



CORPORATE DELIVERY PLAN 2022-2023

▶ ANNUAL REPORT

A look at key activities across Norfolk
over the past year

BETTER TOGETHER, FOR NORFOLK





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▶ LEADER'S FOREWORD

I write the foreword to this Annual Report in circumstances that are some of the most unusual of the past few years.

Having emerged with confidence out of the Covid years, we now face more unsettling and troubled times: Russia's brutal invasion of Ukraine, rising inflation and cost of living, increasing signs of climate change with one of the hottest summers on record – all showing that we live in an increasingly volatile world.

The job of the County Council is to secure the economic, social and environmental wellbeing of our residents, businesses and communities, and we take that responsibility extremely seriously. In November 2021, we launched our strategy **Better Together, for Norfolk**, outlining our ambitions for our county, and in April 2022, we launched our Corporate Delivery Plan 2022/23 which highlighted our priorities for the year.

A year later, our ambitions have not changed. We continue to strive to be one of the highest performing counties in the country, overseeing economic growth, and creating great jobs and opportunities for the people of Norfolk, while maintaining and cherishing our environment, countryside and heritage.



It is from this ambition that in December 2022 we signed an in-principle agreement with Government to pursue a devolution deal – a County Deal for Norfolk – worth at least £600m of investment over 30 years, and bringing with it a range of other powers and funding to Norfolk too. Devolution is aimed at promoting local growth through targeted investment and skills development, improving productivity, enabling more and better affordable housing, and strengthening local leadership and making it directly accountable to the people of Norfolk. With our partners, we will work hard to raise our county’s profile nationally, and most importantly, start to make decisions in Norfolk, for Norfolk.

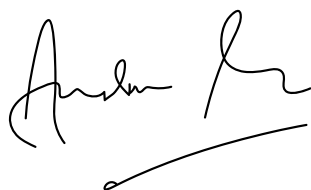
In January, we were also delighted to be rated “Good” by Ofsted for our significant improvements within Children’s Services, in a report that highlighted “exemplary” and “exceptional” areas of practice. This was the service’s first full inspection since 2017 and demonstrates how our continued investment in frontline services, transformation and our workforce has significantly improved not only the way we work, but also the outcomes for so many children and families across our county.

Of course, we would not be able to continue to invest in our frontline services were we not also focusing on reducing our cost base and achieving efficiencies within the organisation. Our Strategic Review, first announced in April 2022, has identified a number of changes necessary to ensuring the council is well-run, delivering best value to our residents, and spending money where it is needed most. This is not a one-off event however: it will be a journey of continuous improvement that will help future-proof the council and the services it delivers.

This Annual Report sets out the progress we have made over the past year on a number of our key priorities. And while we applaud our achievements, we must continue to recognise and face up to the significant challenges ahead of us, thinking creatively, working smarter and taking advantage of every opportunity we have to work better with Government and with our partners.

I am proud of what we have achieved together in Norfolk, and am confident that we can do even better over the coming year.

With best wishes,

A handwritten signature in black ink, appearing to read 'Andrew Proctor', with a long horizontal flourish underneath.

Andrew Proctor, Leader



▶ OUR ACHIEVEMENTS IN NUMBERS OVER THE PAST YEAR

Fire Service

In the past year the fire service attended



674
wildfires



2748
fires



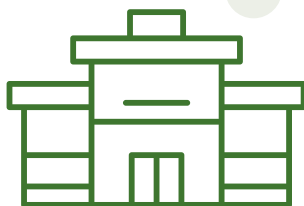
646 road
traffic collisions

Total of **7175** emergency callouts.

Net-emissions from estates

3403

tonnes of CO₂ equivalent for 2021/2022



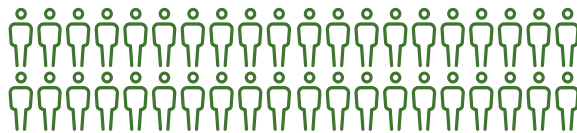
81.5%

decrease since 2016/2017¹



Employer training grants delivered to **344 businesses**

Over **40,000** children



attended programmes in our libraries

£61 million in savings

over past 5 years from promoting independence in ASC



Delivered over **2,500 additional hours** per week of home care

¹ Taken from the Council's net-zero Power-BI dashboard: [Microsoft Power BI](#)



Over **2 million kilometres** travelled by Norfolk residents on Beryl Bikes



£48million spent on re-dressing, resurfacing roads & delivering safety improvements

Fibre broadband delivered to **over 4000 premises**

Helped support over **1,150 residents** with employment through our CHANCES programme



“Good” rating



in all areas for Children’s Services following inspection.



laptops provided to residents, including **500** to Ukrainian refugees.

10 Community food hubs and over **100** warm spaces provided, supporting **15,000** people.



- **20** Recycling centres
- **15** reuse shops
- **1 million visits per year**

Over the past year:

60,000 tonnes processed, with **72.8%** diverted from disposal.

Recycling rates in Norfolk are up by **2.1%** to **44.2%**.

Around **186,000** tonnes of material sent to recycling.

Breakdown of waste in Norfolk

- **42%** energy from waste,
- **21.6%** composting,
- **22.4%** recycling,
- **13.6%** landfill,
- **0.4%** reuse



▶ OUR STRATEGIC PRIORITIES

We believe we can have a vibrant economy, healthy people, and resilient communities as they are all interconnected.

Our [corporate strategy](#) is designed to make a difference to our county's social infrastructure, economic infrastructure and physical infrastructure. The council's key priorities are set out below:



A VIBRANT AND SUSTAINABLE ECONOMY

– supporting skills, high value jobs, growth, investment and infrastructure



BETTER OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE

– improved outcomes for families, better educational attainment and more employment opportunities for young people



HEALTHY, FULFILLING AND INDEPENDENT LIVES

– levelling up health outcomes, living well and better local services



STRONG, ENGAGED AND INCLUSIVE COMMUNITIES

– more participation, capacity building and empowerment of communities



A GREENER, MORE RESILIENT FUTURE

– protecting and enhancing the environment, access to quality spaces and community resilience



INTRODUCTION

This annual report provides a progress update for the key activities described in the [Corporate Delivery Plan for 2022-2023](#). The document is intended to be read alongside the plan, so that the reader can see what has been delivered against each key activity and how that progress contributes to the delivery of our overall strategic priorities from [Better Together, For Norfolk 2021-2025](#).

The following key activities do not form an exhaustive list of all the work taking place across Norfolk County Council. Instead, they serve to demonstrate how the organisation is delivering on its key strategic priorities while responding to national pressures and legislation.

National policy context

2022 saw a raft of national legislation delivered during a turbulent Parliamentary period, with many policies having impact on local government. Over the past year, multiple Prime Ministers with differing agendas has meant competing priorities emerge with each new administration. Despite this, Norfolk has remained alive to the changing nature of new policy and has responded in an adaptive and timely way.

The UK's response to Russia's invasion of Ukraine has included the Homes for Ukraine programme, which has been delivered in partnership with local authorities.

Local authorities have been at the frontline of the response to the cost-of-living crisis, such as through administering Government's "Household Support Fund" which provides tailored local support such as through the Norfolk Assistance Scheme. Rising to these unexpected challenges while delivering regular functions has proven a difficult, but not impossible, task.

Despite Parliamentary difficulties, the Levelling Up and Regeneration Bill advanced through the House of Commons in 2022 and will attempt to put the Government's levelling up missions into law. The planning aspects of the bill have been relaxed, including the removal of mandatory housing targets.

The far-reaching Schools Bill, which would have set Government direction on education and laid out plans for further academisation of schools, is not being taken forward at this point. The council is clear



that it will need new direction set on education policy following the scrapping of this key piece of legislation. We welcome Government's recently published children's social care implementation strategy, which sets out much-needed reform and funding in this area.

The Government has delayed its widely publicised reforms to adult social care, which will include a lifetime cap on the amount people pay towards their care, more generous financial means-test thresholds, the ability for self-funders to ask their council to arrange their care, and a move towards a fair rate in respect of councils' fees to care providers. While the local government sector welcomes having more time to prepare for these reforms, we are clear that the reforms must still happen and be funded in a sustainable way. Further increasing council tax will not fully cover the costs of reform, nor is it a sustainable long-term approach for stabilising the sector.

At the time of writing, we await progress on other areas of key legislation announced in the Queen's Speech and otherwise, such as the Transport Bill, Health Disparities White Paper, Online Safety Bill, and the Fair Funding Review, which continues to be postponed.

Norfolk County Council continues to engage with Government directly, and through its local MPs to ensure that Norfolk's voice is heard within the national policymaking agenda.



REVIEW OF STRATEGIC PRIORITY 1:

▶ A VIBRANT AND SUSTAINABLE ECONOMY

Since the 2022-2023 Corporate Delivery Plan was published, we have seen the key challenge of economic recovery following the pandemic exacerbated by a new challenge that is more starkly felt by people and businesses across the county.

The rising cost of living has dominated headlines over the past year, as a variety of factors including Russia's invasion of Ukraine and ongoing issues with global supply chains have driven up prices for the consumer, especially for food, fuel, and energy costs.

This has resulted in the Consumer Price Index (effectively an annual cost tracker on a basket of goods) peaking at 11.1% in October 2022, with the Bank of England Monetary Policy Committee raising interest rates to 4% on 2 February 2023². Higher prices have resulted in reduced footfall to the retail sector, which compounds the challenges it faces coming out of the pandemic. A tight labour market has seen a high number of vacancies and a stable employment rate in Norfolk (76.6%)³, resulting in higher wages in some sectors.

While this economic backdrop makes delivering our strategic priorities far more difficult, it is now more important than ever to deliver them and is why we have pushed for progress over the last year.

