



► COUNCIL DELIVERY PLAN 2024-2025

A look at Norfolk County Council's key activities for the coming year.

BETTER TOGETHER, FOR NORFOLK





CONTENTS

Leader's Foreword	03
Introductory Context	06
Financial Context	08
Our Strategy	11
Our Values	12
A Vibrant and Sustainable Economy	13
Measuring our performance	16
Better Opportunities for Children and Young People	17
Measuring our performance	19
Healthy, Fulfilling, and Independent Lives	20
Measuring our performance	22
Strong, Engaged, and Inclusive Communities	23
Measuring our performance	25
A Greener, more Resilient Future	26
Measuring our performance	28
Improving the way we work	29
Measuring our performance	31





▶ **LEADER'S FOREWORD**

As I start my second year as Leader, which is also the last for this administration before the County Council elections in May 2025, I cannot help but feel extremely proud for what we have achieved together over the past year, and also fiercely ambitious for the future, even in the face of the challenges that continue to lie ahead.

Looking at last year's Annual Review against our key strategic priorities within our strategy [Better Together, for Norfolk 2021-2025](#), which is published alongside this plan, I am in awe of how much we do to improve the lives of our residents, communities and businesses, and how much resilience we show in the face of ongoing change and uncertainty.



As an organisation with a gross revenue budget of nearly £2bn and countless statutory responsibilities, many of our functions and activities will remain the same from year to year, as will many of our programmes of change, which are aligned to our current strategy. And as we start to think how we might refresh our strategy beyond 2025, we have the opportunity to hone down on what is important for Norfolk's residents, ensuring we deliver a programme of work which links to the core priorities for the county, continues to support those most vulnerable in our communities, and delivers value for money.

We are proud that we continue to be a well-run and well-managed Council, which has balanced its books year after year, improving the way we work and delivering budgeted savings of £170m in the past 4 years. A significant achievement given the challenging financial conditions experienced by local authorities – more information is on this below.

Over the past year in particular, we have focused on streamlining our structures to remove duplication, automating processes where possible, and using new technology to help us anticipate need and provide people with support earlier. Promoting a culture of continuous improvement has been and continues to be essential for driving changes within our services and finding better ways of doing things wherever possible.

It is important to be absolutely honest about the financial context in which we have set our plans and our budget for 2024-25. With central government currently unable to commit to improving local government funding, and with unprecedented levels of demand for our services, driven by our demographics and an increased cost of living, we will have to prioritise and make the most of our resources. Be in no doubt though, that we continue to press to government the significant financial pressures facing us, both through national bodies such as the Local Government Association and County Council's Network, as well as through our local MPs.

Financial pressures aside, the year ahead is also cause for optimism. In December 2023, Council Members voted to endorse the proposed Devolution Deal for Norfolk which brings an investment fund worth £600 million over 30 years, with additional powers and devolved funding for, transport, brownfield regeneration, local skills, plus further opportunities to expand the deal. In July 2024, Councillors will vote on the change of governance needed for a Level 3 deal, which offers Norfolk a generational opportunity not only to unlock long-term funding, but also to gain greater freedoms to decide how best to meet local needs here, in Norfolk, and not in Whitehall.

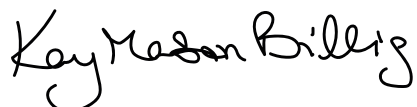


Alongside this, we will set out our new Economic Strategy for Norfolk, which is being developed with other local councils and our partners in business, education and the voluntary sector. This strategy will drive current and future investment, ensuring we are spending precious funding on all the right things. The integration of the New Anglia Local Enterprise Partnership (LEP) into the Council in April 2024 will also strengthen the council's capabilities in supporting economic growth and in attracting further investment into Norfolk.

Our economy though cannot fully thrive without the right infrastructure. So we will also continue to work with partners and government to ensure that key utilities such as energy and water are available for the future of our county; that we build on previous successes to draw down more funding for key projects like dualling the A47, the Norwich Western Link and the Long Stratton by-pass; that we look at how to best address the causes and impact of flooding and coastal erosion in our County; that we continue to deliver the rollout of Project Gigabit, aiming to improve connectivity particularly in our most rural and hard to reach locations; and that we do so while also protecting our unique and precious natural heritage.

