

**NORTH LINCOLNSHIRE COUNCIL**

**HEALTH AND WELLBEING BOARD**

**NORTH LINCOLNSHIRE JOINT HEALTH AND WELLBEING STRATEGY  
DELIVERY PLANS 2013/14**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 For the Health and Wellbeing Board (HWB) to approve the Joint Health and Wellbeing Strategy (JHWS) Draft Delivery Plans 2013/14

**2. BACKGROUND INFORMATION**

2.1 Following HWB approval of the JHWS and supporting technical document in June 2013, HWB board members and identified council officers were tasked with the development of a JHWS Delivery Plan for 2013/2014.

2.2 Previously, via a process of using the growing JSNA evidence base, the outcomes of HWB partnership and consultation events and processes, six key Strategic Priority Outcomes were identified as follows:

- **Safeguard and protect** – people feel safe and are safe in their home and protected in their community
- **Close the Gaps** – inequalities are reduced across all life stages and all communities
- **Raise Aspirations** – people are empowered to make positive choices to help them be the best they can be
- **Prevention of Early Deaths** – early detection, prevention and behaviour change linked to the big killers are addressed
- **Enhance Mental Wellbeing** – good mental health and emotional wellbeing enable people to fulfil their potential
- **Support Independent Living** – people are supported and enabled to live independently to improve quality of life

2.3 The JSNA identifies multiple needs and challenges, but it was not appropriate for all of those to be treated as a priority action within the JHWS. These will continue to be worked on in individual organisations or in partnership, and the JHWS provides the framework for them to continue to be priorities where evidence supports the need to do so.

By means of a consultation process the following five Priority Actions were identified:

PRIORITY ACTION 1	Focusing on Best Start – from conception to age 2
PRIORITY ACTION 2	Addressing poverty and reducing the impact on people
PRIORITY ACTION 3	Improving literacy (including health literacy) and numeracy skills ('Making Every Contact Count')
PRIORITY ACTION 4	Improving the safety and vibrancy of the night time economy
PRIORITY ACTION 5	Advocating and modelling behaviour change (workplaces as exemplars)

The focus of the five priority actions is on 'adding value' and all have been agreed in partnership via the consultation processes with the exception of Priority Action 1 which was a late addition and based on feedback from members of the HWB during the draft document consultation period. All five Priority Actions were identified as having clear links to at least one of the Strategic Priority Outcomes.

2.4 As outlined previously it has been agreed that the Delivery Plans needed to be established within a framework of Themes relating to:

- Employability (apprenticeships, internships and volunteering)
- Organisational change
- Wider environment (place shaping)

The rationale for the three Themes was based on what could be done organisationally and partnership wide to:

- add value
- create a high level response
- meet more than one of the Priority Actions and Strategic Outcomes.

Discussions also agreed that all Delivery Plan Themes and Priority Actions will be delivered within an Infrastructure of organisational commitment, the same as that contained within the JHWS, which focuses on:

- Integrated working
- Commissioning and investment (value for money)
- Monitoring and review
- Organisation information sharing (intelligence hubs) and signposting
- Agreement and co-ordination of language and messages (ie simplification of messages for staff to understand and deal with debt and financial advice)

- 2.5 Following the identification of Priority Action Lead Officers and Champions, work has been on going to develop a series of delivery actions. A small working group identified a set of draft actions, and following a period of discussion and a further HWB/lead officers development session in September, a framework for the actions was developed.
- 2.6 The framework for the actions was discussed at October HWB, with a further HWB development session in November which identified actions within a SMART context, and within a potential reporting mechanism. While ensuring that the actions sit within a process of partnership action for the HWB to focus on, demonstrating their commitment to work together to achieve the best possible outcomes in relation to employability, organisational change and place shaping in order to reduce inequalities and improve health and wellbeing for people in North Lincolnshire.

### **3. OPTIONS FOR CONSIDERATION**

- 3.1 HWB to acknowledge the process and rationale for arriving at the themes and priorities framework for the Delivery Plan actions (outlined in Appendix 1)
- 3.2 HWB to reject the themes and priorities framework for the Delivery Plan actions (outlined in Appendix 1)
- 3.3 HWB to agree content of Delivery Plans and Actions
- 3.4 HWB to reject content of Delivery Plans and Actions
- 3.5 HWB to agree process and format for reporting on Delivery Plan Actions
- 3.6 HWB to reject process and format for reporting on Delivery Plan Actions
- 3.7 HWB to recommend revisions to the Draft Delivery Plan and reporting format.

### **4. ANALYSIS OF OPTIONS**

- 4.1 Agreeing the process, rationale and content of Delivery Plan Actions will enable officers of the Board to progress with infrastructure for delivering the Actions.
- 4.2 Any delay in commencing work to deliver Actions will hinder and delay milestones towards meeting target outcomes and indicators.
- 4.3 Delay in commencing work to deliver Actions will slow down the further development of actions in working towards an Outcomes Based Accountability approach to Outcomes and turning the curve.
- 4.4 Recommending further revisions to alter Delivery Plan Actions will require further consultation process and activities by the Lead Officers, HWB members, stakeholders, and HWB development sessions.

5. **RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

5.1 The production of Delivery Plans has required resources from partner organisations, and LA directorates, in terms of staff time.

Resource requirements for individual Plans/Pledges have not yet been identified.

6. **OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

6.1 An IIA for the JHWS has been completed.

7. **OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

7.1 All outcomes of consultations have been included within the Delivery Plan development.

7.2 No conflicts of interest declared.

8. **RECOMMENDATIONS**

Health and Wellbeing Board members are asked to:

8.1 Acknowledge the process and rationale for arriving at the themes, priorities and Draft delivery actions. (as per Appendix 1)

8.2 Agree the Delivery Plan Actions in order to enable the progression towards meeting required outcomes.

8.3 Agree the process and framework for reporting on the delivery actions. (Appendix 2)

8.4 Agree that progress against the delivery pledges will be monitored by Lead Officers with support from the working group and will be reported into each HWB.

DIRECTOR OF PUBLIC HEALTH

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**Background Papers used in the preparation of this report:**

*Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategies – Draft guidance. Proposals for consultation.* Gateway Reference 17858. London: Department of Health, 31 July 2012

North Lincolnshire Joint Health and Wellbeing Strategy 2013-2018 – Document 1

North Lincolnshire Joint Health and Wellbeing Strategy 2013-2018 – Document 2

## **NORTH LINCOLNSHIRE JOINT HEALTH AND WELLBEING STRATEGY DELIVERY PLAN TEMPLATE 2013/14**

Health and Wellbeing Board partners have committed to working together to improve outcomes and reduce inequalities for the people of North Lincolnshire by working to meet the JHWS 6 Strategic Priority Outcomes and 5 Priority Actions.

As partners we want success to look like:

- There will be a recognised vision for the area and identified local ambassadors
- The partners of the Health and Wellbeing Board will provide a range of apprenticeships, internships and volunteering and will support the people in these roles
- There will be a return on investment as staff have a healthier work/life balance and through pre retirement volunteering there is a transference of organisational skills and memory
- The partners will develop their staff (and the population) and provide knowledge for life in relation to self management, team working, business and customer awareness, problem solving, communication, application of numeracy and application of technology as well as budgeting and literacy (including health literacy) etc
- The partners will co-ordinate the deployment of their resources to maximise capacity
- The partners will ensure local people will have access to acceptable and appropriate information in order to make informed decisions to improve their outcomes
- The partners will work together in localities
- The partners will adopt person centred planning approaches and will ensure good assessment processes are embedded which align organisational outcomes
- North Lincolnshire will have reduced inequalities and improved outcomes and an enhanced reputation

All SMART Delivery Plan priorities and themes will be delivered within an infrastructure of: integrated working; commissioning and investment (value for money); communication and participation; monitoring and review; organisational information sharing (intelligence hubs/locality partnerships) and signposting; and through agreement and co-ordination of language and messages (ie simplification of messages for staff to understand and deal with debt and financial advice).

The focus for actions that add value are contained within the following 3 themes:

Add value and address employability through apprenticeships, internships and volunteering

Add value and effect organisational change

Add value and contribute to place shaping within the wider environment

PRIORITY ACTION – Integration - focusing on conception to age 2				
LEAD OFFICER - Mick Gibbs, Assistant Director Children’s Services, North Lincolnshire Council				
HWB CHAMPION – Ewart Gibbs, Head Teacher, Leys Farm Juniors and Chris Blacksell, Deputy Chief Fire Officer, Humberside Fire and Rescue Service				
ACTION	TIMESCALE	LEAD PERSON / FUNCTION	OUTCOMES	
			WHAT SUCCESS WILL LOOK LIKE	LINKED INDICATOR(S)
<ul style="list-style-type: none"> <li>Systems Review and Redesign to inform commissioning.</li> </ul>	April 2014	Assistant Director Children’s Services, NLC	<ul style="list-style-type: none"> <li>Family prosperity</li> <li>Child is safe and healthy</li> <li>Child ready for school and life</li> <li>Children, family and communities building on their own strengths</li> <li>Good parents</li> </ul>	Public Health Indicators (i.e. breast feeding, smoking in pregnancy)
<ul style="list-style-type: none"> <li>Build on the Early Help Safeguarding Strategy service offer and pathways to inform families.</li> </ul>	April 2014	EHTG members		Children ready for school
<ul style="list-style-type: none"> <li>Develop the workforce to embrace a strengths based approach as a preferred approach.</li> </ul>	April 2014	CTB members		Age and timeliness of adoption
<ul style="list-style-type: none"> <li>Implement a single approach to assessment and planning.</li> </ul>	April 2014	EHTG members		Perceptions measure
<ul style="list-style-type: none"> <li>Implement systems management and feedback to ensure service outcomes and value for money.</li> </ul>	April 2015	EHTG members		
<ul style="list-style-type: none"> <li>Work with families in their own homes and their communities.</li> </ul>	April 2015	EHTG members		
<ul style="list-style-type: none"> <li><b>Implement an integrated service and delivery within the locality</b></li> </ul>	By Sept 2015	EHTG members		

PRIORITY ACTION – Addressing poverty and reducing the impact on people				
LEAD OFFICER – Wendy Brownbridge, Consultant in Public Health, North Lincolnshire Council				
HWB CHAMPION - Mike Wedgewood, Director of Policy and Resources, North Lincolnshire Council and Anne Tyrell, Principal, North Lindsey College				
ACTION	TIMESCALE	LEAD PERSON / FUNCTION	OUTCOMES	
			WHAT SUCCESS WILL LOOK LIKE	LINKED INDICATOR(S)
1. Engage, support and up skill people in relation to the seven employability skills	Ongoing	Head of Resources, Strategic Investment and Funding, NLC	<ul style="list-style-type: none"> <li>• Fewer people on benefits (linked to low income)</li> <li>• More people achieving level 2 and 3 skills</li> <li>• Advice agencies have access to information regarding local back to work initiatives</li> <li>• Increased number of apprenticeships</li> <li>• More young people will be work ready and in employment, education, training or volunteering</li> </ul>	Annual Population Census: skills data Apprenticeship numbers Employment rate
2. Health and Wellbeing Board Partners to agree and implement best working practice in the use of zero hours contracts	Agree Best Practice by March 2014. Implement by 1st April 2015	Assistant Director Human Resources, NLC *HR Rep, NLaG	<ul style="list-style-type: none"> <li>• Application of quality standards across HWB partner agencies</li> </ul>	Number of HWB organisations using best practice
3. Extend and target the offer of advice and guidance to enable people to manage their income and avoid debt.	Ongoing	Head of Stronger Communities, NLC	<ul style="list-style-type: none"> <li>• More people accessing advice and guidance regarding debt, benefit entitlements and budgeting</li> <li>• Increased number of people accessing back to work initiatives</li> <li>• Reduction in the number of families requiring targeted and specialist services (CIPM)</li> <li>• Fewer families in financial poverty (CIPM)</li> <li>• Inequalities gap between vulnerable groups and their peers will be reduced (CIPM)</li> </ul>	Debt Advisors statistics  Results of benefits advice and referrals  Fuel Switch Data
4. Promote credit unions as affordable credit suppliers and to increase savings	Ongoing	Assistant Director Finance, NLC	<ul style="list-style-type: none"> <li>• More people with credit union accounts</li> <li>• HWB partners to encourage/enable employees to become members of credit unions</li> </ul>	Use of credit union accounts
5. Agree to increase the % of the proceeds of crime reinvested into local communities, focusing on interventions which reduce the impacts of poverty and improve wellbeing.	30th June 2014	* <sup>ll</sup> Chief Inspector, Humberside Police Head of Safer Neighbourhoods, NLC	<ul style="list-style-type: none"> <li>• Increased use of the Powers of the Proceeds of Crime act</li> <li>• Increased training and understanding of Police, trading standards officers etc in the use of the Proceeds of Crime Act</li> <li>• A comprehensive overview of how the funds can be best used in neighbourhoods to reduce the impacts of poverty and improve wellbeing.</li> </ul>	The percentage of proceeds of crime reinvested in to communities.
6. <b><i>Develop a training package for members of the workforce in the wider community to recognise the signs, symptoms and impacts of poverty on individuals and as part of their role to signpost those individuals accordingly.</i></b>	Training package developed by 30th June 2014. Rollout by December 2014	Assistant Director Human Resources NLC *Director of Workforce and Organisational Devt, NLaG	<ul style="list-style-type: none"> <li>• Staff are trained and able to identify people at risk of poverty and sign post accordingly</li> <li>• Services are sufficient to offer support and information to individuals identified</li> <li>• Development of e-learning packages</li> <li>• Ensure easily accessible signposting information is available</li> </ul>	Take up of courses Number of referrals for signposting

