



# Communities committee

## Committee Plan 2018/2021



## Welcome to the Committee Plan. In this plan you will find:

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## County Council Strategy

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*Caring for our County: A vision for Norfolk in 2021* was approved by Members in February 2018 and outlines the Council's commitment to playing a leading role in:



Building **communities** we can be proud of



Installing **infrastructure** first



Building **new homes** to help young people get on the housing ladder



Developing the **skills of our people** through training and apprenticeships



Nurturing our growing **digital** economy



Making the most of our **heritage, culture and environment**

The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.

Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are increasingly prevalent.

Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:



Offering our help early to **prevent and reduce** demand for specialist services



**Joining up** our work so that similar activities and services are easily accessible, done well and done once



Being business like and making best use of **digital technology** to ensure value for money



Using **evidence and data** to target our work where it can make the most difference

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.

These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.

By 2021 the strategy and these underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to because the council the County needs.

## **Communities Committee's role in Norfolk**

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The Committee has responsibility for a range of service areas. There is no hierarchy as every area has a vital role to play in achieving ambitions for Norfolk. Achievement of these ambitions will require sound, long term planning as well as working with others.

The services the Communities Committee is responsible for are those “people” services which are support communities and serve all of Norfolk’s population. They include services which help build resilience in our communities and keep people safe. These are summarised below.

### **Norfolk Fire and Rescue Service**

- The Fire and Rescue Service aims to be at the heart of community protection in Norfolk.
- The overall vision and direction for the service is set out in the Integrated Risk Management Plan (IRMP), the Committee will consider an annual Service Delivery Plan setting out the priorities for the service for the coming year.

### **Public Health**

- Public Health helps the people of Norfolk live in healthy places. It promotes healthy lifestyles, prevents ill-health and works to reduce health inequalities.
- Services delivered/commissioned include the healthy child programme, drug and alcohol service, workplace health and suicide prevention.
- The Committee has approved a Public Health Framework (2016-2020) for the service which provides the strategic direction.

### **Community, Information and Learning**

#### **Norfolk Library and Information Service**

- The front line library service is delivered from 47 libraries across the County. The service supports reading, learning, information and literacy to enable people to live independent and fulfilling lives.
- There are a wide range of face to face activities delivered to communities through the library front-door, from reading and literacy, to activities designed to reduce social isolation, improve digital inclusion and providing welcoming spaces that can deliver a range of activities.

#### **Norfolk Community Learning Services (NCLS)**

- NCLS aims to enable people to live independent fulfilling lives and reach their potential, through providing a range of teaching, learning, support and progression opportunities.
- Judged by Ofsted as ‘Good’, the focus is on delivering learning to improve skills for everyday living and work, equipping people for real jobs.
- The service also provides a range of Leisure Stream courses.

#### **Customer Services**

- As the front door for all of the County Council's telephone and online customers, the service is focused on providing excellent customer care.
- The Social Care Centre of Expertise and Blue Badge service is also managed within Customer Services.
- There is a continued drive to better understand the needs of all Norfolk citizens, to support the development of appropriate service delivery models that can best deliver these needs – including supporting people to self-service, where they are able, to ensure resource is available for those who need it the most.

### **Trading Standards**

- The service aims to build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities.
- Activities include providing businesses with information and guidance, providing calibration services, tackling rogue traders, scans and the supply of illegal tobacco and alcohol, tackling rogue traders and scams, ensuring the safety and standards of consumer products and food, and safeguarding the standards of animal health and welfare.
- The overall vision and direction for the service is set out in the Trading Standards Service Plan, which the Committee will consider on an annual basis, setting out the priorities for the service for the coming year.

### **Culture and Heritage**

#### **Norfolk Museums Service**

- Delivered through 10 award winning museums, the nationally regarded Museums service is at the forefront of Norfolk's cultural and heritage offer.
- The service aims to inspire pride in Norfolk's heritage, including through engaging schools and young people, and delivers a wide programme of exhibitions/events.

#### **Norfolk Arts Service**

- The service plays a pivotal role in the social, educational, economic, health and environmental life of the county.
- Focusing on enabling and developing cultural opportunities that can be accessed by all, the service is able to draw in significant funding to the county.

#### **Norfolk Records Office**

- Based on the County Hall campus, the Norfolk Records Office's vision is to be a trusted place of record which ensures that archival evidence essential to citizenship and heritage is collected, preserved and widely accessible.
- The Norfolk Record Office is rated as four-star (the highest level) archive service under The National Archives' (TNA) self-assessment programme.

#### **Active Norfolk**

- Working to improve lives through sport and physical activity.
- The service is externally funded and includes significant partnership working.

