Port of Immingham and Grimsby has cemented its role as the largest port in the UK, diversifying successfully into new markets. The growth of NEL's food sector has been driven by new export opportunities. Our visitor economy, services and retail sector will continue to grow through efforts to change internal and external perceptions of NEL as an attractive place to live, work, visit and invest.
- We want North East Lincolnshire to be a place where the local existing and emerging workforce actively participate in learning and employment levels are high.

All people in NEL feel safe and are safe

- Every child will be brought up by supportive and nurturing families. All families live in good quality housing which is designed to meet a range of different needs, supporting people to be as independent as possible. Living within low crime communities, people will feel safe in their home and are able to access opportunities for work, socialising and leisure. Communities where there is zero tolerance of violence. Communities are supportive to and value children, vulnerable people and the elderly. Where possible people are encouraged to make a contribution to the communities in which they live or work.
- People can access services, when needed, that are safe and individuals and their families are confident in the quality and safety of care provided.

Consultation: Do the descriptions of each outcome miss any key outcomes for the Borough?

The current and future needs of the population – the strength and challenges for each outcome

This brief analysis is explored further in the State of the Borough which accompanies this framework and fuller analysis of each of the outcomes can be found on NEL informed. (http://www.nelincsdata.net/JSNA)

(i) A**ll people in North East Lincolnshire fulfil their potential through skills and learning -**

Achieving full potential starts from an early age and starts with achieving a good level of development by the age of five years. Overall, the majority of children living in North East Lincolnshire are school ready by the age of five years, however, more girls than boys are school ready at this age. Levels of secondary school attainment are also currently similar in North East Lincolnshire to other parts of the country although children in receipt of free school meals and boys perform less well. There are wide socioeconomic inequalities across North East Lincolnshire in school attainment. Similarly fewer of our 18 and 19 year olds proceed into higher education than other areas and far fewer young people from poorer backgrounds do.

With fewer of our young people going into higher education, a key focus for the Town Deal, it is especially important that young people living in North East Lincolnshire remain in some form of education, employment or training. When young people are engaged in education or training their self-esteem and confidence are increased. Conversely, when young people are not engaged in education, employment or training, they are at greater risk of a range of negative outcomes, including poor health, depression or early parenthood. Despite the socio-economic challenges of North East Lincolnshire, we have seen considerable improvement (i.e. reduction) in the number of 16 to 18 year olds that are not engaged in education, employment or training. In September 2018 96% of Year 11 pupils continued into further learning. The number participating in work-based learning and training apprenticeships in the area has also increased.

Historically, North East Lincolnshire has had a high rate of under-18 conceptions which is linked to the high level of deprivation and poverty in the area. The rate of under-18 conceptions in North East Lincolnshire has reduced considerably in the last decade and is now less than half what it was in the 1990's when teenage pregnancy measures were first widely adopted, however, it still remains significantly higher than the national average. Becoming a parent at a very young age often results in the mother leaving education early and reducing future opportunities. This potentially leads to children of these teenage mothers being at increased risk of poverty, living in poor housing, having poor health, low educational attainment, and also lower rates of economic activity in adult life.

Long-standing issues around low secondary school attainment has resulted in North East Lincolnshire having a high much higher working age population with no qualifications than other parts of the country. This has resulted in skills gaps and a

tendency for people to migrate from elsewhere to fill better paid opportunities in North East Lincolnshire. With the growth associated with the renewables industry and the requirement for a skilled labour force there is new focus on ensuring that local people can access the training and education they require to fill these posts.

(ii) All people in North East Lincolnshire live in sustainable communities -

North East Lincolnshire is a predominantly urban authority that is fortunate to have coastal and countryside amenities within and adjacent to it. This means that we have a wonderful green and blue infrastructure which if managed well, will help to make the area an attractive place to live and help to generate inward investment. The economic challenges of the last half century have had a negative impact on urban infrastructure with a lot of under-utilised land and buildings that were once associated with industry, fishing and ports.

In addition much of the urban housing stock is relatively low quality early 20th century terraced housing that now sits in the private rented sector. The general availability of low cost private rental housing has though contributed to a low rate of homelessness and households in temporary accommodation although there is an ongoing need to improve standards in the management of the private rented housing stock and encourage best practice. . There is also evidence that the number of people sleeping rough is increasing.

Demographically North East Lincolnshire has a higher proportion of older people and a smaller amount of working age population than the England average. This reflects the fact that parts of the borough are popular retirement destinations but also that young adults who move away for higher education tend not to return to the area later and the borough does not have a significant post 18 student population of its own. With recent developments and commitments to the economic future of North East Lincolnshire, there is significant opportunity to upskill the local population as well as attract skills and aptitude from outside of the local area.

Although its relative geographical isolation can mean getting to North East Lincolnshire from regional and national centres is time consuming, the relatively small size of the borough means moving around within the borough by private or public transport is quite easy. The large majority of the NEL population live within 10 minute's walk of a park or accessible green space and rates of cycling in the population are higher than average. The borough also contains eight railway stations, though all but three are lowly utilised.

North East Lincolnshire has had some of the highest amounts of waste and lowest rates of recycling in the country in recent years but a number of initiatives have been introduced in the last year which are expected to change that. Participation in local and national elections is also low especially in the most deprived wards of the borough. More affluent parts of the borough have a much greater level of public participation and volunteers, probably associated with a greater volume of retired people.

iii. All people in North East Lincolnshire enjoy good health and wellbeing -

Smoking continues to be the major cause of early death and disease in North East Lincolnshire and it is therefore disappointing that rates of smoking in some of our deprived wards remain over 30%. Similarly the high number of women smoking in pregnancy has implications both for the future health of the child but also the costs to an increasingly under strain NHS. Better news is that our adolescent lifestyle survey is pointing to a rapid downturn in the number of our teenagers taking up smoking and our overall smoking prevalence rate is heading steadily downwards.

Health and wellbeing in early years will impact dramatically on a child's future life chances. The good news is that we have some of the best childhood immunisation rates in the country contrasted with continued low rates of breastfeeding and high rates of child obesity.

As we get older our lifestyle choices have an ever greater impact on our health. Unfortunately we are seeing a substantial burden of disease amongst people in middle age in North East Lincolnshire in our more deprived communities arising from the early appearance of long term conditions associated with smoking, alcohol & drug use, poor diets. Common mental health problems such as anxiety and depression are also widespread. Underlying these health problems are **a range of social and economic factors such as poverty, long term unemployment, low paid insecure work** and family breakdown.

Better news is that people in North East Lincolnshire living in more affluent communities have seen substantial increases in life expectancy in the last 20 years and those who reach retirement age in good health can expect a longer retirement than ever before. This is though bringing challenges to our health and social care system with ever increasing numbers of dependent older people in the population and numbers will continue to grow for at least the next 20 years. However large numbers of healthy older people have significantly increased the number of volunteers assisting in health and social care delivery both in the public and private domain.

(iv) All people in North East Lincolnshire enjoy & benefit from a strong economy

North East Lincolnshire has struggled economically for several decades. The decline in the fishing industry and the growing tendency for people to holiday away from English coastal resorts in the late 20th century hit our area hard as these sectors had contributed enormously to the growth of the borough in the previous century. With declining employment opportunities we have seen a legacy of inter-generational unemployment and poor housing in our most deprived areas. In addition the employment sectors that expanded in the late 20th century such as food processing were often low skilled and low paying jobs. Therefore the rate of children in low income families has long been well above regional and national averages.

Recent years have produced new challenges but also new opportunities and a real sense of optimism that better times lie ahead. Since the end of the 2008 financial

crash and subsequent recession, we have seen average incomes slip further behind regional and national comparators but a steadily falling rate in the number of people claiming out of work benefits.

The growth in the off shore wind industry and related sectors in the Humber estuary has seen an increase in the volume of inward investment to the area with the expectation of more to follow. We have also seen growth in the tourism industry locally and the development of new hotels and leisure facilities in the area, in part to meet demand generated by business visitors. The resort of Cleethorpes continues to meet the needs of existing visitors whilst diversifying to attract new visitor markets.

Whilst the Borough currently provides a limited choice of housing and there are some challenges with the existing pre-1919 housing stock, there are plans to substantially develop the housing offer going forward with a number of strategic, greenfield housing sites allocated in the Local Plan. These will be complemented by ongoing plans to deliver housing development on urban brownfield sites, working in partnership with Homes England, the Lincolnshire Housing Partnership and other key stakeholders.

The South Humber Industrial Investment Programme offers the potential to unlock up to 195 hectares of land between the Ports of Grimsby and Immingham for new industrial development. With support from the Humber and Greater Lincolnshire Local Enterprise Partnerships, the Council is investing on an unprecedented scale to enable these opportunities and attract investment and jobs to the Borough.

Perhaps most exciting of all, the unique Greater Grimsby Town Deal offers place changing opportunities for the area, developing our higher education offer, reconnecting the town centre with its underutilised waterfront and creating new opportunities for tourism, leisure and housing in the town centre.

(v) All people in North East Lincolnshire feel safe and are safe -

Living and growing up in a community that has high levels of crime or antisocial behaviour inevitably leads to feelings of insecurity and anxiety. The fear of crime may lead an individual to avoid going out alone, or stay in at home more, or have a detrimental effect upon their mental health, thus having a significant impact upon their quality of life. It can also lead to or exacerbate drug and alcohol problems. This can in turn lead to financial problems and a risk that people may slip into a criminal lifestyle to fund that habit. A considerable proportion of acquisitive crime is associated with drug misuse, and antisocial behaviour, violent crime, and criminal damage are strongly associated with alcohol misuse. Many of our more deprived communities are blighted by high crime rates and it is particularly concerning that violent crime and hate crime has increased significantly in recent years. The toxic trio of substance misuse, domestic violence and mental health issues is impacting on too many children, especially in our more deprived communities.

Feeling and being safe is not just about crime though particularly in early life. Providing a child with a safe and secure start to their lives, ideally in a stable family situation, can make a substantial difference to that child's overall life chances. It is therefore a major concern that so many children in North East Lincolnshire are

defined as being in need of social care and/ or subject to a child protection plan. Being safe also relates to the environment around us including the ability to move around safely. It is concerning that North East Lincolnshire currently has one of the highest rates of children killed and seriously injured in road collisions. Many of these incidents occur on crowded roads in urban residential areas. If children cannot walk and cycle safely it is likely that they will have their freedom to move about curtailed, impacting negatively on their health and wellbeing. North East Lincolnshire is also not immune from a wider national issue which is seeing growing levels of self-harm in teenagers and young adults which appears to be associated with a range of factors in modern living. More positively our most recent adolescent lifestyle survey told us that most young people feel happy about their life, have never tried drugs, and feel safe in the area in which they live.

Consultation: Are there key drivers that will impact on the population, missing from this analysis?

Inequalities across the life course

The approach to stronger economy through inclusive growth and stronger communities addressing vulnerability, needs to acknowledge and take account of the varying ways in which inequalities manifest themselves at different stages in life. Establishing what success looks like for the population at each stage and the emphasis of each of the five outcomes will vary.

Give every child the best start in life Unhealthy behaviours before and during pregnancy, and after childbirth, are more prevalent in more deprived communities, and are both a cause and consequence of inequalities. Matters are further compounded by the clustering of such behaviours, so babies and children are exposed to multiple risks arising from parental smoking, harmful drinking, unhealthy weight, poor nutrition etc.

As babies come into the world, some of the inequalities they will experience during their life will have already been pre-determined by their parents' socio-economic circumstances. Too many children unacceptably grow up in poverty and there is a correlation between levels of child poverty and numbers of children reaching a good level of development at 5 years of age[4]. The largest proportion of that poverty occurs in working, not workless, households, reflecting wider societal issues of income inequality and affordability, including housing. We can already see the odds stacking up for some of our children, setting them off on a trajectory likely to lead to poor outcomes.

Positive, secure relationships surrounding babies and children are key to good outcomes and can act as a blueprint for the child's future relationships as they go through various life stages, and in particular as they move into parenthood themselves later on in life. A baby's first interactions are generally with mum and the importance of maternal attachment and attunement in the early years is well documented. For some mums and babies, however, that attachment can be significantly compromised by mum's poor mental health in the perinatal phase, and can continue throughout a child's early life without timely identification and effective support.

There is now compelling evidence around the extent and nature of a range of adverse childhood experiences (ACEs) and the impact these can have on children, their development and life chances. ACEs tend to fall into two main categories: child maltreatment and household or family adversity, such as, domestic abuse, substance abuse and mental illness. Around half of all adults have experienced one or more form of adversity as a child or young person. These are highly stressful and potentially traumatic events, which lead to neurobiological and neurocognitive changes in early years brain development which is at its peak, particularly up to 2 years of age. The resultant impact of such changes is a much greater risk of a range of poor health and wellbeing outcomes later on in the life course.

[4] David Taylor-Robinson et al. BMJ 2015;351:bmj.h5330

Enable all children and young people to optimise their capabilities and resilience and have control over their lives.

As children reach school-age, and continue to grow, gaining increased independence and a greater sense of self, they will need to develop a series of life skills to confidently navigate towards young adulthood and a series of transition points and relationships along the way. This ability will be determined to some extent by their earlier experiences and inequalities will open up further. Chronic exposure to poor social circumstances or harmful experiences means any negative impacts will become more entrenched and likely more complex. Left unresolved, these may manifest in a number of ways, such as, problematic behaviour at home and school, offending behaviour or mental health problems increasing risks variously of school exclusion, contact with the criminal justice system, or social isolation.

Children from more deprived backgrounds will be more likely to engage in risky health behaviours and commence these at an earlier age than their more affluent counterparts. Although not the only factors in this, for some this will represent a combination of modelling the social norms set by their parents and an absence of parental guidance. Thus, harmful issues and behaviours become generational and stubbornly persistent, including teenage pregnancy, smoking, obesity, poor sexual health and substance misuse.

The above combine to generate a greater likelihood of poor educational outcomes and life skills for those experiencing greatest disadvantage and adversity. Despite many of our children setting out with future ambitions and hope for their future, these are revised at some point in this life stage, likely influenced by the employment and further education experiences of family and friends. Thus, those from our most deprived and disadvantaged communities, have a lower starting point as they transition into adulthood and enter the labour market.

Enable all adults to have control over their lives, and contribute to life through employment or other purposeful activity

As children and young people move into adulthood their identity and life chances will to a great extent be determined by their ability to obtain and sustain employment. Those who have a reasonable quality of education or skills will likely be able to obtain secure employment that will enable them to live independently in an area of their choosing, engage in family life in they wish to do so, have reasonable leisure time and as a result be more likely to maintain a good quality of health and wellbeing.

By contrast those who have not achieved in education in training, perhaps because they have come from a background where expectations were low will have far fewer choices and are more likely to be unemployed or only able to obtain jobs that are low paid, casual, lacking autonomy, insecure or even outside the formal economy. This will almost certainly impact on their wider lives with limited choices in terms of where

they can live, usually in low quality housing with insecure tenure, a greater exposure to crime and antisocial behaviour, more likely to be tempted by risky behaviours or become dependent on unhealthy substances such as tobacco, drugs and alcohol, more likely to slip into financial difficulties and ultimately mental health and physical health problems way before their time. There is also a greater risk of exposure to particularly harmful social situations such as themselves becoming involved in the criminal justice system or becoming involved in a violent or chaotic home life.

Adults of working age with lower educational attainment and from disadvantaged communities, are more likely to be living with a long term condition or disability, be workless and experience up to 10 years less of health life. Whether in work, in more unskilled roles or workless, may experience a loss of control and low self-value and poor mental wellbeing

Enable people to maintain their wellbeing and independence into older age
Indicator: people living independently in their own home

Inequalities in later life predominantly reflect the accumulation of poverty and disadvantage across the life course, rather than age itself. The pattern of health inequalities in chronic diseases continues and multi-morbidity is strongly associated with age and deprivation, often linked with lifestyle risk factors. So, those who are more deprived will have a greater number of health problems and at an earlier age, than those who are more affluent. Thus, the burden of disease falls greatest on the poorest, fastest, who then spend a longer time in ill-health, living with a disability and dying earlier than those from more affluent backgrounds. These inequalities can be compounded further in later life by the ability to access quality health and social care, which varies across the social gradient.

