



► **CORPORATE
DELIVERY
PLAN**

2022-23



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INTRODUCTION

On 29 November 2021, Norfolk County Council adopted the refreshed strategy Better Together, for Norfolk 2021-25 as part of its Council Policy Framework.

The strategy outlines the Council’s definition of “levelling up” in Norfolk and is structured around these five key strategic and interlinking priorities:

- **A vibrant and sustainable economy** – this priority is about growing the economy inclusively, so that everyone has opportunities to thrive. It is about growing the skills the County needs and creating high value jobs; drawing down investment; and developing our infrastructure and digital connectivity
- **Better opportunities for children and young people** – this priority is about raising educational standards and attainment in our County, improving the lives of families and children, and creating better employment opportunities for young people
- **Healthy, fulfilling and independent lives** – this priority focuses on the themes of levelling up health, ensuring people who face disadvantage and poor health can live well, and have access to better services where they live
- **Strong, engaged and inclusive communities** – this priority focuses on improving the relationships between communities and public service provision, so that people and communities are supported, empowered, and enabled to help themselves, and have a voice in how services are designed and delivered
- **A greener, more resilient future** – this priority recognises the critical importance of climate change and the environment, as well as the role that our physical and social infrastructure play in creating stronger communities that people can be proud of

The Council also committed to develop a Corporate Delivery Plan, to provide a whole-Council view of the critical activities that will delivery our strategy as well as our Medium Term Financial Strategy and operational targets.





OUR CORPORATE DELIVERY PLAN

In order to have a clear grip and focus on priorities that deliver our strategy and objectives, the Council needs a single whole-council view of key activities.

The Corporate Delivery Plan will be structured by the 5 strategic priorities outlined in the corporate strategy document and will be focused on NCC's most significant "big ticket" activities, which:

- Support the delivery of the outcomes and objectives in our strategy, and our Medium-Term Financial Strategy
- Are business critical

In the context of the Corporate Delivery Plan, "significant activities" are:

- Areas of significant service activity (e.g. transformational changes in service delivery and business change projects, new services etc.)
- Significant commissioning activities for infrastructure (e.g. highways, property, digital infrastructure) and people services (e.g. children's, adults and public health services)
- Capital delivery (e.g. delivering new education, property and community assets in our capital programme)
- Strategy and policy development (e.g. new strategies, responding to changes in national policy and lobbying)

The Corporate Delivery Plan is not intended as an exhaustive guide of everything we do, but instead provides a clear sense of how the Council will respond to changes in our operating environment to deliver significant activity successfully. Essential day-to-day service delivery continues to be captured in our departmental plans (divisional/service business plans) and plans on a page.

In addition to the 5 strategic priorities in our strategy, the Corporate Delivery Plan also contains a section on Operational Effectiveness, which describes that significant activity which aim to transform the Council - our property, technology, ways of working, engagement,



and workforce. These activities are essential for strategic and corporate services and often require a cross-cutting approach across the Council.

The detail of how and when activity in the Corporate Delivery Plan will be achieved will continue to sit in underpinning documents, such as business cases and programme/project plans.

The plan is owned by the Leader, the Head of Paid Service and the Council's Executive Directors. It has been collectively developed with Department Senior Leadership Teams, reflecting Cabinet members' priorities. It is a rolling plan to be updated each year to help the Council to focus on what needs to be delivered over the next short to medium term to improve the quality of life in Norfolk. It is not meant to be only a passive document, instead it is a live document to be reviewed internally quarterly and reported on annually.



▶ OPERATING CONTEXT

Our strategic priorities and the activities outlined in the corporate delivery plan arise from and are influenced by a range of factors, all of which constitute our current operating environment.

As we move slowly out of the grip of the coronavirus pandemic, our operating environment remains volatile and prone to change. In this document, we outline the key drivers of our operating context as we understand them at the time of writing. These will be reviewed regularly, and the corporate delivery plan updated accordingly, should the need arise.

Impact of Covid-19:

The pandemic has had a significant impact on our economy, our communities and the Council, much of which is ongoing. The local economy has started to recover, making up £3bn of the £4.5bn of Gross Value Added (GVA) lost during the year 2020/21. However, a number of sectors such as food and accommodation, leisure and entertainment, health and social care, agriculture and manufacturing remain more vulnerable to change, the latter two being affected by ongoing disruption to supply chains, and global shortages of key goods. Covid-19 has also highlighted the vulnerability of many groups like people with pre-existing conditions, disabilities or mental health problems, requiring us to work in a more focused way to improve health outcomes for our residents. It has also brought into focus the difficulties of many disadvantaged children and families, with learning severely disrupted, the gap with non-disadvantaged children growing and hardship continuing to affect many people and families.

Climate change and Net Zero:

The momentum on the climate change created by COP26 and the government's Net Zero strategy, as well as the benefits experienced by so many countries over the past 2 years means we must accelerate action on environmental issues, including climate resilience, renewable energy and more cuts to carbon emissions. We have a three-fold role to play: direct action within our own estate and operations to meet the long term net zero carbon targets, influence with partners and our supply chains to promote greener transport, infrastructure, and economic growth, and finally a community leadership role to work with residents, partners and communities on climate action and resilience.



We continue to bring agencies and partners together to address these issues.

Digital technology:

Digital and mobile technology continues to change the way we live and work. We are committed to supporting innovation and research that will empower and connect communities and increase productivity. Technology also has powerful potential to radically change the way we work within Norfolk County Council to become a more modern, efficient council.

Local government finances:

The financial outlook for local government remains challenging, with growing demand for services set against ongoing uncertainty of funding and workforce pressures. Although the Government has announced reforms to Adult Social Care and some additional funding in the Spending Review 2021, it will take time for their implications for the Council to become clear, meaning the immediate pressure remains squarely on local authorities. We also know there are still major demand and demographic pressures on social care and children's services and areas of significant financial risk such as high needs funding. This will need continued strong financial management and sustainable medium term budget solutions.

National policy:

Government have announced a range of policy initiatives and legislation which impact on us as a Council and as a County. "Build Back Better – a plan for growth", the Health & Care Bill 2021-22, and the Health & Social Care Levy Bill all already impact on how we operate and work with our partners in the local system. In June 2021, the UK became the first major economy to pass a Net Zero emissions law, with a target that will require the UK to bring all greenhouse gas emissions to net zero by 2050. More national policy announcements are due in 2022.