In setting out our priorities for the next year, let me be clear: this high-level document does not describe all the work that takes place across the council - to do so would be almost impossible. Instead, it focuses on our most significant priorities, our programmes of transformation, the work that will have the most impact on how we deliver services and how we work with our residents, our partners and other sectors. So as we go into the final year of delivery on Better Together, for Norfolk, and also look into the future, I would encourage everyone to read our plan, be aware of all the good work that continues to be done, and be assured of our unwavering commitment to make Norfolk the best it can be.

With best wishes,



Kay Mason Billig, Leader



▶ INTRODUCTORY CONTEXT

The Council continues to face challenging circumstances over the next year, due to factors including delayed inflationary pressures on service costs, increasing demand on our services, and significant shortfalls in public funding. Despite a late injection of funding from the Department for Levelling Up, Housing and Communities in January 2024, we anticipate that our resources will remain stretched into 2024/25, presenting a significant ongoing challenge.

We are mindful of longer-term trends in Norfolk that will affect delivery of our core services, such as an ageing population and more people living with poor health for longer. Similarly to 2023/24, we expect to see a continuing demand for support for children with Special Educational Needs and Disabilities (SEND) and a sharp increase in the cost of provision of home-to-school transport.

Despite this difficult operating context, we continue to invest in the continued delivery of our two key people-focused multi-year partnership strategies - Promoting Independence for working age adults with learning and physical disabilities and for older people, and [Flourishing in Norfolk](#), for children and young people. We continue to prioritise funding of our frontline services and transformation programmes, and also to put significant resource into prevention and early help, implementing innovative approaches to identify those at risk of falling into crisis, and utilising technology to better support our residents in their homes and with their families.

As we continue to make the case to government for fairer funding, we also continue to build upon our successful local track record of working collaboratively with central government, public sector organisations, local partners and business communities to identify opportunities for additional funding and to maximise our influence and impact.

This year, we have seen a significant shift in the Council's role in delivering economic growth and business support through the transfer of functions from Local Enterprise Partnerships into local authorities. This means that, from 1 April 2024, business support functions, the growth hub and a number of key government programmes, previously delivered through the New Anglia LEP, will now be delivered by the Council.



On 26 October 2023, the Levelling Up and Regeneration Bill received Royal Assent and became an Act, establishing formally the legal framework for Norfolk's devolution deal. In line with past commitments from Government to strengthen and deepen devolution in England, the Chancellor announced a new 'Level 4' of the devolution framework in the Autumn Statement held on 22 November 2023. This framework reflects the progress in devolving decisions and functions, and devolved institutions with a directly elected leader will be able to draw down from this, securing deeper powers. We have always said that devolution is a journey not a single event, and this framework and the deals we are seeing elsewhere, set out a ambitious roadmap for Norfolk to achieve its ambitions.

The current and future impacts of climate change, globally, nationally and within Norfolk remains a key concern, with coastal erosion and flooding representing a real and growing risk to our county. We are committed to the government's goal of achieving net zero carbon emissions and to mitigate the impact in Norfolk. We are exploring clean energy projects throughout Norfolk and will continue to respond to consultations proposing changes to the energy network, highlighting the need to minimise negative impacts on Norfolk's environments and communities, while identifying opportunities for us to take full advantage of the benefits for our residents.

Our Climate Strategy sets out priorities relating to energy, our support for national decarbonisation, and the expansion of renewable energy. It covers the close relationship between climate action and nature recovery, jobs and growth opportunities from the expanding green economy, and how adaptation is needed to protect our local services and communities. We are now also developing a green energy plan.

Within this operating context, this year's delivery plan – the last one under our current strategy - sets out the key activities which help us deliver on our strategic priorities, outlined in Better Together, For Norfolk 2021-2025. Over the next year, we will be reviewing our focus for the future, both in the context of the anticipated General Election in Autumn 2024 and the County Council elections in May 2025.



▶ **FINANCIAL CONTEXT**

Between 2010-11 and 2019-20 our grant funding from the government has reduced by £220m. Since that time, government funding has stabilised but overall funding levels have not recovered in real terms.