Levels of vulnerability resulting from the ageing process and social and environmental factors also vary by socio-economic status. The physiological changes associated with the ageing process signal various forms of function decline but this is more likely to occur much earlier in life for those who have experienced the greatest disadvantage throughout life. Frailty – a term used to describe cumulative vulnerability – can manifest much earlier in those who are most deprived, and in the oldest old (85+) we see some of the sharpest inequalities by deprivation.

The poorest are likely to be living in some of the worst housing conditions and have least social connections. Worries about safety, securing and getting around the local neighborhood are greater in more deprived, older age groups. This can have devastating consequences for mental health and emotional wellbeing. And whilst financial hardship is an inequalities issue in itself, it can be more acute in older age for the most disadvantaged. Earlier ill-health means those who are most deprived will be least likely to be in employment in later life and will have limited retirement income to sufficiently maintain a basic standard of living. This stimulates further vulnerability and sharpens inequalities further. The resultant lack of reserve and resilience, means those who are more deprived will have a worse quality of life and life expectancy than those who are least deprived, with a much reduced capacity to bounce back from ill-health, associated with later life, such as malnutrition and bereavement.

People experience a dignified end of life

As people approach the end of their life, inequalities persist and those whose lives have been blighted by poverty and deprivation can expect inequality in dying too. Dying with dignity is really important for us all, and involves making choices about where you die and how you want your care to be delivered and co-ordinated. Whilst the majority of people express a preference to die at home few do so, but those from more deprived backgrounds are much more likely to die in hospital than those who are least deprived. Planning how you want to be cared for, expressing choices to maximise comfort and wellbeing, and having your holistic needs met, are all important factors in individualised care in the last stages of life and co-ordination is key. However, there is unequal access to quality, co-ordinated care, across the social gradient, and this can be compounded by lack of awareness of various possibilities.

There is a degree of uncertainty in the outlook for those experiencing life-limiting illnesses which can make advanced planning difficult, but the most deprived are least likely to have done so. Whilst the poorest will have experience various manifestations of poverty, they are now likely to be faced with funeral poverty. Those with the least financial resources are less likely to have been able to make planned financial provision for funeral arrangements, or indeed legal matters. In the absence of any other financial support, families left behind can be spring-boarded into debt, at a highly emotive time, in order to meet funeral costs. The poverty into which a person is born into and, dies in, leaves its legacy for others.

Consultation: Do these life stages provide a common focus for agencies and communities to work towards to achieve wellbeing for the people of North East Lincolnshire across the life course?

A strategic approach to wellbeing

Each of these outcomes, the positive and more challenging aspects facing North East Lincolnshire reflect the focus of a number of organisations or systems that shape North East Lincolnshire as a place as well as how people experience living working or visiting the borough

Each of these systems are often governed by one or more partnerships, having their own priorities of focus and the impact on people and their experience of these systems can be both positive or negative at different stages of their life, depending on their circumstances, and the resources they have to call on. The organisations within these complex systems will deliver a range of services, programmes and projects that will have a direct influence on people and place at different stages of life. Each of these systems and the organisations within them, interact and contribute to more than one outcome. Whilst the desire to "keep it simple" is often expressed, it is important in consideration of any design, to acknowledge the complexity of these systems and how they often interact to influence **people** and shape the **place** in which they live.

What follows is a brief description of the systems that are driving each of the outcome areas in the Outcomes Framework, the key strategies and programmes of delivery and the priorities currently within those systems

The learning and skills system

Our approach to learning and skills has to be placed within the global economy. Our community has a range of aspirations and should be supported wherever possible to achieve them, this means everyone including our children who are looked after as well as those who have additional needs. We recognise that the prospects of some members of our community might not be as positive as others but we need to ensure as much as possible that everyone has a chance/chances. We recognise that the draw of large cities across the UK and work experience globally has a large appeal to many young people. We also recognise the 'brain drain' that this can lead to and the potential impact that this can have on local businesses and the entrepreneurial spirit needed for a place to thrive.

Our approach to learning and skills is based within this context. We want to support greater integration along the learning pathway, working closely with schools, colleges and local employers to raise awareness of local opportunities that people may want to access and to be clear on what qualifications and skills are valued and needed locally should people's choice be to develop a career locally.

- Develop skills of learners currently in the educational system

- Enable employers to articulate their skills demands with the local labour pool, future, and present
- Develop skills of those currently outside of the labour market to support them to return to work.
- Develop skills of current workforce (including Apprentices) in a way which produces an identifiable business impact
- Support employers to forecast, plan and future proof their business by investing in the skills of their workforce.
- Raise the aspirations of our local community to enable them to progress, flourish and succeed
- Develop the local higher education offer to support efforts to raise participation rates and widen the range of opportunities available for young people to achieve higher level skills in North East Lincolnshire
-

Key strategies: Skills Action Plan

Key Partnerships: Education and Skills Board

Priorities:

- Develop skills of current workforce (including Apprentices)
- Support employers to forecast, plan and future proof their business
- Raise the aspirations/expectations of our local community
- Lift overall educational attainment levels in the borough

The sustainable communities system

This outcome is broadly divided into two areas reflecting the physical "community" in which people live and the people who make up a range of communities in North East Lincolnshire.

Sustainable environment

By sustainable environment we refer to the place in which we live as well as the impact of the wider environment. A sustainable environment is a balance between what we take and what we replace or create, so that future generations can benefit from green spaces, biodiversity, clean air and water, energy resources and other minerals.

Addressing these requires both global and local action by people committed to gaining knowledge and taking action. There is recognition that, even in a developed area like ours, there are inequalities that affect health and wellbeing – variations in air quality, incidence of fuel poverty and lack of access to quality open spaces are examples.

Our area has multiple unique environmental assets for us to manage and enjoy, but is also under threat from climate change in terms of sea level rise, due to the low lying nature of the land. As a borough we need to make our contribution towards

reducing the use of fossil fuels and other non-renewable natural resources, reducing waste that cannot be recycled and enabling an increase in biodiversity.

Where people live and spend leisure time, the perception and civic pride in the maintenance of local neighbourhoods, is a collective responsibility. Supporting local action and ensuring the same level of quality across the borough is essential to building local confidence but also influencing potential investors in the borough. Similarly we have to ensure a shared responsibility and foster the valuing of our build and natural heritage, promoting access to all who live and visit the borough.

There is no overarching system looking at neighbourhoods that joins up the focus of smarter neighbourhoods keeping the environment clean, access to green space, safety, energy efficiency measures etc. Local action does continue, working through local councillors and other mechanisms to raise concerns and lobby for change.

Key strategies:
Environment Policy
Local Plan
Culture and Heritage Framework

Local Flood Risk Management Strategy
Municipal Waste Management Plan
Playing Pitch Strategy

General Statement of Enforcement Policy

Key Partnerships: Culture Heritage Leisure Sport and Tourism Board

Priorities:

- Reducing fossil fuel use and carbon emissions in the local area
- Improving air quality through transport and traffic management
- Remodelling our waste strategy and increasing recycling
- developing and building participation in our culture and heritage offer including our natural assets through public engagement and enjoyment

Strengthening communities

A number of components make up the strengthening communities system: The contribution of voluntary and community organisations themselves across the full range of issues reflected by the outcomes framework; the number of people their skills and capabilities engaged in local organisations whether as volunteers or paid workers; and the resources communities can call on to tackle local issues and take action. This system is overseen and led by an evolving Voluntary Sector Forum. The forum and sector members are supported by a commissioned infrastructure support organisation (SSNEL), and national organisations such as Locality, New Economics Foundation and funding organisations. Representation from the sector is embedded across a range of decision making groups and has a central role in in our developing place based governance arrangements. Continuing to grow our volunteering base

and encouraging participation remain priorities, benefiting individuals and supporting the cohesion and sustainability of local communities.

Public sector partners have shared principles in their approach to engagement but vary in: their methods; means of gathering and using insight; the extent to which findings are used in co-production/ co-design.

A myriad of funding and other resources assist activity/capacity building in local communities and increasingly the voluntary and community sector are commissioned to provide services themselves. Place based activity needs to accelerate commissioning to outcomes, embedding social value and alternative means to secure a resilient and sustainable sector.

Key strategies

Social Value Policy

Engagement framework

Key Partnerships: to be developed

Priorities:

- Support the voluntary sector to build capacity and capability in the sector and benefit from social value policy
- Support social action within communities initially within the priority areas of East/West Marsh
- Develop a co-ordinated approach to building the number of people volunteering in the borough.

The health & care system

We want people to live long, healthy, happy lives. In order to achieve this we will focus on supporting people to manage their own mental and physical health through making the right lifestyle choices.

When people do need help we want to ensure that they can access the care that they need in a way that is convenient for them, and ensure that they able to access the right professional, in the right place at the right time.

In order to achieve this we will support people to be informed, capable of living independent lives, self-supporting and resilient in maintaining/improving their own health. By feeling valued throughout their lives, people will be in control of their own wellbeing, have opportunities to be fulfilled and are able to actively engage in life in an environment that promotes health and protects people from avoidable harm.

Access will be made available to safe quality services that:

- prevent ill health,
- support, maintain and restore people back to optimal health or
- support them with dignity at end of life as close to home as safety allows:

Key strategies: The STP transformation Place Plan for NEL
CCG strategic Plan
NHS Five Year Forward View
NHS Mental Health Five Year Forward View

Key partnerships: The Union (Council/CCG) The Integrated Care Partnership The Humber Coast and Vale STP Partnership

Priorities:

- Transformation of urgent and emergency care
- Prevention of and support to management long term conditions including dementia including a non-clinical social prescribing approach to supporting individuals to manage their conditions in a different way.
- Mental Health across the life course including parity of esteem
- Tobacco control including smoking in pregnancy
- Wellbeing of vulnerable children including Special educational needs and disability (SEND)

The economic system

A number of existing plans and strategies are in place to establish priorities and guide public and private investment in North East Lincolnshire's economic infrastructure. North East Lincolnshire currently forms part of two Local Enterprise Partnerships (LEPs) – business-led partnerships which are the main conduit for Government investment in the area through the Local Growth Fund and future funding programmes including the Shared Prosperity Fund. Both LEPs have Strategic Economic Plans that can be found here:

Insert links

Each is also preparing a Local Industrial Strategy (LIS) that may replace existing SEPs.

North East Lincolnshire is unique in that it is the only local authority to date to have secured a 'Town Deal' with Government. The Government's commitment to the Town Deal was set out in its Industrial Strategy, published in November 2017 and the Greater Grimsby Town Deal agreement was signed by Government ministers, the Council and Greater Grimsby Project Board.

The Town Deal is focused on four inter-related themes, namely:

- driving economic growth
- accelerating housing delivery
- transforming Grimsby's waterfront
- improving skills and educational attainment.

The Town Deal will provide an important focus for partnership working between the Council, Government and private sector to realise the long-term regeneration of Greater Grimsby.

The North East Lincolnshire Economic Strategy was developed jointly by the Council and the private-sector led Development and Growth Board. The Development and Growth Board comprises representation from six key sectors: Energy and Renewables; Food and Seafood; Ports and Infrastructure; Chemicals and Process; Housing and Development; Visitor Economy Services and Retail. The Economic Strategy is now being updated with a view to adoption in mid 2019.

The North East Lincolnshire Local Plan was adopted by the Council in 2018 following extensive consultation with communities, landowners, developers and other groups. The Local Plan sets out the planning policies that guide development across the area, protect heritage, landscape and other assets and allocates land for future housing, employment, retail and other development. The Local Plan allocates land to accommodate up to 8,800 new jobs and between 9.700 and 13,300 new homes over the period to 2032.

The strategic framework for transportation also operates at regional and local level. The Council is a member of Transport for the North, the statutory transport body for the North of England with responsibility for setting transport policies and co-management of key rail franchise agreements across the North. The Strategic Transport Plan is scheduled for adoption during 2019.

The Council has adopted a Local Transport Plan which sets out local policies to improve the highway network and enhance public transport provision across the area. The plan is currently subject to review.

The Housing Strategy was adopted in March 2018. Housing is a key component of economic success and safe and sustainable communities. It is vital that the council creates the conditions where the borough has enough of the right type of homes and in the right places. The council needs to improve and make the best use of its existing housing stock, use housing as an asset for attracting businesses, and create opportunities for vulnerable residents to live independently..

The North East Lincolnshire Flood Risk Management Strategy identifies those areas which are at risk of coastal, pluvial and surface water flooding across the Borough and sets out how the Council will manage this risk, in partnership with key stakeholders including the Environment Agency, Internal Drainage Boards and Anglian Water. The strategy was adopted by the Council in 2015.

The Culture and Heritage Framework was adopted by the Council in 2018. Developed in partnership with a range of local and regional stakeholders, the framework sets out a long-term vision for culture and heritage, identifies how cultural activity can contribute to all of the Council’s outcomes and identifies priorities for action/investment. In January 2019 the Borough secured a major grant through the Cultural Development Fund that will help deliver the initial priorities set out in the framework.

Key strategies:
Local Plan
Culture and Heritage Framework
Coastal Community Teams' Economic Plan.
Economic Strategy.
housing strategy
Energy and renewables strategy
Strategic Transport Plan
Local Transport Plan
Flood Risk Management Strategy

Key Partnerships:
Development & Growth Board,
Humber & Lincolnshire LEP,
Greater Grimsby Project Board,
Housing Development Board
Transport for the North

Priorities:

The Town Deal incorporates some of the existing programmes and initiatives which, cumulatively, contribute to the realisation of the ambitions of the Local Plan, Economic Strategy and Town Deal:

- South Humber Infrastructure Investment Programme (SHIIP)
- Grimsby West
- Housing Zones & Estate Regeneration
- Grimsby Town Centre
- Cleethorpes
- Energy

The safe and secure system

As mentioned previously, feeling and being safe & secure is not just about crime, it encompasses safeguarding across the whole system. We need to ensure that children are safe & protected and have every opportunity to thrive, families are strengthened, vulnerable adults are safeguarded and our neighbourhoods are safe with confident and resilient communities.

The system in place across North East Lincolnshire brings together responsible authorities, key strategic partners and voluntary and community sector organisations who work collaboratively via a number of strategic boards. These boards are supported by a number of delivery groups that undertake collaborative activity to improve community safety and strengthen existing safeguarding arrangements for children and adults. All of this activity sits under the umbrella of Safer North East Lincolnshire.

Key strategies:

Community Safety Partnership, Partnership Plan 2017-2020

Domestic Abuse One System Strategy 2016-19

Local Safeguarding Children's Board Strategic Plan 2017-2019

Child Criminal Exploitation Strategy 2018-2020

Voice & Influence Strategy 2017-2019

Safeguarding Adults Board Strategic Plan 2016-2019

Key partnerships: Community Safety Partnership, the Youth Crime Board, the Local Safeguarding Children's Board and the Safeguarding Adults Board

Priorities:

- Domestic Abuse
- Child Criminal & Sexual Exploitation and wider vulnerabilities
- Safeguarding Adults ensuring their wellbeing is protected and they can live independently and free from abuse

Consultation: Taking in to account all of the existing system priorities from the Place System does this accurately reflect the shared challenges and opportunities in the Borough?

Summary diagram of current existing priorities

Learning & skills system

- Develop skills of current workforce (including Apprentices)
- Support employers to forecast, plan and future proof their business
- Raise the aspirations/expectations of our local community
- Lift overall educational attainment levels in the borough

Sustainable communities system

- Reducing fossil fuel use and carbon emissions in the local area
- Improving air quality through transport and traffic management
- Remodelling our waste strategy and increasing recycling
- developing and building participation in our culture and heritage offer including our natural assets through public engagement and enjoyment
- Support the voluntary sector to build capacity and capability in the sector and benefit from social value policy
- Support social action within communities initially within the priority areas of East/West Marsh
- Develop a co-ordinated approach to building the number of people volunteering in the borough.