² [Bank Rate increased to 4% - February 2023 | Bank of England](#)

³ [Economy - UTLA | Norfolk | Report Builder for ArcGIS \(norfolkinsight.org.uk\)](#)



► **Growth and Development**

Activity title	Why are we doing it?	What we have delivered
Deliver a 5-year investment framework for Norfolk	<p>A five-year investment framework would allow us to compete nationally for funding to support growth in the county.</p> <p>The framework would allow us to deliver a programme of projects to upskill residents, give them more opportunities for work, and improve infrastructure, thus creating a more economically successful county.</p>	<p>The Norfolk Investment Framework (NIF) was signed off by Cabinet in June 2022.</p> <p>Project and programme metrics, as well as a long-term impact evaluation framework, are in development, working with the University of East Anglia and the Norfolk Office of Data Analytics (NODA).</p> <p>A £1.5m pipeline of pilot projects was endorsed by the NIF Steering Group on 24 January and is going through the council’s approval process.</p>
Support the delivery of the Norfolk Rural Strategy	<p>There will be improved collaboration between partners to tackle issues affecting the rural community such as skills, connectivity, access to services and infrastructure (including water/energy).</p> <p>NCC’s contribution to this partnership strategy is primarily the securing of funding for local challenges, based on evidence, such as projects that have their own metrics for success.</p> <p>Broader metrics will be reflected in the alignment of the rural economic strategy with the Norfolk Investment Framework, whose long-term metrics are being developed as above.</p>	<p>Norfolk’s Rural Strategy was endorsed by the council’s cabinet in December 2021.</p> <p>The Council’s IT department is working with a number of village halls to provide them with high-speed broadband – a £400k fixed wireless temporary solution, until full fibre is delivered. The Go Digital Programme has been assisting businesses to do more online and the Innovation Grant Mentoring Programme has helped SMEs target government innovation funding towards beneficiaries in rural areas and market towns.</p> <p>The Agri-tech Skills Exchange has run a pilot with industry and further education providers to support curriculum development. The results from the pilot are being fed into the development of a Local Skills Improvement Plan for Norfolk, which focuses on agri-tech, net zero, digital skills and soft skills.</p>



Activity title	Why are we doing it?	What we have delivered
Continue to roll out our economic plan for recovery and growth	Our economic plan for recovery and growth will support residents with business planning and development, innovation, digitalisation and business incubation to create a strong, diverse and thriving economy and improve residents' lives.	<p>Go Digital: Currently 540 businesses have been supported through C-CARE funding with the remaining 60 currently progressing well through the project. In addition, 271 were previously supported through district SLAs. Innovation Grant Mentoring Programme: 260 businesses have registered to the project, with 51 applications for one-to-one innovation mentoring and bid writing coaching. While 29 businesses have been approved for support, other businesses were directed to more relevant support streams. 10 businesses assisted in Bids to Innovate UK, 3 businesses were awarded grants from Innovation Funding Streams following support from the project.</p> <p>Enterprise & Business Start-Up Programme: we are using our contacts in Menta and in the People from Abroad team to help recruit the participants from a range of backgrounds.</p>
Enable the development of sites supporting new technologies	<p>By continuing to enable the development of sites supporting new technologies, we will create higher-value jobs and investment opportunities in the county.</p> <p>Such strategic sites support the creation of higher value jobs for local people and inward investment opportunities.</p>	<p>Initial demolition works were carried out last year to prepare the Operations and Maintenance site for development, construction started in January 2023 and the build is expected to take 12 months. A 3D visualisation and video were launched at the Offshore Energy Exhibition and Conference in Amsterdam – as Europe's leading offshore energy industry event, it was a unique opportunity to showcase the new Campus to business leaders, experts and professionals.</p> <p>We are also working with Vattenfall to increase collaboration in the offshore wind cluster, to support supply chains.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Business and Intellectual Property Centres – Norfolk Network</p>	<p>Delivering Business and Intellectual Property Centres is the complete solution to business information needs, supporting Norfolk residents from the first spark of inspiration to successfully starting and developing their own business.</p> <p>The centres are available to aspiring entrepreneurs, start-ups and more established Small and Medium size enterprises (SMEs) in Norfolk, supporting the diverse and varied economy of the county.</p>	<p>The past year has seen significant activity delivered across our BIPC sites: we are on track to reach our target of 602 attendees by the end of the annual cycle.</p> <p>Of these attendees, 66% are women, 15% from BAME backgrounds, and 6% with disabilities demonstrating the inclusivity of the programme. 94% of customers rated their satisfaction as a 4 or 5 out of 5.</p> <p>We have been hosting refugee business start-up groups and have been promoting women in business through messaging in our campaigns. We have worked in partnership with organisations such as Menta and the Forum Trust to help deliver events such as From Craft to Career and the science festival, to workshops for Not in Education, Employment, or Training (NEET) individuals.</p>



► **Skills and employment**

Activity title	Why are we doing it?	What we have delivered
<p>Deliver a 5-year investment framework for Norfolk</p>	<p>A five-year investment framework would allow us to compete nationally for funding to support growth in the county.</p> <p>The framework would allow us to deliver a programme of projects to upskill residents, give them more opportunities for work, and improve infrastructure, thus creating a more economically successful county.</p>	<p>The Norfolk Investment Framework (NIF) was signed off by Cabinet in June 2022.</p> <p>Project and programme metrics, as well as a long-term impact evaluation framework, are in development, working with the University of East Anglia and the Norfolk Office of Data Analytics (NODA).</p> <p>A £1.5m pipeline of pilot projects was endorsed by the NIF Steering Group on 24 January and is going through the council’s approval process.</p>
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Activity title	Why are we doing it?	What we have delivered
Deliver the CHANCES programme	<p>By delivering this programme, Norfolk's longer-term unemployed residents will be supported to return to work or to help find employment.</p> <p>Getting more people into work and making use of their unique skills will improve our economy and help support residents who need it.</p> <p>The participants receive regular support from the Advocates and can be given financial support where needed to help with things such as travel, childcare, specialised courses and equipment as they search for work.</p>	<p>To date CHANCES has been able to support over 1,150 residents, delivering the service within the agreed profile boundaries laid out by the Department for Work and Pensions.</p> <p>CHANCES takes referrals from JobcentrePlus, but also from other voluntary sector organisations, local authorities, and the NHS, as well as people referring themselves having heard about the project through marketing and advertising campaigns. Further work is progressing with recruitment agencies, housing associations, job centres and parish councils to ensure that the project can reach the people that need support.</p> <p>Chances remains ahead of its contracted targets for moving people into employment, self-employment, training and job search. At the end of December 2022, around 500 participants had progressed through one or more of these stages resulting in significant positive life changes.</p>
Continue to deliver the NCC Employer Training Incentive Project	Residents will get up-skilled and re-skilled, thus improving the skills base in Norfolk's economy.	<p>The current programme, which finished in June 2022, saw targets exceeded: 344 Norfolk businesses accessed a grant and 1690 training interventions were delivered.</p> <p>We are continuing to explore opportunities to expand the programme, as the waiting list indicates there continues to be considerable demand.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Launch the Skills, Progression, Adaptability and Resilience (SPAR) programme</p>	<p>The programme will enable and incentivise businesses to access training, with a focus on key skills needs including: Digital Skills, Leadership & Management and Customer Services & Relationship Management.</p> <p>These skills will help bring a diverse and strong economy to the county.</p>	<p>To date 193 SMEs have completed the eligibility form, of which 135 are based in Norfolk.</p> <p>207 participants have been enrolled in the SPAR project across Norfolk and Suffolk.</p>
<p>Launch the Green Skills Roadmap</p>	<p>The project will deliver a Green Skills Roadmap for the county, including key actions to develop scalable provision to meet employer demand, and ensure a whole-county approach to the breadth of decarbonisation activities required in the short, medium and long term across Norfolk.</p>	<p>Following a procurement process, the Green Skills Roadmap is in further development.</p> <p>It will also underpin our membership of a Retrofit Academy in the next two years, ensuring that we fully exploit the job opportunities retrofitting will offer our residents.</p>
<p>Library and Learning Hub in Great Yarmouth</p>	<p>Whilst there is a wealth of opportunity in the Borough in terms of the offshore energy sector and technology sector, local residents are less likely to be able to benefit from these opportunities due to the low levels of skills and attainment: recent data from the 2021 Census indicates that Great Yarmouth is the least well-educated area in England and Wales with only 18.2% of the population holding a level 4 or above qualification.</p> <p>This project delivers vital skills and services in the heart of the town, raising aspiration, participation, and achievement.</p>	<p>The building is on track to open in Early Spring 2024 with the added partnership of the Universities of Suffolk and the UEA. The project is currently at the RIBA stage 4 phase which is the final design before full construction commences.</p> <p>Internal works to the Palmers building have commenced, stripping it back to its original structure and revealing some excellent architectural features.</p> <p>Partners are also working together to develop plans to engage residents in activities and foster interest in the facilities and services on offer to ensure that the building has maximum participation from day one.</p>



Activity title	Why are we doing it?	What we have delivered
Construction and Environmental Sustainability Hubs in Norwich and King's Lynn	<p>This activity will address the deficit of skilled construction workers and respond to the needs of adult residents who are economically inactive, unemployed and low skilled in Norfolk.</p> <p>It also helps respond to Norfolk's net zero ambitions.</p>	<p>The new construction and environmental sustainability curriculum has been developed and implemented, with a qualification pathway currently being developed with City & Guilds. Between January and July 2022, 400 adult learners completed the first construction courses at a temporary hub at Wensum Lodge, Norwich.</p> <p>While the completion of the two new construction training hubs took longer than expected, due to planning permission delays, both of the centres (Norwich and King's Lynn) are now fully converted and equipped to deliver training.</p> <p>Course delivery commenced at the Norwich training centre in November 2022 and at the King's Lynn centre in January 2023.</p>
Adult Learning Digital Leaders Programme	<p>This activity helps ensure that learning does not stop when formal education ends, particularly through improving the use of technology in Adult Learning classes.</p> <p>Introducing technology and delivering training to increase user confidence amongst digital champions helps make adult learning materials scalable and more interactive, which benefits the adult learner.</p> <p>Adult Learning is taking the national lead in the development of the use of technology in further education.</p>	<p>This project, which was completed in April 2022, has successfully improved the use of technology in Adult Learning classes. This project established a digital champions community of practice across 10 local authorities and delivered a range of professional development opportunities that focused on the use of technology in education to 416 teaching staff and increased teaching staff confidence in using technology from 5.8/10 at the outset to 7.44/10 at the end of the project. The project produced a wide range of recorded webinars and research documents that have been shared with the wider sector. Through the delivery of a series of national dissemination events, ACE Digital Leaders has subsequently reached 15,000 teaching staff and 150,000 adult learners nationally. 400 learners (540 registrations) on family learning programmes have been delivered by Adult Learning.</p>



