

# Equality information report

January 2015

# 1. Introduction

This report provides information about the people who live in Norwich, who work at the council and who use its services. It allows all those who design services for the city's population to do so with the latest information to hand. Publishing information in this way is a specific public sector duty as laid out in the Equality Act (2010) which requires that public bodies publish annual data by 31 January each year.

This report demonstrates how we show due regard to the three general equality duties across our functions:

- Advancing equality of opportunity between people who share a protected characteristic and those who do not,
- Eliminating discrimination, harassment and victimisation and other conduct prohibited by the act
- Promoting good relations between people who share a protected characteristic and those who do not.

The council has four equality objectives, which are aligned with the current corporate priorities:

<b>Equality objective</b>	<b>corporate priority</b>
<b>Tackling hate incidents and crimes</b>	<b>Safe and clean city</b>
<b>Access to quality information, advice and advocacy including financial capability</b>	<b>Prosperous city</b>
<b>Treating people with dignity and respect</b>	<b>Core values</b>
<b>Accessible and safe housing</b>	<b>Decent housing for all</b>

The council's corporate priorities are to be updated in 2015 and the equality objectives in 2016.

Each service area has equality actions as part of its annual service plans. Reporting is undertaken through our performance management system, on a quarterly basis. In addition, Integrated Impact Assessments are undertaken for each report submitted to cabinet, and Equality Impact Assessments accompany major decisions made at the council. These are all published with committee reports or in the equality section of the website.

A councillor from cabinet is the portfolio holder for equalities, and receives regular updates from officers. This is currently Councillor Gail Harris.

Detailed progress on equalities is monitored by the Business Management Group, made up of all the council's senior managers, on a quarterly basis, meaning all senior employees are responsible for the agenda.

We are working towards the 'achieving level' of the equality framework for local government.

### **Glossary of terms**

Protected characteristic	This is a phrase used in equalities legislation to identify groups at risk of discrimination. These are: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity.
BAME	Black and minority ethnic
Scrutiny Committee	This is a group of non-executive councillors who help to develop policy and improve performance, and holds the council's cabinet to account for their decisions.

The data in this report is taken largely from the 2011 Census, the council's own statistics and labour market statistics from the Office for National Statistics. The age of data from these sources vary but this report uses the most up-to-date statistics available at the time of publication.

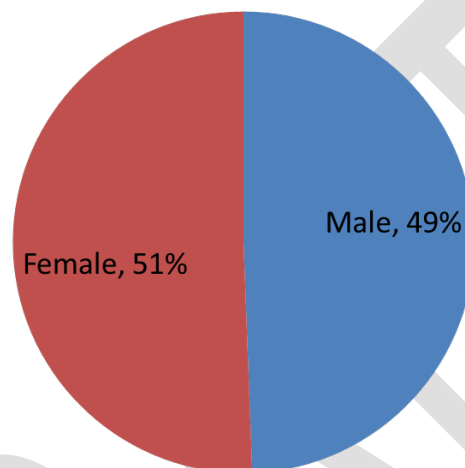
## 2. What do we know?

### 2.1 Demographics

#### Population

The mid-2013 population estimates indicate that **135,900** people live in Norwich, showing that Norwich continues to grow. All demographic figures are from the Office of National Statistics unless otherwise stated.

**Norwich residents by gender - mid-2013 estimates**



#### Ethnicity

Percentage of population – Ethnicity 2011 National census statistics		
	Norwich	England
<b>Total White</b>	<b>90.8</b>	<b>86</b>
White Non-British	6.1	5.5
<b>Total Black, Asian or minority ethnic group</b>	<b>9.2</b>	<b>14</b>
Asian/Asian British	4.4	7.5
Black/African/Caribbean/Black British	1.6	3.3
Mixed Heritage	2.3	2.2
Other ethnic group	0.8	1.0

The National Census of 2011 gives us the most accurate figures to date regarding the ethnicity of residents of Norwich which shows that the city is less diverse than the rest of country on average, although has a slightly higher proportion of White non-British residents than is the case nationally .

## Disability

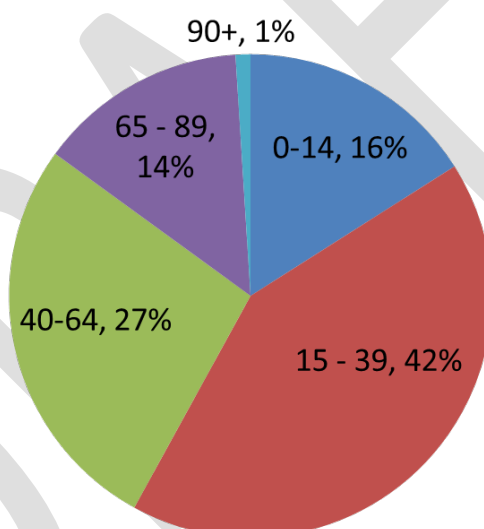
The table below provides responses 'limited a lot' and 'limited a little' to the question: 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?'