Health & care system

- Transformation of urgent and emergency care
- Prevention of and support to management long term conditions including dementia including a non-clinical social prescribing approach to supporting individuals to manage their conditions in a different way.
- Mental Health across the life course including parity of esteem
- Tobacco control including smoking in pregnancy
- Wellbeing of vulnerable children including Special educational needs and disability (SEND)

Economic system

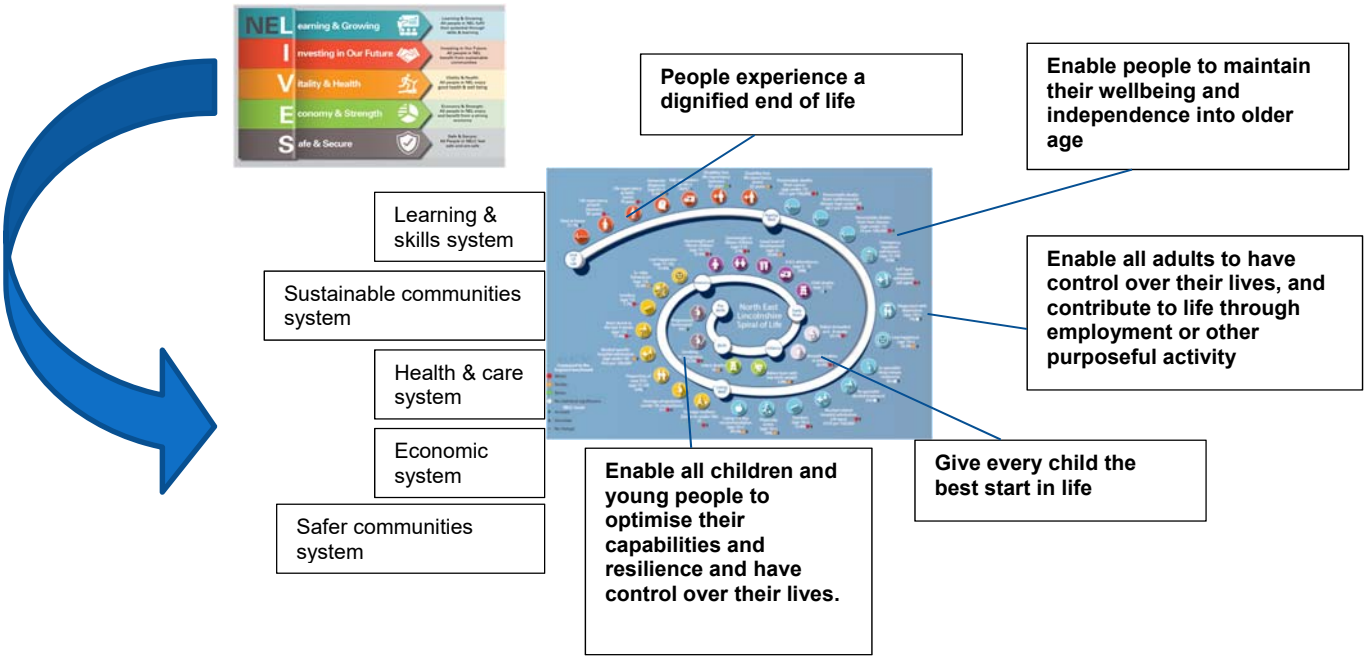
- South Humber Infrastructure Investment Programme (SHIIP)
- Grimsby West
- Housing Zones & Estate Regeneration
- Grimsby Town Centre
- Cleethorpes
- Energy

Safer communities system

- Domestic Abuse
- Child Criminal & Sexual Exploitation and wider vulnerabilities
- Safeguarding Adults ensuring their wellbeing is protected and they can live independently and free from abuse

A life course strategic approach to wellbeing

The Outcomes framework and the associated programmes and interventions when applied across the life course vary in their importance and application for different stages. Whilst the economy frames everything and determines the prosperity for the borough, people's relationship to the economy will vary depending on the stage in life. For those agencies delivering services specific to key life stages it helps to agree what the optimal focus is for that stage in life, irrespective of the agency one works for. These life stages compliment the overall framework approach



(for Spiral of Life see Appendix)

Priority focus for whole place approach

Each of these systems and the organisations are working as part of core business and in partnership to impact on the outcomes and ambitions captured within the Outcomes Framework. They have established priorities for action based on the needs of the population, the pressures of demand made on services or responding to national policy. Whilst many of the existing priorities may seek adoption at Place Board and across the Place system, the principle is to devolve leadership to the relevant system partnership. However as well as laying out how all of these systems are delivering the framework, there are issues that would benefit from a **whole Place-based approach** with all of the systems/organisations adding value through their contribution.

The first of these issues identified by the Place Board is **employability and skills**. A collective approach to addressing current vacancy, recruitment and retention pressures and perhaps more importantly, how to support local young people over the next ten years to secure the jobs that will result from the expected growth in the North East Lincolnshire economy.

Other issues that may benefit from a whole Place system approach have yet to be agreed but may be identified from different life stages such as **best start in life** or an issue that is already a priority within one of the systems but that would benefit from a whole Place approach such as mental health

These will be determined in the coming months as we consult on the overall approach, framed within the constraints of existing resources.

Consultation: Is there a priority area identified in this framework that you feel would benefit from being the focus for the Place Board and all the organisations in the Borough?

Is there something that should have this focus not reflected in the framework?

Next Steps

1. The Place Board has identified the issue of jobs and future workforce and recruitment issues within North east Lincolnshire as one of the key contributions to achieving the goals identified at the beginning of this framework and to improve overall health & wellbeing in the borough.

   This is being progressed through the various parts of the Place system, to identify all the contributing programmes of work across the life course that influence young people's ability to secure employment over the next 10 years.

2. A consultation process will commence to test this framework out with partner organisations, the public and their representatives. It will ask what single key issue needs a place based approach to transforming the future for local people and the borough over the next decade.

   This will have to acknowledge all of the work already underway and focus people on what key issue would "add value" and increase the likelihood of impact if approached collectively across the Place System

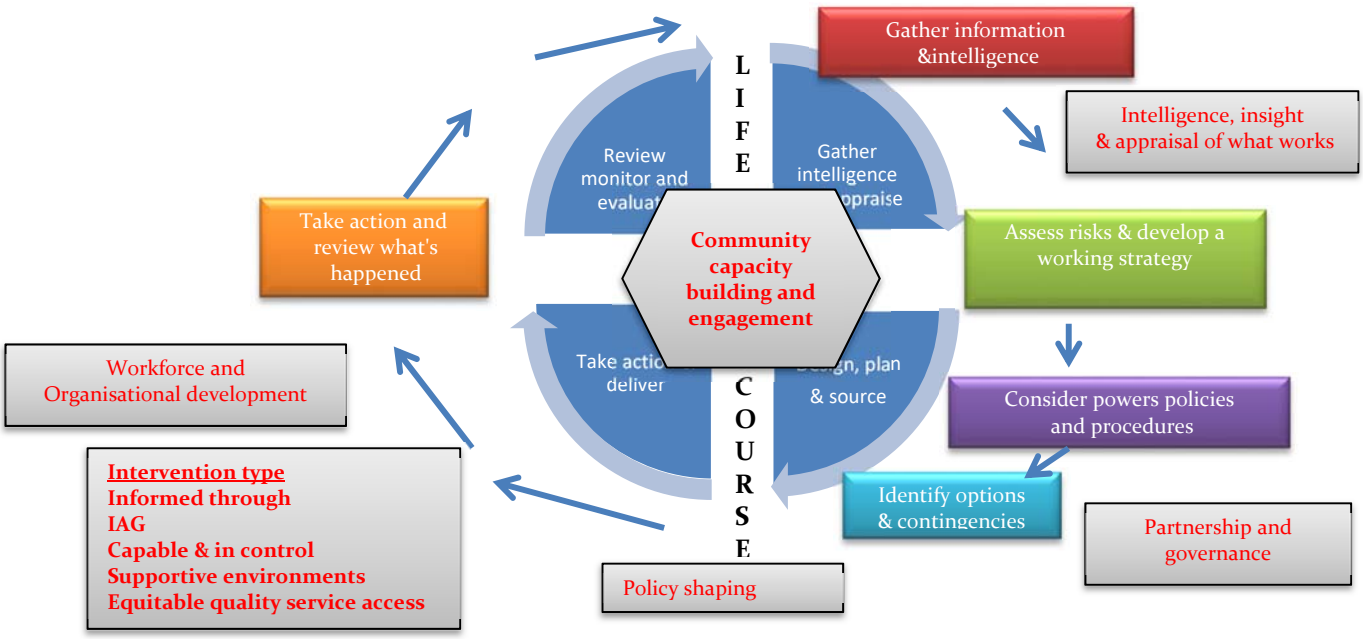
Consultation: Is there any other comments you want to make about the overall approach?

Appendix 1

In some initial work comparing the approaches with in local government , NHS and the “blue light” services, it became apparent that our approaches to “commissioning” and managing interventions are very similar if the language used is different.

A common approach within a place based system

Do we all mean the same thing? The commissioning cycle



The commissioning cycle

Systems underpinning a place based approach to wellbeing

Intelligence and insight

Excellent systems of intelligence collection, management and interpretation that extend ideally across a range of partner organisations are vital components for the successful delivery of wellbeing and place strategies. This must go far beyond performance and outcome indicator reporting and should also include appraisal and insight into need and evidence of what works including input from local people, in particular the intended recipients of the interventions.

The council currently produces the Outcomes Framework (which is the main part of the overall Joint Strategic Needs Assessment (JSNA)). The outcomes framework is the most comprehensive assimilation of intelligence on North East Lincolnshire that is produced anywhere, with a wealth of intelligence on economy, safer communities, health and wellbeing, sustainable communities and skills and learning. We have also now integrated the Joint Strategic Intelligence Assessment within the outcomes framework.

The Outcomes Framework includes a number of different products that are intended to provide different levels of depth and is constantly under development. Currently the products include the following:

- Detailed reports on each of the council's 5 outcomes which are updated every 3 years (N.B. from this year the Feel Safe and Are Safe outcome report will be refreshed annually as this now incorporates the requirements of the JSIA)
- A State of the Borough Executive Summary of the outcomes framework which will be updated annually
- Statistical analysis of all indicators in the outcomes framework which are updated at least annually.
- New infographic summaries of the main outcome indicators to be updated at least annually.
- Strategic assessments of issues of major importance to place, e.g. economic and housing condition assessments.

In addition strategic assessments and individual topic based needs assessments that provide detailed intelligence and survey based reports are incorporated within the outcomes framework. Recent examples completed in the last 2 years include pharmaceutical, financial resilience, drugs and alcohol, sexual health and mental health and wellbeing.

However whilst the outcomes framework provides an excellent source of high quality intelligence for North East Lincolnshire, it is clear that many other organisations in North East Lincolnshire collect and manage intelligence that is not always featuring in the Outcomes Framework. All too often obstacles are put in the way of sharing good intelligence across and sometimes even within organisations. Whilst some of this is legitimate data protection, all too often it results from a misunderstanding of

data protection laws or an over cautious approach that limits the usefulness of the intelligence and impacts on service delivery.

Therefore, as a further development of the Outcomes Framework, we will establish a multi-agency Outcomes Framework Intelligence and Insight Network (intelligence & Insight network) and ensure that all future strategic assessments/ needs assessment are developed in collaboration with the network. The intelligence and insight network which will mainly operate electronically, should ensure that a broader and more detailed range of intelligence is fed into the Outcomes Framework and other intelligence assessments than we currently have access to. The network will look to establish data sharing agreements so that intelligence can be shared and accessed by organisations who are signed up to be part it. We will ensure that the new Outcomes Framework tells the story of North East Lincolnshire and provides accessible and informative outputs that will be useful to strategic planning across local partners and the general public.

Workforce & organisational development

Organisational development (OD) is an approach to improving organisational effectiveness by targeting the organisation's culture. This includes systems and processes as well as shared assumptions, beliefs and behaviours all of which have powerful influences on the way people think and act. By creating the right environment and equipping employees with the skills and behaviours to be courageous, it will bring about positive and ongoing changes.

The practice of OD is grounded in a distinctive set of core values and principles that guide behaviours and actions. These include:

- Respect and inclusion - the perspectives and opinions of everyone are heard and valued
- Collaboration - building win-win relationships across the organisation and its partners
- Authenticity - to be true to yourself in an appropriate place in the workplace
- Self-awareness - facilitate employees to develop self-awareness and inter-personal skills
- Empowerment - giving employees the appropriate degree of autonomy to increase their sense of personal power and courage

Workforce development is primarily a range of interconnected solutions, which aim to meet employment needs. It can be about changes to culture, behaviours, attitudes and changes to peoples potential that help to influence the success of an organisation. Workforce development is a long term and ongoing strategy to help improve and build the workforce's tangible and intangible abilities to manage and deal with future challenges, whereas workforce training is focussed on specific job skills that are necessary to perform their roles.

Community capacity building and Community Engagement

There are a number of current ‘mechanisms’ used to engage community groups / individuals on different issues / services within NEL. Some of these target specific geographies, others specific groups such as children and young people, older people, people with a particular health issue. What is missing is a structured / co-ordinated approach to undertaking engagement, analysing the feedback from engagement and then using that ‘intelligence’ to shape decision making / service design / delivery.

There is also an issue with some groups being ‘engaged’ several times on different issues, often being asked the same / similar questions in a slightly different way. This has led to individuals / groups feeling that they are not listened to, that the Council will ‘do what they want to anyway’ and has led to a mistrust of the council from many members of our community. This is reflected in a recent Grant Thornton report on community vibrancy where on the community trust and belonging index we came out at 309th worst in the country out of 324 local authorities.

This shows that we are not engaging effectively and need to consider a different approach to actually engaging with people, really listening to what they have to say, developing conversations on key issues (both organisational and community) and reaching a shared understanding of what we can do together to actually bring about real and lasting change.

We have tested different approaches; we developed a Releasing Community Capacity programme to take a more asset based approach to engagement and community building. This had some success and impact but it was not embraced across the whole organisation and was ‘rejected’ by some public sector partners who took an alternative approach through a more ‘preventative services’ approach. Without a shared, Place based approach to engagement it is unlikely that we will change our approach to engagement, or derive any benefit from it.

Community capacity building

"Activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of communities" (Strengthening Communities, S Skinner, CDF publications, 2006)

This is different from community engagement but interrelated as capacity building may be an essential element of enabling people to have the confidence and skills to engage. This approach draws on the Scottish community development approach which recognises the need for a parallel programme of work within public sector organisations seeking to engage communities. A key element for the delivery of health and wellbeing outcomes and a key component of stronger communities is community capacity building.

As commissioners seeking to impact on a wellbeing issue, we should ensure that there is capacity/capability added to in communities most affected by the issue – doing “with” rather than to. This may be skills and confidence for individuals to thrive but also community organisations specific to that issue to enable them to be more effective.

As a voluntary sector voice this may involve identifying communities/areas where support/infrastructure is absent and/or needs development: skills and confidence within communities to organise and act.

Policy, protocols and pathways

There are many different ways in which we shape the way in which people behave, whether as members of the public or as employees within an organisation. Some are designed to promote positive behaviours others to restrict certain activities.

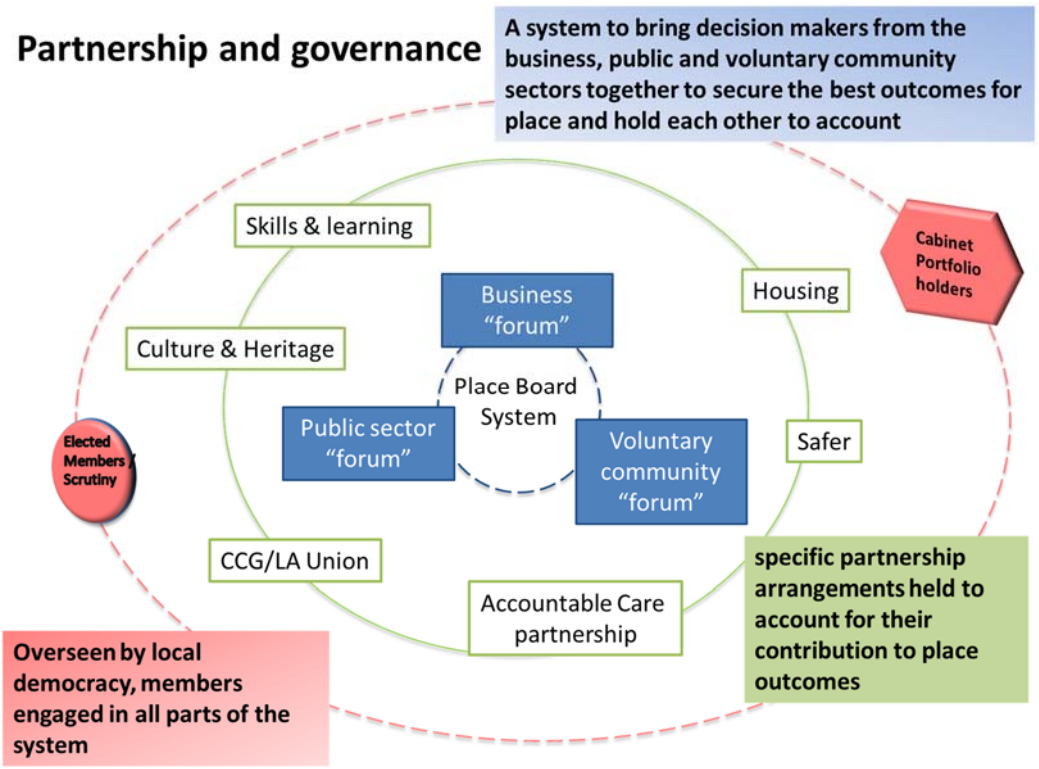
Policies are an important tool to protect and enhance the sustainability of the environment in which we live. They can also serve by creating a culture and environment of inclusion cohesion and tolerance of diversity.