The Levelling Up White paper, published on 2 February 2022, sets out 12 missions that government wishes to achieve by 2030. Overall, the missions have a strong economic focus, but are not just about the economy – they require us to address a number of factors that affect peoples' lives. The White Paper also trails more future policy, and although we have already put many of the 12 missions at the centre of our strategy and our plans, we will continue to look for opportunities afforded by further legislation, guidance and frameworks, once published.



▶ STRATEGIC PRIORITY 1

A VIBRANT AND SUSTAINABLE ECONOMY

Economic growth, which creates quality jobs with good wages and delivers prosperity back into local communities, has a vital role to play in improving the health and wellbeing of residents.

We want Norfolk to move from being a low-skill, low-wage and low-productivity economy, to high-skill, high-wage, high-value businesses, which are innovative and can capitalise on our strong digital connectivity. We will work closely with our partners and the business community to ensure that growth is inclusive and builds investment and social value into the local economy.

Activity title	Headline summary
Growth and Development	
Deliver a 5-year investment framework for Norfolk.	In conjunction with a countywide stakeholder group, we will develop a 5-year investment framework of investment priorities for Norfolk, which enables us to compete nationally for funding to support growth. The Framework will develop a sound evidence base to help identify the specific investment opportunities and projects that will have the greatest impact on sustainable economic growth in the county. This will drive a delivery programme of projects in due course.



Activity title	Headline summary
<p>Support the delivery of the Norfolk Rural strategy.</p>	<p>Since 2013 Norfolk County Council has led a steering group of public, private and voluntary sector partners to produce and deliver a three-year Rural Economic Strategy for Norfolk. The 2021-24 strategy has been consulted on with partners is currently going through the review and adoption process with the County Council's Infrastructure and Development Committee and its Cabinet.</p> <p>The strategy's priorities are:</p> <ul style="list-style-type: none"> • New rural economy and market towns • World class environment and the green economy • Community resilience • Skills and rural innovation • Digitalisation and technology adoption • Modern infrastructure
<p>Continue to roll out our economic plan for recovery and growth.</p>	<p>Our economic plan for recovery and growth offers programmes of support for business planning and development, innovation, digitalisation and business incubation.</p> <p>Specific programmes include:</p> <ul style="list-style-type: none"> • Go Digital; • Innovation Grant Mentoring Programme, and • A proposed new Enterprise and Business Start-Up Programme. <p>The Enterprise programme will build on the Community Renewal Fund (CRF) self-employment support project and self-employment strand in the FCE C-Care Project (CRF will end June 2022 and FCE funding will end in March 2023). The project will run over 3 years and provide one-to-one support to 1800 people considering setting up a business.</p>



Activity title	Headline summary
<p>Enable the development of sites supporting new technologies.</p>	<p>We will continue to enable the development of sites supporting new technologies, such as the O&M campus in Great Yarmouth.</p> <p>Such strategic sites support the creation of higher value jobs for local people and inward investment opportunities.</p>
<p>Business and Intellectual Property Centres – Norfolk Network.</p>	<p>BIPC Norfolk is part of the British Library Business and Intellectual Property Centre national network offering support to small businesses including:</p> <ul style="list-style-type: none"> • Free and low-cost access to £5 million worth of business intelligence • Business publications - both in branch and online • One-to-ones, workshops and networking events • Intellectual property (IP) support <p>The main centre is the Norfolk and Norwich Millennium Library with BIPC Locals now operating in our libraries at Cromer, Great Yarmouth, King’s Lynn, Thetford, Wroxham and Wymondham.</p>



Activity title	Headline summary
Skills and employment	
<p>Deliver the CHANCES programme.</p>	<p>We will continue to deliver Chances, our support to employment project. Chances is part financed by the European Social Fund and we work with the longer-term unemployed residents of the county to support them into work or closer to the labour market through 1:1 bespoke support. Participants of the programme include the longer-term unemployed, those with health issues (both mental and physical) and those who have other barriers to employment such as caring responsibilities or returning to work after career breaks.</p> <p>We work with our delivery partners who currently employ over 20 Chances Advocate who provide the support for our participants, plotting a journey to reach their goals that can include confidence building, increasing job search skills as well as sourcing reskilling and upskilling opportunities across a number of sectors. 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>The project runs to September 2023 and aims to support 2,602 people throughout its lifetime.</p>
<p>Continue to deliver the NCC Employer Training Incentive Project.</p>	<p>This programme has been highly successful, committing nearly £300,000 of funds for training in less than 6 months, generating over 1300 training interventions to reskill and upskill individuals. It has also generated in excess of £115K employer match funding.</p> <p>With a waiting list of 200 businesses, we will explore further funding opportunities to continue the programme.</p>



Activity title	Headline summary
<p>Launch the Skills, Progression, Adaptability and Resilience (SPAR) programme.</p>	<p>We will launch the SPAR project in 2022. A European Social Fund project in partnership with Suffolk County Council, it will complement other programmes such as ETIP and CHANCES by providing the Pathways Fund.</p> <p>This is a delegated grant scheme to 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>A further strand, Pathways 50+, is designed to support both SMEs and participants aged 50 or over, through a combination of expert information, advice and guidance, business support services and grant funding, creating 3-month paid work placements for people who are unemployed, under-employed or economically inactive.</p>
<p>Launch the Green Skills Roadmap.</p>	<p>Decarbonisation and Green Energy and Skills is a growing priority across all areas of Government and there is great potential for job creation in this area in Norfolk.</p> <p>The Green Skills Analysis and Roadmap Research project will consolidate existing project information and research to determine the existing and emerging skills gaps across the green economy. This will involve engagement and skills analysis with experts in key sectors, including Low Carbon Services, Nuclear, Off-Shore wind, Solar and Retrofit/Construction. 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 of county approach to the breadth of decarbonisation activities required in the short, medium and long term across Norfolk.</p>



Activity title	Headline summary
Library and Learning Hub in Great Yarmouth.	Working in partnership with Great Yarmouth Borough Council, NCC has committed to the relocation of the GY Library with the introduction of a refreshed Adult Learning Offer, and further education links with East Coast College to create a comprehensive Library and Learning Hub. The project is still at feasibility stage with £2m capital committed from NCC alongside GY Future High Street and Town's Deal money.
Construction and Environmental Sustainability Hubs in Norwich and King's Lynn.	In the current academic year, the Adult Learning Service has implemented a new construction and environmental sustainability curriculum, which provides a creative response to local challenges in the sector and aims to address the deficit of skilled workers and respond to the needs of adult residents who are economically inactive, unemployed and low skilled. In addition, this new curriculum responds to Norfolk's net zero ambitions. The first courses started in January 2022 and the service has secured £560,000 from the Community Renewal Fund to establish two construction training hubs in Norfolk (Norwich and King's Lynn). This work is underway and will be complete by June 2022.
Adult Learning Digital Leaders Programme.	Adult Learning are also taking the national lead in the development of the use of technology in further education. In September 2021, the service secured a £500,000 Further Education Professional Development Grant from the Department for Education to lead a digital leaders project which aims to improve the use of technology across the further education sector. Together with 9 local authority partners, this ground-breaking work positions Norfolk at the forefront of the use of cutting-edge technology to deliver learning.



