

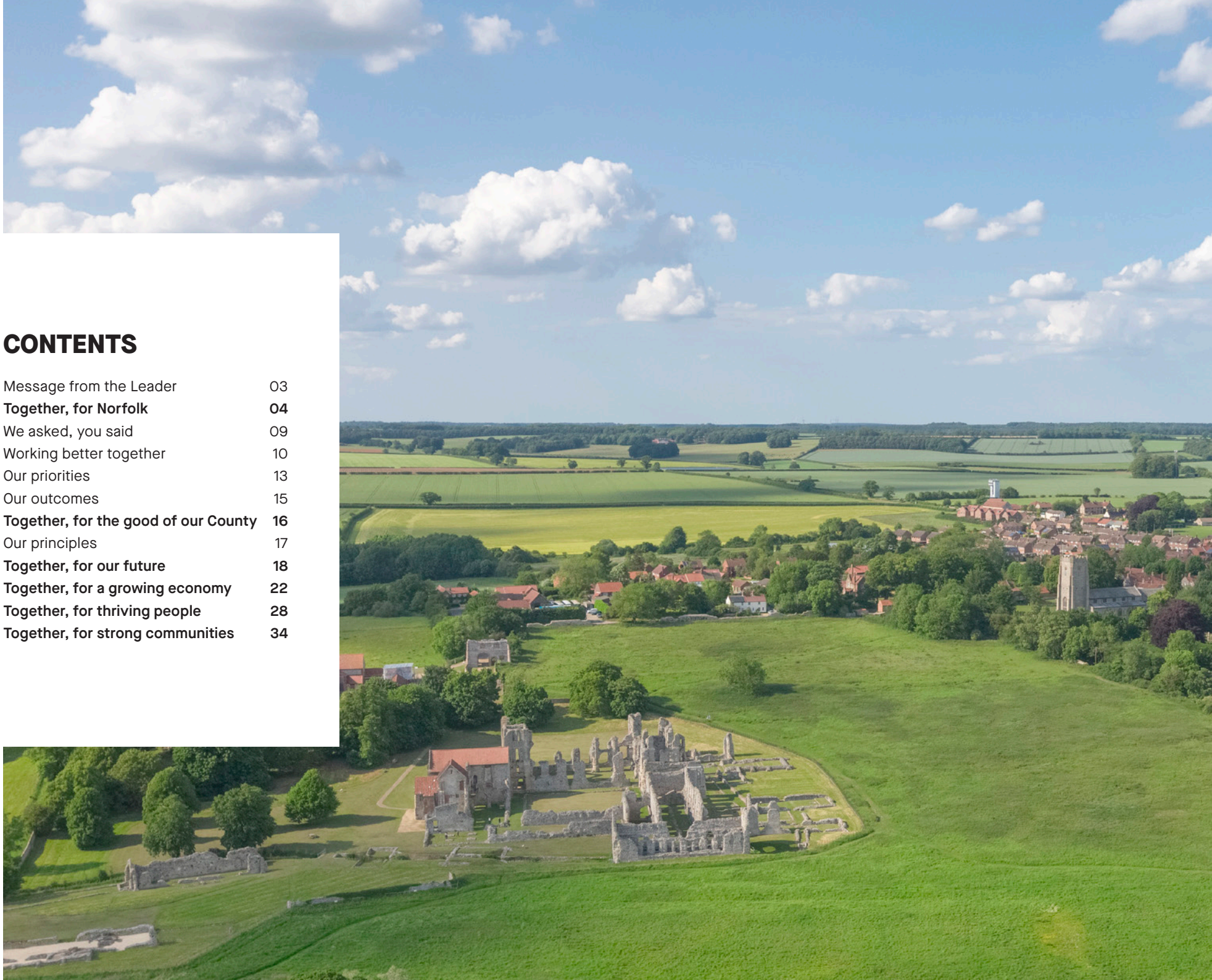
TOGETHER, FOR NORFOLK.

AN AMBITIOUS PLAN
FOR OUR COUNTY
2019-2025



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A MESSAGE FROM THE LEADER



Norfolk County Council has big plans for our County. Our ambition is for economic growth, managed development and the determination to offer better futures for all by working with a host of organisations, businesses and community groups county-wide.

We are all proud of our unique environment, identity, heritage and assets. And we all share that same ambition to see Norfolk succeed. Here at Norfolk County Council, we see it as our responsibility to create a plan that matches our collective ambition to ensure our communities grow, thrive and prosper for the future.

There are challenges ahead, not just for the county council, but for all of us in the public and private sector. More than ever, we need to work better together for the greater good.

In doing so, we can get to grips with the real issues affecting the people that live and work in our County. Working better together means putting Norfolk first. Working better together will define our success as a County.

We see this as an inclusive plan for Norfolk, one that's people-focused and not defined by organisational boundaries. It lays out an approach that calls for us all to use our collective resources in the areas we can make the most impact.

It focusses on inclusive growth and improving social mobility, investing in benefitting people's lives and delivering outcomes

that will create the impetus for our future economic and social wellbeing.

There is an urgent need for place leadership to define what we collectively have to offer and this is what our plan seeks to do. Without this, we risk falling behind the rest of the country.

We want Norfolk to be a place that stands out with impressive growth, sustainable housing, good connectivity and strong infrastructure. Achieving this will need constant reflection, development and adaptation of the action plans that will deliver the goals set out in this plan. This continual work will rely on continuous engagement and dialogue with all our partners to ensure our collective ambition is achieved.

Working better together, for Norfolk, we can all achieve more for our County. Judge us all on what we achieve together.

Andrew Proctor
Leader, Norfolk County Council



TOGETHER, FOR NORFOLK

WE ARE A COUNTY WITH AMBITION

Here at Norfolk County Council, we have a clear ambition: for our County to be a place where we put people first, where everyone works together to create a better place to live. A place of opportunity: where we can fulfil our potential and lead productive, healthy and independent lives. A place where we all have the chance to contribute to and benefit from economic growth and regeneration, as well as protecting our unique environment. It will be a place where any of us can access the education we want, develop the skills we need, and gain the employment we seek. To achieve this requires clear goals and united leadership across the County.