Protocols and pathways also play an important role in ensuring consistency in the way people are treated and to protect people from harm. This is particularly important in the public services where the public have to interact with a wide range of organisations and staff.

A current policy in development is a social value policy, a key underpinning to the approach to inclusive growth.

Partnership & governance

North East Lincolnshire - Place Based System



The ‘Place Based System’ is a system not built on hierarchy but one of distributed and devolved decision making. In order to effect change it is recognised that there needs to be an equal contribution from the Public, Voluntary/Community and Business sectors and the organisations that sit within these. The Outcomes Framework is a collective narrative that articulates the vision for the 5 key outcome areas in North East Lincolnshire. This will then allow for the alignment of priorities, more effective collective investment of resources and collaborative programmes of work to effect change across the system.

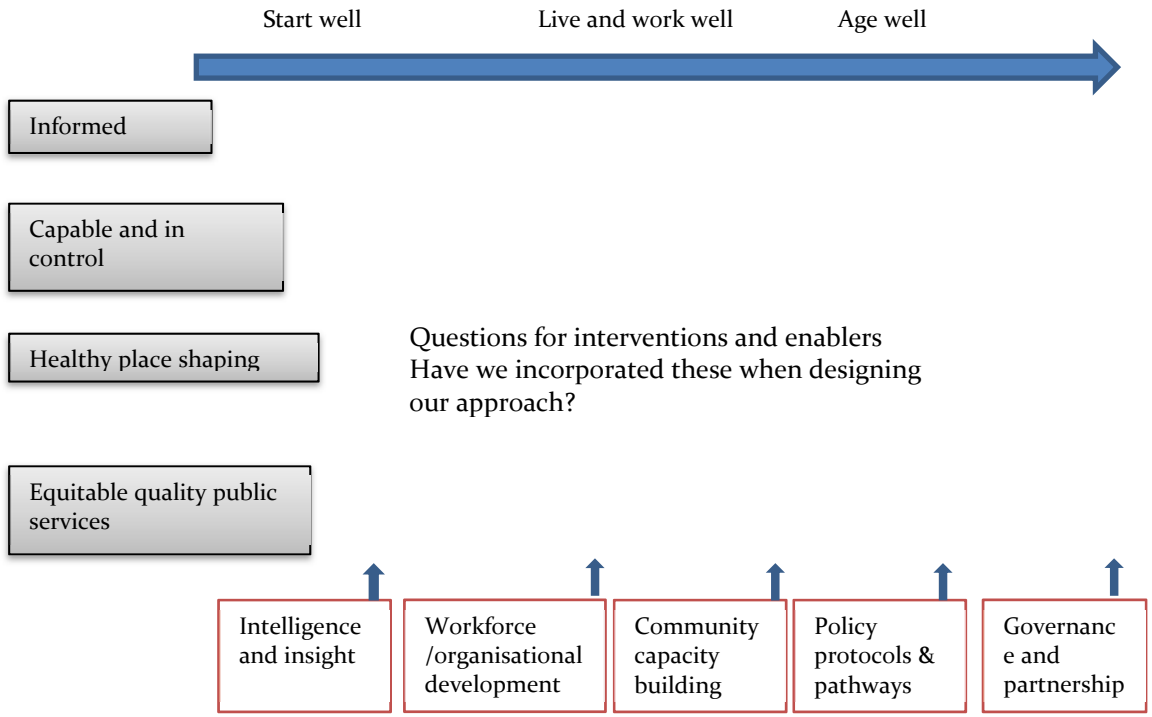
The attached diagram depicts how such a system could work to ensure that key issues for North East Lincolnshire are presented and debated thereby allowing collective discussions and solutions to be developed.

The System is based on 3 Forums that bring together the Public Sector, the Business Sector and the Voluntary and Community Sector; each of which is then represented on the Place Board. Feeding into these will be a number of theme specific partnership arrangements, for example Housing and Safer, that are held to account for their contribution to Place and improved outcomes. There may be the need to occasionally bring all the forums together to discuss issues that are not progressing as anticipated and where an issues needs a whole Place approach otherwise this will be delegated to each part of the system, this way we can collective agreement on how improvements can be achieved.

Elected members will continue to play a key role within the system both through specific portfolio and scrutiny arrangements and their community involvement through wards.

The theme specific partnerships are able to focus on individual issues and actions needed whilst still being part of the whole system, sharing the intelligence and impact on the ground.

A checklist to ensure a comprehensive response to key population needs



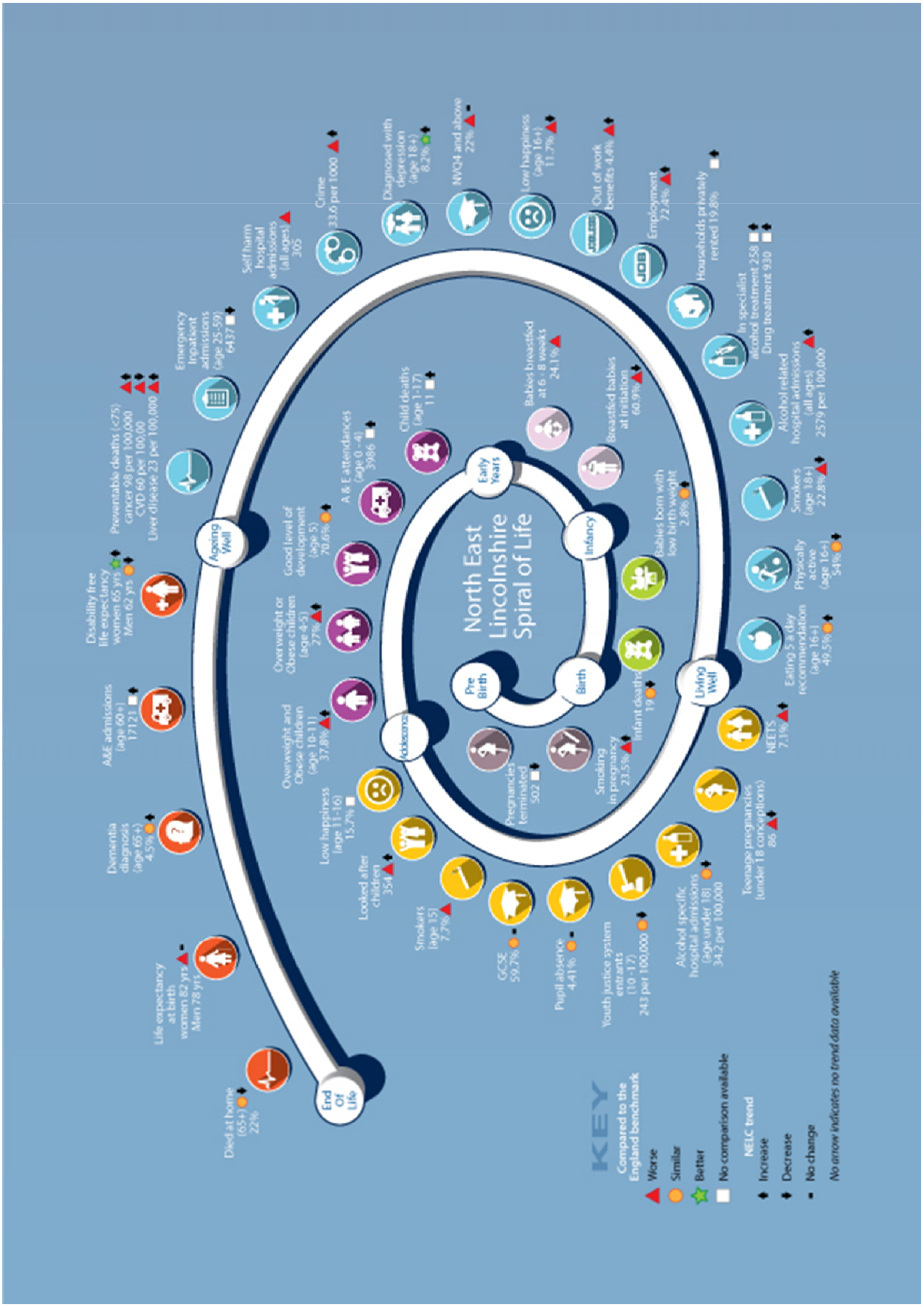
Appendix 2

Measuring progress as a Place based system

Currently we produce an annual report on the progress and direction of travel for this initial indicator set to illustrate progress of the overall outcomes.

Outcomes Framework indicators

Appendix 3: Spiral of life



Wellbeing Framework Engagement – Response Template

Add in context?

Spatial Vision Page 5

Does this vision capture the future of North East Lincolnshire? Is there anything missing?

Values and Principles Page 11

Do you agree with these values and principles as drivers for how we shape the Borough? Is there anything missing within these identified principles or not covered that you believe important in shaping our approach to Place?

Inclusive Growth Page 13

Do you agree with the move to an inclusive growth approach to secure a stronger economy and stronger communities?

Outcomes framework Page 15

Do the descriptions of each outcome miss any key outcomes for the Borough?

Future Needs of the Population Page 20

Are there key drivers that will impact on the population, missing from this analysis?

Life Course Page 24

Do these life stages provide a common focus for agencies and communities to work towards to achieve wellbeing for the people of North East Lincolnshire across the life course?

Strategic Approach to Wellbeing – Page 38

Taking in to account all of the existing system priorities from the Place System does this accurately reflect the shared challenges and opportunities in the Borough?

Priority Focus Page 41

Is there a priority area identified in this framework that you feel would benefit from being the focus for the Place Board and all the organisations in the Borough? Is there something that should have this focus not reflected in the framework?

Next Steps Page 42

Are there any other comments you want to make about the overall approach?

State of the Borough

2018

North East Lincolnshire: State of the Borough 2018

This report provides a narrative summary of current outcome performance in North East Lincolnshire. It is themed around four sections looking at the place and the people across the lifecourse. As an appendix we have included the narrative summaries for each of our five outcomes framework reports:

- All People in NEL enjoy & benefit from a strong economy
- All people in NEL feel safe and are safe (incorporating the JSIA[1])
- All people in NEL enjoy good health and wellbeing
- All people in NEL live in sustainable communities
- All people in NEL fulfil their potential through skills and learning

The full outcome reports are available through North East Lincs Informed. In addition the council produces a range of strategic assessments each year that explore key issues affecting the population of North East Lincolnshire in depth. Examples of such assessments completed in 2018 include work looking at mental health across all ages of our population, a study of financial resilience and a review of pharmaceutical services. In 2019 we will be carrying out a review of vulnerable children along with an adolescent lifestyle survey. Many of these strategic assessments can be accessed here: http://www.nelincsdata.net/strategicassessment

The Place

Place shaping is now a key strategic area of local government and nowhere is this more true than North East Lincolnshire. The economic problems of the last half century have undoubtedly impacted on the urban centres of the borough and re-establishing these centres as thriving places where people want to live, work and play is often the first step on the road to economic regeneration.

Therefore one of the best pieces of news for the borough in the last year was the announcement of the Grimsby Town Deal which will make Grimsby the focus for regeneration and reconnect the town and the docks. The Grimsby docks have been granted conservation area status and the ten-year Town Deal backed by both private investors and the council is predicted to bring in new jobs and homes. The Deal aims to boost the local economy with plans for employment in renewable energy, logistics, manufacturing and food processing. A key element of the wider Town Deal ambition is the Heritage Action Zone where premises in the Kasbah, docks and town centre will be given a new lease of life for business and community use. In the long run it is hoped that this can support the visitor economy and be a focus for investments in leisure.

Cleethorpes is of course the main attraction for the visitor economy in North East Lincolnshire. Tourism has long been one of the key economic sectors for the borough and we are seeing steady growth in the spending of visitors to the area. The majority of tourism

[1] The JSIA (Joint Strategic Intelligence Assessment) is an annual report that explores intelligence on crime, disorder, antisocial behaviour and substance misuse within local authority areas.

spend is in our resort of Cleethorpes with its range of attractions and attractive promenade. Ensuring that it maintains its popularity in the face of growing competition for the tourism pound is a priority so the Council has recently invested in and secured regeneration funding from the Heritage Lottery Townscape Heritage Fund and the Coastal Communities Fund to develop and diversify the economic role of the resort and enhance the visitor experience.

North East Lincolnshire is fast becoming one of the main renewable energy centres for the country and we have seen substantial investments in services that support the off shore wind industry. In order to build on the 'Green Energy' brand the council secured £5.4m ERDF funding to deliver a £9.2 million project over three years and the 'Smart Energy Greater Lincolnshire' Project which launched in April 2018. The project is supporting small and medium sized businesses to reduce carbon and associated costs throughout Greater Lincolnshire, as well as enabling us to implement a range of energy efficiency measures within our own buildings to achieve savings and reduce carbon.

It is anticipated that there are many more such investments in 'Green Energy' and related industries to come. In order to facilitate this, the South Humber Industrial Investment Programme (SHIIP) has been established to create 90 hectares of additional employment land, potentially leading to over 4000 new jobs over the next 25 years. SHIIP is NEL's most strategically significant regeneration and key economic growth programme and underpins the Council's Stronger Economy and Stronger Communities priorities.

In order to support the jobs growth, the Local Plan which was formally signed off in 2018 envisages the development of 9700 new homes in the Borough by 2032. The greatest single area of expansion will be the Grimsby West development where around 3500 houses are proposed over the period. The council is focused on ensuring that this development is planned to ensure it creates a healthy and sustainable community with a good mix of high quality houses, green space, local amenities and good pedestrian and cyclist facilities including a proposal to link the development into Grimsby central area through a new green corridor running along the banks of the River Freshney. This sort of development will help to ensure that people who obtain new jobs in the borough will choose to live in the borough.

Improving our overall housing offer is certainly critical to revitalising our borough. The average value of our housing stock is far lower than the national average which can be both a weakness and strength. On the down side North East Lincolnshire has a high proportion of housing in the private rental sector. Most of this housing is old and poor quality and building sustainable communities in areas where there is a high turnover of people renting the properties is difficult. This undoubtedly contributes to our low performance in terms of waste recycling and our relatively low participation in the political process where turnout in local elections can be as low as 25% in the wards with the highest number of privately rented properties. Antisocial behaviour is also far more common in these areas with around 60% of all reported instances occurring in just five wards.

