

Five-Year Plan for 2018-22 and Action Plan for 2019

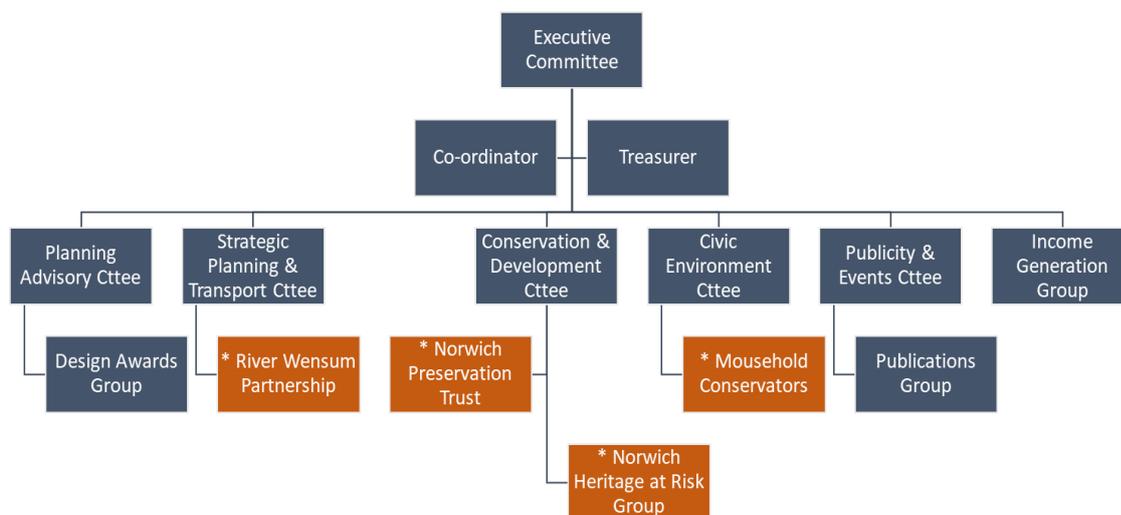
This document sets out the Norwich Society's framework for its activity, ethos and objectives for the next five years. The plan includes an Action Plan which will be updated and agreed each year as part of the planning and budget-setting process. Norwich Society members and other key stakeholders have 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. This is an important few years for the Society as we reach our centenary in 2023 and need to plan how this important anniversary will be celebrated.

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 30 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, which 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 During 2017 the Executive Committee began exploring the benefits of becoming a Charitable Incorporated Organisation (CIO) registered with the Charity Commission. This is a new form of legal entity designed for non-profit organisations in the United Kingdom. The main intended benefits of the new entity are that it has legal personality, the ability to conduct business in its own name, and limited liability so that its members and trustees will not have to contribute in the event of financial loss.



** Outside body on which the Norwich Society is represented*

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

2.4.1 Conservation and Development (CDC)

Works to ensure that the City's historic built environment is preserved, especially its nationally and locally listed buildings, ancient monuments and conservation areas. Advocates solutions for building and cityscape use which facilitates continued care and conservation. Works with developers on schemes which enhance and improve the operation of the City having regard to its heritage.

2.4.2 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.

2.4.3 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.

2.4.4 Publicity and Events (PEC)

Provides services and benefits to members, including a popular publications programme, and encourages membership recruitment. Raises awareness of the Society's activities with the public and other organisations.

2.4.5 Strategic Policy and Transport (SPTC)

Considers 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.

2.4.6 Income Generation Group

Set up in 2017 to take a strategic view and co-ordinate income generation and fundraising.

2.5 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 We aim to be:

Relevant	responsive to the needs of Norwich and its communities
Open-minded	willing to consider and discuss all views
Collaborative	working with others to achieve better outcomes for Norwich
Sustainable	ensuring that we work within our resources and make best use of the knowledge and skills of our membership
Pioneering	not afraid to think outside the box

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

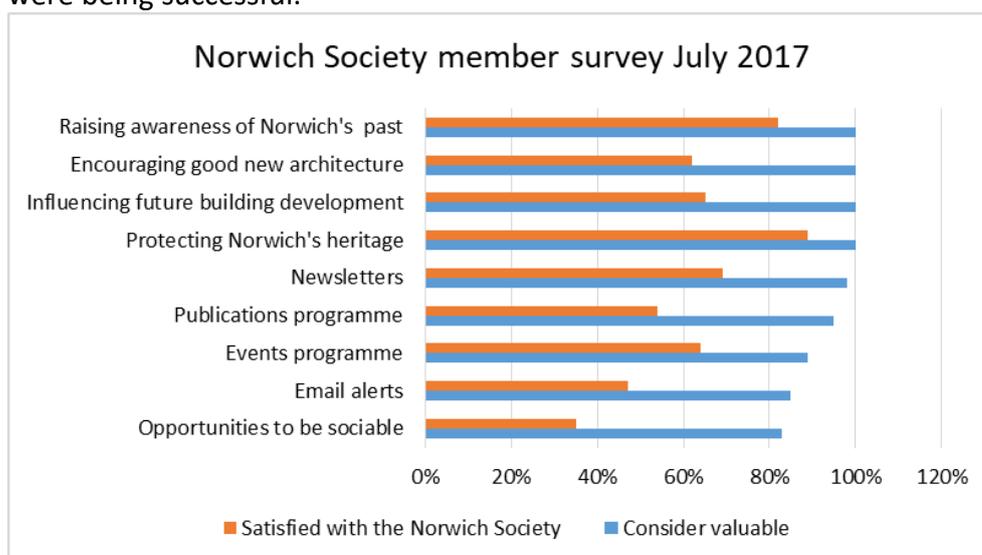
- To encourage high standards of architecture and town planning in Norwich.
- To encourage the preservation, development and improvement of features of general public amenity or historic interest.
- To stimulate public interest in and care for the beauty, history and character of the City and its surroundings.
- 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.

4.3 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?

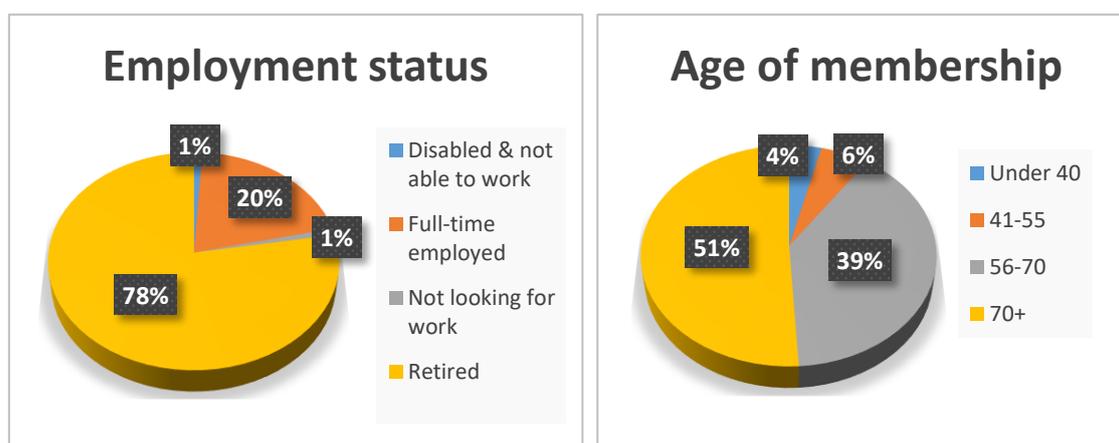
In July 2017 we conducted a survey of individual members to identify what they valued about the Norwich Society's work and the extent to which they thought we were being successful.



The 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.

6. The proposed 5-year plan (January 2018 to December 2022)

- 6.1 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.

6.2 Our broad objectives for the next five years are:

- 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.
- 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.
- Extend our reach to younger generations and also to businesses by increasing our public profile and developing programmes which appeal to a wider audience.
- 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 e-newsletters and consultation.
- Work with more partners to share expertise and achieve more effective outcomes together.
- Bring our systems into the 21st 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.

7. Action plan for 2019

Key aspirations for the next five years include:

- Pedestrianisation of Elm Hill.
- Persuading the City Council to reinstate area planning guidance.
- Establishing a Local Transport Authority with the objective of introducing bus franchising.
- Reducing the impact of traffic in Magdalen Street and its eventual pedestrianisation.
- Minimising air pollution and the dominance of buses in Castle Meadow and its eventual pedestrianisation.
- The provision of a designated concert hall/conference centre.

The following action plan sets out the specific proposed activities for 2019, which will be reviewed regularly during the year.

Aim 1: Encourage high standards of architecture and town planning in Norwich.

	Objectives	Cttee
1.3	Monitor and comment on planning applications and seek to engage with developers of major schemes before applications are submitted.	
1.3.a	Monitor Anglia Square Planning Guidance Note and proposed development.	SP&T PAC
1.3.b	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.	SP&T
1.3.c	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.	SP&T
1.4	Seek to ensure that development strategies, including traffic management, provide for high standards of architecture and town planning.	
1.4.a	Respond to consultation exercises.	SP&T
1.4.b	Continue to monitor and contribute suggestions and comments to the reviews of the Norwich Area Transport Strategy and the Greater Norwich Development Plan.	SP&T
1.4.c	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.	SP&T
1.4.d	Deliver the biennial Society Design Awards in 2019	PAC

Aim 2: Stimulate public interest in and care for the beauty, history and character of the City and its surroundings, and pursue these ends by means of meetings, exhibitions, lectures, publications, and other forms of instruction and publicity.

	Objectives	Cttee
2.1	Run an event programme for members and the public.	
2.1.a	Develop an events programme for members and the general public including walks, lectures, Historians Group, Local History Book Club	PEC
2.1.b	Develop a cohort of volunteers to support the Society so that it benefits from the expertise represented by the membership.	PEC

2.1.c	Encourage debate about the future of Norwich by holding an annual event looking at future challenges and opportunities	
2.2	Raise awareness of the Society's activities	
2.2.a	Deliver the Society's marketing and publicity strategy to increase membership and increase awareness amongst a wider audience.	PEC
2.2.b	Maximise use of social media	PEC
2.2.c	Offer presentations to like-minded organisations/groups	EC
2.2.d	Produce a set of easily portable exhibition stands on key aspects of the Society's work	Co-ord
2.2.e	Develop plans for the Society's centenary in 2023	EC
2.2.f	Review the Corporate membership scheme offer and encourage new members	PEC
2.2.g	Use the monthly e-newsletter to inform the membership about Society activities and issues, and increase accountability of the Society.	Co-ord
2.2.h	Involve members in the Society's planning through consultation, member satisfaction surveys and evaluation of the events programme.	PEC
2.3	Disseminate research and information about Norwich's history	
2.3.a	Publish two editions of Aspects of Norwich and a single subject publication.	PEC
2.3.b	Make digitised NS records, publications and archives available on-line where suitable	Co-ord
2.3.c	Develop more web content to encourage exploration of and research into Norwich's historic environment.	PEC

Aim 3: Encourage the preservation, development and improvement of features of general public amenity or historic interest

	Objectives	Cttee
3.2	Monitor proposals for developments that affect listed buildings.	
3.2.a	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

3.2.b	Monitor St Anne's Wharf development and the use of Howard House.	PAC CDC
3.2.c	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.	
3.2.d	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
3.2	Seek to maintain the City's unique character by undertaking regular audits of aspects of the civic environment.	
3.2.a	Undertake an audit of public seating in the city centre.	CEC
3.2.b	Undertake a review of the designated panoramas of Norwich.	CEC
3.2.c	Seek to protect and enhance the works of John Moray-Smith by <ul style="list-style-type: none"> • Advising on improved care for works <i>in situ</i>. • Supporting the Bracondale Residents Association in fundraising for the restoration of the Berstrete Gates pub panel. • Finding a permanent display location for the Moray-Smith Panorama acquired and conserved by the NS. 	CDC

Aim 4: To pursue these ends by means of co-operation with the Local Authorities and other bodies, and promotion of schemes of a charitable nature.

	Objectives	Cttee
4.1	Norwich City Council <ul style="list-style-type: none"> • Hold regular meetings with officers and elected members to exchange information and identify issues concerning Norwich's built heritage and city planning • Attend Heritage at Risk meetings to monitor progress in dealing with buildings on the At Risk Register. 	EC CDC
4.2	Mousehold Heath Conservators Appoint one Conservator	EC
4.3	Norwich Preservation Trust <ul style="list-style-type: none"> • Work in partnership with the NPT to take responsibility, restore and bring back to constructive use four historic properties over the next few years. • Appoint three Directors 	CDC EC
4.4	Wensum River Partnership Monitor the implementation of the Wensum River Strategy	SP&T

4.5	Historic Churches Trust Following the success of Flintspiration in 2017, participate in planning a successor project to raise awareness of church conservation.	EC
4.6	Help make Norwich an attractive place to work and do business <ul style="list-style-type: none"> • Liaise with the BID to identify areas of common interest 	SP&T

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** Dean's breakfast (EC)
 - 3.2** East of England Civic and Amenity Societies (EC)
 - 3.3** Norwich Heritage at Risk Group (CDC)
 - 3.4** Norwich Heritage Alliance (EC)