



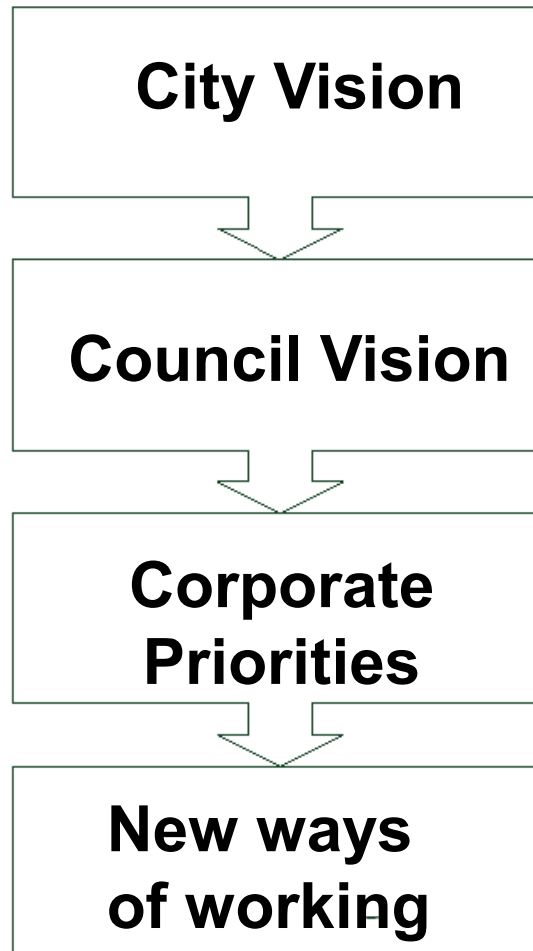
Corporate Plan 2019 - 2022

Cllr Alan Waters
Leader, Norwich City Council

The Corporate Plan & how we deliver it

- Constitutional - 'the overarching policy framework'
- Translates political aspirations into corporate vision, priorities and values
- Shapes gives coherence to our work; internal (frontline and corporate services) and external
- Performance framework.

A wider framework



2040 norwich city vision

Strengths	Challenges
Safe	Inequality & lack of social mobility
Good place to make a life	Street homelessness, substance misuse
Friendly with a strong sense of community	Secondary & vocational education & lifelong learning
Diversity	Mixed, high quality, affordable housing
Events	Traffic
Arts & Culture	Local jobs & economic growth
Retail & food scene	Social isolation
Rich history but forward looking	Diversity not seen as universally positive
Parks & open spaces	
Sustainability	
Universities & research parks	

THE THEMES



A CREATIVE CITY

Norwich is a place where culture and creativity play an important part in how the city feels about itself and others perceive it. In 2040, Norwich will be world-renowned for its creativity – a leader in innovation, culture, education and invention.



A LIVEABLE CITY

The city takes pride in being a place with a great local environment that people value. We are committed to shifting to clean energy by 2050 (carbon-neutral by 2050). We will support and promote sustainable living – where today's citizens meet the needs of the present without compromising future generations.



A FAIR CITY

Norwich is a place where many people enjoy a great quality of life. In 2040, the health, wellbeing and opportunities of all our citizens will be improved. We will remove barriers to achievement and a high standard of living will be enjoyed by everyone.



A CONNECTED CITY

At the heart of any good city is how well it connects with both its citizens and the world at large. In 2040, Norwich will have a modern transport system, be at the forefront of digital connectivity and create opportunities for all residents to link with each other.



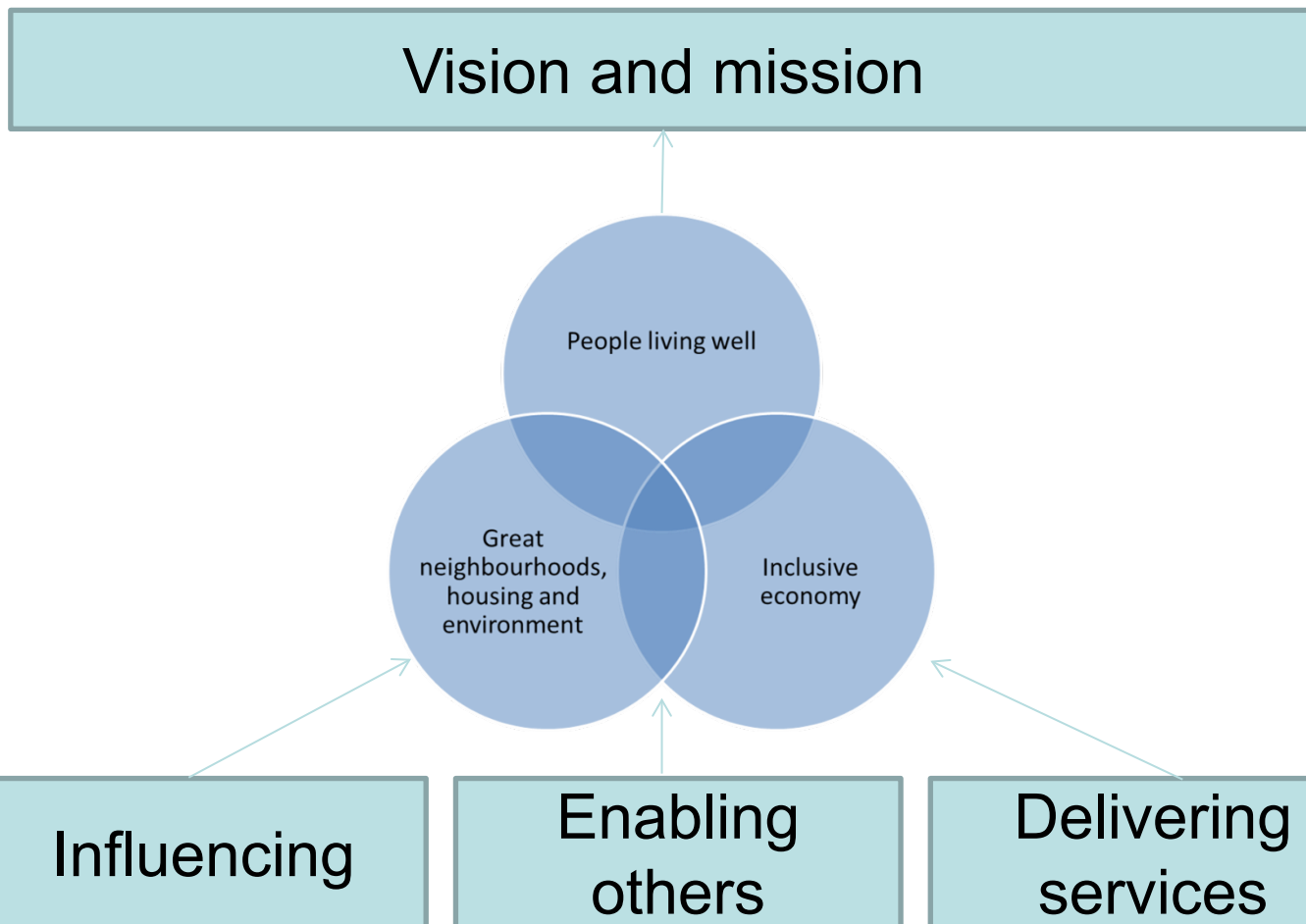
A DYNAMIC CITY

Today Norwich has two successful universities and thriving life sciences, creative, tech, leisure and retail sectors. In 2040, Norwich will be a place where entrepreneurs, social enterprises, national and global companies choose to set up good jobs, prosperity and innovation.

New corporate priorities



Achieving our priorities

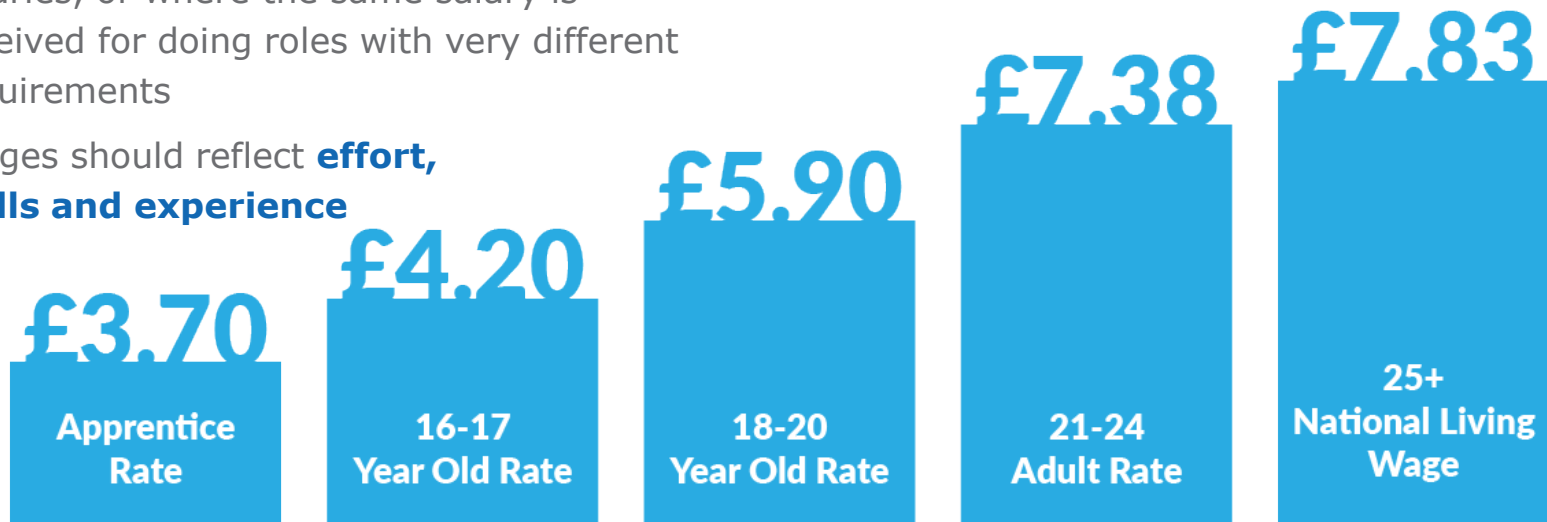


The Minimum Wage is viewed as unfair across all age groups

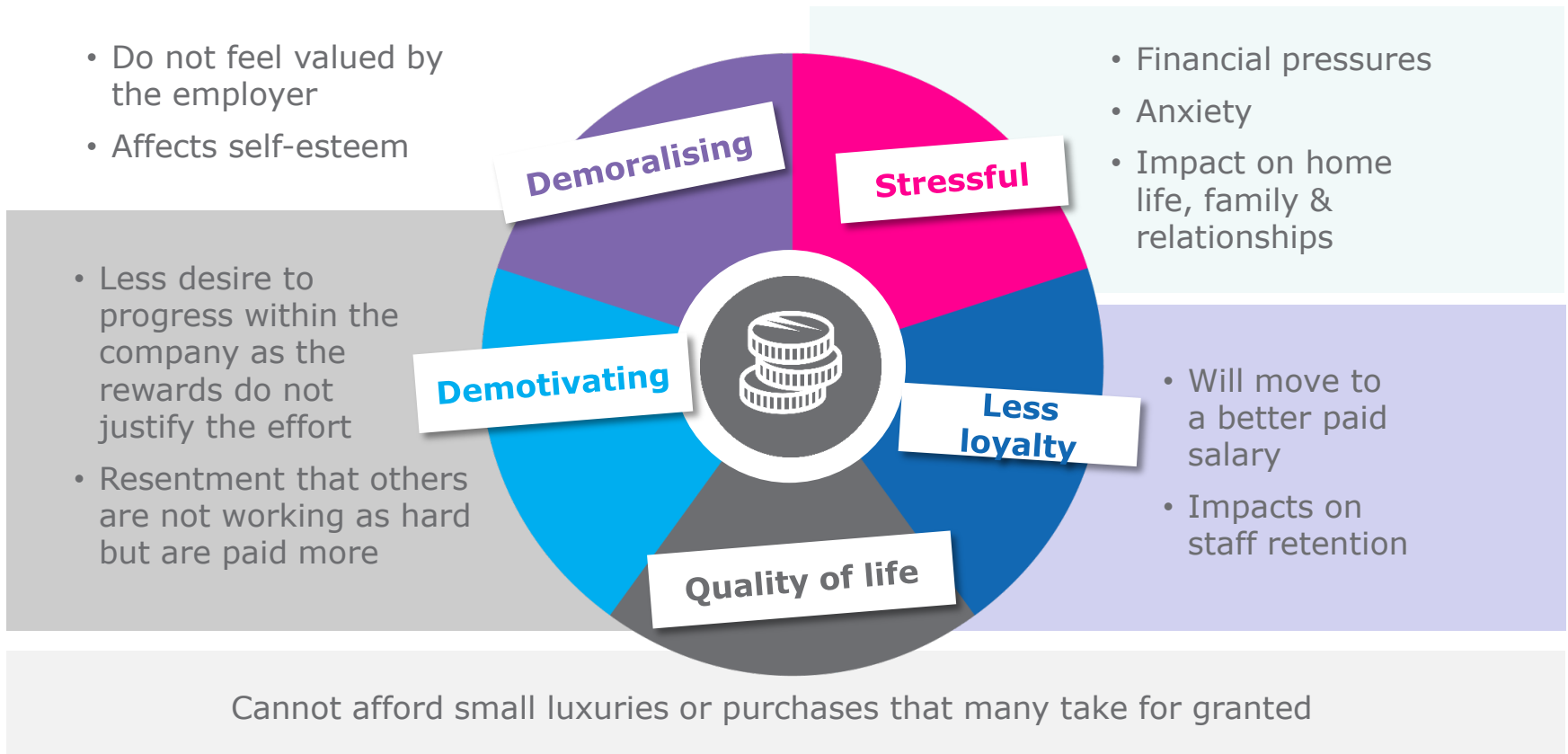
- **Younger** residents question why the rate is lower for those under the age of 25 who may be more highly skilled and working harder than their older counter-parts
- **Resentment** occurs where two people doing the same job receive very different salaries, or where the same salary is received for doing roles with very different requirements
- Wages should reflect **effort, skills and experience**

"I don't agree with the ages on it at all – I don't think that those under 25 should be paid less. I think it should be based on roles, not age."

Resident



Impact of low wages



Sustainability

BROAD OR NARROW DEFINITION?

Institute for Public Policy Research



THIS IS A CRISIS

FACING UP TO THE AGE OF ENVIRONMENTAL BREAKDOWN

Initial report

**Laurie Laybourn-
Langton, Lesley
Rankin and
Darren Baxter**

February 2018

www.norwich.gov.uk



NORWICH
City Council





Sustainability

Four well-beings of community sustainability



The need for a sustainable system of local government finance



Financial sustainability of local authorities 2018

49.1%

real-terms
reduction in
government
funding for local
authorities, 2010-11
to 2017-18

28.6%

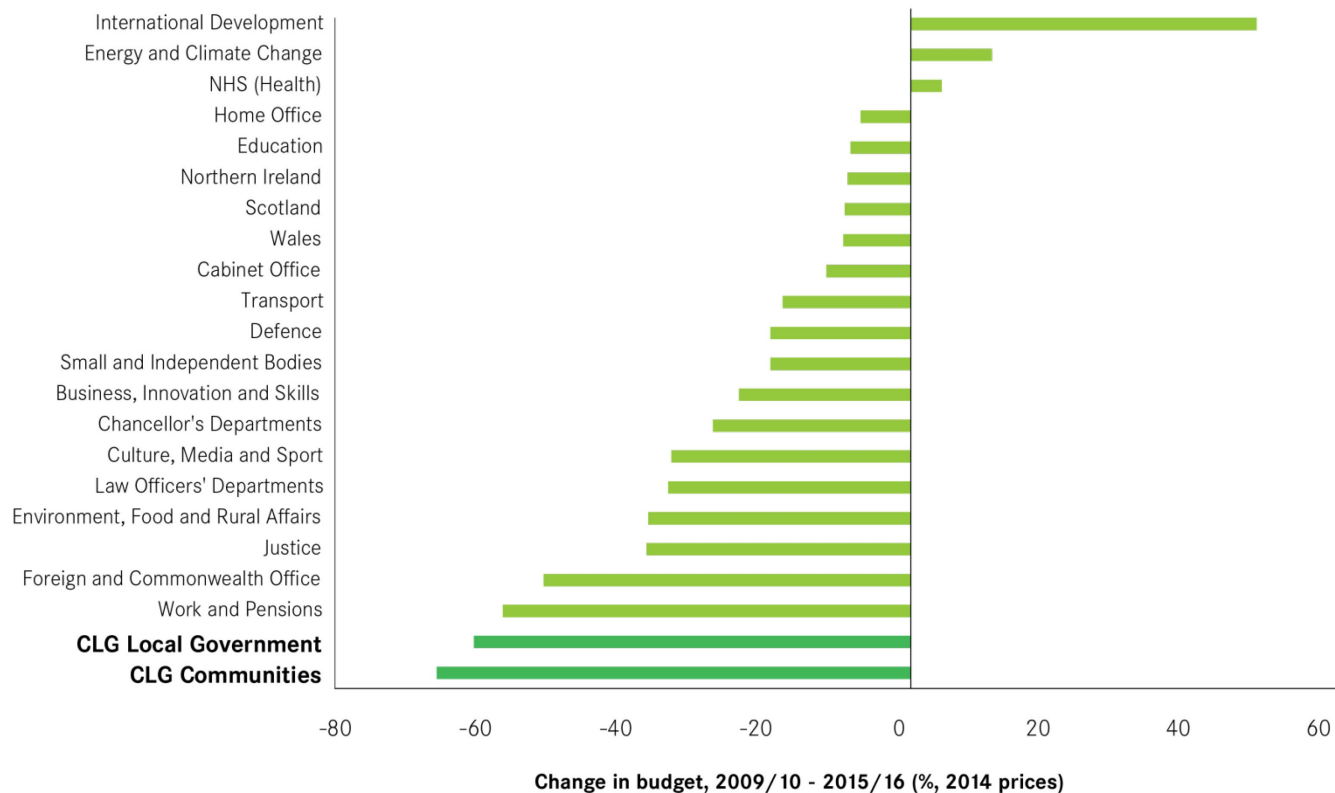
real-terms reduction
in local authorities'
spending power
(government funding
plus council tax),
2010-11 to 2017-18

1

number of authorities
since 2010-11 where
a section 114 notice
has been issued that
indicates they are at risk
of spending more than
the resources they
have available



Local government has borne the brunt of austerity



#Cities Outlook2019 @CentreforCities

centreforcities.org/outlook-19

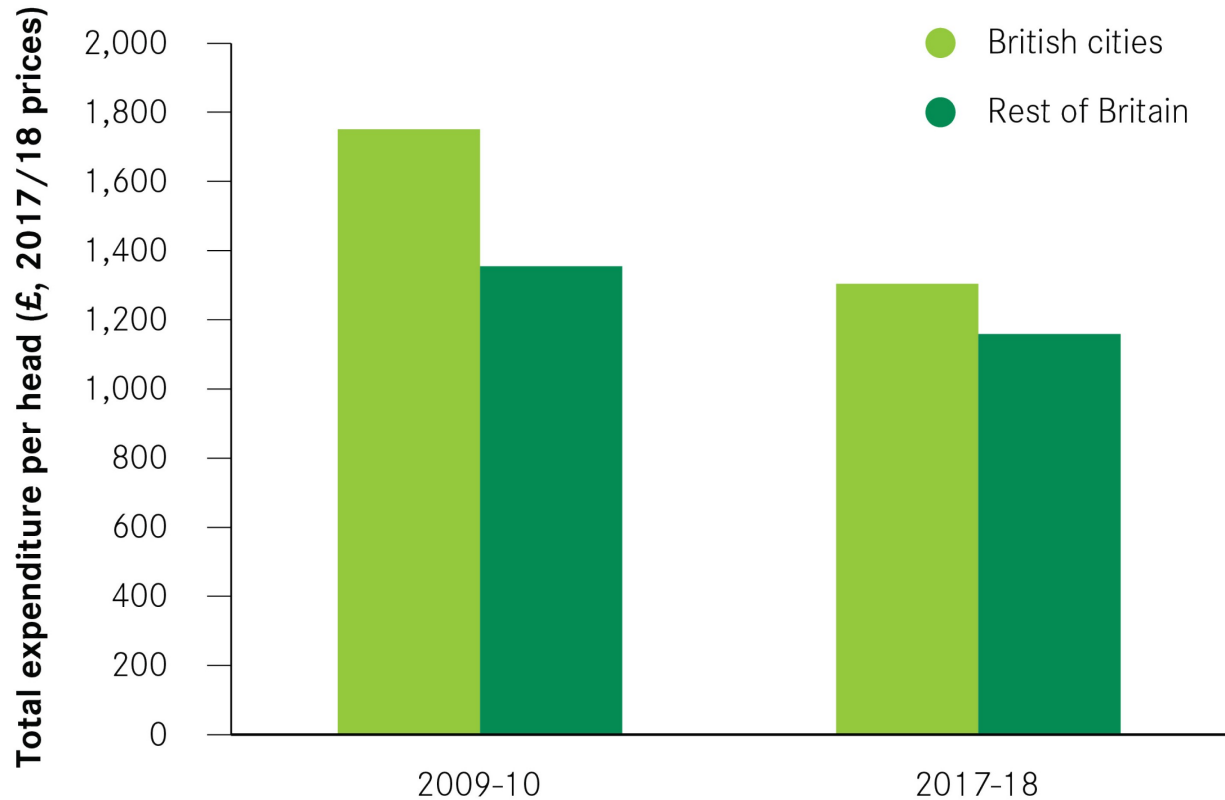
centreforcities

www.norwich.gov.uk



NORWICH
City Council

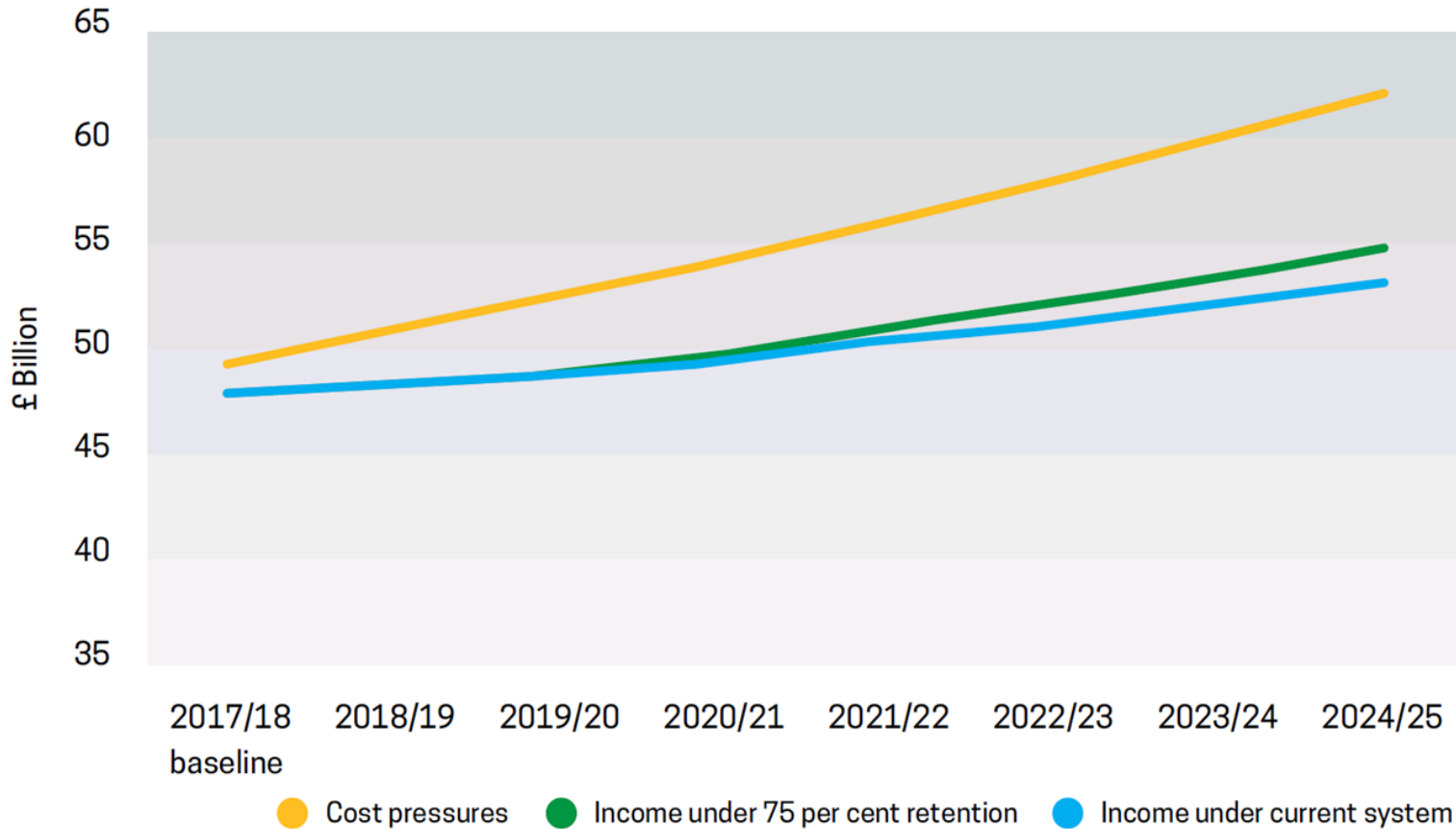
Contrary
to reports,
this has
fallen
mainly on
cities

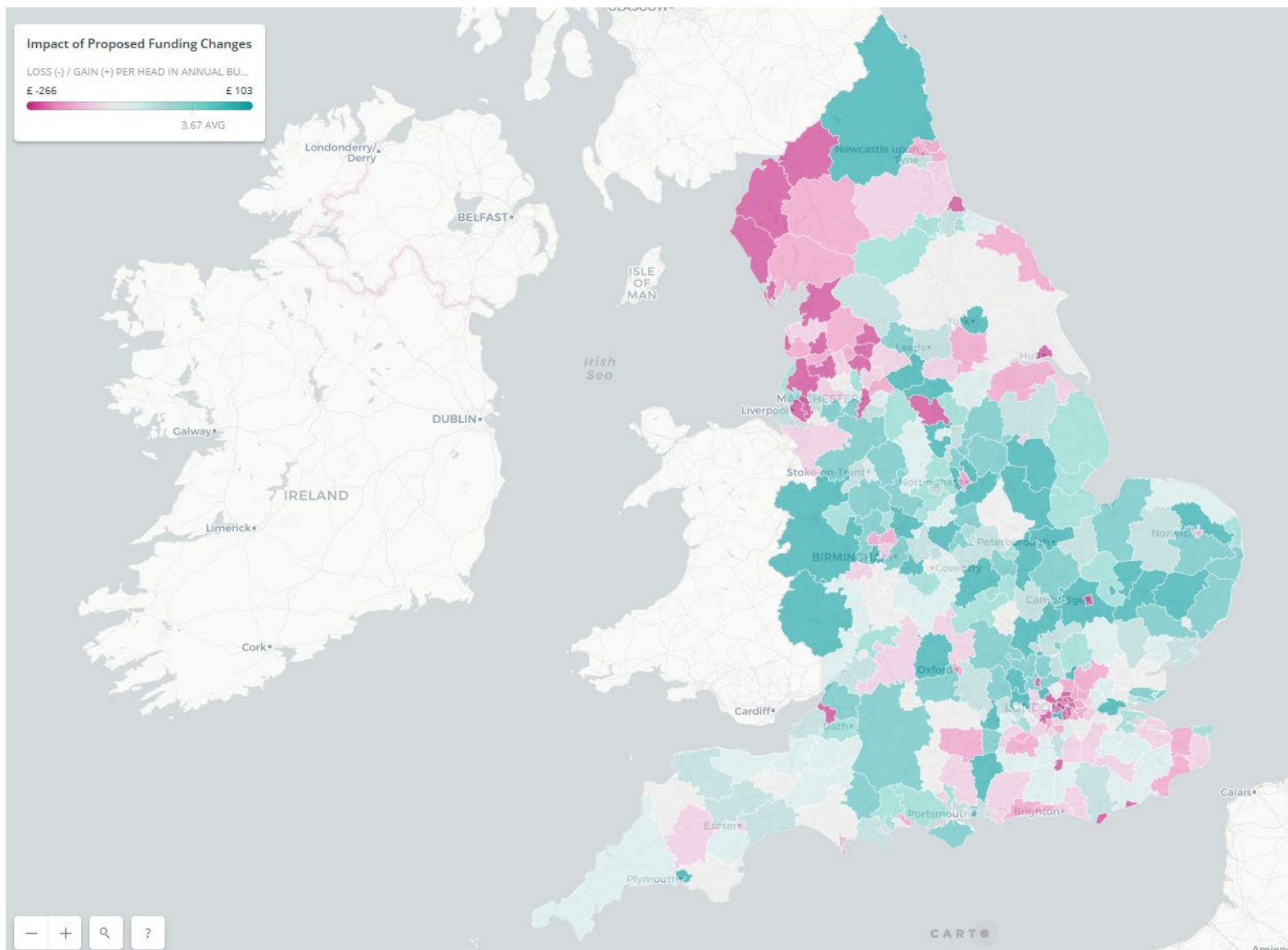


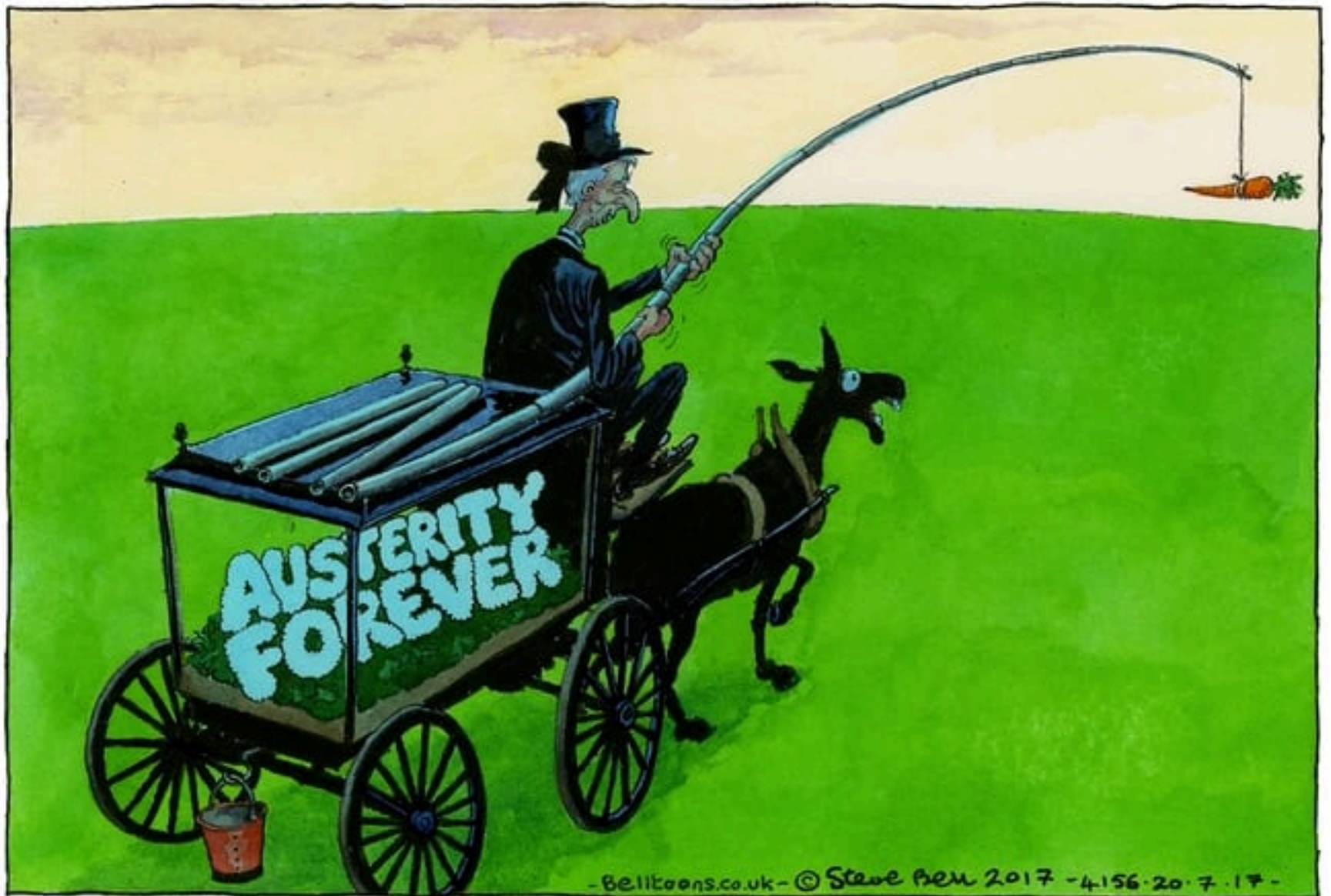
#Cities Outlook2019 @CentreforCities
centreforcities.org/outlook-19

www.norwich.gov.uk

Austerity is not over







For austerity to end, cities need

1. Fairer funding to ease the pressure on services



2. Social care funding reform to reduce the burden on cities



3. Freedom to raise new funds and decide how to spend them



4. Long-term budgets to provide certainty



#CitiesOutlook2019 @CentreforCities
centreforcities.org/outlook-19

centreforcities 

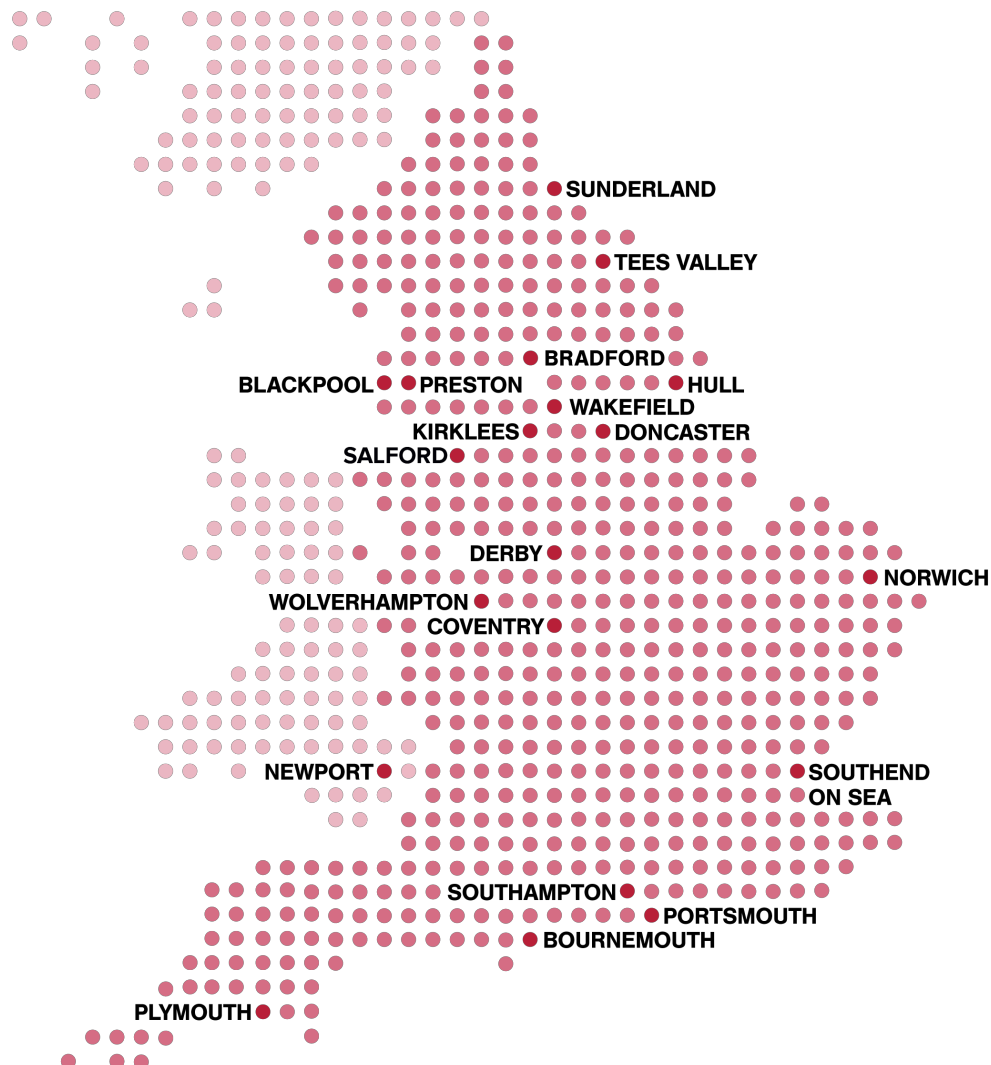
www.norwich.gov.uk



NORWICH
City Council



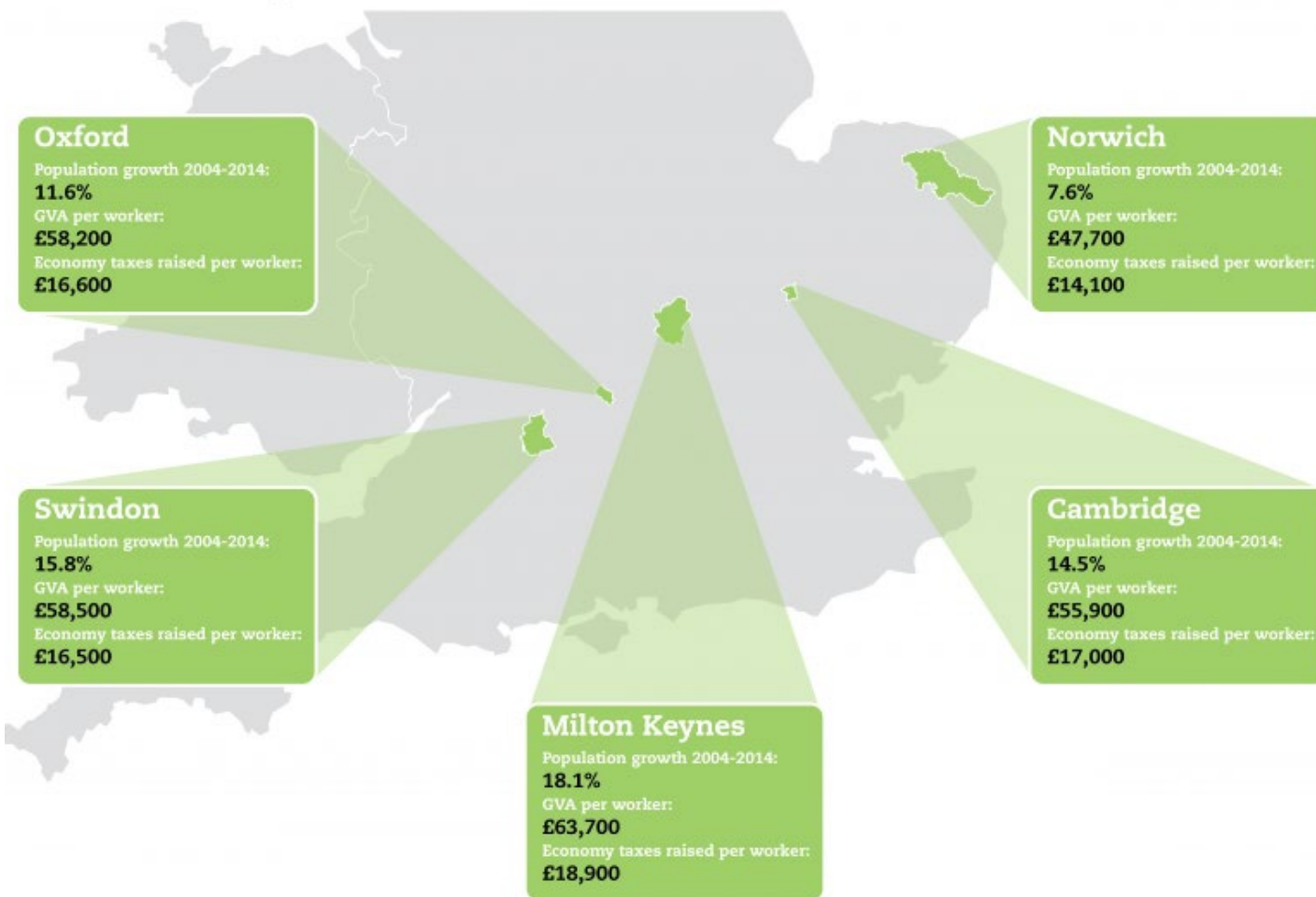
KEY CITIES





Fast Growth Cities

Introducing the Fast Growth Cities



The erosion of Citizenship

EMBEDDING THE 'HOSTILE ENVIRONMENT'



Roll back





www.norwich.gov.uk



NORWICH
City Council



www.norwich.gov.uk



NORWICH
City Council

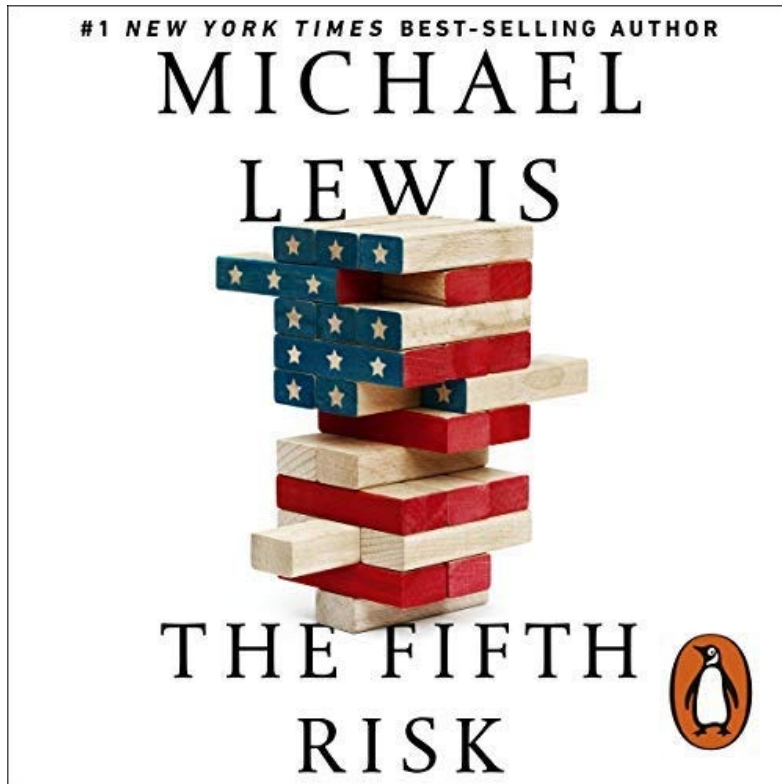


The
Guardian **Opinions**





The undoing of Democracy?



“People don’t notice when stuff goes right. That is the stuff government does. It manages everything that underpins our lives. It steps in where private investment fears to tread, innovates and creates knowledge, assesses extreme long term risk. And now, Government is under attack by its own leaders”

Strategic Housing

Councillor Gail Harris
Deputy Leader,
Portfolio Holder for Social Housing



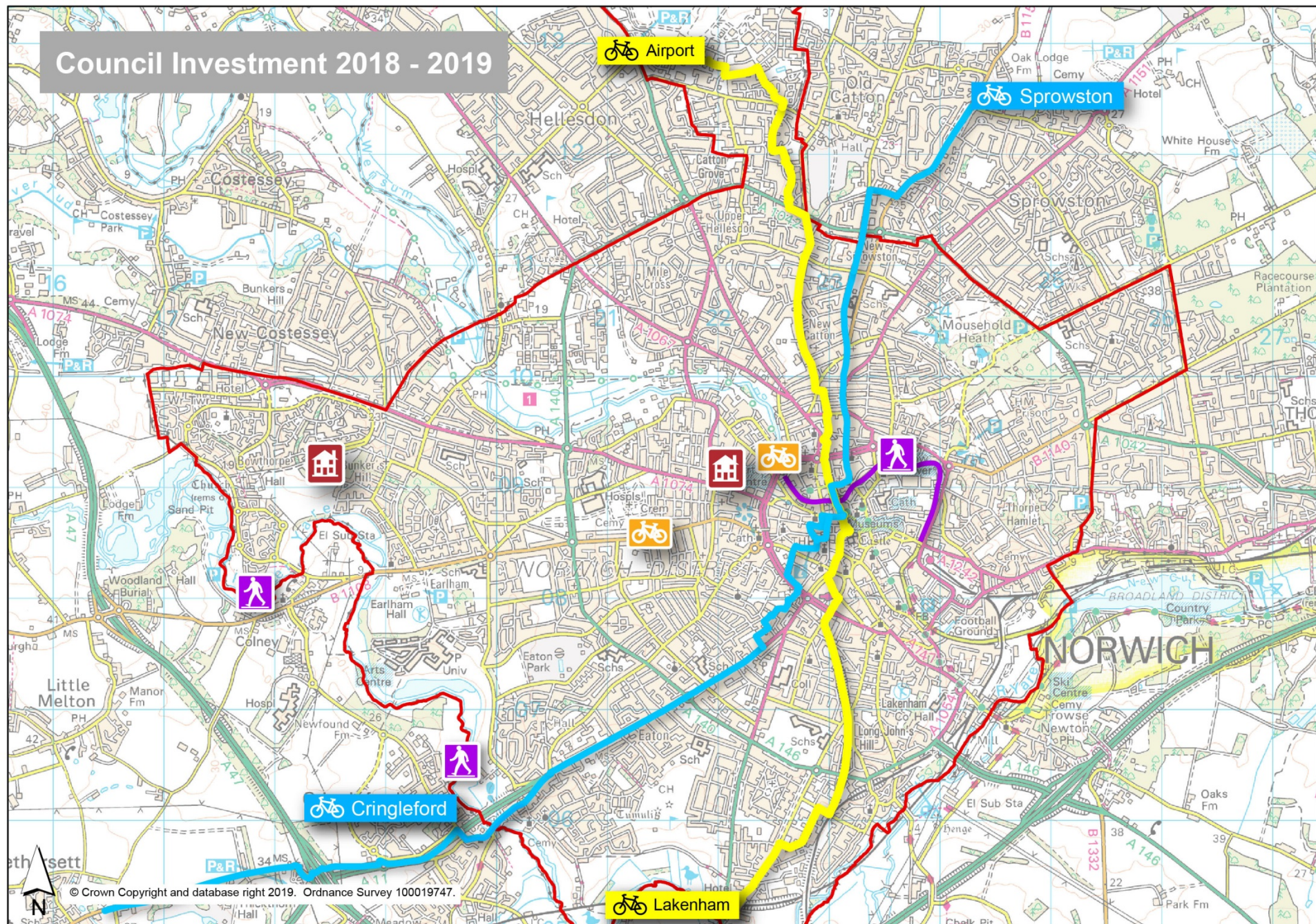





INVESTMENT IN THE CITY


Cllr Mike Stonard
Portfolio holder for Sustainable &
inclusive growth

Council Investment 2018 - 2019



 Airport

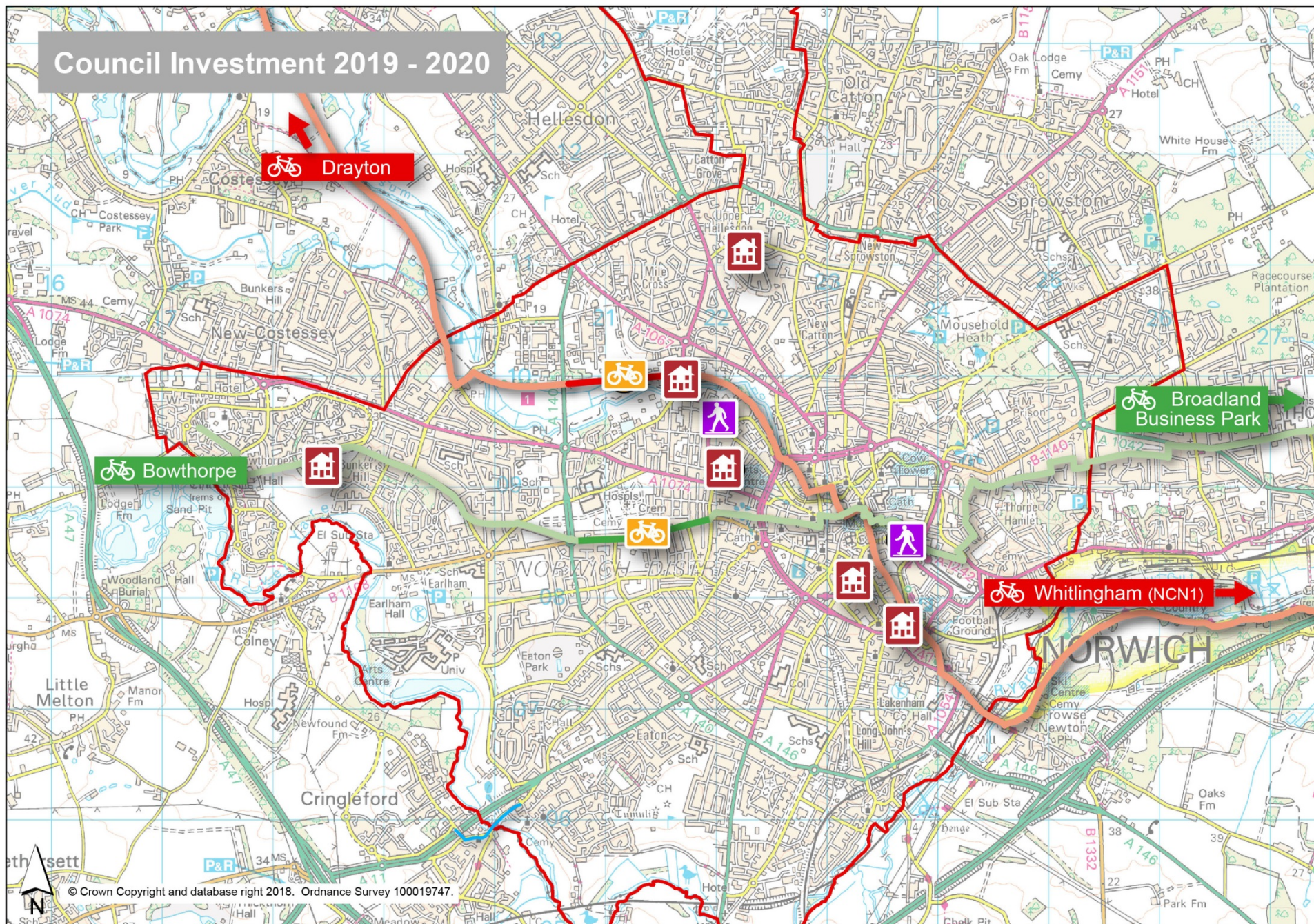
 Sprowston

 Cringleford

 Lakenham



Council Investment 2019 - 2020



Climate Change

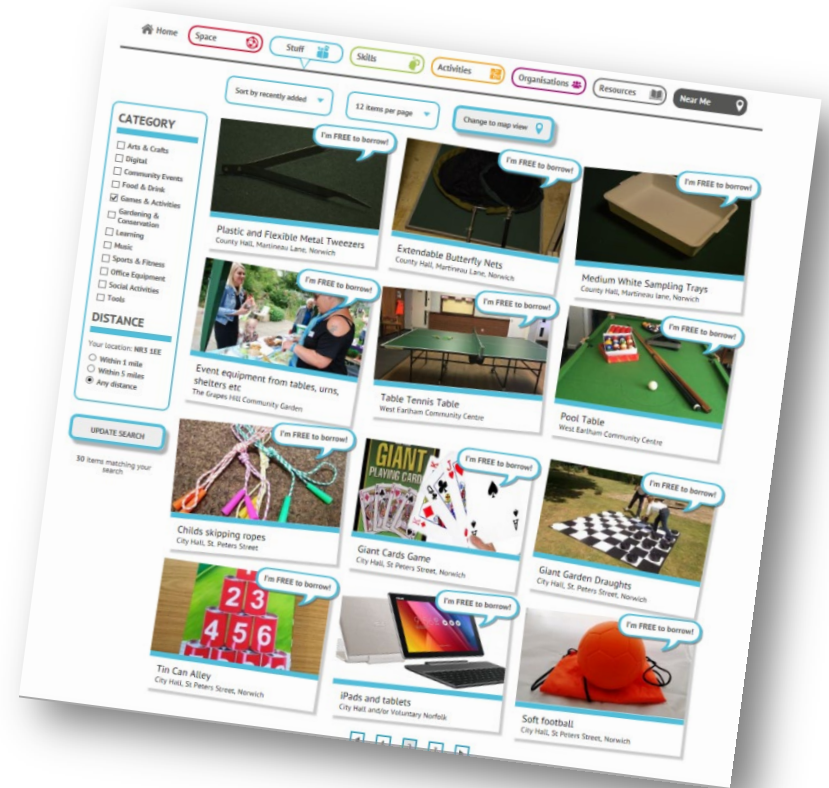
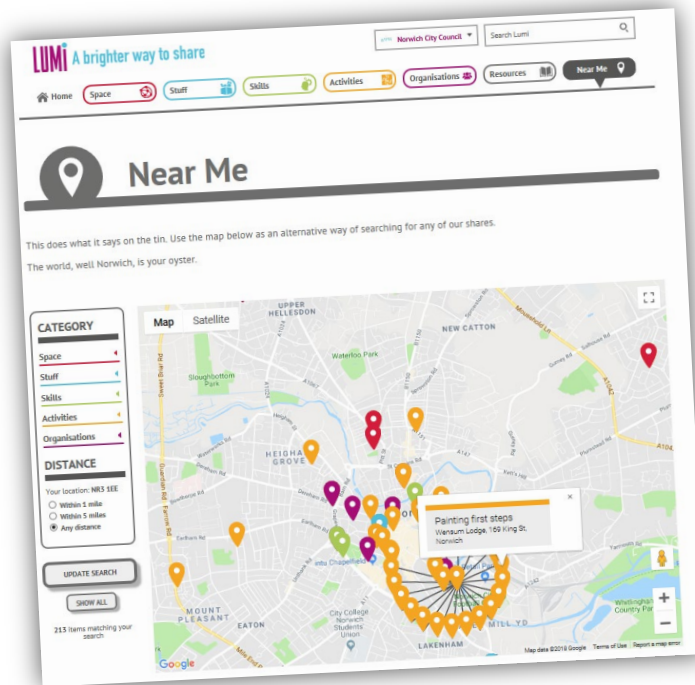
Councillor Kevin Maguire
Portfolio Holder for Safe City
Environment

IPCC Pathway to limiting emissions to 1.5 degrees Celsius



Sustainable Communities

Councillor Beth Jones
Portfolio Holder for Safer, Stronger
Neighbourhoods



www.norwich.gov.uk



NORWICH
City Council

The big choice...
it's coming



#Creative

New partnership ideas like Heartsease
Healthy Living

#Fair

Norwich Food Poverty Alliance development
and support



#Liveable

Supporting residents to transform their
neighbourhoods



#Dynamic

Norwich Notes, our city's community currency



#Connected: digital sharing platform

LUMi

www.norwich.gov.uk



NORWICH
City Council

Social investment in neighbourhoods

Active Hours project supporting volunteering in Heartsease, Lakenham, Mancroft and West Earham

Community meal grants funding healthy community-led meals in a range of locations across the city, plus wider support for Norwich's Food Alliance bringing organisations together to **tackle food poverty**

Support for people to use computers and **get online** provided at the Norman Centre digital hub, and at a range of locations across the city

Money advice and wider support for tenants at risk of homelessness

'Social prescribing' advice and support now rolled out county-wide; in Norwich the model is based on the city council pilot in Tuckswood

Energy efficiency support and advice to residents in fuel poverty

Targeted campaign to increase uptake of **free school meals** across city and increase pupil premium funding for schools

Heartsease Healthy Living (a Healthy Norwich project) has funded community-led projects voted for by local residents, including a cycling group for people with mental health issues and table tennis taster sessions

Norwich **jobs fair** at St Andrew's Hall

Community workshops, for example 'meet the funder' events to support local organisations to develop and share skills

Support for residents to improve their local area, including at Old Library Wood, Netherwood Green and West Earham Woods

Successful **area-based pilot** in Lakenham and Tuckswood supported a range of projects including a summer holiday club, advice sessions, food growing project and physical activity sessions - learning from this approach is now being applied to other neighbourhoods

Lumi digital sharing platform launched, supporting community organisations to share skills, resources and better promote their venues and events

Strategic Social Investment and Partnerships

£758,000 Pathways partnership project to support people with complex needs and prevent rough sleeping in Norwich



£169,000 funding for social welfare advice plus wider programme of strategic and community grants



Get Involved programme supporting communities, including via workshops, funding opportunities and Lumi digital sharing platform



Healthy Homes programme supporting people to stay warm and safe in their own homes

Work in partnership to tackle key issues, including health, food poverty and inclusive growth



£250,000 digital inclusion programme helping residents to get online



Significant investment in cultural activities and organisations in the city



Social value in council contracts, including encouraging local employment through Building Futures in Norwich

A more equal Norwich

Councillor Karen Davis
Portfolio Holder for Social Inclusion

www.norwich.gov.uk



NORWICH
City Council

Closing the gap on inequality

47th

Most deprived of
326 UK areas

30th

lowest
social mobility

CHILD POVERTY



PENSIONER POVERTY



And more...

