



Corporate Performance Panel
Thursday, 1st February, 2024 at 3.00 pm
in the Assembly Room, Town Hall, Saturday Market
Place, King's Lynn PE30 5DQ

Reports marked to follow on the Agenda and/or Supplementary Documents

1. **Call-in (if any)** (Pages 2 - 29)

Contact

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CORPORATE PERFORMANCE PANEL REPORT

Wards Affected: All	Type of Report: Call-in
Author Name: Wendy Vincent	Consultations:
Tel: 01553 616377	
Email: Wendy Vincent@west-norfolk.gov.uk	
OPEN	Portfolio: People and Communities

Committee: Corporate Performance Panel
Date: 1 February 2024
Subject: Call-in of Cabinet Member Delegated Decision – Making West Norfolk a Marmot Place

Summary

This report deals with the Cabinet Member Delegated Decision advertised on 17 January 2024. The deadline for call-in was 31 January 2024.

The decision has been called-in and the Chief Executive has determined that the call-in is valid.

The report outlines to Members how the call-in process may be used in this case and what the issues are relating to the matter.

1 Introduction

- 1.1 A Cabinet Member Delegated Decision was advertised on 17 January 2024 with a deadline for call-in of 31 January 2024. A copy of the report is attached at Appendix 1.

2 Grounds for Call-In

- 2.1 Standing Order 12.3 (d) requires grounds to be given for calling-in a Cabinet Members delegated decision, reasons given are set out below.

3 Call-in Requisition

- 3.1 The Call in was made by Councillor S Dark and supported by Councillors Bubb, Crofts and Dickinson.

Councillor Dark called in the decision as follows:

“I believe a call-in is necessary as the important decision to go into a Marmot place with key partners, due to serious health inequalities in the region, alongside an initial financial commitment of £50k with potential for ongoing future costs, is of high interest to councillors and the community. Currently the ‘delegated decision’ is a short paper alongside a short slide deck for councillors’ information – meaning councillors have not had the opportunity to explore the themes, ask for clarification or expansion of certain points or provide input – they will also potentially not be able to explain this decision to the public they represent at their meetings on the current level of information.

Consequently, I believe sections 12 c) and d) have been particularly engaged (relevant consideration been overlooked) and d) (have members views been taken fairly into account) whilst several others including e) (issue of significant concern to the community – ie health outcomes) may be also relevant

Whilst, I am personally not against us going into this partnership and have an open mind, I am mindful from our previous discussions that any announcement of our intention to enter into it is not so time critical to come under ‘urgency’ provisions (and certainly not before the intended meeting to discuss it at CPP on the 1st February) so I do hope you will concur the ‘added value’ of councillors on CPP and s.34s who wish to attend to make points and ask questions of officers and input clearly outweighs the reasons for not occurring on such an important matter likely to have long-term impacts.”

3 Validity of Call-in

3.1 The Chief Executive has made the following ruling:

I confirm that your notice of call-in below complies with paragraph 12.3 of Council Standing Orders and can therefore be determined as to whether or not the call-in is sufficiently valid to pass to the Corporate Performance Panel for consideration.

In assessing the validity of the call-in I have made regard to the grounds you have included in your email below and to paragraph 12.4 (a) to (h) of Council Standing Orders.

I have determined that the call-in of the Cabinet Member Delegated Decision is sufficiently valid as follows:

The Cabinet Member Delegated Decision, in accordance with paragraph 12.4 (d), has not fairly taken into account the views of Members requesting the call-in.

4 Call-in Process

- 4.1 Standing Orders 15.33 and 15.34 sets out the call-in debating procedure, as follows:

15.33 On receiving valid notice of a call-in under Standing Order 12, the Corporate Performance Panel should follow the steps outlined below (a-f) in debating the subject matter:

(a) The Proposer of the call-in and their supporters address the Corporate Performance Panel about the call-in and why it should be upheld;

(b) The Panel Members receive a submission from the relevant Portfolio Holder;

(c) The Panel Members receive submissions from Officers;

(d) The Panel Members receive submissions from members and, at the discretion of the Chair, other interested parties.