### **Gypsy, Roma and Traveller Service**

- Working in partnership with a number of local authorities and partners in Norfolk and Suffolk, the service aims to meet the needs of both settled and Gypsy Roma Traveller communities, to promote harmony and community cohesion.
- Activities include managing some sites, dealing with unauthorised encampments and working with education partners to increase school admission/attendance.

#### **Registration/Regulatory Services**

- Responsible for recording births, deaths, marriages and civil partnerships in the County, together with a range of celebratory services such as Marry in Norfolk and Celebrate in Norfolk.
- The service aims to deliver a high standard of statutory services and takes full advantage of commercial opportunities

Further information about each of these services has been compiled into a Plan on a Page, setting out some of the key activities and priorities for 2018/19. The Plans on a Page are appended to this Committee Plan.

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## Our key actions for 2018/19 are:

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There are a number of actions across the services reporting to Communities Committee, and various delivery/service plans are in place. The following are the key actions being delivered this year that it is suggested the Committee may wish to monitor regularly.

- Take a lead in developing and implementing smarter information and advice as part of the **Information, Advice and Guidance workstream of Norfolk Futures**. Including delivery of an enhanced Service Directory which will enable individuals to access information about the full range of services and support available in their local area.
- Fire and Rescue – developing new areas of **collaboration with other blue-light services**, particularly Norfolk Police and East of England Ambulance Service NHS Trust.
- Fire and Rescue – preparing for the **inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services** which is programmed for 2018/19. This is a new inspection regime which independently assesses effectiveness and efficiency.
- Public Health – casualty reduction – working with the Member Working Group to develop a **new strategy and approach to reducing the number of people killed and seriously injured on Norfolk's Roads**.
- Public Health – embedding the new **Drug and Alcohol service**, working with the new provider to improve performance.
- Norfolk Museums Service – complete development phase and project fundraising for the **Castle Keep Project**.
- Developing a new service delivery model for the **mobile library service** (for the Committee to consider in June).
- Ongoing delivery of the **customer service programme** – elements of which will be reported to Digital Innovation and Efficiency Committee
- **Delivery of the capital programme** – including purchasing new critical equipment and Red Fleet for Fire and Rescue, upgrading some Gypsy, Roma and Traveller sites, and making museums access improvements



## **The voices of people who use our services**

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What Norfolk residents and service users have said they would like the Committee to bear in mind when making decisions.

In developing the Customer Service Strategy for NCC, customers were consulted around what they would like and expect in terms of their interactions with the council and its staff. Whilst the consultation is now a couple of years old, the responses still fully reflect anecdotal examples and compliments and complaints received by NCC. The main outcomes the people are looking for can be summarised as follows:

### **The main outcomes the people are looking for can be summarised as follows:**

- It's easy to find information, access services and complete transactions
- I can deal with the council in the way that suits me best
- Services are responsive and I am kept up to date with progress
- Information is personalised and meets my needs
- I only have to make a request or tell my story once and the job gets done
- Explanations are clear and I know what to expect

We will also continue to look at ways to measure customer satisfaction and solicit feedback across all County Council services, as part of our enabling role through the Customer Services Team. We will also work indirectly through the voluntary sector and will continue to look to forge stronger links and collaborative working in this area.

We will also continue to work with Healthwatch to ensure that the voice of service users can be heard.

## Communities Committee Services in Norfolk

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Communities Committee Services are, in the main, universal in that they are available for all Norfolk residents, businesses and visitors to access.

Some **key demographic factors and trends** to take into account when considering Communities Committee services are:-

- Norfolk is the most rural county with one of the lowest population densities in England.
- Norfolk generally has an older population that is projected to increase at a greater rate than the rest of England. The number of people aged 65 and over in Norfolk is due to increase 31% over 15 years, and will mean the number of people aged 65 and over, as a proportion of Norfolk's total population, will increase from 23.8% to 28.3%.
- Across Norfolk, the average life expectancy is about 80 years for men and about 84 years for women.
- The 85+ age group is Norfolk's fastest growing, and it is this age group which has most impact on demand.
- Life expectancy, levels of educational attainment and a number of other factors are all lower for Gypsy, Roma and Traveller communities, compared to the rest of the population.
- Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of young people who have recognised disabilities.
- Around 92.9% of Norfolk residents are White British, with an estimated 7% from a Black, Asian or minority ethnic (BAME) background. In total, around 130 languages are spoken as a first language other than English in Norfolk.
- Minority faiths in Norfolk represent just under 2% of the population. There are many different faiths represented in Norfolk, which includes several mosques, synagogues, a Sikh temple, a Hindu Temple and numerous Buddhist groups.
- It is estimated that around 6% of the population is lesbian, gay or bisexual.