<p>7. To instigate the actions for the reduction of child poverty as identified in the Children and Young People's Plan including:</p> <ul style="list-style-type: none"> <li>• Support parents into work by improving work readiness through access to volunteering, training and work placements</li> <li>• Enhance parenting support through evidence based parenting programmes</li> <li>• Improve information, advice and guidance relating to jobs and career opportunities for young people</li> <li>• Develop integrated locality teams to ensure early identification of families in need</li> <li>• Enhance information sharing processes across agencies</li> <li>• Work collaboratively to build individual's and communities' resilience to empower them to make informed decisions and find resolutions for themselves</li> <li>• Take account of the intelligence available and develop clear strategies to meet the needs of at risk groups</li> <li>• Improve and promote access to positive activities and young voice opportunity</li> <li>• Use programme of peer review, sector led improvement, lessons learnt reviews and best practice to accelerate improvement for vulnerable/at risk groups</li> </ul>	<p>As per CYPP</p> <p>Ongoing</p> <p>Ongoing</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p>	<p>Assistant Director Prevention and Commissioning, NLC</p>	<ul style="list-style-type: none"> <li>• More parents and young people will be work ready and provide positive parenting.</li> <li>• More young people in employment, education, training or volunteering.</li> <li>• More families receiving early help interventions</li> <li>• Reduction in the number of families requiring targeted and specialist services or social care interventions.</li> <li>• Fewer families in financial poverty.</li> <li>• Reductions in rates of teenage conceptions and maternities,</li> <li>• Fewer young people engaged in risky behaviours..</li> <li>• Inequalities gaps will be closed between vulnerable groups and their peers</li> <li>• More children and young people will have their voices heard to improve their lives and influence local service provision.</li> </ul>	<p>Take up of 2 year old education Young People 16-18 years who are NEET</p> <p>Gap in attainment of a L2 qual. By age 19 years</p> <p>Conceptions rates</p> <p>Take up of free school meals</p> <p>Attainment gap FSM/non fsm 5A*-C GCSE</p>
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### Linked Outcomes / Indicators

The table above identifies specific actions and linked measurable outputs. However, it is expected that this action plan will have positive influences on the wider health and social outcomes linked to poverty. Whilst the links are less tangible the actions will positively influence such measurable outcome indicators as: Statutory Homelessness, suicide rates, Children in Poverty, reduction in crime and antisocial behaviour, excess winter deaths, NEETS statistics and reduction in mental ill health. Progress towards achieving progress on these outcomes will be monitored on a formal basis through the HWBB and other partnerships.

<sup>1</sup> CIPM –Children in Poverty Measures, Refers to the outcomes also included in the Children and Young People's Plan Action 4 – Reducing Child Poverty

