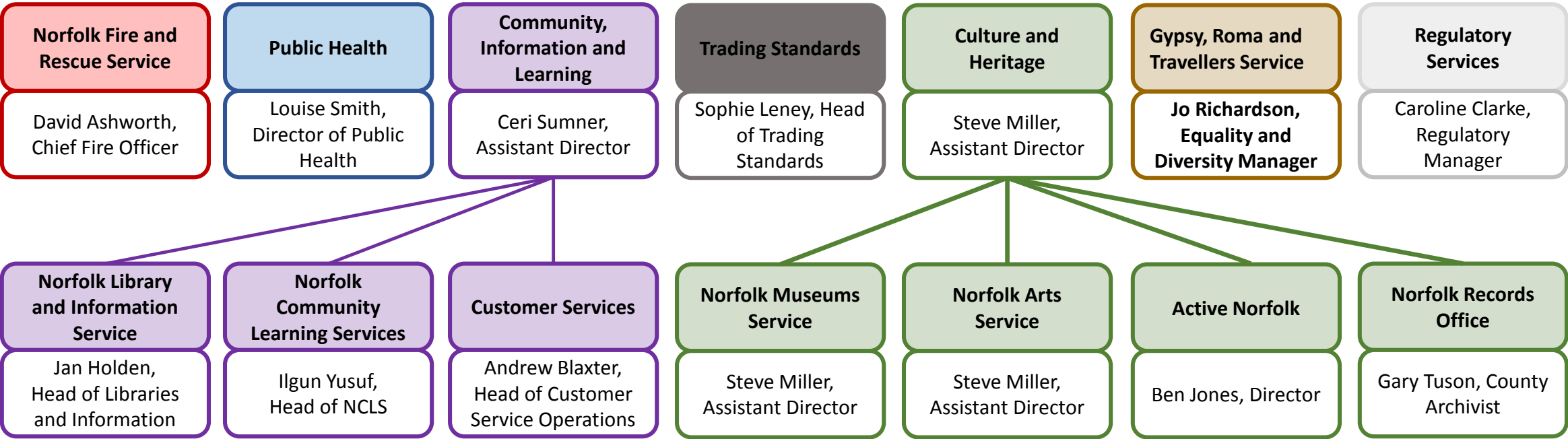


Communities Committee – Plans on a Page

A number of ‘Plans on a Page’ have been prepared covering the services reporting to Communities Committee. These Plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these Plans are included here to enable Members to have sight of some of the more detailed information that has informed the development of the Committee Plan.

Members may wish to receive further information about individual Plans and/or discuss them with the relevant managers. For ease of reference, the diagram below sets out which senior managers are responsible for each of the plans to help Members to understand where they can direct any queries.





What we'll do

Our Service Vision

In 2020, Norfolk Fire and Rescue Service will be at the heart of community protection for Norfolk.

Our Priorities

- Reduce fires, improve home, road & water safety
- Ensure operational readiness & firefighter safety
- Improve the availability & response times of our fire appliances
- Develop a diverse and high performing workforce

Outcomes

Reduction in fires, deaths & injuries
Reduction in killed & injured in RTCs & drowning
Fire crews are competent & well prepared to respond to emergencies
Improved availability of fire appliances & attendance times
A diverse, skilled, safe & high performing workforce

How we'll do it

Prevent

Work with partners through early help to reduce individual vulnerability from fire and to build resilience. We will promote the installation of smoke detectors.
Work in partnerships with Norfolk Constabulary to reduce arson
Reduce dangerous driving and accidental drowning through our education programmes

Protect

Provide advice to organisations on how to reduce the risk and impact from fire and enforce fire safety legislation.
Work with other enforcement agencies to share information on risk and to take joint enforcement action

Respond

Ensure accurate workforce planning and the effective management of availability.
Produce externally quality assured development programmes for all operational and control room staff.
Create a culture where learning from previous incidents is central to how we work.
We will integrate our response with other responders through the Norfolk Local Resilience Forum.

People

Strengthen our ability to provide good services by attracting and developing a diverse workforce and ensuring a fair and equal accessible place to work.

How we'll know if we've made a difference

- 0 fire deaths and accidental drowning, less than 25 fire injuries
- Reduction in the % of fires attended with no smoke detector fitted
- Less than 400 accidental dwelling fires
- Less than 630 arson incidents
- Less than 181 accidental non domestic premises fires
- Reduction in the number of KSI on Norfolk's roads (347)
- Number of over 7 day RIDDOR events
- % of time first fire engine availability of RDS stations (Target 90%)
- Attendance times at 'Fires where life may be at risk' (80% within 10 minutes)
- Attendance times at 'Other emergencies where life may be at risk' (80% within 13 minutes)
- The number and diversity of RDS applications (improvement on 2017/18)
- Number of customer complaints

Values and behaviours that underpin everything

Collaborative

Business Like

Public Service

What we'll do

Vision:

"Help the people of Norfolk live in healthy places, promote healthy lifestyles; prevent ill-health; and reduce health inequalities"

Outcomes:

- Best start in life/School Readiness
- Reduce Teenage Pregnancy
- Reduce inequalities in health
- Reduce sick leave
- Smoking prevalence in target groups
- Less alcohol and drug misuse
- Tackle domestic abuse
- Reduce killed & seriously injured on roads
- Improve sexual health
- Reduce heart disease

Priorities:

Targeted

- Review of Primary Care & Healthy Lifestyle services

Integrated

- HCP, Early help offer & Children's Centres
- Pathways for domestic abuse

Innovative

- New ways of accessing services – digital & online

Value for money

- Planned allocation of resources and funds
- Use of PH grant to support public health work in the council

Above informed by intelligence, analysis and performance monitoring and evaluation

How we'll do it

Strategic Planning:

- Development and implementation of a local service strategy – integrated services
- A new deal for children and families in crisis – reducing violence and the impact of addiction
- Promoting independence in vulnerable adults
- Offering smarter information and advice
- Develop PH Commissioning intentions
- The use of public health budget, in accordance with Department of Health conditions, and the use of funding to support delivery of public health activity throughout the authority

Strategic Development 2018:

- New alcohol and drug service transition and start April 2018
- Tobacco control and stop smoking review and plan update
- Road Casualty reduction strategy and plan – member task and finish group
- Review and update the Norfolk Community Safety Partnership strategy
- Workplace health including Healthy County Council
- Lead the development of joint Health and Wellbeing strategy
- Prevention lead work for STP including social prescribing and public mental health

Service Improvement & Development:

1. Developing model of integration for HCP and children's centres – Local Service Strategy
2. Review lifestyle services and primary care contracts, align with local system - STP, JHWBS, Increasing use of digital technology to increase reach and reduce costs
3. Review teenage pregnancy activity
4. improving take up of services by target groups to address health inequalities and outcomes
5. Review work with District/Borough Councils
6. Roll out domestic abuse champions to schools and the NHS
7. Update suicide audit to include more detail on occupations that may be at most risk
8. Review plans including the mass fatalities plan, pandemic influenza framework, fuel supply disruption plan and local emergency mortuary arrangements.
9. Introduce a quality mark to recognise organisations that run services or events for lonely people
10. Workforce development including sector led improvement and OD plan

How we'll know if we've made a difference

Ensure all performance and outcome measures (including PHOF) are in the top quartile of national performance or are showing significant and sustained improvement. Including:

Trend Getting Worse

- Successful completion of drug treatment - non-opiate users
- Admission for alcohol-related conditions
- Employment rate: people with long-term health conditions

Trend not changing significantly OR not improving as fast as England

- Killed and seriously injured (KSI) on roads
- Motorcyclists KSI (aged 15-24)
- Car occupants KSI (aged 15-24)
- Suicide rate & self harm
- Emergency Hospital Admissions for Self-Harm
- Successful completion of alcohol treatment
- Reported domestic abuse
- Excess weight in Adults
- Hospital admissions caused by injuries in children (aged 0-14)
- Smoking prevalence at age 15
- Smoking in pregnancy
- Percentage of children where there is a cause for concern
- Child excess weight in 4-5 year olds
- HIV late diagnosis

Values and behaviours that underpin everything

Promote Health

Provide Services

Protect Health

Partnership

Plan on a Page

What we'll do

Vision: All Norfolk residents will have access to good information, reading, advice and learning opportunities, enabling them to live independent, fulfilling lives and reach their potential

Outcomes:

Health, social and economic inequalities are reduced

- People can access information, advice and services that help them to make good decisions and healthy choices
- Everyone can access community resources and opportunities to enhance their skills and life chances

CIL services are financially sustainable and efficiently run

Priorities:

- Support demand management in social care by proving practical, effective alternatives to support independence and resilience
- Improve the functional skill levels of Norfolk residents – literacy, numeracy, digital
- Raise the aspirations of Norfolk residents, both for themselves and their children

How we'll do it

We will offer timely and relevant **information and advice**. We will continue to evolve NCCs customer facing offer (contact centre, digital platform, service directory and network of libraries) to ensure Norfolk residents and communities can find good quality information, advice and support in accessible ways. We will lead the Norfolk Futures: Smarter Information and Advice workstream to help manage demand in social care

We will **support inclusion and community development**. We will work with public and voluntary sector partners to continue to reduce social isolation, grow our volunteer network and deliver local initiatives like “just a cuppa”. We will target vulnerable groups and those furthest from education and employment. We will also review our mobile library offer to ensure we are meeting the needs of rural communities.

We will offer activities to improve **health and wellbeing**. We will provide welcoming spaces delivering practical activities ranging from yoga and bounce & rhyme, to writers groups and carer's cafes. We'll provide opportunities for people to connect within their community and make friends. We'll play an active part in delivering social prescribing and continue to support the delivery of the healthy child programme in conjunction with Public Health, and manage the Health Information Leaflet service.

We will deliver learning to **improve skills and confidence**. We will equip people for real jobs and improve skills. We'll focus on delivering literacy, numeracy and digital skills to target groups, and empower people with learning difficulties or disabilities to be independent. We will continue to deliver “Norfolk reading pathway” in libraries and work with NCC Education to support the parents of KS2 children. We'll grow our apprenticeship offer

We will **champion excellent customer service** and improve standards across NCC. This means a relentless focus on quality, failure demand and customer feedback. We'll deliver a robust “front door” to the organisation and share customer insights with the rest of NCC and contribute to strategic planning. We will invest new technology to improve the quality and profitability of our Leisure stream offer, and the wider commercial agenda.

How we'll know if we've made a difference

Targets for CIL

- Increased literacy and numeracy levels
- Increased customer satisfaction with council services
- Increased digital inclusion levels for target groups
- Reduce social isolation
- Increased independence and inclusivity for residents with learning difficulties and/or disabilities
- Ofsted rating of “Good” - NCLS

Norfolk Futures : smarter Information and Advice Targets

- Increase online contacts for information and advice
- Reduction in MASH contacts resulting in NFA
- Reduction in Adults receiving “only” I&A post SCCE

Values and behaviours that underpin everything

Collaboration

Customer focus

Accountable

Plan on a Page

What we'll do

Vision: People in Norfolk will enjoy reading for pleasure and have increased literacy, be digitally literate and will be able to live independent and fulfilling lives as a result of accessing our services

Outcomes: Library services contribute to 7 outcomes that are critical to the individuals and communities in Norfolk

- cultural and creative enrichment
- increased reading and literacy
- improved digital access and literacy
- everyone achieves their full potential
- healthier and happier lives
- greater prosperity
- stronger, more resilient communities

NLIS is financially sustainable and efficiently run

Priorities:

- Refocus NLIS to deliver the 6 library Universal offers overlain by the Children's Promise
- Improve the functional skill levels of Norfolk residents – literacy, numeracy, digital
- Raise the aspirations of Norfolk residents, both for themselves and their children

How we'll do it

Information and Advice: Reduce demand for specialist services by developing information and advice:- role with Norfolk Directory and developing strategic partnerships with Citizens Advice; We Are Digital for Visa support; DWP for Universal Credit; Public Health to develop a menu of services suitable for social prescribing and increased focus on improving sexual health as well as tackling social isolation / combating loneliness.

Inclusion, community development and cultural enrichment. We will work with public and voluntary sector partners to continue to reduce social isolation and provide opportunities for people to connect within their community and make friends. We will grow our volunteer network .We will also review our mobile library offer to ensure we are meeting the needs of rural communities as well as developing our role in reducing digital exclusion

We will offer activities to improve **health and wellbeing**. We will provide welcoming spaces that deliver practical activities in localities.. We'll play an active part in delivering social prescribing. Sharp focus on impact – developing IMPACT evaluation tool to improve evidence based decision making. Develop a new Children's Centre Service offer and a children's after school offer

We will deliver learning to **improve skills and confidence** . We will equip people for real jobs and improve skills . We'll focus on delivering literacy, numeracy and digital skills to target groups, and empower people with learning difficulties or disabilities to be independent. We will continue to deliver "Norfolk reading pathway" and develop a shared digital learning approach with NCLS as well as developing the CISCO Academy

Cost-effective delivery – re-procurement of self service and delivery of on-line payments; roll-out of Open Libraries to increase access and extend free WIFI / PC access to digitally engage citizens and improve life chances; review of Millennium Library to maximise use of resources. We will increase the availability of room hire and share premises with others

How we'll know if we've made a difference

Targets for Libraries

- Increased active use of libraries (number of people that have used the library in the last 12 months)
- Measurable impact on social isolation/community confidence
- Increased income generation
- Participation in digital inclusion activities and offers
- Increased activity levels – number of people at events
- Increased uptake of mobile library app "Libby"
- Reading Pathway completers
- Increased number and range of volunteers and volunteer supported activity
- Increased number of young people's engagement activities

Values and behaviours that underpin everything

Collaboration

Customer focus

Efficient and Accountable

Plan on a Page

What we'll do

Vision: Norfolk resident will have access to good teaching, learning, assessment, support and progression, enabling them to live independent, fulfilling lives and reach their potential

Outcomes:

Health, social and economic inequalities are reduced

- People can access information and programmes and support services that help them to make good personal and career decisions for and healthy choices
- Learners get on the right course and leave with the skills and qualification needed for their next step
- All groups of learners achieve equally

Priorities:

- Improve the functional skill levels of Norfolk residents – literacy, numeracy, digital
- Equip people for real jobs and enterprise, increase workforce upskilling and improve productivity
- Reduce health inequalities and social mobility
- Raise the aspirations of Norfolk residents

How we'll do it

Learner Journey. We will offer timely and relevant **information and advice and guidance compliant with the Matrix Standards.** We will continue to assess each learner's academic needs and life/career goals in devising a personalised package of learning and support. Each learner will have a suitable Individual Learning Plan on programme and a 'exit out' interview towards the end for internal/external progression to another programme or job.

We will improve **social mobility and inclusion through community learning.** We will work with public and voluntary sector partners to continue to reduce social isolation, grow our volunteer network and deliver localised responses such as the Citizen's Curriculum. We will target vulnerable groups and those furthest from education and employment. We will offer programmes to improve **health and wellbeing** through course design and social prescribing. **We will use family learning to support prevention and early intervention in family life.**

We will deliver learning to **improve skills for everyday living and work.** We will equip people for real jobs and improve skills. We will continue to deliver careers advice, employability workshops and introduce the Job Shop. We'll focus on delivering literacy, numeracy and digital skills to target groups, and empower people with learning difficulties or disabilities to be independent. We'll will grow our apprenticeship and bite size provision and broaden our vocational qualifications and enterprise offer to meet LEP, NCC, DWP and ESFA priorities.

We will also offer informal learning through the LeisureStream brand for residents, including children, and with higher levels of disposal income seeking the benefits of informal learning. We will invest new technology to improve the quality and profitability of our Leisure stream offer. We will seek an increase proportion of private income through commercial activity.

We will continue **champion excellent customer service across all aspects of the learner journey** and improve the standard of teaching, learning and assessment across NCLS. This means a relentless focus on quality, customer feedback, staff development and staff performance management. We'll use customer insights to plan a responsive curriculum and expand technological tools to improve recruitment, learner experience and flexible learning.

Values and behaviours that underpin everything

Collaboration

Customer Focus

How we'll know if we've made a difference

Targets for NCLS

- Ofsted inspections – target of "good" for key areas
- Matrix Accreditation for Information, Advice and Guidance
- Qualification Pass Rates (ESFA)
- Attendance/retention rates
- Individual Learning Plans (incl. social metrics)
- Internal progression & external Destinations Data
- ESFA Learner and employer satisfaction ratings
- Job/apprenticeship outcomes
- Volunteer/Com Learning Champ
- NCLS financial position is strong and operating within budget
- Increased income generation

Efficient and Accountable

Plan on a Page

What we'll do

Vision: Customers are able to easily access information, services and transactions provided by Norfolk County Council. Services are available digitally and feel personalised to the customer and their needs.

Outcomes:

- Customers are able to access services at a time and place that suits them – digital options are available for the majority of services/ offers
- Customer services supports and enables the efficiency initiatives of other NCC departments
- Services are delivered in a timely and efficient way that meets the individuals needs

Priorities:

- Support demand management in social care by proving practical, effective alternatives to support independence and resilience
- Capturing customer information, feedback and behaviours to drive continuous improvement and efficiency across the organisation

How we'll do it

Offer timely and relevant **information and advice**. We will continue to evolve NCCs customer facing offer across all channels (contact centre, digital platform, service directory and work with the network of libraries) enabling Norfolk residents and communities to find good quality information, advice that manages demand and supports behaviour change. Providing a website and community service directory that provides information to customers irrespective of their demographics or need

Support **health and wellbeing**, by supplying targeted, well delivered and specific information to meet the health and wellbeing needs for the residents of Norfolk, Examples of these include Health information, the community service directory, drivers and rider awareness training and corporate website, as well as live chat to support customers to obtain the information they need online

Support customers to access information and advice to **improve skills and confidence** . We will also signpost to a comprehensive and easy to use community service directory, with guided searching options for those less confident in digital access channels. Accessibility will be at the forefront of our decision making to support customers with learning difficulties or disabilities to be independent with use of specific expertise, knowledge and insight.

Champion excellent customer service and improve standards across NCC using facts to inform discussion (quality monitoring, failure demand and customer feedback) to support service change. We will implement customer care standards with HR to ensure that all employees have the customer at the forefront of their mind during every transaction. Direct customers to the right information first time using accessible forms and guided information searches.

Deliver a **cost effective front line service**. Be clear with customers on the most effective and responsive method of contacting us. We will direct customers to information and advice to meet their needs at the first point of contact to avoid their needs worsening. Provide a single corporate website delivering targeted information in a branded and accessible way. Use customer insight to monitor demand and channel shift.

How we'll know if we've made a difference

- Increased frontline resolution “one and done” – particularly for social care areas
- Increased customer satisfaction across the access channels
- Reduction in the number of email addresses published
- Channel shift: increased proportion transactions done online
- Socitim – pass both stages of accessibility tests
- Socitim 4 star customer journeys
- Customer Service Excellence accreditation achieved
- Increased number of services offered through the “my Norfolk Portal”
- Increased take up of live chat
- Reduce system failures (failure demand)

Values and behaviours that underpin everything

Collaboration

Customer focus

Efficient and accountable

Plan on a Page

What we'll do

Vision: To build a safe, fair and legal marketplace for Norfolk, helping businesses succeed and safeguarding communities

Outcomes and priorities:
Enabling economic growth by providing support for businesses and ensuring a level playing field by tackling the most serious illegal trading
Safeguarding communities and vulnerable people by engaging with communities and businesses to build resilience to scams and rogue traders
Protecting public safety, health and well-being and ensuring trading is legal, honest and fair

How we'll do it

Providing businesses with access to information and compliance advice to help them succeed; targeting support to start-up, small, high-risk and non-compliant businesses
Providing calibration, verification and testing services to businesses and other agencies
Protecting consumers and supporting legitimate businesses by tackling the most serious fraudulent, illegal and unfair trading, including e-crime

Safeguarding vulnerable people by tackling rogue traders and scams
Building community resilience, including through our Consumer and Community Champions, No Cold Calling Zones, HomeShield and Trusted Trader schemes

Safeguarding communities and public health by tackling the supply of alcohol, tobacco and other age restricted products to young people and the supply of illegal alcohol and tobacco
Ensuring the standards, quality and safety of the food chain, including food, animal feeds and agricultural fertilisers
Safeguarding the standards of animal health and welfare and reducing the risk of animal disease outbreaks and associated risks to the Norfolk economy and public health
Ensuring the safety of consumer products, fair trading and legal measurement of goods through a programme of intelligence-led market surveillance and enforcement activities

How we'll know if we've made a difference

Businesses understand and comply with trading standards, boosting economic growth and benefiting consumers
Traders who flout the law are punished and/or brought to compliance
People can recognise scams and rogue trading and protect themselves and others from financial abuse
Illegal and/or unsafe goods, including food, alcohol and tobacco are removed from the marketplace

Values and behaviours that underpin everything

Promoting independence for vulnerable adults

Smarter information and advice

Commercialisation

Plan on a Page

What we'll do

Vision: Working together to support Norfolk County Council's Strategic Plan; Supporting the development of strong and aspirational communities, protecting and providing access to the environment, growing the visitor economy.

Outcomes:

- Norfolk's heritage interpreted and accessible for all, and preserved for future generations
- A thriving, nationally and internationally recognised arts sector
- Equality of access to natural and cultural landscapes
- Norfolk's *Creative Economy* and *Place* Strategies supported
- Reduced levels of physical inactivity

Priorities:

- Developing Norfolk as a high quality cultural visitor destination
- Mitigating and adapting to climate change and enhancing Norfolk's biosecurity
- Embedding physical activity as part of integrated approach to reducing inequalities
- Delivering the Heritage Lottery Fund supported £13.5m *Norwich Castle Gateway to Medieval England* project

How we'll do it

Contributing to the Norfolk Futures vision, especially via the Commercialisation strand; **Working closely with NCC partners**, especially other CES Services, including Libraries and Information, Norfolk Community Learning Services and Public Health; **Working in partnership with District Council partners** as part of the Localism Strategy.

Health and Wellbeing – we will lead the work of the NCC Culture, Health and Wellbeing Group, developing joint working and commissioning opportunities which contribute to health and wellbeing outcomes for Norfolk; We will identify investment and funding opportunities to develop new Culture, Health and Wellbeing initiatives to combat loneliness and isolation, including social prescribing.

Commercial and entrepreneurial – we will work in an entrepreneurial way, developing new and existing income streams, maximising our commercial income and securing new external investment whenever possible. We will work in partnership with Higher Education, the third sector and business to deliver our vision.

Staff training and development – we will develop our staff and volunteers through training and mentoring; We will work hard to diversify our staff and volunteers as set out in our Service Equalities Plans.

Digital Innovation – we will use new digital technologies to work more efficiently and effectively, to reach more of our communities and to safely preserve the most important material relating to Norfolk's past for both the current and future generations.

How we'll know if we've made a difference

Targets for Culture & Heritage

- Locally relevant targets responding to the Government's environment plan: **"A Green Future: Our 25 Year Plan to Improve the Environment"**
- Maintaining the investment in Norfolk by **Arts Council England, Heritage Lottery Fund** and **Sport England**
- Delivery of the targets set out in the project plans for **StartEast: Growing the Creative Economy** and the Look Sideways East **Cultural Tourism** programme
- Maintaining and growing the numbers using our Services, with a focus on our diverse **learning programmes** and key identified groups including Looked After Children, Foster Families and Schools.
- Measurements relating to perceptions of Norfolk externally e.g. the annual Tourism **Volume & Value survey**.
- Impact on relevant national strategies, e.g. the **Industrial Strategy**.

Values and behaviours that underpin everything

Partnership and Collaboration

Strategic and Professional

Entrepreneurial and Innovating

Plan on a Page

What we'll do

Vision:

Inspiring pride in Norfolk's heritage through 10 award-winning museums

Outcomes:

- The widest possible audience engaged and benefiting
- Young people learning and inspired
- Norfolk developed as a high quality cultural destination
- Norfolk's heritage preserved for future generations
- Contributing to Norfolk's Place strategy & supporting Creative Industries

Priorities:

- Learning programmes across the County
- Delivery of our Heritage Lottery Fund supported £13.5m *Norwich Castle Gateway to Medieval England*
- Delivery of our Arts Council England business plan for 2018-22
- Delivery of our Heritage Lottery Fund supported programme for young people

How we'll do it

- Contributing to the *Norfolk Futures* vision, especially via the Commercialisation strand
- Working with NCC partners, especially other CES Services including Libraries and Information, NCLS and Public Health
- Working in partnership with District Council partners as part of the Localism Strategy and through the Joint Museums structure

- Maximising commercial income via admissions, retail, catering and conference & banqueting
- Developing our external Conservation and Design services
- Working with our Registrar colleagues to develop our wedding offer across the County
- Supporting delivery of NCC's Health & Wellbeing priorities

- Developing our staff and volunteers through training and mentoring
- Diversifying our staff and volunteers as set out in our Equalities Plan
- Developing our award-winning Teaching Museum and skills programmes
- Providing new, high-quality opportunities for young people to get involved with the work of NMS

- Developing our collections as set out in our Collections Management Plan
- Developing our digital capacity and skills as laid out in our Digital Strategy
- Maintaining and developing the historic buildings in our care
- Supporting the development and delivery of the Deep History Coast project
- Working with partners to deliver growth in the Visitor Economy

How we'll know if we've made a difference

Include targets here.

- Delivery of visitor number targets (c.400,000 p.a.)
- Delivery of school visit targets (c.45,000 p.a.)
- Delivery of income generation targets
- Successful delivery of major £13.5m Norwich Castle capital development & programme
- Numbers of young people benefitting from Kick the Dust (c.700)
- Arts Council England maintaining funding in NMS as a National Portfolio Organisation (NPO)
- Delivery against the agreed NCC Health & Wellbeing targets
- Number of museums across the East of England benefitting from the SHARE Museums East programme

Values and behaviours that underpin everything

Providing leadership

Professionalism

Working in Partnership

Plan on a Page

What we'll do

Vision: The arts play a pivotal role in the social, educational, economic, health and environmental life of the County.

Outcomes:

- Thriving, nationally/internationally recognised arts sector;
- High quality arts delivery meeting needs of local communities, and visitors;
- Significant external investment achieved
- Arts sector commissioned to creatively address social, economic, health, and learning priorities in Norfolk;
- Profile of Norfolk as culturally vibrant county further enhanced.

Priorities:

- Continued investment into arts sector;
- Access to high quality arts for all;
- Drive sustainable economic development through cultural tourism and business support for creative enterprises;
- Work with national and regional partners to promote and demonstrate the role of culture in enhancing health, **social care** and wellbeing.

How we'll do it

- Provide a strategic service to support the continued development of the arts and cultural sector in Norfolk;
- Support development of Norfolk's economy through continued investment in its cultural infrastructure through NCC Arts Grants and Project Funds;
- Maximise all match-funding opportunities and continue to lever in significant external investment to the county.

- Facilitate and lead new strategic partnerships to ensure excellent county-wide cultural provision and opportunities **for all**;
- Encourage and promote a diverse and vibrant arts sector offering high quality arts experiences for residents and visitors;
- Support key organisations to deliver diverse and ambitious arts programmes which boost the profile of the county regionally, nationally and internationally.

- Provide continued administrative support to the New Anglia LEP Cultural Board;
- Work with the New Anglia LEP and key regional partners to further develop a cultural tourism offer for Norfolk and Suffolk through Phase 2 of Arts Council England's Cultural Destinations **programme**;
- Act as lead partner **for** the ERDF/ACE funded StartEast initiative to deliver targeted, specialist business support to SMEs and start-ups in the cultural sector (3 years 2016-19). Explore potential **and identify new funding sources** for StartEast Phase 2.

- Lead the work of the NCC Culture, Health and Wellbeing Group including setting up a new Strategic Partnership and Network for Norfolk;
- Develop joint **strategic** commissioning opportunities to enable cultural sector to **collaborate fully** in delivering health, **social care** and wellbeing outcomes for Norfolk;
- Identify investment and funding opportunities to develop new Culture, Health and Wellbeing initiatives to combat loneliness and isolation, including social prescribing.

How we'll know if we've made a difference

Include targets here.

- Continued NCC investment to maximise leverage opportunities;
- Continued provision and further development of excellent county-wide cultural provision for all;
- Excellent strategic support, advice + networking opportunities delivered to artists + arts organisations in Norfolk via the Norfolk Arts Forum;
- Continued role as a key delivery partner in New Anglia LEP Cultural Tourism, StartEast and **other emerging strategic** initiatives;
- New opportunities for **arts and culture** to contribute to addressing health, **social care** and wellbeing outcomes for Norfolk developed.
- **Work progressed re implementing national 'Creative Health' strategic recommendations including inclusion of arts and culture in new Norfolk Health and Wellbeing Strategy.**

Values and behaviours that underpin everything

Partnership working

Maximising Investment

Strategic Support

Plan on a Page

What we'll do

Vision: work in partnership to improve lives through sport and physical activity

Outcomes:

1. Reduce levels of physical inactivity across the population
2. Increase physical activity's contribution to health, social, environmental and economic outcomes

Priorities:

1. Embedding physical activity as part of integrated approach to reducing inequalities
2. Growing the influence of the service

How we'll do it

Leadership: Providing clarity and energy to drive the required change and grow the recognition of challenge/opportunity

Building Partnerships: Bring together a wide-range of organisations from across sectors based on outcome synergy

Growing Insight & Measuring Impact: Understanding the needs and challenges facing communities, as well as learning what works and why.

Influencing the System: Advocating for physical activity consideration in policy and commissioning across stakeholders

How we'll know if we've made a difference

- Year-on-year increase NPS Score
- Decrease in % of population 'inactive' as measure through Sport England's Active Lives Survey
- Increase in £ sport & p.a. contributes to Norfolk GVA
- Improvements in locality-specific indicators based on range of health, social and economic needs

Values and behaviours that underpin everything

Collaboration

Leadership

Innovation

Plan on a Page

What we'll do

Vision:

A trusted place of record which ensures that archival evidence essential to citizenship and heritage is collected, preserved and widely accessible.

Outcomes:

Norfolk's Heritage is enriched
People are confident that important information is preserved.
People derive educational, social and cultural benefits from the use of archives.
People have access to information they need for personal, business, legal and cultural purposes

Priorities:

Developing digital preservation workflows.
Improving access via metadata enrichment & service innovation.
Supporting the Archive Ecology throughout Norfolk.
Promoting the use of archives for wellbeing and education

How we'll do it

By enabling the NRO to continue receiving archives in all formats, both analogue and digital, and ensuring their preservation for future generations.

By helping established and new audiences to derive benefit from the use of archives.

By using modern technologies and public engagement to make information more easily discoverable.

By supporting and sustaining the diverse and widespread activity of those engaged in collecting and using archives (Norfolk's Archive Ecology)

How we'll know if we've made a difference

Digital and analogue files being preserved and made accessible in line with international standards.

A substantial increase in the amount of transactional level metadata available and being accessed.

A programme of educational and engagement activities delivered which demonstrate wellbeing and educational benefits.

Pilot projects running which support Norfolk's Archive Ecology.

Plans in place to address the long term storage needs of the service

Values and behaviours that underpin everything

Trust and Openness

Enrichment

Innovation

What we'll do

Vision:

Gypsy, Roma Traveller communities live in a safe environment on public sites and in harmony with the settled community.

Outcomes:

- Publically owned sites provide a safe environment for people to live
- Swift responses are always made to unauthorised encampments
- Good relations between travelling and settled communities
- All Gypsy, Roma Traveller children attend school or appropriate educational provision.

Priorities:

- Review current priorities, income and challenges, to inform forward strategy
- Review the Norfolk protocol on unauthorised encampments
- Continue to be ambitious for GRT young people to access education, training and employment
- Reduce health inequalities
- Analyse and compare the lifelong outcomes of GRT/settled populations in Norfolk
- Review condition of publically owned sites
- Develop an NCC handbook for GRT services

How we'll do it

By working with management teams, services, statutory and voluntary agencies and local communities to make evidence-based decisions about emerging priorities and strategies for site management, unauthorised encampments, community relations, young people's attendance at school and health inequalities.

By ensuring compliance with relevant policies, procedures and contractual agreements through monitoring, communicating changes and identifying and instigating solutions where needed

By working with education partners to increase and monitor the admission and attendance of GRT children in schools or appropriate educational provision and targeting pupils with the lowest attendance.

By managing the team's resources to ensure that the correct skills and resources are in the right place at the right time, working in a consistent way to meet delivery timescales and maximise efficiency. Finding better ways to meet customer needs, being innovative and accountable for what we do.

Values and behaviours that underpin everything

Ambitious for young people

Collaboration

How we'll know if we've made a difference

Forward strategy

- Clear understanding of how GRT and settled communities lifelong outcomes in Norfolk compare, and the gaps to be addressed by public agencies in relation to education, health and employment
- A business model that maximises available resources

Site Management & income

- Keep rental income on or above 85%

Unauthorised encampments

- Meeting the 2 day deadline to visit sites and the 5 day deadline to hold case conferences
- Revised protocol published by October 2018

Education

- Increase admission and attendance of children at school and increase the percentage attendance of those falling below the minimum.

Accountable

Service: Regulatory Services

Plan on a Page

What we'll do

Vision: to be amongst the most efficient and effective Councils in discharging the responsibilities of our regulatory services

Outcomes: An efficient and effective Coroner's service within the reduced available funding.
A County Registration Service that delivers a high standard of statutory services and takes full advantage of commercial opportunities.
All those attending events at regulated sports stadia do so in a safe environment.

Priorities: Increasing income from our commercial activities Marry in Norfolk and Celebrate in Norfolk reducing costs where possible.
Working with partners to improve resilience and efficiency of the Coroners service.
Having well trained, effective and flexible staff who can respond to the changing needs of our customers.
Keeping safety certificates up to date and relevant and in line with new definition of safety and ensuring stadium operators comply with their safety certificates

How we'll do it

Making best possible use of digital technology

Leading a systems based approach across the County to increase the efficiency and resilience of the Coroner's service

Work closely with internal and external partners to market our brands to attract business from both within and outside the County to increase the number of ceremonies

Review safety certificates annually and review safety documentation and carry out regular stadium inspections

How we'll know if we've made a difference

Reduction in the cost per body Cost per body for the Coroner's service by 3.25% in 2018/19

Achieving the ambitious surplus targets set for the Registration Service – Additional £160k in 2018/19

Reduction in inquests of 12 months and over by 15% in 2018/19

Meeting the suite of GRO governance requirements

Values and behaviours that underpin everything

Increasing opportunities for staff to perform better, whilst addressing poor performance

Ready and able to adapt and changing demands

Listening to one another and working together at all levels