<b>Disability 2011 National census statistics by percentage</b>			
	<b>A little</b>	<b>A lot</b>	<b>Total</b>
Norwich	9.8	8.6	<b>18.4</b>
England	9.3	8.3	<b>17.6</b>

The number of disabled people in Norwich has remained relatively consistent with the figures from a decade ago. These are the only reliable statistics giving a comprehensive picture of disability in Norwich.

## Age

### Norwich residents by Age - mid-2013 estimates



### Population by broad age group in 2011 in England and Wales

<b>Age group</b>	<b>0-14</b>	<b>15-39</b>	<b>40-64</b>	<b>65-89</b>	<b>90+</b>
<b>Percentage</b>	<b>18</b>	<b>33</b>	<b>32</b>	<b>17</b>	<b>1</b>

Mid-2013 estimates (rounded figures provided)

Norwich has a youthful demographic in comparison to Norfolk and the rest of the country, with 42% of residents in the 15 to 39 age group, as opposed to 33% nationally. This has an impact on a range of issues such as working age population on benefits, young people not in employment, education and training.

## 2.2 Employment in Norwich

### Percentage of Norwich population in employment compared with that of the region and England as a whole June 2014

Year to June 2014	Norwich	East of England	England
Economically inactive - aged 16-64	26.3	19.7	22.4
Economically inactive - aged 16-24	44.3	34.0	38.3
Economically inactive - aged 50+	62.5	56.3	58.2
Economically inactive - aged 65+	89.7	88.5	89.7
Economically inactive - aged 16-64 - Male	22.2	13.1	16.5
Economically inactive - aged 16-64 - Female	30.6	26.3	28.3
Economically inactive - aged 16-64 - White	23.2	19.0	21.0
Economically inactive - aged 16-64 - Disabled	Discontinued	Discontinued	Discontinued

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Levels of the population economically active across the city are lower than for both England as a whole and the East of England. This is particularly true in the younger 16-24 population.

The table below also suggests that a greater than average number of residents need to claim some form of benefit to support their income. This is reflected across a whole range of different benefit types and personal circumstances.

### Percentage of working age population claiming benefits (all) February 2014

	Norwich	East of England	England
People of working age on benefits (working age client group)	15.3	10.8	12.9
All disabled/illness related benefits	8.6	5.9	7.0
All disabled/illness related benefits as percentage of working age client group	56	54.3	54
Claimant count rate (unemployed and seeking work)	3.5	2.3	2.8
ESA/Incapacity benefits (employee support allowance paid to people with disabilities)	7.5	4.8	5.9

### £ Median hourly pay – residents 2014

	Norwich	East of England	Great Britain
Full-time workers	10.95	13.62	13.15
Male full-time workers	11.55	14.30	13.70
Female full-time workers	10.54	12.58	12.34

Median hourly pay for residents has reduced slightly since the last equality information report (which contained 2012 data). Median pay for full-time resident workers in Norwich has decreased by 2.5%, whereas regionally it has increased by 1.4% and nationally 2.1%. This is mirrored for each gender with pay for full-time workers decreasing by 1.2% for men and 1.4% for women against slight increases regionally and nationally. The figures for 2013 are available, and show that most of the local decrease has been between 2013 and 2014 figures.

This has exacerbated the existing local gender pay gap slightly from 9.4% to 9.6%, although this compares favourably with the regional gender gap of 13.7% and national difference of 11%. This widening local gap is counter to the narrowing gap at regional and national level, albeit from a more equal starting point.

These trends mean that Norwich residents continue to earn less than their counterparts regionally and nationally, both in cash and percentage terms, with median pay for resident workers being £2.67 less than the regional figure (19.6% less) and £2.20 less than the national (16.7%). The largest gap is for male workers in Norwich versus East of England at £2.75 per hour, or 19.2% lower.

Another key gap is between the pay of Norwich residents and those working in the city. Figures from November 2013 show that median hourly earnings for people working full time in Norwich (£12.76 per hour) are higher than those for Norwich residents (£11.30 per hour). However, whilst there is a marked difference in median earnings for male full time workers: men working in Norwich (£13.68); men resident in Norwich (£11.67) - for women there is only a slight difference between average hourly median earnings based on the workplace (£10.64) and resident based hourly earnings (£10.74). This shows that higher paid men working in Norwich are more likely than average to live outside of the City Council area and commute in **[NB by the time of publication we should have 2014 figures and analysis for this paragraph.]**

### 3. Norwich city council as an employer

#### 3.1 Who works here?

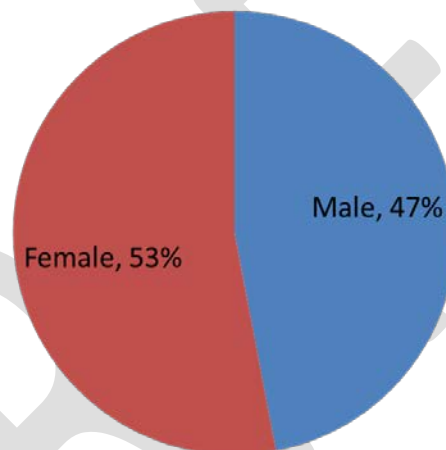
Statistics below are for the period from April 2013-April 2014 unless otherwise stated and are taken from internal records which employees update.