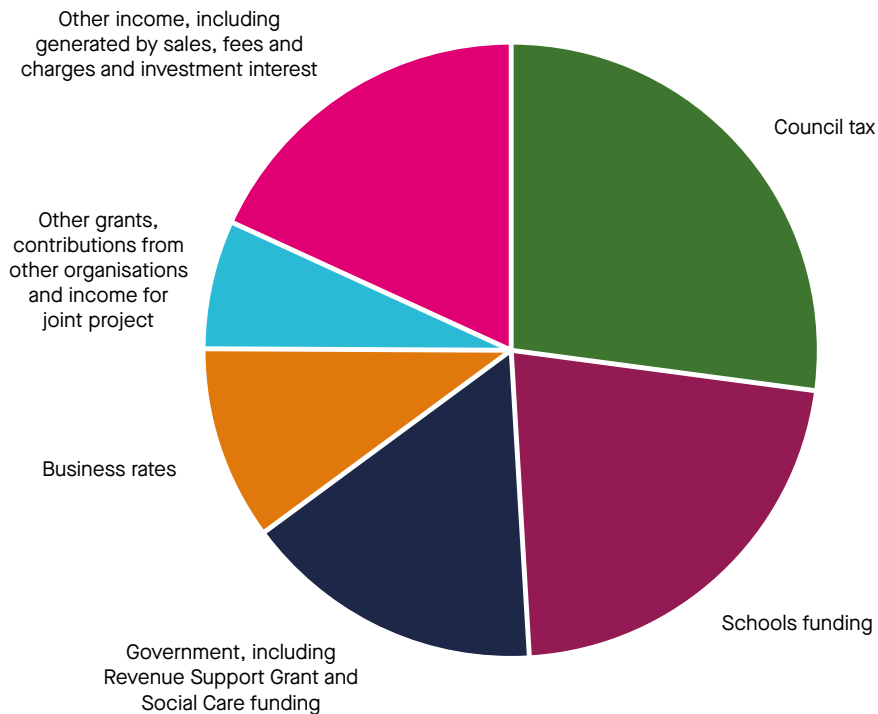
The Council continues to face significant cost pressures driven by (among other factors) increased levels of demand, legislative changes such as the increase National Living Wage which was not funded and has had an effect across our cost base, late changes to the local government settlement, and the impact of high levels of inflation in recent years. Although inflation has dropped significantly, the cost of service delivery and of borrowing remains higher, and therefore the Council must continue to focus its funds and resources on the right activities, to maintain a robust and sustainable financial position.

The graph below sets out at a glance what the council's annual spend looks like, both in terms of the money coming into the local authority from a variety of sources as well as how we then allocate and spend this funding.



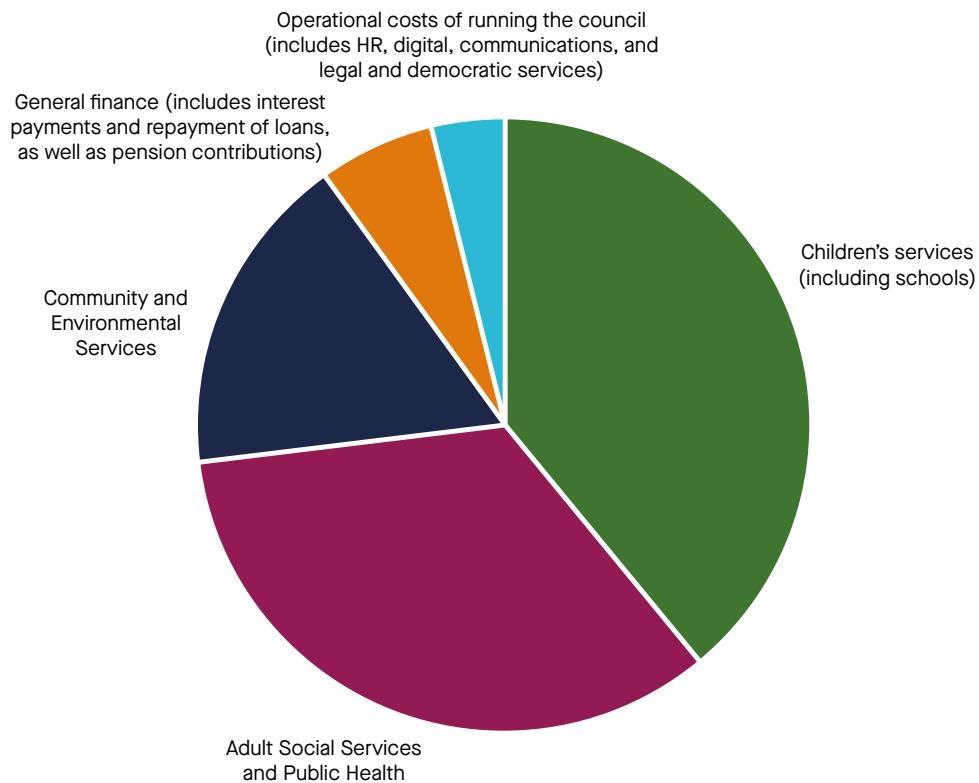
Where the money comes from:

- 27% Council tax
- 22% Schools funding
- 16% Government grants, including Revenue Support Grant and social care funding
- 10% Business rates
- 7% Other grants, contributions and income for joint projects
- 18% Other income, including sales, fees, charges, and investment interest



Where the money is spent:

- 39% Children's services (including schools)
- 34% Adult Social Services and Public Health
- 17% Community and Environmental Services
- 6% General finance (includes interest payments and repayment of loans, as well as pension contributions)
- 4% Operational costs of running the council (includes HR, digital, communications, and legal and democratic services)



▶ OUR STRATEGY

The Council's strategy [Better Together, for Norfolk 2021-25](#), has 5 strategic priorities:



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

▶ OUR VALUES

In 2024 we completed our work to refresh our organisational values, which were developed by NCC's leaders and employees. These are:



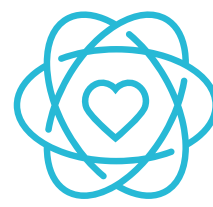
Ambitious



Accountable



Trusted



Inclusive

These values, developed in 2023 with senior leaders and employees, represent the core beliefs that drive our behaviour at work, provide us with a common sense of purpose and belonging, and define our culture – the way we want to be, even when no one is watching. Our values act as guiding principles for everything that we do, and set the tone for our interactions and relationships with our customers, employees and other stakeholders, and all our communities.



▶ A VIBRANT AND SUSTAINABLE ECONOMY

Set out in our strategy, [Better Together, For Norfolk 2021-2025](#), this first priority includes the key aims to encourage growth within Norfolk's economy and move us towards a higher-wage, higher skilled workforce where more value is added within the county.

Following Government direction that from April 2024 all Local Enterprise Partnership (LEP) functions would be merged into tier-one authorities, work has begun to integrate the New Anglia LEP with Norfolk County Council.

The council has a key leadership role to help drive up skills, wages, and productivity in the local economy, to promote growth and investment, as well as deliver infrastructure and digital connectivity improvements.

We look to our internal performance information, as mentioned below, to provide indicators that our activities are having the desired impact, but also track local economic data such as our Gross Value Added (GVA), rates of employment, and narrowing the gap between the Norfolk and national average wages.

While some of this data is outside our immediate influence and control, it provides us with a more complete picture of economic activity across the county and thus is helpful for tracking our progress. The below activities represent an overview of the work being undertaken on how we are doing this.

Key activity:

1. Building on the work done in 2023, and subject to agreement by our elected members, we will implement our plans to deliver Norfolk's devolution deal, to support economic growth, improve skills and deliver better infrastructure. Delivery of the deal will be in partnership with our District Councils, business and education providers, through a number of strategic boards that will shape strategy and investment. We will also work with Government to develop the roadmap to a Level 4 deal to deepen devolution and draw down significant additional benefits for our county.
2. We will develop an Economic Strategy for Norfolk, which will form a blueprint to underpin the activities of Norfolk County Council and key partners to enable and deliver economic growth. The strategy will be developed through engagement with a significant number of stakeholders including the local business community, district councils, and local Members of Parliament.
3. We will provide support for businesses, bringing together Norfolk County Council and New Anglia Local Enterprise Partnership programmes into a strengthened package, which offers clear advice and funding opportunities for businesses.
4. We will deliver employment and skills support for Norfolk's residents including publishing a new plan for adult learning. We will develop and deliver a suite of programmes to suit the skills needs of employers and residents in the county.



