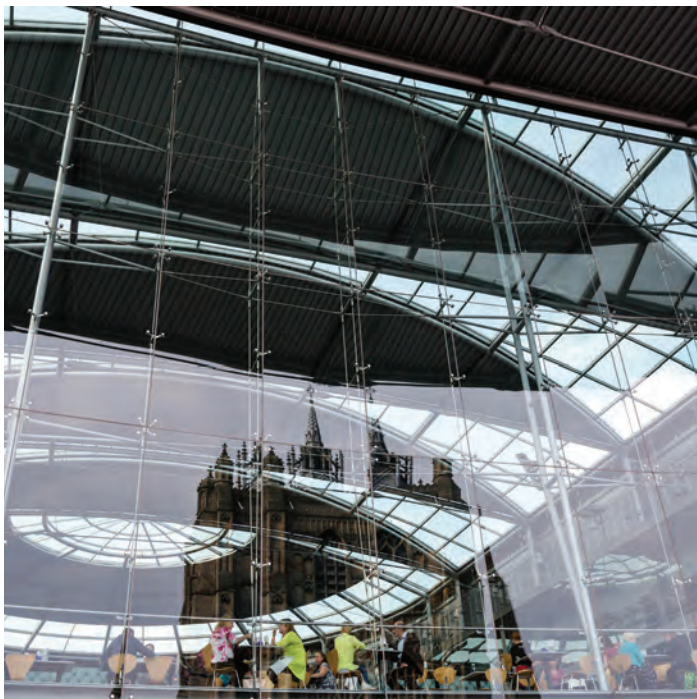




Caring for our County:

A vision for Norfolk in 2021





Norfolk's Future

I believe in being upfront with the public. That's why I'm setting out the county council's priorities for the next four years.



My team was elected to care about Norfolk and its people, be ambitious for them, and help make Norfolk to be the best it can be. I believe people should live productive, independent lives, safely and in good health, for as long as they can.

We can all see that the world around us is changing. There will be more of us and we will live longer. Faster broadband links will help us to live and work around the county. Technology such as robots will change the job market.

The council faces its own challenges. Our funding is changing – central government grant is ending

I believe people should live productive, independent lives, safely and in good health, for as long as they can

in the next few years and we will have to be self-sufficient.

Financial changes, plus growing demand for costly care services, mean that we can't keep doing things the way we've done before. We need to use our resources as effectively as possible - to help our communities

to help themselves and to target our greatest support on those with the greatest needs.

Norfolk's population will reach one million in the next two decades. If we can prepare for that now, that should bring great potential. That's why I want the council to play a leading role in:

- Building communities we can be proud of
- Installing infrastructure first
- Building new homes to help young people get on the housing ladder
- Developing the skills of our people through training and apprenticeships
- Nurturing our growing digital economy
- Making the most of our heritage, culture and environment

We cannot do this alone and we need to work together. We need to develop a new relationship with you to find answers and make different ways of working. Norfolk's future belongs to us all.

Cliff Jordan
Leader, Norfolk
County Council



A growing population is good for Norfolk as it drives economic growth, creating more demand for goods and services



Good Growth: Building communities we can be proud of

In twenty years' time:

- Norfolk's population could be significantly greater than 1 million people
- The economy will have 55,000 new jobs, and
- 80,000 new homes will be needed

A growing population is good for Norfolk as it drives economic growth, creating more demand for goods and services, but it will put increased pressure on infrastructure: requiring new schools,

community facilities and doctor's surgeries, as well as improved road and communications networks and utilities.

We need to start planning for this growth now to ensure development happens in the right places, protecting our beautiful landscapes and countryside, and to ensure that we build new communities, and not just houses.

Where we are planning growth we will aim to put in the necessary infrastructure first to ensure that we build new communities, and not just new houses. Getting this right is especially

***We are working
with our key
growth sectors –
digital, biosciences
and renewables –
to bring new, high
value, jobs to the
county***

important as half of
Norfolk's people live in
rural areas.

We will stand up for Norfolk
to ensure that our people
can benefit from the
investment they are due in
roads, digital connectivity
and rail.

Our planned investment
in our road network
and improvements
to broadband and
communications will give
businesses better access
to new markets, a wider
workforce, and lead to an
increase in productivity.
We are working with
our key growth sectors –
digital, biosciences and
renewables – to bring
new, high value, jobs
to the county. We will
continue to support the
skills development of
our workforce to ensure
that they can take part in
our brighter future. The
Apprenticeships Norfolk
Network, led by Norfolk



County Council, drives the
delivery of apprenticeships
in Norfolk and these are
now available at degree
level.

And we will ensure
Norfolk's economic growth
can benefit everyone,
promoting social mobility
by helping people who are
not in work get the skills
required for 21st century
employment.





Making the most of our beautiful County

Norfolk offers a fantastic quality of life for people. As well as its outstanding natural environment, it has a wide range of arts, cultural and sports activities to suit all ages and interests. There are over 900 artists based here, countless musicians and a huge array of museums, festivals, exhibitions, theatres, shows and events.

Protecting this unique mix of culture, heritage and

environment in future will secure the high quality of life in Norfolk, and could be a powerful driver of inward investment as technology reduces the distance to rural and remote areas.

Protecting this unique mix of culture, heritage and environment in future will secure the high quality of life in Norfolk, and could be a powerful driver of inward investment





Starting a new relationship with Norfolk families

- Norfolk's biggest population growth is in those over 65 years, and in this category it is the very old that is growing fastest
- Norfolk currently spends £1 million every day on caring for vulnerable adults

- Considerable resources are spent supporting children in care and we want to use this money in a different way, supporting them to remain at home when it is safe and appropriate to do so

Norfolk's future starts with you and your family. We want to help you live the lives you want to lead: independent, productive

Norfolk's future starts with you and your family. We want to help you live the lives you want to lead

lives where you are healthy, happy and with good access to opportunities. This means we need to ensure that we give you all the right tools, skills and infrastructure to succeed.



***Every child
deserves to
be loved in
a family
environment***

Investing in children and families

We will focus on ensuring that our services enable children and their families to be independent and self-reliant. We will challenge the education system to make sure it provides high quality education and that our children and young people go on to further or higher education, apprenticeships and training that's right for them. This will lead to jobs that mean that our young

people lead fulfilled and financially resilient lives.

We will make sure that children live in loving family environments, where they feel safe. We will make sure that help is provided early and focuses on keeping children with their families wherever possible. When we need to, we will care for children and young people and ensure that we find the right, permanent families for them as soon as we can.



*We want to
help you live
the lives you
want to lead*



Helping our population remain independent, resilient and well

Our services will focus on helping vulnerable adults live independently. We will use technology to help keep people at home and focus on what people can do, rather than what they can't. We want to deliver more of our services through community hubs and will invest in smarter information and advice,

to help people connect with their communities and combat loneliness and isolation. We want to work with NHS Services to make sure we improve health and work in an integrated way.

***Our services will
focus on helping
vulnerable adults
live independently***

Money matters

We are moving toward financial sustainability despite a growing demand for our services and rising costs to provide them. Our financial strategy is have a new relationship with you, and to help you live independently.

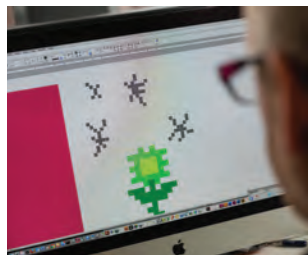


Getting our own house in order

We have already made substantial efficiency savings but will make more by being more commercial. We want to generate more income from our wholly owned companies such as Norse and Educator Solutions which can then be reinvested in front line services, as well as developing a more business-like approach to the way resources are matched to the complex range of needs that exist now and in the future.

We want to make better use of technology both in our own operations and in front line services. By making more services available online, not only will we make it more convenient for those who prefer to access services via the internet, but we will also be able to save the council money. We also want to ensure that technology is used to the best effect to deliver frontline services. For instance, we want to increase our use of telecare technology to help people, especially the elderly, to look after themselves safely at home.

We want to make better use of technology both in our own operations and in front line services



The proportion of the council's budget spent on specific services:

