

Report to Cabinet
13 December 2017
Report of The Chief Executive Officer
Subject Norwich City Council 'Fit for the Future' Update

Item

5

Purpose

To consider the progress made since last year when cabinet resolved to adopt a range of new corporate initiatives designed to set the future direction of the council and make Norwich City Council 'fit for the future', within the context of the approved four year financial sustainability plan.

Recommendation

To:

- a) continue with the approach previously agreed to balance future budgets within the MTFS and
- b) endorse the progress made to date on developing a new vision, corporate plan and Blueprint.

Corporate and service priorities

The report helps to meet all corporate priorities and should be read in conjunction with the Emerging 2018/19 budget, Medium Term Financial Strategy (MTFS) and Housing Revenue Account (HRA) business plan report.

Financial implications

This report sets the approach towards balancing the budget and meeting the requirements of the Medium Term Financial Strategy

Ward/s: All Wards

Cabinet members: Councillor Waters - Leader

Contact officers

Laura McGillivray Chief Executive officer	01603 212001
Helen Chamberlin Head of Strategy and transformation	01603 212356

Background documents

None

Report

Background

1. Norwich City Council has faced financial challenges for 10 years now but it has always squared up to those challenges and tackled them head on. The council's approach has been to look ahead, see the bumps in the road and seek to smooth them out as much as possible.
2. Since the recession, the council has faced varying pressures, from inflation, reduced interest receivable, from loss of income and in the last few years from reductions in government funding.
3. Despite these pressures, the Council is ambitious and wants to continue to do its best for local residents. It is however, getting more difficult.
4. In June 2016 Cabinet resolved to adopt a forward looking approach to ensure that the Council had the best possible opportunity to meet its financial challenges and match the shape and style of the future council to the resources available.
5. This report is designed to update the council on progress made since then.

Financial challenges

6. Over the next four years the council's general fund account has a budget gap of £7.82m between the projected budget requirement and available resources. This is detailed in the Medium Term financial strategy the latest position on which is shown in the emerging budget paper presented by the Chief finance Officer.
7. Last autumn the government offered local authorities the opportunity to achieve greater certainty and confidence in funding levels through the offer of a four year funding settlement for 2016/17 to 2019/20 subject to the submission of a four year 'financial sustainability plan' (FSP). This was submitted to government and subsequently approved. We are now facing year three of that four year plan. However, the stability was immediately threatened by the introduction of a new homes bonus threshold introduced days after the settlement had been agreed. This sort of move adds uncertainty to any future planning.
8. The plan referenced:
 - a) the council's efficiency journey to date;
 - b) the council's visions, priorities and core values as set out in the corporate plan;
 - c) the medium term financial strategy and transformation programme;
 - d) the use of reserves including the council's policy to smooth the savings requirements across the four year period to implement savings in a more

planned way, and the planned reduction in reserves down to a prudent minimum level to support this process;

- e) the level of income from fees and charges generated and the increasing targets in the corporate plan to build on income generation to help to address the financial challenges faced;
- f) the housing revenue account 30 year business plan and the challenges faced within that plan following recent changes in legislation with particular reference to the impact of the enforced 1% reduction in social rents for 4 years and the anticipated determination to be funded by the sale of higher value properties as they become empty to fund right to buy sales by housing associations;
- g) the planned use of capital receipts; and
- h) the council's approach to working with partners and the community.

9. The key themes from the transformation programme referenced in the FSP are set out below:

- Maximising income generation where possible whilst taking into account the ability to pay
- Maximising returns from assets, particularly the council's commercial portfolio and investing for further return
- Review of the customer contact model and service standards including moving to more digital engagement following the launch of the council's new website
- Review of neighbourhoods and enforcement functions including achieving efficiencies through more streamlined and integrated enforcement functions and encouraging active participation in neighbourhoods by residents
- Working with partners to maximise income and reduce costs including through shared services
- Organisational review and work styles
- Review of support services and overheads to minimise support costs and protect front line services wherever possible; and
- Reductions in service levels and / or stopping of services including a review of the balance between spend on statutory and discretionary services and the priorities in the corporate plan.

10. These themes have guided the councils approach to achieving balanced budgets in the past. The latest proposals for income generation and savings are shown in the emerging budget strategy paper on the agenda.

11. Although the emerging 2018/19 budget shows that the budget for that year can be balanced the subsequent years' shortfall of £7.82m still represents a major challenge.

12. Increasing pressure on budgets, in part due to increased demand for council services as a result of budget cuts elsewhere in the public sector and continued reductions in government funding prompted the suggestion

for a different approach to future council activity planning. In last year's paper 'Fit for the future' it was noted that *'the Council has reached the point where the potential for reconfiguration of services is increasingly limited and a redesign of the council is necessary. With the resources available to the council in future, it will not be able to meet the aspirations of the corporate plan and new priorities need to be set that can be delivered within the reduced resources available'*

13. With these challenges to the fore in preparation for the 2017/18 budget, a report was approved by Cabinet to initiate a process to:

- a) Work with partners in the public, private, voluntary and community sectors to develop **a new city vision**
- b) Develop a revised corporate plan, priorities and performance measures which reflect the council's part in supporting that vision
- c) Determine a new blue print or operating model to guide how the council works in future which reflects available resources

City Vision - progress

14. This is work in progress. The most significant event so far was held on 23rd November. A conference **2040 Norwich City Vision** at the football ground. Over 100 people attended from voluntary and community organisations, local businesses and other public bodies. The conference letter of introduction, agenda, and report 'The State of Norwich' are attached at appendix A.