WE ARE A COUNTY OF BEAUTY AND CONTRAST

Norfolk is famous for its attractive and diverse landscape – big skies, wide horizons, sweeping beaches, windswept marshes and meandering inland waterways. Our countryside includes vibrant villages, beautiful market towns, seaside towns and the Broads National Park. At its heart lies the cosmopolitan, historic city of Norwich.





AND WE ARE A COUNTY THAT'S GROWING

We're the fifth largest shire county in England, with a population of nearly 900,000 – forecast to grow to more than a million by 2036. And alongside a growing population, we also have a buoyant job market and high levels of employment. We're one of the largest county economies with more than 37,000 businesses[1], 348,000 jobs[2] – worth £18 billion – and a net contributor to the UK economy[3]. Norfolk is seeing exciting, emerging sectors, too, including biotechnology, clean energy and creative digital.

Growing populations and economies mean our County's city, towns and villages are increasing in size to create new communities for the future. There are plans to build more than 80,000 homes over the next 20 years, and Norfolk is fortunate to have enough space to accommodate both new housing and commercial growth. But to support that growth we know we must have better roads, a wide range of new infrastructure, improved digital connectivity and more amenities for our growing communities. In managing growth for the future, we must also protect our environment as much as we can.

900,000
POPULATION
THE FIFTH
LARGEST IN
THE UK

37,000
NORFOLK
BUSINESSES
WITH
348,000
JOB
WORTH
£18 BILLION



**TOGETHER,
FOR NORFOLK**

**WE WANTED
YOUR VIEWS**





HERE'S WHAT YOU SAID...

In 2018, we worked with leading market researchers, Ipsos Mori, to better understand the hopes and fears of Norfolk residents, how they see their future, and what they think of the County Council.

Here's what you told us.

- **You value** the County's attributes: its natural beauty, its heritage, and its relaxed lifestyle.
- **You want** this local distinctiveness to be preserved for future generations.
- **You highlighted** differences in the local economy and infrastructure across the County, which have shaped the communities of each area.
- **You're concerned** about limited opportunities for young people in the County, with a lack of jobs and affordable housing.
- **You're worried** about the impact of funding changes on public services and the council's ability to continue to meet people's needs.

WORKING BETTER, TOGETHER

With ever-increasing pressures on public sector resources, it has never been more important for local service providers to work better, together. By uniting, and with the support of our partners to help us make the necessary change, we can solve the real issues impacting the people that live, work and grow in our County.

Inclusive growth and better social mobility mean sharing resources and investment. They require working across organisations and partnering to put people's needs first.

And how we collaborate will define how successful we will be.