5. We will work to improve transport connectivity through the delivery of our Local Transport Plan and individual plans for Kings Lynn, Great Yarmouth and market towns. We will also seek to deliver improvements to major transport infrastructure such as the A47, West Winch Housing Access Road, and oversee construction of the Long Stratton Bypass. We will continue to develop the Norwich Western Link, which is a key infrastructure scheme for Norfolk. We recently secured £213m in Government funding for the cost of developing and delivering the scheme, and we will continue to make representations to Government for full funding for the remainder of the scheme.
6. We will deliver our comprehensive programme to maintain and repair Norfolk's roads, footways, cycleways, and trails, focussing on proactive maintenance wherever possible, and planning strategically to deploy the £40m a year integrated transport settlement secured through the devolution deal.
7. We will help get our residents across the county online, by continuing our work to improve digital connectivity. Part of this work includes the delivery of Better Broadband for Norfolk, which will roll out high-speed broadband to our remaining hardest-to-reach communities, including those in non-commercially viable areas. We will continue to make representations to government to improve the mobile signal countywide through the Shared Rural Network.
8. We will bring together partners and ensure a strategic approach is taken in future utilities planning, ensuring that plans are developed with key stakeholders and utility providers to plan availability of energy and water for future population growth.
9. We will open the Operations & Maintenance campus in Great Yarmouth – this will include training and upskilling for Norfolk's residents, helping support delivery of infrastructure to support key future growth sectors such as offshore wind.
10. We will promote Norfolk as a top destination for inward investment and tourism in association with Visit East of England, in partnership with whom we will put forward a bid to become a Local Visitor Economy Partnership (LVEP) with an ambition to be the most sustainable tourist destination in the country. We will also focus on promoting Norfolk as an attractive place to start a business and as a place with opportunities for skilled individuals.



Measuring our performance

These selected performance measures demonstrate whether our activity and interventions are having the desired outcomes. They will not always directly align with our key activity as set out in this plan.

To see how we are performing against these measures, this report should be read alongside the council's full list of performance measures which are [publicly available at our Cabinet meetings](#).

- Number of education and training enrolments
- Library Business and Intellectual Property Centre (BIPC) activity
- People supported to start or grow a business
- % of high priority highway defects dealt with within timescales
- % of properties with access to Superfast Broadband (>24mbps)
- % of properties with access to Ultrafast Broadband (>100mbps)
- % of 4G coverage



BETTER OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE

Our second priority recognises that children and young people are the future of the county and that we want to them to have the best possible start in life.

It is with this intent that we co-produced our partnership strategy, [Flourishing in Norfolk](#), which brings together organisations who are working to change the lives of children and young people for the better.

The activities below further build on our key aims set out within [Better Together, For Norfolk](#) and Flourishing in Norfolk, around the themes of improving outcomes for families, raising educational attainment for children and young people, and creating better employment opportunities for them.

As with the above priority, we also track wider educational attainment outcomes, such as A-level results, local literacy and numeracy, as well as our number of apprentices to help inform and shape our activities where we can have some degree of control over the results.

Key activity:

1. We will ensure that all children have access to and participate in education, by working with our key education partners, including schools and settings in Norfolk and with the Department for Education (DfE).
2. We will drive better outcomes for children and young people with SEND by building on our system-wide Local First Inclusion approach and preparing for our first inspection under the Area SEND inspection framework. We will help intervene earlier and more holistically to prevent escalation of need, focusing on how we incentivise and increase mainstream inclusion practice.



3. We will progress our ambitious goal of enabling more local children to have their special educational needs met in Norfolk by working with Department for Education to progress the implementation of two new special schools in Great Yarmouth and Downham Market.
4. We will work to sustain the improvements of “Good” in all areas following our Inspection of Local Authority Children’s Services (ILACS) and work towards “Outstanding”.
5. We will work proactively with stakeholders in planning for areas with demographic change, and ensure sufficient school places for children in Norfolk as well as efficient use of resources and value for money.
6. Following direction set out following consultation set out on the Government’s [Stable Homes, Built on Love Strategy](#), we will move forward with implementing children’s social care reforms to improve the experience of families seeking help. This includes embedding the ‘Family Help’ model to enable professionals, including our social workers, to work more flexibly to meet the needs of children and families.
7. We will work collaboratively with partners, strengthening our approach to supporting mental health and wellbeing, and build a partnership approach to supporting neurodiversity.
8. We will work with partners in the education system to deliver the initial plans of the Learning Ambition for Norfolk as part of the programme of work over the coming 3-5 years to support significant improvement in learning outcomes for children and young people.
9. We will deliver better quality, local and affordable care provision by working to increase recruitment and retention of foster carers, create more specialist provision for those children with SEND, and offer innovative approaches to help young people remain with their families.
10. We will implement our newly agreed Apprenticeship Strategy which will promote better collaboration between all areas of the council with regards to the recruitment, deployment and development of apprentices. All directorates will continue to collaborate and deliver increased activities in working towards all strategic aims, including a focus on green apprenticeships which help deliver on Net Zero priorities.