On 31 March 2014 there were **646** employees at the council, a slight increase from the previous year.

Norwich City Council's aim is for the workforce to reflect the % of the local community, who are economically active, from an ethnic minority, have a disability and match the gender balance.

#### Gender of employees

**NCC employees by gender - 2013/14**

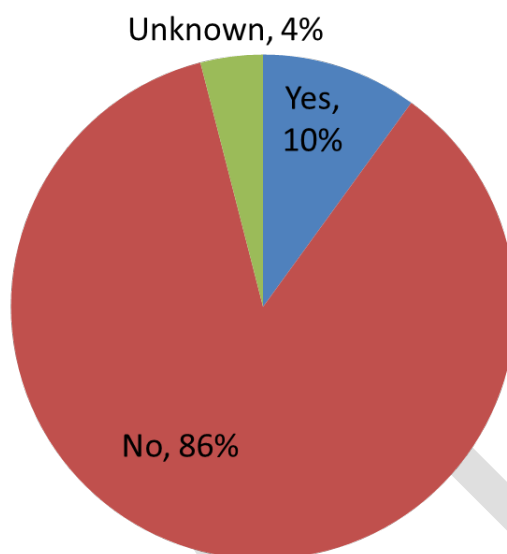


Women make up 73 per cent of part time employees and 42 per cent of full time employees. The gender profile for Norwich (Census, 2011) indicates that 46.6% of males are economically active compared to 53.4% of females. These figures continue to reflect a similar proportions are employed by Norwich City Council. Of those on maternity leave 75 per cent returned in the time stated and the other 25 per cent were either still on maternity leave or had not yet notified us of their intentions. No-one has resigned. Similarly to that of last year, the number of women on maternity leave was low (about half the number of the previous year.)



## Disability

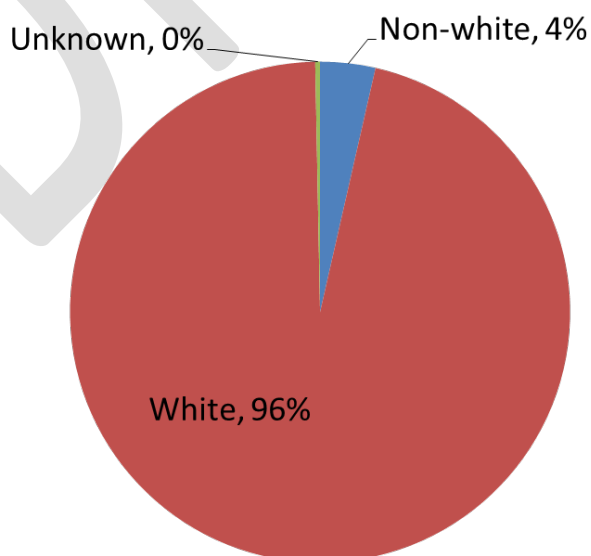
### NCC employees by disability - 2013/14



The proportion of employees with a disability has reduced by one percentage point to 10 per cent. The current local profile indicates that 18.4% of the workforce should be made up from employees who have a disability. The employee survey results were broadly similar with 11% of respondents declaring a disability and 6 % who didn't state whether or not they had a disability. The council operates a guaranteed interview scheme in recruitment and makes reasonable adjustments for new and existing employees to support them at work.

## Ethnicity

### NCC employees by ethnicity - 2013/14



There is still an under-representation of black and minority ethnic (BAME) employees, as the population stands at approximately nine per cent but only four per cent of employees are from a BAME background. This figure has increased by one percentage point since the previous year. 2.7% of the top 5% of earners are from an ethnic minority.

#### **Percentage of employees by age**

<b>16-29</b>	<b>30-44</b>	<b>45-59</b>	<b>60-64</b>	<b>65+</b>
8.5	37.6	45	7.6	1.4

The majority of employees are between 30 and 59 years old, which largely reflects the demographics of the city. The number of employees at or over retirement has increased slightly from the previous year. There remains an under-representation of younger employees, with a decrease of 1.5 per cent, a figure we would want to see rising rather than decreasing in the years to come.

#### **Other protected characteristics**

Of the 424 respondents to the 2013 employee survey, we know that 44 per cent have no religion, whilst 38 per cent identify as Christian. Numbers for other religions are too small to report. This is somewhat consistent with National Census data of 2011 which states that 42.5 per cent of residents have no religion, and 44.9 per cent identify as Christian.

There is no national evidence of numbers regarding sexual orientation; we understand that about seven per cent of the population may be gay, lesbian or bisexual. Six percent of respondents to the employee survey identified as gay, lesbian or bisexual. This is an encouraging figure as it means that employees are confident in responding to a survey with such personal details.

Although we have collected data regarding the gender assignment of employees, numbers are too small to report. However we have successfully supported the transition of employees in the workplace, with positive feedback from transgender awareness advocates.