Activity title	Headline summary
Infrastructure and digital connectivity	
<p>Implement the priorities in the annual Strategic Delivery Infrastructure Plan.</p>	<p>The Norfolk Strategic Delivery Infrastructure Plan sets out Norfolk's high-level strategic infrastructure priorities for the next 10 years. This list of projects has been compiled in conjunction with stakeholders/local partners including internal county council departments, district councils, utility companies and government agencies.</p> <p>These projects are selected on the basis that they deliver considerable housing and jobs growth.</p> <p>Priority strategic projects include:</p> <ul style="list-style-type: none"> • A47 improvements £2-300m (delivered by National Highways) • Great Yarmouth Third River Crossing -£120m • Transforming Cities as part of the Transport for Norwich programme - £66m (all funding sources) • Long Stratton Bypass • West Winch Housing Access Road • Norwich Western Link



Activity title	Headline summary
<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, 3,400 miles of Norfolk Trails and public footpath. A well maintained and improved network is essential for all business and residents.</p> <p>Annual maintenance programmes include road resurfacing, dressing, patching and pothole repairs which have been boosted by an additional investment from the Council of £10m, plus a further £6m for the Flood Reserve fund to boost the amount the Council spends on drainage maintenance, repairs, and improvements to reduce the risk of flooding.</p> <p>A new £1m Road Safety Community Fund has been launched to deliver 100 additional safety schemes across Norfolk over the next four years.</p> <p>The Local Member Fund has also been expanded to enable tree planting and the installation of Electric Vehicle Charging Points as part of the Council's Net Zero action plan.</p>



Activity title	Headline summary
<p>Deliver fibre broadband infrastructure.</p>	<p>Strong digital connectivity is seen as key enabler for NCC to meet its core corporate strategy.</p> <p>It will:</p> <ul style="list-style-type: none"> • Allow existing Norfolk business to develop and new business to be attracted to Norfolk • Encourage housing, infrastructure and job growth across Norfolk • Reduce digital and social exclusion for the residents and workforce across Norfolk. Allowing improved access to services, encourage innovative ways to; work, learn, and access health/ social care services • Allow the implementation of Assistive Technology to support independent living • Reduce our impact on the environment. <p>Fibre Broadband Infrastructure is integral to this and will focus on the delivery of 3 key programmes:</p> <ul style="list-style-type: none"> • Local Full Fibre Network – aiming to deliver Fibre To The Premise to 393 public buildings in 2022 • Better Broadband for Norfolk – aiming to deliver FTTP to 8821 premises by 2024 • Project Gigabit – aiming to deliver gigabit capable infrastructure to 20% of hardest to reach rural premises by 2025/26



Activity title	Headline summary
<p>Deliver the Shared Rural Network.</p>	<p>This programme supports the implementation of a shared mobile infrastructure by the four mobile network operators in rural communities across Norfolk, with the overall aim of improving mobile coverage in the hardest to reach locations.</p> <p>It directly supports the government's target of achieving 95% 4G coverage across the UK by 2025, which is also the target for Norfolk.</p>
<p>Deliver the Norfolk and Suffolk Innovation network.</p>	<p>This project sees the implementation of a Long-Range Wide Area Network (LoRaWAN) across Norfolk and Suffolk to enable business, public sector, educational organisations and the public to explore, trial and implement Internet of Things (IoT) technology. The infrastructure provides the foundation for a whole ecosystem that could transform our economy using sensor technology and actionable data.</p> <p>The project is a key enabler for the Smart City / Communities agenda enabling the connection of IoT devices (sensors) for public sector innovation, efficiency & service transformation, business growth, carbon reduction initiatives and our digital inclusion ambitions. It drives inclusion and skills by providing the base infrastructure foundation (the accelerator) that can be used free of charge to teach young people and small businesses to experiment, to develop business ideas and to test them.</p>



▶ **STRATEGIC PRIORITY 2**

BETTER OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE

Norfolk’s children and young people are the future of the county and we would not want to see them labelled as “the Covid generation”. We are ambitious for them and want to ensure that this generation of children do not have to live with the knock-on effects of the pandemic for the rest of their lives, either in terms of their own wellbeing or aspirations for the future.

We want all children and young people in Norfolk to flourish, have a safe and supportive home, high aspirations, better educational outcomes and access to well-paid jobs. It is by investing in them to achieve their full potential and develop skills which prepare them for life and work, that we lay the foundations for a more resilient future for them and for our county.



Activity title	Headline summary
Levelling up outcomes for families	
<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. It provides short term placements and edge of care support through a range of specialist and wrap around services to help young people on their journey, supporting our vision to reduce the number of looked after Norfolk children.</p> <p>Each young person will have a dedicated key worker and have access to the specialist support embedded within the hub.</p> <p>Each hub will also be supported with:</p> <ul style="list-style-type: none"> • Two dedicated supported accommodation trainer flats for 16-18 year olds • Two High Needs Supported Lodgings (HNSL) hosts. The hosts will be able to provide a room within their home and be the stepping stone for young people moving towards living independently. • Two Hub Community Families. These will be supported and supervised by our fostering team and can call on any of the specialist hub support at any time. <p>Norfolk County Council successfully obtained £5m funding from the DfE to implement and embed the New Roads service. We are being supported by North Yorkshire County Council (NYCC), who are the innovator authority for the "No Wrong Door" model that we have adopted for the New Roads Service.</p>