(e) The Panel debates the call-in (in accordance with this Standing Order) during which they may question or seek further information from any of the four parties referred to in (a), (b), (c) and (d) above.

(f) The Proposer shall exercise a right of reply after the debate.

15.34 Following the debate, the Panel will decide (in Accordance with Standing Order 12) either to support the Cabinet/Officer's/Cabinet Member's recommendation(s)/decision(s), or, to uphold the call in.

- 4.2 If the Panel upholds the call-in it may then take one of three courses of action in accordance with Standing Order 12.9:

(a) report to Council, Cabinet or the relevant Cabinet Member or officer requesting that the Cabinet/Cabinet Member or officer amend or substitute the recommendation(s) or decision(s); or,

(b) if the issue is considered urgent or straightforward, formulate a counter-recommendation or amendment; or,

(c) investigate the matter further at another meeting within thirty working days (beginning with the day after the issue of the notification of the call-in) and then follow the same process as set out above.

- 4.3 If the Corporate Performance Panel:

- (a) does not end the call-in within 30 days from the date of the decision which has been called in (and the recommendation or decision remains in dispute); or
- (b) refers a call-in directly to Council under paragraph 12, the Council shall determine whether to approve the recommendation or decision that has been called-in or to revoke, vary, amend and/or remit it back to the Cabinet/Cabinet Member/officer for further consideration.

1. **Making West Norfolk a Marmot place** (Pages 2 - 24)

CABINET MEMBERS DELEGATED DECISION

Open/Exempt		Would any decisions proposed:			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		YES/NO	
	Discretionary /	Need to be recommendations to Council		YES/NO	
	Operational	Is it a Key Decision		YES/NO	
Lead Member: Cllr Jo Rust E-mail: cllr.jo.rust@west-norfolk.gov.uk			Other Cabinet Members consulted: All		
			Other Members consulted:		
Lead Officer: Mark Whitmore E-mail: mark.whitmore@west-norfolk.gov.uk			Other Officers consulted: Senior Leadership Team		
Financial Implications YES/NO	Policy/Personnel Implications YES/NO	Statutory Implications YES/NO	Equal Impact Assessment YES/NO If YES: Pre-screening/ Full Assessment	Risk Management Implications YES/NO	Environmental Considerations YES/NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					
Date meeting advertised: 17 th January 2024			Date of meeting decision to be taken: 24 th January 2024		
Deadline for Call-In: 31 st January 2024					

TITLE: MAKING WEST NORFOLK A MARMOT PLACE

Summary	<p>The council, working in partnership with Norfolk County Council Public Health and the Integrated Care Board jointly fund the Institute of Health Equity to work with them to deliver a report of the health inequalities in West Norfolk and produce short, medium and long term recommendations on how these can be addressed.</p>
Recommendation	<p>That, subject to match funding from Norfolk County Council and the Integrated Care Board, the council contributes £50000, from Comf funds, to engage the Institute of Health Equity (IHE) to work in West Norfolk to enable the Borough to become a Marmot Place.</p>
Reason for Decision	<p>Becoming a Marmot place will inform the Council and its strategic partners to understand the health inequalities in West Norfolk and realign services to address these inequalities and provide better opportunities for all residents to live healthier lives.</p>

1 Background

The Assistant Director, Health, Wellbeing and Public Protection has been working with NCC Public Health and the Integrated Care Board to explore the benefits of becoming a Marmot place.

Discussions have been held with the Institute of Health Equity who are interested in working with us as part of the 2024 cohort for which funding would need to be confirmed in early February.

The IHE team are small and work with no more than five places a year and as such demand for their services is high. The offer from the West was the work already done within the Place Board and Health & Wellbeing Partnership, the development of the Community Voices model for community engagement and that we would be one a very few non-unitary areas to undertake this work. The IHE have confirmed that they would be interested in working with West Norfolk on this basis.

Becoming a Marmot place would enable the council to access world leading expert advice and support on the Health Inequalities that exist in the borough and recommendations as to how to address them. It would commit NCC, the ICB and Borough to ensuring that reducing inequality in health is at the forefront of service delivery across west Norfolk and drive partnership working with wider strategic partners through the West Norfolk Place Board and Health & Wellbeing Partnership.

Further advantages of being a Marmot place are:

- West Norfolk would be one of the first non-unitary areas to become a Marmot place enabling the council to demonstrate leadership and best practice to others
- Marmot places benefit from an independent and impartial view of health inequalities.
- Opportunities for all key stakeholders and partners to learn from the Marmot Team and design health equity into their services.
- Provision a tailored evidence base with recommendations for Place to take forward.
- Pro-bono support from Professor Sir Michael Marmot providing leadership and status to the completed work.

West Norfolk has significant health inequalities, c.20000 residents live in areas that are amongst the 20% most deprived in England and life expectancy varies considerably dependent on where in the borough someone lives, for example:

- Life expectancy for men in North Lynn is 11.5 years shorter than men in Brancaster, Burnham and Docking (72.2 and 83.7)
- Life expectancy for women in North Lynn is 7.9 years shorter than for women in Fairstead & Springwood (77.6 and 85.5)
- Life expectancy in Kings Lynn & West Norfolk is below the Norfolk averages.

[Links to the Corporate Strategy and Peer Review recommendations:](#)

The Marmot principles support the following key priorities of the corporate strategy:

Priority	Indicators of success	Marmot Principle
Promote growth and	Work with partners to develop a shared vision for a vibrant borough.	Create fair employment and good work for all.

prosperity to benefit West Norfolk	Support the borough's new and existing businesses to grow and thrive.	Create fair employment and good work for all.
	Work with partners and local employers to equip our local workforce with the necessary skills and knowledge to meet current and future needs.	Enable all children, young people and adults to maximise their capabilities and have control of their lives.
	Support a year-round programme of events, festivals and activities for residents and visitors.	Create and develop healthy and sustainable places and communities.
Protect our environment	Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV infrastructure when appropriate grants permit.	Ensure a healthy standard of living for all. Create and develop healthy and sustainable places and communities.
	Take timely and proportionate planning and environmental enforcement action to protect West Norfolk.	Ensure a healthy standard of living for all.
	Increase biodiversity where we can and create wildflower and pollinator opportunities.	Create and develop healthy and sustainable places and communities.
	Work with other agencies to manage and protect our coastline, rivers and streams and to improve sea water quality.	Create and develop healthy and sustainable places and communities.
Efficient and effective delivery of services	Provide value for money through efficient and effective service delivery.	Application of the Marmot principles to service delivery and reviews.
	Actively and continually examine and review the way we deliver our services to.....ensure they offer value for money and meet the needs of our communities.	
Support our communities	Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing and support people to live independently at home for longer	Give every child the best start in life. Enable all children, young people and adults to maximise their capabilities and have control of their lives. Strengthen the role and impact of ill health prevention.
	Tackle social and health inequalities, encourage healthy, active lifestyles and help prevent avoidable hospital admissions by working with the NHS and other partners.	Create and develop healthy and sustainable places and communities. Strengthen the role and impact of ill health prevention.
	Work with schools and colleges to improve educational opportunities, inclusion, attainment and ambition.	Give every child the best start in life. Enable all children, young people and adults to maximise their capabilities and have control of their lives.
	Improve access to affordable homes and work to improve the quality of the rented sector.	Ensure a healthy standard of living for all.

	Actively monitor food safety, housing standards, air quality and other statutory issues to minimise environmental health risks.	Ensure a healthy standard of living for all. Strengthen the role and impact of ill health prevention.
	Address all types of anti-social behaviour and encourage respect for each other.	Create and develop healthy and sustainable places and communities.
	Promote and maintain attractive open spaces across the borough for all to enjoy.	Create and develop healthy and sustainable places and communities.

Peer Review Recommendations:

The Marmot principles support the following recommendations of the Peer Review which could be included as part of the council’s action plan.

Recommendation 1 – Engage, consult and co-produce with residents and communities.