► **Infrastructure and digital connectivity**

Activity title	Why are we doing it?	What we have delivered
<p>Implement the priorities in the annual Strategic Infrastructure Delivery Plan</p>	<p>The projects will offer considerable housing and job growth. They will reduce the infrastructure deficit in the county, creating better, more reliable and resilient connectivity.</p> <p>This will attract business investment into the county, and help to retain existing businesses, as well as facilitating jobs and housing growth.</p> <p>The projects will improve communities by improving the public realm and sense of place, removing extraneous traffic from neighbourhoods and improving local active travel and public transport connectivity.</p>	<p>We are continuing to work with National Highways on the delivery of committed schemes for the A47 and work to secure further rounds of investment from government.</p> <p>The construction of the Great Yarmouth Third River Crossing started in January 2022, and significant progress has been made, with the crossing due to open in Spring 2023.</p> <p>Nearly half the programme for Transforming Cities is either already delivered, being built, or scheduled for construction. This delivers public and sustainable transport infrastructure within English cities.</p> <p>Government has approved the Strategic Outline Business Case for the West Winch Housing Access Road and has provided funding towards next stage of business case work. Our Outline Business Case (OBC) for the Long Stratton Bypass has been approved by government. The planning application has been updated and re-submitted. Target date for construction is late 2023.</p> <p>We are awaiting a decision from Government on the OBC for the Norwich Western Link. Our pre-planning application consultation has now completed. Should our OBC be approved, the target date for construction will be late 2024.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Deliver the Highways Capital Programme, investing in maintaining and improving this essential asset across Norfolk</p>	<p>In addition to the major infrastructure improvements, significant annual investment is made each year in maintaining and improving the 6,200 miles of road, 2,800 miles of footway and cycleway, and 3,400 miles of Norfolk Trails and public footpaths.</p> <p>A well maintained and improved network is essential for all business and residents in the county.</p>	<p>In 2022/23 we delivered a structural maintenance programme of Norfolk's roads costing £48m.</p> <p>This includes: Surface Dressing £12m Resurfacing (schemes and patching) £14m Bridges £5.5m Footways £6.2m Drainage £5.6m Traffic Signals £1.6m</p> <p>Local improvements include signalling the junction of Victoria Road with Vines Road in Diss at cost of £520,000, and delivering a programme of local Safety Schemes of £270,000</p> <p>In the first year, 23 schemes were approved in our West Norfolk Area. By January 2023, 20 of these schemes were completed with the others progressing well.</p> <p>Our 84 members continue to have access to annual allowance of £10,000 each in the Local Member Fund, enabling them to respond to the local needs of their constituency.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Deliver fibre broadband infrastructure</p>	<p>Connecting residents and communities across Norfolk is a key enabler towards making our economy more innovative, inclusive, and resilient.</p> <p>During the Covid-19 pandemic we saw many services make the shift to go online through necessity. Keeping the momentum of this change, we want to see more households across Norfolk connected, especially those which are hard to reach. This will help encourage businesses to come and set up in Norfolk, knowing that they can be connected wherever they are based in the county.</p>	<p>The projects within this activity have seen considerable progress over 2022-2023:</p> <p>The Local Full Fibre Network project is now complete, having delivered Fibre To The Premise (FTTP) to 394 public buildings in 2022.</p> <p>Better Broadband for Norfolk continues to rollout FTTP at pace, meaning there are an additional 4000 premises which now all have access to FTTP. This places Norfolk nearly halfway towards its target for 2024. Project Gigabit procurement is now in its final stages, with a contract award expected in March. The programme will benefit up to 86,000 hard to reach rural premises.</p>
<p>Deliver the Shared Rural Network</p>	<p>While ensuring good mobile signal coverage is especially challenging within a county of Norfolk's size, the case for doing so remains incredibly important.</p> <p>We want our residents to have the peace of mind of good 4G coverage, helping them in emergencies or just keeping in touch with friends and family.</p>	<p>The Government has determined that the majority of the Shared Rural Network funding will focus on Scotland.</p> <p>However, NCC will continue to work with the four mobile network operators to promote infrastructure improvements in Norfolk and will continue to make further investment in Norfolk as attractive and easy as possible.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Deliver the Norfolk and Suffolk Innovation network</p>	<p>What if we use the Internet of Things technology (IoT) at a city or county level to create smart places? So road junctions can tell you if they are congested, rubbish bins can say when they need to be emptied, rivers can say when the water level is getting close to flooding, parking spaces can say whether they are empty or occupied.</p> <p>The thinking is that all this extra information will allow cities, towns and rural communities to run more smoothly, making them better places to live and work, and allow the more remote areas of our county to become better connected.</p> <p>It also creates an opportunity for new businesses in the region to develop in this emerging sector.</p>	<p>We have successfully implemented 100 Gateways, which provide coverage across Norfolk.</p> <p>We will implement the final 10 remaining Gateways in the first quarter this year.</p> <p>Our focus will now be on increasing the use of the sensor technology across the region and practically around:</p> <ul style="list-style-type: none"> • Smart Farms • Highways • Social Care <p>We will also be helping to improve digital skills in the region through working with schools adopting the previously successful “Step into Tech” model where our schools team hold an event out of term time for young people to experience the technology.</p> <p>Across Norfolk and Suffolk, we provide the largest free to use IoT/ Sensor network in the country.</p>



REVIEW OF STRATEGIC PRIORITY 2:

▶ **BETTER OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE**

Norfolk's children and young people are the future of the county, and we want to ensure that the future generations have the best possible start in life. While the Covid-19 pandemic and rising levels of mental health issues pose serious challenges to our young people, we are determined to ensure that Norfolk delivers opportunity and a place for them to flourish.

The past year has seen cost increases, most notably in fuel, that have driven up expenditure for key service delivery such as home-to-school transport and care.

Despite this difficult financial context, our aspiration to deliver this priority remains unchanged. We have continued with our key activities, whether they are providing support with housing and safety, or investing in young people to help them achieve their full potential. Building on these foundations, we will create a more resilient future for them, and our county.

Progress on these activities over the past year is detailed below:

► **Levelling up outcomes for families**

Activity title	Why are we doing it?	What we have delivered
<p>Continue to embed our New Roads Service</p>	<p>This service was launched in June 2021 and takes a non-traditional approach to working with adolescents experiencing complex journeys – with an innovative residential ‘Hub’ at the heart of the service.</p> <p>It provides short term placements and edge of care support through a range of specialist and wraparound services to help young people on their journey, supporting our vision to reduce the number of looked-after children in Norfolk.</p> <p>An example are trainer flats, which provide accommodation for 16-18-year-olds to live; these act as a stepping stone towards full independence, with nearby 24/7 support worker service.</p>	<p>All New Roads services are now fully embedded. However, after events in 2022, we are reviewing the use of the trainer flats attached to the Norwich Hub.</p> <p>We have been able to identify Hub Community Families, though work continues to identify high-needs families, with a meeting taking place early in 2023 to ensure we have a clear plan.</p> <p>North Yorkshire step out of the project in October 2023, with work commencing early in the new year to understand what this will look like and to work through issues such as transfers of care and handover with the DfE.</p> <p>We will also continue to work to ensure we can fully utilise beds at both hubs.</p>



Activity title	Why are we doing it?	What we have delivered
Continue to embed our Targeted Youth Support Service	<p>This service was set up in March 2021 and is aimed at supporting young people at risk of harm outside the family home, through criminal or sexual exploitation. It continues to build on the work already being carried out by the council's detached youth work service in Norwich, as well as support provided across police, social care, the Youth Offending service and voluntary sector services.</p> <p>The Targeted Youth Support Service plays a key role in strategic oversight and development in relation to extrafamilial harm. This includes contribution and coordination of locality information sharing and mapping forums, operational oversight, and participation.</p>	<p>The Targeted Youth Support Service (TYSS) is now embedded. It provides intensive youth work support to young people who are vulnerable to exploitation and serious youth violence. So far, the service has supported 340 young people through 1:1 work and shows a reduction in exploitation risk for 76% of young people following TYSS intervention.</p> <p>TYSS also provides detached youth workers who are deployed in targeted locations across the county to engage young people in informal learning and create safety in spaces where they choose to spend their time. This element supports contextual safeguarding partnership work in communities.</p> <p>Missing Children practitioners are now fully embedded within the service, providing return home interviews and support to young people who go missing from home or care.</p> <p>TYSS has secured significant external funding via the European Social Fund to enhance its offer and commission projects to support early intervention and prevention for young people vulnerable to exploitation. This has included specialist education training and employment workers and a number of schools-based projects.</p>



Activity title	Why are we doing it?	What we have delivered
Deliver the Healthy Child Programme	The Healthy Child Programme offers every family a programme of activities, including screening tests, immunisations, developmental reviews, and information and guidance to support parenting and healthy choices.	<p>Every pregnant woman in Norfolk has been offered an in-person pre-birth (antenatal check) with every baby in Norfolk receiving new-birth; 6-8 week; and 1 year and 2.5-year checks by a suitably qualified practitioner (these five checks are statutory services).</p> <p>Specialist, additional support has been provided for key groups including teenage parents, and migrant and traveller communities. We have overseen the delivery of the national child measurement programme and vision & hearing screening.</p> <p>A key element of this programme has provided support for our 5-19 year-olds, with various support pathways built into the wider Just One Norfolk and Just One Number, which offer a 'single front door' model for parents & carers, young people, practitioners and fellow professionals alike to seek guidance, advice and (as appropriate) assessment and referral into interventions.</p>
Joined up networks for support	We want residents to be able to access the help they need in simple and intuitive ways.	<p>Since the release of Corporate Delivery Plan 2022-2023, we have rolled out the usage of the Norfolk Vulnerability Hub to include Pathway O hospital discharge and to support the Homes for Ukraine Scheme.</p> <p>As well as this, NCC has provided funding for universal access to the Norfolk Community Advice Network (NCAN) referral system for 18 months to test a standard and consistent approach for referrals to VCSE organisations.</p>