### 3.2 Training

Number of Training courses attended			Percentages
Gender	Male	990	46.5
	Female	1,137	53.5
Disability	Yes	231	10.9
	No	1,845	86.7
	Unknown	51	2.4
Ethnicity	Non-white	98	4.6
	White	2,015	94.7
	Unknown	14	0.7
Age	16-29	249	11.7
	30-44	872	41.0
	45-59	902	42.4
	60-64	96	4.5
	65+	8	0.4
Totals		2,127	100

Numbers may not add to 100 due to rounding

This chart captures corporate training only. It largely reflects the general make up of employees and as such does not identify any significant issues regarding the proportion of employees who receive training.

### 3.3 Equal Pay

Median salary (£) by full time/part time & gender March 2014			percentage difference
Full time / Part time	Male	Female	
FT hourly rate	13.34	13.34	0%
P/T hourly rate	10.27	12.90	20%

Average salary (£) by full time/part time & gender March 2014			percentage difference
Full time / Part time	Male	Female	
FT hourly rate	14.60	14.88	2%
P/T hourly rate	11.53	12.80	10%

The figures provided reflect basic pay and do not include enhancements paid for shift and weekend working. As we can see, for full-time workers, there is no gender difference in the median pay received by employees. As the median denotes the midpoint in the distribution this is due to the fact that for both genders there are a significant number of full-time workers on the same pay band. However, when we look at average hourly rate for full-time workers we can see that female employees earn around 2% more on average than male.

The divide is even more pronounced for part-time workers, with the median pay for female part-time employees 20% greater than for male, and on average 10% more, however it should be noted that there are a far greater number of part-time female employees than male.

**Top 5% earners:**

35.14% of top earners are women, which is not representative of the gender split within the workforce.

**3.4 Recruitment**
**Recruitment by age, disability, gender and ethnicity for 1 April 2013 to 31 March 2014**

Applicants	Ethnicity			Disabled			Gender		
	White	Non-white	Unspecified	Yes	No	Unspecified	Female	Male	Unspecified
Applicants	1,165	78	70	127	1,108	78	676	591	46
Shortlisted	323	19	4	46	294	6	197	145	4
Offered	73	6	2	6	74	1	47	32	2

**3.5 Disciplinary/Grievances**

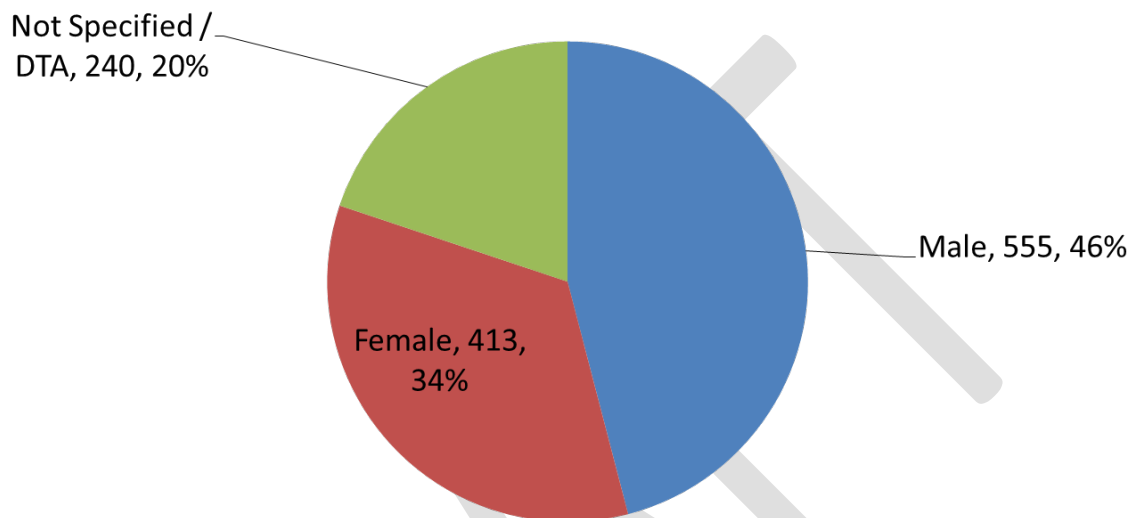
The data available regarding disciplinary, grievance, leavers and promotions for April 2013-14 is not appropriate to publish as some data sets are less than ten employees at a time which may suggest trends that do not exist. Low numbers also pose a threat to the confidentiality of staff.