15. The purpose of the conference was to begin to shape up an idea of what a future Norwich might look like. A successful vision should be shaped and owned by the whole community. This conference represented a start in that process.

16. Other activities had fed into the shaping of the conference:

- the Leaders business reception held on 29 June titled 'A new Vision for the city – building on success'. The evaluation report and summary is attached at appendix B.
- a series of focus groups (not yet complete) where the interim findings were reported to the conference. The headlines are attached at appendix C.
- a series of meetings with city leaders including the Vice chancellors of UEA and NUA, the Dean of the cathedral, the chair of Norwich Business Improvement district, the chief executive officer of Norwich Research Park, the chief Executive of the Forum Trust and a senior Director of AVIVA.

17. At the conference there was a call to repeat the session with one for young people. This suggestion was accepted and the council will work in collaboration with the Mancroft Advice Project to deliver it.
18. The evening news has also featured the City Vision work and with the Council has invited the public to express its views. The article and coverage are attached at appendix d. In addition, the council's 2018/19 budget consultation, which launched on 29 November, requests respondent's views of the city more broadly.
19. We anticipate that the city vision research phase will continue over January, though dates for the youth conference are to be confirmed. A period of analysis will follow, after which the council will develop, in collaboration with others, a vision and action plan for the city and plans to ensure progress against it. The aim is that this vision will ensure the continued success of the city, whilst recognising that the role of the council will need to change, in line with reducing resources.

A new corporate plan – progress

20. To begin to reflect these changing circumstances the 2015-20 corporate plan was refreshed in 2017/18. The council's priorities and performance framework were not significantly changed, but the refreshed corporate plan began to reference the need for a new approach to the delivery of our services in an increasingly challenging context. This was agreed at the cabinet meeting on 8 February 2017 and approved at full council on 21 February 2017.
21. More significant changes to our corporate plan will be required to reflect the conclusion of the city vision work, and consideration of our role within the context of our new blueprint and available resources. Our intention is that these changes should be reflected in the 2019/20 corporate plan once vision and blueprint work is complete. Work is already underway to develop a new set of corporate priorities for inclusion in the 2019/20 corporate plan and to inform work on the blueprint, building on the research undertaken so far for the city vision. This will also require a new performance framework to reflect the new corporate priorities and operating model.
22. During the year 2018/19 the council will still operate under the existing corporate plan (covering the period 2015-20), with the current five corporate priorities and existing performance framework. There will be some necessary amendments to some of the individual performance indicators and targets to reflect some methodological changes, service developments and external pressures. This will again be accompanied by an updated explanation of the council's challenges and approach over the year. A paper covering these proposed changes will come to cabinet on 7 February 2018.

A new blueprint or operating model – progress

23. Work is underway to design a new council blueprint, which will guide how we work. This blueprint will be informed by, and support, the new city vision and any new corporate priorities, reflect the available resources, and build on our changing PACE values of Pride, Accountability, Collaboration and

Excellence. It will need to involve new ways of working, including working even more closely with partners in the business, public, voluntary and community sectors to deliver for our city. It will also build on themes from the transformation programme referenced in the Financial Stability Plan, for example the council's work on the customer contact model and the digital first approach, moving services online, and focusing on enabling citizens to do more for themselves, rather than being "done to"; whilst ensuring support for vulnerable people is available.

24. Following the review of neighbourhoods and enforcement functions, the recent introduction of a new neighbourhood model has demonstrated how these approaches can work. We are now building on this with a whole council approach which was launched at a series of employee and partner updates in October. The first phase, running until January 2018, includes:
- consideration of the principles that should inform how we work - for example a focus on the customer experience and building customer capability;
 - analysis of all activity across the council and consideration of job functions;
 - consideration of how processes could be redesigned to support new ways of working; and
 - using these outputs to challenge our current operating model against a future model, as a test of what may be feasible.
25. This work is being facilitated by an external company with significant experience of working with district councils, and is being supported by representatives from each service.
26. The output of this first phase will be a set of options for further consideration and testing. More detailed analysis and implementation planning would be needed if changes were to be implemented.