Activity title	Headline summary
<p>Continue to embed our Targeted Youth Support Service.</p>	<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>Specifically:</p> <ul style="list-style-type: none"> • Detached youth workers will support young people across the county, in the places and spaces where young people choose to meet up. • Social workers and family support practitioners working with young people will also be able to call on support from youth workers where they believe young people are at risk of harm outside the home • Practitioners will undertake return home interviews for young people who have gone missing, to explore reasons for going missing, understand any risk or harm experienced and reduce the likelihood of further missing episodes. <p>We will continue to work closely with other voluntary and commissioned services that work with young people across Norfolk.</p>



Activity title	Headline summary
<p>Deliver the Healthy Child Programme.</p>	<p>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> <p>The programme aims to have contact with every child in Norfolk at key points in their life in domestic, community, and education settings. Included in the programme are:</p> <ul style="list-style-type: none"> • Health Visiting & School Nursing services • Delivery of Just One Norfolk • Specialist, targeted support for groups such as teenage parents <p>As part of Covid recovery, we will work with commissioned services and wider partners to understand the impact of COVID on children’s health & wellbeing and to implement appropriate, joined-up approaches to address these.</p>
<p>Joined up networks for support.</p>	<p>Since the beginning of the Coronavirus pandemic, partners across the Norfolk system have been working together to provide community support to our residents. This has included support to shield and self-isolate, and more recently to receive information and advice and hardship support.</p> <p>A system has been put in place to facilitate this work, called the Norfolk Vulnerability Hub and work will continue to stabilise, refresh and embed this system to provide a long-term solution to respond to resident needs</p>



Activity title	Headline summary
Hardship Support Programme.	<p>Working as a whole-system with our partners across local government and the voluntary sector, Norfolk County Council will continue to develop sustainable sources of support for Norfolk households experiencing hardship.</p> <p>This will be through a county-wide network of community supermarkets (as part of the Nourish Norfolk plan), as well as supported information and advice pathways to ensure residents have access to the right information, advice and support.</p>
Libraries and Adult Learning – Families offer.	<p>Adult Learning and Libraries offer a range of learning opportunities for families to support their literacy, numeracy, and wider wellbeing. We will continue to develop this across our library network and in partnership with schools, the ECFS and early years settings to ensure that as many families as possible are able to benefit and the support raised aspiration and achievement.</p>



Activity title	Headline summary
Raise educational attainment for children and young people	
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 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, particularly as we emerge from Covid. 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>The plans for Education Investment Areas will seek to target investment, support and action - in and outside of school that help children from all backgrounds to succeed at the very highest levels. They sit alongside those of the Norwich Opportunity Area, which has been and continues to be effective, with its funding extended up to the end of August 2022.</p> <p>Over the coming year, we will continue to work with the Department for Education to understand the size of the opportunity for Norfolk and to develop plans to improve attainment and outcomes for children and young people in Norfolk.</p>
Deliver the £120m investment in new special schools across the county.	<p>Continue with our plans to deliver new special schools across the county. To date, two new schools have been completed and a further two are planned – one in Norwich and one in a location yet to be identified. 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>



Activity title	Headline summary
<p>Implement the Norfolk Special Educational Needs and Disabilities (SEND) Written Statement of Action Plan.</p>	<p>The statutory need for this piece of activity continues, with future inspection expected. The current priority is to deliver the Action Plan to successfully deliver the improvement required, working closely with Education and Health partners.</p>
<p>Embed the enhanced inclusion service.</p>	<p>The consequences of the pandemic on children’s education is well documented. On returning to school in September 2020, many children experienced a number of adjustment difficulties, which has led to schools significantly increasing referrals to the inclusion line, which has been strengthened and enhanced.</p> <p>We will continue to embed the enhanced inclusion service to strengthen the ability of mainstream settings to meet needs and access additional support where necessary so that more children and able to remain in appropriate local educational placements.</p>



Activity title	Headline summary
<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 plans to fulfil its statutory responsibility to ensure sufficient school places for Norfolk children aged 4-16.</p> <p>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). Norfolk's education landscape has developed over time and is characterised by large numbers of small schools in rural areas.</p> <p>Our plan also seeks to address our core duty of promoting high standards of education.</p> <p>To achieve this, we will use a combination of approaches to either grow or decrease the number of school places for any given local area, including:</p> <ul style="list-style-type: none"> • Commissioning new schools • Promoting DfE Free School proposals • Expanding the age range and size of existing schools • Agreeing changes to the planned admission number with associated change to accommodation



Activity title	Headline summary
Create better employment opportunities for young people	
Deliver our apprenticeships strategy.	<p>Apprenticeships continue to play an important part in upskilling individuals and supporting business growth. Our successful Recruit Retain Reward will continue to offer a grant of £1000 to an SME who employs a young apprentice (aged 16-24).</p> <p>Additionally, two other projects have just been launched.</p> <ul style="list-style-type: none"> • Access to Apprenticeships (A2A) a FCE C-Care funded programme, it provides bursary grants of up to £500 to improve the opportunity for those aged 16-24 in Norfolk, to be able to start an apprenticeship. • Progression to Apprenticeships (P2A) is a project aiming to increase the number of young people aged 16-24 moving into an apprenticeship by joining up existing initiatives and helping to decrease the number of young people returning to Universal Credit or other benefits following completion of a feeder programme, reducing the ‘revolving door’ scenario.



▶ STRATEGIC PRIORITY 3

HEALTHY, FULFILLING AND INDEPENDENT LIVES

We want Norfolk to be a place where everyone has the opportunity to live their lives to the full, with independence, and access to the right support at the right time.

We want to lead the system in Norfolk to focus on prevention and early help, to improve and sustain good health and wellbeing, as well as work with willing partners to create a more accessible Norfolk. We will strive to accelerate health and social care integration to respond to new demands and remove barriers to equal lives, tackling the issues which contribute to widening health inequalities.

