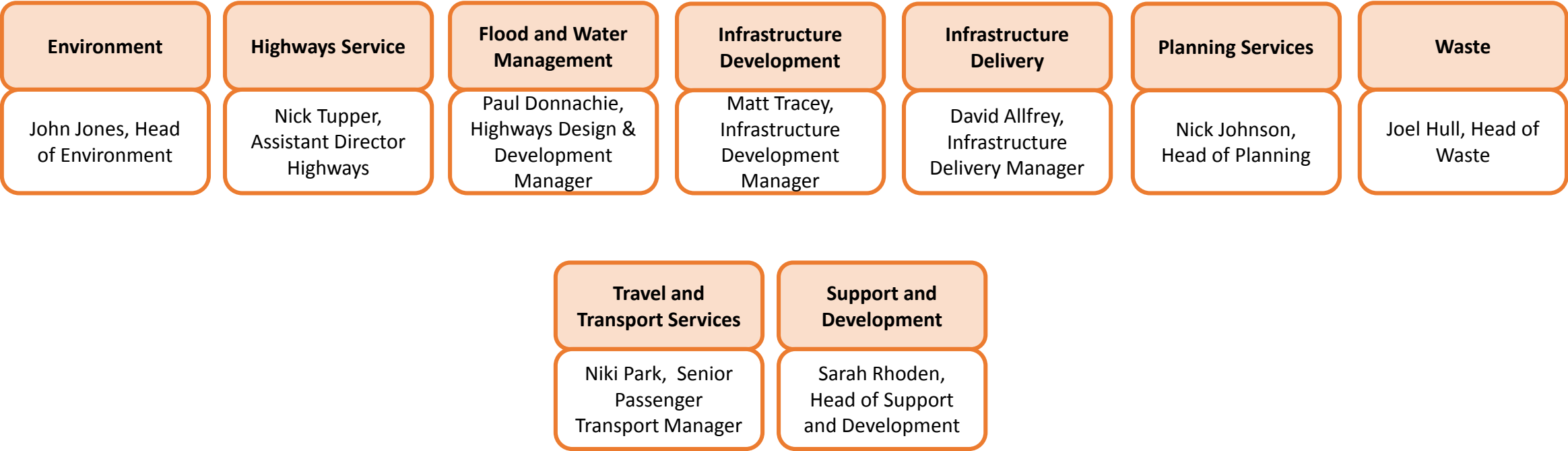


EDT Committee – Plans on a Page

A number of ‘Plans on a Page’ have been prepared covering the services reporting to EDT Committee. These Plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these Plans are included here to enable Members to have sight of some of the more detailed information that has informed the development of the Committee Plan.

Members may wish to receive further information about individual Plans and/or discuss them with the relevant managers. For ease of reference, the diagram below sets out which senior managers are responsible for each of the plans to help Members to understand where they can direct any queries.



Plan on a Page

Service: ENVIRONMENT What we'll do

Vision:

Ensure Norfolk's natural and cultural environmental assets are safeguarded and integrated into decision making to support and promote growth.

Outcomes:

1. Equality of access to natural and cultural landscapes.
2. Embedding an environmental net gain principle for development.

Priorities:

1. Thriving plants and wildlife
2. Enhancing beauty, heritage and engagement with the environment
3. Mitigating and adapting to climate change
4. Enhancing biosecurity

How we'll do it

Thriving plants and wildlife, by:

- Restoring 75% of terrestrial and freshwater protected sites to favourable condition
- Creating or restoring wildlife-rich habitat outside the protected site network, focusing on nationally or locally important priority habitats
- Increasing woodland in line with Government aspiration of 12% cover by 2060

Enhancing beauty, heritage and engagement with the environment, by:

- Safeguarding and enhancing the beauty of our natural scenery and improving its environmental value while being sensitive to considerations of its heritage.
- Providing quality, accessible, natural spaces close to home and work and encouraging more people to spend time in them to benefit their health and wellbeing
- Increasing action to improve the environment from all sectors of society