Measuring our performance

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- Education Inclusion
- Effective Practice
- Avoiding specialist intervention
- Early intervention and prevention
- Managing the market and creating capacity



▶ **HEALTHY, FULFILLING, AND INDEPENDENT LIVES**

Good health is the key to living well and staying independent. We want everyone in Norfolk to have the opportunity to live their lives to the full and have access to the right support, when they need it.

As our overarching strategy sets out, this starts by creating better health outcomes and focussing on prevention rather than cure, as well as supporting people with their wellbeing where this may be a barrier to enjoying life, completing education, or holding down a job.

We also place an emphasis on helping our residents live well by promoting healthy lifestyles and supporting people to make healthy choices. We believe that this, combined with delivering better local services are key to helping people in Norfolk live happily, healthily, and independently.

While again we are part of a wider system and have limited impact to directly influence health outcomes, we monitor county level data such as healthy life expectancy (the number of years people typically live in good health), obesity rates, and the prevalence of substance misuse in order to help inform our decisions taken in these areas.

Some of the key activity for how we plan to deliver on this strategic priority over the next year is set out below.

Key activity:

1. We will offer preventative support to help people to live independently for as much and as long as possible, utilising assistive technology and other resources. We have published our refreshed Promoting Independence strategy, setting out our plan to do this.
2. In addition to the above, we will work closely with carers and NHS,



district council, and voluntary sector partners, to provide greater choice and control of how people meet their care needs closer to home.

3. We will make the best use of technology to enable people to get information and assessments faster, launching online self-assessments and dedicated portals for people who use our services.
4. We will implement our new Learning Disabilities and Autism plan for Norfolk, which focuses on improving wraparound services for people with learning disabilities, autism, and other elements of neurodivergence.
5. We will continue to deliver the Independent Living and Supported Living housing programmes, including at Swallowtail Place, and work with partners to explore opportunities that arise from devolution of brownfield funding in Norfolk to identify and develop specialist housing sites that would not have been otherwise possible.
6. We will fulfil our duties under the Domestic Abuse Act 2021 to improve the quality of support being provided to victim-survivors living in safe accommodation in Norfolk, including integrating our duty around domestic abuse as a key priority for the Norfolk Strategic Housing Partnership.
7. In absence of wider reform from Government, we will continue to work with the care market to drive improvement and improve stability for residents requiring care.
8. We will play a key leadership role in the Integrated Care System working with the NHS and other partners and deliver a strategic health action plan outlining NCC's role in improving health and wellbeing and reducing health inequalities, with a specific focus on prevention. The plan will support a 'health in all policies' approach across NCC, including how all departments create the conditions for healthy lives and are delivering to the system's priorities identified in Integrated Care Strategy.
9. We will provide Public Health Services including [Ready to Change](#) which aims to support residents to eat more healthily and become more active, and the Wellbeing Programme which encourages residents to make healthier life choices.



10. We will continue to collaborate with key partners in the Norfolk Drug and Alcohol Partnership to deliver positive local outcomes around reducing drug use, drug-related deaths, crime and harm, as well as reducing drug supply and increasing engagement with treatment and recovery. We will also continue to deliver Project ADDER, which is a key part of the government's 10-year drugs strategy, From Harm to Hope.

Measuring our performance

These selected performance measures demonstrate whether our activity and interventions are having the desired outcomes, but it should be noted that they will not always directly align with our key activity as set out in this plan.

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- Maximised independence for those who draw on services (%)
- Reduce and delay the need for formal social care (%)
- Managing our safeguarding work effectively
- Quality of the Care Market
- Number/Percentage of eligible people offered & receiving an NHS Health Check
- Healthy Life Expectancy (Female)
- Healthy Life Expectancy (Male)
- Number of eligible people offered and receiving and NHS health check
- Smoking prevalence
- Increase in Active Adults



► **STRONG, ENGAGED, AND INCLUSIVE COMMUNITIES**

We are proud of Norfolk’s strong sense of identity and place. Our mixed rural and urban communities each have their own character and we have a role in helping support and empower these communities to help themselves.

Through the activities below, we hope to increase involvement and participation of individuals in the county, as well as helping organisations build capacity to further help the voluntary and community sector.

We want to make it easier and clearer for individuals to access the right support at the right time, ensuring that the council has a welcoming “front door” and provides linked up services is essential to this.

As it is inherently difficult to use data to determine how strong and engaged our communities are, we need to rely on our relationships with the Voluntary, Community, and Social Enterprise sector (VCSE) to feed back to us on how we are supporting them. As a result, our engagement activity is not only important to reach out to our communities, but also to give us an opportunity to listen and inform future decision-making based on these conversations.

Key activity:

1. We will develop a communities strategy which outlines how we will better use our existing NCC assets such as Libraries and Adult learning to deliver a joined-up, wraparound service. The strategy will also set out how we will enable the Voluntary, Community, and Social Enterprise (VCSE) sector to support Norfolk’s communities.
2. We will continue to provide a hardship support offer to individuals in Norfolk, the scale of which will be determined by the recent Government decision to extend the Household Support Fund by a further 6 months and the NCC funding available.



3. We will work with partners to continue the delivery of library hubs in Kings Lynn and Great Yarmouth which will combine a number of services in one place. Construction will begin in Spring 2024.
4. We will develop our new Library Strategy over the next year, ready for implementation in 2025/26. Work on the Strategy will consider how we ensure library community spaces can best meet the needs of Norfolk's residents. This includes the crucial interaction of our libraries in delivering public health services, as well as making sure they are places with easy access to borrow resources, learn and discover online, and meet friends and make new ones in our spaces.
5. Following engagement with Voluntary Norfolk and internal scoping work concluding, we will deliver a volunteering strategy which will form Norfolk County Council's contribution to help address the decline of volunteering, while ensuring that volunteers receive the personal development and recognition which they deserve.
6. We will oversee and allocate the granting of infrastructure funding to the VCSE sector based on the county's priorities.
7. We will refresh our museums strategy, ensuring that key aims around sustainability and health and wellbeing are included to reflect changing visitor needs across our ten museums. We will also seek to conclude work and open Norwich Castle Keep: Reborn, which is a £15m+ project to bring a Norman castle keep to life.
8. We will continue to deliver a Fire and Rescue Service for all of Norfolk from 42 fire stations. We will work to increase the diversity of the service by improving facilities and culture, and are actively seeking to recruit more female firefighters.
9. We will continue to promote digital inclusion, entering the final year of our refreshed digital inclusion strategy. The key aims are around upskilling residents' digital skills and providing equipment to help individuals get connected who may be on tight budgets.
10. Through the Norfolk Music Service we will lead the Norfolk Music Hub, creating opportunities for a diverse range of children and young people, including those with SEND and within our disadvantaged communities to play an instrument, learn to sing, and make music with others. We will work with a broad range of local, regional and national partners to deliver music provision that responds to local context and needs.



Measuring our performance

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For the communities area, much of our work in this space is around enabling and supporting the VCSE sector, and this is inherently difficult to measure in a quantitative way due to the nature of this work, as opposed to more obvious measures we can apply to infrastructure projects or care services.

As a result, the performance measures below are limited, but our performance in this area can also be demonstrated through the overall health of the VCSE sector in Norfolk.

- Participation of Early Years Foundation stage activity in libraries (0-5 years)
- Number of museums visits





A GREENER, MORE RESILIENT FUTURE

Protecting and maintaining access to our natural assets is an essential part of our work. We are lucky to live in an area of such diverse natural beauty and want our coastlines, broads, and green spaces to be enjoyed by residents and visitors to our county, now and in the future.

Exacerbated by climate change, we also live in an area that has seen much recent flooding, periods of hot temperatures and drought, and a coastline that is rapidly eroding. Our work is to mitigate the effects of climate change and natural disaster – but also to help communities to adapt to changes and become more resilient.

Key activity

1. We expand our work to deliver our Climate Strategy, and take forward the associated tranches of actions, which are monitored and reported on.
2. We will implement our newly published Walking, Wheeling, and Cycling strategy, building active travel schemes in targeted areas to help deliver greater mode of transport choices for residents.
3. We will build on significant work already undertaken to reduce our own estate emissions, aiming to have reduced emissions by two-thirds against our 2016/2017 baseline.
4. We will complete our roll out of LED streetlighting, creating significant energy, cost, and carbon savings.
5. We will expand electric vehicle charging points prioritising rural locations and tourist hotspots, where provision is not adequate to meet demand.
6. Following the success of securing a total of £35.7m in funding to deliver fully-electric buses, we will put these buses into operation and look for opportunities to expand the rollout, with funding for further buses where it is pragmatic to do so. We will continue to drive improvement to our bus services through the £49.5m secured in Government funding.



7. We will lead as a strategic convenor on flooding, bringing together various partners and organisations to mobilise action to prevent and respond to flooding events in the county. We will hold a multi-agency summit in Spring 2024 and work closely with local decision-makers and central government to reduce legislative barriers and improve outcomes.
8. We will continue to deliver waste reduction services and provide recycling centres for Norfolk's residents, seeking to provide a service which meets residents' needs while making efficiencies, such as to our opening hours in line with other authority areas.
9. We will make further strides towards nature recovery and biodiversity net-gain and will publish strategies on how we plan to achieve this. We will continue work to deliver 1 million trees in association with partners in the county.
10. We will protect and promote our natural environment and assets, through maintaining Norfolk's trails and preserving some of the last dark skies locations in the country.



Measuring our performance

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- Increased use of public transport
- Total number of trips made on shared bikes/e-bikes/e-scooters in Norfolk
- EV charging infrastructure for public use, per 100,000 of population
- Streetlight stock converted to LED
- % of waste diverted from disposal at recycling centres



IMPROVING THE WAY WE WORK

This section is not a distinct priority in Better Together, for Norfolk, but instead captures the cross-departmental activity which is taking place in the council that aims to make the ways we work more efficient and improve the experience for Norfolk residents.

Some of the key activity mentioned below highlights the opportunities available for us to deliver on higher demand for services within shrinking budgets, and ensuring that our service offering to residents is clear and easy to access.

Key themes

1. We will continue to work towards our commitment to net zero on all our estates by 2030, through better cross-departmental collaboration, more efficient business processes and technological advances.
2. We will work to continue to simplify our structures and reporting, and eliminate wasteful processes through a combination of transformation, standardisation, better use of digital technology, and promoting a culture of continuous improvement and efficiency.
3. We will deliver the final year of our Digital Strategy, focussing on key improvements such as public access to WiFi, cyber security and exploring the potential of AI and automation of some council processes.
4. We will foster innovation in the county, including the enhancement of a [Connected Innovation](#) network to enable businesses to access innovation funding and expertise. We expect this to help build on our strengths in the agri-bio tech sector.
5. We will regularly monitor and review the implementation of both our Workforce and Wellbeing Strategies to ensure they continue to be effective and support the organisation to deliver high quality services to the residents of Norfolk.

6. We will continue to review our property assets, consolidating and monetising in places where this is the right thing to do. Where appropriate we will release surplus property.
7. We will continue to focus resource and attention on the most corporately significant projects, ensuring the needs of residents are met and costs managed as effectively as possible.
8. We will review our constitution and scrutiny structure, ensuring it promotes clarity, efficiency and accountability within council workings for Norfolk's residents.
9. We will drive improvements to our customer experience programme, ensuring that an organisation of this scale and size provides a warm welcome and joined-up services for Norfolk residents of all demographics.
10. In line with new Government guidance, we will publish our Productivity Plan, outlining the work we have done to transform the way we operate, our use of new technology to improve our understanding of residents needs and how to best meet them, and our processes of continuous improvement to deliver value for money for our residents.



Measuring our performance

These selected performance measures demonstrate whether our activity and interventions are having the desired outcomes, but it should be noted that they will not always directly align with our key activity as set out in this plan.

To see how we are performing against these measures, this plan should be read alongside the council's full list of performance measures which are [publicly available at our Cabinet meetings](#).

- Savings targets delivered
- % lost time from sickness absences
- New employee retention (24+ months)
- Employee engagement – improving our employer contribution score
- Customer satisfaction with service received from customer service centre