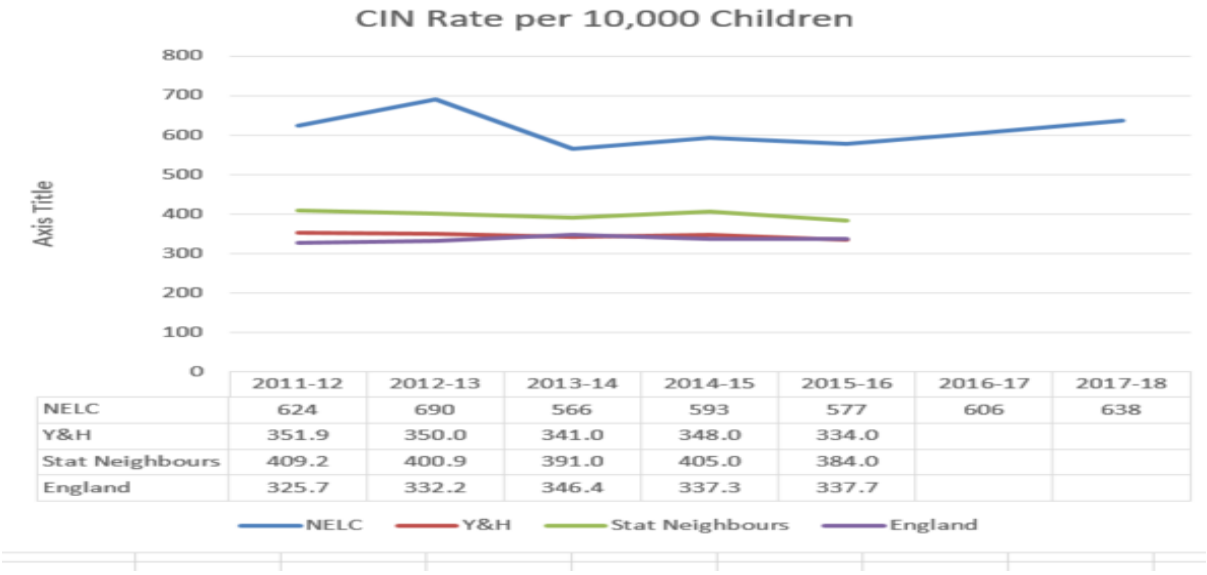
On the other hand low house prices provide the opportunity for younger people and lower income people to become owner-occupiers, an aspiration which has become unattainable to many across much of the country. If we can capitalise on this by ensuring that we have homes and communities where people wish to live and work in then we will see continuing improvements in our place.

Starting Well

One of the big challenges for North East Lincolnshire in ensuring that our children get the best possible start in life is that a disproportionate number of children are born and grow up in some of the more deprived parts of the borough. This pattern is not uncommon nationally but is particularly severe in North East Lincolnshire where the proportion of children in low income families is 26% (second highest in the region) and in some of our communities with the highest number of children the rate is over 40%.

There is no inevitability that children born in our poorest areas will fail to thrive but we do need to recognise that the challenges for these children are greater and they require greater levels of support throughout their childhood. This is particularly true for children in the early years and even more so for those children defined as being 'in need' due to their social circumstances. North East Lincolnshire has a particularly high number of children in need due to legacy issues and ongoing problems associated with the toxic trio (substance & alcohol abuse, mental health, and domestic abuse). We also have a high and growing number of looked after children, whose needs are even greater still.

Figure 1: Children in Need Rate in North East Lincolnshire compared with Yorkshire and Humber, Statistical Neighbours and England Rates



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
NELC	624	690	566	593	577	606	638
Y&H	351.9	350.0	341.0	348.0	334.0		
Stat Neighbours	409.2	400.9	391.0	405.0	384.0		
England	325.7	332.2	346.4	337.3	337.7		

We are seeing signs of progress with the number of children defined as achieving a good level of development at the end of reception substantially improving in the last 5 years from 51% in 2013 to 71% in 2017, bringing us in line with the England average and better than the region.

Table 1: Proportion of children who have achieved a good level of development by the end of reception year

	NE Lincolnshire	Yorkshire & Humber	England
2012/13	50.9	50.1	51.7
2013/14	57.8	58.7	60.4
2014/15	66.8	64.6	66.3
2015/16	70.6	67.4	69.3
2016/17	70.8	68.8	70.7

However from a health perspective the high number of children becoming overweight or obese is worrying. 24% are overweight at reception, marginally above the national rate, but this increases to 38% by Year 6, significantly above the national rate. Children overweight at this age are far more likely to continue to be overweight in later life and are therefore set on a course for poor health and reduced life chances. All too often the response is that we need to tell people that they should eat more healthily but, whilst this has a part to play, evidence suggests that a more effective long term approach will be to use place shaping strategies that reduce the obesogenic environments that children living in our most deprived communities are exposed to (lack of greenspace, busy unsafe roads, limited access to healthy food etc.) and increase aspirations.

Figure 2: Percentage of children aged 4-5 classified as overweight or obese, trend for North East Lincolnshire, Yorkshire and Humber and England.

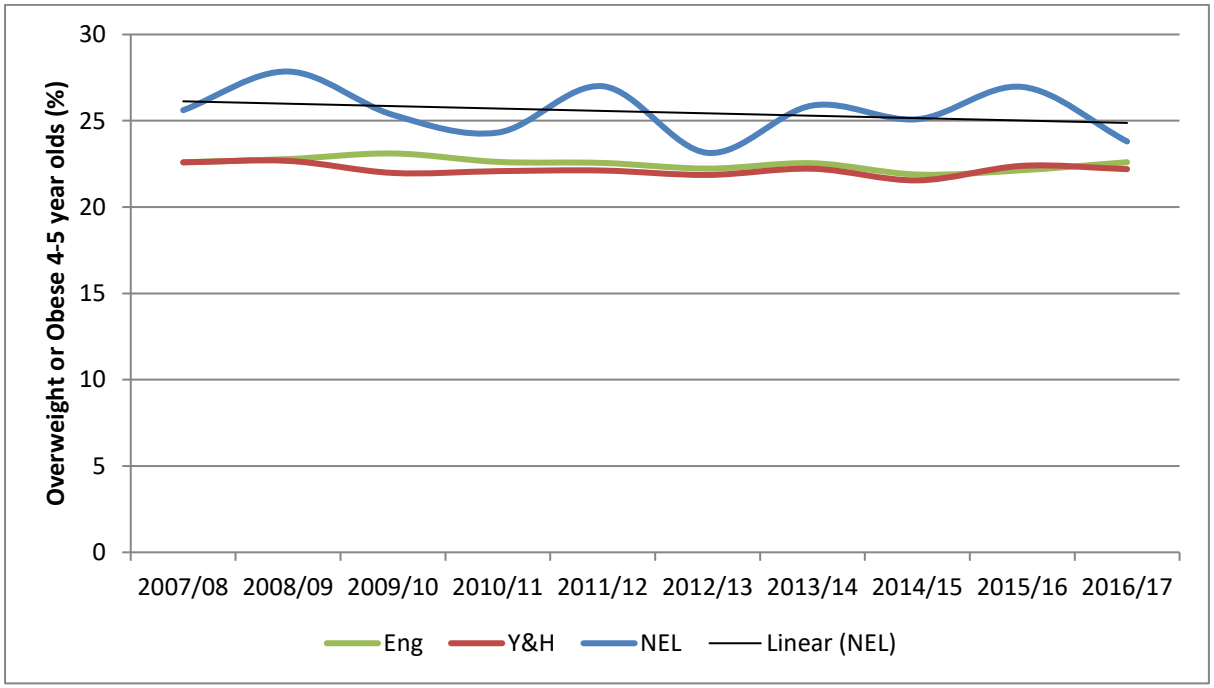
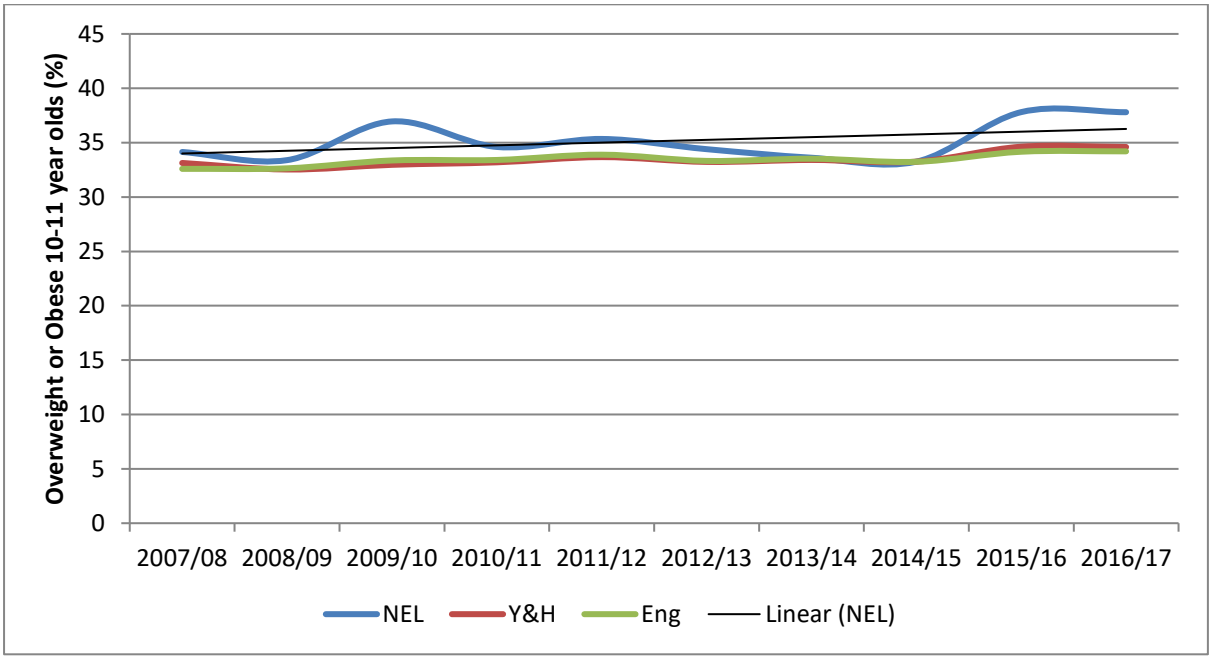


Figure 3: Percentage of children aged 10-11 classified as overweight or obese, trend for North East Lincolnshire, Yorkshire and Humber and England.



Evidence suggests that if we can address educational needs through early interventions, educational attainment can be improved. Surprisingly given our social factors there is a lower than average percentage of our pupils diagnosed as having a special educational need (SEN) than the England Local Authority average. There are though wide variations between schools and even between boys and girls with twice as many boys as girls having SEN. The rate of SEN in 'children in need' and looked after children is much higher still. Currently our children with SEN do less well than the England local authority average.

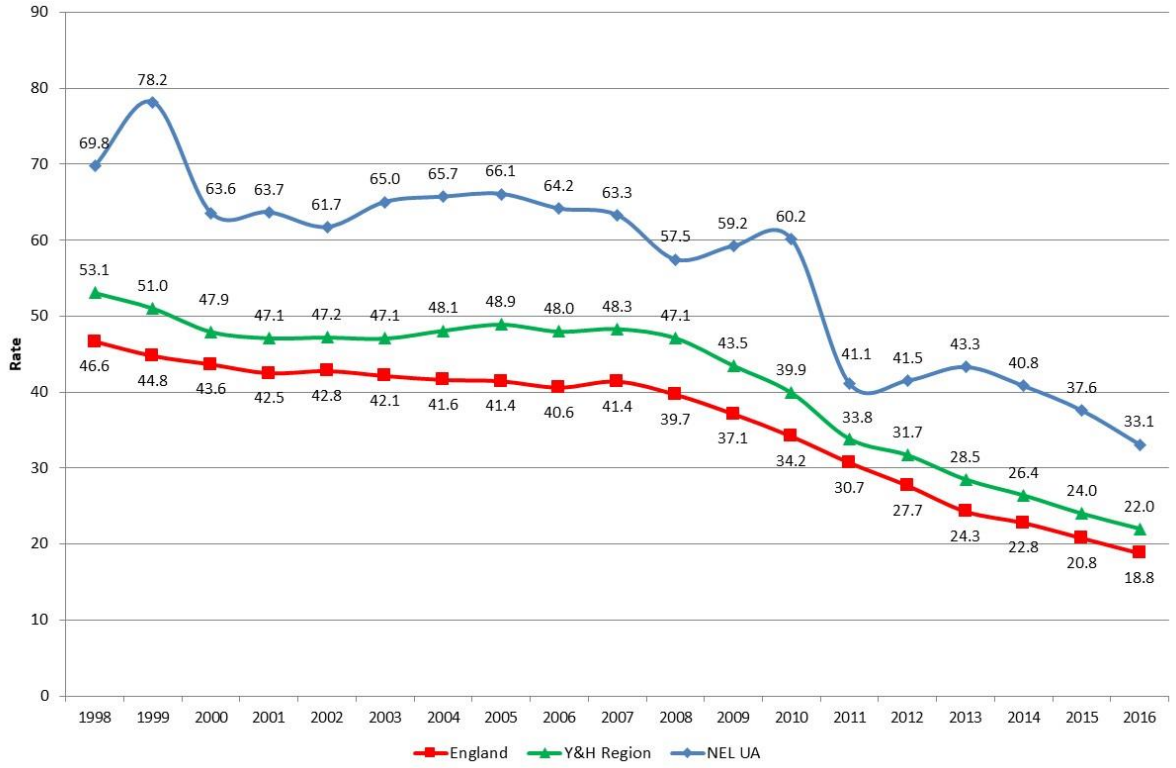
The general pattern of educational performance for North East Lincolnshire pupils is that we tend to perform marginally below the national average but similar to the regional average at the key stages up until Key Stage 4 (age 16 GCSEs). In most subjects boys are achieving less well than girls at all ages up to 16, a pattern reflected nationally, and children in receipt of free school meals also achieve below the average rates at all ages. It is concerning that our performance dips at this age as this is the age when educational performance is likely to set the direction for future work and education. In the last year the relatively high rate of school exclusions in some North East Lincolnshire schools has received national media attention. Inevitably school exclusion can impact on educational performance but there is also evidence that it can lead to a greater vulnerability to slipping into criminal activity. However recent data suggests that the number of crimes committed by young people and the number of people entering the criminal justice system in North East Lincolnshire has fallen.

Our mental health needs assessment highlighted that exam related pressures were probably having the biggest impact on the mental wellbeing of our young people. Overall over 80% of our young people feel happy with their lives but a significant minority do not and the professionals working with them believe that mental wellbeing as a whole is deteriorating in this group. We are undoubtedly seeing increases in self-harm presentations in hospital,

especially in girls. More positively we are clearly seeing reductions in unhealthy or risky behaviours in our adolescents such as smoking and drinking alcohol.

Another example of this trend in recent years has been the continuing reductions in teenage pregnancy. Obviously having a baby at an early age can substantially impact on life chances both for the parents and the child and whilst North East Lincolnshire continues to have amongst the highest rates in the country, the levels are far lower than they were a decade or so ago. A combination of good access to sexual health services and perhaps growing aspirations in our children are responsible for these falls. It should be noted however that rates remain extremely high in the more deprived parts of the borough so the work needs to go on.

Figure 4: Under-18 conception rates per 1000 female population aged 15-17 years, for England, Yorkshire and the Humber, and North East Lincolnshire UA, 1998 to 2016



On a similar note we have seen a probable reduction in the proportion of 16-17 years olds not in education, employment or training (NEET). Currently just over 6% of our young people are NEET, slightly higher than the national average. Around 89% of our 16 year olds are proceeding into further education at the age of 16 but it appears that a smaller proportion of those go onto higher education than the national average.

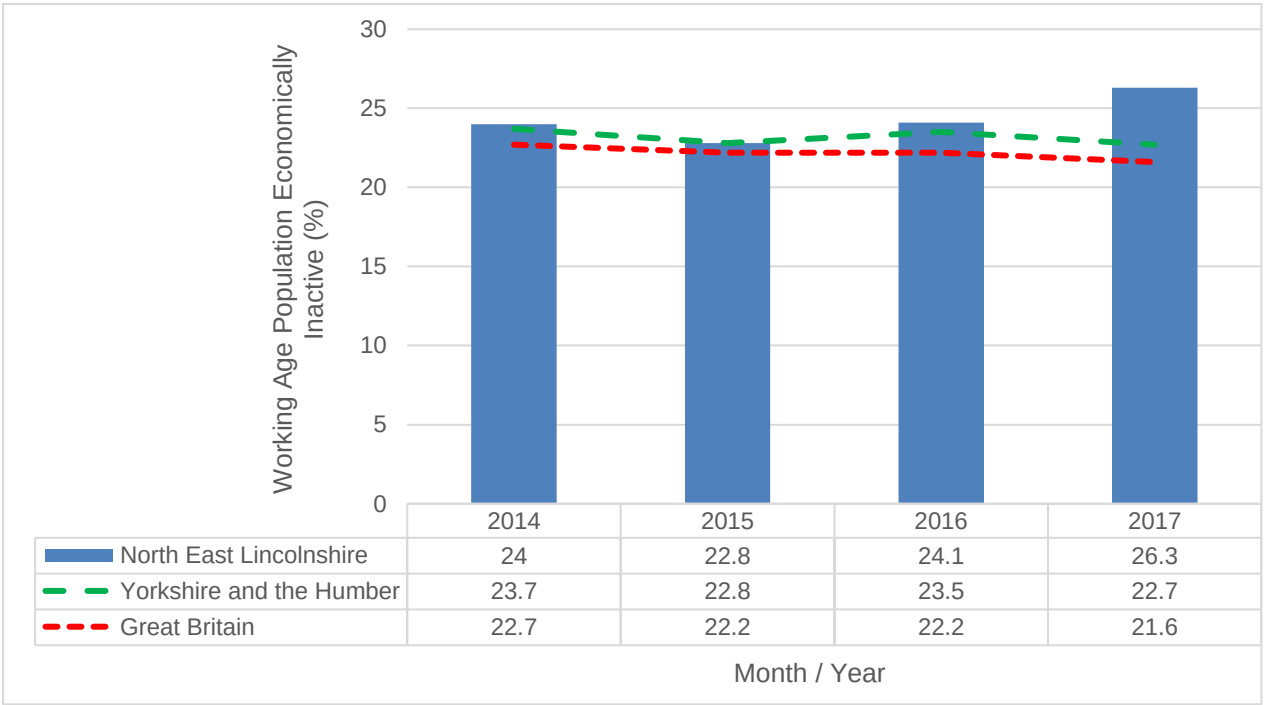
Along with other Humber authorities, North East Lincolnshire has been successful in a bid to establish a Careers Hub for the Humber region which will support the work of our schools and colleges in delivering the government's careers strategy. Havelock Academy is the lead school for this Humber wide initiative with five other local schools involved.