There are also some **geographic and service specific factors** to consider:-

- Based on national surface water modelling approximately 37,000 properties are estimated to be at risk from flooding during a rainfall event with a 1 in 200 annual chance of occurring. Norfolk is recognised as the 10<sup>th</sup> most at risk area out of 149 authorities.
- The emergency call profile for the fire service is changing – we are attending fewer fires and a wider variety of special service incidents like road traffic collisions.

## Key Committee challenges

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The Committee faces a range of challenges in achieving ambitions for Norfolk. These must be taken into account during decision-making

Challenge	Description
Managing demand - Population growth	<p>Communities Committee Services are, in the main, universal in that they are available for all Norfolk residents, businesses and visitors to access. Increased demand on services through population growth could put pressure on services in terms of funding and capacity.</p> <p>There are also areas where increased demand is beneficial, for example increases in take up of leisure and pleasure courses through NCLS or increased tourism, both of which could lead to increased income.</p>
Managing demand – Adult Social Care	<p>Whilst the Committee is not responsible for Adult Social Care, there are some Communities Committee services which provide direct support to Adult Social Care. In particular, Customer Services provide the online and telephone front-door through their Social Care Centre of Excellence Team.</p> <p>Most of the future savings for the Adult Social Care service are based on reducing demand, and changing the model of social work. We will need to work closely with Adult Social Care to ensure there is a complementary and joined up approach that enables those people who need help and support to access it.</p>
Universal service delivery	<p>The majority of the services the Committee is responsible for are universal. This means that they need to be able to meet the needs of a wide range of communities and individuals. Developing appropriate service models is key to ensuring that we can deliver efficient and effective services, making sure the tools and technology are in place to enable self-help and self-service for those who are able to, and making sure there is sufficient resource in place to give more support to those who are in most need.</p>
Recruitment – Fire and Rescue	<p>One of the key priorities for the Fire and Rescue Service is developing a diverse workforce. We currently do not perform as well as other Fire and Rescue Services in this area. Whilst we appear to perform well in terms of attracting individuals to apply</p>

Challenge	Description
	<p>for vacancies/roles, we are not seeing our performance significantly improve in terms of diversity of workforce.</p>
<p>Generating income and securing other sources of funding</p>	<p>As we continue to maximise and increase reliance on income generation, from various sources, we become increasingly reliant on the market. This provides an opportunity, but also exposes services to increased risk as they will be increasingly affected by market factors.</p> <p>We have a strong track record of securing funding from external sources, and there are a number of projects and services being fully or partly funded in this way. Many of these include an element of match funding or similar expectations about the County Council's input. There needs to be sufficient capacity and resource in the organisation to be able to continue to successfully bid for funding in the future, and to avoid the risk of losing existing funding.</p> <p>This is also in the context of reductions in Government funding for Public Health and the Government's intention, as of 2020-21, that authorities will no longer receive a ring-fenced Public Health Grant. Rather, this will be rolled into the retained business rates scheme, but only on the understanding that appropriate assurance arrangements are in place.</p>
<p>Digital technology and inclusion</p>	<p>We increasingly live in a digital world and individuals are now, more than ever, used to being able to access the information and services they need electronically and at any time of the day. We need to design as many of our services as possible to be available digitally and change, enable, and support more people to become digitally included – not least because this usually represents the most efficient way to access information and services.</p> <p>Some groups of people in Norfolk face unique challenges in getting online and accessing the internet – such as disabled and older people and Gypsy Roma Traveller pupils. These groups often experience poorer lifelong outcomes compared to the population as a whole, and as a result, they are often the people that the Council particularly wants to engage with digitally – to promote independence in the most cost effective ways possible.</p>

Challenge	Description
Tackling social inequality, isolation and social mobility	We have some key specific service offerings which carry out activities to raise aspirations and improve life chances for individuals. This includes services provided by NCLS, Libraries, Active Norfolk, Public Health, Museums and Equality and Diversity. In a primarily rural county, it can be difficult to address these issues