Activity title	Headline summary
Levelling up health	
Adult social services “front door” and prevention programme.	<p>Adult Social Care currently spends over £1million per day on meeting the eligible needs of Norfolk residents. It is our duty to be ambitious and progressive in how we meet these needs in a sustainable way.</p> <p>Going forward, we will work with a strategic partner to develop a comprehensive and clear strategy for prevention and early help. Using advanced analytical techniques, we will develop a deeper understanding of Norfolk’s residents, their needs, and the local support they require. Our strategy will aim to proactively leverage community support, with targeted interventions, and a re-purposed ‘front door’,</p>



Activity title	Headline summary
<p>No homelessness in Norfolk strategy.</p>	<p>We will continue to support and contribute to the Norfolk Strategic Housing Partnership strategy “No Homelessness in Norfolk”.</p> <p>We are currently in the process of developing an action plan focusing on the 4 strategic priorities:</p> <ul style="list-style-type: none"> • Reduce Homelessness by focussing on homeless prevention services • Improve access to homelessness support services across Norfolk • Continue to develop person-centred services with a focus on co-production • Continue to build partnership working to improve collaboration and whole system change <p>The programme is currently developing a more detailed action plan for February 2022.</p>



Activity title	Headline summary
<p>Deliver the Public Health and Wellbeing programme.</p>	<p>Our focus on prevention drives our public health and wellbeing programme of activities, aimed at improving population health, reducing fragility in people and delaying the need for critical health and social care interventions.</p> <p>Key initiatives include:</p> <p>NHS Health Checks A health check-up for adults in England aged 40 to 74, designed to spot early signs of stroke, kidney disease, heart disease, type 2 diabetes or dementia</p> <p>Stop Smoking Services Offer practical and treatment support to aid quitting smoking through accurate information, advice and individual support by experts, as well as re-establish and lead the Tobacco Control Alliance</p> <p>Weight Management Services Practical support including advice, information and intervention programmes for adults in Norfolk struggling with their weight</p> <p>Drug & Alcohol Misuse and Dependence Offer specialist clinical treatment and behaviour change approaches to support individuals across Norfolk struggling with drug and alcohol use.</p>



Activity title	Headline summary
<p>Implement Project ADDER.</p>	<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. 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 project brings together co-ordinated law enforcement activity, alongside expanded diversionary activity and treatment/recovery provision, and seeks to expand multi-agency partnership working in the Greater Norwich area.</p> <p>The ADDER programme was due to end in March 2023, but this has now been extended to at least March 2025 as an outcome of the strategic spending review, and is a key feature of the governments new 10-year drug strategy From harm to hope.</p> <p>The programme is underpinned by a national evaluation and monitoring framework, to help and inform an evidence base for future Government intervention and national investment.</p>



Activity title	Headline summary
<p>Healthy libraries.</p>	<p>Norfolk Libraries play a key role is supporting the health and wellbeing of residents, with a key focus on health information and social isolation, with well-established initiatives like</p> <p>Just a Cuppa in place in every library. Projects currently in train include Digital Health with the NHS, and further development of our emotional and mental health support offers. The service also delivers specific activities to support children and families such as “feed and read”.</p> <p>The library network also supports addressing period and hygiene poverty and is part of the community collect model for Covid testing.</p>
<p>Living well</p>	
<p>Deliver the capital housing programmes.</p>	<p>This is a 10-year capital contribution programme to facilitate building of new specialist housing of a variety of types and sizes across Norfolk (Independent Living and Supported Living), which meet the needs of older people and working-age people with learning or physical disabilities.</p> <p>The programme has a number of delivery dates for the different builds and will aim to be completed overall by 2028.</p>
<p>Review of community services.</p>	<p>There is a health and social care review of community beds which we want to ensure strengthens current out-of-hospital services and gives people access to therapy-led recovery. Part of this work will be the continued transformation of our in-house Norfolk First Response service which offers reablement to people help keep them independent for longer.</p>



Activity title	Headline summary
Changing places toilets initiative.	The previously committed £600k for changing places toilets has been reviewed in light of additional funding provision at district level. A proposal will be brought to Cabinet in the Spring to finalise the locations for NCC investment.
Better local services	
Home Support Transformation.	<p>We will continue to transform and re-shape the Home Support Market to deliver services that meet the needs of people in Norfolk through the development of a “home first” home support model, including a dementia offer, that builds on the strengths of the person, supporting resilience and independence.</p> <p>Aspects of the programme have been delayed due to the Covid pandemic and milestones will be redefined in 2022.</p>
Care Market Quality Improvement.	<p>It is part of our statutory responsibility to provide a sufficient social care market to deliver quality services for local people. We must promote choice through a diverse social care market, working with a range of independent and voluntary, community and social enterprise sector providers.</p> <p>Our ambition is for a stable, modern care market in Norfolk where 85% of providers are judged Good or Outstanding by the Care Quality Commission (CGC).</p> <p>Aspects of the programme have been delayed due to the impact of the Covid pandemic on the social care market, and it will be reviewed fully in 2022 in the context of other transformation activity.</p>



Activity title	Headline summary
<p>Fulfil our leadership role in the Norfolk and Waveney Integrated Care System.</p>	<p>We will continue to play a leading role in Norfolk and Waveney’s Integrated Care Systems (ICS) to improve population health and care, tackle unequal outcomes, enhance value for money and support social and economic development.</p> <p>Key priorities include:</p> <ul style="list-style-type: none"> • Establishing an Integrated Care Partnership tasked with strengthening integration between the NHS, local government and wider partners to serve and improve our community’s health and care • Developing a place-based approach to service delivery, taking health and care decisions at a more local level and plan how to address the root causes of health inequalities. <p>Our Integrated Care System will be established in July 2022.</p>
<p>Multi User Hub development programme</p>	<p>Building on the strong community asset base that our libraries provide, we are undertaking a programme to transforming existing Libraries into Multi-User hubs. As a starting point we will be delivering Adult Learning from the majority of sites, as well as strengthening offers from partners within the NHS and voluntary sector.</p> <p>A pilot site exists in Attleborough with additional plans in place for Great Yarmouth, King’s Lynn and Great Yarmouth. Dereham is also being reviewed.</p>



Activity title	Headline summary
<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>The Government's Active Travel programme has seen investment in Norfolk of over £3m and further funding bids have been submitted. Phase 2 schemes are being delivered in 2022, with more to follow in future years.</p> <p>The sustainable transport improvements from the Transforming Cities programme will continue to be delivered over the next year, along with Norfolk's Bus Service Improvement Plan and the new Enhanced Partnership currently being developed.</p>
<p>Prepare for social care reform.</p>	<p>Putting People at the Heart of Care sets out reform proposals for Adult Social Care. The wide ranging reforms cover housing, carers, technology, workforce and a change to the way people pay for social care.</p> <p>The Government has also confirmed new assurance and inspection arrangements for Adult Social Service. A programme of work to prepare for these changes will be put in place.</p>
<p>Deliver excellent Norfolk Fire and Rescue Services.</p>	<p>The forthcoming Community Risk Management Plan (CRMP) for 2023-6 will be informed by the current Concept of Operations programme, which is reviewing how the Norfolk Fire and Rescue Services resources, enables and delivers services.</p> <p>The CRMP will incorporate all significant strategic implications on the delivery of the Norfolk Fire and Rescue Services for the communities of Norfolk and a full consultation process will be undertaken ahead of finalising the plan.</p>



► STRATEGIC PRIORITY 4

STRONG, ENGAGED, AND INCLUSIVE COMMUNITIES

Individuals, families, and communities are the best guardians of their own interests. We want to deliver a fundamental shift in how we work in partnership, supporting, facilitating, and empowering our many diverse communities to help themselves, building capacity and capability, while improving participation in each place and ensuring that those at risk are protected.