Conclusion

27. The council has consistently planned ahead to manage financial reductions up to now through efficiency measures, new ways of working, and increasing income, always seeking to protect frontline services. Continued reductions in government funding and changing patterns of demand for our services, mean that a new whole council approach is required, which must be set within a wider city vision in which all stakeholders across the city have a role. This also gives us the opportunity to achieve greater impact through collaboration and a clear focus on shared outcomes. Work is ongoing and the results of this cannot yet be quantified, but through careful planning we aim to ensure that the council can continue to play a full role in delivering its best for local residents.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	2017-12-13
Director / Head of service	Laura McGillivray
Report subject:	Norwich City Council 'Fit for the Future' Update
Date assessed:	2017-11-30
Description:	

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input type="checkbox"/>	X	Less resource
Other departments and services e.g. office facilities, customer contact	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
ICT services	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Economic development	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Financial inclusion	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
<u>S17 crime and disorder act 1998</u>	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Human Rights Act 1998	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Health and well being	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	X	<input type="checkbox"/>	
Eliminating discrimination & harassment	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Advancing equality of opportunity	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Natural and built environment	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Waste minimisation & resource use	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Pollution	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Sustainable procurement	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
Energy and climate change	X	<input type="checkbox"/>	<input type="checkbox"/>	Final results not predictable until final budget is balanced
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	X	<input type="checkbox"/>	

Recommendations from impact assessment

Positive

Negative

Neutral

Issues

Thursday 23 November 2017

CONFERENCE

Chair: Councillor Alan Waters, leader of Norwich City Council

8:30 Refreshments and registration

9:00 Opening remarks – Chair

9:10 The power of cities –
Chris Murray, Core Cities

9:20 The opportunities and
challenges of cities –
Laura McGillivray, Norwich
City Council

9:30 **Table activity** – postcard
from Norwich 2040

10:00 Norwich 2040 – a business
view – Peter Mitchell,
Norwich Business
Improvement District

10:10 Norwich 2040 – a cultural
view – Professor John
Last, Norwich University
of the Arts

10:20 Norwich 2040 – a VCSE
view – Dan Mobbs, Mancroft
Advice Project (MAP)

10:30 **Table activity** – The journey
to Norwich 2040

11:00 Refreshments (during which
delegates can opt to move
to another table to discuss
topics of most interest)

11:30 **Table activity** – What do we
need to do to achieve our
Norwich 2040 vision?

12:40 Closing remarks – what
next? – Chair

13:00 Buffet lunch and networking

14:00 Finish – *don't forget to write
your postcard, which you'll
find in the delegate packs, and
pop it in the post box on the
Ignite stand before you leave.*

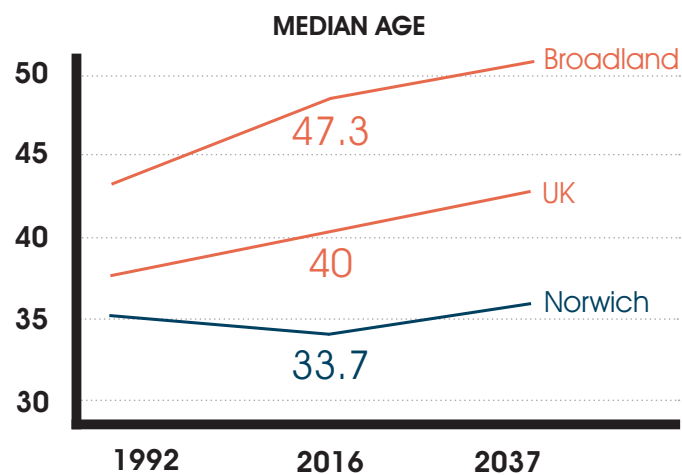
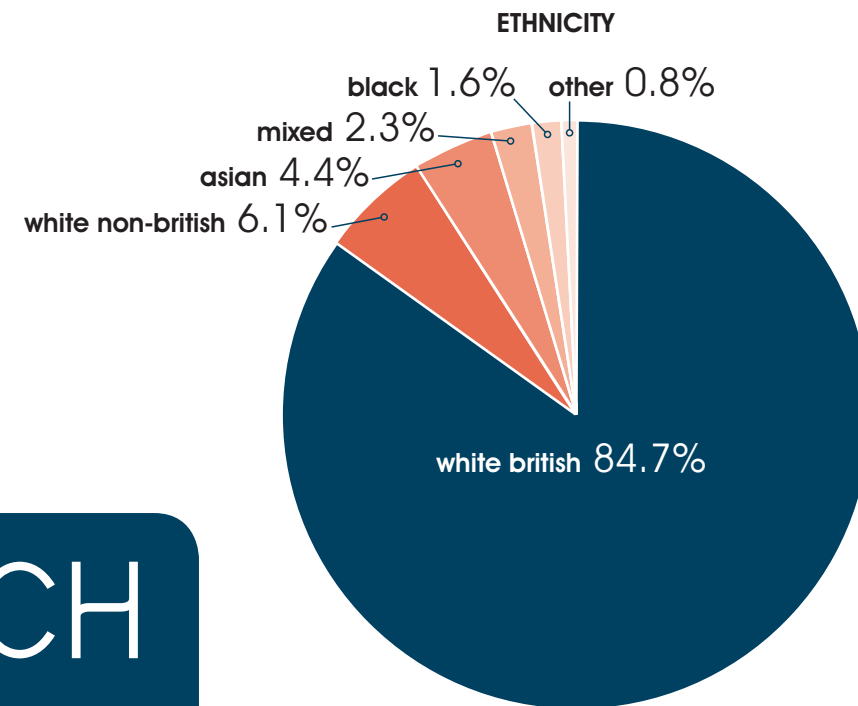
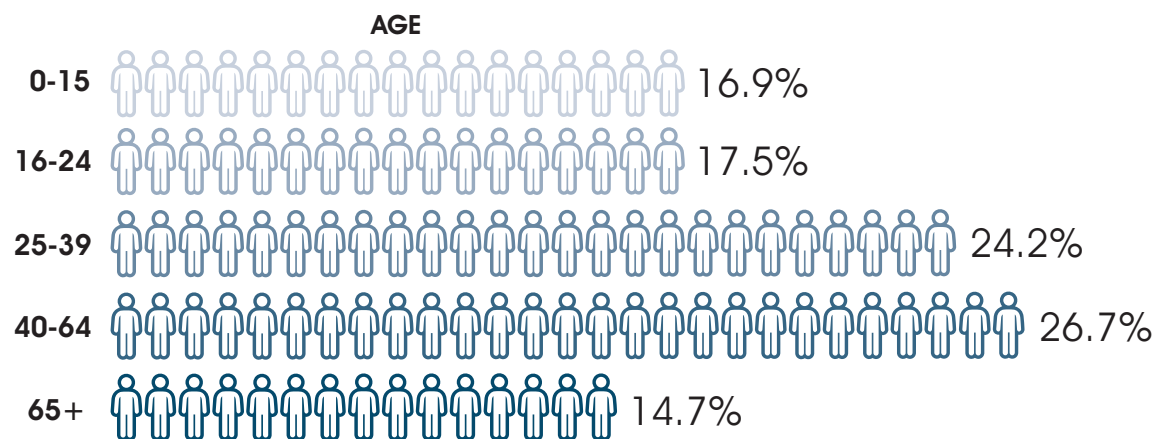
2040 norwich city vision

THE STATE OF NORWICH

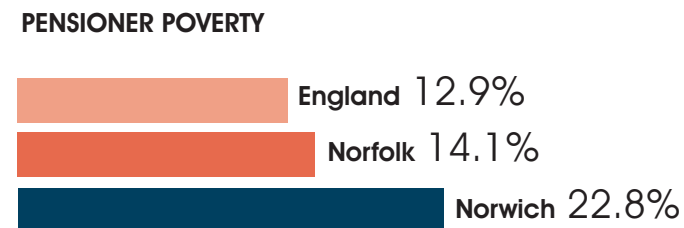
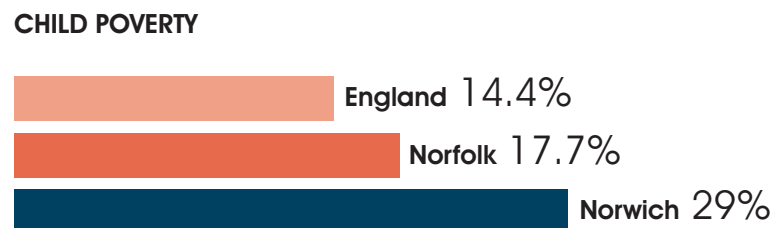
People, Place, Economy, Wellbeing



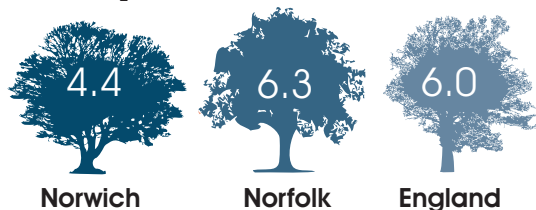
NORWICH
City Council



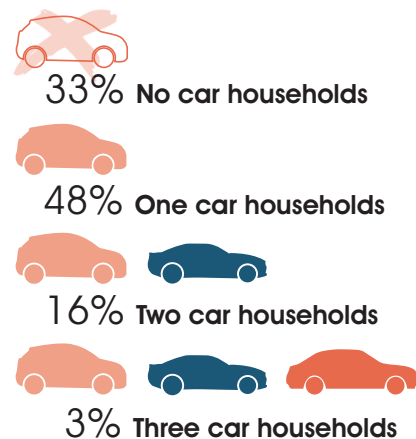
NORWICH people



CO₂ EMISSIONS tonnes per capita



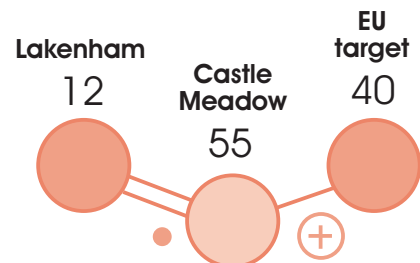
CARS PER HOUSEHOLD



PEOPLE KILLED OR SERIOUSLY INJURED ON ROADS



NO₂ EMISSIONS micrograms/cubic m



FUEL-POOR HOUSEHOLDS



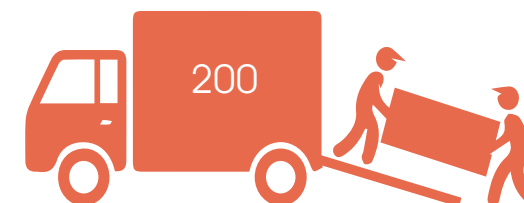
NORWICH place

AVERAGE MONTHLY RENT (2beds)