## Resources and budget

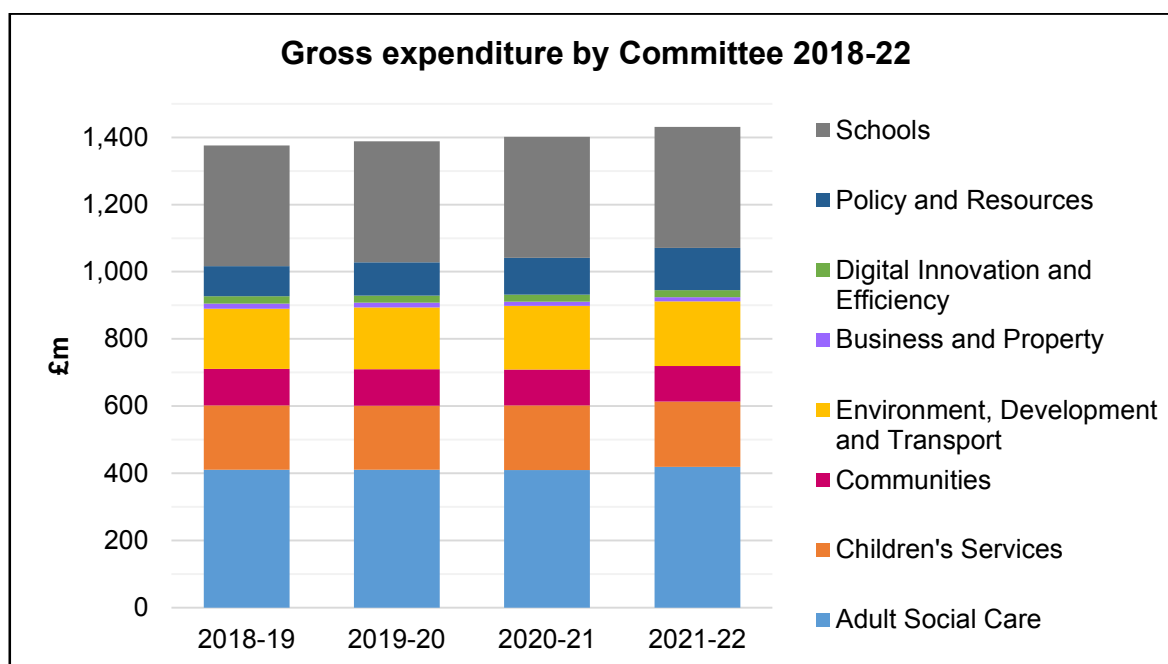
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new approach to service delivery, a wide range of options, and significant public consultation.

The following tables provide an overview of the County Council's budget position, and a detailed breakdown for the Service Committee following 2018-19 budget setting. Future year budgets will vary from the figures shown here as detailed budget setting work is undertaken and the budget is set by Members each year, however they provide an overall picture of the Council's finances.