We will work with our partners in the public and voluntary sector and other key stakeholders, such as our armed forces community, to ensure that all our residents have access to good services, information, advice, and guidance which enables them to always be in control of their lives.

Activity title	Headline summary
Involvement and participation	
VCSE engagement.	As part of NCCs commitment to VCSE infrastructure support, we will embed an engagement charter with the VCSE sector, outlining how, when, and where we will engage. We will do this at an early stage in service transformation or where we shape new services. This will mean that we take a whole system approach to the way we support residents in the county to reach their full potential.



Activity title	Headline summary
<p>Norfolk Armed Forces Covenant.</p>	<p>Norfolk County Council has signed the Covenant Pledge to demonstrate its support, as an employer, to the armed forces community.</p> <p>We have been awarded a Gold Award from the Ministry of Defence in national recognition of our commitment to support the armed forces community through our employment practices. We will continue to contribute to the Norfolk Armed Forces Covenant Board’s Action Plan 2019-22 with a particular focus on:</p> <ul style="list-style-type: none"> • Building communities • Health, welfare and housing • Education, employment and skills
<p>Building capacity</p>	
<p>VCSE infrastructure support and integration with ICS VCSE Assembly.</p>	<p>A refreshed infrastructure support offer has been provided by NCC to the Voluntary Sector over the next 3 years, focused on the following key outcome areas:</p> <ol style="list-style-type: none"> 1) Funding and finance 2) Advice and support 3) Volunteer recruitment and deployment 4) Training opportunities 5) Forums and networking <p>In recognition of the increased demand that will be placed on the sector in the forthcoming 2 years, we propose extending the funding to £250,000 per annum for 2 years (previously £172k) to provide enhanced capacity for support in these key areas.</p> <p>It is also proposed to add a single, one off “support grant” pot of £150,000 to be managed as part of the overall infrastructure grant, to provide grant funding capacity. This £150,000 is in addition to the £250,000 annual grant detailed above.</p>



Activity title	Headline summary
Empowering our communities	
Joining up our information and signposting.	<p>Across a number of our programmes including VCSE support, Digital Inclusion and our Multi Use Community Hubs we will work with partners and stakeholders to join together the support offers we commission; making it simpler for residents to access the help they need across debt, advice, skills, mental health and wellbeing using seamless methods of referral. We will also make sure that we engage with the voluntary and community sector across the county so that they can easily understand the help that is available and can access it easily and quickly.</p>
Digital Inclusion Strategy.	<p>We have an ambitious 3 year plan to ensure that Norfolk residents have the opportunity to access the skills development opportunities and connectivity they need to become digitally included. By providing support across our Libraries, Adult Learning and the voluntary sector residents will be able to access programmes of learning that enable them to develop digital skills and confidence for life and work. Programmes will be targeted at cohorts of people who are identified as digitally excluded using shared data from across the system, who have been disproportionately affected by the pandemic.</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>Delivery of the strategy is underpinned by a strategic plan the details of which are appended in the Digital Strategy document</p>



▶ **STRATEGIC PRIORITY 5**

A GREENER, MORE RESILIENT FUTURE

Norfolk has many areas of outstanding beauty and it is a clean and safe place to live for our residents. It is also a county with nationally important heritage, both natural and in terms of historic buildings and scheduled monuments. We want to keep it that way and to preserve its quality and integrity for future generations.

We also want our communities to be resilient, able to enjoy and benefit from sustainable, inclusive and accessible social infrastructure, including high-quality local facilities to make our communities resilient and rewarding places to live.



Activity title	Headline summary
Protecting and enhancing our environment	
<p>Deliver a 5-year investment framework for Norfolk.</p>	<p>The Council's Environmental Policy was launched in November 2019 and takes as its starting point the Government's own 25-year Plan, published in 2018, and is structured to reflect the key environmental concerns embodied in that plan. In addition, it is framed to reflect the increasing importance that climate change has on all aspects of the environment, whether the landscape itself, the species within it, or the rich cultural heritage that occupies it.</p> <p>This policy reflects the areas that the Council sees as key to protecting and maintaining the health of Norfolk's distinctive environment and its occupants.</p> <p>Our key priorities in 2022/23 will focus on:</p> <ul style="list-style-type: none"> • Active and greener travel, which will deliver a Norfolk-wide local cycling and walking infrastructure plan, as well as on-street EV chargepoints in areas with limited off-street parking • Our 1 million trees initiative, with plans to roll out the next phase of the project in 2022/23 • Continuing to grow and expand the new Environmental Hub at Gressenhall Farm and Workhouse, which acts as a centre for learning of our environmental aims



Activity title	Headline summary
<p>Implement our Environmental policy – Net Zero programme.</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>We are committed to working with our partners in local government, health and business, as well as our communities to reduce and offset carbon emissions wherever possible. We have established a ‘Net Zero’ Programme overseen by a newly established programme board which agrees actions to resolve issues, assigns resources and provides endorsement to secure funding for key initiatives.</p> <p>Our focus for 2022/23 will be to continue to:</p> <ul style="list-style-type: none"> • Install electric vehicle charging points across our estate • Cease to buy gas boilers for our estate and replace with heat pumps or other low-carbon alternatives for those that come to end of life. • Continue with the transition to low-energy lighting in council buildings by 2024, and our target to convert a further 15,000 street lighting units to LED by July 2023. • Develop a business case to convert all remaining street lighting to LED. This would result in all the Council’s 53,000 streetlights being LED. • Use our pipeline of expiring contracts and break points to identify opportunities for supply chain decarbonisation. • Seek to minimise carbon emissions from the retendered Norwich Park and Ride Service. • Set carbon reduction objectives for our wholly owned companies in the same way as we currently set financial objectives.