In an area where relatively few young people go into higher education it is particularly important that other training opportunities are available. Apprenticeships provide a good opportunity for young people who may not have been especially academic at school to develop job skills that will enable them to prosper in their working life. Here we see a mixed picture. Our rate of apprenticeships is higher than the national average but the lowest in the Humber area and has fallen in the most recent year. This needs to be an area of continued focus.

Living Well

Set against the excellent news of investment in the borough highlighted in the Place section are the continuing difficulties in improving the economic outcomes that the council is focused on. Despite significant jobs growth achieved in the area, productivity in North East Lincolnshire is just over 72% of the England average (measured by gross value added per head) and levels of economically inactive people have increased in the most recent year. We also have high levels of claimants related to long term sickness and disability. This has a knock on impact in terms of work readiness, unemployment and the ability to attract new business to the area.

Figure 5: Percentage of Working Population Economically Inactive (Unemployed) (2014-2017)



	2014	2015	2016	2017
North East Lincolnshire	24	22.8	24.1	26.3
Yorkshire and the Humber	23.7	22.8	23.5	22.7
Great Britain	22.7	22.2	22.2	21.6

Consequently average earnings remain below the regional and national averages and have not grown significantly for many years. This limits the opportunity for people to improve economically and is a factor in why so few graduates who grew up in the area return to live here post-university and contributes to a shortage of young adults in the population. We also have an over-representation of low skilled, low pay process operator jobs (particularly in the food sector) in the area.

People requiring benefits are now likely to be receiving Universal Credit. This is a new benefit that is gradually being rolled out across the country and is replacing six working age benefits[2]. Public health carried out a financial resilience needs assessment during 2017/18 which identified that its initial roll out had caused significant hardship for some claimants. Lack of budgeting skills was also contributing to problems and the number of people being referred for food parcels has escalated significantly.

Homelessness has also been increasing. Historically North East Lincolnshire has performed well in terms of preventing homelessness but the last few years have seen an increase in the rate of eligible homeless people deemed not to be in priority need which is now well above the national and regional average and the actual numbers of people identified as rough sleeping has increased. There are few things more devastating for health than being street homeless.

Overall skills levels in our working age population are below the national average. Just 40% of our working age population have qualifications equal or above NVQ3 level compared with 57% nationally. Two factors are at play with this. Firstly the generally lower educational attainment over the last half century of people from the area, although that is gradually changing as highlighted in the starting well section, but also the fact that those with higher educational qualifications are more likely to migrate away to areas with broader employment opportunities, or people who go away to higher education are less likely to return to the area post-graduation. There is an inevitability about some of this as small provincial, coastal communities are always likely to be less enticing places to live for young people than large metropolitan cities. However as people get a bit older and wish to settle down the positives to living in a place like North East Lincolnshire in terms of quality of life should ensure that improving the employment and housing offer will lead to an upskilling of the local population.

One factor that significantly impacts on whether people wish to live in a particular place are crime rates. Overall crime rates are relatively high for North East Lincolnshire as a whole but the rise here in recent years has been less than elsewhere. Overall crime rose by 8.3% in North East Lincolnshire during 2017/18 compared to 2016/17 with the biggest increases occurring in crimes such as theft (from shops and motor vehicles), robbery and violence (with or without injury). Crime rates do however vary enormously in different parts of the borough with people in the poorer, urban communities far more likely to be exposed to crime than people living in more prosperous communities.

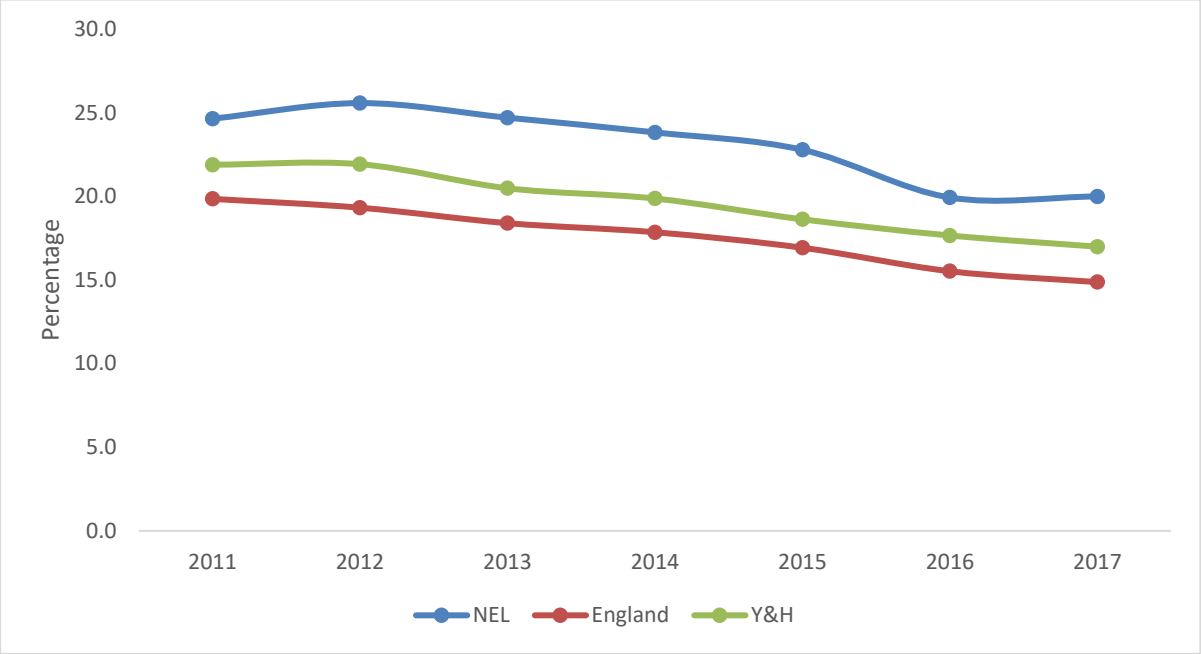
Drug and alcohol addiction is strongly associated with criminal activity; this is because addicts are often driven to commit crimes in order to fund their addictions but also because they are more likely to commit crimes of disorder or violence under the influence of substances. Over recent years we have seen a reduction in people addicted to hard drugs such as heroin but an apparent growth in people with drug problems associated with novel psychoactive substances and some evidence of a hidden problem of excess alcohol use. Locally our drug and alcohol services have been re-commissioned to try and build a stronger recovery focus to enable people to rebuild their lives by increasing their employment

[2] Income based Jobseekers Allowance; Income related ESA (after 365 days); Income Support; Housing Benefit; Working Tax Credits; Child Tax Credits

opportunities and emotional resilience. We will also open a recovery community during 2019 for people who have become drug and alcohol free.

Drug and alcohol addiction is highly likely to have serious impact on health and those with a long term addiction will be fortunate to reach retirement age. Unfortunately North East Lincolnshire has a high burden of chronic disease, such as cardiovascular disease and respiratory disease, that impacts at an early age, especially in some of our more deprived communities. Whilst drug and alcohol addiction is part of the problem, the high rate of smoking is probably the biggest lifestyle factor. Although rates of smoking as a whole have been falling for decades, the rate of fall in prosperous communities has been far greater than in poorer communities which is a big factor in why inequalities in life expectancy have not reduced. Today a man living in our most deprived communities can expect to live for 12 years less than a man living in our most affluent.

Figure 6: Smoking prevalence trend, North East Lincolnshire, Yorkshire & Humber and England



Managing long term chronic disease brings major costs to local health services and forces people out of the labour market at an early age. We have 6740 people in receipt of Employment Support Allowance or incapacity benefits in North East Lincolnshire, which is around 7% of the working population. This is higher than the regional and national rate but represents a significant fall in the last year. Premature chronic disease contributes to poverty and all too often forces others, including children to take on caring roles. It also contributes to over 250 deaths under the age of 65 in North East Lincolnshire each year.

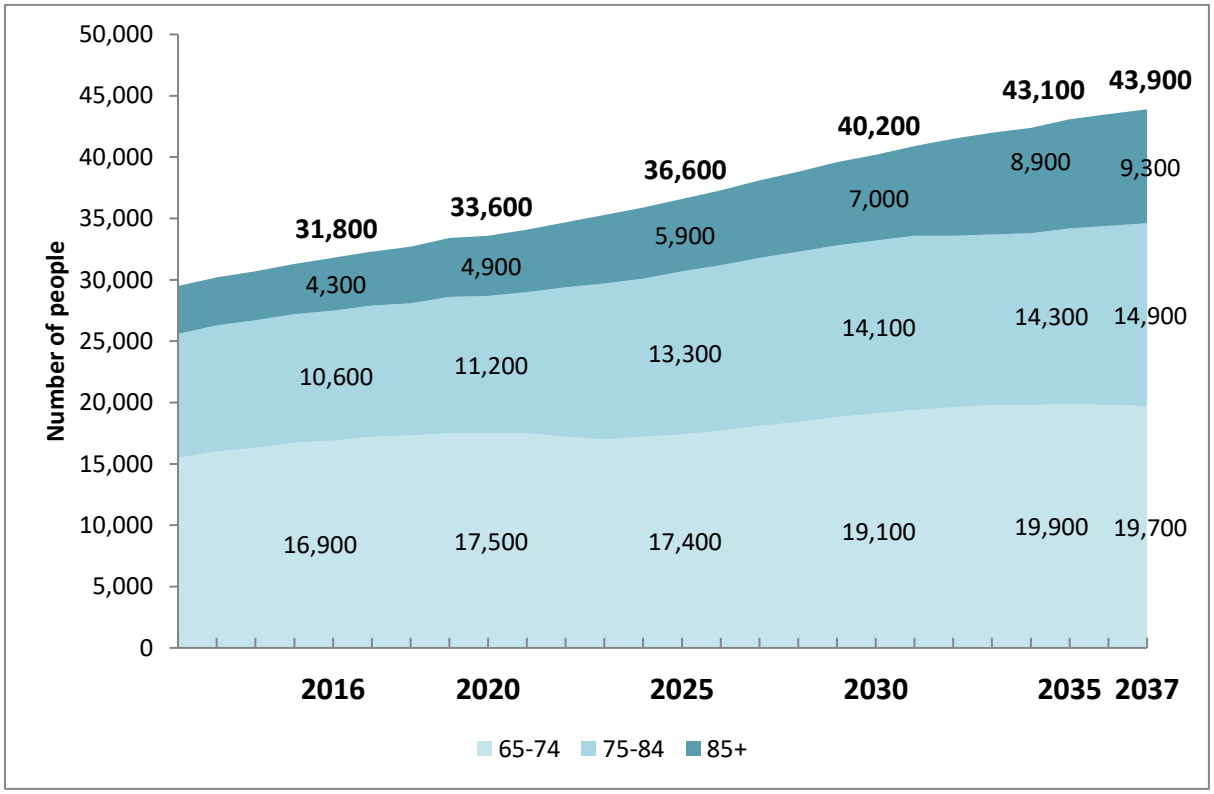
Whilst physical health issues grab the headlines mental health problems can sometimes pass under the radar. Our mental health and wellbeing needs assessment pointed to significant issues of low level mental health problems affecting the working age population in our communities, especially in more deprived areas. There are limited services to deal with

these issues which ultimately impact on workplaces, families and health services and can deteriorate to more serious problems in a minority of cases. The needs assessment pointed to an urgent need to strengthen the response to mental wellbeing in workplace and community settings and to explore how the voluntary sector can support this.

Ageing Well

North East Lincolnshire has a large and growing population of people over the age of 65, currently around 32,000. This reflects the fact that birth numbers boomed in the post second world war period and continued at a high rate for over 20 years thereafter. This period coincided with better health care following the establishment of the NHS and also greatly improved living standards so infant and child mortality rates plummeted. This generation of people are now either post retirement or approaching retirement age. Currently around 20% of our population are over 65 compared with 18% nationally. The higher rate locally reflects the smaller proportion of younger adults in the local population and the inward migration of older people from other parts of the Yorkshire & Humber or East Midlands regions who choose to retire near the coast.

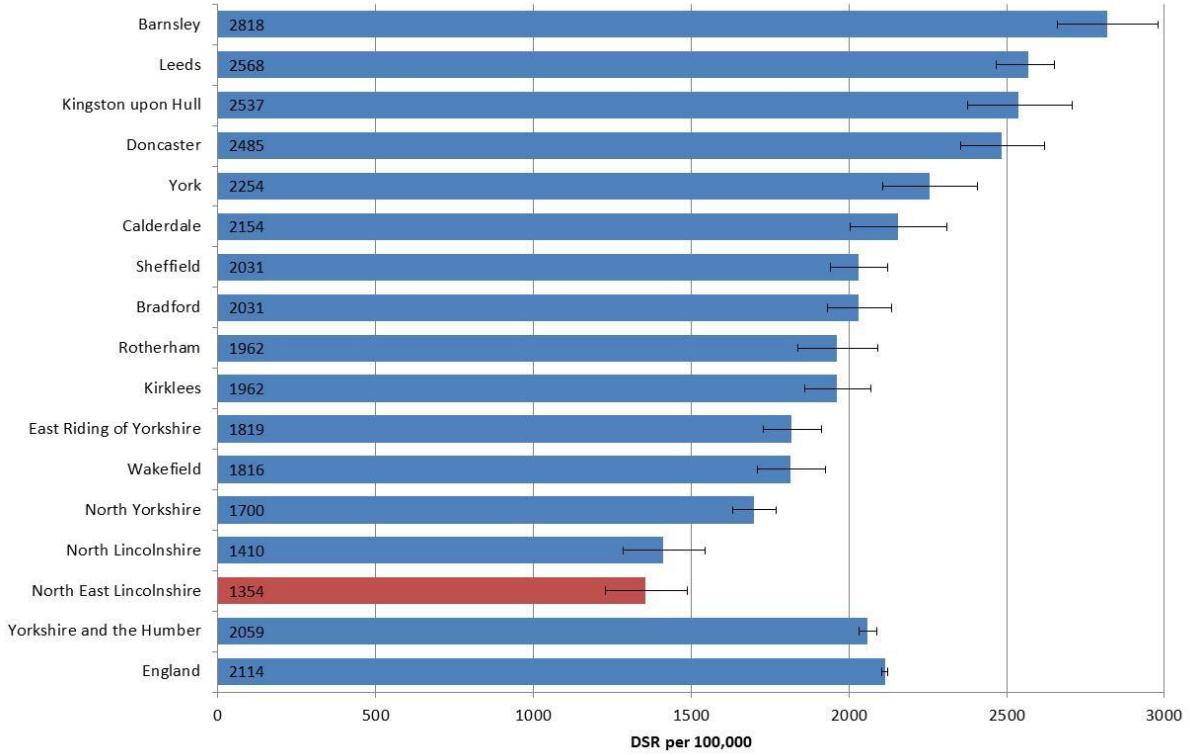
Figure 7: Population Projections, ages 65 and over, 2016 - 2037, North East Lincolnshire



The Office for National Statistics predict that our over 65s population will increase by 12,000 people by 2037. There is a dramatic increase predicted in the oldest age group (aged 85 and over), with the number of people aged 85 and over set to double by 2037 to 9300.