### Norfolk County Council gross revenue budget 2018-19 to 2021-22

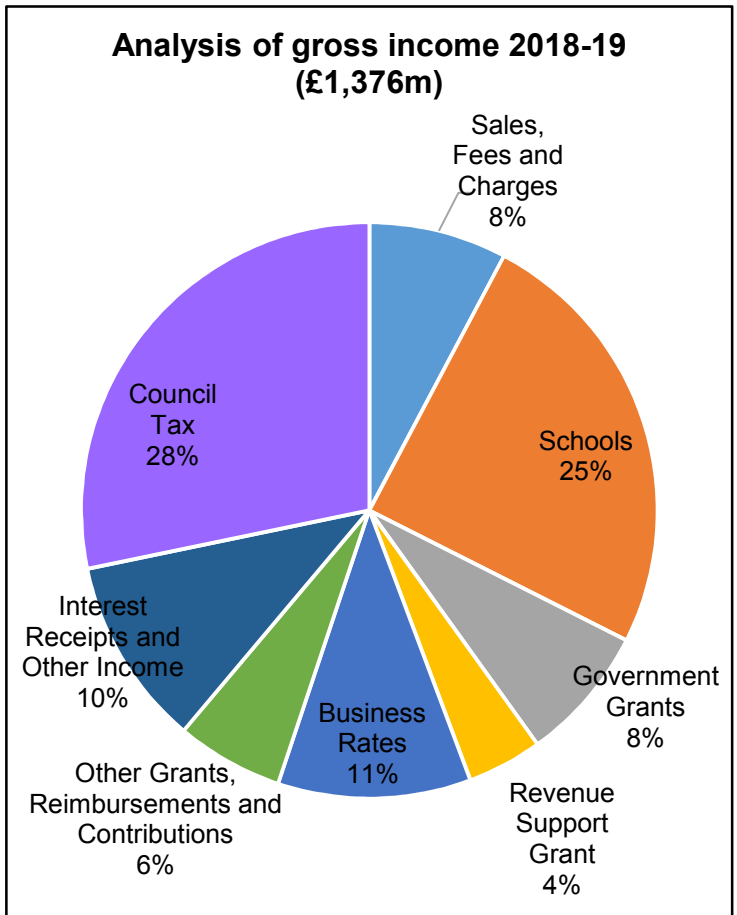
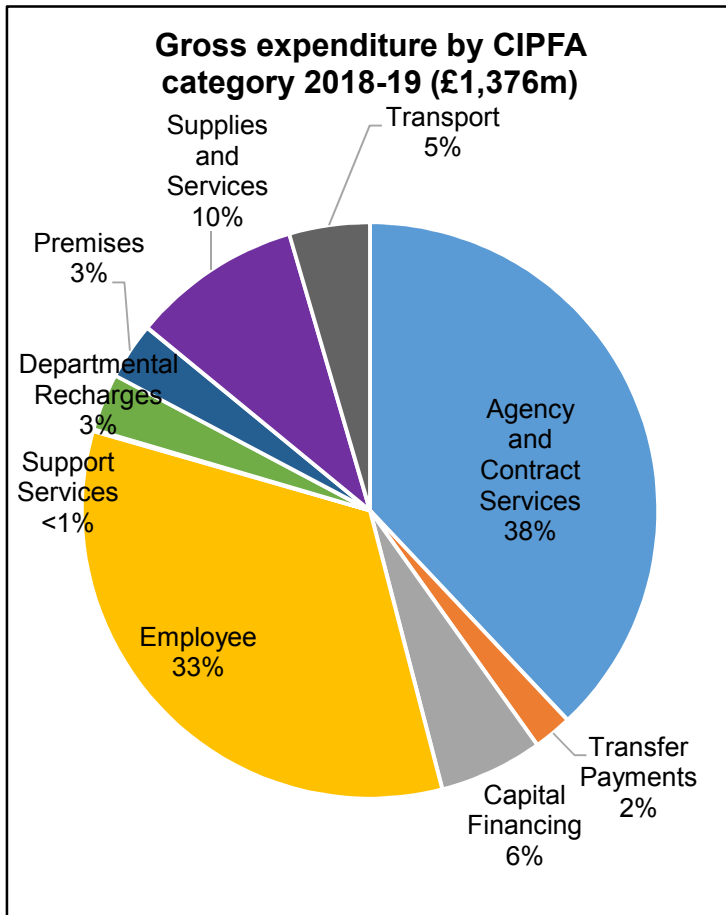
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

The **net budget for 2018-19 is £388.8m**.



**Note:** the gross expenditure shown above does not include the requirement for savings to close the forecast budget gap in future years 2019-20 to 2021-22.

The following charts provide an analysis of the County Council's gross income and expenditure for 2018-19, to show where the money comes from, and how it is spent.



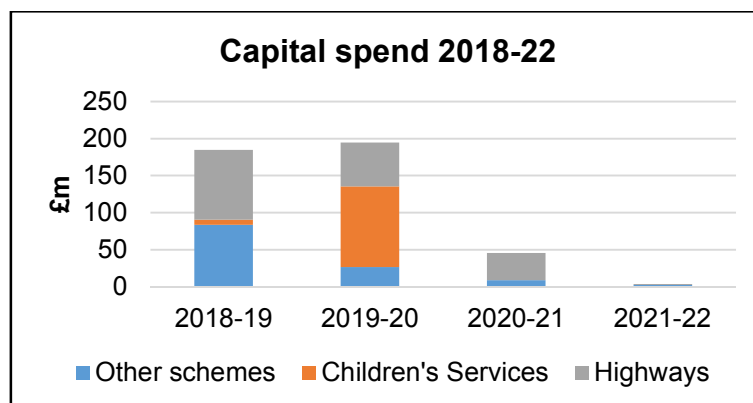
**Notes:**

Transfer Payments relate to direct payments to service users to enable them to commission their own services, such as domiciliary care and day care.

Interest Receipts and Other Income includes capital charges and depreciation and charges for transport services provided by CES department to others within the Council.

