



Photo: Harald M. Valderhaug

Joint social element

OF THE MUNICIPAL MASTER PLAN FOR NEW STAVANGER 2020-2034

Consultation Paper 12 February 2019

The city and the islands

On 1 January 2020, the three municipalities of Finnøy, Rennesøy and Stavanger will be merged into a single new municipality. Stavanger will change from being a compact urban municipality, where most things are within cycling distance, into an elongated city and island municipality with large agricultural and marine areas, and where it takes more than two hours to drive from one end to the other, ferry timetables permitting.

The diversity of the new municipality will offer many opportunities. Stavanger will still be the country's fourth largest city and home to a wide range of nationally important industries.

At the same time, the municipality, irrespective of the municipal merger, faces a number of challenges to do with, for example, climate change and growing economic and social disparities. This municipal master plan stakes out a course for how we should develop our new municipality and how we should deal with these challenges.

Daily life quality, regional powerhouse and green spearhead

We want to create a socially, environmentally and economically sustainable community. The UN Sustainable Development Goals describe important focus areas from a global perspective.

We have highlighted those that are relevant for our municipality so we can transform these Sustainable Development Goals into concrete action. We have prioritised three target areas: daily life quality, regional powerhouse and green spearhead.

The municipal master plan is our overall strategy document, pointing out priority objectives and strategies that should provide guidance for everyone who works for the municipality.

We are not going to stop doing everything not mentioned in the plan, but we will especially focus our efforts and resources on achieving the objectives set out in these pages.

Working together for a sustainable community

UN Sustainable Development Goal number 17 says that achieving the other Sustainable Development Goals requires partnerships. Developing a municipality and a good welfare society is a community project that requires various stakeholders, both public and private, to work together. This plan emphasises that the municipality wants to further develop its role as an active social developer.

We want to create good communities and develop new solutions together with residents, voluntary organisations, business and other stakeholders. We have therefore spent a lot of time learning what is important to the municipality's business sector and its residents.

We have also asked them how the municipality, residents and business can work together to create the best possible municipality. Their input has directly influenced the objectives and strategies we have prioritised.

We hope this plan will provide a good starting part for further cooperation, with the goal of achieving a good community for everyone in Stavanger!



C. Sagen Helgø

Christine Sagen Helgø
Mayor, City of Stavanger

Development and challenges

- New municipality – urban and rural areas
- Demographic development – more seniors and fewer in work
- Tighter financial budgets
- Cyclical and homogenous business sector
- Climate and environmental challenges
- Greater expectations: residents and business want seamless local services, participation and individual adaptation
- Growing disparities in living conditions, exclusion

You can read more about this in the [challenges document](#) (Norwegian version only).





We need to look at the new municipality as a whole and bury the hatchet when it comes to minor differences.

Neighbourhood event in Stavanger

300 contributed to the plan

The social section was produced in a close collaboration between the three municipalities. Almost 300 people took part in drawing up the plan. We have held future workshops with business, politicians, residents, municipal employees and the voluntary sector.

We have had meetings with youth councils from the three municipalities, and a panel of residents has held neighbourhood events to which they have invited friends and neighbours to discuss relevant questions about the local community.

A residents survey has analysed what people think about the new municipality and a confidence survey has provided an insight into the relationship between business, politicians and the municipal administration. We have also learned a lot of useful information by participating in events arranged by other stakeholders.



Velkommen til

framtidss- verksted

tirsdag 30. oktober kl. 13.00–16.00
på Spor 5 ved Stavanger stasjon

Nå starter fortellingen om den nye kommunen.

Hvilke nye muligheter oppstår når tre kommuner blir til én? Hva kan næringslivet, innbyggerne og Nye Stavanger få til sammen?

Gjennom tre samlinger skal vi legge grunnlag for visjon og mål for videre arbeid i den nye kommunen. Din innspill er viktig!

Program 30. oktober

KL 13.00
Innledning ved rådmann for Nye Stavanger, Per Kristian Væreide.

Telemarkforsking presenterer scenarier for utviklingen i den nye kommunen, og snakker om innovasjon i offentlig sektor.

Hvilket handlingsrom har vi? Hvordan håndterer vi fremtidige tjenestebehov?

Framtidssverksted

- Hva skal være kommunens rolle som samfunnsutvikler og tjenesteyter?
- Hvordan kan vi få et best mulig samspill mellom kommunen og frivillig sektor?

KL 16.00
Vel hjem

Påmelding: Godta invitasjon i Outlook innen 26. oktober.

Scenarieresamling nr. 1
24. september

Tema: Befolknings- og næringsutvikling

Deltakere: Næringslivet, politikere, ledere og ansatte fra de tre kommunene.

Scenarieresamling nr. 2
2. oktober

Tema: Lokale demokrati og samspill

Deltakere: Innbyggere, politikere og ansatte fra de tre kommunene.

Scenarieresamling nr. 3
30. oktober

Tema: Velferdssammenheng og kommunens nye rolle

Deltakere: Frivillig sektor, fagledere, politikere og ansatte fra de tre kommunene.

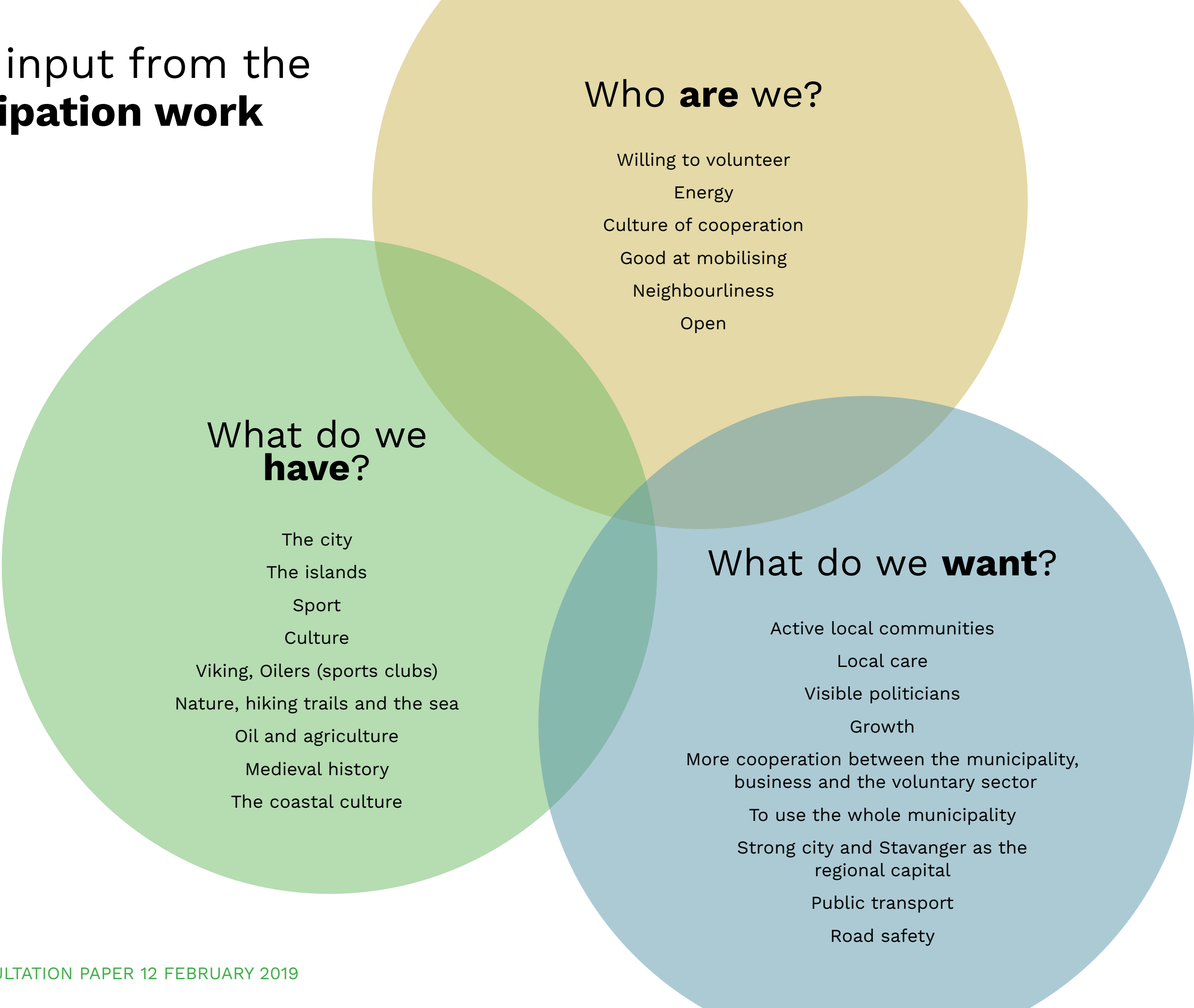
Hør skal du være med!

Spørsmål?

Ta kontakt med prosjektleder Eli S. Willumsen på telefon 51 50 60 70 eller på e-post eli.s.willumsen@stavanger-kommune.no



Some input from the **participation work**



The role of municipality

From service municipality to co-creating social developer

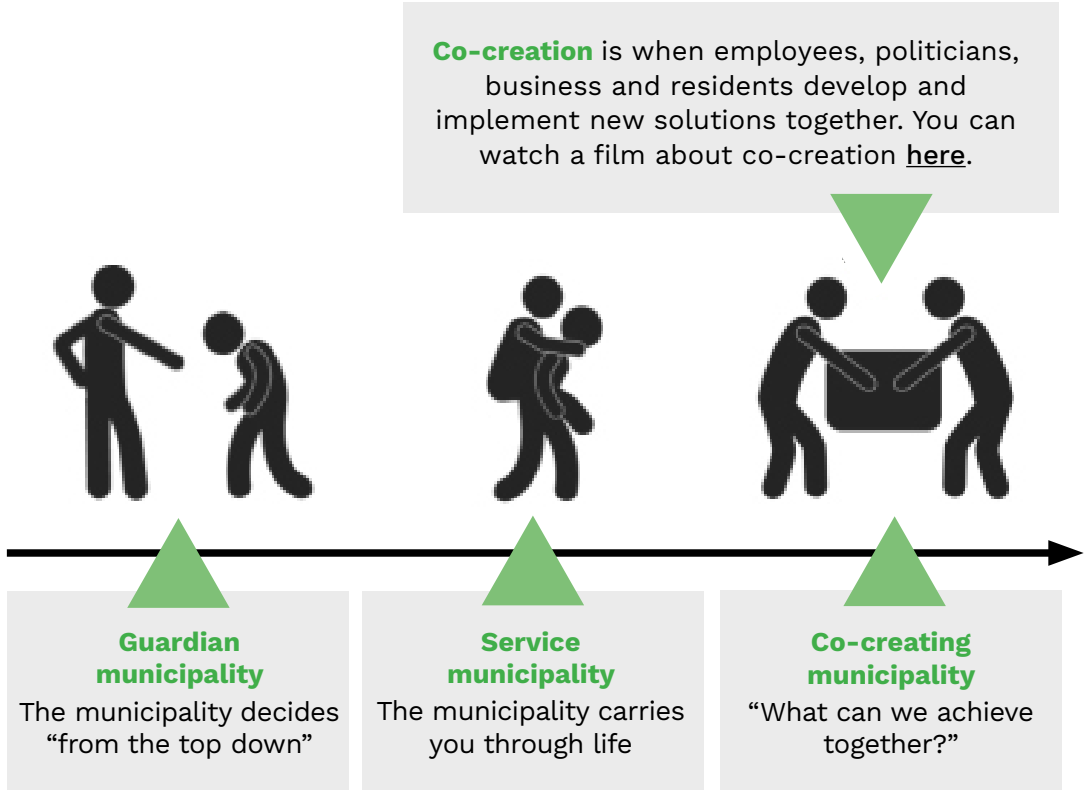
We face major, complex challenges such as climate change, growing disparities between residents and a greater need for care. At the same time, our financial budgets are getting tighter. This is challenging the municipality's sustainability, i.e. our ability to ensure that residents' basic needs are met without this impacting future generations.

We have to rethink how we can develop a welfare society and what the role of the municipality should be in social development. The future welfare society must be developed through a collaboration between residents, social stakeholders and the municipality's organisation.

We need to move away from the concept of the municipality as a service shop and instead view it as an accelerator for local community development.

To achieve this, we will have to work and collaborate in new ways. The municipality will still exercise authority and provide good, professional services. But it must operate in ways that allow people and organisations with various skills to contribute, both to identify genuine needs and to develop and implement measures. If we are able to do this, it could result in better solutions, greater participation and a stronger sense of community in the municipality.

The municipality must facilitate dialogue and cooperation with residents, business and voluntary organisations.

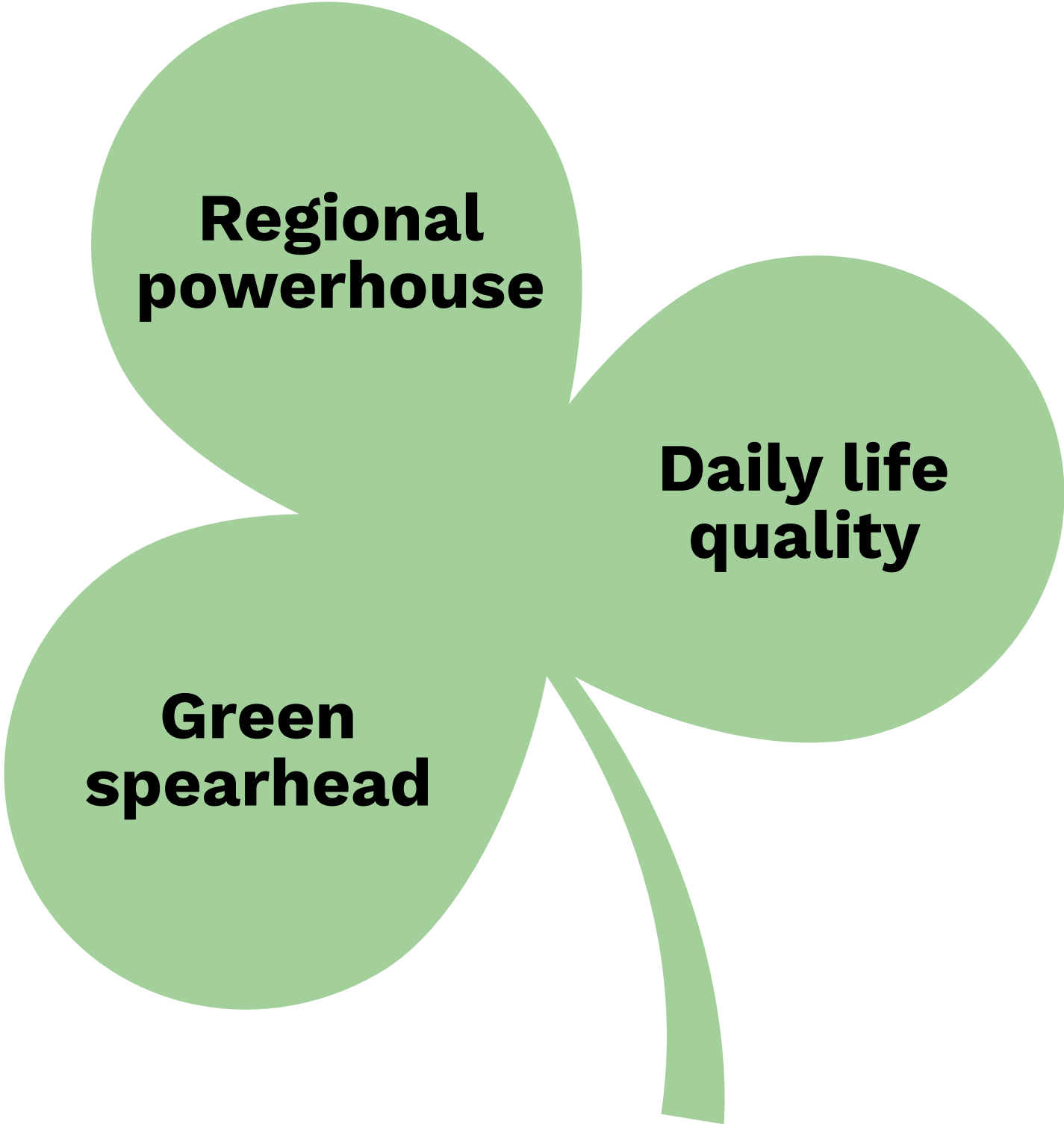


**The city is closer now,
physically and mentally. I think
we will see the big dividing line being
wiped out after a while. But we hope
and really want the down to earth
people to stay!**

Neighbourhood event in Finnøy



Our focus areas in the period 2020-2034



No. 9: Industry, innovation and infrastructure

“Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.”

No. 8: Decent work and economic growth

“Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.”

No. 7: Affordable and clean energy

“Ensure access to affordable, reliable, sustainable and modern energy for all.”

No. 12: Responsible consumption and production

“Ensure sustainable consumption and production patterns.”

No. 13: Climate action

“Take urgent action to combat climate change and its impacts.”

No. 14: Life below water

“Conserve and sustainably use the oceans, seas and marine resources for sustainable development.”

No. 17: Partnerships for the goals

“Strengthen the means of implementation and revitalise the global partnership for sustainable development.”

Regional powerhouse

Green spearhead

No. 15: Life on land

“Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.”

No. 1: No poverty

“End poverty in all its forms everywhere.”

No. 2: Zero hunger

“End hunger, achieve food security and improved nutrition and promote sustainable agriculture.”

No. 3: Good health and well-being

“Ensure healthy lives and promote well-being for all at all ages.”

No. 4: Quality education

“Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.”

No. 5: Gender equality

“Achieve gender equality and empower all women and girls.”

No. 6: Clean water and sanitation

“Ensure availability and sustainable management of water and sanitation for all.”

No. 10: Reduced inequalities

“Reduce inequality within and among countries.”

No. 11: Sustainable cities and communities

“Make cities and human settlements inclusive, safe, resilient and sustainable.”

No. 16: Peace, justice and strong institutions

“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”

Daily life quality



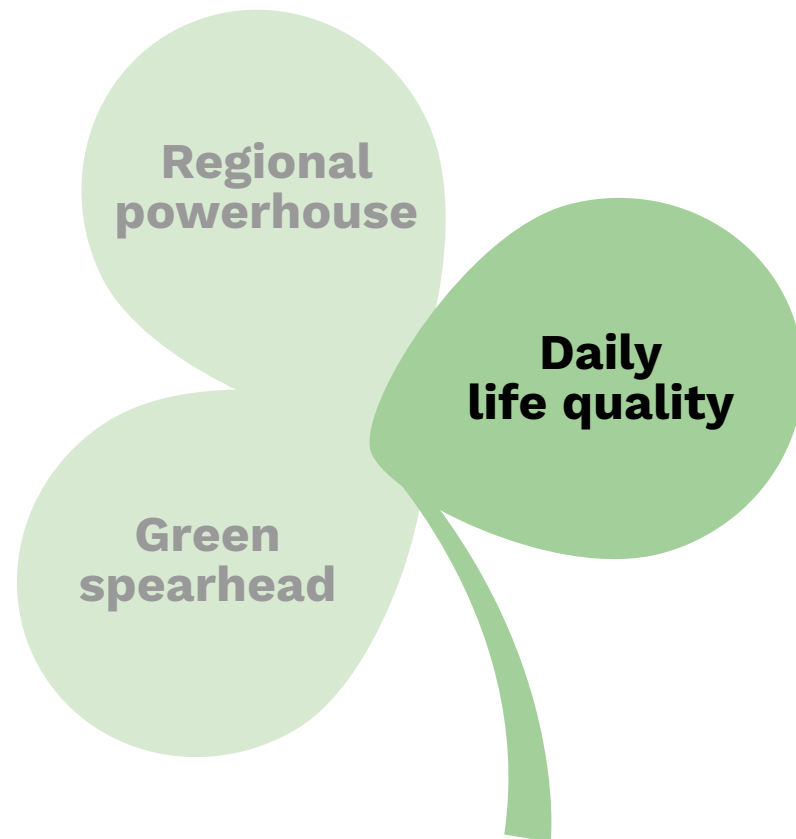
FNs BÆREKRAFTSMÅL

Social objectives and the UN Sustainable Development Goals

**I bet the city folk think,
who would want to live so
out of the way?**

Neighbourhood event in Mosterøy





Good daily life quality

A good life is created together with friends and family, through working partnerships and networks, and in active local communities.

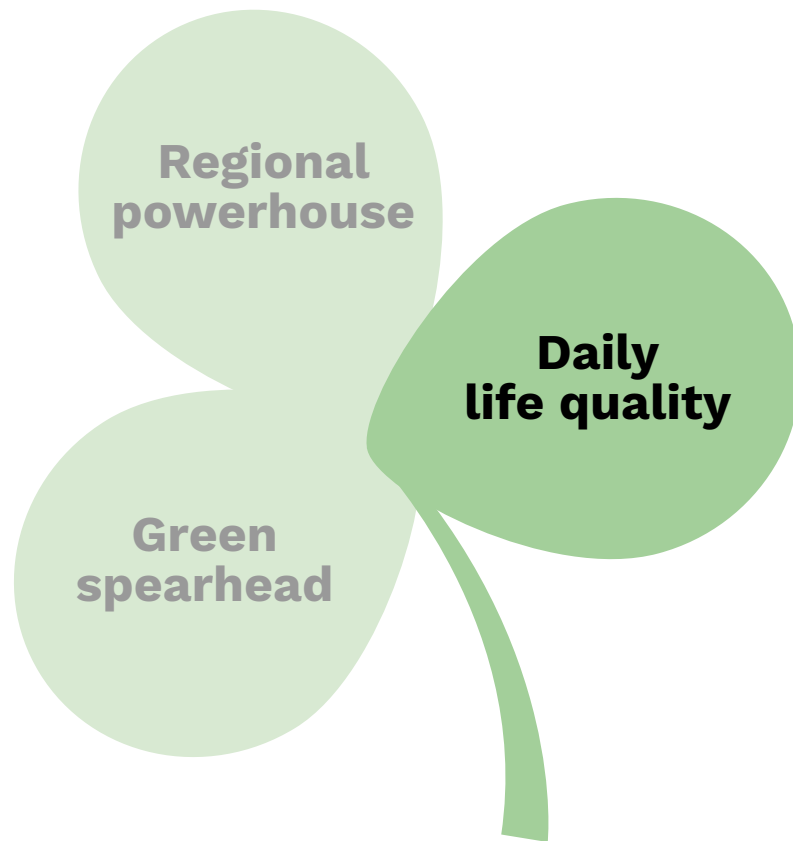
The municipality wants to help create good conditions for residents' lives. We want to facilitate active local communities in which residents play an active part in the development of the local community.

A good childhood provides the basis for a good life and that is passed on through the generations. Giving children the best possible starting point for mastering everyday life and adulthood is one of our most important jobs.

Most of the residents of Stavanger live good lives, but the income disparities here are greater than in the rest of the country. These disparities are growing with respect to both health and living conditions. Reducing social inequalities is important for both individual residents and the stability of the local community.

The number of seniors is growing and an increasing number of residents require comprehensive assistance. At the same time, the number of people in work is falling. New ways of performing tasks, new technology, greater expertise and interdisciplinary cooperation will help improve the capacity to cope, and postpone the need for help.





Stavanger wants active local communities

That's why we will...

- facilitate active local democracy
- ensure good interaction between residents, the municipality, volunteers and business
- develop well-functioning district/local centres
- mobilise residents to look after themselves and their neighbourhoods
- develop good meetings places and open up public buildings for a variety of uses
- ensure everyone experiences security and availability
- help to ensure that everyone can take part in working and social life

Stavanger wants to give children and young people a good starting point for mastering everyday life and adulthood

That's why we will...

- ensure children and young people have the skills they need for the future
- make use of children's and young people's own resources
- give children and youth a sense of community and belonging
- systematically work for equal opportunities for all
- ensure early and interdisciplinary efforts

Stavanger wants active residents who can get the most out of their lives

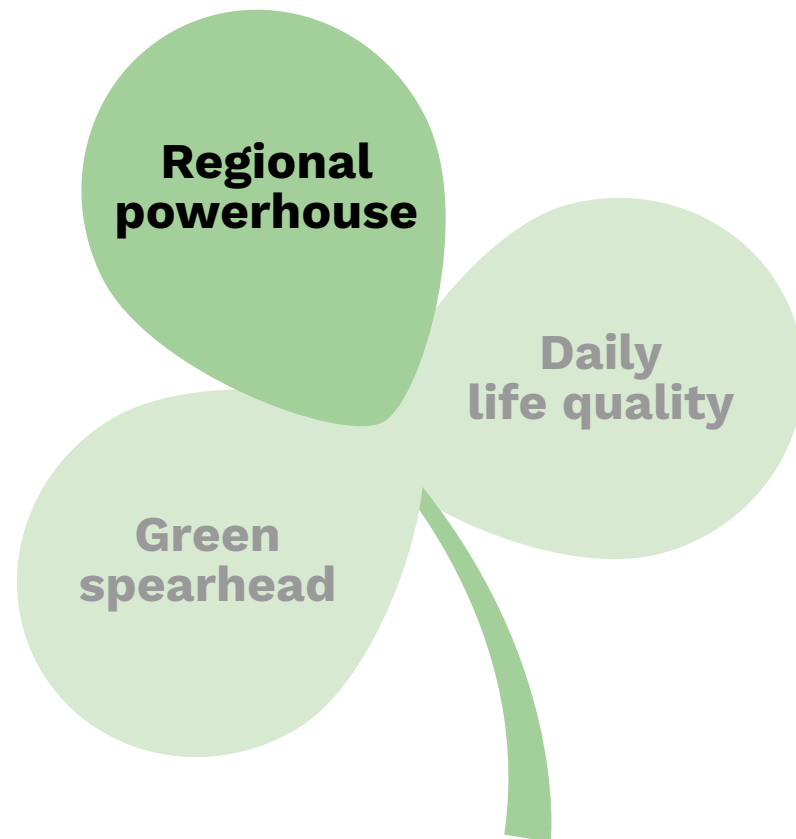
That's why we will...

- ensure there are enough homes for every phase of life in varied and safe living environments
- ensure that the services residents need in their everyday lives are available where they live
- reduce social inequalities and differences in living conditions through measures for low income families
- help ensure that seniors and residents with disabilities can remain in their homes for as long as possible
- facilitate activities that promote health and prevent illnesses



**In today's society, people
require more of a mix of
“live, work and play”.**

Neighbourhood event in Stavanger



Regional powerhouse

Stavanger is the largest municipality in the county and plays a central role in regional development. Access to work is an important reason why people choose to live here.

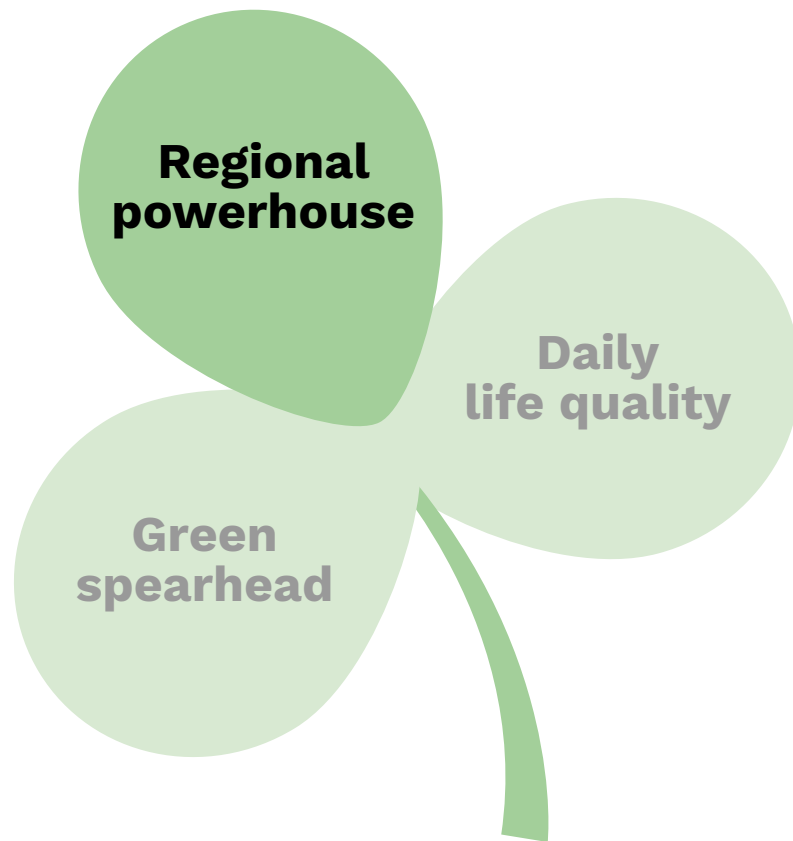
Trade and industry in the region is largely linked to oil and gas production, and economic cycles have major ripple effects. Stavanger is a cultural centre, a university city and a blue-green municipality in which agriculture, aquaculture and the bioeconomy are examples of industries with growth potential. Stavanger is the country's sixth largest industrial municipality and offers good conditions for further developing modern and diverse industries as a basis for job and value creation.

Good cooperation with neighbouring municipalities, research environments and business will be vital in developing a more diverse business sector in the region.

Stavanger city centre is the urban centre of both the municipality and the region. Many people want to live in and close to the city centre. Short distances from home to everyday chores make life easier and more environmentally-friendly. Compact urban development will contribute to more people using the city centre, which in turn will provide a basis for cultural experiences, shopping and other services. An attractive city increases the chances of attracting businesses.

We want to develop the city into a good, healthy place to live and make it attractive to businesses, employers and visitors.





Stavanger wants to develop a diverse and competitive business sector throughout the region

That's why we will...

- make establishing and operating various types of business and industry clusters attractive throughout the region
- promote the region's interests nationally and internationally
- establish and develop innovative partnerships between the municipality, business, research environments and residents
- develop the knowledge city further

Stavanger wants to strengthen the city as a driving force for the entire region

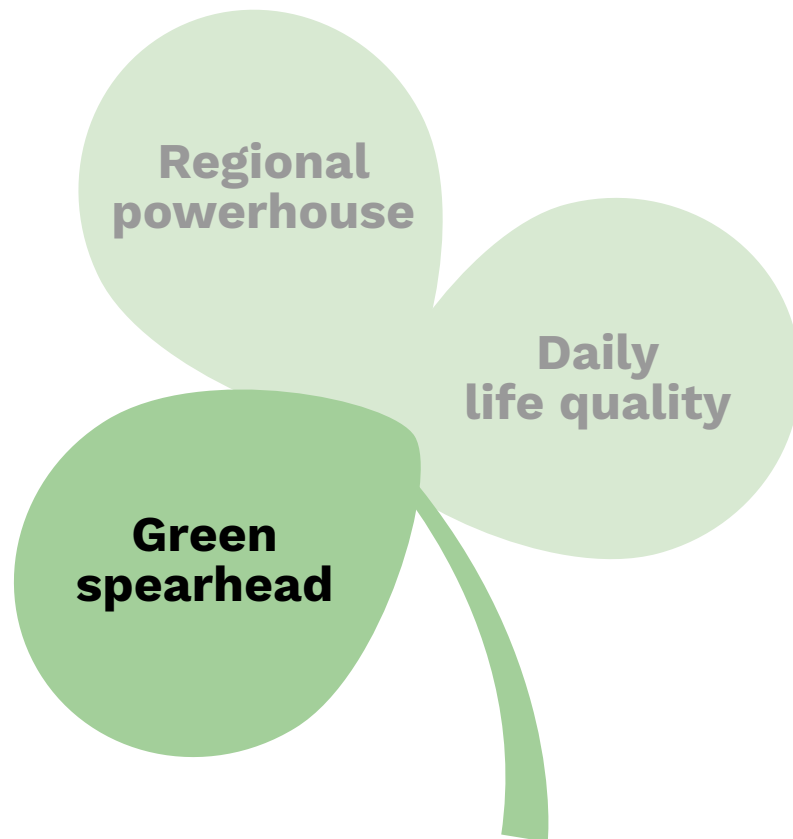
That's why we will...

- develop Stavanger city centre as a hub for services, shopping and work
- facilitate culture and experiences
- contribute to accessible areas and the right localisation of businesses and shopping
- make it attractive, including for families with children, to live in areas close to the city centre (homes, schools and kindergartens)
- ensure the entire region has good and environmentally-friendly access to the city centre



One of the things we have in common in the new municipality is that we all relate to the sea in some way or another. And we like getting out into nature!

Neighbourhood event in Rennesøy



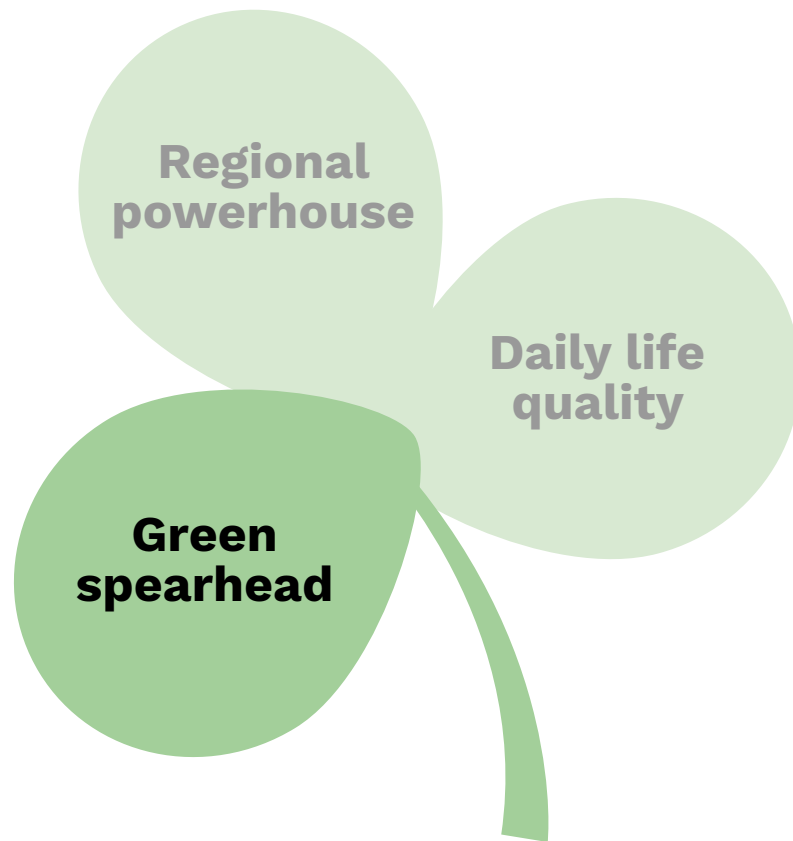
Green spearhead

Climate change can be seen in the form of temperature rises and more extreme weather. Global climate and environmental challenges require us to transition to a society in which growth and development take place within the limits of nature's tolerances.

Stavanger wants to be at the forefront of developing new, sustainable solutions. In addition to being known as an energy capital, we want to be one of Norway's greenest and most climate-friendly municipalities.

A climate and environmentally-friendly municipality will improve well-being and public health. Stavanger's objective is to cut GHG emissions by 80 per cent by 2030 and become fossil-free by 2040. A zero growth target will apply for private car traffic within the city limits.





Stavanger wants to lead the way in the work for a climate and environmentally-friendly society

That's why we will...

- cut the need to travel in people's everyday lives
- making it easier to walk, cycle, take public transport and drive emission-free
- strengthen the cooperation with business on developing sustainable solutions
- facilitate renewable energy solutions
- stipulate environmental and ethical conditions for all procurements

Stavanger wants to protect the natural world, biodiversity and cultural landscapes

That's why will...

- manage marine areas in a predictable and sustainable manner
- protect and develop green spaces
- be an advocate for the sustainable use of agricultural areas and strict soil conservation
- facilitate nature-based solutions
- reduce pollutants, littering and air pollution
- facilitate sharing and reuse

Municipal organisation

Creating the future together

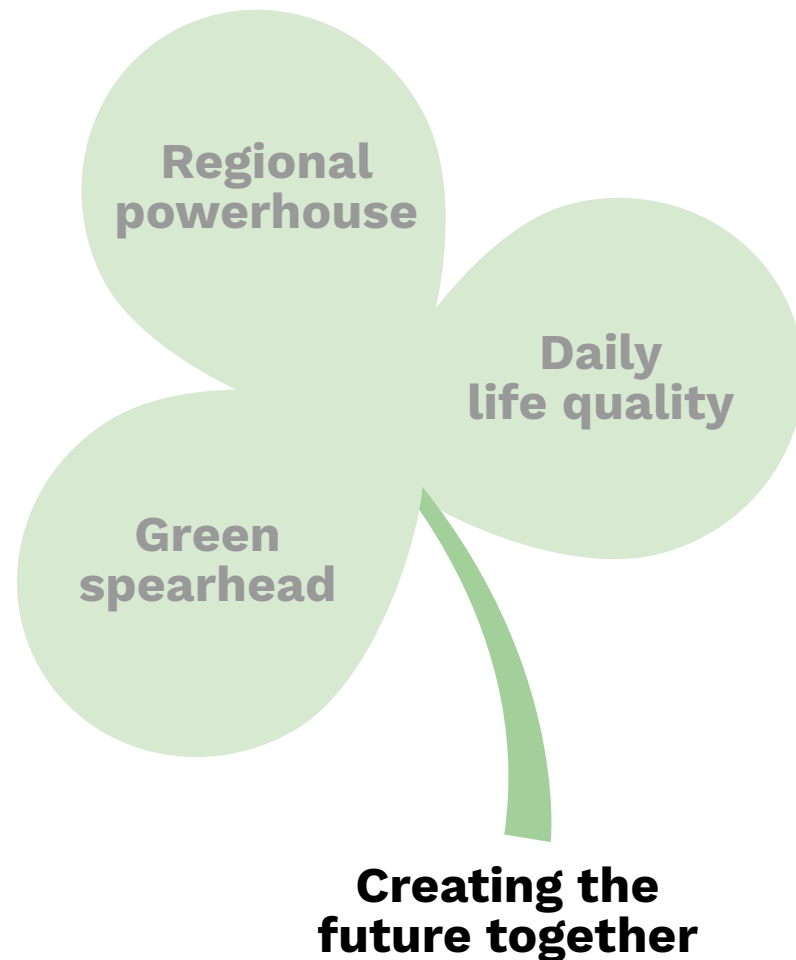
We must constantly seek new and better ways to carry out municipal duties in order to safeguard and further develop good welfare services and sustainable social development. Co-creating, innovation and digital solutions must form a natural part of our daily work.

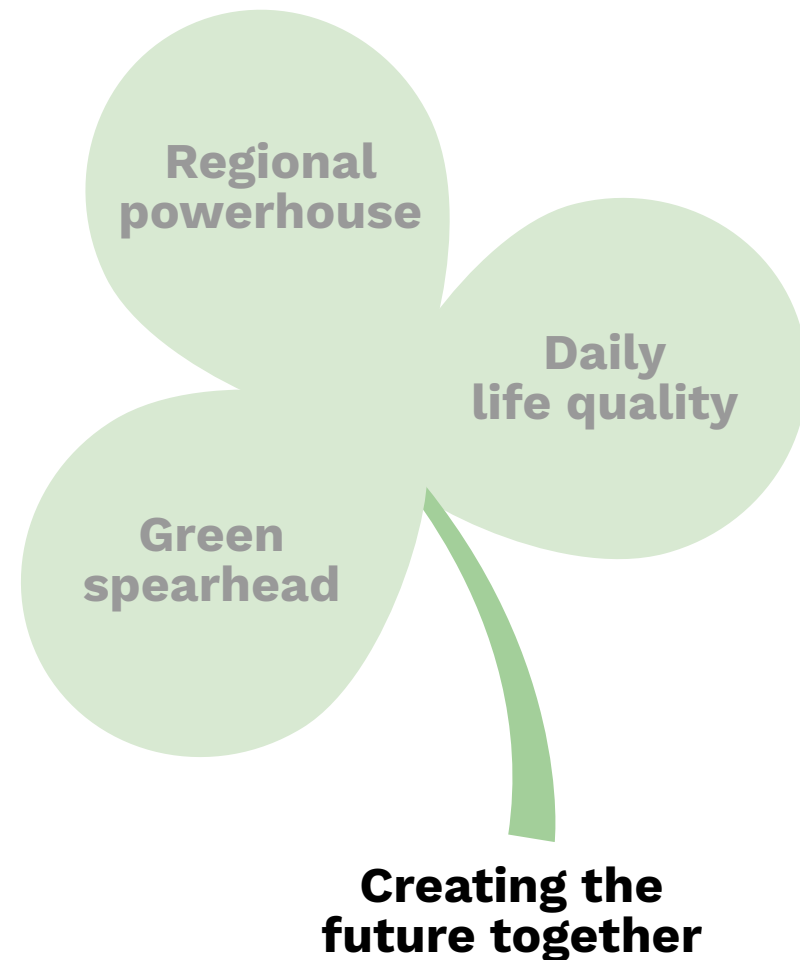
Co-creation involves developing and implementing solutions in partnership with residents, voluntary organisations and other external stakeholders. The basic idea is that everyone has something to contribute. We need to mobilise a variety of resources, whether they are in our own organisation, among residents or from other social stakeholders.

Co-creation and innovation require those of us who work in the municipality to acquire new skills in addition to those we have today. We must provide space for other people's expertise, both internally and externally, ask questions and dare to try and dare to fail.

Both managers and employees must be able to lead interdisciplinary networks and groups with internal, external and often voluntary partners. In order to get people interested in such networks, we must ensure motivation, equality and genuine influence. Mutual trust is vital for success.

This way of working requires people to understand that we can all contribute to a bigger society. Managers and employees must understand the municipality's objectives and make them relevant and meaningful in their everyday work.





We must develop and carry out our duties together with residents

That's why we will...

- establish a common understanding and expertise within co-creation, innovation and continual improvement
- train managers and employees to lead and work in new ways
- further develop a culture for learning, sharing and cooperation
- promote knowledge-based development through the systematic application of research, analysis and co-creating methods

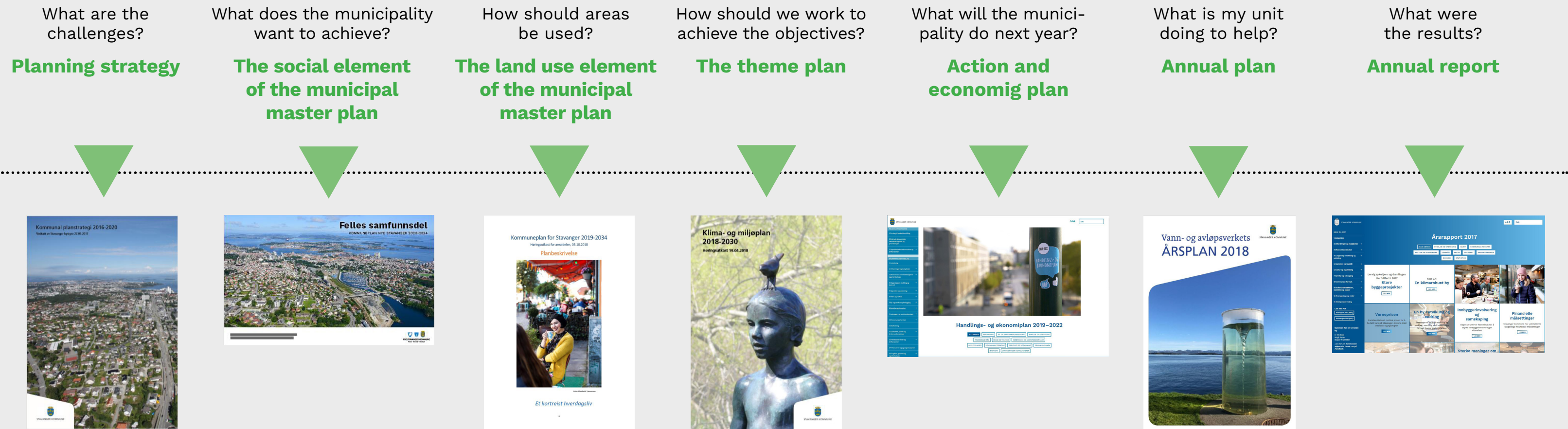
We must develop and adopt useful, digital solutions

That's why we will...

- introduce user-friendly, digital solutions that work together
- train residents and employees in the use of digital solutions
- digital work processes
- ensure we reap the benefit of the measures that are implemented
- work with relevant stakeholders, nationally and internationally

The way ahead

The joint social section must provide the basis for all the future work and development of the municipality. It must guide the priorities in the action and economic plan (HØP) and other plans. The action and economic plan constitutes the action section of the municipal master plan. Reporting takes place via the annual report. A new planning system is being developed (the Planning Strategy 2020-2023 project).



Model inspired by Roar Amdam