\* Donates to be confirmed

PRIORITY ACTION – Improving literacy (including health literacy) and numeracy skills				
LEAD OFFICER – Peter Thorpe, Assistant Director Education, North Lincolnshire Council				
HWB CHAMPION – Karen Jackson, Chief Executive, NLAG and Tony Forbes, Divisional Commander, Humberside Police				
ACTION	TIMESCALE	LEAD PERSON / FUNCTION	OUTCOMES	
			WHAT SUCCESS WILL LOOK LIKE	LINKED INDICATOR(S)
<ul style="list-style-type: none"> <li><b>Develop and implement 'Big Read' programme</b></li> <li>Improve the literacy and numeracy capacity within HWB organisations by: <ul style="list-style-type: none"> <li>Identifying and securing commitment of literacy and numeracy champions within individual organisations</li> <li>Establishing a baseline of the literacy and numeracy of organisations</li> <li>Upskilling staff within organisations in relation to literacy and numeracy</li> </ul> </li> <li>Improve communications within and between HWB organisations and public through use of 'plain English'</li> </ul>	<p>Jan 2016</p> <p>June 2014</p> <p>Mar 2015</p> <p>Dec 2016</p> <p>Ongoing</p>	<p>Assistant Director Education, NLC</p> <p>Individual HWB members</p> <p>HWB partners - HR/workforce leads</p> <p>HWB partners - HR/workforce leads</p> <p>HWB partners - communication leads</p>	<ul style="list-style-type: none"> <li>More staff trained in MECC</li> <li>More staff with basic numeracy and literacy skills</li> <li>Improved literacy and numeracy of population</li> <li>Reduced health inequalities</li> <li>Lower unemployment – more people in work</li> <li>More people with level 2 qualifications</li> <li>Positive change in behaviours i.e.reduced smoking, take up of physical exercise, less alcohol intake</li> <li>More people accessing services and support appropriately and timely e.g. screening uptake, debt and benefits advice, parenting support</li> </ul>	<p>Increase in employment</p> <p>No. of people with level 2 qualifications</p> <p>Improved baseline of literacy and numeracy in organisations</p> <p>Public Health Indicators (i.e. breast feeding, smoking, physical activity, screening)</p> <p>Perceptions measure</p>

PRIORITY ACTION – Improving the safety and vibrancy of the night time economy				
LEAD OFFICER – Trevor Laming, Assistant Director				
HWB CHAMPION – Kevan Fridlington, Director, Humberside Probation Trust and Christine Bain, Chief Executive, RDaSH				
ACTION	TIMESCALE	LEAD PERSON / FUNCTION	OUTCOMES	
			WHAT SUCCESS WILL LOOK LIKE	LINKED INDICATOR(S)
<ul style="list-style-type: none"> <li>Implement, imbed and review the night time economy operational plan to include the role and capacity of Street Pastors and constabulary volunteers</li> </ul>	Mar 2014	Insp D Hall, Humberside Police	<ul style="list-style-type: none"> <li>A raised profile and an improved public image for the location – promoting NL town centres as vibrant, prosperous and welcoming environments to visit and enjoy</li> <li>A more successful and improved access to mixed use economy</li> <li>Effective management of late evening economy.</li> <li>A wider patronage, increased expenditure</li> <li>Lower crime and anti social behaviour</li> <li>Use of S27 directions followed up with brief intervention and care pathway</li> <li>Reduced harm from irresponsible consumption of alcohol</li> <li>Improved knowledge and tackling of ‘hot spots’</li> <li>Improved quality of life and wellbeing of residents living in our town centres.</li> </ul>	Reduction in alcohol related A&E admissions
<ul style="list-style-type: none"> <li><b>Complete ‘Night Time Economy’ self assessment and develop an Action Plan</b></li> </ul>	Mar 2014	Insp N Paterson, Humberside Police		Lower crime and anti social behaviour
<ul style="list-style-type: none"> <li>Agree data collection and intelligence sharing mechanism with A&amp;E</li> </ul>	Mar 2014	S Atkinson, Community Safety, NLC		Perceptions measure
<ul style="list-style-type: none"> <li>Review alcohol referral system and implement recommendations to reduce alcohol related offending</li> </ul>	Dec 2014	K Aisthorpe, Community Safety, NLC		
<ul style="list-style-type: none"> <li>Agree the definition of the night time economy and agree policies to support it appropriately</li> </ul>	Mar 2014	Phil Wallis, Development Control, NLC		
<ul style="list-style-type: none"> <li>Contribute to developing vibrant centres within North Lincolnshire focussing on leisure, arts and culture managed via multi agency working group</li> </ul>	Dec 2015	Phil Wallis, Development Control, NLC		
<ul style="list-style-type: none"> <li>Identify, promote and support more flexible use of existing buildings to generate peer community led initiatives for people</li> </ul>	Mar 2015	Phil Wallis, Development Control, NLC		

PRIORITY ACTION – Advocating and modelling behaviour change				
LEAD OFFICER – Fiona Phillips, Public Health Consultant, NLC				
HWB CHAMPION – Peter Williams, Director, Places, North Lincolnshire Council and Andy Orrey, Chief Executive, North Lincolnshire Homes				
ACTION	TIMESCALE	LEAD PERSON / FUNCTION	OUTCOMES	
			WHAT SUCCESS WILL LOOK LIKE	LINKED INDICATOR(S)
<p><u>Organisational behaviour change</u></p> <ul style="list-style-type: none"> <li>All HWB partner organisations will make improving the health and wellbeing of North Lincolnshire’s residents an organisational priority and contribute fully to the work of the Health and Wellbeing Board.</li> <li>Further develop a programme of apprenticeships, internships and volunteering opportunities within all HWB partner organisations, which includes cross organisational opportunities and is led by an Apprenticeship Forum.</li> </ul> <p><u>Supporting individual behaviour change</u></p> <ul style="list-style-type: none"> <li>All HWB partner organisations advocate and support staff to volunteer/access flexible working.</li> <li>All HWB partner organisations are working towards a Healthy Workplace Award.</li> <li>The benefits of the Healthy Workplace Award Scheme are promoted to the business sector.</li> <li>All HWB partner organisations will aim to achieve a minimum of a silver healthy options healthy eating award for all catering facilities that they operate/provide.</li> <li>All HWB partner organisations will ensure that all customer facing buildings are ‘breastfeeding welcome’ and subsequently listed in the NHS Breastfeeding Welcome booklet for breastfeeding mothers.</li> <li>All HWB partners collaborate to develop a corporate leisure offer for staff.</li> <li>Embed the principle of ‘Making Every Contact Count’ through staff training and marketing and advocate behaviour change.</li> </ul>	<p>Sept 2014</p> <p>Jul 2014</p> <p>Jul 2014</p> <p>Jul 2014</p> <p>Dec 2014</p> <p>Dec 2015</p> <p>Sept 2014</p> <p>Sept 2014</p> <p>Dec 2014</p>	<p>HWB Chair</p> <p>Lesley Potts, Regeneration, NLC</p> <p>Carole Phillips, VANL &amp; Dave Hey, Stronger Communities, NLC</p> <p>Bob Hulme, PH, NLC</p> <p>Bob Hulme, PH, NLC</p> <p>Emma Howard-Drake, PH, NLC</p> <p>Julie Forrest, PH, NLC</p> <p>Tom Coburn, Leisure, NLC</p> <p>Angie Underwood, PH, NLC</p>	<ul style="list-style-type: none"> <li>Attendance at Health and Wellbeing Board Meetings</li> <li>Board members can demonstrate how their organisation meets responsibilities for health, e.g. in strategic plans, and policies</li> <li>Apprenticeship Forum set up and has had initial meeting</li> <li>Apprenticeship Forum has developed a workplan to deliver a programme of opportunities</li> <li>Increased number of people in North Lincolnshire regularly volunteering</li> <li>Achievement of award by partner organisations</li> <li>Increased number of organisations in North Lincolnshire working towards an award</li> <li>Achievement of healthy options award by partner organisations</li> <li>All partner organisations listed have met criteria and are listed in Breastfeeding Welcome Booklet</li> <li>Staff in all HWB partner organisations have access to discounted sports and leisure facilities across North Lincolnshire</li> <li>Every HWB partner organisation has staff who have undertaken MECC training</li> </ul>	<p>Increased healthy life expectancy</p> <p>16-18 year olds not in education, employment or training</p> <p>Self reported wellbeing</p> <p>Physical activity</p> <p>Obesity</p> <p>Smoking</p> <p>Sickness absence</p> <p>Breastfeeding prevalence</p> <p>Reduced differences in life expectancy between communities</p>

## **KEY/GLOSSARY**

CTB – Children’s Trust Board

CX – Chief Executive

DEVT. - Development

EHTG – Early Help Transformation Group

HR – Human Resources

HWB – Health and Wellbeing Board

MECC – Making Every Contact Count

NLAG – Northern Lincolnshire and Goole NHS Trust

NLC – North Lincolnshire Council

PH – Public Health

RDASH – Rotherham and South Humber Health Authority

VANL – Voluntary Action North Lincolnshire

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