Activity title	Why are we doing it?	What we have delivered
Hardship Support Programme	Norfolk Households will be provided with financial support when it is needed, and we will develop sustainable, longer-term solutions for hardship.	<p>NCC has now led the delivery of the household support fund in Norfolk for 12 months. By the end of March 2023, we will have given £20 million in funding to support financially vulnerable households, working with VCSE and Local Council partners to deliver this funding to people's pockets.</p> <p>In addition, we have provided £500k to create 10 community food hubs supporting 15k people by the end of 2022 and created over 100 warm spaces by providing the Norfolk Community Foundation with seed funding to support this campaign.</p>



► **Raise educational attainment for children and young people**

Activity title	Why are we doing it?	What we have delivered
Norfolk as an Education Investment Area	<p>In February 2022, Norfolk was selected by the Department for Education to be one of 55 local authorities to become Education Investment Areas.</p> <p>Norfolk’s involvement is a positive recognition of what has already been achieved through the local Opportunity Area, as well as of the challenges we continue to face in some parts of the county, as we continue to emerge from the pandemic years.</p> <p>We welcome the focus it places on rural and coastal communities and the recognition of the challenges faced by Norfolk schools in recruiting for key subjects.</p>	<p>This work is led by the Department for Education. A Norwich Priority Investment Area (PIA) Partnership Board, led by an independent chair has been established and includes representatives from the local authority, strong multi-academy trusts and LA-maintained schools.</p> <p>In keeping with DfE timescales, the partnership board completed a data-led analysis of local needs at the end of September 2022, leading the board to agree to two initial high-level priorities for Norwich:</p> <ul style="list-style-type: none"> • KS2 attainment, particularly writing, and • Attendance in secondary schools <p>A delivery plan for the PIA has been submitted to the DfE and is awaiting approval before projects can be commissioned. This is likely to be February 2023.</p> <p>A Writing Pilot Project has been set up to commence in January involving six schools in the PIA. An Attendance Pilot has been commissioned and planned for Spring 2023.</p>
Deliver the £120m investment in new special schools across the county	Our ambitious plans will enable more local children to have their special educational needs met in a high-quality Norfolk school closer to where they live, minimising the need to travel long distances across the county for adequate provision.	<p>In addition to the two new special schools that opened during academic year 2021/22 an additional ten specialist resources bases have been completed (hosted by mainstream schools).</p> <p>The ongoing SEND Sufficiency strategy had previously identified the need for a third new special school (opened in January 2023) and has now also identified the need for a fourth and fifth new school. Land acquisition has been progressing throughout 2022 in parallel to our capital bid to DfE to fund these schemes.</p>



Activity title	Why are we doing it?	What we have delivered
Implement the Norfolk Special Education needs and Disabilities (SEND) Written Statement of Action Plan	The statutory need for this piece of activity continues, with future inspection expected.	<p>The programme of work to deliver 109 actions across 3 serious weakness areas (for Education Health and Care Plans, 18-25 Services, Communication and Co-production) has been completed.</p> <p>Ofsted/CQC returned to Norfolk in November 2022 and concluded that there are no longer any areas of significant weakness in support and services for children with SEND.</p>
Embed the enhanced inclusion service	<p>The consequences of the pandemic on children's education are well documented.</p> <p>On returning to school in September 2020, many children experienced several adjustment difficulties, which have led to schools significantly increasing referrals to the inclusion helpline, which we have strengthened.</p> <p>The Inclusion Helpline is an advice and support telephone service which supports schools who need help including pupils within their provision. It is delivered by staff with experience in SEND and inclusion.</p>	<p>The development and embedding of an enhanced inclusion service has been completed.</p> <p>The Inclusion and SEND Team provide a fully integrated offer of support, advice, training and challenge to mainstream schools and settings to enable them to meet the needs of children with complex and additional needs. The team works closely with Educational Psychology & Specialist Support (EPSS) as well as wider teams across Children's Services. The two-year DfE post-pandemic Return to Education support was delivered through this team to provide a broad and evidenced-based offer of support for schools and settings.</p> <p>A strong focus remains on supporting children and young people with complex and additional SEND needs and those at risk of exclusion.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Roll out the 2022 Schools Local Growth and Investment Plan</p>	<p>The Schools' Local Growth and Investment Plan (SLGIP) provides a snapshot of NCC's plans to fulfil its statutory responsibility to ensure sufficient school places for Norfolk children aged 4-16. Our aim is always to provide school places locally, whilst ensuring schools are of sufficient size (ideally 420 pupils for primary and 900 students for secondary).</p> <p>Norfolk's education landscape has developed over time and is characterised by large numbers of small schools in rural areas.</p>	<p>Our capital programme reflects investment for key identified areas, for example in Wymondham and Hethersett.</p> <p>The Place & Planning team continue to monitor the housing development with district and developer colleagues both annually and termly. S106 agreements are negotiated and monitored to manage the developer contributions from this funding stream and any land transfers.</p> <p>We completed the Department for Education's School Capacity Survey which aids NCC in receiving its basic need funding based on the pupil-led demand across the county. PAN (Pupil Admission Number) consultation is underway to address over-provision of places in areas of lower population and where demographic decline is evident. The council's statutory duty to complete a Planned Admission Number Consultation annually.</p> <p>Commissioning is in progress for the new primary free school in Cringleford. Shortlisting and interviews have been completed.</p>



► **Create better employment opportunities for young people**

Activity title	Why are we doing it?	What we have delivered
Deliver our apprenticeships strategy	Apprenticeships continue to play an important part in upskilling individuals and supporting business growth.	<p>The Recruit Retain Reward grant of £1000 closed for applications in October 2022, successfully supporting 437 Norfolk businesses to recruit new apprentices. 70% of apprentices were aged 16-18 and 30% of apprentices were aged 19-24.</p> <p>The Access to Apprenticeships (A2A) bursary grant closed in early Spring 2023. To date, the funding has supported over 250 apprentices in Norfolk aged 16-24, to access financial support for travel expenses, equipment or digital kit to help them start a new apprenticeship.</p> <p>The Progression to Apprenticeships (P2A) pilot project closed on 31st December 2022 and successfully supported 42 businesses in Norfolk to progress a young person from the Kickstart scheme onto a full apprenticeship, through a financial and practical package of support. Through the ASK (Apprenticeships Support & Knowledge) contract with the Department for Education, the Pathways into Work team have met all Key Performance Indicators (KPIs) in supporting school engagements, activities involving work with young people, parents/carers and young people in vulnerable groups.</p>



REVIEW OF STRATEGIC PRIORITY 3:

▶ **HEALTHY, FULFILLING AND INDEPENDENT LIVES**

Our strategy sets out the ambition for Norfolk to be a place where everyone can live fulfilling, independent lives and, where necessary, access the support they need at the right time. We want to ensure that health conditions which can compromise quality of life are addressed early and lifestyles changed for the better.

A key piece of this puzzle lies in the continuing integration of health and social care. This will enable us to respond to new pressures and demands through stronger partnership and collaboration by tackling health inequalities at their roots.

Our progress on delivering these key activities over the past year is reported below:



► **Levelling Up Health**

Activity title	Why are we doing it?	What we have delivered
<p>Adult social services “front door” and prevention programme</p>	<p>Our Promoting Independence strategy sets out the core ambitions of Norfolk County Council’s Adult Social Services, based on the recognition that helping people live independently allows them to live healthier, more fulfilling lives.</p> <p>Connecting Communities is a programme of work which focuses on prevention, early intervention and achieving the best possible outcomes for people.</p> <p>The programme will have many benefits for residents and communities in Norfolk, such as providing the right community capacity and relationship with services to support people to be as independent as possible.</p>	<p>Front-line teams have been at the heart of re-designing ways of working in our ‘front door’, (Social Care Community Engagement, SCCE). We have put in place new ways of working in short-term services and in our community care teams. This has seen waiting times in SCCE reduce, more people benefitting from reablement through Norfolk first Support, and earlier strengths-based discussions to find alternatives for people to residential care.</p> <p>We have introduced a new digital platform which can analyse our data and information. We will be using this to identify people who might benefit from earlier help, including people at risk of a fall.</p> <p>Underpinning these new ways of working is a dedicated focus on recruitment and retention.</p>



Activity title	Why are we doing it?	What we have delivered
<p>No Homelessness in Norfolk strategy</p>	<p>By significantly reducing homelessness and rough sleeping, we can make a significant and lasting impact on the lives of people across Norfolk, by increasing their health and wellbeing and their life chances.</p> <p>There is system-wide resolve not to return to pre-Covid-19 levels of homelessness and rough sleeping, and a determination to work on an inclusive housing recovery plan coupled with the long-term strategic aim of ‘No homelessness in Norfolk’.</p>	<p>Over the past year we have continued to actively engage with the Norfolk Strategic Housing Partnership, advocating a collaborative approach to the prevention of, and solutions to, homelessness – A Norfolk Homelessness Prevention Strategy (2022-2025) has now been published. The Action Plan helps to implement key themes and aims from the Strategy and this is endorsed by all members of the Partnership.</p> <p>We have reviewed the Social Impact Bond which was £635k for the No Homelessness in Norfolk project which started in April 2021 for a 4-year period. We now have a responsive service which provides immediate support in a crisis, prioritises safeguarding, and supports people to manage in the longer term.</p> <p>We have improved service user feedback and helped improve future service delivery as part of a co-produced exercise – understanding of the person’s care and support needs and the potential type of solutions required at its centre.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Deliver the Public Health and Wellbeing programme</p>	<p>We will see an improved position in our statutory delivery of the NHS Health Checks programme; the number of people supported to quit smoking, and people better managing their weight; and an improved position in our successful completions for those in drug & alcohol treatment.</p>	<p>A catch-up programme of NHS health checks is underway to wholly recover our position of having ‘lost’ some 36,000 NHS Health Checks during the COVID pandemic period.</p> <p>We’ve established a support service to GP partners, aiding them to return to their pre-COVID levels of BAU activity, with delivery already sitting higher than pre-COVID levels.</p> <p>We are working through an improvement programme with aspirations to improve our delivery of both invites and take-up rates to targets above pre-COVID delivery and are on track to achieve this.</p> <p>We’ve launched a new provider framework for weight management solutions, in order to see a wider choice of services across the county, which started on 1 April 2023.</p> <p>The Drug & Alcohol treatment service is improving its position month-on-month through a specific action plan. Stop smoking services have performed well, despite the shortage of certain products at a national level affecting local provision.</p>



Activity title	Why are we doing it?	What we have delivered
Implement Project ADDER	<p>Project ADDER (Addition, Diversion, Disruption, Enforcement and Recovery) commenced in 2020/21 as a nationally funded pilot; a joint initiative between the Home Office (HO) and the Office for Health Improvement and Disparities (OHID).</p> <p>Greater Norwich was selected as a target location and the ADDER programme has been operating in the locality since March 2021, overseen by a joint delivery group co-chaired by NCC and Norfolk Constabulary.</p> <p>ADDER, with an annual budget of £1.35m, is delivered in addition to Norfolk’s core Alcohol & Drug Behavioural Change Service, through which NCC invests £6.6m per year of its Public Health Grant income (circa 16%).</p>	<p>The integrated delivery model of ADDER has helped sustain treatment for a cohort of substance misuse users who historically struggle to maintain engagement due to episodes of homelessness, short-term prison sentences, and multiple lapses.</p> <p>The service has also helped improve access to primary care, mental health, housing, employment, and education services.</p> <p>Key achievements in 2022/23 include:</p> <ul style="list-style-type: none"> • Over 2,300 referrals made to Alcohol and Drug help services • More than 500 interventions/ contacts delivered each week • Nearly 200 drug users being in structured treatment at any given time • Over 1,300 arrests for trafficking, possession, and weapons offences • Around 550 children and young people seen and supported in relation to drug use • Over 320 police officers trained and supplied with substances to treat opioid overdoses



Activity title	Why are we doing it?	What we have delivered
Healthy libraries	<p>Norfolk Libraries are trusted key community assets providing countywide cover, supporting the health and wellbeing of residents through information and activities relating to key public health priorities.</p> <p>The physical locations and community links they provide are key in helping us to create a county where everyone can start life well, live well and age well, and where no one is left behind.</p>	<p>All our Public Health campaigns are promoted through the libraries and all our staff have completed the “Making Every Contact Count” training, enabling them to offer low level advice to people on creating healthier habits and lifestyles. Projects include Digital Health with the NHS, and further development of our emotional and mental health support offers.</p> <p>To support vulnerable people, all our libraries have been used as warm spaces this winter as part of the Warm Welcome Campaign and provided Keep Warm and Go bags. Furthermore, to help families and children, we have created schemes such as such as “feed and read”.</p> <p>To support our COVID-19 effort, we created a highly successful community collect model for covid testing kits: Library Collect; Mobile Library Collect and Small Business Library Collect. Libraries have also become an essential part in the provision of NHS health checks for their local communities.</p> <p>The Healthy Libraries initiative is maintained by a joint libraries and public health strategic group, overseeing the delivery of Public Health outcomes directly to Norfolk residents who use the library service.</p>



► **Living Well**

Activity title	Why are we doing it?	What we have delivered
<p>Deliver our capital housing programmes (Independent and Supported Living)</p>	<p>Norfolk needs modern specialist housing for adults aged over 65 with care and support needs. NCC has allocated £29m to facilitate county-wide development of quality housing which offers peace of mind, helping people to stay independent in their local communities for longer. There will be more choice and control for people, with social isolation and wellbeing improved by living in communities of support. Norfolk is committed to shaping communities fit for future and to improving outcomes for all. Independent Living schemes will also look to offer new facilities such as cafes and bars that will be open to the public. New local employment opportunities in building and care will be created, and local businesses will benefit from increased use. Norfolk also needs modern specialist housing for adults aged 18-65 with care and support needs and has allocated £19m to facilitate more affordable developments across the County. There will be more choice and control for people, with social isolation and wellbeing improved by living in communities of support. Our stretched health and care system will see savings, with reductions in hospital stays, residential placements, poor mental health, frailty, falls and regular GP appointments.</p>	<p>Delivery of the Independent Living programme has and continues to be managed through a dedicated housing programme “Independent Living for older people”, aimed at making the development of affordable rental units viable, helping to fund lettings agreements for suitable units. The fund can also be used in conjunction with other funding streams. Two schemes in Acle and Fakenham have successfully opened so far, with more in the pipeline.</p> <p>We have ensured that our health and social care staff are kept up with developments so they can talk to people, and there is an ongoing programme of engagement with local communities to build a better understanding of work to be delivered and improve knowledge of what specialist housing is.</p> <p>Delivery of “Supported Living” is being managed through a dedicated housing programme.</p> <p>The capital funding will make the development of affordable rental units viable; help fund lettings agreements for suitable units; and be used alongside other funding, such as Homes England, housing authority capital and the NHS.</p> <p>8 units of bespoke accommodation for people with complex needs have been delivered in 2022, with 12 units due to be delivered for complex needs in 2023. 12 enablement units were delivered in 2022.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Review of community services</p>	<p>Norfolk County Council currently spends over £1million per day on meeting the eligible needs of Norfolk residents in terms of Adult Social Care.</p> <p>It is our duty to be ambitious and progressive in how we meet these needs in a sustainable way. If not, we risk being overwhelmed by demand in the future. The department has a programme of transformation – Promoting Independence – based around its vision which is “to support people to be independent, resilient and well”.</p> <p>Promoting Independence has, to date, largely focused on managing demand. Through a changed model of social work, investment in reablement and assistive technology, we have slowed the rate of admissions to residential care for all ages, bringing Norfolk County Council closer in line with its family group, and achieving £61m of savings over the last five years.</p> <p>Looking ahead these gains will be sustained through a step change in prevention, based on risk stratification, and targeted interventions to address known life risks, and a re-purposed ‘front door’ for adults.</p>	<p>We have re-designed ways of working in Norfolk First Response so that increasing numbers of people can benefit from reablement. Working with colleagues in the NHS, we have shifted our focus from bed-based care to better home care, and other community-based support, and by making changes in the way our teams work, our reablement workers are able to spend 25% more of their day with people.</p> <p>We have now set ourselves a target of reaching 8000 people per year who are able to start and complete reablement, and therefore enjoy more independent outcomes. We have a further ambition for 313 more people to live in a more independent setting than residential care.</p> <p>By connecting people to community services and technology, and by supporting informal carers, we will ensure people have the right amount of formal care at home to meet their needs.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Changing Places toilets initiative</p>	<p>Changing Places toilet facilities help increase independence and improve quality of life for people with complex needs and disabilities.</p> <p>As a rural County with a significant tourism economy, Norfolk County Council wants to make it easier for disabled people and their families to enjoy activities that others may take for granted, as well as enabling everyone to enjoy visiting Norfolk.</p>	<p>To create a strong network of these facilities and capitalise on wider government grants, we undertook community engagement on Changing Places, the results of which fed into District Council bids for Government funding.</p> <p>This work enabled us to understand priority places for the facilities and shaped where the additional £665,000 of funding for facilities in Norfolk should be spent, complementing the District Council bids.</p> <p>These locations have been agreed by cabinet, and the planned programme of Changing Places is coming to fruition, including the completion of the new Changing Places facility at the Castle Museum in Norwich. Site and accessibility visits are being carried out and will complete by the middle of 2023, when we will consider if further facilities could be built with any remaining funding.</p>



► **Better local services**

Activity title	Why are we doing it?	What we have delivered
Home Support Transformation	<p>We want to ensure we have a sustainable, collaborative, quality focused framework of providers delivering good quality home care services equally across the county.</p> <p>We are seeking to transform our home care market to ensure that there is available capacity across all areas of the county to ensure people have access to the required type of care that they need in the community.</p>	<p>As part of our strategic planning programmes, we have delivered approximately 2,500 hours a week of additional delivery and capacity across Home Care provision.</p> <p>We have supported a reduction in our interim care list numbers of around 600 cases, down from 800 to 202, alongside reducing the number of people waiting for care after receiving rehabilitation through Norfolk First Support and those waiting for care as a result of hospital discharge. We have focused delivery of double assist through increasing hours and access to double assist care.</p> <p>We have implemented collaborative contracts to support care providers to work together more closely to improve services offered to people. Alongside this we have developed and implemented a support framework for care providers to access when they need support to remain sustainable, particularly across the winter when the pressures are greatest.</p> <p>We have now developed a strategic plan to transform our home care services to ensure they are fit for purpose, underpinned and driven by sustainability, quality, capacity and resilience, to ensure people have access to the required type of care that they need in the community.</p>



Activity title	Why are we doing it?	What we have delivered
Care Market Quality Improvement	<p>We want to increase the number of good and outstanding care providers across Norfolk, supporting sustained improvement and reducing the number where performance is deteriorating. This will lead to more choice and availability of good quality care, a reduction in the need for people to accept care that is below standard, and improved outcomes for individuals.</p> <p>We aim to provide a system-wide evidence-based approach to identify, plan, and create the right infrastructure to improve and sustain care quality improvement.</p> <p>The focus is on delivery, reducing variation in care and creating a learning culture, transforming the experience for those that are in receipt of service, creating the conditions for good quality and providing good value for money.</p>	<p>This programme of work sits across care providers, NCC teams, the Integrated Care Board (ICB), and those in receipt of care services.</p> <p>Work underway through the programme includes provider engagement; approaches to service user feedback; reviewing our approach to contract management and continuing to develop our support for quality improvement.</p> <p>We are also reviewing health functions within social care and are working, to enable projects focused on implementation of the workforce strategy, digital transformation, ethical commissioning and cost of care work.</p>



Activity title	Why are we doing it?	What we have delivered
Fulfil our leadership role in the Norfolk and Waveney Integrated Care System	A fully integrated health and care system across Norfolk and Waveney will benefit residents, the County Council and a range of partners – from the voluntary sector, care providers, community and primary care, and local and district councils – working together to reduce inequalities and prioritise prevention.	<p>The Norfolk and Waveney’s Integrated Care Systems (ICS) gained its statutory footing on 1 July 2022.</p> <p>The Integrated Care Partnership (ICP) has produced a transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy which sets the direction for the ICS and will influence work across the system.</p> <p>NCC will continue to play a key leadership role in the ICS to improve population health and care, tackle unequal outcomes, enhance value for money, and support social and economic development.</p>
Multi User Hub development programm	Residents in key towns will be able to visit their hub for support, skills development, and accessing community activities delivered by a range of partners that meet local need.	Town Deal funding has now been fully secured for hubs in both King’s Lynn and Great Yarmouth. The Great Yarmouth hub will be delivered by Spring 2024 with the King’s Lynn hub going live in Summer / Autumn 2025, with a collective investment of £27m.



Activity title	Why are we doing it?	What we have delivered
<p>Delivery of Active Travel and Public Transport Improvements</p>	<p>Norfolk has been keen to play an active role in enhancing the walking and cycling network across the county and improving sustainable transport.</p> <p>We want to understand how we can enable more people to cycle and walk more in the county, as well as identify the places which people want to connect with when travelling on foot or by cycle.</p>	<p>We have delivered Active Travel Phase 2 schemes at:</p> <ul style="list-style-type: none"> •St Williams Way, Thorpe St Andrew: mandatory on-road cycle lanes; •Heartsease Lane Norwich: segregated road crossing on the Pink Pedalway; •Ipswich Road Norwich: mandatory on-road cycle lanes (to be delivered at the end of the year). <p>We have also delivered improved cycle parking across the county's market towns, Great Yarmouth, and King's Lynn. We have been successful in award of Active Travel Phase 3 funding for delivery in 2023/24. This will deliver a further 3 schemes at a cost of almost £1m. The council has recently been awarded £700,000 from the Active Travel Capability Fund for building capability on Active Travel in the LA and behaviour change.</p> <p>We have secured £1.8m CIL funding for the Yellow Pedalway in Hellesdon, and £0.5m towards a new shared use facility at Colney.</p> <p>Beryl Bike scheme users have travelled over two million kilometres in Norwich, with over a quarter of journeys made replacing use of a car or van. The scheme has also expanded to 3 new areas and a further extension of the e-scooter trial has also been agreed with DfT until 31 May 2024.</p> <p>£50 million funding has been secured to implement a Bus Service Improvement Plan to be invested in capital works to improve bus travel infrastructure across the county as well as schemes to increase passenger numbers. In partnership with First, we have secured £3.6m funding to bring 15 electric buses to Norwich.</p>



Activity title	Why are we doing it?	What we have delivered
Prepare for social care reform	<p>The Government is introducing widely publicised reforms to social care, which includes a lifetime cap on the amount people pay towards their care, more generous financial means-test thresholds, the ability for self-funders to ask their council to arrange their care and moving towards a fair rate of care in respect of councils' fees to care providers.</p> <p>We want people to have choice, control and support to live independent lives. Preparing to meet the requirements of the new legislation will help ensure people can access outstanding quality and tailored care and support in Norfolk and that residents benefit from fair and accessible adult social care.</p>	<p>We are putting plans in place to prepare and deliver Government's reforms across a number of key areas. To prepare for the changes and increased activity resulting from the Charging Reform, we have been developing models of self service and self-assessment, and planning for the implementation of care accounts, and the fair cost of care and market sustainability.</p> <p>We have also been developing plans to work with disability groups, service users and carers, at the right time, to identify opportunities for co-production and planning.</p> <p>Following the Government's Autumn Statement to delay the implementation of Social Care Reforms until October 2025, the programme will be rescoped to allow for the changes. We are still working on many aspects of the preparation since they will support our overall direction of travel for adults and improve our efficiency and outcomes for people.</p>
Deliver excellent Norfolk Fire and Rescue Services	<p>Norfolk Fire & Rescue Service is at the heart of protecting communities. We exist to make our county as safe as possible.</p> <p>Norfolk Fire & Rescue Service will make Norfolk a safer place through:</p> <ul style="list-style-type: none"> • Preventing fires and other emergencies • Protecting people, buildings and the environment • Responding to fires and other emergencies when they arise. 	<p>We have delivered our core response functions by attending fires and other serious incidents over the past year. Throughout 2022, we shaped our Community Risk Management Plan 23-26 and published it for public consultation in December 2022. We have also strengthened the way we provide Prevention and Protection services to the county, with additional staffing and structures put in place to provide improved capacity. As a result of our increased activity responding to wildfire incidents over the summer, we instigated a review of our response and have implemented an action plan to address key areas of learning.</p>



REVIEW OF STRATEGIC PRIORITY 4:

▶ STRONG, ENGAGED AND INCLUSIVE COMMUNITIES

We believe that individuals in Norfolk are at their best when engaged and part of a thriving community. We work in partnership to support and empower our communities to build capacity, capability and resilience so they can better help themselves.

We will continue to work with key stakeholders to ensure residents have access to good public services, information, and advice to help them live well and independently.

Our progress in this area is set out in the activity updates below:

► **Involvement and participation**

Activity title	Why are we doing it?	What we have delivered
VCSE engagement	<p>Voluntary, Community and Social Enterprise (VCSE) organisations are key partners in delivering Norfolk County Council’s strategic objectives, helping residents to live independent, health and aspirational lives. It is therefore important that the council engages with the sector and seeks their views on gaps, changes and priorities to determine impact and shape what is needed.</p>	<p>Health and social care commissioners, in collaboration with the VCSE sector and other system partners, have developed a set of VCSE ‘commissioning principles’. These define how organisations undertaking a commissioning function work together with the VCSE sector for the benefit of our population. Recognising that the relationship that the council has with the sector is wider than commissioning, we are also developing an overall set of principles that sets out the way that we as a council communicate, engage and work with the sector.</p> <p>Additionally, NCC funds the Empowering Communities Partnership of VCSE organisations, delivering infrastructure support to create a resilient VCSE sector, and which provides regular engagement and communications to VCSE organisations. The VCSE Assembly also supports engagement with the sector in terms of the Integrated Care System.</p>
Norfolk Armed Forces Covenant	<p>The Armed Forces Covenant helps us embed stronger, engaged, more inclusive communities, particularly within the armed service community.</p> <p>It seeks to recognise the sacrifices made by Norfolk’s armed forces community and provide bespoke assistance to those seeking support, ensuring that an individual’s service is never a barrier to them accessing services.</p>	<p>We have completed a Needs Assessment for the Armed Forces Community in Norfolk. We continue to support delivery of priorities within the Norfolk Armed Forces Covenant Board’s Action Plan 2019-22.</p> <p>As advocates of the Armed Forces Covenant Pledge, we are working with town and parish councils and educational establishments to enable them to secure bronze awards under the Defence Employer Recognition Scheme.</p> <p>We have put in place arrangements to meet the new legal requirements relating to the Duty of Due Regard for the Principles of the Armed Forces Covenant.</p>



► **Building capacity**

Activity title	Why are we doing it?	What we have delivered
<p>VCSE infrastructure support and integration with ICS VCSE Assembly</p>	<p>The VCSE sector will be better placed to support people and communities in Norfolk because they have the skills, training and support that they need to operate.</p>	<p>Our VCSE Infrastructure grant has now been re-shaped and re-granted as outlined. The partnership has been increased from 2 to 5 organisations to ensure transparency and a breadth of representation.</p> <p>New branding, website and steering groups have been implemented. We have also combined the volunteer portal funding with this grant to ensure simplified packages of funding to the sector in line with our commissioning principles. This has enabled a refreshed and modern volunteer portal making it easier to find volunteering opportunities and apply.</p> <p>Over 1000 organisations have attended best practice sessions on a range of topics that are relevant to the sector, including funding and HR. 140 organisations are actively recruiting volunteers on the portal. The grant programme led by the Norfolk Community Foundation supported 26 organisations with seed funding to increase capacity and innovate.</p>



► **Empowering our communities**

Activity title	Why are we doing it?	What we have delivered
Joining up our information and signposting	We want people to be able to access the help they need simply and quickly, helping prevent problems before they get worse.	<p>The council has funded universal access to the Norfolk Community Advice Network (NCAN) referral system until March 2024 to test a single approach for referrals.</p> <p>County Council departments have been working together on a map of commissioned and grant funded information advice services to develop an easier to access model, which will be available in 2023.</p>
Digital Inclusion Strategy	<p>We want to help make Norfolk residents become digitally enabled citizens. Support will be targeted towards cohorts of people who are identified as digitally excluded using shared data from across the system.</p> <p>In particular:</p> <ul style="list-style-type: none"> • Older people • People with acute health conditions and disabilities • Job seekers and low-income households • Children and young people • People experiencing multiple inequalities 	<p>Our Libraries, Adult Learning, schools and the voluntary sector provide devices and equipment, free data and connectivity, and programmes of learning that enable residents to develop digital skills and boost confidence for life and work.</p> <p>This year alone we have provided nearly 1300 laptops and devices along with data and connectivity to a wide range of residents including 500 Ukrainian refugees as well as to the voluntary sector, surpassing our 1000 devices target. We also provide awareness of scams and online exploitation, support for self-employed and start-up businesses and loan assistive technology.</p> <p>The programme submitted a bid through the Norfolk Investment Framework to fund an innovative proof of concept pilot based in King's Lynn and West district. It will provide support through an online hub via a network of trusted people in trusted places. The programme is also developing an ambitious digital skills programme for staff to improve their own skills, efficiency and help provide support and signposting for online resources to our residents.</p>



REVIEW OF STRATEGIC PRIORITY 5:

▶ A GREENER, MORE RESILIENT FUTURE

Norfolk is renowned for its beauty, safety, and heritage. The county has a wealth of history hidden away throughout its cities, towns, and villages. From the Brecks to the Broads to the North Norfolk Coast, we have some of the most striking and diverse landscapes in the country. It is vital that we preserve and protect both our natural and historical heritage for future generations to enjoy. This starts with ensuring we prevent damage to our natural environment and safeguarding the unique features which make our county Norfolk. We will continue to ensure access to quality spaces for all communities to enjoy.

The past year has shown that meeting net-zero objectives delivers more than just environmental benefits. A strong year for renewable energy generation has meant that around 40% of the UK's energy came from wind, solar or other renewable sources over 2022. These conditions have helped the country build resilience and avoid reliance on expensive fossil fuels for electricity generation.

Our progress towards delivering on this priority through our key activities is set out below:



► **Protecting and enhancing our environment**

Activity title	Why are we doing it?	What we have delivered
<p>Implement our Environmental Policy – Nature recovery</p>	<p>Norfolk County Council’s Environmental Policy contains commitments that focus on protecting and recovering nature and conserving and enhancing natural beauty.</p> <p>Central to this is producing a Local Nature Recovery Strategy (LNRS) that maps out Norfolk’s Natural Capital and the opportunities for nature-based solutions, including habitat connectivity, reduced flood risk, pollinator corridors and human health and wellbeing. This is a core aspect of the UK Government’s Environment Bill (2021), which outlines key statutory responsibilities for local authorities in the area of nature recovery.</p> <p>There is a Biodiversity Net Gain requirement in the 2021 Environment Bill, which requires new developments to achieve a minimum of 10% biodiversity net gain onsite, or, when it’s not possible, purchase biodiversity credits offsite.</p>	<p>This year has seen successful bids for projects that restore nature, reduce flood risk and boost biodiversity. This includes the “Wilder, Wetter, Better for Wildlife” proposal that was submitted by NCC in partnership with Norfolk Rivers Trust and the Holkham Estate. The 1 Million Trees for Norfolk Programme has seen a 200% increase on last year’s planting total including more than 50,000 young trees and hedges being planted on county farm property.</p> <p>We are also trialling a subsidised tree scheme for Norfolk residents to plant trees on their own land.</p> <p>A volunteer-run Community Tree Nursery has joined the attractions at Gressenhall Farm and Workhouse, Museum of Norfolk Life, which serves as an education facility alongside building a pipeline of locally-sourced trees.</p> <p>In partnership with Suffolk County Council, we have identified four areas for planting nature recovery sites on roadside verges this winter. This is on top of identifying 23 existing roadside nature reserves for expansion.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Implement our Environmental policy – Net Zero programme</p>	<p>As part of our work to help tackle climate change, we have committed to making our estates net zero by 2030.</p> <p>Both the Council’s strategy and its Environmental policy commit us to:</p> <ul style="list-style-type: none"> •Achieve ‘net zero’ carbon emissions on our estates by 2030 •Work towards ‘carbon neutrality’ by 2030 <p>Our estates include all of our buildings and streetlights.</p>	<p>Technical decarbonisation studies of council buildings are nearing completion and potential works to improve energy efficiency and install low carbon heating are being costed. A funding bid has been submitted to support the retrofit of 19 council buildings.</p> <p>We are on track to convert 15,000 streetlights to energy efficient LED technology by end of March 2023. These will bring carbon savings of around 5,500 tCO2e by 2030. The Fire Service will refresh leased vehicles with plug-in hybrids and work is underway to install 42 charge points at County Hall with plans for 15 charge points at other sites.</p> <p>Shareholder letters have been delivered to the council’s companies expressing the need to put in place carbon reduction plans and we have approved the use of an internal carbon price to better incorporate carbon reduction benefits into decision making</p> <p>A contract has been awarded to install 46 on-street charge points to support the uptake of electric vehicles in parts of Norwich with little off-road parking. The council has been working collaboratively with the Norfolk Climate Change Partnership to refresh the collective priorities for the partnership and establish the best way work together to deliver benefits for the county. A Net Zero hub went live in January 2023 to provide information to residents on the actions NCC is taking to achieve delivery of its Net Zero outcomes.</p>



► **Access to quality spaces**

Activity title	Why are we doing it?	What we have delivered
<p>Castle Keep: Royal Palace Reborn</p>	<p>This restoration is one of the largest heritage projects of its kind currently underway in the UK.</p> <p>In addition to reinstating the principal floor level, offering unique views and creating learning spaces, the Keep will also have a new gallery designed in partnership with the British Museum, to showcase national medieval treasures alongside Norfolk’s own. As part of our commitment to an “accessible Norfolk”, the work will also see the installation of a new lift, ensuring that all five levels of the keep are fully accessible, for the first time in its history.</p>	<p>The first of the three-phase handover process has been successfully completed, with the new schools’ entrance, Changing Place facility and conference & banqueting toilets completed in August 2022.</p> <p>Steelwork has now been completed in the Keep and excellent progress is being made on the British Museum Partnership Gallery of the Medieval Period.</p>



Activity title	Why are we doing it?	What we have delivered
Greenways to Greenspaces	<p>Greenways aims to improve connectivity between market towns by providing safe, low-carbon travel options while also functioning as linear 62 habitats, linking the county’s Greenspaces into an extensive network and integrating biodiversity enhancement.</p> <p>These changes are expected to help create stronger communities, improved job opportunities, as well as better health and wellbeing outcomes.</p>	<p>Working with Highways, 23 existing Roadside Nature Reserves have been identified for expansion, and a policy on verge management for biodiversity is being developed.</p> <p>New Roadside Nature Reserve sites are being identified using artificial intelligence in partnership with the University of Lincoln.</p> <p>A new addition to the Norfolk Trails network was added this year with the launch of Kett’s Country Long Distance Trail. We have launched the “Jubilee Trails” project, which delivers five new walking routes developed in partnership with the Norfolk Platinum Jubilee Committee, which will open individually over the coming year.</p> <p>A new environmental data analysis team within the environment service, Natural Norfolk, has been commissioned to identify greenspace development opportunities as part of the Greater Norwich Green Infrastructure Strategy, and will be delivering a Local Nature Recovery Strategy for Norfolk - a flagship measure from the Environment Act 2021.</p> <p>Outreach and engagement activities were delivered throughout the year, including at the Royal Norfolk Show. These activities have grown awareness of the project and driven applications for its subsidised “Jubilee Trees for Norfolk” scheme.</p>



Activity title	Why are we doing it?	What we have delivered
Dark Skies	<p>The Norfolk Coast Partnership (NCP) in conjunction with our partners and other organisations, focuses on celebrating the dark skies and landscapes of the Norfolk Coast Area of Outstanding Natural Beauty (AONB), while raising awareness of the vital benefits that the dark brings to people and biodiversity, and conversely, the impacts of light pollution.</p> <p>The protected areas of the Norfolk Coast and Broads contain some of the last remaining dark landscapes in the UK, so we aim to conserve and enhance those valuable nightscapes for future generations.</p>	<p>A substantial event programme is underway across the North Norfolk AONB which started with well-attended launch event featuring expert talks and a candlelit performance of sea shanties.</p> <p>In a finale event, towns will be encouraged to coordinate a synchronised “big switch-off” so residents can collectively enjoy their dark sky.</p> <p>Five events have been delivered so far with a further five to take place before March 2023, working with partners that include schools, the National Trust, RSPB, Wildlife Trust and astronomy societies.</p> <p>An accreditation programme is being created that will link to other green initiatives across the AONB.</p> <p>Self-serve resources are being developed for specific audiences including Parish Councils and developers.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Flood risk reduction and water resource management</p>	<p>Norfolk is tenth most at risk out of 149 authority areas for flooding and has been affected by several significant rainfall events in recent years.</p> <p>Assessment of surface water flood risk mapping shows that over 12,000 properties in Norfolk are at risk from a 1:30 (3.3% Annual Exceedance Probability) rainfall event and that over 30,000 properties are at risk from a 1:100 (1% Annual Exceedance Probability) rainfall event.</p> <p>The effects of climate changes on weather patterns, sea level rises, and the effects of isostatic rebound tilting the country to the south-east, all contribute to different extents, and sometimes combine, to increase the apparent frequency and severity of incidents of flooding in Norfolk.</p>	<p>The County Council has made additional funding of £1.5m available in each year between 2021/22 and 2024/25. Of this there has been capital allocation of £380,000 in 2022/23 and the following years and in 2022/23 we delivered works at Green Lane, Great and Little Plumstead (which was a Tranche 2 NSFA priority), started design work at Heacham (which is a tranche 1 NSFA priority), Pulham, and a feasibility at Acle, as well as providing contributions to partnering organisations.</p> <p>The Lead Local Flood Authority aspect of the County Council has established and progressed priority projects and secured external funding to support this priority, notably:</p> <ul style="list-style-type: none"> • £6.4m with Suffolk to implement innovative and sustainable ‘Reclaim the Rain’ water management projects in rural communities. • £120,000 from the Environment Agency for two projects in the River Burn catchment. • £600,000 from the Environment Agency for a £1.2m scheme in Dereham. <p>In terms of legislation, Government has said it will now consult in 2023 on the implementation of Schedule 3 of the Flood and Water Management Act.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Deliver waste reduction</p> <p>(Previously titled Deliver Highways, Transport & Waste Improvements – retitled as Transport improvements are captured in other activities above)</p>	<p>Reducing waste is the best way to reduce the environmental and financial costs of waste and can be achieved through minimization, reuse and recycling.</p>	<p>We have been delivering the Foodsavvy campaign to help households reduce food waste and save money, which is now extended to involve all councils in Norfolk. This works alongside our home composting campaign, which includes provision of subsidised home composters, and our reduce single-use campaign.</p> <p>Working with the Norfolk Waste Partnership we have delivered targeted and focused initiatives and campaigns to increase recycling and reduce contamination and fly-tipping. This has been reflected in an increase in countywide recycling rates and a drop in reported incidents of fly-tipping.</p> <p>Following the delivery of new improved recycling centres at Norwich North and Norwich South, new reuse shops have opened across all Norfolk’s recycling centres. We have also consulted on new sites in the Sheringham and Wymondham areas and are locating sites for new recycling centres in the Long Stratton and North Walsham areas.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Implement the NCC Libraries and Information Service Strategy</p> <p>(Combined with Libraries and Adult Learning – Families offer activity)</p>	<p>In March 2020, Norfolk County Council adopted a strategy for Norfolk Library and Information Service with a vision for our libraries to make a real difference to the people of Norfolk by being there when they need them at the heart of the community, supporting individuals, communities and businesses to be the best they can be.</p>	<p>Working with Devices dot Now and other partners, libraries are being used to distribute devices, provide connectivity and offer digital support to vulnerable adults.</p> <p>8,137 children took part in the summer reading challenge delivered by the libraries.</p> <p>31,948 children and adults have attended Bounce and Rhyme over the past year in council libraries. The past year has also seen the introduction of Story Explorers in libraries, which helps children from 0-5 years old borrow and explore books from Norfolk libraries. Libraries have been providing Kick Start placements, volunteering opportunities and Business and Intellectual Property Centres which provide support for economy and skills.</p> <p>Open Libraries have been reinstated in 43 libraries (44th is Hunstanton which is in temporary accommodation). Extended families offer in libraries will come to new locations in King's Lynn, Dereham, Millennium Library and Thetford.</p>



▶ OPERATIONAL EFFECTIVENESS

This section of the annual report recognises work which seeks to improve the efficiency of the organisation and address emerging pressures. These key activities are not housed specifically within a strategic priority, but instead contribute to them through improving the way we work.

Making best use of technology and digital innovation remains central to our ways of working. Over 2022 we saw many staff choose to return to the office and an increase in face-to-face meetings. We are clear that providing the right spaces and hybrid technology are essential to meet modern demands in the changing world of work.



Activity title	Why are we doing it?	What we have delivered
Recovery from backlog	Frontline services have experienced significant disruption to usual workflows during the pandemic, with backlogs of assessments, reviews and new cases needing to be addressed.	<p>We have made significant progress in addressing the backlog from the Covid period, which saw social care teams across the council working in extremely challenging circumstances.</p> <p>Through careful investment, retraining of staff and a review of ways of working, we continue to address significant increases in demand for care services. We continue to press Government for a sustainable model of funding for social care so that we can continue to meet the needs of our residents</p>
Preparing for inspection (Adults/ Children's)	As part of fulfilling our statutory duties, the council is regularly inspected by independent bodies to ensure service quality is high.	<p>The recent Inspection of Local Authority Children's Services (ILACS) inspection found that Norfolk Children's Services had risen to "Good" in all areas, with Ofsted describing support for care leavers as demonstrating "exemplary practice" and said children in care are provided with "exceptional services."</p> <p>This marks a significant improvement, and Norfolk County Council will work to sustain this over the coming years. The ILACS framework has changed this year to include care leavers' experience as criteria, so future inspections of Norfolk's Children's Services will reflect this. Ofsted also found that Norfolk no longer has any significant areas of weakness following their November 2022 revisit. This marks a significant improvement in services for children with special educational needs and disabilities (SEND). The new inspection regime for Adult Social Services has been introduced by the CQC but has not yet been given the formal go-ahead by Government.</p>



Activity title	Why are we doing it?	What we have delivered
Smarter Working Programme	<p>The Smarter Working Programme was established following the adoption of the 2020-2024 Medium-Term Financial Strategy with the aim of achieving savings through implementing more business-like Smarter Working, utilising physical space and technology to maximise flexibility for customers and staff whilst effectively delivering good outcomes</p> <p>We have created and published our Hybrid Working approach and guidance for managers and colleagues, and have removed Infection Control measures. This has been well received by services, with our discretionary approach bringing flexibility and control to individual services, ensuring they can match their local Hybrid Working patterns to the needs of their service users and colleagues.</p> <p>We have put in place, and continue to develop, monitoring and research in order to understand the impacts of hybrid working on colleagues as well as the tools and places they need in this new way of working, which informs the day-to-day continuous improvement of these facilities. We have implemented a range of measures to reduce energy consumption and cost across the NCC estate.</p>	<p>We have created and published our Hybrid Working approach and guidance for managers and colleagues, and have removed Infection Control measures. This has been well received by services, with our discretionary approach bringing flexibility and control to individual services, ensuring they can match their local Hybrid Working patterns to the needs of their service users and colleagues.</p> <p>We have put in place, and continue to develop, monitoring and research in order to understand the impacts of hybrid working on colleagues as well as the tools and places they need in this new way of working, which informs the day-to-day continuous improvement of these facilities.</p> <p>We have implemented a range of measures to reduce energy consumption and cost across the NCC estate.</p>



Activity title	Why are we doing it?	What we have delivered
Transformation and Innovation integrated governance	<p>The council has a dedicated Innovation Team which provides practical innovation support to complement the existing innovation and transformation work underway within departments.</p> <p>Innovation is important to find the most efficient ways of working.</p>	<p>Innovation skills have been shared through working alongside colleagues on key activities in a number of departments such as Adult Social Care and Children’s Services, as well as cross-council priorities such as Smarter Working and MyOracle, the newly implemented Human Resources and Finance system. Innovation methods have been brought to events such as Nudge-a-thon in October 2022, and support has helped develop the first Virtual Care Agency pilot in England, with Adult Social Care, a number of Domiciliary Care Providers in Norfolk and Alcove Ltd. Further work is ongoing to embed innovation in the organisation through developing toolkits, integrating with Transformation & Innovation Governance and tapping into existing or new networks. With support of colleagues in the wider organisation, the team have secured over £1.5m in NHS England funding for digital transformation in health and social care, specifically for local care providers.</p>
Embed the approach to cross-cutting priorities	<p>We recognise that joined-up working is the most efficient way of working and provides the best service to our residents. As many areas of the council’s work require input from several different teams, it is important to ensure processes are in place to ensure appropriate teams are working together, rather than separately, in support of common goals.</p>	<p>To create a better grip on cross-cutting priorities, we have firmly established a business planning group to review priorities, agree ownership and determine best course of action.</p> <p>In response to a critical priority that touches the whole council, we have established a Net Zero Board to ensure there is collective accountability with representation from all departments.</p>



Activity title	Why are we doing it?	What we have delivered
Workforce strategy	<p>Recognising that acute pressures exist around recruiting and retaining staff for some local government roles, we will develop a refreshed workforce strategy for the entire organisation to better help support staff and colleagues.</p> <p>The refreshed strategy will describe how the organisation and its workforce must change over the next few years, in support of its strategic ambitions and in response to the challenges and opportunities coming over the horizon.</p>	<p>The council's workforce strategy was endorsed in January 2023 and now forms a living document which can be adapted as needed in the future.</p> <p>The overall aims of the strategy are:</p> <ul style="list-style-type: none"> • Ensuring strong leadership across the organisation • Developing future leaders and ensuring performance • Attracting and retaining talent • Improving skills in technology • Setting and embedding Equality, Diversity, and Inclusion goals across the organisation • Collaboratively refreshing the council's values <p>An implementation plan has already commenced and will continue into 2023/24.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Implement our digital strategy and roadmap for the 2020s</p>	<p>We're working to make Norfolk the best-connected rural county in the UK.</p> <p>We're improving all types of fixed and mobile connectivity across the county to support:</p> <ul style="list-style-type: none"> • Business growth • Social mobility • Tourism <p>Quality of life for all our residents</p>	<p>The council's smarter working capabilities have been enhanced with 600 new high speed Wi-Fi access points deployed across 200 buildings and immersive meeting room technology has been installed in 44. We have taken a major step towards more automated, self-service internal transactions with the introduction of the myOracle Fusion Cloud ERP system and bring your own device users now used by over 3,000 staff.</p> <p>Data-driven decision making across the council and with health partners has continued to mature, with new mechanisms for secure, cloud-based access by our staff and NHS partners.</p> <p>Our cyber security has also been an important area of investment this year with Zero Trust capabilities being deployed systematically through upgraded networks with both device and identity management upgrades. Digital infrastructure for residents and businesses has continued to improve with material increases in high-speed fibre broadband availability and the largest free to use IoT/Sensor network in the country.</p>



Activity title	Why are we doing it?	What we have delivered
<p>Strategic Property Asset Management Framework 2021/22 – 2026/27</p>	<p>Making best use of our land and estates is essential towards ensuring the council is running as efficiently as it can.</p> <p>We regularly oversee reviews of our corporate property to ensure it is fit for purpose and necessary to service delivery.</p> <p>When builds and property are surplus to requirements, we will sell these assets</p>	<p>The council has an ongoing programme to consolidate the existing property portfolio and exploit land and buildings no longer required for service delivery.</p> <p>In 2022/2023 we were able to achieve savings of £200,000 as part of an ongoing corporate property savings plan (commenced in 2015/16) and currently have achieved over £28.450 million in capital receipts by disposing of land and property no longer required for service delivery.</p> <p>Operational policies around property asset disposal and acquisition have been formally adopted by Cabinet.</p>
<p>Organisational Design – Strategic Review</p>	<p>The Council faces unprecedented financial challenges over the next few years, and we need to proactively respond to these to ensure that, as an organisation, we remain fit for purpose and able to provide the services upon which our residents rely.</p>	<p>Over the past year, the County Council has undertaken a Strategic Review of the way it is currently structured and operates resulting in a number of proposals.</p> <p>Added to the organisational changes already underway in departments and led by them, the first phase of the Strategic Review will have an impact on organisational structures, management lines, and wider ways of working, making the council effective and efficient, and better able to invest in frontline services.</p>



Activity title	Why are we doing it?	What we have delivered
County Deal for Norfolk	<p>On 2 February, government published its “Levelling Up White Paper”, outlining its approach to addressing geographical inequalities across the UK.</p> <p>One key strand of the White Paper is further devolution of centrally held powers to local areas. Norfolk has been invited to be one of 9 “front-runners” to negotiate an early devolution deal in line with the published framework for devolution.</p>	<p>In December 2022, Norfolk agreed an in-principle deal which will bring more powers and funding to the county. It will include £600m investment over the next 30 years from Government, which represents the highest per-head funding of any county deal proposed so far. In addition, the deal will include devolved fund for Adult Education and Transport, and a number of powers to accelerate delivery of affordable housing and help to unlock challenging but strategic housing and employment sites.</p> <p>Cabinet agreed to progress the in-principle deal on 17 January which meant a six-week public consultation in February and March.</p> <p>Subject to the consultation, full council will consider the change to an elected council leader model later in 2023.</p>





Norfolk County Council