Mitigating and adapting to climate change, by:

- continuing to cut greenhouse gas emissions including from land use, land use change, the agriculture and waste sectors and the use of fluorinated gases
- making sure that all policies, programmes and investment decisions take into account the possible extent of climate change this century

Enhancing biosecurity, by:

- managing and reducing the impact of existing plant diseases; lowering the risk of new ones and tackling invasive non-native species
- reaching the detailed goals to be set out in the Tree Health Resilience Plan of 2018

Values and behaviours that underpin everything

Evidence Based

Collaborative

Innovative

How we'll know if we've made a difference

Include targets here.

Review and then agree local measurable targets which will help support and deliver the Governments recently published environment plan: **"A Green Future: Our 25 Year Plan to Improve the Environment"**

(Which sets out goals for improving the environment, within a generation)

This Plan sits alongside two other important government strategies: our [Industrial Strategy](#) and our [Clean Growth strategy](#).

Plan on a Page

What we'll do

Vision: Manage, maintain and improve Norfolk's highway network to support sustainable growth

Outcomes:

- A well managed highway network that enables everyone to travel the county freely and easily.
- A priority road network free from ice and snow
- Any works on the highway are carried out to ensure public safety with disruption/environmental impacts minimised

Priorities:

- Maintain the highway at agreed service levels at minimum cost
- Ensure improvement and maintenance programmes delivered to standards/ time/budget
- Reduce the number and severity of road casualties.
- Adopt the new 'Well-Managed Highways Infrastructure – A Code of Practice'
- Commercialisation
- Deliver the routine/winter maintenance services
- Review the City Agency Agreement
- Reduce the amount of energy used for street lighting
- Channel shift and improved customer service

How we'll do it

Review service standards, training and our risk based approach We will be working through pre-defined actions outlined in an Implementation Plan created to allow us to adopt the 36 recommendations in the new 'Well-Managed Highways Infrastructure – A Code of Practice' by October 2018

Improved reporting and analysis We will be introducing improved reporting tools (Power BI) to help monitor performance and key business indicators. Utilising the information available from a variety of sources will assist with planning, inform policy and help with a risk based approach.

Commercialisation As part of the corporate wide objective focussed on 'Local Government Commercialisation' will be exploring how some highway operations can be delivered in a more business like way to generate additional revenue.

Reviewing how we work We will be looking at how we work to identify efficiencies and save money. This includes how we can work more closely with local communities (Town/Parish councils) and review of the City Agency agreement.

How we'll know if we've made a difference

1. Completing formal highway inspection within the timescales set out in the Transport Asset Management Plan (TAMP)
2. Dealing with dangerous highway defects within the timescales set out in the TAMP
3. Number of killed or seriously injured (KSI) on our roads monitored against target.
4. Monitor and manage the performance of contractors
5. Contractor public satisfaction scores as a result of frontage surveys.
6. NHT Survey results
7. Customer satisfaction – Quarterly Customer Service Report/Compliments and complaints report.
8. Channel shift – increased use of online reporting form.
9. Street lighting KPIs

Values and behaviours that underpin everything

Work together with local communities

Listening to what our customers say

Continuous improvement of our skills/service

Plan on a Page

What we'll do

Vision: Undertake Norfolk County Councils responsibilities as Lead Local Flood Authority, working with communities and partners (including highways teams) , to co-ordinate the management of flood risk

Outcomes:

- implement a strategy for local flood risk management , and associated infrastructure measures
- Investigate and publish reports on flooding incidents
- Deliver statutory consultee service to Local Planning Authorities (LPAs)

Priorities:

- Work with Risk Management Authorities to deliver schemes to reduce existing flood risk in agreed priority areas
- Work with LPAs and partners to avoid (or mitigate) flood risk to new development and homes
- Support emergency planning, and emergency response organisations during flood events

How we'll do it

Deliver and seek funding for infrastructure We will be working through pre-defined measures outlined in the 'Local Flood Risk Management Strategy'. We will continue to work with partners to seek and secure funding to deliver infrastructure

Improved reporting and analysis We will develop a meaningful "vital signs" KPI to reflect key service delivery objectives. Utilising digital technology to inform planning, policy and support a risk based approach.

