

ready to
change
your way to better health

Ready to Change... Ready to Act

Public Health Strategic Plan



Foreword

Welcome to the Public Health Strategic Plan. It describes how Public Health specialist staff within the council contribute to achieving Norfolk County Council's vision for Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind.

We will lead the system in Norfolk to focus on prevention to improve and sustain good health and wellbeing. Preventative interventions are shown to be effective as well as more cost effective to provide than later interventions. There is growing evidence that proactive interventions focused on prevention are both effective and cost effective with a good return on investment and more affordable than just simply focused on providing reactive treatment and care.

We will identify population health needs, and proactively identify prevention opportunities to accelerate health and social care integration.



Councillor Bill Borrett
Cabinet member for Public Health
and Wellbeing



Stuart Lines
Director of Public Health,
Norfolk

Introduction

This strategic plan describes our vision, mission, and priorities. It outlines how we will deliver a wide range of positive health outcomes for Norfolk residents throughout their lives.

The population of Norfolk is growing. Since 2011, Norfolk's population has increased by an estimated 59,000 people to 918,300 people. The population is forecast to increase by a further 195,500 over the next 20 years. Most of the population increase will be in the older age groups, with those aged 65+ increasing by 77,000.

Although health in Norfolk is generally better than the national average there are areas where it could be improved due to intra-county health inequalities. People with pre-existing health conditions, older people, those from some ethnic backgrounds, people with caring responsibilities, those who are disabled or have a learning disability, can be at greater risk of ill health, isolation, and poor wellbeing, a situation highlighted by the pandemic.

As we move forward, we are shifting our focus to some of the wider, indirect health impacts highlighted by the pandemic, for example on mental health, healthy weight, children's health, and engagement with public health services. These areas are not new to Public Health teams, but their nature may have changed as a result of the events of the past few years.

In addition, we are exploring new ways of working with communities and our partners, to protect and promote good health and inclusion, taking a place-based approach to tackling the causes of poor health outcomes, such as quality of housing, air quality and limited access to green spaces.

We will continue to develop and sustain existing and emerging partnerships at local, county, regional and national levels to support our leadership role in improving health outcomes, access to preventative health care support services and addressing some of the causes of ill health.

Our leadership is supported by health intelligence functions which provide quality data and analytics. We have direct responsibility for spending the Public Health grant and invest over £33m a year on commissioned services including health visiting, drug, and alcohol services, stop smoking and sexual & reproductive health services.

Our Vision

Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind.

Our Vision – Better Together for Norfolk 2022

Our Mission

To improve the health and wellbeing of the people of Norfolk and reduce health inequalities. Informed by best practice and evidence, we will lead the system in Norfolk to develop and focus a prevention approach to improve and sustain good health and wellbeing.

We will identify opportunities to accelerate health and social care integration to ensure that people remain healthy and independent for as long as possible.

We will work to improve and protect our population's health by promoting healthy lifestyles, supporting people to make healthy choices, working in partnership, and providing high quality public health service.



Our ambition

Ensure that prevention is at the heart of everything we and our partners do, ensuring that our population understand how to be healthy, and are encouraged and supported to put this into practice.

We want to increase access and take up of Public Health prevention services and support healthier living. We will do this by providing support through a variety of routes including digital platforms and community-based providers.

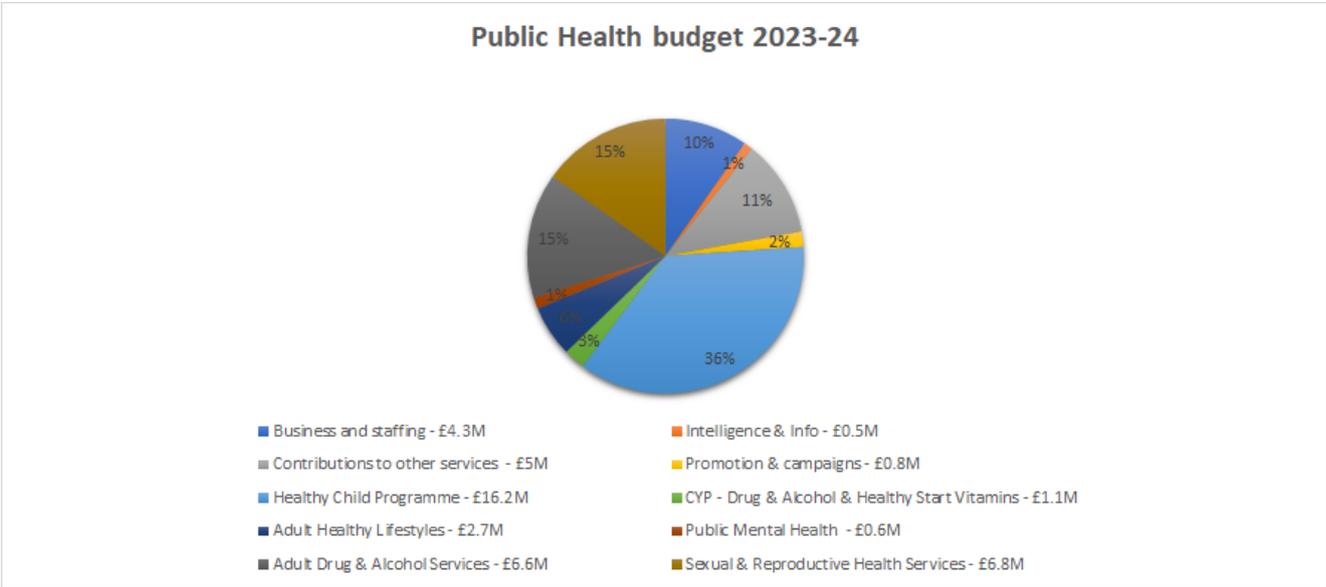
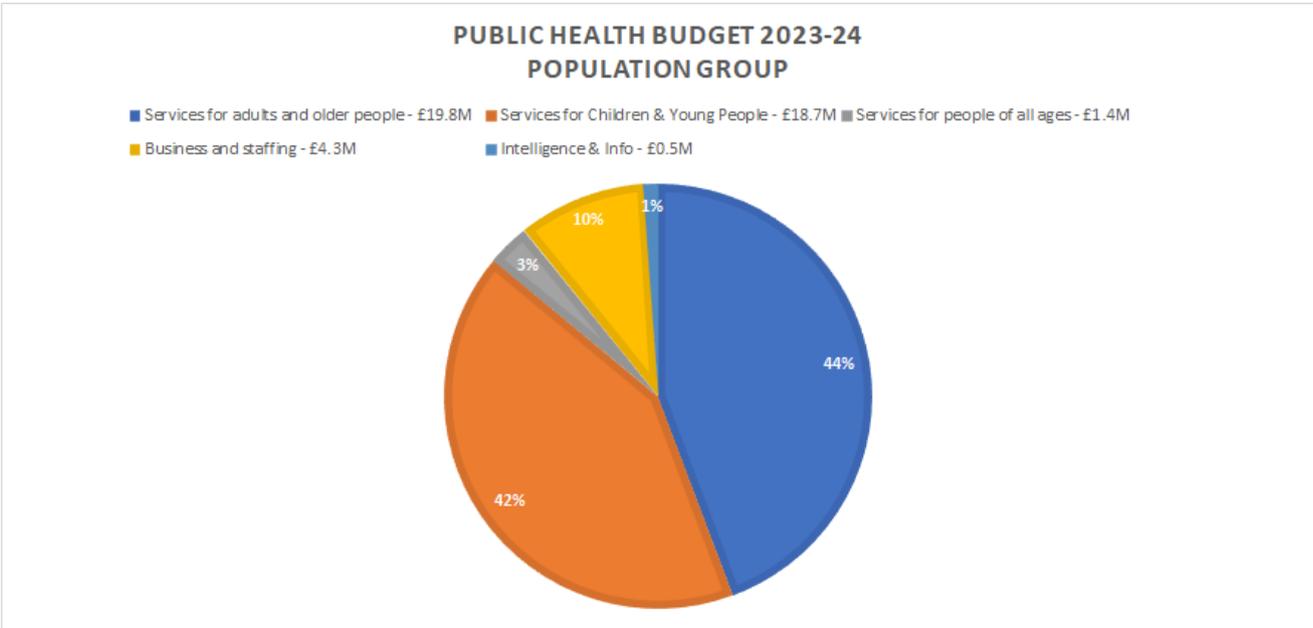


Our Investment

Norfolk’s Public Health Service is funded via a government ring-fenced public health grant, which necessitates investment in purposeful public health activities. In 2023/24 we continued to invest in providing clinical and health & wellbeing services.

We are funding an ever expanding range of primary prevention programmes services and campaigns and provide specialist support to the NHS and contribute to a range of services commissioned by other council services that achieve public health outcomes.

Looking to 2024/25, the government recently announced that Norfolk will receive £1.2m of additional funding to invest in stop smoking services, more than double our current level of spend.

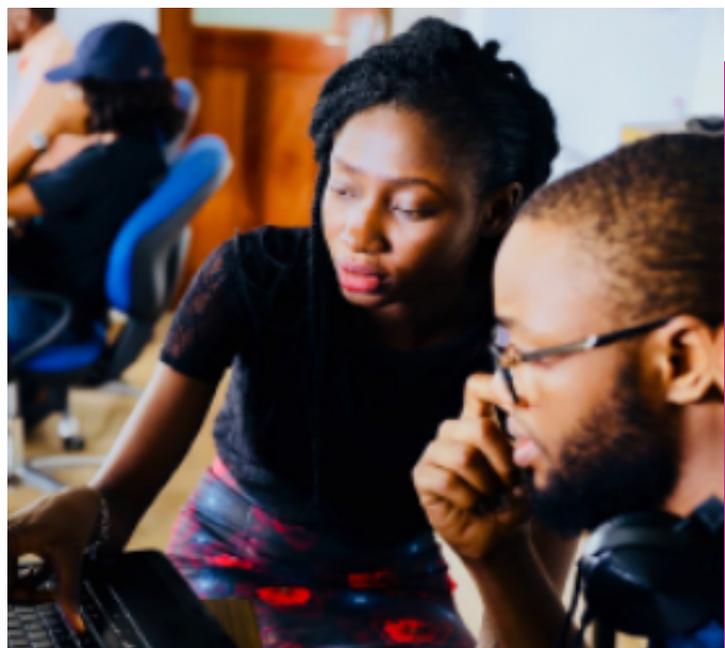


Our approach

Public Health is guided by a number of principles which inform our ideas and guide the planning, delivery and evaluation of our work.

We will:

- ✓ Take a proactive approach to prevention identifying and tackling the issues that have a detrimental impact on poor health outcomes.
- ✓ Provide system leadership as the expert voice on population health, inequalities, and prevention.
- ✓ Provide expert advice on the promotion of healthy lifestyles informed by behaviour change approaches, driven by data and evidence and guided by a holistic view of health and wellbeing.
- ✓ Develop and sustain strong partnerships to improve access to better quality services such as working with districts to improve public health in their communities.
- ✓ Provide targeted support focused on places, communities, and individuals most affected by ill health and premature death.
- ✓ Embrace diversity and inclusion with a focus on reducing health inequalities.
- ✓ Manage our resource and capacity, achieving best value for money and carefully prioritised projects and programmes, based on good practice, sound evidence, and achievable outcomes.



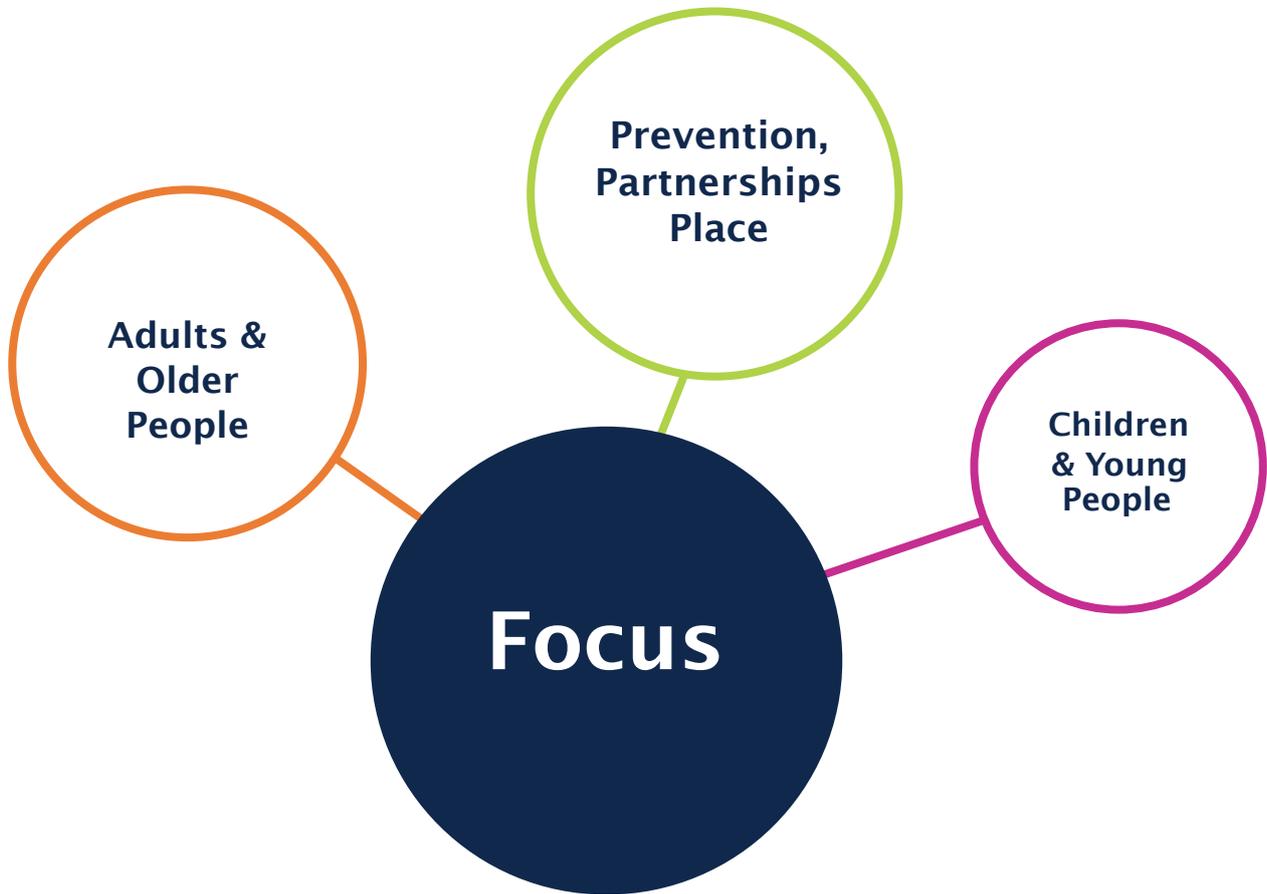
Better Together for Norfolk Strategic Priorities:

We will actively pursue our ambitions through the priority themes in the County Council's corporate plan. This page shows the County Councils' ambitions and priority themes, and the key Public Health contributions to them.



Our Focus

In support of the Norfolk County Council's Better Together for Norfolk plan we have identified the following priorities for Public Health.



1. Focus on Prevention, Partnerships & Place

Prevention

Public Health is well placed to present clear offers of health and wellbeing to Norfolk residents and enable them to get the support they need.

We will continue to develop and deliver a range of preventative services which promote health and wellbeing for all residents, particularly those at highest risk of ill health and premature mortality. This will be done by working with under-served groups and wider communities to understand the impact of a range of factors on their health and how best to address them. We will ensure that when we commission Public Health services we target people who are most in need.

A holistic approach to health and wellbeing

Many factors influence and affect people's health and having access to a range of locally based support can play an important part in helping people to be healthy. We want to offer more opportunities for self-care by improving access to health and wellbeing information and services so that an individual's care is streamlined, co-ordinated and pre-season-centred.

We will take action to improve integration across health and non-health organisations, through the development of referral processes (supported by holistic assessment tools) that make access to services easier and support people with complex or multiple behaviour lifestyle issues.



Places and Partnership

People's health and wellbeing often varies from one place to another and isn't only affected by what people do like eating healthy food and quitting smoking. It can also be affected by the places around us, like living in an area with low levels of crime, safe places to enjoy the outdoors, good jobs and quality housing. That's why it's important to look at what's needed in specific places to help people live longer and healthier lives.

The unequal distribution of the social determinants of health, such as education, housing, and employment, drives inequalities in physical and mental health, and reduces an individual's ability to prevent sickness, or to access treatment when ill health occurs.

While Norfolk's health statistics are mostly favorable when compared with the national picture, we know that there are persistent health inequalities especially in areas of deprivation. The leading causes of death among both men and women in Norfolk are also responsible for the largest gap in life expectancy and impact on the number of years people live in good health. They include cardiovascular disease, respiratory disease, cancer, and diabetes.

The COVID-19 pandemic has highlighted the impact that these inequalities can have on peoples' health and has led to many more people experiencing those inequalities through changed economic, employment or health circumstances. Throughout the pandemic, we saw communities rise to the challenges we faced. Services and individuals worked together to support each other and the most vulnerable in our communities. We want to keep this going and that is why we will continue to support places and partnerships including the Health and Well Being Partnerships in each local area.

We have designed our approach with the strategic ambitions of our partners and colleagues in mind. It is our ambition that all Norfolk organisations, whoever they may be, will have an opportunity to play a role. They include the NHS, district and borough councils, a wide range of voluntary, community and faith groups, social enterprises, and private sector services.

Public Health is a leading partner within the Norfolk & Waveney Integrated Care System (ICS) and we are working closely with the Integrated Care Partnership on long term action to improve health outcomes.

Our work supports the Health and Wellbeing Strategy created by the Norfolk & Waveney Health and Wellbeing Board where public health work with partners to set and achieve the overarching health and care aims for the county.

We will:

- ✓ Inform and support the ICS by providing expert advice for health improvement, prevention and health inequalities. Lead the Health Improvement Transformation Group subgroup of the ICS with its focus on prevention.
- ✓ Establish the Norfolk Drug and Alcohol Partnership as the strategic substance misuse partnership.
- ✓ Lead the development of the Norfolk Health & Wellbeing Partnerships.
- ✓ Lead the development of the Mental Health Transformation Prevention and Wellbeing Steering Group to improve individual mental wellbeing and resilience of residents.
- ✓ Provide leadership and direction on tobacco control through the Norfolk Tobacco & Vaping Control Alliance.
- ✓ Continue to work with partners on the environmental factors and action towards the Council's net zero and sustainability plans.
- ✓ Work with partners and communities to encourage and enable the development of local action to deliver clean air for all and other outcomes to protect human health with particular attention to understanding the impact on health and mitigating actions for affected communities.
- ✓ Influence planning by advocating and supporting health impact assessments and using our health protocols to design sustainable neighbourhoods which support health and wellbeing.
- ✓ Work with lead agencies and provide data insight and evidence to promote integrated approaches to road & water safety and domestic violence.
- ✓ Improve accessibility to our services for people with learning disabilities, mental health conditions, and people from ethnic minority groups.
- ✓ Support partners with their plans for addressing health inequalities by mapping existing health inequalities work across Norfolk, advise on gaps and duplication and develop a cohesive action plan for ourselves and partners.
- ✓ Promote clear and consistent messaging about health inequalities and how to include health in all policies, both internally and externally with partners.
- ✓ Jointly lead the ICS health inequalities work-stream, providing coordination for health inequalities initiatives and work with other health inequalities groups.

2. A Focus on Adults and Older People

Encouraging and supporting people to adopt healthy behaviours is important for health and wellbeing – both physically and mentally. This is an important element of demand reduction and for an affordable NHS and social care system in Norfolk. Public Health is well placed to inform and promote improved health and wellbeing support to Norfolk residents and enable them to get the support they need to live longer and more independently.

Physical activity and a healthy diet can prevent people from becoming overweight and to avoid or manage health conditions such as cardiovascular disease, cancer, diabetes, arthritis, and depression.

Smoking remains the primary cause of preventable death in Norfolk and some areas of Norfolk have a high rate of smoking in pregnancy.

Mental health and wellbeing is affected by individual, family, social, and environmental factors. Interventions at key periods of change in peoples' lives can prevent mental illness from developing and support recovery.



We will

- ✓ Lead the cross-system strategy on adult healthy lifestyle and behavioural change (primary prevention) to improve both physical and mental health and wellbeing for the local population.
- ✓ Promote the use of the new behaviour change digital platform (Ready to Change) to improve self-care information and access to information on health and wellbeing offers.
- ✓ Extend our Public Health offer to support the wider health and wellbeing workforce in the role of prevention and behaviour change helping them to encourage people to talk about and take action to improve their health.
- ✓ Deliver a new programme of tobacco control and stop smoking initiatives to help people to stop smoking and create smoke free environments.
- ✓ Work with key organisations to develop a county-wide approach to mental health which promotes mental wellbeing and resilience, prevents ill health, and supports recovery.
- ✓ Invest in the delivery of health checks and explore new delivery methods.
- ✓ Enhance our prevention approaches to health improvement, healthy weight and nutrition, and sexual & reproduction health.



Older People – Promoting Independence

As people live longer, it is important that older people have the best quality of life and health possible (i.e. adding life to years, as well as adding years to life) and can thrive into older age.

Supporting older people to stay healthy as long as possible not only improves their own quality of life but adds value to the lives of those around them by the contributions they make to their families and communities.

Residents living into older age, but with complex health and care needs such as frailty and or dementia, need additional support from a range of services and community resources. Proactively identifying these people is the first step to helping them followed by introducing them to local community services to help them enjoy the best possible quality of life and remain safe and well at home.

By focusing on the prevention and early help element of the Councils' Promoting Independence Strategy we aim to empower and enable people to live independently for as long as possible by giving people good quality information and advice which supports their wellbeing and stops them from becoming isolated and lonely.

We will help people stay healthy, active and connected with others in their communities, tapping into help and support already around them – from friends, families, local voluntary and community groups. This will help their health and wellbeing (better mental health, more years free of disease, better mobility, fewer falls and increased companionship) and keep older people safe and well at home for longer. This reduces hospital admission and additional care, which has financial benefits to the NHS and adult care services.

Similarly, we need to ensure that carers receive the support they need to manage their own health. With an increasingly aging population, more people in Norfolk are carers for the elderly.

We will work with our partners to develop and deliver a healthy aging programme.

We will:

- ✓ Ensure older people and carers are supported to have a healthy lifestyle, that they are aware of and have access to appropriate health and wellbeing offers and support.
- ✓ Develop a collaborative approach to physical activity and mobility/strength-based exercise offers as part of maintaining strength and mobility and preventing falls.
- ✓ Ensure services are tailored to older people as appropriate and includes identifying and addressing frailty, dementia and social isolation.
- ✓ Support the development of a broad offer of community-based support and activities, which addresses social isolation and loneliness.
- ✓ Encourage older residents to understand the importance of keeping warm in winter and cool in summer, making sure they eat properly and are physically active. This is particularly important for extreme weather events such as freezing conditions and heat waves which are becoming more frequent.



Addiction

The percentage of people successfully completing drug treatment in Norfolk is below England average levels and there is a disproportionate number of drug related deaths in the Greater Norwich area.

We will:

- ✓ Lead the Norfolk Drug and Alcohol Partnership to increase our ability to respond to drug and alcohol issues by combining prevention, treatment and enforcement.
- ✓ Develop an improvement programme for adult drug & alcohol treatment services drawing on learning from Project Adder, focusing on improving access and the coordination of support across Norfolk.
- ✓ Implement effective local targeted and population level interventions and systems, which are coherently planned by local government, the NHS and criminal justice partners.

3. A Focus on Children & Young People

We work with families and partner agencies to ensure that children and young people are as healthy as possible and Norfolk County Council's Public Health, shares the ambition that Norfolk is a place where all children and young people can FLOURISH.

Using Public Health expertise in population health assessment and intelligence, we will support the work of the Children & Young People's Strategic Alliance by promoting evidence base interventions to improve health & well-being outcomes and reduce health inequalities for children and young people in Norfolk.

Our focus is on children and young people from 0-18 years and up to 25 years for young people who are care leavers or who have special educational needs.

The first years of life and particularly from conception to the age of 2 significantly impact health and wellbeing. During this period the foundations are laid for each child's social, emotional, and physical health development. Where there are concerns about the health of a child or young person, evidence shows that intervening early and/or prevention makes a significant difference to health outcomes.

We are one of the main funders of preventative health interventions for children and we will continue with our programme of work with partners to identify and respond to emerging need, targeting advice, supporting and delivering services to individuals and groups at higher risk of poor health outcomes.



We will:

- ✓ Work with partners to ensure that there is effective and joined up response to early years and emerging need including supporting the implementation of the Family Hub model.
- ✓ Work with our partner organisations to ensure a whole system approach to restoring and adapting our children's health services and interventions as we recover from the pandemic.
- ✓ Continue to invest in and support our Healthy Child Programme helping them to manage workforce risks to the service and develop a new service model.
- ✓ Ensure that addressing health inequalities is central to our work including tackling digital exclusion.
- ✓ Address the emerging mental health needs of children, young people and families by, working with partners to improve community based mental health and wellbeing support services, and work with those who work in schools to improve access to services for anxiety and low-level depression.
- ✓ Ensure that safeguarding of children and young people is paramount in all that we do.
- ✓ Work closely with Children's Services to ensure that the health needs of vulnerable children and young people are addressed, including Looked After Children and young people in the criminal justice system.
- ✓ Ensure that there is a joined-up pathway for tackling excess weight in children and young people.
- ✓ Support the Local Maternity System (LMS) to embed prevention to improve maternal and neonatal outcomes.

Strong Public Health Enablers

Health analytics and intelligence

Our aim is to continue delivering a joined-up evidence and intelligence function which facilitates evidence-based working across decision-makers, commissioners and providers.

The COVID-19 pandemic has highlighted the importance of a strong Public Health intelligence function for effective system wide strategy-setting and delivery.

We will:

- ✓ Provide the best quality of information that is possible through epidemiology and needs assessments to enable decision makers to focus on prevention.
- ✓ Drive change and improvement by embedding the use of population health analytics throughout Norfolk.
- ✓ Work with partners and a wide range of stakeholders to support public sector and wider partnership transformation through establishing improved data collection and availability, facilitating access to systems and technology to support collaboration, and working to develop analytical skills across the sector.
- ✓ Develop a new Joint Strategic Needs Assessment programme and refresh the website including the addition of a healthcare evaluation section.
- ✓ Develop a new Public Health Outcomes Framework
- ✓ Commission an independent assessment of the impact of COVID on health service activity and health outcomes and analysis to inform ICS priorities.
- ✓ Continue to undertake Public Health analysis of system data to identify prevention priorities and opportunities for system improvement.

Commissioning high quality services

We have direct responsibility for spending the Public Health grant and invest over £33m a year on commissioned services including health visiting, drug, and alcohol services, stop smoking and sexual & reproductive health services. Between March 2023 and September 2024, the majority of Norfolk Public Health's medium to large contracts are due for re-commissioning.

We will

- ✓ Work with our partner organisations to restore and adapt our Public Health services and interventions as we recover from the pandemic.
- ✓ Review and update our commissioning of services to reflect the new Provider Selection Regime which enables new ways of procurement and contracting giving more choice and flexibility on provider selection.
- ✓ Prepare for, and begin where necessary, the process of securing best placed providers to deliver our services in the future, working to local needs and priorities whilst observing national guidance and policy directives.
- ✓ Ensure that addressing health inequalities is central to our work in particular improving accessibility to our services.
- ✓ Actively seek the views of residents, service users, providers and other stakeholders about our current services and using their ideas to develop new services and delivery models.
- ✓ Publish our commissioning intentions.



Health Protection

Health protection seeks to prevent and control infectious diseases and other threats to the health of the population.

The Director of Public Health has a statutory responsibility to provide assurance that adequate arrangements are in place to protect the health of residents.

We will work closely with the Local Resilience Forum and other agencies to prepare for future health protection emergencies with an aim to ensuring that every person, irrespective of their circumstances, is protected from infectious and non-infectious health hazards and, where such hazards occur, to minimise their continued impact on the public's health.



We will:

- ✓ Manage COVID-19 like other respiratory illnesses and have a flexible health protection function that could be activated quickly to respond to any local outbreaks.
- ✓ Strengthen our preparedness for future health protection threats and support health sector preparedness and planning for emergencies.
- ✓ Work with health agencies to improve access and take up of vaccinations and immunisations.
- ✓ Work with resilience partners to identify and prevent exposure to hazards such as flooding, taking timely actions to respond to threats and acting collectively to ensure the best use of human and financial resources and scan for emerging threats and hazards to future bio-security, health and safety.



Achieving best value for money

We will meet the statutory duty to achieve best value for money and seek to continuously improve how we commission and deliver our services.

We will ensure that all the activities commissioned or delivered by Public Health will be underpinned by a commitment to achieving best value for money, working with both private and voluntary and community sector providers.

We will:

- ✓ Ensure that we combine financial information and health economics when looking at new opportunities and interventions.
- ✓ Actively seek the views of potential providers and other stakeholders about our ideas for developing new services and delivery models.
- ✓ Use digital and on-line services to support and achieve our priorities.
- ✓ Continually learn from previous experiences and local and national projects and services including cost comparisons.
- ✓ Develop arrangements for recovering our costs where appropriate.
- ✓ Develop new approaches for distributing funding to local community organisations.
- ✓ Ensure that contracted service providers and suppliers demonstrate how they will contribute to the wider health and care system, and support our sustainability and diversity ambitions and groups.
- ✓ Ensure that we use the national Quality Improvement frameworks for Public Health Services as part of continuing improvement.

Decision-making and review

This strategy will be delivered through a wide range of public health activities, and we will show that we deliver the best possible public health service for the people of Norfolk.

We will:

- ✓ Measure our progress using Public Health outcomes indicators and feedback from residents, partners and other stakeholders.
- ✓ Review our strategy annually.
- ✓ Use the national Public Health outcomes framework to ensure that we are continuously improving.
- ✓ Promote and utilize approaches such as self-evaluation, encouraging peer to peer learning.
- ✓ Use the Association Directors Public Health (ADPH) 'What Good Looks Like' frameworks to assure our working arrangements and continuously improve them.
- ✓ Lead and manage Public Health Sector Led Improvement Programme for the Eastern Region.



Ready to Change ... Ready to Collaborate



Ten priority 'requests' of partners have been identified:

1. Promote and communicate the Public Health Strategic Plan within their organisations and consider what resources can be provided to support prevention.
2. Promote and work with us on stop smoking initiatives.
3. Identify staff groups and individuals within your organisation for behaviour change training to support and advise the people they work with to make a change to improve their health. (i.e. Make Every Contact Count).
4. Promote and work with us on the 5 ways to wellbeing (mental health promotion).
5. Promote the uptake of NHS health checks for staff and service users.
6. Work together to develop ways of promoting best start in life and healthy behaviours for children and young people.
7. Work with us to identify and engage with individuals, groups and communities who would most benefit from prevention interventions.
8. Actively participate and contribute to collaborative partnerships, such as Health & Wellbeing Partnerships, the Health Improvement Transformation Group, the Tobacco Control & Vaping Alliance, the Norfolk Drug and Alcohol Partnership, and the Sexual Health Network.
9. Promote the importance of good health and more people actively engaging in thinking about their own health improvement.
10. Work with us to embed the use of data and intelligence in decision-making.

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Norfolk County Council
Public Health

www.norfolk.gov.uk/readytochange