**Norfolk County Council Capital Programme 2018-19 to 2021-22**

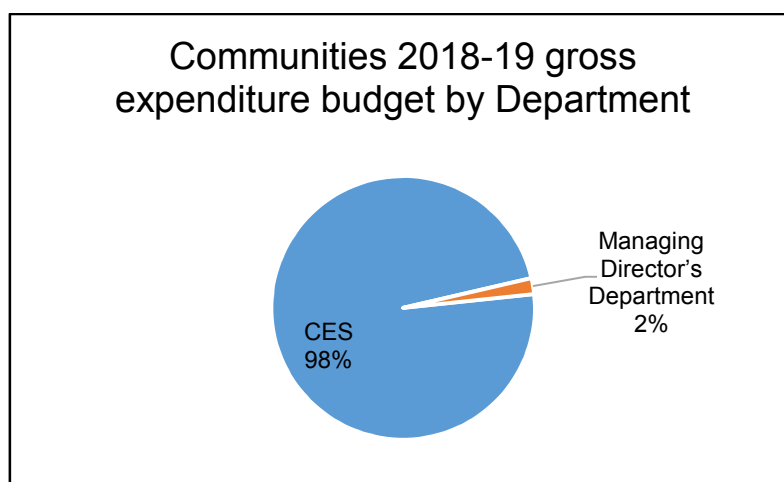
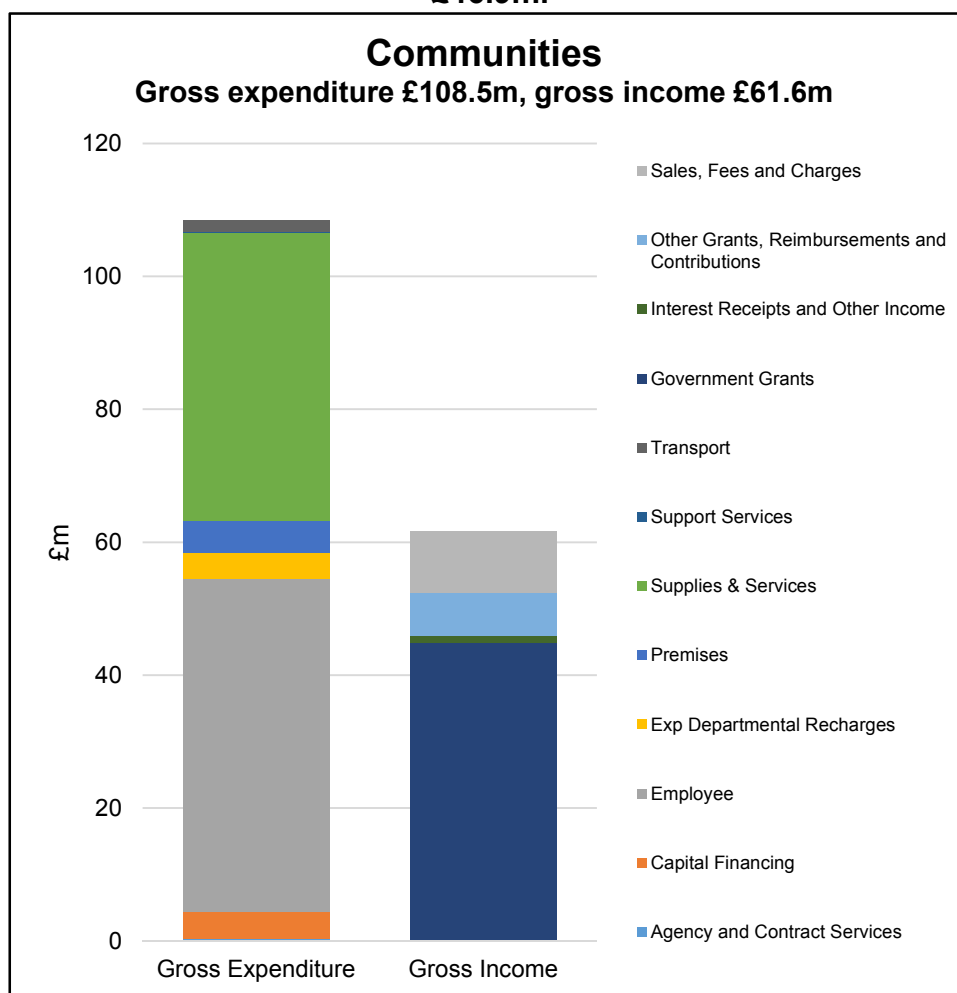
The chart below summarises the County Council's Capital Programme.





## Details of Communities Committee gross revenue budget 2018-19

The following chart provides details of this Committee's gross expenditure and gross income budgets. The final chart shows the gross expenditure budget by department within the overall Committee budget. The Committee's **net budget for 2018-19 is £46.9m.**



## Norfolk Futures

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Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work. Seven initial corporate priorities have been identified which are:

- Safe children and resilient families
- Promoting independence for vulnerable adults
- Smarter information and advice
- Towards a housing strategy
- Digital Norfolk
- Local services strategy
- Commercialisation

The Communities Committee will be responsible for **Smarter Information and Advice**, and oversight for the entire transformation programme will be provided by Policy and Resources Committee.

