



# The Norwich Society

## Five-Year Plan for 2018-22 and Action Plan for 2018

This document sets out the Norwich Society's framework for its activity, ethos and objectives for the next five years. The plan includes an Action Plan which will be updated and agreed each year as part of the planning and budget-setting process. Norwich Society members and other key stakeholders have been consulted on this plan which was agreed by the Society's Executive Committee in December 2017.

### 1. Introduction

- 1.1 The Norwich Society helps preserve what is important of Norwich's built heritage and encourages good new design which the Society considers will be the heritage of the future. We encourage people to explore and enjoy Norwich, and shine a spotlight on little known aspects of Norwich history for enjoyment and education.
- 1.2 This is a plan for the work of the Norwich Society (NS) up to 2022. It comprises an overall vision of what the Society hopes to achieve over the next five years, together with an annually updated action plan and budget. This is an important few years for the Society as we celebrate our centenary in 2023. The plan, therefore, includes activities which will come to fruition in 2023.

### 2. Our structure

- 2.1 The Society is an unincorporated organisation, founded in 1923, and a registered charity (registration number 311118). It is primarily a voluntary organisation with approximately 800 individual and 40 corporate members, but it also employs a contractor to provide administrative and support services. It rents an office in the Assembly House in Norwich.
- 2.2 The Society is governed by a constitution, last revised in April 2017 when the Society created a new officer role of Secretary and a new Finance and Administration Committee to support the governance role of the Executive Committee (EC) members as trustees of the charity. The constitution provides for the management of the Society to be in the hands of an Executive Committee, who are also the Trustees. The Executive Committee consists of four Officers (Chairman, Vice-Chairman, Treasurer, Secretary - see Annex 1), and up to nine other members.

2.3 There are six other committees that report to the Executive Committee:

2.3.1 Conservation and Development (CDC)

Works to ensure that the City's historic built environment is conserved, especially its nationally and locally listed buildings, ancient monuments and conservation areas; to promote solutions for building and cityscape use which facilitate continued care and conservation, leveraging other public funds where appropriate; and with Developers on schemes which enhance and improve the operation of the City having regard to its heritage.

2.3.2 Civic Environment (CEC)

Seeks to ensure that both in character and appearance the public realm – streets, parks and other open spaces etc – is maintained to a high standard and, where necessary, enhanced.

2.3.3 Finance and Administration (FAC)

Ensures that the NS is administered effectively and is sustainable through various forms of income generation and fund raising.

2.3.4 Planning Appraisal (PAC)

Reviews current planning applications and comments as necessary to the City Council Planning Applications Committee in order to seek high design standards and protect the built environment.

2.3.5 Publicity and Events (PEC)

Provides services and benefits to members and encourages membership recruitment. Raises awareness of the NS's activities with the public and other organisations.

2.3.6 Strategic Policy and Transport (SPTC)

The Committee will consider strategic planning and transport policies and proposals with implications for the Greater Norwich area, with particular reference to how they may affect quality of life, the environment, the economy, the historic character of the City, and standards of new development and design. The Committee will take a proactive approach to strategic planning and transport issues in anticipation of future trends and expected proposals, formulating its own views and stimulating public discussion with the objective of promoting improvements that will benefit the Greater Norwich area.

2.4 We work with a range of partners and are part of many networks in Norwich. For a full list see Annex 2.

### **3. The Society's resources**

3.1 The Society undertakes its activities both through the spending of money and through the application of volunteer time. The Society benefits from the work of a large number of volunteers, without whom the activities of the Society could not be achieved.

3.2 Income is derived from membership subscriptions, events fees, publications sales, donations, legacies, grants and sponsorship.



## 4. Our purpose

4.1 The objects of the Society are defined in the Constitution as follows:

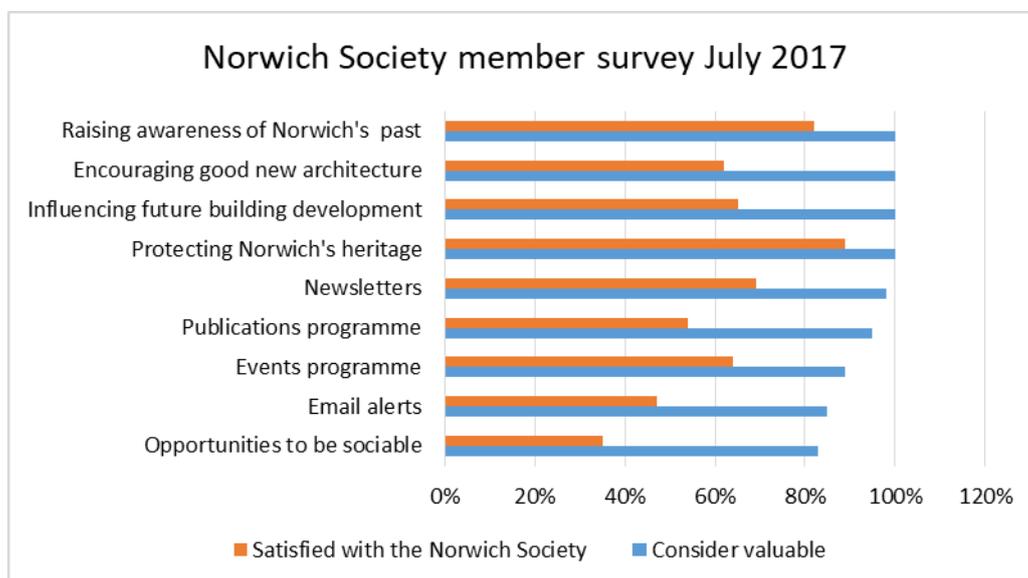
- To encourage high standards of architecture and town planning in Norwich.
- To encourage the preservation, development and improvement of features of general public amenity or historic interest.
- To stimulate public interest in and care for the beauty, history and character of the City and its surroundings.
- To pursue these ends by means of meetings, exhibitions, lectures, publications, and other forms of instruction and publicity, by co-operation with the Local Authorities and other bodies, and promotion of schemes of a charitable nature.

4.2 We also need to ensure that the Society is sustainable through:

- Increasing membership and meeting their needs.
- Developing new income streams.
- Ensuring that our administrative systems are effective and efficient.
- Working effectively with partners for the better protection of Norwich.

## 5. What do our members think?

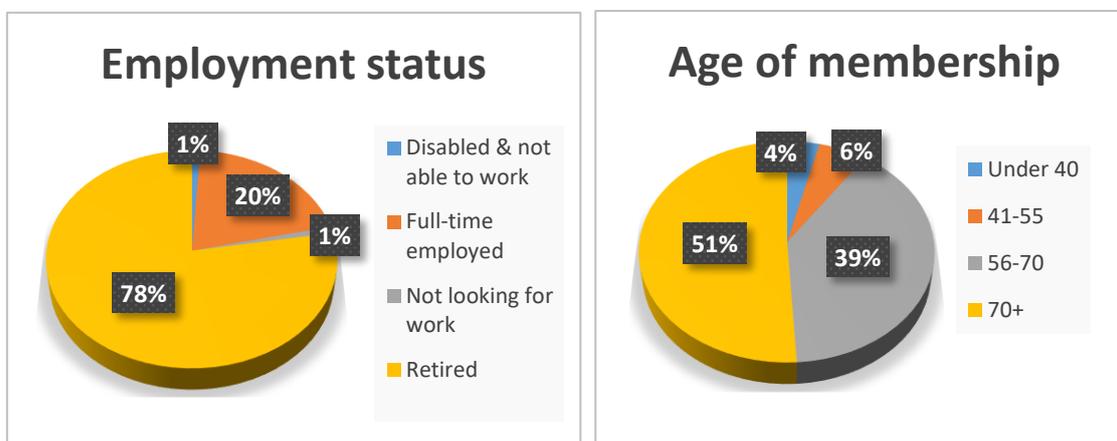
In July 2017 we conducted a survey of individual members to identify what they valued about the Norwich Society's work and the extent to which they thought we were being successful. The results are below.



The survey offered the opportunity for members to suggest ways in which the Society could better meet members' expectations and those have been considered as part of this planning process.

### 5.1 The proposed 5-year plan (January 2018 to December 2022)

5.2 The Norwich Society currently undertakes a wide range of activities that are valued by members and our partners. Our member survey undertaken in July 2017 identified, unsurprisingly, that our individual membership mainly comprises retired people. This is one of our key audiences but it is not only older people that care for Norwich so we need to consider how we might engage with younger audiences.



5.3 Our proposed broad objectives for the next five years are:

- We want the NS to help more people enjoy Norwich. We also want to help put Norwich on the map so that it is considered an attractive place to visit and work.
- We want to ensure that our fundamental purpose, preserving Norwich's built heritage, is achieved and that new buildings will enhance rather than detract from the cityscape.
- We want developers to come to us for our expertise in developments within Norwich's built environment. We want to be respected and, more importantly, listened to.
- We will extend our membership to younger generations and also to businesses by increasing our public profile and developing programmes which appeal to a wider audience.
- We will engage more of our members as active volunteers from envelop stuffing to serving on our committees. Our members will be better informed about the NS through regular consultation.
- We will work with more partners to share expertise and achieve more effective outcomes together.
- We will bring our systems into the 21<sup>st</sup> century so that we can increase access to information for our members and the public.
- As we near our centenary we need to diversify our income streams so that we are on a solid footing to face the next hundred years.

5.4 The specific objectives to be pursued are set out below, grouped by reference to our charitable objects:

**Aim 1: To encourage high standards of architecture and town planning in Norwich.**

1. Monitor the designation by Norwich City Council of conservation areas, and the Society's list of buildings of local interest that are outside Conservation Areas but inside the outer ring road.
2. Monitor proposals for developments that affect listed buildings.
3. Monitor and comment on planning applications and seek to engage with developers of major schemes before applications are submitted.
4. Seek to ensure that development strategies provide for high standards.
5. Hold the biennial Norwich Society Design Awards.

**Aim 2: To stimulate public interest in and care for the beauty, history and character of the City and its surroundings.**

**Aim 3: To pursue these ends by means of meetings, exhibitions, lectures, publications, and other forms of instruction and publicity.**

1. Run an event programme for members and the public.
2. Raise awareness of the Society's activities
3. Increase and widen membership
4. Disseminate research and information about Norwich's history
5. Encourage debate about the future of Norwich
6. To engage with the membership so as to involve more members in Society activities, benefit from the expertise represented by the membership, and increase accountability of the Society.

**Aim 4: To encourage the preservation, development and improvement of features of general public amenity or historic interest.**

1. Seek to ensure the protection of listed buildings, related items and conservation areas.
2. Seek to maintain the City's unique character by undertaking regular audits of aspects of the civic environment.
3. Where appropriate lend support to schemes for new public sculpture.

**Aim 5: To pursue these ends by means of co-operation with the Local Authorities and other bodies, and promotion of schemes of a charitable nature.**

1. Appoint one Mousehold Heath Conservator and three Directors of the Norwich Preservation Trust
2. Continue involvement with the Wensum River Partnership
3. Help make Norwich an attractive place to work and do business

**Aim 6: To ensure good governance of the Society and effective use of resources.**

1. Review office and administrative systems
2. Develop an income generation strategy
3. Review the Society's constitution to ensure that it reflects the workings and needs of the Society in the 21<sup>st</sup> century.

**Aim 7: Celebrate the Norwich Society's centenary in 2023**

1. Develop a programme of commemorative and celebratory activities.

## **6. Action plan for 2018**

The following action plan sets out the specific proposed activities for 2018. This plan will be reviewed regularly during 2018 and further plans prepared for 2019 and subsequent years.

**Aim 1: To encourage high standards of architecture and town planning in Norwich.**

	<b>Objectives</b>
1.	<p>Monitor the designation by Norwich City Council of conservation areas, and the Society's list of buildings of local interest that are outside Conservation Areas but inside the outer ring road.</p> <ul style="list-style-type: none"><li>• Attend regular meetings with the City Council regarding the Heritage at Risk register. (CDC)</li><li>• Develop a project with the City Council to identify eligible buildings for the Local List that are between the outer ring road and the City's boundary and not within a conservation area. (CDC)</li></ul>

2.	<p>Monitor proposals for developments that affect listed buildings.</p> <ul style="list-style-type: none"> <li>• Through the Heritage at Risk forum help in identifying buildings most at risk in the city, including those owned by the City Council, and initiate projects to bring them back into constructive use through the Norwich Preservation Trust. (CDC)</li> <li>• Monitor St Anne's Wharf development and the renovation of Howard House (PAC, CDC)</li> </ul>
3.	<p>Monitor and comment on planning applications and seek to engage with developers of major schemes before applications are submitted.</p> <ul style="list-style-type: none"> <li>• Monitor Anglia Square Planning Guidance Note and proposed development. (SPTC, PAC)</li> <li>• Involve Society individual and corporate members in consultations regarding the development of strategic planning and transport policies thereby enabling them to better understand the issues and opportunities that these bring. (SPTC)</li> <li>• Work to try to persuade the City Council to provide strategic planning guidance for key development areas and ensure that policy guidance is up-to-date. (SPTC)</li> </ul>
4.	<p>Seek to ensure that development strategies, including traffic management, provide for high standards of architecture and town planning.</p> <ul style="list-style-type: none"> <li>• Respond to consultation exercises. (SPTC)</li> <li>• Continue to monitor and contribute suggestions and comments to the reviews of the Norwich Area Transport Strategy and the Greater Norwich Development Plan. Review of the Greater Norwich Development Plan (SPTC)</li> <li>• Advocate for the pedestrianisation of Elm Hill and other appropriate locations to help protect buildings through reduction of air pollution, and to provide a pleasanter environment for pedestrians (SPTC)</li> </ul>
5.	<p>Plan for the biennial Society Design Awards in 2020.</p> <ul style="list-style-type: none"> <li>• Seek partners to broaden the scope of the awards and involve the public. (PAC)</li> </ul>

**Aim 2: To stimulate public interest in and care for the beauty, history and character of the City and its surroundings, and**

**Aim 3: To pursue these ends by means of meetings, exhibitions, lectures, publications, and other forms of instruction and publicity.**

	<b>Objectives</b>
1.	<p>Run an event programme for members and the public.</p> <ul style="list-style-type: none"> <li>• Develop an events programme for members and the general public including walks, lectures, Historians Group, Local History Book Club (PEC)</li> <li>• Develop a cohort of volunteers to support the programme (PEC)</li> <li>• Liaise with the Norfolk Museums Service to develop complementary programming in support of the Norwich Castle Keep redevelopment, scheduled for completion in 2020 (PEC)</li> </ul>

2.	<p>Raise awareness of the Society's activities</p> <ul style="list-style-type: none"> <li>• Develop a marketing and publicity strategy (PEC)</li> <li>• Review and improve the Society's website (PEC - Rachael Bartle)</li> <li>• Maximise use of social media (PEC)</li> <li>• Offer presentations to like-minded organisations/groups (All)</li> <li>• Produce a set of easily portable exhibition stands on key aspects of the Society's work (PEC)</li> </ul>
3.	<p>Increase and widen membership</p> <ul style="list-style-type: none"> <li>• Produce new membership leaflet (PEC)</li> <li>• Develop activities that appeal to a younger audience (PEC)</li> <li>• Review the Corporate membership scheme offer and encourage new members (PEC, FAC)</li> </ul>
4.	<p>Disseminate research and information about Norwich's history</p> <ul style="list-style-type: none"> <li>• Deliver the publications strategy agreed in 2017 (PEC)</li> <li>• Digitise selected NS records, publications and archives and make them available on-line where suitable (FAC)</li> </ul>
5.	<p>Encourage debate about the future of Norwich</p> <ul style="list-style-type: none"> <li>• Hold an annual or biennial symposium looking at future challenges and opportunities (EC)</li> <li>• Involve members in responses to major consultations and to substantive Society policy initiatives (EC)</li> </ul>
6.	<p>Engage with the membership so as to involve more members in Society activities, benefit from the expertise represented by the membership, and increase accountability of the Society.</p> <ul style="list-style-type: none"> <li>• Consult members on the Society's activities and direction (PEC)</li> <li>• Undertake member satisfaction surveys and evaluate the events programme (PEC)</li> </ul>

**Aim 4: To encourage the preservation, development and improvement of features of general public amenity or historic interest**

	<b>Objectives</b>
1.	<p>Seek to ensure the protection of listed buildings, related items and conservation areas.</p> <ul style="list-style-type: none"> <li>• Work closely with the Norwich Preservation Trust (NPT) and continue to nominate three trustees to the Board (EC)</li> <li>• Work in partnership with the NPT to take responsibility, restore and bring back to constructive use four historic properties over the next few years. (CDC)</li> <li>• Seek to protect and enhance the works of John Moray-Smith by <ul style="list-style-type: none"> <li>○ Advising on improved care for works <i>in situ</i>.</li> <li>○ Finding a permanent display location for the Moray-Smith Panorama acquired and conserved by the NS.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Liaising with Gressenhall Farm and Workhouse on an exhibition in summer 2018. (CDC)</li> </ul>
2.	<p>Seek to maintain the City's unique character by undertaking regular audits of aspects of the civic environment.</p> <ul style="list-style-type: none"> <li>● Monitor Norwich City Council's implementation of its A-board policy (CEC)</li> <li>● Follow up re-survey of the Small Green Spaces audit and encourage the City Council to address poorly managed spaces. (CEC)</li> <li>● Undertake studies of city views and of public clocks and sundials (CEC)</li> <li>● Participate in Civic Voice's survey of WW1 War Memorials (EC, CEC)</li> </ul>

**Aim 5: To pursue these ends by means of co-operation with the Local Authorities and other bodies, and promotion of schemes of a charitable nature.**

	<b>Objectives</b>
1.	<p>Norwich City Council</p> <ul style="list-style-type: none"> <li>● Hold regular meetings with officers and elected members to exchange information and identify issues concerning Norwich's built heritage and city planning (EC)</li> <li>● Attend Heritage at Risk meetings to monitor progress in dealing with buildings on the At Risk Register. (CDC)</li> </ul>
2.	<p>Mousehold Heath Conservators</p> <ul style="list-style-type: none"> <li>● Appoint one Conservator (see Annex 2 for details) (EC)</li> </ul>
3.	<p>Norwich Preservation Trust</p> <ul style="list-style-type: none"> <li>● Appoint three Directors (see Annex 2 for details) (EC)</li> </ul>
4.	<p>Wensum River Partnership (see Annex 2 for details)</p> <ul style="list-style-type: none"> <li>● Monitor the implementation of the Wensum River Strategy (SPTC)</li> </ul>
5.	<p>Help make Norwich an attractive place to work and do business</p> <ul style="list-style-type: none"> <li>● Promote the Urban Environment &amp; Business research project and provide support for a follow-up conference (SPTC)</li> <li>● Liaise with the BID to identify areas of common interest (SPTC)</li> </ul>
6.	<p>Norwich University of the Arts</p> <ul style="list-style-type: none"> <li>● Liaise with NUA to identify areas of common interest and synergy. (EC)</li> </ul>
7.	<p>Churches Preservation Trust</p> <ul style="list-style-type: none"> <li>● Following the success of Flintspiration in 2017, participate in planning a successor project to raise awareness of church conservation. (EC)</li> </ul>
8.	<p>Norfolk Museums Service</p> <ul style="list-style-type: none"> <li>● Support the programme by the Museum of Norwich at the Bridewell to display and interpret the 17<sup>th</sup> century figure of Samson by raising awareness of the</li> </ul>

	fundraising strategy through a Corporate Breakfast, EDP article and Facebook. (PEC)
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### **Aim 6: To ensure good governance of the Society and effective use of resources**

	<b>Objectives</b>
1.	Review office and administrative systems (FAC) <ul style="list-style-type: none"> <li>• Develop the membership database to record all contacts with our members (PEC, FAC)</li> <li>• Encourage more members to receive email communications (Co-ord)</li> </ul>
2.	Develop an income generation strategy (FAC, Co-ord)
3.	Review the Society's constitution to ensure that it reflects the workings and needs of the Society in the 21 <sup>st</sup> century (FAC)

### **Aim 7: Celebrate the Norwich Society's centenary in 2023**

	<b>Objectives</b>
	Develop a programme of commemorative and celebratory activities. Some draft ideas are:
1.	Comparing Norwich in 1923 to Norwich in 2023. The outputs could take various forms, such as publications, website material, exhibitions/displays, school activities.
2.	Photographic Competition. Inviting photographers to submit entries for a competition with theme(s) devised by the Society and holding an exhibition of the best entries.
3.	<p>A Norwich Society Digital Map The Society's website currently contains (under "What we do") a page titled "City Centre map". This contains a copy of the plan "The City of Norwich: Sites and buildings protected by the Norwich Society 1923 – 2013 in the 90th anniversary booklet", but there is no further information on the website about the 45 places shown on the map or the Society's involvement (or if there is, it is not linked from this page). The proposal would be to create a digital map of Norwich containing:</p> <ol style="list-style-type: none"> <li>a. A base layer of topographic mapping, e.g. Ordnance Survey map</li> <li>b. Additional layers, which could include: <ol style="list-style-type: none"> <li>I. Locations in which the Society has been involved, (e.g. the 45 mentioned above)</li> <li>II. Locations referred to in Society reports, e.g. the 130+ entries in the Local List or the 30+ Small Green Spaces audited by the Civic Environment Committee</li> <li>III. Layers provided by other bodies such as the City Council to show Conservation Areas (and locally listed properties within them); Listed Buildings; Parks, Open Spaces and Natural Areas; historic mapping</li> </ol> </li> </ol> <p>The map could be accessed either by layer(s) and/or by looking at a particular area. The idea would be to provide a link to additional information about an item shown on</p>

	the map. Bristol City Council has created “Know Your Place” which has some similarities <a href="https://www.bristol.gov.uk/planning-and-building-regulations/know-your-place">https://www.bristol.gov.uk/planning-and-building-regulations/know-your-place</a>
4.	100 Centenary Plaques. Many of the present plaques erected on buildings are in a poor state of repair. The proposal would be to erect at least 100 plaques, either as replacements for these or as new plaques for additional commemoration, ideally with the name of the Society on them.
5.	100 online Norwich Heritage Trails. The Society has recently produced its first 5 online trails as part of the Walls Project. This proposal would increase that number to at least 100, covering either specific areas of the city, e.g. as featured in some of the walks in the events programme, or specific themes, as with the walls.
6.	Centenary beer by local brewery.
7.	Looking to the future – creating a vision for Norwich for the next 100 years. <ul style="list-style-type: none"> <li>• Schools project</li> </ul>

## **Annex 1**

The roles of the Officers are as follows:

### Chairman

- Chairs the Executive Committee (EC)
- Creates a strong relationship with EC members through review and self-reflective evaluation of contributions and effectiveness
- Facilitates change and address conflict within the EC and within the organisation
- Leads on forming long term strategies and forward plans
- Ensures EC decisions are implemented
- Represents the organisation as a spokesperson at appropriate events, meetings or functions
- Liaises with Norwich City Council at a senior level
- Liaises with Corporate membership
- Acts as primary media contact

### Vice-Chairman

- Deputises for Chair
- Shares representational functions
- Leads the EC in fostering relations with potential funders/donors
- Takes the lead in producing an annual plan for the NS in discussion with sub-committee Chairs and Treasurer
- Responsible for committee continuity and succession planning

### Hon Secretary

- Monitors the administrative affairs of the organisation are conducted within legal requirements
- Chairs the Finance & Administration Committee
- Advises on governance issues
- Ensure that Executive Committee meetings are properly administratively serviced
- Functional contact for the Co-ordinator
- Maintains the NS Risk Register and brings it to the EC regularly to report on progress and identify new risks
- Ensures adherence and compliance around key policies

### Hon Treasurer

- Monitors the financial standing of the charity and reports to the EC
- Oversees the NS's financial risk-management process and reports financial health to the board of trustees at regular intervals.
- Acts as a counter signatory on cheques and applications to funders and ensure that annual accounts are submitted to all relevant regulators in a timely fashion.
- Liaises with external auditors on financial issues and ensuring that the organisation's finances are responsibly managed/invested for the betterment of the organisation's work and for the beneficiaries it serves.

## Annex 2

**1.** The Norwich Society is represented on the following bodies:

1.1 Mousehold Heath Conservators.

The area of Mousehold Heath is owned by Norwich City Council, but its management is in the hands of a statutory body, the Mousehold Heath Conservators, constituted under Part IV of the Norwich City Council Act 1984. The Act gives the Society the right to appoint one Conservator.

1.2 Norwich Preservation Trust

The Norwich Preservation Trust was set up in 1966 as a partnership between Norwich City Council and the Norwich Society with the aim of acquiring and renovating old properties in the City and bringing them back into use. The Society is entitled to appoint three Directors.

1.3 Wensum River Partnership

The Society is a member of the Wensum River Partnership, together with Norwich City Council, the Broads Authority, Norfolk County Council and Environment Agency.

**2.** The Society subscribes to the following organisations:

2.1 Civic Voice, and a member of the Norwich Society's Executive has been appointed to the Civic Voice board

2.2 Norwich Historic Churches Trust

**3.** The Society sends representatives to meetings of the following bodies (appointment by Committee as noted):

3.1 Cathedral Quarter (CDC)

3.2 Dean's breakfast (EC)

3.3 East of England Civic and Amenity Societies (EC)

3.4 Norwich Heritage at Risk Group (CDC)

3.5 Norwich Heritage Alliance (EC)