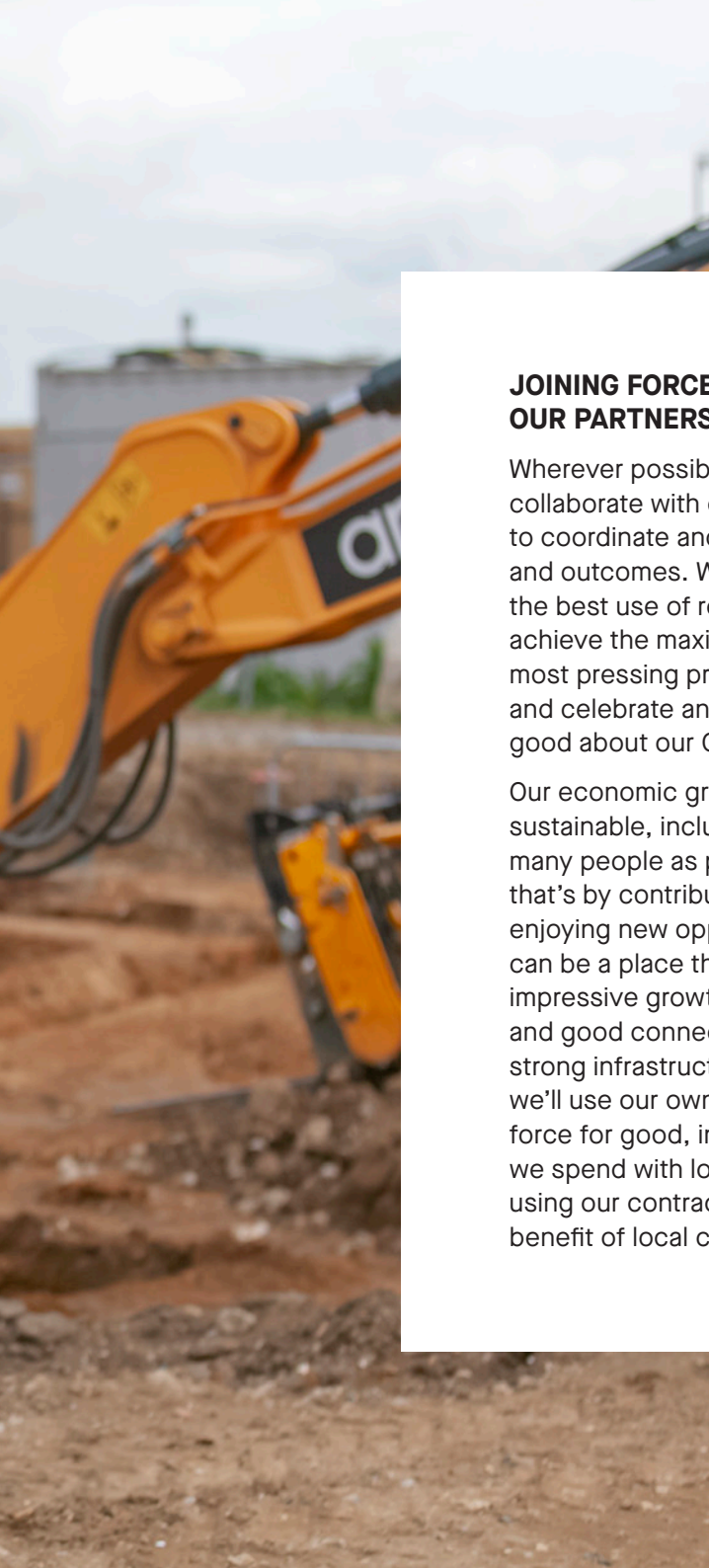
CREATING A GENERATIONAL CHANGE

We're working with all of the councils in Norfolk, and with other partners, to create the Inclusive Growth Coalition, which seeks to understand and act upon the systemic issues affecting our people, and help us work together to solve them. Committing to joint working that creates generational change has to be at the heart of what we do.

COLLABORATING WITH FAMILIES AND COMMUNITIES

From collaborative 'early help hubs', which deliver services to people and families in their communities, to strategic groups that aim for improved working between agencies, we already participate in many different partnerships across all sectors. These partnerships work to meet the needs of local people in more effective, consistent and financially viable ways.





Phil Coe,
Builder,
H C Construction



JOINING FORCES WITH OUR PARTNERS

Wherever possible, we'll continue to collaborate with our partners and aim to coordinate and integrate all our plans and outcomes. We'll aim to make the best use of resources available, achieve the maximum impact on the most pressing problems that we face, and celebrate and build on what is good about our County.

Our economic growth needs to be sustainable, inclusive and benefit as many people as possible. Whether that's by contributing their skills or enjoying new opportunities. Norfolk can be a place that stands out for its impressive growth, sustainable housing, and good connectivity supported by strong infrastructure. Wherever we can, we'll use our own procurement as a force for good, increasing the amount we spend with local businesses, and using our contracting power for the benefit of local communities.

A GENUINE DESIRE TO WORK TOGETHER

Despite ongoing funding challenges, our public sector partners share this desire to work in a more joined-up way. Growing the economy, building the homes that are needed, encouraging inward investment, as well as delivering vital services (such as providing early help, improving public health or safeguarding vulnerable children and adults) depend on us working closely with our local partners, local people and local communities. We have plans to integrate further with the local NHS to improve the experiences of those who find themselves in crisis.

The way we work better together will be even more ambitious in future and will focus on:

- Bringing together resources across organisations where it makes sense
- Creating cross-organisations teams to support key initiatives and programmes
- Collaborative investment in our workforce to ensure it's fit for the future

Together, we can help Norfolk's economies, people, and communities to grow, thrive and become stronger.

This shows we are working together, for good.



Hopkins Homes,
Thetford

**TOGETHER,
FOR NORFOLK**



OUR PRIORITIES

We know that, across the UK, poverty is caused by unemployment, low wages, a lack of job security, low skill levels and high housing costs. To address these issues we need to drive inclusive, economic growth that benefits all people in our County.

We will invest in Norfolk's future growth and prosperity by:

Focusing on **inclusive** growth and **improved social mobility**.

Encouraging **housing, infrastructure, jobs and business** growth across the County.

Developing our **workforce** to meet the needs of the sectors powering our local economy.

Work to **reduce our impact** on the **environment**.

This way we can help Norfolk have a **growing economy**, full of **thriving people** living in **strong communities** we are proud of.

**TOGETHER,
FOR NORFOLK**

Dr Rebecca Horn,
Scientist,
John Innes Centre





OUR OUTCOMES

GROWING ECONOMY

- More businesses start, grow and invest in Norfolk.
- The local economy is inclusive, and supports and benefits local businesses and communities.
- Infrastructure is in place to support housing development, inward investment and sustainable growth.
- Enough homes are being built to meet people's need, including affordable homes.
- Easy access to the County, good transport, fast internet and strong mobile network help people and businesses connect with each other.
- People with high level qualification.

THRIVING PEOPLE

- All children in Norfolk have a good education which meets their needs, encourages ambition and gives them knowledge and skills for adult life and employment
- Young people and adults, including people with learning or physical disabilities and mental health problems, are able to develop skills for the future, and local businesses are able to invest in them.
- Workers in Norfolk can access well paid, high value skilled jobs through the achievement of higher accredited learning and those in need of improved foundation skills can access learning.
- All families, older people and people with learning or physical disabilities are supported to live well and independently in their community.

STRONG COMMUNITIES

- People are socially active and connected to their communities.
- People of all ages enjoy good health and increased wellbeing.
- Services in communities are joined up and more able to meet people's needs.
- Community groups and voluntary organisations are able to deliver services which people need in their community.
- Communities are safe and resilient.
- People have access to high quality cultural and heritage facilities.
- People can enjoy high quality of life in an environment which is protected.

TOGETHER, FOR THE GOOD OF OUR COUNTY

AN AMBITIOUS PLAN FOR NORFOLK

WHY THINGS NEED TO CHANGE

While there are many great things about life in Norfolk, we cannot afford to stand still. A growing, ageing population, continuing changes to technology and the job market, and rising demand for services means we have to adapt and change our approach for our communities to keep flourishing.

For our County to continue to prosper - for us to achieve our ambition - we have to do more. We need to think of our County as a whole and our journey from childhood to old age.

With increased digital technology comes significant opportunities to transform and innovate our services. It will allow our customers to make direct contact, communicate in an instant, and receive rapid feedback. Better quality and more detailed data mean we can improve policy to tailor or target our services.

But government funding is being reduced - there's no way we can avoid it - so we need to achieve more with less and live within our means. And we know that's not easy. It's going to take a joined-up approach - working better together.

OUR SERVICES ARE UNDER PRESSURE. SO, WE NEED TO LOOK AT WAYS TO:

- Manage demand
- Reshape what we offer
- Secure investment

WE'LL DO THIS BY FACING FUTURE CHALLENGES HEAD-ON AND:

- Developing resilient services
- Growing an engaged workforce with the right skills for the future
- Driving out inefficiency
- Focusing on the needs of residents rather than organisational boundaries
- Being innovative and deploying new technologies
- Transforming services and improving access
- Protecting and caring for the vulnerable



OUR PRINCIPLES

The whole Council needs to adapt to keep up with changing demands, develop ever better ways of working, and support people to help themselves while still helping those who need it the most. Everything we do will be guided by four core principles that frame all our policy and decision making. And it's what frames our plans for the future.

WHAT WE DO



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, **done once and done well**



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



Using evidence and data to **target our work** where it can make the most difference

Brian Douglas,
Norfolk Resident

**TOGETHER,
FOR NORFOLK**

Ella, Hal and Theo,
Lingwood





TOGETHER, FOR OUR FUTURE

CHALLENGES AND OPPORTUNITIES – A BRIEF OVERVIEW

Planning for the future cannot mean maintaining the status quo. Doing so would mean us falling behind the rest of the country. Although we can't fully predict the impact of the challenges we face, we must be forward-looking, responsive, and innovative, creating growth and opportunity, and improving social mobility with everything that we do.

OUR SECTOR GROWTH

Key sectors, such as energy, advanced agriculture, biotechnology, tourism, manufacturing, construction and the care market are critical for the economic growth of our County. Changing relationships in trade, nationally and internationally, make it more important for us to identify and pursue opportunities for growth

OUR HOUSING AND INFRASTRUCTURE

New housing must meet demand, including the needs of first-time buyers, families and older people. And to develop and protect our new communities, all housing strategies must include sustainable housing, and infrastructure, facilities, and access to local jobs.

OUR EMPLOYMENT OPPORTUNITIES

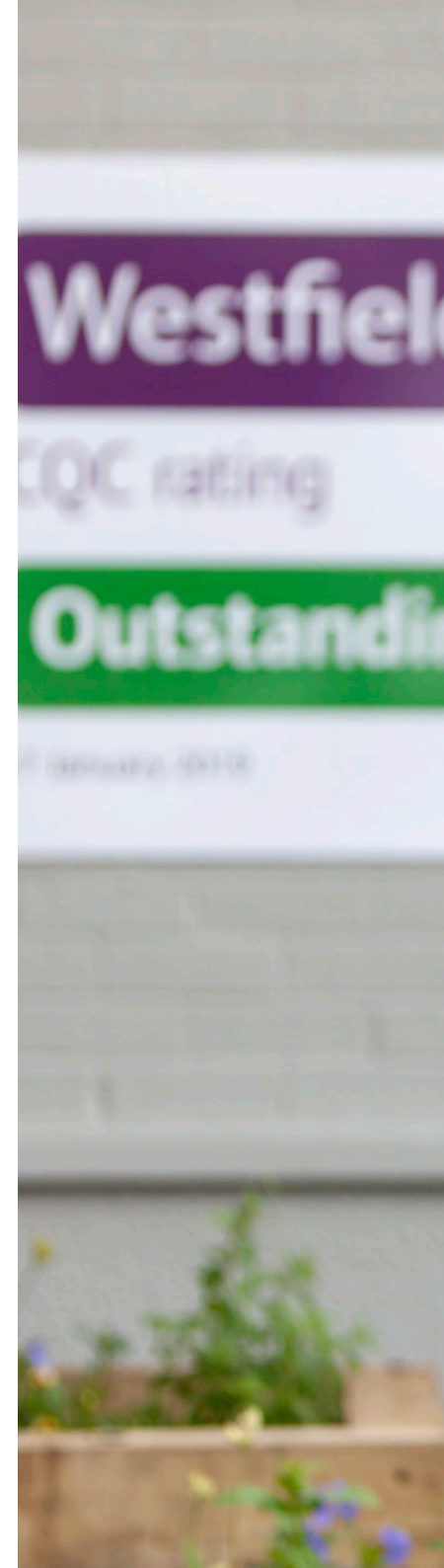
Norfolk's employment rate **is higher** than the England average, but we have more people in lower paid and seasonal work, with over half of people on low wages living in rural areas. As jobs become increasingly automated, we'll need different skill sets. We have already made good progress in raising skill levels, and we want to push further. We'll work with schools, the Local Enterprise Partnership, and employers to raise standards and make sure that Norfolk is not left behind. Our goal is for everyone to gain the skills needed to thrive and make a positive contribution to our County's future.

OUR AGEING POPULATION

By 2040, about 40% of our residents are predicted to be of typically dependent age rather than of working age. And while we're fortunate to have so much space and room to live our lives here in Norfolk, as we get older, receiving efficient care and enjoying reasonable standards of living is exacerbated by the County's rurality, with many of us feeling lonely and isolated. We want our communities to be strong and resilient and will help connect people to connect with groups and with each other.

OUR CHANGING ENVIRONMENT

Over the next 20 years, climate change is expected to impact on our communities, and especially our coastal communities. So we're committed to doing all we can to manage and reduce its impact. The recently-developed Norfolk Strategic Infrastructure Delivery plan focuses on transport, utilities, and sustainability – priorities that parallel our own and those of the District Council Local plans and the Norfolk Strategic Planning Framework. All plans must balance the need for new roads, housing and utility infrastructure, with the need to protect Norfolk's unique environment, identity, heritage, and assets. Our own developing environmental policies will underpin this vital work.





ds Care Home



TACKLING THESE CHALLENGES IS FUNDAMENTAL TO OUR COLLECTIVE FUTURE

If we want to achieve our ambition of improving the quality of local people's lives and meet all of our needs, we must take steps now. We want our children to have the best possible start in life, and for us all to enjoy the right opportunities to achieve our potential and become successful members of our community, regardless of social background or economic status.

Lauren Buckle,
Care Worker,
Norse Care

**TOGETHER,
FOR NORFOLK**

Hethel
Engineering
Centre





TOGETHER, FOR OUR GROWING ECONOMY

Our partners are essential to us: you're integral to developing a prospectus for Norfolk. One that showcases our unique opportunities for developing new homes, and establishing and growing businesses. We want to work with you.

As a team, we'll work tirelessly to help deliver the New Anglia Local Enterprise Partnership (NALEP) economic strategy for Norfolk and Suffolk. The strategy aims to help develop a high performing, productive economy with a highly skilled workforce, to make Norfolk a place where businesses with aspirations choose to start, grow and innovate.

We're committed to contributing our resources and energies, focusing on business sector development and support, and on developing well-functioning digital infrastructures – both broadband and mobile – which we know are vital for our County's businesses and residents. Improved connectivity will facilitate innovation and productivity, bringing significant economic reward.

We want our growing economy to be inclusive, where everyone benefits from economic growth and people can access good employment opportunities. The recent Social Mobility Commission report^[4] highlights problems in rural and

coastal areas, as well as in Norwich, with around 120,000 people living in areas classed as deprived. The NALEP strategy has an ambitious target to create 88,000 new jobs across Norfolk and Suffolk, and we will help our young people, and people already in work, set their ambitions high and understand the exciting local careers available to them.

Norfolk needs 80,000 new homes, with the Greater Norwich area predicted to see the greatest demand. 41,000 houses are planned here, and homes across Norfolk are being built in at 80% of the required number. We'll work with partners to facilitate housing development in particular key growth areas, and bring critical infrastructure to where it's most needed.

We want Norfolk to be a place that stands out for impressive growth, sustainable housing, good connectivity, strong infrastructure and skills for the future. Here's how we'll achieve it, together.

**TOGETHER,
FOR NORFOLK**

Toby Stannard,
Apprentice,
Ben Burgess





IMPRESSIVE GROWTH

- Support the growth of key business sectors and develop business support programmes with the New Anglia Local Enterprise Partnership.
- Roll-out Invest East programme, helping small and medium-sized companies access investment, loans and grant funding.
- Promote our six enterprise zones, attract investment into the County, and continue to provide incubation and grow-on space at council-owned sites at Scottow and Hethel.
- Collaborate with the care sector to promote the value of a career in caring, creating a sustainable, skilled workforce for the future.

SUSTAINABLE HOUSING

- Facilitate housing growth by releasing public land and working with our partners to develop new sites.
- Build over 400 homes over the next three years through our new property company Repton.
- Bring energy to our 24 key housing development sites across Norfolk, working with utility providers.
- Work with our partners to protect and enhance the quality of places, by promoting and facilitating the high-quality design of housing developments and communities.

SKILLS FOR NOW AND FOR THE FUTURE

- Promote careers in Norfolk, particularly in emerging sector growth areas, as well as opportunities at all levels and for all people who want to work.
- Create more new apprenticeships by working with local businesses and the education sector.
- Grow the skills we need for the future and give young people more choice over careers.
- Support providers, colleges, and businesses to access funding to pilot new training qualifications and initiatives in key sectors, including care.

GROWTH OF KEY NORFOLK BUSINESSES

BUILD OVER 400 HOMES OVER THE NEXT THREE YEARS

FURTHER PROMOTION OF CAREERS IN EMERGING SECTOR GROWTH AREAS

GOOD CONNECTIVITY

- Invest £2m of Defra funding to increase digital connectivity for rural businesses, and actively pursue further government funding to improve coverage and performance of all fixed and mobile connectivity in Norfolk.
- Actively pursue additional government funding to improve the coverage and performance of all fixed and mobile connectivity in Norfolk.
- Invest £8m of government funding on circuit fibre upgrades for sites across Norfolk, including schools, health providers, and fire stations to stimulate and enable business growth and community benefits.
- Deliver 95% broadband coverage across the County by 2020 through the Better Broadband programme.
- Achieve 99% 4G coverage across Norfolk by 2025.
- Leverage the Council's influence and assets to improve on existing mobile phone technology and prepare for 5G connectivity.
- Support the provision of fibre to the property for all new homes built in Norfolk.

STRONG INFRASTRUCTURE

- Invest £90m in further developing and maintaining our highway network, to support our economy and improve road safety.
- Commit to the priorities set out in the Norfolk Infrastructure Delivery plan 2017-2027.
- Deliver critical planned infrastructure investment across our County including the £120m Great Yarmouth Third River Crossing; the Western Link to the Broadland Northway (previously NDR); £6.1m sustainable transport schemes in Greater Norwich, as part of the Transforming Cities programme; the Long Stratton bypass; and dualling the A47.
- Exploit the most substantial inward investment opportunity in our county by unlocking and further developing the port area in Great Yarmouth and creating new, high-value jobs as part of helping to grow Norfolk's energy sector.
- Find innovative ways to overcome infrastructure constraints at West Winch, near to King's Lynn to move forward with plans for new homes.
- Invest in infrastructure to develop new homes and commercial space in Thetford.
- Continue to develop opportunities along the Cambridge-Norwich Tech Corridor.





WE'LL KNOW WE'RE SUCCESSFUL WHEN...

- More businesses start-up, grow and invest in Norfolk.
- The local economy is inclusive and supports and benefits local businesses and communities, providing employment opportunities at all levels.
- Infrastructure is in place to support housing development, inward investment, and sustainable growth.
- Enough homes are being built to meet people's needs, including affordable houses, and homes for our ageing population.
- People and businesses are connecting with each other with easy access to the County, good transport, fast internet and a strong mobile network.
- Young people and adults can develop skills for the future, and local businesses can invest in them.
- People with high-level qualifications are attracted to and remain in Norfolk.

Bates and Miranda,
Founders,
Duration Brewery

DELIVER
95%
BROADBAND
COVERAGE
ACROSS THE
COUNTY

£90M
INVESTMENT
IN DEVELOPING
OUR HIGHWAY
NETWORK

**TOGETHER,
FOR NORFOLK**

Chapel Green School,
Old Buckenham





TOGETHER, FOR THRIVING PEOPLE

Giving all children and young people in Norfolk the best start in life is at the heart of making our County a better and fairer place for all.

If you're a young person growing up in Norfolk, we want you to have a future here and to achieve your potential regardless of your background. We want you to attend the best schools and have the best services to support you and your families. Our school system goes from strength to strength with the vast majority judged by Ofsted to be good or outstanding. Though still below the average for England, the number of local young people achieving A-Cs at GCSEs is increasing.

An estimated 13,150 young people have some form of Special Education Needs and Disability (SEND) and the provision for those pupils requires significant investment. We already have a programme to continue to build new schools and create more specialist provision across the County. If you're a child in our care, we have equally high aspirations for you. We'll be your strong advocates, equipping you with the skills and tools to live successful and rewarding lives.

Our focus on early help means providing the right support at the right time, to prevent families and people of all ages falling into crisis. Over the next 20 years, the number of people in Norfolk aged 85 or over is expected to double to nearly 60,000. Telecare and assistive technology mean we can remain living independently, within our homes, for longer. By reshaping services, supporting carers, and investing in new technology, we can enable and empower people to support themselves.

And we'll make sure our older and most vulnerable can live independent, fulfilling lives – cared for when they need it most. In Norfolk, there are approximately 100,000 unpaid adult carers who look after a family member or friend. We'll continue to support carers as they do this important work.

We want families and people of all ages to be independent, resilient and well throughout their lives. Here's how we'll achieve it, together.

**TOGETHER,
FOR NORFOLK**

Andrea Smith and pupils,
Chapel Green School,
Old Buckenham





EDUCATION FOR EVERY AMBITION

- Invest £120m in new special schools and in specialist resource bases in maintained schools for children with special educational needs and disabilities,
- Promote high educational outcomes for all children and reduce educational inequality, with enough school places to meet demand.
- Reduce the number of excluded children by undertaking more targeted work with schools that need support.
- Promote provision at post-16 which enables a positive and sustained destination for all young people.
- Make sure children in our care access good schools and have high-quality, timely personal education plans to support their educational achievement and ambition.

EARLY HELP

- Embed the new Early Childhood and Family Service, including an expanded and enhanced children's health offer, so that families are supported and equipped to deal with challenges as they arise, prevent neglect or harm, and enable more children to achieve their developmental milestones.
- Support more children to return to or remain at home with their families through initiatives such as the Vulnerable Child Project and Boarding School Partnership.
- Work from community-based early help hubs to deliver effective support where it's needed, at the earliest appropriate opportunity.
- Continue to commission the 0-19 Healthy Child Programme - including health visitor and school nursing services - targeting services for those most vulnerable (including children in our care, those leaving care, and young mothers).
- Continue to recruit high quality, Norfolk-based foster carers to ensure the best outcomes for children.

**£120M
INVESTMENT
IN NEW
SPECIAL
SCHOOLS**

**CONTINUED
SUPPORT
FOR 0-19
HEALTHY
CHILD
PROGRAMME**

OPPORTUNITIES FOR EMPLOYMENT

- Collaborate with partners, local communities, and employers to develop and continuously improve an innovative and responsive lifelong learning curriculum, and deliver high-quality skills training in English, Mathematics and ICT.
- Support people to upskill, ensuring everyone can compete for good jobs, enabling training for those not currently in work, and developing the skills of the existing workforce.
- Work with partners to embed and broaden the legacy of the Norwich Opportunity Area Social Mobility Programme.
- Continue to grow the Apprenticeships Training Agency to improve employment opportunities for young people in our care, those not in employment, education or training, and those leaving education.
- Launch the 'Preparing for Adult Life' and 'Skills and Employment' services to help young people with learning or physical disabilities, and those with mental health problems to make a smooth transition into adulthood and employment.

INDEPENDENT LIVES

- Invest £29million in the 'Living Well: Homes for Norfolk' programme to support and accelerate extra care housing development across Norfolk.
- Redesign day services, so they respond to the needs of the people who use them.
- Offer early support and innovative technological solutions to help people to live independent and healthier lives for longer.
- Promote accessibility for disabled people in Norfolk and work with partners to remove barriers to their independence.
- Invest in services which help people return home quickly, get back on their feet, and feel confident again after a health crisis.
- Promote the rights of Norfolk's informal carers through our Carers Charter and make sure our services support the work they do.





Hermione Churchill,
Apprentice
Norfolk County Council



WE'LL KNOW WE'RE SUCCESSFUL WHEN...

- We reduce the gap between children in the most and least deprived areas achieving a good level of early years development.
- We have a higher take-up of 2, 3 and 4-year old children's 'universal entitlement' in high-quality, pre-school provision.
- Overall educational performance increases by age 11 and 16.
- We reduce the gaps between disadvantaged pupils and all pupils at ages 7, 11 and 16.
- More looked-after-children meet and exceed their educational achievement outcomes, and go on to further or higher education.
- There are fewer young people not in education, employment or training,
- Apprenticeships start increasing.
- More people of all ages are supported to live in their own homes, with fewer people in residential care.
- Fewer people go from the hospital straight into residential care.
- More people with learning or physical disabilities and mental health problems are in employment.

**LAUNCH OF
'PREPARING
FOR ADULT
LIFE' AND
'SKILLS AND
EMPLOYMENT'
SERVICES**

**£29M
INVESTMENT
IN THE
'LIVING WELL:
HOMES FOR
NORFOLK'
PROGRAMME**

**TOGETHER,
FOR NORFOLK**

Seafront,
Great Yarmouth





TOGETHER, FOR STRONG COMMUNITIES

We're committed to working closely with our city, district, borough and parish councils, which have important roles to play in shaping our communities as places to live.

We aim to develop housing and create great, connected and safe places for people to live, grow up, and work in. At the same time, we want to improve our open green spaces and protect the unique identity of our County.

We're not alone in our ambition. Norfolk has over 10,000 voluntary, community, and social enterprise organisations. More often, we're seeing a growing desire from groups and individuals to play an active part where they live. Working with our partners, we'll strengthen communities and contribute to their success.

Those of us living in rural areas are more likely to be socially isolated. This situation is often exacerbated by poor digital connectivity and access to information. Social media and online services are improving the way we interact with groups and communities so we'll continue to work towards

getting superfast broadband to every property across the County.

Health inequalities are associated with deprivation, and our County has a 6.2 years life expectancy gap between men living in the most and least deprived areas, and a 3.2 years gap for women. At the same time, improved healthcare means a higher number of us are living longer, across all age groups, including those of us living with disabilities and other long-term conditions. So we'll work with the NHS to place a strong emphasis on prevention of ill health, reduce health inequalities, deliver joined-up health and care services and encourage people to stay healthy for longer. Together, we'll help you live quality lives, and access the services you need close to your community.

We want to make Norfolk a better place to live. Here's how we'll achieve it, together.

**TOGETHER,
FOR NORFOLK**

Kelly Lindsay,
Director,
Friend in Deed





SOCIALLY ACTIVE, CONNECTED PEOPLE

- Reduce loneliness and social isolation by growing our volunteer network and developing initiatives (such as Life Connectors) and targeted campaigns with partners (such as our award-winning Good Company campaign) which helps you stay involved with and connected to your community.
- Provide a stable, reliable transport network allowing communities to access essential services.
- Continue to deliver superfast broadband across the County through the Better Broadband for Norfolk programme, and invest a further £11m in progressing towards our goal of connecting all properties in Norfolk.

JOINED-UP SERVICES TO MEET NEEDS

- In partnership with the NHS, join together health and social care services so that you experience one seamless service, with your needs placed at the centre.
- Work with Norfolk's parish, district, borough, and city councils, the NHS, local universities and other organisations to deliver joint programmes that impact positively on your health, especially for those most at risk of developing a long term condition.
- Collaborate with partners to tackle crime and the causes of crime like alcohol and substance misuse, county lines and domestic abuse.
- Develop an enhanced online and digital information, advice and guidance offer in collaboration with partners, making it easier for you to access high-quality and reliable information about community services.
- Work with our partners to reduce homelessness.

CONTINUED DELIVERY OF SUPER-FAST BROADBAND

WORK WITH PARTNERS TO REDUCE HOMELESSNESS

SAFE AND RESILIENT COMMUNITIES

- Provide community safety advice and support (including fire and trading standards), with particular focus on our more vulnerable residents.
- Prevent harm and reduce the risk of abuse to all children and to adults with care and support needs.
- Strengthen the resilience of the Norfolk community, as well as our own services, to prepare for, respond to, and recover from emergencies and business disruption.
- Work with partners to improve mental health and build resilience in neighbourhoods and within communities.
- Implement Norfolk's Multi-Agency Protocol on Hate Incident Reporting to make it easier for residents, particularly those with care and support needs, to report hate incidents.

QUALITY CULTURAL AND HERITAGE FACILITIES

- Continue to develop Norfolk as a high-quality cultural visitor destination, investing in the arts and cultural sector and delivering significant projects.
- Realise existing projects including the National Lottery Heritage Fund-supported £13.5m 'Norwich Castle: Gateway to Medieval England' project, and transforming Wensum Lodge into a thriving cultural asset for residents and creative businesses.
- Work with our key partners including Arts Council England ensuring Norfolk's heritage and arts organisations play a central role in the County's ambitious work around Health & Wellbeing.

PROTECTED ENVIRONMENT

- Support the delivery of the Government's, 'A Green Future: Our 25 Year plan to improve the Environment', with local priorities for safeguarding Norfolk for future generations.
- Continue to lobby Government to provide additional powers and resources to help deliver on National Targets limiting global warming to 1.5'.
- Provide quality, accessible, natural spaces close to home and work.
- Work with key partners including DEFRA and Natural England to protect Norfolk's world-class environment.
- Grow the Norfolk Trails network to encourage everyone to explore and benefit from their local countryside and biodiversity.
- Promote the design of where we live, work, shop, and enjoy our hobbies having healthy, active residents in mind.



WE'LL KNOW WE'RE SUCCESSFUL WHEN...

- We reduce the life expectancy gap between people living in the most deprived and least deprived areas.
- There are fewer deaths by preventable causes.
- More people volunteer in their communities.
- We see increased use of public transport, ensuring the continued provision of sustainable services.
- A higher proportion of residents in deprived or rural areas have access to online services via home broadband or mobile network.
- We see an increase in the Council's reputation and standing as measured by a reputational survey.

Marie-Lyse Numuhoza,
Social Prescriber,
Living Well Worker

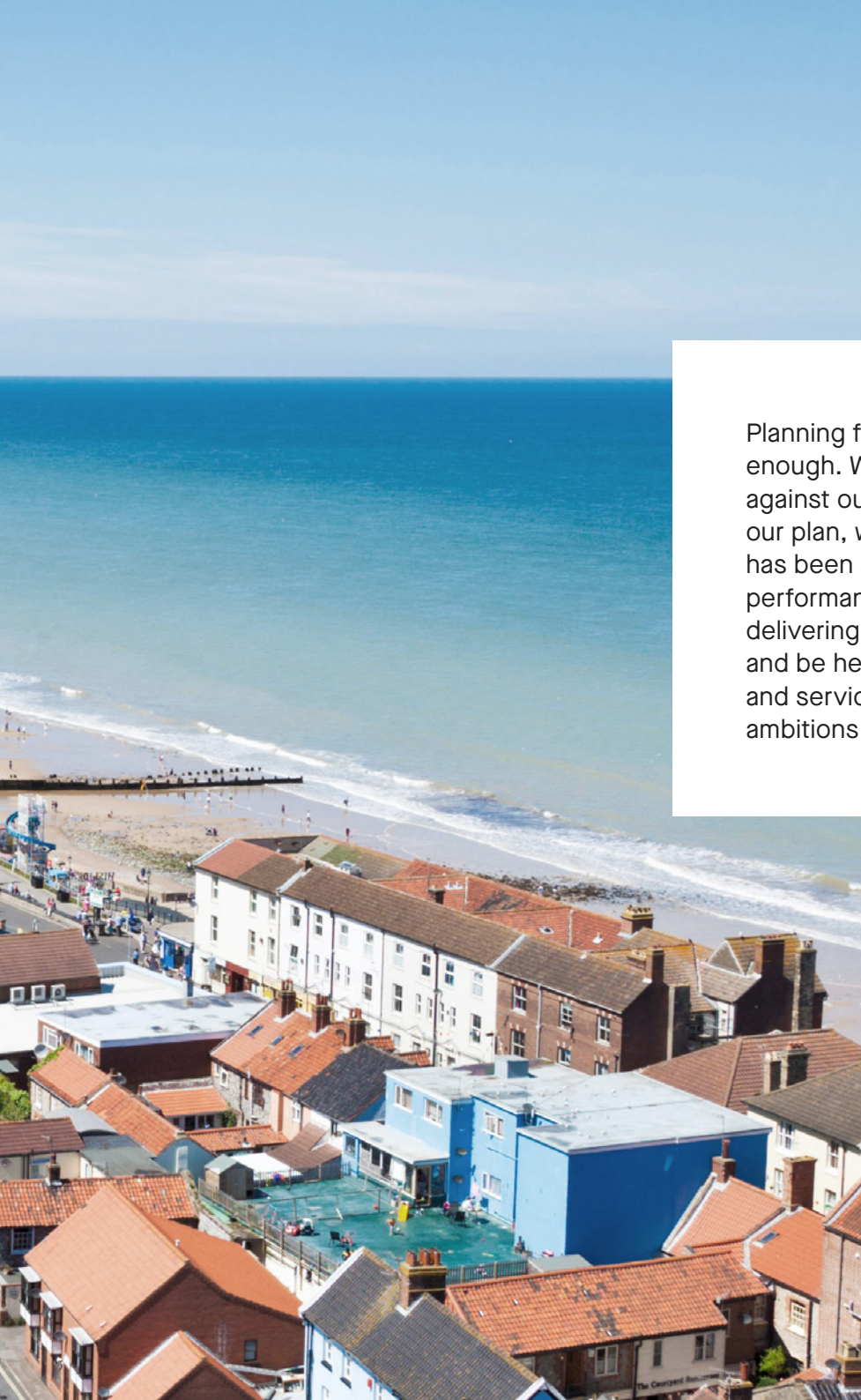
**LAUNCH OF
'PREPARING
FOR ADULT
LIFE' AND
'SKILLS AND
EMPLOYMENT'
SERVICES**

**£29M
INVESTMENT
IN THE
'LIVING WELL:
HOMES FOR
NORFOLK'
PROGRAMME**

**TOGETHER,
FOR NORFOLK**

SO WHAT NEXT?





Planning for the future and stating our priorities is not enough. We also need to show you that we are delivering against our plans and commitments. So, in support of our plan, we'll produce a report every year outlining what has been achieved and what we will focus on in the next performance year. This way, we can demonstrate we are delivering on our commitments, assess what we have done and be held to account. Our plan will inform departmental and service plans to ensure we're all working to the same ambitions and goals.

We'll listen to the people of Norfolk so we can continue to improve what we do and how we do it. We want to engage with our residents and our partners and will offer regular opportunities for you to tell us what's important to you and to help us shape the things that we do together, for Norfolk.



**PRODUCE
A REPORT
EVERY YEAR
OUTLINING
WHAT HAS
BEEN ACHIEVED**

**INFORM
DEPARTMENTAL
AND SERVICE
PLANS**

**LISTEN TO AND
ENGAGE WITH
THE PEOPLE
OF NORFOLK**

CONTACT US

If you would like to get in touch regarding anything in this report, or find out more about Norfolk County Council, please contact us as below:

Online:

www.norfolk.gov.uk

Twitter:

@NorfolkCC

Facebook:

@NorfolkCC

Press office

and media enquiries:

01603 228888

pressoffice@norfolk.gov.uk

Postal address:

Norfolk County Council, County Hall
Martineau Lane, Norwich, Norfolk NR1 2DH

Telephone:

Main number: 0344 800 8020
(Monday to Friday 9am - 5pm)

Fax: 0344 800 8012
(Monday to Friday 9am - 5pm)

Text message: 07767 647670
(Monday to Friday 9am - 4.45pm)

Text Relay: 18001 0344 800 8020

Human Resources and staff enquiries:
01603 222212 (Monday to Friday
9am-5pm)





SOURCES

- [1] Nomis (ONS interdepartmental Business Register 2015)
- [2] Nomis (ONS Bres 2015)
- [3] ONS (2016) Regional Gross Value Added (Balanced) by Local Authority in the UK
- [4] The Social Mobility Commission's "State of the Nation 2017: Social Mobility in Great Britain" report (and accompanying Social mobility index)
- [5] "Caring for our County: A vision for Norfolk in 2021", page 5
- [6] Carers UK, 2015

**TOGETHER,
FOR NORFOLK.**

**AN AMBITIOUS PLAN
FOR OUR COUNTY
2019–2025**

WWW.NORFOLK.GOV.UK/TOGETHER



If you would like this information in large print or in an alternative version, please contact us on 0344 800 8020 and we will do our best to provide it.