Activity title	Headline summary
Access to quality spaces	
Castle Keep.	<p>We will continue our work to deliver “Norwich Castle: Royal Palace Reborn”, our £13.5m project to transform Norwich Castle’s iconic Norman Keep - one of Europe’s most important early medieval castles - by rebuilding its medieval floors and rooms to so that everyone can experience a Norman royal palace and its stories.</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>
Greenways to Greenspaces.	<p>“Greenways to Greenspaces” is an umbrella concept that encompasses all work to improve Norfolk’s green travel networks for the benefit of both people and the environment.</p> <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. The work includes:</p> <ul style="list-style-type: none"> • A Pollinator Action Plan for Norfolk and the future development of a Pesticide Policy for the County Council. • Designation of 112 roadside nature reserve sites with an extension to 300 over the next three years



Activity title	Headline summary
<p>Dark Skies.</p>	<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. 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>In 2022/23:</p> <ul style="list-style-type: none"> • We will continue to work closely with a range of partners, local and national specialists, parish councils, local groups and businesses, and actively participate as a member of the UK Dark Skies Partnership in order to deliver our dark skies aims and objectives. • A 4th Norfolk Dark Skies Festival working with partners, schools and local organisations to host a range of online and in-person public events and activities • Training sessions for specific audiences - parish councils, local businesses and planning officers to encourage their active participation to help reduce light pollution in their area. • Awarding Dark Skies Friendly Accreditation to businesses and organisations which demonstrate their ability to be Dark Sky Ambassadors for the coast.



Activity title	Headline summary
<p>Water Management strategy.</p>	<p>We will continue to play a leading role within the Norfolk Strategic Flooding Alliance (NSFA) and support the delivery of its Strategy through effective collaboration with key partners across the region and sector.</p> <p>This includes identifying priority sites for joint intervention, delivering education and public awareness campaigns, and working together to access funding and resource opportunities from regional/national bodies and central government.</p> <p>Our support builds on the commitment of £1.5m per annum Flood Reserve from the Norfolk County Council budget which supplements the existing drainage maintenance and repair budgets of £4.5m per year.</p> <p>This all aims to ultimately increase the confidence of the residents of Norfolk that flood risks are as low as reasonably practicable and are being appropriately managed.</p> <p>Work has already begun on 16 priority flood sites and the Alliance is in the process of identifying a second tranche of key sites across the county.</p>



Activity title	Headline summary
<p>Deliver Highways, Transport & Waste improvements.</p>	<p>These improvements aim to reduce the impact of these services on the environment, and will include:</p> <ul style="list-style-type: none"> • Improvement to streetlighting, the benefit of which is captured as part of our Net Zero programme. • Boost recycling rates at the Council's 20 Recycling Centres through a range of waste reduction and reduce, re-use, recycling initiatives. Continue with the major upgrades and improvements to recycling centres including Sheringham & Wymondham sites. • Through the above Waste initiatives, reduce the amount of waste per household per week. • Planning and delivery of sustainable transport schemes including Active Travel, Bus Services Improvement Plans, and Transport for Norwich which includes the Beryl e-scooter/e-bikes/bike hire schemes. • Support the take up of electric vehicles by implementing the new Electric vehicle strategy, which will result in an increase in the number of charging points across Norfolk. In addition, support bus operators and take advantage of funding opportunities (ZEBRA) to encourage the replacement of the Norfolk bus fleet with electric vehicles.



Activity title	Headline summary
<p>Implement the NCC Libraries and Information Service strategy.</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>With implementation being impacted by Covid related closures, the service now aims to achieve the service vision by:</p> <ul style="list-style-type: none"> • Offering private PC space with video-enabled equipment for people to attend remote job interviews and online health conversations • Re-introducing study space for students and young people catching up on educational gaps • Increasing accessibility for those most in need and the most vulnerable • Continuing to roll he Norfolk Reading Pathway programme to support literacy • Implement the national programme “Learn my way” to help digitally excluded people learn digital skills. • Working with Devices dot Now to distribute devices, provide connectivity and offer digital support to vulnerable adults • Offering support for early years and families with programmes such as “bounce and rhyme” and “story time” • Helping reduce social isolation through initiatives such as “Just a cuppa” and “Reading Friends” • Offering code clubs, summer reading challenges, and work experience for young people



▶ OPERATIONAL EFFECTIVENESS

The Council continues to face a number of challenges in the way it is funded, how it is able to manage demand for services and demographic pressures, and how it responds to policy and legislative changes. At the same time, new technology and ways of working represent opportunities to transform our business processes and systems; working in more modern and productive ways.

In order to drive through change and deliver our strategy, we must also be clear about how we can transform our services and workforce to increase capacity and skills, continuously review the way we are organised to ensure the most efficient operating model and have strong and integrated programme governance that enables us to realise our desired benefits and outcomes.

Activity title	Headline summary
Recovery from backlog.	<p>Frontline services have experienced significant disruption to usual workflows during the pandemic, with significant backlogs of assessments, reviews and new cases needing to be addressed.</p> <p>We will review our workplans regularly and consistently to ensure that we have the right capacity to deliver the best service we can.</p>
Preparing for inspection (Adults / Children's).	<p>In 2022/23 we expect to see Children's Services department inspected by Ofsted, as well as a new inspection regime for Adult Social Services.</p>



Activity title	Headline summary
<p>Smarter Working programme.</p>	<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. While phase 1 has focused inwardly on Council staff and hybrid working, phase 2 in 2022/23 will focus on transformation of the way Directorates deliver outcomes to residents, communities, service users and businesses in collaboration with partner organisations.</p> <p>A number of areas of the Smarter Working programme overlap or connect to the implementation of the Environmental Policy and the reduction of carbon emissions. The two programmes will work together to deliver the most benefit.</p>
<p>Transformation and Innovation integrated governance.</p>	<p>The council has a dedicated Innovation Team which provides practical innovation support to complement the existing innovation and transformation work underway within departments. In line with the council's Innovation Strategy, the team's priorities over the next year will focus on embedding the use of innovation methods – such as prototyping, user research, co-production, service design and behavioural insights - across council priority projects to help them achieve their goals. The team will also continue to help front line staff to build their confidence and capacity to use new technologies, sourcing external funding for new solutions, and trialling new ways to build a culture within the council which is supportive and enabling of innovation.</p>



Activity title	Headline summary
<p>Embed the approach to cross-cutting priorities.</p>	<p>Our programme of transformation includes a number of cross-cutting priorities, where no single department has exclusive accountability or where the impact affects the whole of the Council.</p> <p>We will embed planning processes and disciplines to ensure these priorities have clear ownership and accountability for delivery and performance.</p>
<p>Workforce strategy.</p>	<p>The refreshed workforce 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. The strategy timescale will be to 2025, in support of ‘Better Together, for Norfolk’, and will relate to all colleagues engaged in delivering NCC services.</p> <p>The strategy will focus on 5 broad issues:</p> <ul style="list-style-type: none"> • The Council’s future size, shape and role within the Norfolk system • Leadership and management development • Developing our talented people • Being a diverse and inclusive employer • Developing an engaging and high-performing culture <p>The strategy will be developed by April 2022</p>



Activity title	Headline summary
<p>Implement our “Digital strategy & roadmap for the 2020s”.</p>	<p>The 2018-2021 Digital Norfolk Strategy oversaw many improvements to the Council’s technological and digital infrastructure as well as connectivity for Norfolk’s residents and businesses.</p> <p>Our refreshed strategy therefore builds on solid foundations as we look forward to how technology and digital services should evolve during the 2020’s.</p> <p>The internal aspect of the strategy will focus on:</p> <ul style="list-style-type: none"> • Staff having access to the right technology and data, and the skills to use them effectively. • Taking a systematic approach to transactions and redesigning internal systems to be digital by design, improving productivity and taking out cost across the organisation. • More effective use of data and business insight for operational and strategic purposes, and data-driven decision making to enhance our ability to target services more effectively <p>The plan to deliver the strategy will centre on:</p> <ul style="list-style-type: none"> • Data Centre Infrastructure • Collaboration & End User Technologies • Cloud & Edge Computing • Customer Relationship Management Strategy & Customer Experience • Data Analytics & Artificial Intelligence • Security Management Programmes • Security Technology, Infrastructure & Operations



Activity title	Headline summary
<p>Strategic Property Asset Management Framework 2021/22 - 2026/27.</p>	<p>In November 2021 NCC adopted the Strategic Property Asset Management Framework 2021/22 - 2026/27 with an overarching aim to maintain and develop an economic, efficient and effective property and land portfolio.</p> <p>This framework supports the delivery of NCC’s priorities and outcomes detailed in the Councils Corporate plan “Better Together, for Norfolk 2021-2025” by:</p> <ul style="list-style-type: none"> • Ensuring NCC’s property assets are fit for purpose and in the right location to support service delivery. • Exploiting and reusing property no longer required for operational purposes. <p>Operational policies and an annual action plan flow from the framework and will be the basis for measuring overall performance.</p>
<p>Service Transformation.</p>	<p>There is a significant programme of transformation taking place across a number of departments and services, looking at how we deliver services, how we further develop customer-focused processes and systems, how we manage increased demand arising from demographic and other pressures, and how we meet changing customer expectations and accessibility needs.</p> <p>These programmes sit mainly in:</p> <ul style="list-style-type: none"> • Adult Social Services (Promoting Independence) • Children’s Services (Safer Children and Resilient Families, Special Educational Needs and Disabilities) • Customer Services (Customer Services Strategy) <p>Programmes have both their own programme governance and corporate oversight, and will further link to the Transformation & Innovation Governance activity above.</p>



Activity title	Headline summary
<p>Organisational Design.</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>To achieve this, we will implement a review of the way we are structured and operate to ensure our organisational design is the most efficient, eliminating duplication, simplifying our decision making, and reducing our operational costs, while at the same time increasing our focus on collaboration and innovation, to improve our service delivery.</p>
<p>A County Deal for Norfolk.</p>	<p>On 2 February, government published its “Levelling Up White Paper”, outlining its approach to addressing geographical inequalities across the UK. 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>“A deal for Norfolk” will be focusing on a number of key priorities:</p> <ul style="list-style-type: none"> • Skills, employment and economic development • Housing and sustainable communities • Transport and infrastructure • Climate, net zero and the environment • Social care, health and social infrastructure <p>Over the next 6-9 months, we will be working with central government to develop appropriate and evidence-based proposals to government to ensure we have the powers and the funding to make the best decisions and choices for Norfolk.</p>



▶ **GOVERNANCE AND OVERSIGHT**

The Corporate Delivery Plan is supported and underpinned by a number of internal processes and systems, to ensure timely oversight successful delivery of the benefits defined within.

- Programmes and Projects: Programme-specific boards in departments and directorates provide oversight of change activity including programmes and projects. This includes reporting to individual Cabinet Members and to Corporate Board. Some programmes are linked to Corporately Significant Vital Signs. Work is underway to review all our Vital Signs to ensure alignment to the strategy delivery.
- Departmental Plans: Activity within the Corporate Delivery Plan continues to be reflected in departmental and service plans, which cover both strategic activity and essential service delivery, acting as important business planning documents for the Council. The delivery of this is monitored through departmental performance indicators, which are also being reviewed.
- Risk management: Activities within the Corporate Delivery Plan will continue to require robust risk management, reflected in both the Corporate Risk Register and the Departmental Risk Registers which are reported through management and formal governance processes. Risks for individual activity may also, at times, be reflected in programme/project risk registers.
- Governance and decision making: Significant activity identified in the Corporate Delivery Plan will progress through the Council's governance and decision-making process, with oversight and input from Elected Members, as set out in the Council's Constitution.
- Transformation & Innovation Governance Board: We are working towards implementing a Transformation & Innovation Board to strengthen the overarching governance of NCCs' transformation portfolio. This will improve the NCC leadership's ability to ensure we gain best value from our investment and improve certainty of outcomes. The main objectives of the Board will be to direct investment decisions, when action is to be taken due to programmes and projects being outside the agreed tolerance in

terms of timescale or spend, ensure plans are viewed from a pan-organisational perspective, and ensure appropriate assurance activity takes place to provide insight and recommendations to improve certainty of outcomes. We aim for this to be in place in early 2022.





Norfolk County Council

BETTER TOGETHER, FOR NORFOLK