## 4. Customer complaints and satisfaction rates

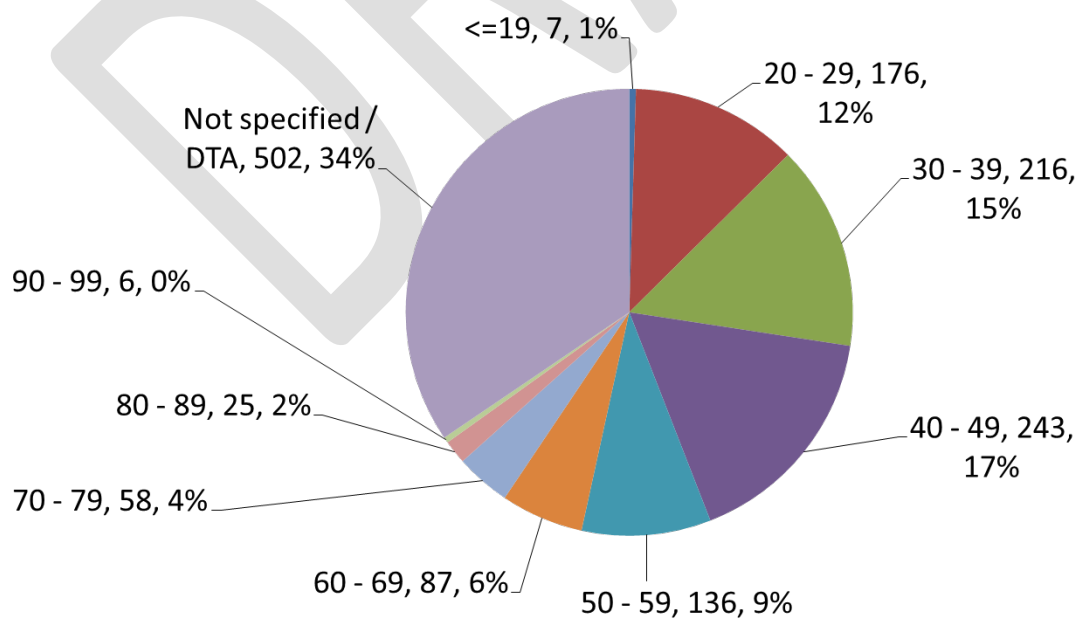
### 4.1 Complaints

There were **1,453** complaints from April 2013 to March 2014.