The findings of the Marmot team would provide a strong foundation for co-production of services for the Borough and other key stakeholders

The Marmot team do not specifically engage with residents but are keen to explore how co-production can inform their findings. The use of the Community Voices model in Norfolk may provide an effective means of engaging communities and is an important aspect of the proposal to the Marmot team.

Recommendation 6 – Put in place a transformation program that designs everything around residents and communities.

This is the focus of the Marmot approach, using health as a driver for change.

The expected timeline for the completion of this report is 18 months to two years from project start. Work would be expected to start in May 2024.

The expected outputs from the work are a set of recommendations for the short, medium and long term and appropriate indicators to support delivery of the recommendations.

In implementing the recommendations, across all stakeholders, that health equity and leadership will be strengthened.

2 Options Considered

No other options have been considered at this time.

3 Policy Implications

There are no specific policy implications with undertaking this work. However, in delivering against the recommendations of the report policies may require review and these will be taken through the appropriate democratic processes for scrutiny.

4 Financial Implications

To engage the Institute of Health Equity to undertake the necessary research and produce a report for West Norfolk will cost approximately £150k, this cost would be split evenly between Norfolk County Council, ICB and the Borough Council.

5 Personnel Implications

Norfolk County Council will be the project lead for West Norfolk and will be looking to resource public health officers to work on the project. The borough council already run the Health & Wellbeing Partnership and attend the West Place Board where much of this work would be undertaken. There will however be a time resource for senior officers in supporting this additional work.

6 Environmental Implications

None

7 Statutory Considerations

None

8 Equality Impact Assessment (EIA)

Pre-screening completed.

9 Risk Management Implications

None

10 Declarations of Interest / Dispensations Granted

None

11 Background Papers

Presentation to SLT and Cabinet

Signed:.....

Cabinet Member for:.....

Date:.....

Pre-Screening Equality Impact Assessment

Borough Council of
**King's Lynn &
West Norfolk**



Name of policy/service/function	Making West Norfolk a Marmot Place				
Is this a new or existing policy/ service/function?	New				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service rigidly constrained by statutory obligations	Proposal to work with NCC Public Health and the Integrated Care Board to work with the Institute of Health Equity.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age	x			
	Disability	x			
	Gender			x	
	Gender Re-assignment			x	
	Marriage/civil partnership			x	
	Pregnancy & maternity			x	
	Race			x	
	Religion or belief			x	
	Sexual orientation			x	
	Other (e.g low income)	x			
Question	Answer	Comments			
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	Becoming a Marmot place would provide benefits to all communities within west Norfolk			
3. Could this policy/service be perceived as impacting on communities differently?	No	The work will be identifying health inequalities across the Borough			
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	The purpose is to identify health inequalities and work to reduce these inequalities and provide better life opportunities to those suffering health inequality.			
<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the</p>	No	Actions:			
		Actions agreed by EWG member			

Corporate Equalities Working Group and list agreed actions in the comments section		
Assessment completed by: Name	Mark Whitmore	
Job title Assistant Director – Health, Wellbeing & Public Protection	Date 16th January 2024	

Please Note: If there are any positive or negative impacts identified in question 1, or there any 'yes' responses to questions 2 – 4 a full impact assessment will be required.

As the purpose of the proposal is directly linked to addressing health inequalities, and therefore designed to directly tackle issues which may lead to disadvantage and/or potential discrimination, any actions taken in relation to this proposal will have a positive impact on groups which share a protected characteristic or potential disadvantage due to some other factor. Therefore a full equality impact assessment is not felt necessary at this stage. As the proposals are developed, and as/when more specific proposals are brought forward, further work will be undertaken to assesses the potential equality impacts and if appropriate full impact assessments will be undertaken on those specific activities.

Decision agreed by EWG member: 

.....

Marmot Places

A lever for transformational change

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What are Marmot Places?

Shorthand for a town or region that has worked with the Institute for Health Equity to shape their services around the principles of the 2010 Marmot Review – Fair Society, Healthy Lives.

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www.instituteoftheequity.org



What are the Marmot Principles

The 2010 report made six recommendations for national and local government to adopt to improve the health and opportunities for people and reduce the health inequalities that exist.

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control of their lives
- Create fair employment and good work for all
- Ensure a healthy standard of living for all
- Create and develop healthy and sustainable places and communities
- Strengthen the role and impact of ill health prevention.



Why West Norfolk

West Norfolk has significant health inequalities

c.20000 residents live in areas that are amongst the 20% most deprived in England

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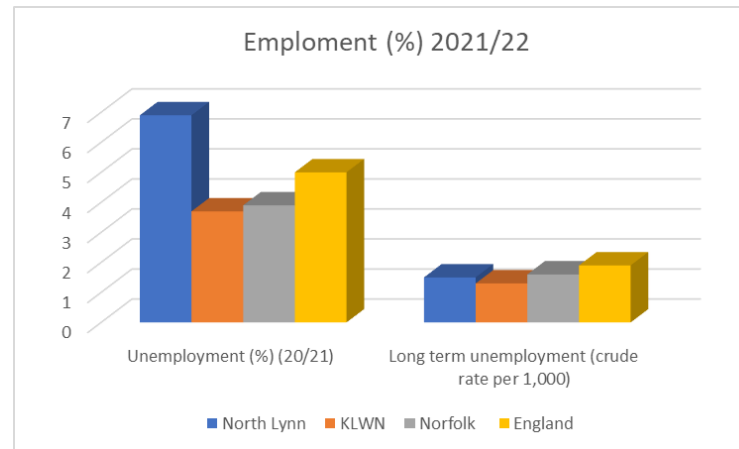
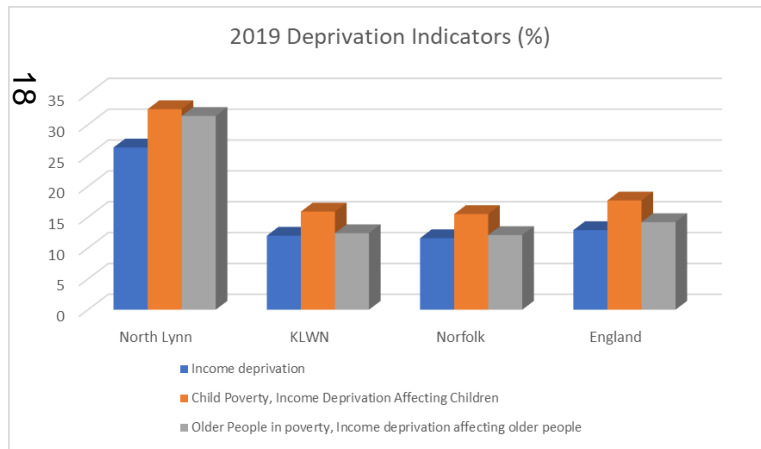
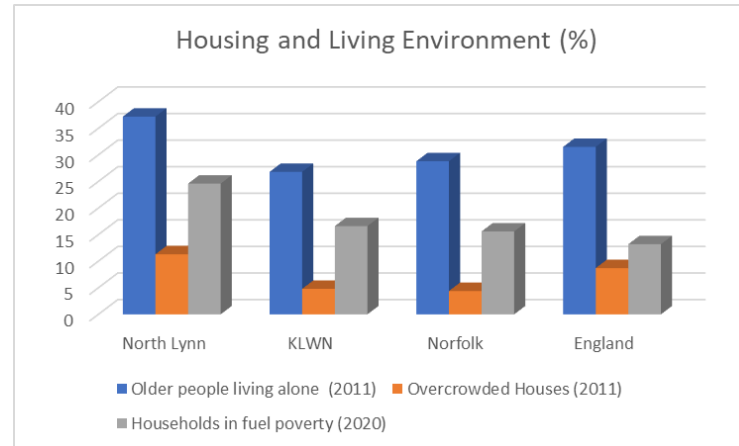
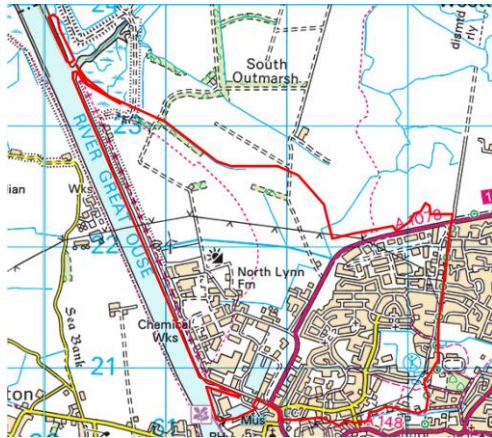
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Stats for North Lynn

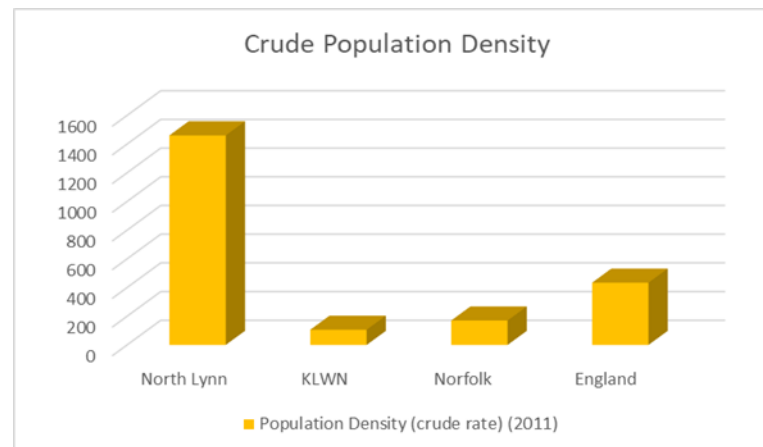
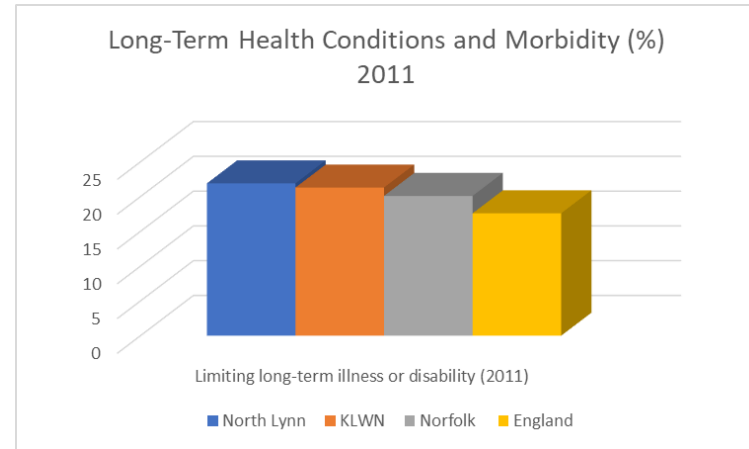
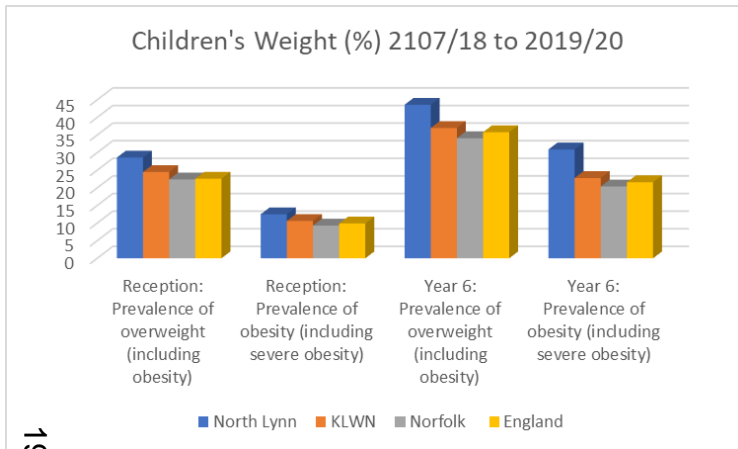


North Lynn Indicators are categorised significantly worse than England except long term unemployment which is not significantly different.

Source: Office for Health Improvement and Disparities



Stats for North Lynn



North Lynn Indicators are categorised significantly worse than England



Links to Corporate Strategy and Peer Review – A whole council approach

The Marmot principles cut across all four Corporate Priorities.

Priority	Indicators of success	Marmot Principle
Promote growth and prosperity to benefit West Norfolk	Work with partners to develop a shared vision for a vibrant borough.	Create fair employment and good work for all.
	Support the borough's new and existing businesses to grow and thrive.	Create fair employment and good work for all.
	Work with partners and local employers to equip our local workforce with the necessary skills and knowledge to meet current and future needs.	Enable all children, young people and adults to maximise their capabilities and have control of their lives.
	Support a year-round programme of events, festivals and activities for residents and visitors.	Create and develop healthy and sustainable places and communities.

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Protect our environment	Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV infrastructure when appropriate grants permit.	Ensure a healthy standard of living for all. Create and develop healthy and sustainable places and communities.
	Take timely and proportionate planning and environmental enforcement action to protect West Norfolk.	Ensure a healthy standard of living for all.
	Increase biodiversity where we can and create wildflower and pollinator opportunities.	Create and develop healthy and sustainable places and communities.
	Work with other agencies to manage and protect our coastline, rivers and streams and to improve sea water quality.	Create and develop healthy and sustainable places and communities.

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Efficient and effective delivery of services	Provide value for money through efficient and effective service delivery.	Application of the Marmot principles to service delivery and reviews.
	Actively and continually examine and review the way we deliver our services....to ensure they offer value for money and meet the needs of our communities.	

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Support our communities	Work with partners, and provide access to leisure, cultural and outreach experiences, to reduce isolation, improve health and wellbeing and support people to live independently at home for longer	<p>Give every child the best start in life.</p> <p>Enable all children, young people and adults to maximise their capabilities and have control of their lives.</p> <p>Strengthen the role and impact of ill health prevention.</p>
	Tackle social and health inequalities, encourage healthy, active lifestyles and help prevent avoidable hospital admissions by working with the NHS and other partners.	<p>Create and develop healthy and sustainable places and communities.</p> <p>Strengthen the role and impact of ill health prevention.</p>
	Work with schools and colleges to improve educational opportunities, inclusion, attainment and ambition.	<p>Give every child the best start in life.</p> <p>Enable all children, young people and adults to maximise their capabilities and have control of their lives.</p>
	Improve access to affordable homes and work to improve the quality of the rented sector. Actively monitor food safety, housing standards, air quality and other statutory issues to minimise environmental health risks.	Ensure a healthy standard of living for all.
		Ensure a healthy standard of living for all.
	Address all types of anti-social behaviour and encourage respect for each other.	Strengthen the role and impact of ill health prevention.
		Create and develop healthy and sustainable places and communities.
Promote and maintain attractive open spaces across the borough for all to enjoy.	Create and develop healthy and sustainable places and communities.	

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Links to Corporate Strategy and Peer Review – A whole council approach

The Marmot principles support the following recommendations of the Peer Review which could be included as part of the council's action plan.

Recommendation 1 – Engage, consult and co-produce with residents and communities.

¶ The Marmot team do not specifically engage with residents but are keen to explore how co-production can inform their findings. The use of the Community Voices model in Norfolk may provide an effective means of engaging communities.

The findings of the Marmot team would provide a strong foundation for co-production of services for the Borough and other key stakeholders



Links to Corporate Strategy and Peer Review – A whole council approach

The Marmot principles support the following recommendations of the Peer Review which could be included as part of the council's action plan.

Recommendation 6 – Put in place a transformation programme that designs everything around residents and communities.

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This is the focus of the Marmot approach, using health as a driver for transformational change in delivery of services.

Engaging with Marmot will also bring Norfolk County Council and Integrated Care Board into the process as they are key stakeholders and financial contributors.



Advantages of being a Marmot Place

West Norfolk would be the first area in Norfolk to become a Marmot place, providing leadership and learning opportunities for others to follow.

The Marmot team are interested in our Community Voices work and how they can build community co-production into their work. This would bring academic rigour to CV.

West Norfolk would be one of the first non-unitary areas to become a Marmot place – able to demonstrate leadership and best practice to others

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Marmot places benefit from an independent and impartial view of health inequalities.

Provides an education piece for all key stakeholders and partners.

Provides a tailored evidence base with recommendations for Place to take forward.

Pro-bono support from Professor Sir Michael Marmot providing leadership and status to the completed work.



What can we expect

Each Marmot Place receives a comprehensive report identifying areas of good practice, areas for improvement and recommendations as to how the Marmot principles can be achieved.

Recommendations range from broad and national challenge to local level and identify the partners that need to be engaged in delivery.

RECOMMENDATIONS. CREATE AND DEVELOP HEALTHY AND SUSTAINABLE PLACES AND COMMUNITIES

- a) In partnership between local authority, NHS and VCFSE sector, develop a regional decent homes standard by 2025.
 - Strengthen local enforcement powers and capacity across planning and housing and ensure decent homes standards in the private rented sector.
 - Develop and support regional housing forums in Lancashire and Cumbria with members from housing associations, NHS, VCFSE sector, local authorities, estate agents and private rented sector.
- b) Place reducing inequalities at the centre of local and regeneration plans including fit for purpose, affordable housing.
 - Identify pilot neighbourhoods in areas of high deprivation and work with communities to create and sustain high-quality and connected neighbourhoods.
 - Work in partnership (with local residents, NHS, chambers of commerce, local economic partnerships and local authorities) to develop healthier high streets.
- c) Assess provision of public transport and address limitations in access. Resource VCFSE sector to provide adequate transport services in remote and rural communities.

Leads: Businesses and local economic partnerships, local authorities, NHS

RECOMMENDATIONS. PURSUE ENVIRONMENTAL SUSTAINABILITY AND HEALTH EQUITY TOGETHER

- a) Ensure that the health and wellbeing of citizens and environmental sustainability is the basis of all local economic policy.
- b) Deliver a five-year plan to retrofit homes, including private homes, to reduce fuel poverty and improve domestic energy efficiency in homes in areas of high deprivation.
- c) Local economic partnerships and anchor organisations to support actions to adopt carbon-neutral modes of transport to work environments including investments in green bus transport and improved active travel rates in all areas of Lancashire and Cumbria.

Leads: Local economic partnerships, local authorities, NHS

A Hopeful Future: Equity and the Social Determinants of Health in Lancashire and Cumbria.

<https://www.instituteofhealthequity.org/resources-reports/a-hopeful-future-equity-and-the-social-determinants-of-health-in-lancashire-and-cumbria/executive-summary.pdf>

Access to the IHE's Health Equity Network



Cost and Timescales

The IHE have advised the total cost of working with West Norfolk is £150k.

Norfolk County Council and the Integrated Care Board are proposing to contribute £50k each. Cost to West Norfolk is £50k.

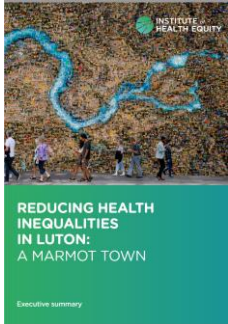
Delivery of the report takes between one and two years to produce.

The Marmot Team are working with four areas in 2024 already, we would be the fifth and last place to be considered.

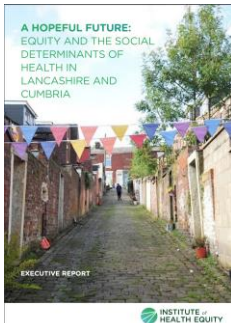
To progress requires in principle commitment by end of January early February. NCC & ICB expect to be able to provide their contribution in time, they are aware we will need Cabinet approval.



Further reading



<https://www.instituteofhealthequity.org/resources-reports/reducing-health-inequalities-in-luton-a-marmot-town>



<https://www.instituteofhealthequity.org/resources-reports/a-hopeful-future-equity-and-the-social-determinants-of-health-in-lancashire-and-cumbria>



<https://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review/fair-society-healthy-lives-exec-summary-pdf.pdf>