An ageing population produces considerable social and economic challenges to an area and places particular demands on public services. Older people have a greater need for health and social care services which is especially true for people of advanced old age (>85). Falls are the largest cause of emergency hospital admissions for older people, and significantly impact on long term outcomes, e.g. being a major precipitant of people moving from their own home to long-term nursing or residential care. However our local performance at preventing falls is good with our rate of emergency hospital admissions due to falls being lowest (best) out of all the local authorities in the Yorkshire and the Humber, and also significantly lower than the England rate.

Figure 8: Rate of admissions for falls in people aged 65 years and over per 100,000 population for all local authorities in Yorkshire & Humber and England in 2016/17



The large older population should not necessarily be seen as a deficit, as in many cases it can be an asset. Older people generally have more spare time and the majority are healthy, so we have seen a growth in the number of people undertaking voluntary work across a whole range of services. Older people play a significant role in formal health and social services such as Care Plus's health and wellbeing collaboratives, and in culture and leisure services such as sustaining some of our new community libraries. They also play an important role in civic participation making up a substantial proportion of the active membership on groups such as the Clinical Commissioning Group's community body Accord.

Older people also make a substantial contribution to informal care services by providing personal care and support within the home environment, whether by looking after their grandchildren to enable parents to go to work during the day, or caring for elderly or disabled family members, friends and neighbours who might otherwise be completely dependent on public services. It has been estimated nationally that the direct economic contribution of

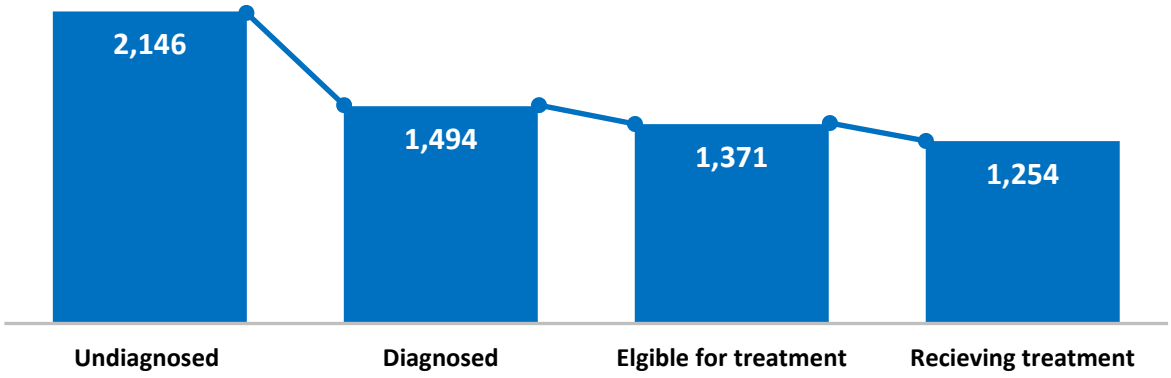
people aged 65 years plus is around £61 billion a year (Age UK, 2014). It is certainly mitigating the impact of some of the financial cutbacks enforced by the UK government.

Our current older population also have far more financial security than younger people, having lived through a period when owning your own home and obtaining secure pensions was much more attainable than it is for younger generations. They are therefore significantly over-represented in our areas of prosperity and under-represented in deprived communities. Whether this situation will be sustained in the next generation of older people is however doubtful.

The generally positive outlook of older people in North East Lincolnshire was illustrated in our mental health needs assessment where older people reported more positive mental wellbeing and there were fewer needs identified, especially amongst the younger cohort of the over 65 population. The main mental health needs in older people were found mainly in the oldest people where social isolation becomes common, as physical health deteriorates and the loss of partners, siblings or friends becomes more of an issue.

Social isolation can increase the progression and the impact of dementia which is becoming more common due to the ageing population. People with dementia require increasing support as the condition progresses and many become totally dependent on social care services in the later stages of the disease. Early diagnosis can however slow the progression of the disease. Currently we have over 2000 older people estimated to be living with dementia, however only around two-thirds of these have been diagnosed. Our diagnosis rate of 71% is higher than the national average but there is still potential for improvement with some parts of the region having a diagnosis rate over 80%.

Figure 9: Estimates of dementia prevalence in North East Lincolnshire, 2016/17



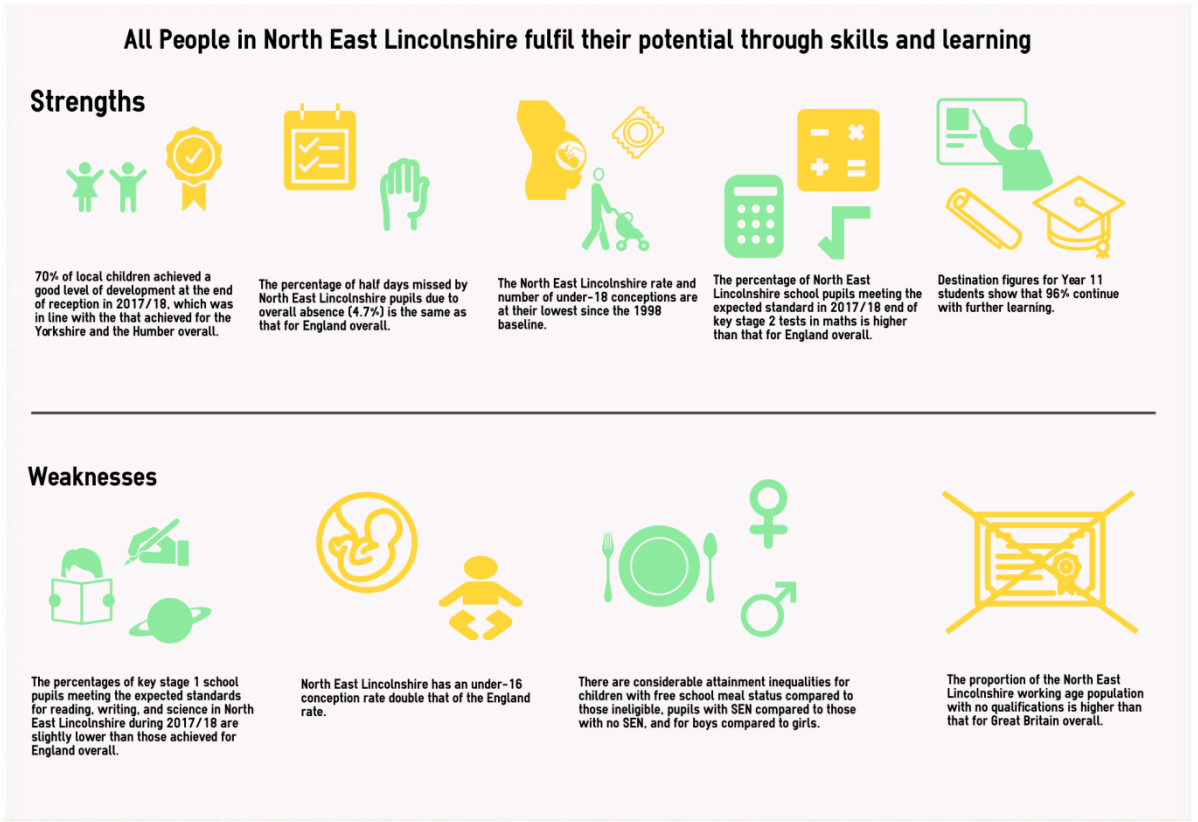
Undiagnosed – *Estimated total number of people expected to be living with dementia (assumed from 65+ estimates)*
Diagnosed – *Total number of people diagnosed with dementia*
Eligible for treatment – *Total number of people who are eligible for treatment (Exceptions)*
Receiving treatment – *Number of patients whose dementia care plan has been reviewed in a face-to-face review in the preceding 12 months*
Source: NHS QoF 2016/17, NHS Digital

Appendix 1: Outcomes Framework Narrative Summaries

1. All people in NEL fulfil their potential through skills and learning

The outcome statement for 'All people in NEL fulfil their potential through skills and learning' is:

- We want all people in NEL to benefit from being in a place where they can fulfil their potential. We recognise the importance of enabling children to start and develop well and how important it is to have the best possible start. All communities will have access to good or outstanding nurseries, schools and further/ higher education establishments. All children and young people attend and achieve at these establishments.
- NEL must be a place where we enable children to have excellent school readiness and where they can reap the benefits from high levels of attendance, in schools where they can excel. A place where young people can meet develop aspirations and skills and where all young people who are able, actively participate in earning and learning. This contributes to low unemployment rates and high aspirations and matching expectations as individuals have good career opportunities (including volunteering) and employees are supported to work and develop within a thriving local economy. This should be a place where all people benefit from life-long learning and where regardless of age, people are fulfilling their potential in NEL. People and their carers are supported to develop skills and confidence in living with long term conditions. NEL is a place where young people's aspirations are high and where no child and family are left behind.



North East Lincolnshire has a number of key industry sectors which offer opportunities for economic growth and increased employment and development. These include ports and logistics, chemicals, food processing, renewable energy and visitor economy, services and retail, construction and health and social care. In order for more local people to access and take advantage of these economic opportunities, a focus on skills development is crucial.

There remains a number of challenges locally as some people do not have the skills they need to overcome adversity and deal with the challenges they face in order to thrive in North East Lincolnshire, which include for example relatively high levels of claimants related to long term sickness and disability, levels of low paid work and the level of skills / qualifications in the adult population. This has a knock on impact in terms of work readiness, unemployment and the ability to attract new business to the area.

Regarding local schools, the majority in North East Lincolnshire are academies, and this academy provision is a mix of national, regional, and local multi-academy trusts, along with some stand-alone academies. The Education and Skills Board that reports to the Place Board continues to meet on a regular basis. This currently includes representation from six schools/academies (primary, secondary and pupil referral unit (PRU)) plus both post 16 providers, coming together to develop a collective vision for education and skills for North East Lincolnshire. The board will

be the mechanism to ensure collective actions are agreed in response to evidence based local priority issues.

We have been successful in our bid to have a Careers Hub for the Humber region, and this will support the work of our educational establishments in the achievement of the Gatsby Benchmarks as set out by the DfE Careers Strategy published in December 2017. Havelock Academy are the lead school for this Humber wide initiative. Six of our schools are in the Careers Hub, Havelock, Healing, Ormiston Maritime Academy, Franklin College, and Phoenix Park (PRU).

Achieving full potential starts from an early age and includes achieving a good level of development by the end of reception year (five year old children). A majority of children locally are school ready by the end of reception, which is the same level of achievement as for England overall. The achievement of children with free school meal status locally drops, however is higher than that achieved for England overall.

Children from poorer backgrounds are more at risk of poorer development and the evidence shows that differences by social background emerge early in life. The percentage of Year 1 pupils achieving the expected level in the phonics screening check locally is just under that achieved for England overall. Socioeconomic inequalities are again present with poorer outcomes for children with free meal status. Inequalities between the sexes also begin to emerge with girls outperforming boys.

Children from poor households are more likely to leave school with lower literacy and numeracy skills, fewer qualifications, and more likely to be excluded from school, than children from more affluent homes. School attendance figures have fluctuated over recent years with the current absence rate locally matching that for England overall.

Latest key stage 1 results show that North East Lincolnshire performance has been maintained over recent years, with performance just short of that for England. Girls consistently outperform boys which is also a national trend.

Regarding key stage 2 results (children aged 11 in Year 6), North East Lincolnshire key stage 2 achievements for reading and grammar, punctuation and spelling are slightly behind the England figure, however the achievement for mathematics is slightly ahead of the England figure. Further inequalities become apparent with the percentage of pupils with special educational needs and / or a disability (SEND) meeting the expected standards being considerably lower than pupils with no identified SEND.

Overall, attainment at key stage 4 (children aged 16 in Year 11) is just short of that for England. Attainment has been relatively stable over recent years, with the

socioeconomic and sex inequalities still present. The vast majority of our Year 11 students go on to continue with further learning, with most of the Year 11 cohort having applied for their September 2018 entry post-16 choices using the Lincs2 online application process. Funding has been secured to re-develop the website and online application process in two phases, with phase one nearing completion and phase two estimated to be completed by early 2019.

Teenage pregnancy continues to be a considerable public health issue for North East Lincolnshire because of the risk of poor outcomes for both the mother and the child. These poor outcomes don't just impact the skills and learning outcomes, but also negatively impact the strong economy, feel safe & are safe, and health and wellbeing outcomes. The most recent under 18 conception rate for North East Lincolnshire is the lowest rate that has been achieved since the 1998 baseline, however the rate remains higher than both the Yorkshire and the Humber and England rates. Compared to all the local authorities in England, North East Lincolnshire has the tenth highest annual rate of under 18 conceptions. There are considerable geographical variations in North East Lincolnshire under 18 conception rates at ward level, with six wards (Wolds, Waltham, Humberston and New Waltham, Scartho, Haverstoe, and Immingham) having under 18 conception rates that are significantly lower than the North East Lincolnshire rate, and two wards (East Marsh and West Marsh) having under 18 conception rates that are significantly higher than the North East Lincolnshire rate.

Young people who are not engaged in education, employment or training are at greater risk of a range of negative outcomes, including poor health, depression or early parenthood. The percentage of local 16 to 17 year olds, not in education employment or training is slightly above that for England overall.

Qualifications are often essential requirements for career development and progression. The proportion of the North East Lincolnshire working age population with an NVQ 4 equivalent and above qualification (HND, degree, higher degree or equivalent) is much lower than the percentage for Great Britain overall, and inversely, the proportion of the North East Lincolnshire working age population with no qualifications is higher than the percentage for Great Britain. From September 2018 to the time of writing, there have been approximately 500 enrolments in Community Learning on either accredited or non-accredited courses.

Current work will lead to a refreshed careers guidance offer to educational establishments, a refreshed Economic Strategy and Skills Action Plan outlining developments/challenges from the key employment sectors, and the re-framing of the work of the YPSS Earning and Learning team to include greater emphasis on children with special educational needs and disabilities and children looked after, as per the recommendations from recent inspection findings.

2. All people in NEL benefit from sustainable communities

The outcome statement for 'all people in North East Lincolnshire live in sustainable communities' is:

- We want North East Lincolnshire to be a place where people are supported to live independently and have access to the means to connect to other people and places
- A place where all its citizens, partner organisations and visitors have access to a high quality, well maintained natural and built environment.
- A place where we can celebrate our natural heritage and cultural offer. A place where residents and partner agencies are encouraged and empowered both individually and in partnership to help shape, support and contribute to the communities in which they live, work and play. A place where communities support each other and engender a sense of community cohesion and civic pride.

North East Lincolnshire is ideally located in its proximity to the Lincolnshire Wolds giving residents doorstep access to an area of outstanding natural beauty. Local people are taking advantage of green and other outdoor spaces for health purposes with 4 out of 5 local residents living within 10 minutes' walk of one of the many outdoor spaces North East Lincolnshire has to offer. Despite this, local play areas are not as good as they used to be according to young people.

A simplified, more flexible and responsive approach to Community Asset Transfers designed with community groups that was introduced in 2016/17 has continued to result in successful community asset transfers. Assets transferred so far include sports grounds, sports facilities, pavilions, community centres and libraries. Further local assets including

community facilities and playing fields are also in scope for being transferred into community in the near future.

Locally, renewable energy generation has increased considerably in the last few years and North East Lincolnshire is now the leading local authority in the region for renewable energy generation per household. Furthermore offshore wind turbines in North East Lincolnshire account for 4.2% of all offshore wind energy generated nationally.

North East Lincolnshire is home to a number of heavy industries, a result of which is a high level of CO_2 emissions locally. Despite this, local industries have reduced their carbon emissions significantly in recent years and North East Lincolnshire, as a whole, has reduced its CO_2 emissions at a greater rate than that of national reductions. £5.4m ERDF funding has been secured to deliver a £9.2 million project over 3 years, the 'Smart Energy Greater Lincolnshire (SEGL)' Project which launched in April 2018. The project will support small and medium sized businesses to reduce carbon and associated costs throughout Greater Lincolnshire, as well as enabling us to implement a range of energy efficiency measures within our own buildings to achieve savings and reduce carbon.

Recycling rates in North East Lincolnshire remain low and are one of the lowest in the region. Furthermore, recycling rates in North East Lincolnshire appear to be declining and, as such, a litter and recycling review is due to take place in the near future. Between August and October 2018, through the "Skip It" pilot, pop up community recycling centres were delivered in all 15 wards across the borough, which have proved very successful in raising awareness of recycling and waste collection issues and encouraging residents to take pride in their own area.

The volunteer network has continued to grow with TakePartNEL. Improvements in networking, a continued social media presence and direct community engagement, have allowed the local authority to support more events, roles and organisations locally. There has also been a focus on getting more young people involved in volunteering. The 'voLEARNteering' brand for students continues to develop in partnership with GIFHE and Franklin College to enhance their skills and practical experience as well as create our next generation of volunteers. This has included students taking part in beach and park cleans.

There is continued work with the Humber Emergency Planning Service (HEPS) to train a cohort of Community Response Volunteers to enable them to support the council's response locally in the event of an emergency; this has been both commended and supported by both the Humberside Fire and Police services.

The proportion of North East Lincolnshire residents accessing the internet is lower than both regional and national proportions. However, work with the carers centre and the community shop has been undertaken providing insight into how these cohorts of residents use the internet, interact with services and access information, advice and guidance. Key findings are that help is needed in some areas and their aspiration is not for classroom based education but by buddies via drop-in relaxed locations. Furthermore, locations of free Wi-Fi locations have been mapped and will be made available to the public in the near future.

North East Lincolnshire is home to a large proportion of old, energy inefficient housing stock. Coupled with higher levels of deprivation this has led to a greater level of fuel poverty locally. A full consultation on "community energy" has been undertaken to identify how residents and

community groups can be supported in the development of their own green energy projects. The results of this consultation will be used to develop the support we offer for community energy projects. A business case for solar farm development / investment is being developed with a view to generating and supplying carbon free energy. Furthermore the local authority is developing a business case on becoming a low tariff energy supplier with the aim of supplying local residents and businesses.

3. All people in NEL enjoy good health & wellbeing

The outcome statement for 'all people in North East Lincolnshire enjoy good health and wellbeing' is:

- We want people to be informed, capable of living independent lives, self-supporting and resilient in maintaining/improving their own health. By feeling valued throughout their lives feel, people will be in control of their own wellbeing, have opportunities to be fulfilled and are able to actively engage in life in an environment that promotes health and protects people from avoidable harm.
- Access will be made available to safe quality services that prevent ill health, support, maintain and restore people back to optimal health or support them with dignity at end of life as close to home as safety allows: Services that are part of an affordable innovative and quality health and social care system which directs resources according to need.

Good health is an outcome the vast majority of our citizens aspire to. The council has acknowledged the importance of the wider determinants of health and all sectors of the council have a role around improving the health and wellbeing of our population. We have also recognised the importance of health and care services and have sought to strengthen these by establishing the Union arrangements between the council and CCG.

Health inequality has been a major focus in NEL for many years. Health inequalities can exist between our borough as a whole and other parts of the country and between localities within our borough. As a whole the borough has seen significant improvements in the vast majority of health outcomes in the last two decades but the gap between our area and the rest of the country has remained. Within North East Lincolnshire there have been substantial improvements in health outcomes in more affluent areas but much less in areas of deprivation, which has in some cases led to a widening of health inequalities.

This pattern is particularly stark in relation to smoking which has a negative impact on a wide range of health outcomes. Smoking prevalence has fallen dramatically in the last few decades but the fall is far smaller in our more deprived communities. Smoking in pregnancy for instance is now rare in people living in our more affluent wards, affecting less than 1 in 20 pregnancies, but impacts on almost 40% of pregnancies in two of our most deprived wards and overall our borough's rate is twice as high as the national average.

Other health outcomes associated with lifestyle are also concerning. Excessive weight in children and adults is high. For instance the proportion of 11 year olds classed as overweight or obese in North East Lincolnshire is significantly worse than the national average and continues to rise and whilst the problem is widespread across our communities, the risk is higher in areas of deprivation.

We have however seen some improvements in our key health and wellbeing outcomes for children. For instance there has been a significant improvement in the rate of children who have achieved a good level of development at the end of their reception year based on the Early Years Foundation Stage.

Drug and alcohol use causes significant health problems in our borough. Recent years have seen changing patterns with a smaller and ageing population of opiate users but some evidence of a growing and largely hidden number of people using novel psychoactive drugs (NPS). Since these drugs were banned, use of NPS appears to be mainly by people in poor social circumstances such as the homeless or amongst those who have fully or partially switched from more expensive drugs. Reliable intelligence on alcohol is hard to come by but there does appear to be a growing number of people affected by alcohol related illness and a growing number of alcohol related deaths.

As we age the impact of poverty and unhealthy lifestyles can have a major impact on health as an adult. The Northern Lincolnshire burden of disease study identified that certain communities in NEL have significantly elevated rates of chronic disease, often emerging as early as their 40s and 50s, much earlier than more affluent areas of the borough, and this is leading to premature disability and mortality on a significant scale. Unfortunately it also leads to over 250 deaths per year amongst people under the age of 65 in the borough.

Whilst the early emergence of chronic disease is undoubtedly associated with the more challenging economic and social circumstances of people who live in these areas, lifestyle

choices also have a major impact on the health of an individual and traditional approaches to service provision have failed to change the choices that people make in these areas.

The pattern of health and illness in our population over 65 is not dissimilar to other parts of the country. The majority of older people in North East Lincolnshire live in our more affluent communities and there is good access to health and social care services in the borough with a wide range of primary and secondary care services available. Increasing numbers of older people over the age of 65 and particularly over the age of 85 in the next 20 years will however impact on the ability of the health and social care sectors to effectively meet the needs of this population and demands new models of health and social care.

A new move to early action and prevention aims to have a more person centred approach, encouraging people to take more responsibility for their own health and wellbeing. This requires different relationships with individuals and communities and a multi-agency approach to individual and family support. This approach aims in the longer term to have fewer people requiring intensive support as they are more able to self-manage as a result of greater understanding of the factors that impact on their health.

4. All people in NEL enjoy and benefit from a strong economy

The outcome statement for 'All People in North East Lincolnshire enjoy and benefit from a strong economy' is:

- NEL's businesses will achieve sustainable, long-term growth that benefits all of our residents by providing fulfilling, well-paid employment opportunities. We will create the 'right' environment to attract and sustain private investment, by providing high quality business infrastructure- including road and rail connectivity, superfast broadband, high quality employment sites and premises
- Equip NEL residents – particularly young people, and those living in our most deprived communities – with the skills and confidence to secure and sustain well paid employment in all sectors of our economy.
- NEL will drive the growth of the 'Energy Estuary' as an international centre for offshore renewable energy. The Port of Immingham and Grimsby has cemented its role as the largest port in the UK, diversifying successfully into new markets. The growth of NEL's food sector has been driven by new export opportunities. Our visitor economy, services and retail sector will continue to grow through efforts to change internal and external perceptions of NEL as an attractive place to live, work, visit and invest.
- We want North East Lincolnshire to be a place where the local existing and emerging workforce actively participate in learning and employment levels are high.

The aim of creating a thriving borough with improved job opportunities and higher wage levels has been a focus for North East Lincolnshire Council and its partners for many years and a number of initiatives and partnerships have been in place over the years to try to achieve this.

Despite the jobs growth achieved in the area, productivity in North East Lincolnshire is just over 72% of the England average (measured by gross value added (GVA) per head). There is an over-representation of low skilled/low value process operator jobs (particularly in the food sector) in the area. There are also low levels of business investment in innovation – though efforts to drive down offshore wind operations and maintenance costs, decarbonisation in energy intensive industries and changes in business models post-Brexit, particularly in the food industry, present future opportunities for North East Lincolnshire.

North East Lincolnshire has a strong tourism sector with year on year increase in tourist day visits and expenditure. Visitor numbers to North East Lincolnshire were over 10m for the second year in 2017. The economic impact of tourism in North East Lincolnshire has increased – up by more than £29m over the previous year to a record high of £589m in 2017. The number of houses completed is low in the area compared to other local authorities in the region and the number of vacant town centre retail/leisure units in the area remains higher than the national average.

In 2018, the Council adopted a Borough-wide Local Plan 'Planning for Growth'. The plan sets out the strategy for economic and housing growth and improvements to quality of place over the period to 2032. The plan also creates greater levels of certainty and confidence for investors/developers, de-risking their investment in the Borough. It establishes the platform

for developers, investors, communities and partners to engage with us to help shape the place and local communities over the next 15 years

The North East Lincolnshire Economic Strategy vision (adopted in 2016 and shown below) also sets out a long-term aspiration for economic growth, improved skills and enhanced productivity:

"North East Lincolnshire – where businesses invest and grow; our entrepreneurs flourish; our workforce is skilled, productive and has fulfilling, well-paid jobs; our infrastructure is world class; and our young people's aspirations hold no bounds."

The priorities for action being taken forward through the Economic Strategy are focused in three main areas which are:

- *creating the 'right' environment to attract and sustain business investment*
- *improving our 'quality of place',*
- *equipping NEL residents – particularly young people, and those living in our most deprived communities – with the skills and confidence to secure and sustain well paid employment.*

These three areas are supported by six distinct programmes which are: South Humber Industrial Investment Programme (SHIIP); Grimsby West; Housing Zones & Estate Regeneration; Grimsby Town Centre; Cleethorpes; and Energy. These programmes, together with the development of the wider 'place' agenda, are further underpinned by the 'Town Deal'.

The Council invested up to £8.4m into the SHIIP in 2017. Under this scheme, a number of key projects are expected to be delivered over a 5-10 year period. When complete, the programme is expected to create 90 hectares of additional employment land, 4,000 new jobs and generate £200m within the local economy over the next 25 years. SHIIP remains NEL's most strategically significant regeneration and key economic growth programme and underpins the Council's Stronger Economy and Stronger Communities priorities.

The 10-year Greater Grimsby Town Deal backed by both private investors and North East Lincolnshire is expected to bring in jobs and homes. The Town Deal is expected to help shape and support housing and town centre regeneration, drive economic growth by helping to deliver 195 hectares of employment land across six Enterprise Zones. It is also expected to raise aspirations and drive up educational and skills attainment and in so doing, accelerate the delivery of jobs and new homes set out in the Council's Local Plan.

Ørsted, the world's biggest offshore wind farm developer, is investing over £6 billion in offshore wind power infrastructure, supported from the Humber. Grimsby has become a major centre for operations and maintenance with new offshore wind farms jobs being created in operations and maintenance and predominantly in mechanical and electrical engineering.

Eighty per cent of the UK's seafood products are still manufactured in Grimsby and Grimsby is one of the world's leading locations for seafood processing. Grimsby has seen huge investment by some of the food industry's biggest names, such as Young's Seafood.

To promote, innovate and adopt energy efficiency and renewable energy use in small medium enterprises (SMEs), Council and other public sector owned buildings; North East Lincolnshire Council was awarded £5.4m in 2017 from the European Regional Development Funds. Along with private sector investment, this funding forms part of a £9.2m '*Smarter Energy Business Greater Lincolnshire*' programme which will be delivered over three years.

The Council also secured a £7.2million regeneration programme for Cleethorpes to deliver public area and property improvements and support delivery of events/festivals to stimulate further private investment in the resort. This includes regeneration of Cleethorpes Town Centre and the North Promenade and surrounding areas.

In summary, over £560m of direct inward investment has been attracted to North East Lincolnshire since 2010 supported by Engie and the Council. These projects have resulted in the creation of over 4,500 jobs over the same period. Several millions of pounds of funding have also been secured through Local Government Fund, Coastal Communities Fund and Heritage Lottery Fund to deliver the programmes above and it is expected that this will result in physical enhancements in the borough.

5. All people in NEL feel safe and are safe

The outcome statement for 'all people in North East Lincolnshire feel safe and are safe' is:

- Every child will be brought up by supportive and nurturing families. All families live in good quality housing which is designed to meet a range of different needs, supporting people to be as independent as possible. Living within low crime communities, people will feel safe in their home and are able to access opportunities for work, socialising and leisure. Communities where there is zero tolerance of violence. Communities are supportive to and value children, vulnerable people and the elderly. Where possible people are encouraged to make a contribution to the communities in which they live or work.
- People can access services, when needed, that are safe and individuals and their families are confident in the quality and safety of care provided.

Prevention and early help is essential to realise this outcome and is a key focus for children's services. Locally, substance and alcohol abuse, mental health, and domestic abuse, are known as the toxic trio, and these create an unprecedented demand for many partner agencies. The 0-19 Commissioning programme phase one across North East Lincolnshire is now complete and operates in 4 locality areas, offering specialist services through young & safe, strengthening families, and children's health, across the area. Early help provision is cross cutting involving the police, family hubs, health visiting, school nursing, schools, education services, and voluntary sector agencies etc. North East Lincolnshire place board has committed to delivering inclusive growth, ensuring that physical and social regeneration are undertaken so that opportunities are available to all members of our community. Work continues with the voluntary and community sector to increase participation and build inclusive cohesive communities. Locally there are several thousand neighbourhood watch members.

Nationally and locally crime is rising but North East Lincolnshire is seeing a lower rate of increase than the national average and also lower than its Humberside neighbours. North East Lincolnshire is in a peer group comprised of 15 local authorities which are considered to be similar. In 2017/18 North East Lincolnshire improved its position within this most similar group moving from 15th (worst) to 11th position, reinforcing that the rate of increase in crime is lower than for some of our benchmarking peers.

Overall crime rose by 8.3% in North East Lincolnshire during 2017/18 compared to 2016/17. The number of crimes of criminal damage, hate crime, robbery, shop theft, theft from a motor vehicle, theft of a motor vehicle, violence with injury, and violence without injury, all

increased during 2017/18. During the year the number of burglaries and incidences of anti-social behaviour decreased.

Violent crime continues to be a cause for concern and remains stubbornly high. Although showing an increase, the number of reported violence with injury incidents has slowed down considerably during 2017/18. Violence either with or without injury can be influenced by many factors ranging from family arguments including domestic abuse, friends or neighbours having a dispute, to drug or alcohol related aggression. Thus it is particularly difficult to predict when and where independent violent crime will occur as opposed to an emerging pattern of behaviour within the night time economy.

While anti-social behaviour (ASB) is high in volume, it continues on a downward trajectory. The partnerships positive focus on ASB over previous years resulted in a year on year reduction. ASB continues to remain the public's biggest area of concern and has a considerable adverse effect on a community. If left unchecked ASB can contribute to the decline of a neighbourhood, and leaves the perpetrators particularly young people to progress to more serious offending. The effect of ASB can have a devastating effect on the victim and it is often the vulnerable that are targeted. There are considerable geographic inequalities with North East Lincolnshire with 60% of all ASB being reported in 5 of our 15 local wards.

Substance and alcohol misuse can be linked to many aspects of crime committed in North East Lincolnshire. 7% of all people arrested for a crime tested positive for cocaine, and 4.9% for opiates. 5.6% of all individuals arrested during 2017/18 were under the influence of either drugs or alcohol. 19% of violent incidents were committed by individuals under the influence of either alcohol or drugs. Substance misuse linked to mental health is becoming an increasing public health challenge. Intelligence regarding North East Lincolnshire shows a reducing but aging cohort of opiate users but an increasing cohort of crack cocaine users. Both user rates remain higher than the national figure as does the number of individuals accessing treatment. Novel Psychoactive Substances predominantly 'Spice' has become a concern.

The North East Lincolnshire rate of children killed or seriously injured in road traffic accidents is more than twice the England rate and the second-highest in the country. Boys are more at risk than girls, accounting for two-thirds of all child KSIs locally between 2007 and 2016, and children from the poorest backgrounds are estimated to be more than twice as likely to be killed or seriously injured as other children.

Numbers of young people entering the criminal justice system for the first time have continued to fall with North East Lincolnshire now the best performing member of our most similar family group.

Child Criminal Exploitation remains a significant threat linked to organised crime groups in North East Lincolnshire and will require significant partnership focus moving forward. This partnership approach is still developing and has received national recognition and support via Home Office funding.

Regarding our older population, falls are the largest cause of emergency hospital admissions for older people, and significantly impact on long term outcomes e.g. being a major precipitant of people moving from their own home to long-term nursing or residential care. Figures show the North East Lincolnshire rate of emergency hospital admissions due to falls, to be the lowest (best) out of all the local authorities in the Yorkshire and the Humber, and also significantly lower than the England rate.