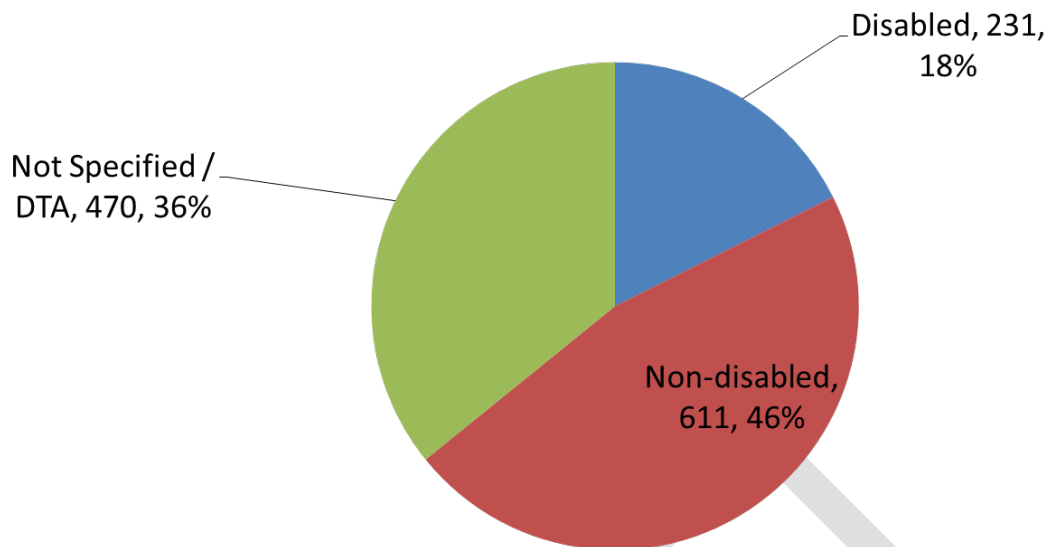
**Total complaints by gender 2013/14**



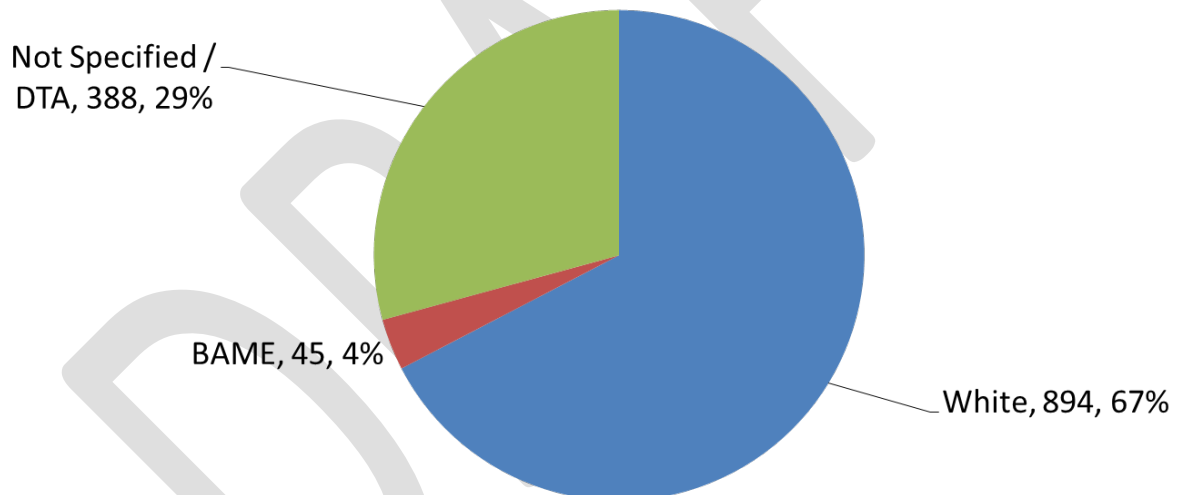
**Total complaints by age 2013/14**



### Total complaints by disability 2013/14



### Total complaints by ethnicity 2013/14



At first glance this suggests that residents with a disability are more likely to complain about our services. However with a large number of unknown / did not answer responses it may be that responses more generally reflect the population of the city. Furthermore satisfaction data (see 4.2 below) does not indicate a significant difference in satisfaction levels between residents with or without a disability.

## 4.2 Customer satisfaction

Once a quarter the customer contact team asked questions relating to customer satisfaction. This survey is an aggregate of the four quarterly surveys carried out in 2013-14.

Please note that in some cases, numbers of responses are dependent on a combination of questions being answered. Total responses to a given question will therefore not always add up to the total number of customers surveyed.

A total of 2571 surveys were completed.

The table below indicates respondent's satisfaction levels by ethnicity:

Ethnic Group	Ethnic Composition - population of Norwich (%)	Ethnic composition of survey	Good %	Satisfactory %	Poor %
Black Asian Minority Ethnic group	9.2	7	78	14	8
White (including non British groups)	90.8	93	80	14	6

Numbers may not add to 100 due to rounding. Not all respondents stated their ethnic group – this is based only on those who did.

There is only a 2% difference in satisfaction levels between white and BAME residents which given the relatively low numbers does not represent a significant cause for concern. This also represents a narrowing of the gap in levels of satisfaction on previous years.

**Gender:** The table below indicates satisfaction levels by gender, with female customer more satisfied than male by just over half a percentage point.

Gender	Number of survey responses	Good %	Satisfactory %	Poor %	Overall Satisfaction %
Female	1504	80	15	5	94.48
Male	1009	79	15	6	93.95

Numbers may not add to 100 due to rounding. Not all respondents stated their gender – this is based only on those who did.

**Age:** The table below indicates satisfaction levels by age, with under 19s and those aged between 60 and 79 (i.e. two of the groups below combined) less satisfied than other age groups.

Age Group	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %
<=19	47	79%	13%	8%	91.48
20-29	531	82%	14%	4%	95.85
30-39	516	80%	15%	5%	95.15
40-49	478	78%	16%	6%	93.72
50-59	342	79%	15%	6%	93.56
60-69	304	77%	15%	8%	92.10
70-79	162	78%	13%	9%	91.35
80-89	75	84%	11%	5%	94.66

Numbers may not add to 100 due to rounding. Not all respondents stated their age – this is based only on those who did.

The table below indicates satisfaction levels by disability:

Disability	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %
Non-disabled	1958	81	14	5	95
Disabled	420	73	17	10	90

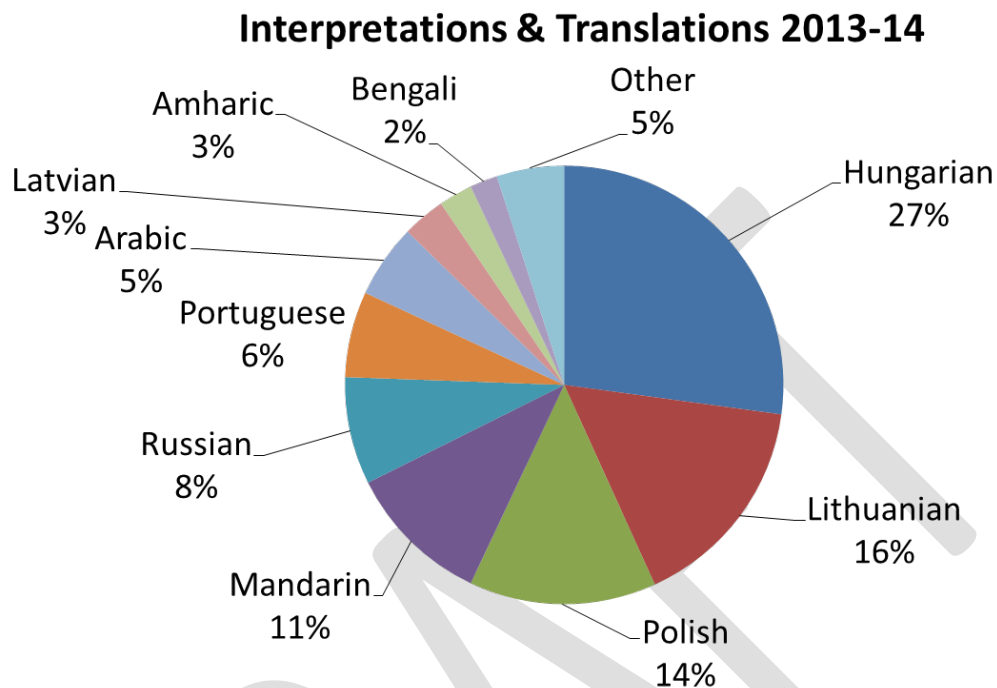
Numbers may not add to 100 due to rounding. Not all respondents stated whether or not they had a disability – this is based only on those who did.

As with last year's figures, a greater proportion of customers with a disability are dissatisfied with services. However, figures are so low that it would be difficult to come to any meaningful conclusion as slight changes would have greater impact.



### 4.3 Interpretation and translations

We are part of INTRAN which is a multi-agency partnership providing language services throughout the Eastern Region. INTRAN interpretation and translation requests, Norwich City Council 2013-2014:



This chart shows the numbers of interpreters and translators used by the council for the top 10 most commonly requested languages during the period July 2013 to March 2014. The category 'other' includes BSL interpreters, who were used on 4 occasions during the period.

We do not have precise numbers for requests for interpretation and translation, so these figures give a general idea of trends. The numbers of requests are always quite low so any conclusions about patterns are tentative. Although there is a marked increase in the use of Hungarian interpreters during the period, this could be down to a single individual or family requiring intensive support during the period as opposed to a widespread increase in local Hungarian speakers. The main languages represented are broadly the same as in the previous report.

We ensure that we promote the use of professional translation services and issue reminders for employees to use them as needed.

## 5 ■ How we demonstrate we carry out our equality duties

### 5.1 Tackling hate incidents and crimes

We are members of the Hate Free Norfolk network, a Norfolk wide response to hate crimes and incidents, where partner agencies work together to improve reporting and responses to incidents and crimes. This has developed in tandem with the Norfolk Community Relations and Equality Board. As part of this partnership, we have participated in and promoted the 'Hate Free Norfolk' campaign, attempting to ensure that people understand what a hate crime or incident is and how they can report it. We are organisational signatories to the Hate Free Norfolk pledge.

In addition this year, Norwich City council has been involved in a pilot project to monitor community tensions, along with Norfolk Constabulary and Gt Yarmouth Borough council, which has helped to better inform our neighbourhood response to low level tensions to help combat situations escalating to hate incidents or crimes. Approx 50% of the community tensions recorded involved an element of protected characteristic(s).

#### Hate incidents and hate crimes in Norwich and Norfolk

A hate incident is any incident which is perceived by the person, or any other person as being motivated by prejudice or hatred. It may or may not be a crime. A hate crime is a crime committed against someone because of their disability, gender-identity, race, religion or belief, or sexual orientation.

<b>(Q2) July 2013- (Q1) June 2014</b>		
<b>Hate incidents</b>	<b>Norwich</b>	<b>Norfolk</b>
Race	168	381
Homophobic/Transphobic	63	140
Faith	19	39
Disabled	36	103
Hate Other	15	41
<b>Total hate incident indicators</b>	<b>301</b>	<b>704</b>
<i>Total number of hate incidents</i>	<i>282</i>	<i>640</i>
<b>Hate crimes</b>	<b>Norwich</b>	<b>Norfolk</b>
Race	99	283
Homophobic/Transphobic	20	73
Faith	10	18
Disabled	24	77
Hate Other	7	42
<b>Total hate crime indicators</b>	<b>160</b>	<b>493</b>
<i>Hate crime totals without indicators</i>	<i>161</i>	<i>483</i>

A crime or incident can be marked with a multiple number of relevant indicator flags (this means that it could be a race and faith crime and marked as both) which is why there are two figures for totals in the period reviewed.

As noted in previous equality information reports, the majority of hate crimes or incidents are not reported, so what we seek are higher, not lower figures. Norwich has seen a 22.6% increase in reported hate incidents since the last report (26.5% increase in indicators) but a 6.9% decrease in reported hate crimes during the period (albeit an 18.5% increase in the number of indicators for those crimes, which is primarily down to the closing of the significant gap between numbers of reported hate crimes and indicators in the last report). This is compared with Norfolk which has seen around an 11% increase in both reported hate incidents and hate crimes.

## **5.2 Domestic abuse**

We currently have an officer acting as vice chair of Domestic Abuse Sexual Violence Board (DASVB); which has a remit to progress actions within the 'Violence against women and girls' policy, as well as lessons learned from domestic homicide reviews locally.

Employees have as a result of this partnership the opportunity to undertake free training on domestic abuse awareness; domestic abuse, stalking and harassment risk model, 'honour' based abuse, female genital mutilation (FGM); domestic abuse briefing sessions; basic, entry level, online abuse, 'sexting' and grooming) available to statutory and voluntary agencies across Norfolk.

This sub group also delivers an annual domestic abuse conference for practitioners and strategic managers. The DASVB also co-ordinate the annual week long 'Norfolk Says No' campaign; to raise awareness of domestic abuse and sexual violence, promoting healthy relationships and the support services available. This is a high profile campaign involving local dignitaries and ambassadors and involves activities and events delivered by, for and through voluntary, statutory and corporate sector partners. This year the campaign was launched at Norwich City council's City Hall with the message that anyone can suffer from domestic abuse. A wide range of activities took place in all four Norwich neighbourhoods, as well as the city centre, to help raise awareness of the issues and support services available. In addition this year, a strand of the campaign called 'Norfolk Men Say No' was launched, to increase involvement of men and boys in standing up to say no to domestic abuse and sexual violence.

DASVB has also developed a 'model' domestic abuse workplace policy, as guidance for organisations to use to support employees and volunteers that are subject to domestic abuse. It holds a web page on the county council website with links to resources for individuals and partner organisations.

Norwich City Council will be applying for white ribbon status this year, following the 'Norfolk Says No' campaign, highlighting the ongoing services it provides to support victims of domestic abuse and the non acceptance of abusive behaviours by perpetrators.

Norwich City Council has been involved this year in a project to improve the County's response to domestic abuse. Four work streams have been identified for implementation this year; to provide a more co-ordinated partnership approach to commissioning, improve workforce capabilities, improve service delivery and

increase marketing and awareness. The aim of the domestic abuse change programme is to provide more cohesive, comprehensive services that are consistent across the county, to ensure all voluntary and public sector staff are trained to have a 'public welfare responsibility', to change how we talk about domestic abuse by reducing the stigma, making it easier to both ask about and tell about domestic abuse and then communicate this effectively across the county. Norwich City council leads on one of those work streams and inputs into the other three.

DRAFT

### **5.3 Training undergone by Norwich City Council staff**

- Leading equality & diversity (mandatory for managers)
- Equality and diversity training (mandatory for all employees)
- Mental health awareness for managers (mandatory)
- Raising mental health awareness (for employees)
- Customer Service Excellence face to face training (including a human rights element - mandatory)
- Human Library event
- Domestic abuse awareness
- Child sexual exploitation awareness
- Recruitment and selection training for managers (mandatory)
- Hate crime e-learning package
- Equalities & diversity e-learning package (mandatory for all new employees)

### **5.4 Working with communities**

We support a range of voluntary and community sector activities either through funding, support, advice or signposting, as well as undertaking some activities ourselves:

- We have held the launch of annual Refugee week here at City Hall for the past five years (launch attended by Lord Mayor or Sheriff and Councillors).
- We have funded numerous community groups from minority communities, often applying for any funding for the first time, for activities in the city through small grants.
- We have provided grants for Norwich Mind Festival of Cultures to be held in the city centre celebrating cultural diversity in Norwich.
- Norwich Asylum Seekers and Refugees Forum (Nasref) hold regular meetings in our meeting rooms.
- We commissioned a Human Library event in The Forum to promote dialogue, reduce prejudices and encourage understanding.
- We are members of the Norfolk Community Relations and Equality Board (CREB), a new county wide network which replaces the former county cohesion network.
- We send out a regular community and neighbourhood bulletins which enables those that might not otherwise get a chance for a wider audience e.g. media/councillors/other groups and to be aware of opportunities available to them.
- We run regular City Hall tours for communities to meet staff and Councillors, and gain an understanding of how the Council and how the democratic process works.
- LGBT History Month – we have hosted events at City Hall for three years running
- Norwich Access Group regularly receives a grant. They are a local pressure group of disabled people who are actively involved in trying to improve access for disabled people to all aspects of life in the city of Norwich and surrounding area
- Norwich Access Group liaises with Food safety team on the Business Merit scheme

- When updating our website we used the feedback from disabled volunteers with visual impairments and learning disabilities.
- We support the Women's Institute who run annual International women's day events.
- We provide financial and in-kind support to the Norwich Older People's Forum.
- We have held the launch of annual Black History Month here at City Hall for the last five years (launch attended by Lord Mayor or Sheriff and Councillors).
- Norwich Door-to-door receive a grant to fund core costs delivering subsidised on demand ('dial a ride' type) accessible bus transport, for disabled and mobility impaired residents.
- Age UK Norwich received a grant to provide an income maximisation service aimed at a vulnerable section of the Norwich community.
- We organise regular networking sessions for individuals, groups, organisations, agencies and Councillors from or serving communities of interest city wide and those active in neighbourhoods
- We organise workshops and 1:1 work focusing on capacity building of community groups from communities of interest to strengthen community leadership and to support community groups from communities of interest to take action themselves.
- We organise workshops on applying for funding and improving funding applications, in partnership with Voluntary Norfolk as well as workshops on specific funds and meeting those funders with the Big Lottery, Tudor Trust, NCC and Norfolk Community Foundation as examples.
- On-going community engagement at a neighbourhood level and specifically for communities of interest working across the city.

**If you would like further information about the contents of this report please contact the Council by calling 01603 212368 or via email at [performance@norwich.gov.uk](mailto:performance@norwich.gov.uk)**