Norwich £762
Norfolk £687



NEW HOMES COMPLETED



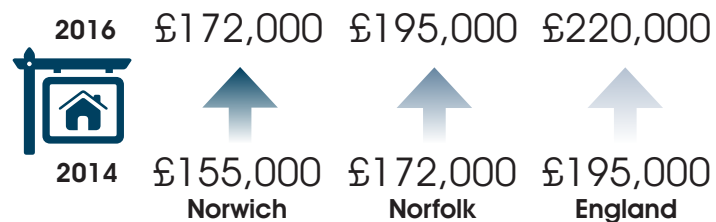
RATIO OF LOWER QUARTILE HOUSE PRICES TO LOWER QUARTILE INCOME

7.81
Norwich

7.95
Norfolk

7.16
England

AVERAGE HOUSE PRICES



HOUSING BY TENURE (%)

	Owner-occupied	Council rented	Social rented	Private rented
Norwich	44.5	25.2	7.4	22.8
Norfolk	68.6	5.8	8.7	16.9
East Anglia	68.3	7.8	7.9	16.0
England & Wales	64.3	9.4	8.2	18.0



CLAIMANT COUNT

December 2016 1.7%
December 2015 1.6%



HOUSEHOLDS EARNING
BELOW £15,000/YEAR

20,033



MEDIAN HOUSEHOLD INCOME

£22,825

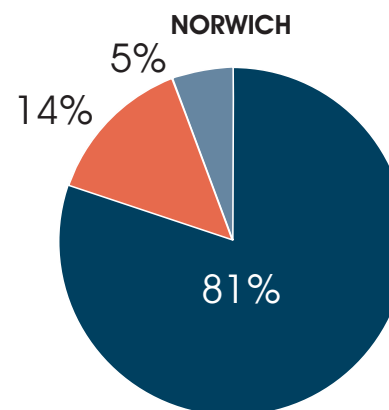
highest ward
£36,145



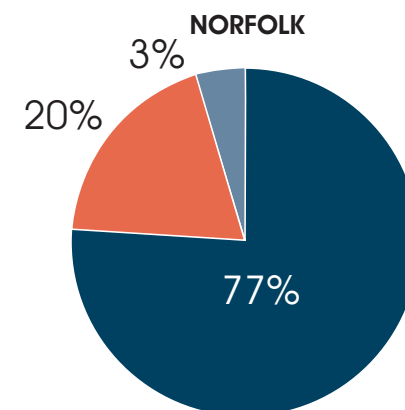
lowest ward
£18,406

NORWICH economy

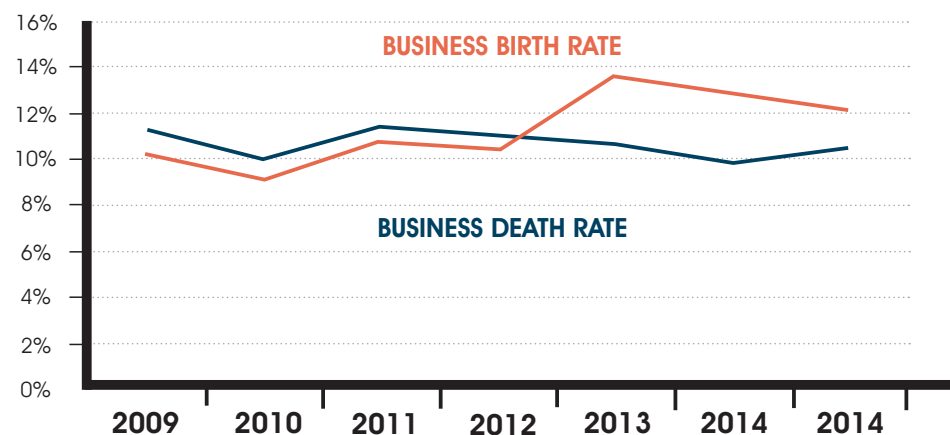
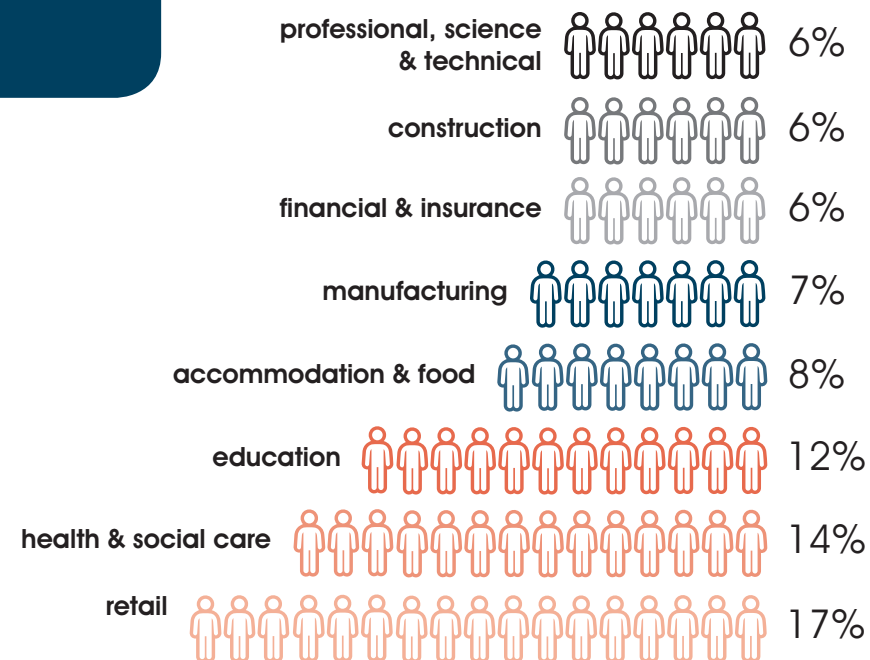
ECONOMIC ACTIVITY (AGES 16-64)



employed ■ unemployed ■
economically inactive ■



75% OF RESIDENTS EMPLOYED IN...



AVERAGE LIFE EXPECTANCY

female 83.4

male 79.9

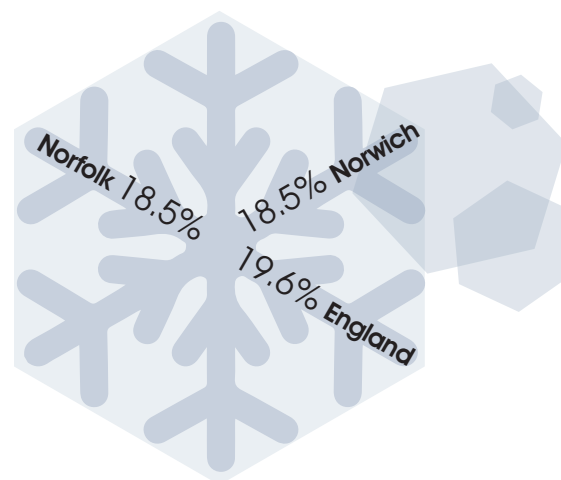
gap between most deprived
and least deprived wards are:

female 3.1 years

male 10.9 years



EXCESS WINTER DEATHS



HOSPITAL STAYS/per 100,000 population



self harm 374.2

alcohol related harm 875

WEIGHT



	Norwich	Norfolk	England
low birth weight –	3.3%	3.1%	2.9%
overweight (R) –	14.4%	13.9%	12.9%
obese (R) –	8.9%	9%	9.3%
overweight (Yr6) –	13.8%	14%	14.4%
obese (Yr6) –	18%	18.2%	19%
obese adults –	19.6%	25.7%	24.4%

NORWICH wellbeing

CRIME AND ANTI SOCIAL BEHAVIOUR

ASB incidents 6,043

all crimes 13,350

97.94/per 1000 population (Norfolk 53.9)

hate crimes 194

hate incidents 183



GOOD LEVEL OF DEVELOPMENT - AGE 5

NORWICH

62.8%

Nelson 89% Thorpe Hamlet 47.2%

ENGLAND

66%



EDUCATION LEVELS



	Norwich	Norfolk	England
KS2 level 4+ reading –	86%	87%	89%
KS2 level 4+ writing –	84%	84%	87%
KS2 level 4+ maths –	83%	84%	87%
5+ GCSEs A+-C incl english and maths –	45%	55%	66%

LIFE SATISFACTION (out of 10)

England 7.6

Norwich 7.71

Norfolk 7.75

HAPPINESS (out of 10)