Resources Apply a risk based approach to prioritisation of resources and funding. Use partner consultant ,and external staff through PSCA (Public Sector Co-operation Agreement) to ensure resource meets demand.

Reviewing how we work We will review how we work to identify efficiencies and save money, alongside partners with flood responsibilities. We will do this by developing a "memorandum of understanding" to promote a joined-up approach, effectively securing and using pooled funding to deliver joint priorities

How we'll know if we've made a difference

1. Local flood risk management strategy measures and infrastructure delivered
2. Reduced risk of surface water flooding to properties
3. Reports on flooding incidents published as planned
4. Deliver responses on planning applications
5. Customer satisfaction – Quarterly Customer Service Report/Compliments and complaints report.

Values and behaviours that underpin everything

Joining up our work with partners

Using evidence and data to target our work

Being business like and making best use of digital technology to ensure value for money

Plan on a Page

What we'll do

Vision:

Support sustainable growth that realises Norfolk's economic potential and adds to the quality of life for its residents.

Outcomes:

- Secure key infrastructure to enable housing and jobs growth.
- Improved mobility, safety and air quality.
- Resilient energy and utilities infrastructure to support growth.
- Benefits derived from developing commercial opportunities.

Priorities:

- Work with partners to ensure planned development is resilient, safe & sustainable.
- Secure external investment to Norfolk to accelerate housing and jobs growth.
- Work with regional and central government agencies to maximise successful funding opportunities for Norfolk.

How we'll do it

Strategic Working

- Coordinate lobbying for Infrastructure needs via the LEP and central government.
- Lead on spatial and transport planning and policy across the County and beyond.
- Work with key utility partners and developers to ensure infrastructure is well planned and delivered.
- Work with key stakeholders to deliver plan-led statutory planning responsibilities.

Funding & Investment

- Work with external investors to maximise funding opportunities in support of prioritised infrastructure projects for Norfolk.
- Ensure development financially supports the infrastructure needed to mitigate impacts and deliver viable and attractive travel alternatives to the private car.

Action

- Develop relationships at local, regional and national level.
- Evidence gather through studies to support our vision and strategies.
- Operate in a way that reduces a dependency on central funding.
- Clearly communicate our aims and objectives.

How we'll know if we've made a difference

- Deliver on housing growth targets.
- Secure external investment opportunities to deliver projects.
- Vibrant, well connected settlements that support and sustain businesses, jobs and healthy communities.
- An 'intelligent' and reliable transport network that incorporates new technologies in vehicle and transport infrastructure to support growth and opportunity.
- A wider choice of travel solutions, with a strong emphasis on a safe and healthy environment that increases social mobility and wellbeing.

Values and behaviours that underpin everything

Trusted and professional

Evidence-based

Collaborative

Plan on a Page

What we'll do

Vision:

Norfolk's reputation is for delivering infrastructure to enable and support growth. It is seen as a great place for investment in jobs and housing.

Outcomes:

- Key infrastructure is delivered to enable wider growth investment
- More housing
- More jobs
- Improved perception of Norfolk as a place to invest, to grow and to live
- Improved mobility provided by good infrastructure

Priorities:

- Completion of the NDR and making the most of its benefits
- Delivering the 3rd River Crossing in Great Yarmouth
- Developing the case and a preferred solution for the Norwich Western Link
- Working with developers to deliver the Long Stratton bypass

How we'll do it

Delivering the Norwich Western Link

- Completion of the Northern Distributor Road in 2018 and continue delivering the wider Transport for Norwich (TfN) priorities.
- Complete the work to establish a clear business case for the Western Link.
- Publish the preferred solution for the Western Link by early 2019.

Delivering a 3rd River Crossing for Great Yarmouth

- Complete the necessary statutory consultation and procurement exercises by the end of 2018.
- Complete the Development Consent Order process for the project by the end of 2019.
- Start construction as planned by Autumn 2020 and open by late 2022.

Delivering a bypass for Long Stratton

- Work with the developer to ensure a new bypass is designed, developed and delivered.
- Establish the funding required to enable delivery of the bypass as soon as possible.
- Complete the delivery of the improved Hempnall junction during 2019.

Delivering wider projects to support infrastructure growth

- Continue to work with Highways England to ensure that their Roads Investment Strategy projects are delivered.
- Seek all opportunities to deliver a Norwich East-West link to support major housing and wider growth potential in the north east of Norwich.
- Work with developers (especially in West Winch) to deliver infrastructure.

How we'll know if we've made a difference

- Projects are delivered to time and budget.
- Monitoring shows improved network performance.
- Increased delivery of new developments.
- More houses delivered (at an improving rate).
- More jobs provided.
- More walking and cycling (particularly across Norwich).
- Improved footfall for retail areas (particularly resulting from TfN delivery).
- Improved journey times and journey reliability.
- More investment in Norfolk.

Values and behaviours that underpin everything

Determination

Collaboration

Quality driven

Service: Planning Services

Plan on a Page

What we'll do

Vision: To deliver the Authority's statutory planning duties in a way that minimises adverse impacts upon amenity and the environment

Outcomes: Norfolk has a sufficient supply of minerals to meet its needs.
Norfolk has sufficient waste recovery and recycling/composting capacity to meet its needs.
Operations are compliant with planning control.
To maximise the delivery of sustainable development.

Priorities:

1. To complete a review of our existing Local Plan by 2021
2. Work with key partners to improve County Council development
3. Deliver silica sand resources for the period to 2026
4. Deliver our risk based monitoring regime

How we'll do it

Use a plan led system which ensures that only the most suitable sites available are developed to meet Norfolk's minerals and waste management needs. We will ensure that Norfolk's Minerals and Waste Local Plan is regularly reviewed and updated so that it remains relevant to delivering the best sites available to meet Norfolk's needs.

Work positively and proactively with developers. We will work with developers to secure the best outcome for residents, operators and the environment.

Support responsible operators. We will take prompt and proportionate action against non-compliance and unauthorised sites. To ensure that the environment and amenity is protected and to protect legitimate business from unfair competition. Wherever possible, we will work with our partners at the Environment Agency and in Local Authorities to provide an efficient and coordinated approach to environmental control.

How we'll know if we've made a difference

1. Quality and speed of planning decisions
2. Sufficient sites allocated to meet Norfolk's mineral needs
3. Proximity of permitted sites to designated areas/sites
4. Breaches of planning control have a proportionate enforcement response.
5. Number of substantiated complaints.

Values and behaviours that underpin everything

Evidence based:

Collaborative/Influencing:

Innovative & Accountability:

Plan on a Page

What we'll do

Vision:

We want to manage less waste and provide services that have a lower cost per unit

Outcomes:

Working together with District Councils as the Norfolk Waste Partnership to:

- reduce waste
- increase recycling
- reduce costs
- future proof service designs

Priorities:

- Reducing costs by increasing recycling and reducing waste
- Securing arrangements for residual waste beyond 2020
- Delivering a replacement recycling centre for Norwich by 2021

How we'll do it

With the community – providing easy to use and efficient services and delivering targeted help and guidance on how to use them effectively

With the Norfolk Waste Partnership – incentivizing and facilitating change and supporting decisions on a 'total system' basis to improve performance, reduce costs and increase efficiency

With our contractors – by the terms of our contracts and by the design of the services they deliver to the district councils for the waste they collect and the public for their waste and recycling

With Government – influencing the development of national strategy and policy that supports the County Council's waste policies as expressed in its strategy of "Moving Towards Zero Waste"

How we'll know if we've made a difference

- Lower unit costs
- Increased recycling and reuse
- Less *total* waste per person
- Less *residual* waste per household
- Customer satisfaction levels
- Reduction in the forecast growth in residual waste linked to economic growth
- Achieving the County Council's waste policies (expressed as strategy of "Moving Towards Zero Waste")
- Securing disposal options for waste beyond 2020
- Delivering a replacement recycling centre for Norwich
- Closed landfill sites managed safely through innovation

Values and behaviours that underpin everything

Smarter information & advice

Local service strategy

Commercialisation

Plan on a Page

What we'll do

Vision:

For people to be able to travel sustainably using reliable services that offer a real choice over the private car.

Outcomes:

A consistent passenger transport service, incorporating school, college, adult and health transport.

Efficient and effective delivery of affordable contracted transport services.

Priorities: Delivering transport for our commissioned services the most cost-effective way.

Reducing spend on our contracted transport services.

Stabilising the local bus network and growing where we can.

Supporting community transport.

How we'll do it

Work with local transport providers and other key stakeholders to encourage the provision of sustainable transport options.

Continuously review, re-plan and re-procure our contracted transport services to ensure services are fit for purpose, affordable and reflect the needs of users.

Work with stakeholders to ensure that public transport is attractive and viable, e.g. through effective publicity, ticketing, infrastructure and travel training.

Work with bodies that generate a travel need (e.g. health providers and developers) to ensure that access to transport and essential services is fully considered and delivered as part of the decision-making process.

How we'll know if we've made a difference

A stable, reliable transport network allowing communities to access essential services.

Easy-to-access travel information, so that people can make informed choices.

An increase in people using public transport to ensure the continued provision of sustainable services.

Villages and parishes meet our target level of service.

More young people able to travel independently using public transport services.

A lower cost-per-head for our contracted services.

A reduction in people needing to use our contracted services.

Values and behaviours that underpin everything

Influencing

Evidence-based

Collaborative

Service: Support and Development

Plan on a Page

What we'll do

Vision:

A professional workforce that supports the needs of the organisation, understands our customers and is pro-active, efficient and flexible in its approach. A county where everyone feels included, valued and able to play their part in making Norfolk a great place to live, work and visit.

Outcomes:

- Support which enables organisational change and efficient operations at departmental and service level.
- A responsive support service which achieves lower costs through greater use of technology, and simpler and more streamlined processes.
- Services that are accessible, promote community cohesion and reflect the needs of Norfolk's communities.

Priorities:

- Identify matching skills and resources to deliver organisational priorities
- Utilise ICT which enables an efficient workforce
- A consistent focus on customer satisfaction
- Deliver the Equality, Diversity & Inclusion and Covenant objectives
- Identification of differences in outcomes across services or the workforce for people with protected characteristics that may require action.

How we'll do it

By managing a programme of work that utilises information and communications technology to support the needs of the organisation and promotes and drives improvement within the department

By ensuring departmental compliance with relevant corporate policies, procedures and contractual agreements through monitoring, communicating changes and identifying and instigating solutions where needed

By working across services within the Department to ensure that the correct skills and resources are in place to support an efficient workforce

By working with DMTs, services and local communities to make evidence-based decisions about emerging priorities and strategies for promoting equality and community cohesion

Values and behaviours that underpin everything

Professional

Flexible

Pro-active

How we'll know if we've made a difference

Include targets here.

- Increased and measurable efficiency across CES – supporting all CES teams to meet their financial targets
- Improved performance – appraisal scores / reduction in absence / staff turnover
- Customer satisfaction
- Successful delivery of equality and Covenant objectives for 2018/19