Under this priority we want to make it easier for people to find trusted, reliable information to make decisions that improve their independence and well-being. We will make best use of technology and existing services to direct and connect people to their local community, enabling them to take control of their lives and their futures, reducing reliance on health and local authority services.

The 4 key focus areas will be:

1. The provision of **better online information and advice** will enable NCC to reach a wider audience at a lower cost, shifting demand from costly professional resource to a digital offer.
2. A **single, branded information and advice strategy** and offer, making it easier for people to seek help at an early stage and prevent or delay the need for high end services.
3. **Changing the behaviours and expectations of professionals, staff and citizens** to access information, advice and community based assets will reduce cost and increase independence for target groups.
4. **Providing a targeted information and advice offer** and interventions to high risk/high cost groups will prevent demand and improve wellbeing.

## Risks and Innovation

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By identifying risks and opportunities we can make better decisions as to future activities and focus.

### Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and will be updated as the plan develops.

For Communities Committee there are five main areas of risk which could affect what we do in the future.

Risk	How high is the risk? (As of January 2018)
Customer Services - There is a risk of backlogs developing in the Social Care Centre of Expertise (SCCE) while Social Care trials a new operating model (three conversations). This is on top of high demand for Social Care and staff pressures due to a new Social Care computer system (Liquid Logic/LAS). This may lead to an overload of cases at the front door putting additional pressure on staff and decreasing service to customers.	Red
The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/technology driven agenda.	Amber
Failure to assure standards of operational competency for fires in the built environment. [Fire and Rescue Service]	Amber
Lack of consistency and delivery of Information Management and Technology related systems and services for Cultural Services. [Museums Service and Norfolk Records Office]	Amber
Payment card industry compliance of call monitoring system. [Customer Services]	Amber

### Innovation

As well as looking at future challenges we are also seeking new and exciting opportunities to help deliver our ambitions.

This includes things like new funding streams, different ways of working and even sometimes stopping delivering services where they are no longer needed or relevant. New opportunities and innovative ways of working will continue to be explored. Some examples are below

Service Area	Innovation
Fire and Rescue	<p>Wider collaboration and partnership working, particularly with blue light services. The next major period of collaboration will see fire control co-locate with Norfolk Constabulary to create a Joint Operations Communication and Control room, improving the multi-agency command of incidents and the quality and speed of sharing critical information. This follows on from significant collaboration already in place with Norfolk Police, including putting a shared HQ in place in Wymondham.</p> <p>Building on the existing partnership working with the East of England Ambulance Service NHS Trust, we will be actively seeking further collaboration to help provide a more resilient and joined-up approach across the whole blue-light family.</p>
Various – new technology	<p>Testing, developing and making use of new technology and new equipment is key to delivering modern services for the future. Examples already in place/being progressed include:-</p> <ul style="list-style-type: none"> <li>• new online tools for customers – including the new Live Chat function available on the website, and introduction of a mobile library app called “Libby”</li> <li>• use of technology to enable new ways of working and minimise risk – the Fire and Rescue Service will be using drones to help survey the sites of incidents quickly and without significant risk</li> </ul> <p>greater and more targeted use of social media and electronic communication – including targeted campaigns about sexual health for young people</p>
Various – alternative funding sources	<p>We have a strong track record of securing funding from alternative sources. This has, in particular, enabled a number of exciting and high profile projects that we would have otherwise been unable to progress, for example the Castle Keep Project.</p>
Various – modern processes	<p>Services who have significant income generation potential, including Libraries, NCLS and Museums, will be taking a new approach to commercialisation of these opportunities through a new e-commerce offer. This will make it much easier to market our offers and for customers to purchase and pay online.</p>

## Performance

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Performance of each committee is measured through a tracker system. The detail of this is reported to service committee and some high level metrics are reported to Policy and Resources.

Below is the set of vital signs it is suggested the Committee monitor regularly, and form the basis of future performance reports to Committee. The list includes some existing and some new vital signs. Those shown in **bold** are the measures it is suggested are also reported to Policy and Resources Committee for monitoring purposes.

In practice, services will develop and monitor a wider range of more detailed performance indicators, as part of management good practice.

### **Norfolk Fire and Rescue Service**

- **Fire station availability (retained and whole-time)**
- Performance against Emergency Response Standards (ERS)

### **Public Health**

- Successful completion of substance misuse treatment
- Healthy Child Programme – six week check completion for all new-borns
- NHS Health Checks received by the eligible population
- Sexual Health STIs – total STI diagnosis rates excluding chlamydia
- Status of Norfolk Resilience Forum (NRF) plans where NCC is the lead agency
- **Number of people killed and seriously injured on Norfolk's roads#**
- Status of Norfolk Resilience Forum plans to which NCC contributes

*#Note that, working with the Member Working Group, a new measure is being developed in this area. It is not intended to carry out any further performance reporting on the existing measure until this work is complete and a way forward has been agreed.*

### **Community, Information and Learning**

- Customer satisfaction with council services
- Increased literacy and numeracy levels
- Increased digital inclusion levels

### **Trading Standards**

- % of businesses that are compliant with trading standards

### **Culture and Heritage**

- Increase in the amount of transactional level metadata available and being accessed (Norfolk Records Office)
- Museums visits – total visitors and school visits
- Decrease in % of population 'inactive'

## The Committee's Forward Plan

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Each committee has its own Forward Plan – a list of items that Members will need to consider or make a decision about in the year ahead. The plan is a key tool, allowing Member to ensure the implementation of their vision for each committee. In addition it:

- Ensures performance issues are continually addressed
- Prepares Members for the big decisions coming up allows them to talk to constituents or undertake research in advance of considering issues
- Ensures statutory reports are received in a timely way
- Ensures Members are not surprised by issues without warning
- Coordinates the work of the Council across committees
- Allows issues to be spotted that might be referred to a different committee to work on
- Identifies issues to be discussed at Full Council

The plans are updated regularly and available to view on the Council's website at: <http://norfolkcc.cmis.uk.com/norfolkcc/Committees.aspx>

The Forward Plan for Communities Committee is included on the agenda for each meeting to ensure the Committee has a regular opportunity to review and shape the overall Plan. The Plan is iterative and therefore will continue to be shaped, and reports added, throughout the year. At the time of writing this Plan (March 2017), some of the key reports/discussion items planned for this Committee during 2018/19 are:-

- Considering the results of the **Children and Young People Health and Wellbeing Survey 2017**
- Reviewing progress made by the **Workplace health** provider
- A new **Road Safety Strategy** for 2018 – reviewing approaches that could reduce those killed and seriously injured on our roads
- Agreeing the **Enforcement Policy** to be used by **Trading Standards**, and other services
- Reviewing progress made on the **Norfolk Armed Forces Community Covenant** Strategy and Action Plan
- Considering information on potential new models of service delivery for the **mobile library service** (once these have been developed).
- Reviewing progress and developments for Norfolk Community Learning Services.
- Considering the work progressed as part of the **Smarter Information and Advice** workstream of Norfolk Futures, for which this Committee is the lead.
- In addition, the Committee will continue to scrutinise and oversee all of the services it is responsible for, including through regular reports on budgets, risk and performance.

## Working with other committees

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Every committee has set responsibilities which they must work towards achieving. However they will all have some areas of service where they need to work with other service Committees in order to achieve common goals.

The Policy and Resources Committee has a co-ordinating role, overseeing and leading development of the County Council Strategy and the Medium Term Financial Strategy. It has responsibility for enabling services such as ICT and HR, which help to support delivery at the front line of all Norfolk County Council's services. P&R Committee works hand in hand with each service committee, to maintain a whole council view and an efficient and effective organisation.

These are just some of the examples of areas where our committee is working with others.

Committee	Work being undertaken
Environment, Development and Transport	<ul style="list-style-type: none"> <li>Road casualty reduction – aligning a strategy that can consider road deaths and injuries in the context of the overall picture of health across Norfolk, with hard engineering solutions continuing to be progressed where appropriate.</li> </ul>
Adults Social Care	<ul style="list-style-type: none"> <li>A joined up and efficient model of social work, in particular through the front door (website and Social Care Centre of Excellence).</li> <li>A sustainable library service model that recognises the role that libraries play in supporting vulnerable people and reducing social isolation and supporting social prescribing.</li> <li>Public Health have an active role in the Sustainability and Transformation Partnership (STP).</li> </ul>
Children's Services	<ul style="list-style-type: none"> <li>Alignment of the Healthy Child Programme and other Children's Services interventions, particularly Children's Centres (being progressed as part of Norfolk Futures – Local Service Strategy).</li> <li>Working with education colleagues to ensure a clear pathway for young school leavers who need further support to gain qualifications.</li> <li>A number of services work with children and young people to educate and inspire them, including our road casualty reduction service.</li> </ul>
Business and Property	<ul style="list-style-type: none"> <li>Working with libraries to provide business start-up taster programmes (through Hethel Innovation Ltd) to support individuals to start their own business.</li> </ul>
Digital Innovation and Efficiency	<ul style="list-style-type: none"> <li>A joint customer service/digital transformation programme, including digital inclusion.</li> </ul>