England 7.45

Norwich 7.49

Norfolk 7.55



Sources

	Measure	Source	Date range
PEOPLE	Total Population	ONS - Mid Year Estimates	2015
	Age Profile	ONS - Mid Year Estimates	2015
	Ethnicity	Census 2011 Table KS201EW	2011
	Median Age	ONS - Population Projections	2015
	Child poverty	Indices of Multiple Deprivation	2015
	Pensioner poverty	Indices of Multiple Deprivation	2015
	Residents/Households	ACORN CACI Paycheck	2016
PLACE	Tenure	Census 2011	2011
	PS Rents	Home.co.uk	2017 (Live Data)
	House Sales/Prices	Department of Communities and Local gov.	2014-2016
	New homes	Department of Communities and Local gov.	2015-2016
	Fuel poverty	Norfolk Insight	2014
	Transport	Census 2011	2011
	KSI (Road Traffic Casualties)	Norfolk Insight	2015
	CO2 Emissions	DECC	2014
	N02 Emmisions	DEFRA	2015
	Lower Quartile, House Price - Earnings ratio	ONS - Mid Year Estimates	2016
ECONOMY	Unemployment rates	NOMIS	2016
	Business Births/Deaths	ONS - Business Demography	2015
	Economic Activity	NOMIS	2016
	Industry of Employment	Census 2011	2011
	Average income	ACORN CACI Paycheck	2016
	Households below average income	ACORN CACI Paycheck	2016
	New company registrations	Start-up Britain	2016
WELLBEING	Life Expectancy at Birth - Male (Years)	ONS	2012-2014 (A)
	Life Expectancy at Birth - Female (Years)	ONS	2012-2014 (A)
	Inequality in Life Expectancy at Birth - Male (Years)	ONS	2009-2014 (A)
	Inequality in Life Expectancy at Birth - Female (Years)	ONS	2009-2014 (A)
	Mental health	Public Health Profiles	2014-2015 (A)
	Alcohol Related Admissions	Public Health profiles	2014-2015 (A)
	Excess Winter Deaths	Health profiles	2012-2015 (A)
	Obesity	Health profiles	2012-2015 (A)
	Life Satisfaction	ONS	2012-2015 (A)
	Happiness	ONS	2012-2015 (A)
	All Crime	Norfolk Insight	Oct 14 - Sept 15
	Hate crime	NCC Equalities Information Report	Nov 15 - Nov 16
	GCSE Attainment	Norfolk Insight	2015
	Literacy	Norfolk Insight	2015
	Low Birthweight	Public Health Profiles	2012-2015
	Development at 5	Norfolk Insight	2015

Welcome to the 2040 Norwich City Vision Conference

As Norwich residents, leaders and place-makers, we all know that our city is a success story, and has been for nearly 1,000 years. We are a vibrant, growing city. We have a thriving cultural scene, world-leading organisations, award-winning shopping and are regularly voted as one of the best places to live in the country.

We have much to celebrate. But there are challenges too, with pockets of deprivation, poor educational attainment and health inequalities, skills mismatches and difficulties in recruiting the right staff.

While we cannot predict the future, we know that the world will not stand still. We need to equip our city to grasp new opportunities, withstand new challenges and protect what is already great – all to ensure its long-term success. To do this we need a clear, shared and ambitious vision of what we want our city to be.

Today's session is an important step towards creating this vision. As you will see, we have some excellent speakers lined up to discuss the role of cities, the challenges and opportunities facing us and to give their own views on the kind of Norwich we want to be in 2040. No single organisation can create or achieve our vision for Norwich 2040 alone; it will require action from us all. We need your views and commitment to act and a series of activities throughout the morning will begin the process.

Our vision for Norwich also needs to be rooted in the views of everyone in it. During the run-up to today, an independent research company has been holding focus groups with residents and visitors to seek their thoughts. You will see some of the emerging themes from this throughout the morning – colleagues from the research company are also here today.

We hope you enjoy the morning and we look forward to working with you all over the coming months and years to achieve our vision for Norwich 2040.



Alan Waters and Laura McGillivray
Norwich City Council

The Leader of Norwich City Council's Business Reception held on 29th June 2017

Table discussion feedback and event evaluation

Introduction

The business reception began with a welcome by Cllr Alan Waters, Leader of the Council, who also talked about the development of a vision for the city of Norwich.

The second presentation of the evening was given by Peter Mitchell in his capacity as chair of the Norwich Business Improvement District. A final presentation was given by Professor John Last, Principal of Norwich University of the Arts. The evening's presentation slides accompany this report.

The presentations were followed by a brief question and answer session. As usual, the business reception concluded with round table discussions. Key points raised during the discussions are summarised below.

Round table discussions – summary of key points

Delegates were encouraged to take part in free ranging discussions which took place after the presentations had been made. Each of the ten tables was hosted by a councillor, a senior member of city council staff or a business leader who captured the main flux of those discussions. A summary of the key points under is given below:

The city vision and economic growth

Following on from the presentations most of the tables discussed the vision for the city.

- The city council should work more closely with as many businesses as possible to develop the vision for the city.
- The current local authority governance structures are too complicated.
- How do we accelerate growth and ensure it provides opportunities for all?
- Need to be more inclusive in developing the vision, include disadvantaged groups.

Educational attainment and job opportunities

Education and jobs were discussed on some of the tables. The business people present were concerned about the following aspects in particular:

- More investment is needed in the school system locally, particularly in the early years stage.
- Young people need to be inspired, shown the wide range of opportunities available to them.
- Engineering is facing a skills shortage, need for a course at City College Norwich.
- Need to attract people to Norwich and ensure we retain more graduates.

Transport

Many of the tables discussed transport in some form or another. The following points were key to the discussions.

- Standard of rail links providing connection to London and Cambridge is still poor and doesn't give a good impression of the city to visitors, as either a tourist or a business destination.
- Need better gateways into the city.
- Public transport into the city is still poor particularly from the rural areas.

Profile-raising

Most of the tables discussed raising the profile of Norwich to a national and international audience.

- Move away from marketing the Castle/Cathedral character of Norwich and promote a young, progressive image for inward investment.
- Need to find the city's USP (Unique Selling Point) and brand it accordingly.
- Norwich needs to capitalise on its assets (quirkiness, sense of community, quality of life etc) and stop hiding its light under a bushel.

2040 norwich city vision

Extract from 2040 Norwich City Vision Conference

Interim focus group findings

What people are telling us..

Norwich hasmuch to celebratebut some big problems to tackle

Much to celebrate!



.....a creative city

- 'Norwich is a **hotbed of creative and digital businesses**, technology companies and research institutes'
- 'Norwich is a **place of ideas** where the power of words has changed lives for hundreds of years'
- '**Creativity is celebrated**. Residents and students are a part of that'

.....a friendly city

- 'Norwich has a **rich and deep history** and the mix of historic and modern buildings are seen as a strength'
- 'The **mix of old and new** makes Norwich special'

.....a modern historic city

- 'Norwich has a **rich and deep history** and the mix of historic and modern buildings are seen as a strength'
- 'The **mix of old and new** makes Norwich special'

.....a green and sustainable city

- 'The city's **green and outdoor spaces** are well loved and people want to see them protected. People care about 'green' issues and sustainability'
- 'The city is a **good and compact size** – a 'walkable' city'

.....a clever city

'Norwich is a **fantastic city to live in** and to prototype new innovations with **great talent** flowing from its **two universities**'

But some big problems to tackle



Housing and homelessness.....

- **'Not enough** affordable, social and sheltered **housing'**
- **'New developments should be mixed** (in terms of age, disability, private/social) to create stronger more integrated communities, with good transport'
- **'Street homelessness has visibly worsened** and more needs to be done to help those in acute need'

Transport.....

- **'Traffic, public transport and cycling** – easy to get around the city once you are in but difficult to get into the city. **Buses are expensive'**
- 'Norwich needs to be **better connected** to London and the midlands in future so that it is less cut off'

Social mobility and inclusion.....

'Social mobility is about how you aspire to have a career.If you have an environment where schools are good,where you have good opportunities, that drives people to want to take up those opportunities....

.... In Norwich there are these things but they are fragmented. **Everyone isn't included'**

Employment.....

- 'There is a **brain drain** problem. There aren't enough opportunities for young people who live here or move here for University'
- 'There are **not enough well paid stable jobs** that are accessible to local people'

Social isolation.....

- 'There are **places for people to come together** as a community but not enough paid employees to look out for those who are isolated'
- 'Events that bring people together are a good thing'

'The Alan Partridge parody is last year'

DAN GRIMMER

dan.grimmer@archant.co.uk

Transport, shopping, culture and young people must all play a part in shaping a successful Norwich in 2040, the conference heard.

There were more than 100 people at the 2040 Norwich City Vision Conference, with groups and organisations such as the Norwich Business Improvement District, Norwich Society, Mancroft Advice Project and Norfolk County Council contributing to the debate.

Peter Mitchell, from the BID, said Norwich had all the right ingredients for success.

He said there would be major changes to retail in the years ahead - particularly in the way people travel - and there would need to be careful management of that.

Prof John Last, from the Norwich University of Arts said the city was already a



From left: Professor John Last from Norwich University of the Arts/ NUA. Dan Mobbs from the Mancroft Advice Project

Pictures: ANTONY KELLY/ NICK BUTCHER

"magnet" for people seeking culture, saying it was almost unrivalled in those terms.

He said: "When I talk to my students about Norwich, what they talk about is the music, the galleries and the cafe culture. That's their perception of Norwich.

"The Alan Partridge parody is last year and the future is how my students view it.

"But there is a little warning light. No city is innately good at culture.

"We have to sustain it and you have to grow it.

"It's not something that is nice to have, but an essential, and we need to ensure we have a clear strategy."

He said there was no reason why Norwich could not try to become a city of culture in the future or even host the Turner prize.

Dan Mobbs, from the Mancroft Advice Project - which offers support to young people - said it was important not to sideline or isolate young people when forging a vision for the city's future.

He said: "One of the biggest problems in our city is inequality and it is shocking."

He said he wanted to see a city which was "youth friendly", with an education system which is creative and allows young people to learn from their mistakes.

Have your say on city's future

We are backing Norwich City Council's call for people to get involved in forging the city's future. We are asking our readers to answer two questions:

What are the top three things that you think make Norwich a good place to live now?
What are the top three challenges you think need to be tack-

led to make Norwich a great place in 2040? The city council has already commissioned research to help forge the vision. That has included speaking to shoppers,

telephone interviews and focus groups. But you can send the form to us at 2040 Norwich City Vision survey, Prospect House, Rouen Road, Norwich, NR1 1RE.

2040 Norwich City Vision: What are the top three things that make Norwich a good place to live now?

1

2

3

What are the top three challenges you think need to be tackled to make Norwich a great place in 2040?

1

2

3

Name:

Age: Postcode: