

Report to Cabinet
12 December 2018
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 received an update on a range of corporate initiatives designed to set the future direction for the council and make Norwich City Council “fit for the future” within the context of the approved four year financial sustainability plan.

Recommendation

To:

- 1) endorse the progress made to date on developing a new vision, corporate plan and operating model for the council; and
- 2) continue with the approach previously agreed to balance future budgets within the MTFS.

Corporate and service priorities

The report helps to meet all corporate priorities and should be read in conjunction with the Emerging 2019/20 Budget, Medium Term Financial Strategy (MTFS) and 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. Invest to save funding is being used to support the programme.

Ward/s: All wards

Cabinet member: Councillor Waters - Leader

Contact officers

| | |
|--|---------------|
| Laura McGillivray - Chief Executive Officer | 01603 212001 |
| Helen Chamberlin - Head of Strategy and Transformation | 01603 2122356 |

Background documents

None

Report

Background

1. Over the last 10 years Norwich City council has faced significant financial challenges. The council has responded with a planned and carefully managed approach, looking ahead to smooth required savings out across future years, and seeking to protect front line services wherever possible.
2. In June 2016 Cabinet resolved to adopt a forward looking approach to ensure it had the best possible opportunity to meet these financial challenges and match the shape and style of the council to the resources available noting in particular 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 resources available”*.
3. A report was approved by Cabinet to initiate a process to:
 - Work with partners in the public, private, voluntary and community sector to develop a new city vision
 - Develop a revised corporate plan, priorities and performance measures which reflect that council's part in supporting that vision
 - Determine a new blueprint or operating model to guide how the council works in future, which reflects available resources.
 - This report is designed to update on progress against this approach since the last update report, provided to Cabinet in December 2017.

Financial and wider context

4. The accompanying report, Emerging 2019/20 Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan, summarises the emerging financial position including proposed savings for 2019/20. Whilst the housing revenue account appears to be reasonably stable at this time due to changes in Government policy, the report also sets out medium term financial projections to 2022/23, showing an annual smoothed gross savings requirement for the general fund of £2.64m each year.
5. However, next year, 2019/20, represents the final year of a four year funding settlement for the general fund which was designed to give local authorities greater certainty and confidence in funding levels subject to the submission of a “financial sustainability plan”. A number of factors make funding after 2019/20 particularly uncertain, including the government's Fair Funding Review, the outcomes of Spending Review 2019 and expected business rates changes including retention levels, tier splits and changes to the business rates baseline, not to mention Brexit
6. The context in which the council is operating is also becoming more complex and uncertain. Appendix 1 refers to a report on the impact of austerity in the UK from the UN special rapporteur on extreme poverty and human rights. Locally, public sector organisations are withdrawing programmes and cutting

services that affect the residents of Norwich, increasing pressure on council services. The evidence that has been gathered as part of the city vision process, on which further detail is set out below, demonstrates the challenges facing the city, including increased rough sleeping, poor social mobility and high levels of inequality. Appendix 2 is the latest 'State of Norwich' report.

7. This financial uncertainty and the broader public sector and societal context make it all the more important that the council continues to plan ahead and to think boldly about the council's role in the city and how the council should operate, to ensure it can continue to deliver for Norwich despite the challenges it faces.

City Vision – progress

8. Significant progress has been made here and the Norwich 2040 city vision was launched in November at a conference, one year on from the city vision launch conference.
9. Around 160 representatives from businesses, organisations and community representatives attended. Delegates heard from speakers from the city and county councils, St Martins Housing Trust, Norwich Business Improvement District, Create Norwich, as well as co-chairs Councillor Alan Waters and Jasmine Mickleburgh, chair of Norwich Youth Advisory Board. They were taken through examples of work that is already underway – and called on to join together and take action – to make the city we want it to be in 2040.
10. There was much positivity amongst delegates and a real understanding for the need to work together to achieve the aims and aspirations of the vision.
11. The vision themes: creative, liveable, fair, connected and dynamic, were developed from evidence gathered from a wide ranging set of public engagement events and consultation over the last year including:
 - A youth conference, held in May, to ensure the voices of young people could be heard within the vision. This involved around 40 delegates. Their views largely aligned with those expressed elsewhere in the public consultation process, but with additional themes around young people having a voice, and challenges around:
 - cleanliness in the city centre
 - more free activities for 11-18-year olds
 - mental healthcare provision
 - improving the digital infrastructure
 - sustainability
 - living a healthy lifestyle
 - closing the gender pay gap
 - crime
 - transport
 - The completion of a series of focus groups including with the general public, staff, and members

- 1,600 responses to a public consultation on strengths and challenges facing the city
 - In depth stakeholder interviews with businesses, voluntary and community groups education providers, and statutory agencies, including health and probation
 - The continuation of a series of meetings with city leaders including the Vice chancellors of UEA and NUA, the Dean of the Cathedral, the chair of the Norwich Business Improvement District, the Chief Executive of the Forum and a senior Director of Aviva.
12. This wide ranging engagement and consultation has enabled the creation of a vision that is shared by key organisations and citizens and allows us to collaborate across the city to tackle the major issues that need to be resolved to reach our ambitious vision for in 2040.
13. The themes (see appendix 3) included in the city vision are:
- A creative city – Norwich is a place where culture and creativity play an important part in how the city feels about itself and others perceive it. In 2040, Norwich will be world-renowned for its creativity – a leader in innovation, culture, education and invention.
 - A liveable city – The city takes pride in being a place with a great local environment that people value. We are committed to shifting to clean energy by 2040 (carbon-neutral by 2050). We will support and promote sustainable living – where today's citizens meet the needs of the present without compromising future generations.
 - A fair city – Norwich is a place where many already enjoy a great quality of life. By 2040, the health, wellbeing and life chances of all our citizens will be improved. We will remove barriers to achievement and a high standard of living will be enjoyed by everyone.
 - A connected city – At the heart of any good city is how well it connects with both its citizens and the world at large. In 2040, Norwich will have a modern transport system, be at the forefront of digital connectivity and create opportunities for all residents to link with each other.
 - A dynamic city – Today Norwich has two successful universities and thriving life sciences, creative, tech, leisure and retail sectors. In 2040, Norwich will be a place where entrepreneurs, social enterprises, national and global companies choose to provide good jobs, prosperity and success.
14. Some future gazing work around the themes is needed in order to understand what the possibilities are for Norwich in 2040. Therefore, over the coming weeks and months officers will orchestrate collaborative approaches to specific pieces of work that contribute to the delivery of the vision themes. This will include:
- working with cultural organisations and individuals to identify and create cultural opportunities for all
 - developing a local response to the national and global challenges of climate change
 - identifying what will a well-connected city of the future look like and commission research on what connectivity means for the city in 2040

- determining how we develop an inclusive economy, what it means for Norwich and what changes are needed, using the low wage economy research as a starting point for change
 - working with marketeers to develop a brand, set of shared principles and messages to promote Norwich.
15. Regular updates and details of projects, opportunities and success stories will be sent out to stakeholders via the Norwich2040 mailbox as well as holding another event to showcase our successes and develop the next phase of the vision. Information will also be placed on the vision website

A new corporate plan – progress

16. Over the last two years the narrative within the corporate plan has been refreshed to better reflect the context in which the council is working, but the priorities have remained. To reflect the city vision, the financial context and ongoing wider challenges across the public sector the council's corporate priorities will be changed for 2019/20.
17. Three new priorities are proposed:
- People live well
 - Great neighbourhoods, local environment and housing
 - Inclusive economy
18. The priorities are being developed to recognise their interconnected nature and the likelihood that many areas of work will impact on two or three of them, or require trade -offs between them. The strategies behind each priority are also being developed to recognise the different roles the council may play: delivery, enabling and influencing, linking back to the collective responsibilities of the city vision.
19. Employee engagement and clarity around their roles in delivering these new objectives will be important. Consequently the strategies that sit underneath these priorities are being developed in a collaborative way with colleagues from across the council. Service plans will be replaced by cross cutting strategies and team plans will be adapted to ensure a golden thread from each employee up to the corporate priorities and encourage a more joined up way of working as envisaged in the new operating model.
20. Alongside changes to the corporate plan, the council is also developing a new performance framework to better measure its impact and to ensure the link to the wider city vision is maintained. It is proposed that this should include output measures; quality or quantity measures of the council's own activities, and outcome measures; measures of the "real world" position. The current performance framework includes a mixture of output and outcome measures and showing them separately will allow for greater clarity around how the council is delivering its own activities, whilst ensuring a continued focus on the real world impact and identification of areas where an enabling or influencing role could be adopted.
21. A draft of the corporate plan will published on 5 December for scrutiny committee on 11 December, and will go to Cabinet on 16 January and Budget Council.

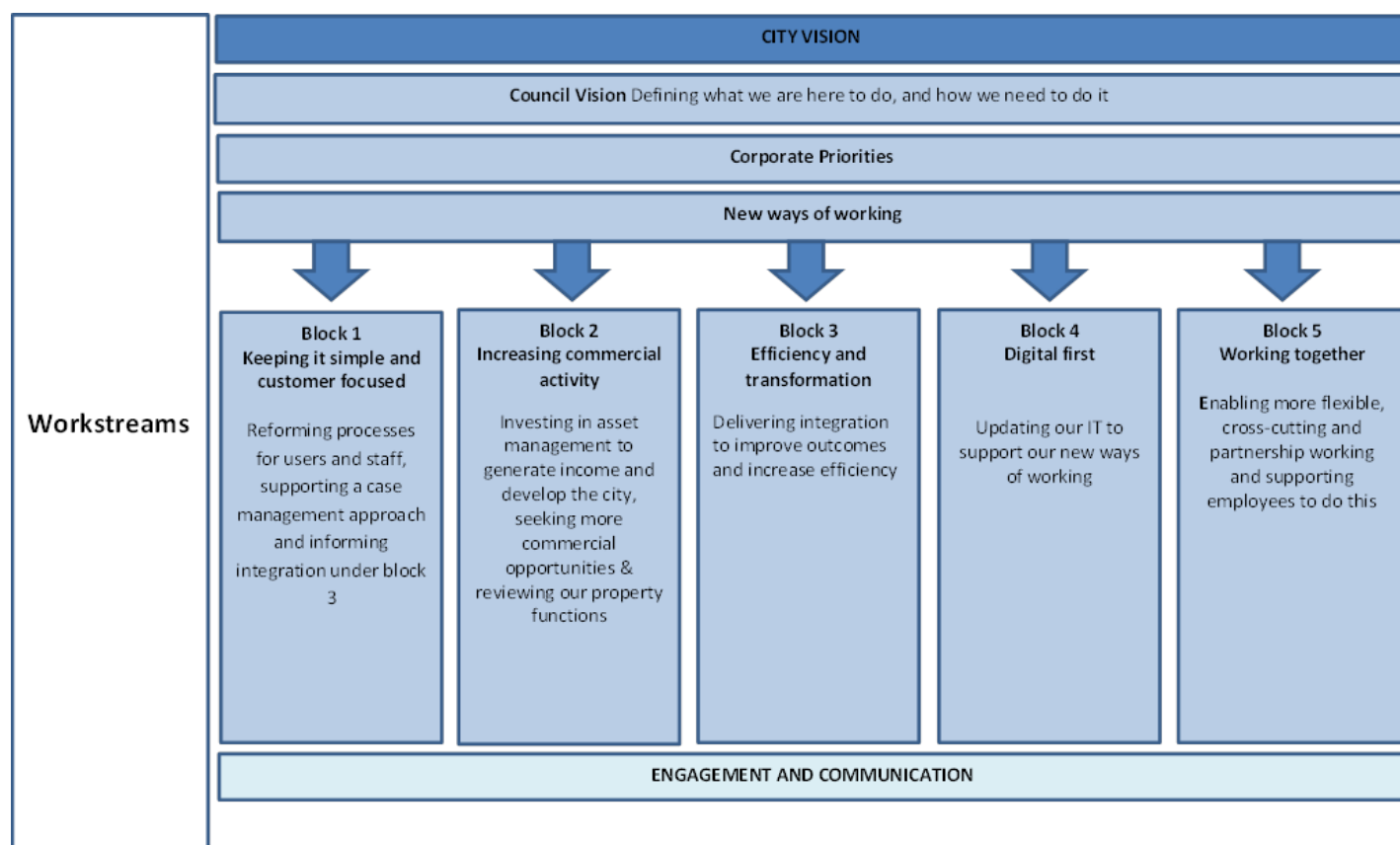
A new blueprint or operating model – progress

22. As set out in the fit for the future update to Cabinet in December 2017, work to develop a new operating model commenced in September 2017 facilitated by an external company, Ignite. The first phase, which concluded in February 2018 included:

- consideration of the principles that should inform this work; for example the customer experience and building customer capability
- analysis of activity across the council and the consideration of job functions
- consideration of how processes could be re-designed to support new ways of working
- testing the operating model against a “future model”

23. A second phase of work was undertaken internally between March and July 2018 to analyse the findings from phase one, consider the impact of the city vision and the development of new corporate priorities on operating model options and run sessions with representatives from each service area to consider their views.

24. From this work, a new vision of the way in which the council needed to work was developed; summarised in appendix 4. Service representative views were sought on what would enable them to work in this way, and what the barriers were. Those views, combined with the Ignite and other analysis, enabled the development of a work programme to deliver this new way of working; an overview is shown in the table below:



25. Progress against the city vision and corporate plan areas of the fit for the future programme has already been described. The following section describes progress around the five blocks to deliver the new ways of working.

Block 1: Keeping it simple and customer focused

26. Whilst significant progress has been made over recent years to streamline council processes and enable those customers who can to self-serve, both Ignite and service representatives involved in helping to shape the new operating model identified that more work was needed, to place the customer at the heart of council processes, and to streamline these as far as possible.
27. A programme of customer journey mapping will be undertaken to consider customer's ideal journeys and identify the process, IT changes, structures or job function changes that would be required to deliver them. The aim is to enable greater self-service, improve the experience for customers and create more efficient processes, with consequent potential for savings.
28. Eight employees have volunteered to act as advisors and facilitators to customer journey mapping, and for each customer journey area, service area experts will be involved. The aim is to also ensure the customer can be involved in the process, though this may not always be possible.
29. The decision to use volunteers rather than external support was driven by the desire to ensure an understanding of customers is embedded across the organisation. This will also support employee development through the training provided and the opportunity that arises from undertaking analysis and facilitation in areas outside of the volunteers own service area.
30. A methodology for customer journey mapping has been developed and volunteers have been given two days of training. Three pilot areas have been established to test the methodology and process, and data analysis is being undertaken to determine the first priorities for customer journey mapping once the pilots are complete. The full programme of customer journey mapping will commence in January.

Block 2: Increasing commercial activity

31. The council is increasingly reliant on income from commercial property to support the delivery of its services, and has an ambitious programme of regeneration projects to deliver housing, employment and public realm opportunities across the city. These will contribute to its corporate objectives and the city vision and support a growing council tax and business rates base. The cabinet report "Commercial property investment strategy 2018/19-2020/21" provides some further detail.
32. The council has made good progress in this area over recent years, but to meet its ambitions for the future an assessment is now needed of the skills and capacity required to take these programmes forward, and of the best structures in which to do so.
33. The first stage has been to define the council's strategy and ambition in this area; the aforementioned report contributes to this and work has also been undertaken to prioritise the current programme of regeneration sites. The next stage will be to undertake an independent analysis of the skills and capacity

required to successfully deliver these programmes, and of the options to deliver this.

Block 3 Efficiency and transformation

34. Some of the key objectives of the council's new operating model are to encourage a greater focus on outcomes and the needs of customers and citizens, to enable more joining up across teams and with external partners to deliver effectively, and to encourage a more adaptable approach, to ensure the council is able to respond to emerging issues. Much of this will be supporting through block 1, keeping things simple and customer focused and block 5, working together. However, it is anticipated that some restructuring will be required to better integrate teams where they are working on similar issues, and to introduce more themed working around key issues. In doing so the aim will be to improve delivery, but also to deliver efficiencies across the organisation.
35. It is not possible to say at this stage exactly what changes will be implemented as further work, including through customer journey mapping under block 1, is required to analyse the options. This analysis is underway and any restructures will be managed in the normal way and in line with all relevant HR policy and best practice.

Block 4 Digital first

36. The council's IT and digital infrastructure will be a critical element in supporting the new operating model. Back office systems at the moment are not always able to "talk" to each other, limiting the amount of joined up analysis and working that can be done, the use of data and the use of mobile technology. This can also lead to duplication of work to input information into each system.
37. A proposal for a new digital platform has been developed. This is an additional infrastructure layer that acts as a communications 'broker' for all systems and applications. The digital platform holds all of the rules defining how data and services should be processed, and manages that processing. Currently, all the various, complex, many-to-many interactions between systems are maintained individually and in the main manually (double entry of data) – a change in one system will require multiple changes across the other impacted systems. By bringing all that complexity into a single managed platform, the impact, cost, and risk of change is greatly reduced – a change in one system will only require a parallel change in the digital platform and will be invisible to all the other systems.
38. A pilot of this new digital platform is being undertaken, to test its functionality and fit with other systems. The aim is for the trial to conclude in April and May but expect to have sufficient information to inform longer term decisions on the digital platform by February.

Block 5 – Working together

39. As set out under block 3, much of the change in the council's operating model will be around culture and behaviour: supporting employees to work in a more joined up way internally and externally, with the customer and citizen at the heart of their thinking and with a problem solving and flexible approach.

40. To understand how best the council can support employees towards these outcomes, several sessions were held with service representatives to understand what lessons can be learned from where this approach is already in place within the council and what barriers get in the way of employees working in this way.
41. Much of the fit for the future programme has been designed to remove the barriers service representatives mentioned; for example with changes to IT under block 4 and improved processes under block 1. In addition, it is anticipated that projects will be undertaken within block 5 to:
- pilot new ways of working and share lessons
 - adapt the “soft” infrastructure of the organisation, for example job descriptions, appraisal and recruitment processes to better align to this new way of working and
 - to provide guidance and training to employees to support the change.
42. Work under this block will commence once HR organisational development resource is in place. This expertise is important to ensure the projects undertaken focus on the right areas to best enable employees to work in line with the new operating model. It is anticipated that work will be able to commence early in the new year.

Employee engagement and communication

43. Communication and engagement with employees throughout the development of the fit for the future programme has been, and will continue to be, critical. Employee views on what the council is here to do and how it should operate is needed to shape the programme, and their involvement and engagement in its delivery will be central to its success.
44. Through the Ignite process around 35 employees volunteered to act as service representatives, filling in activity analysis sheets, attending workshops and feeding back to their colleagues. Once the Ignite work finished this group was expanded to 58 employees who have been involved in defining the new operating model, shaping the programme to deliver that model, and identifying, in particular:
- priority process areas for Block 1: keeping it simple and customer focused
 - barriers and enablers to new ways of working that need to be tackled through Block 3, transformation and efficiency:
 - the requirements to be delivered under Block 4, Digital First:
 - the barriers and enablers to be tackled through Block 5, working together.
45. Other activities to ensure employees have been kept up to date have included:
- the continuation of regular all employee briefings from the Chief Executive; the most recent briefings took place over July and August
 - managers Forum briefings on areas including the corporate plan and progress against developing a new operating model
 - the creation of a Fit for the Future page on the intranet which is regularly updated

- monthly e-bulletins to highlight recent Fit for the Future activity
- drop in sessions for all employees, where members of the transformation team are available to talk through the programme in more detail and answer questions
- a transformation mailbox, to which employees can email with questions or suggestions.

46. These engagement and communication methods will continue through the programme and additional communications resource is being recruited to ensure this can continue.

Conclusion

47. The council faces significant uncertainty in future years given expected changes to local government funding arrangements. Furthermore, the wider social context in which the council is operating is becoming more challenging, placing greater demand on council services.

48. Despite these challenges the council wishes to continue to be ambitious for Norwich and its people, working with others across the city to deliver a bright vision for the future as described in our new city vision.

49. It is anticipated that the plans here will enable the council to better serve its city in challenging times, and contribute savings towards the financial gap detailed in the Emerging 2019/20 Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan report

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: | 12 December |
| Director / Head of service | Chief Executive Officer |
| Report subject: | Norwich City Council Fit for the Future update |
| Date assessed: | 23 November 2018 |

| | | | | |
|---|-------------------------------------|-------------------------------------|--------------------------|-----------------|
| | Impact | | | |
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Other departments and services e.g. office facilities, customer contact | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Financial inclusion | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |
| Social (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Safeguarding children and adults | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| <u>S17 crime and disorder act 1998</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Human Rights Act 1998 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Health and well being | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |

| | | | | |
|--|-------------------------------------|--------------------------|--------------------------|----------|
| | Impact | | | |
| Equality and diversity (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Relations between groups (cohesion) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Eliminating discrimination & harassment | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Advancing equality of opportunity | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |
| Environmental (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Transportation | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Natural and built environment | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Waste minimisation & resource use | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Pollution | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Sustainable procurement | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Energy and climate change | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |
| (Please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Risk management | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Recommendations from impact assessment

Positive

Negative

Neutral

Issues

UN report on Guardian front page – 17 November 2018



The Guardian

Saturday
17 November 2018
Issue N° 53,569
£2.90

Austerity has inflicted misery on people – UN

PM brings back Rudd to shore up support

Government under fire for 'callous' policies that have left a fifth of the population in poverty

Robert Booth and Patrick Butler

The government has inflicted "great misery" on its people with "punitive, mean-spirited, and often callous" austerity policies driven by a political desire to undertake social re-engineering rather than economic necessity, the United Nations poverty envoy has found.

Philip Alston, the UN's rapporteur on extreme poverty and human rights, ended a two-week mission to Britain with a scathing declaration that despite being the world's fifth largest economy, levels of child poverty are "not just a disgrace, but a social calamity and an economic disaster".

About 14 million people, a fifth of the population, live in poverty, and 1.5 million are destitute, unable to afford basic essentials, he said, citing figures from the Institute for Fiscal Studies and the Joseph Rowntree Foundation.

He highlighted predictions that child poverty could rise by 7% between 2015 and 2022, with forecasts of child poverty rates as high as 40%.

"It is patently unjust and contrary to British values that so many people are living in poverty," he said, adding that compassion had been abandoned during almost a decade of austerity policies that had been so profound that significant elements of the post-war social contract, devised by William Beveridge more than 70 years ago, had been swept away.

In an excoriating 24-page report, which will be presented to the UN human rights council in Geneva next year, the eminent human rights lawyer said that in the UK "poverty is a political choice".

He told reporters at a press conference in London:

- Austerity Britain was in breach of four UN human rights agreements relating to women, children, disabled people and economic and social rights. "If you got a group of misogynists in a room and said how can we make this system work for men and not for women they would not have come up with too many ideas that are not already in place," he said.
- The limit on benefits payments to only the first two children in a family was "in the same ball park" as China's one-child policy because it punished people who had a third child.
- Cuts of 50% to council budgets were slashing at Britain's "culture of local concern" and "damaging the fabric" of society.
- The middle classes would "find themselves living in an increasingly hostile and unwelcoming society because community roots are being broken".

The government said that it "completely disagreed" with Alston's analysis.

A spokesperson said household incomes were at a record high, income inequality had fallen and that universal credit, which

14m
The number of people who live in poverty in the UK, about a fifth of the population

1.5m
The number who are destitute, meaning they do not have the money for basic essentials

7%
The predicted increase in child poverty in the seven years to 2022, with up to 40% of children affected

Heather Stewart

Theresa May drafted her staunch supporter Amber Rudd back into the cabinet last night as work and pensions secretary, and took personal control of the final phase of Brexit negotiations.

The prime minister sought to shore up her support hours after Michael Gove decided to remain in cabinet, despite telling her on Thursday that her Brexit deal was "not a runner" and would not get through parliament.

Amid the threat of a no-confidence vote, as ardent Brexiters gathered letters calling for her to be ousted, No 10 sought to show it was business as usual, replacing ministers who had quit in protest at her Brexit deal.

Rudd, who resigned only seven months ago over the botched handling of the Windrush scandal, will now oversee the rollout of the controversial universal credit system.



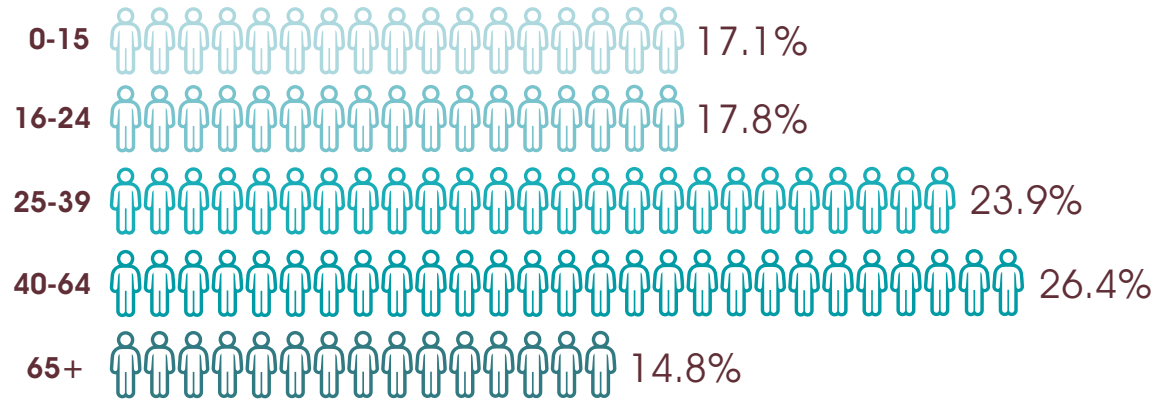
THE STATE OF NORWICH

People, Place, Economy, Wellbeing

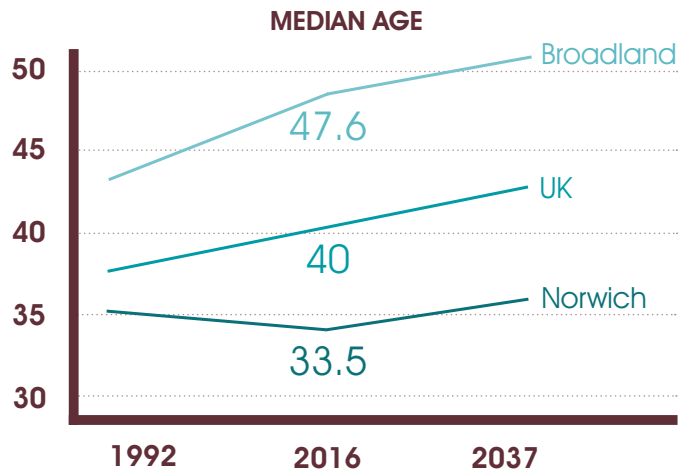
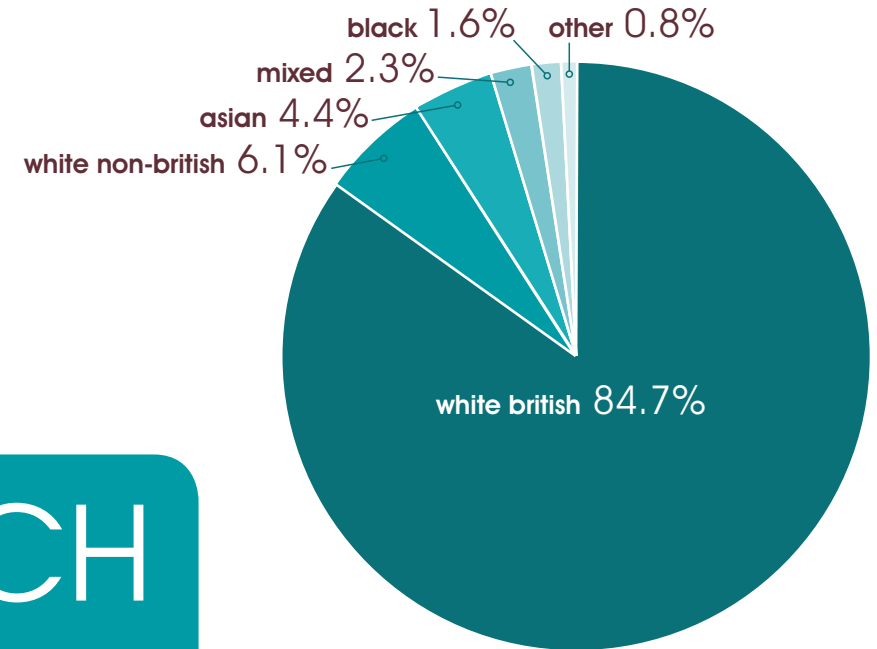
August 2018



AGE



ETHNICITY



NORWICH people

139,900 RESIDENTS
65,944 HOUSEHOLDS



CHILD POVERTY



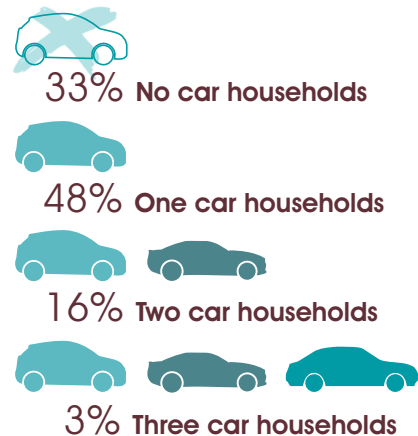
PENSIONER POVERTY



CO₂ EMISSIONS tonnes per capita



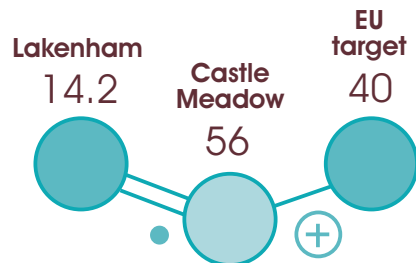
CARS PER HOUSEHOLD



PEOPLE KILLED OR SERIOUSLY INJURED ON ROADS



NO₂ EMISSIONS micrograms/cubic m



FUEL-POOR HOUSEHOLDS



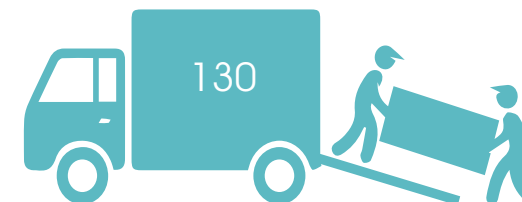
NORWICH place

AVERAGE MONTHLY RENT (2beds)

Norwich £778
Norfolk £711



NEW HOMES COMPLETED



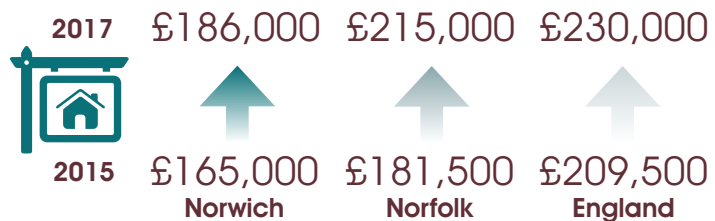
RATIO OF LOWER QUARTILE HOUSE PRICES TO LOWER QUARTILE INCOME

8.21
Norwich

8.86
Norfolk

7.26
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 2017 1.6%
December 2016 1.7%



HOUSEHOLDS EARNING BELOW £15,000/YEAR

18,384



MEDIAN HOUSEHOLD INCOME

£24,490

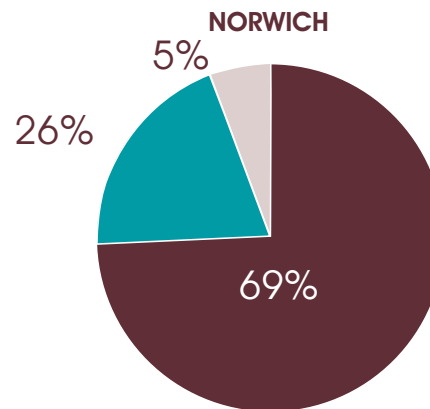
highest ward
£37,146



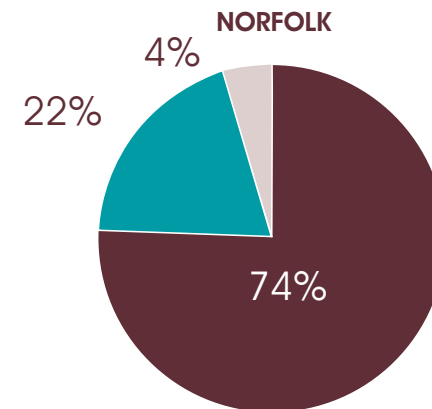
lowest ward
£19,668

NORWICH economy

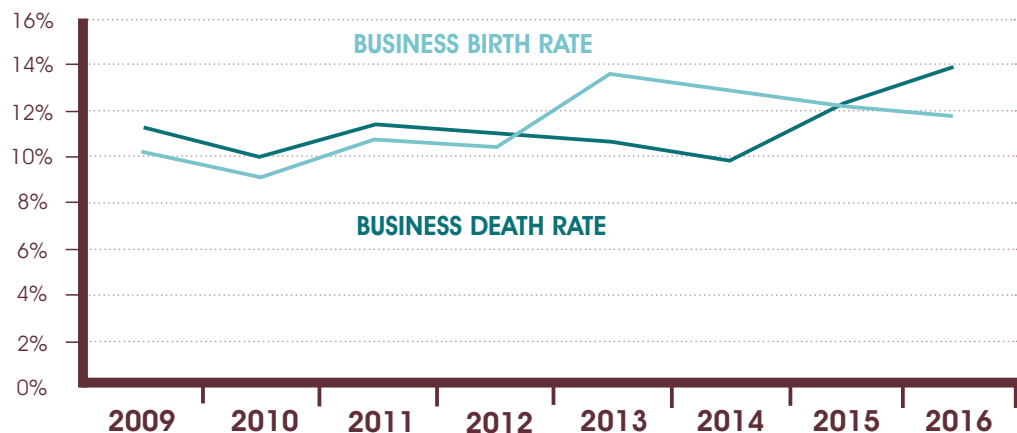
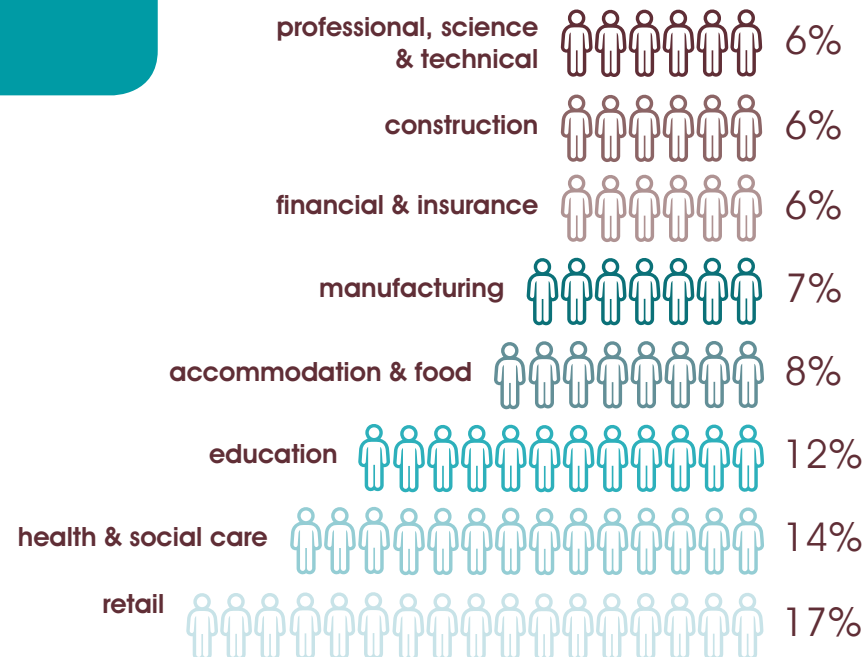
ECONOMIC ACTIVITY (AGES 16-64)



employed ■ unemployed ■
economically inactive ■



75% OF RESIDENTS EMPLOYED IN...



AVERAGE LIFE EXPECTANCY

female 82.9
male 78.9



gap between most deprived
and least deprived wards are:

female 7.8 years
male 9.8 years

EDUCATION LEVELS

| | Highest ward | Lowest ward | Norwich | England |
|--------------------------------------|--------------|-------------|---------|---------|
| KS2 level 4+ reading | 90.5% | 48.1% | 62.2% | 66% |
| KS2 level 4+ writing | 91.7% | 65.7% | 79.2% | 74% |
| KS2 level 4+ maths | 86.5% | 43.2% | 59.8% | 70% |
| 5+ GCSEs A+-C incl english and maths | 85.3% | 25.6% | 43.8% | 56.6% |



HOSPITAL STAYS/per 100,000 population



self harm 229.8
alcohol related harm 805

CRIME AND ANTI SOCIAL BEHAVIOUR

ASB incidents 5,116
all crimes 13,350
110.1/per 1000 population (Norfolk 56.9)
hate crimes 372
hate incidents 190



NORWICH wellbeing

GOOD LEVEL OF DEVELOPMENT - AGE 5



NORWICH

65.7%

Nelson 82.9% Wensum 54.4%

ENGLAND

69%

WEIGHT



| | Highest ward | Lowest ward | Norwich | England |
|------------------|--------------|-------------|---------|---------|
| low birth weight | 3.8% | 2.1% | 3.1% | 2.8% |
| overweight (R) | 25.7% | 17.2% | 23% | 22.2% |
| obese (R) | 11.6% | 6.6% | 9.1% | 9.3% |
| overweight (Yr6) | 36.5% | 12.3% | 32.2% | 33.6% |
| obese (Yr6) | 24.6% | 12.6% | 17.9% | 19.3% |
| obese adults | 27.8% | 12.8% | 21.7% | 24.1% |

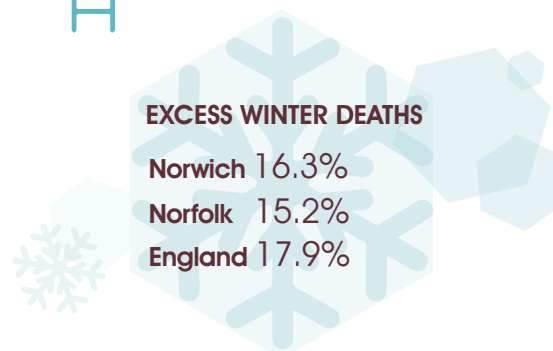
SOCIAL MOBILITY

Bottom 10% of
areas in the country
for social mobility



EXCESS WINTER DEATHS

Norwich 16.3%
Norfolk 15.2%
England 17.9%



LIFE SATISFACTION (out of 10)

Norwich 7.78
Norfolk 7.73
England 7.69

HAPPINESS (out of 10)

Norwich 7.75
Norfolk 7.51
England 7.53



Sources

| | Measure | Source | Date range |
|-----------|---|--|------------------|
| PEOPLE | Total Population | ONS - Mid Year Estimates | 2016 |
| | Age Profile | ONS - Mid Year Estimates | 2016 |
| | Ethnicity | Census 2011 Table KS201EW | 2011 |
| | Median Age | ONS - Population Projections | 2016 |
| | Child poverty | HM Revenue and Customs | 2015 |
| | Pensioner poverty | Indices of Multiple Deprivation 2015 | 2012-2013 |
| | Residents/Households | ACORN CACI Paycheck | 2017 |
| PLACE | Tenure | Census 2011 | 2011 |
| | PS Rents | Home.co.uk | 2018 (Live Data) |
| | House Sales/Prices | Department of Communities and Local gov. | 2015-2017 |
| | New homes | Department of Communities and Local gov. | 2016-2017 |
| | Fuel poverty | Norfolk Insight | 2015 |
| | Transport | Census 2011 | 2011 |
| | KSI (Road Traffic Casualties) | Norfolk Insight | 2016 |
| | CO2 Emissions | DECC | 2015 |
| | N02 Emmisions | DEFRA | 2016 |
| | Lower Quartile, House Price - Earnings ratio | ONS - Mid Year Estimates | 2017 |
| ECONOMY | Unemployment rates | NOMIS | 2017 |
| | Business Births/Deaths | ONS - Business Demography | 2016 |
| | Economic Activity | NOMIS | 2017 |
| | Industry of Employment | Census 2011 | 2011 |
| | Average income | ACORN CACI Paycheck | 2017 |
| | Households below average income | ACORN CACI Paycheck | 2017 |
| | New company registrations | Start-up Britain | 2016 |
| WELLBEING | Life Expectancy at Birth - Male (Years) | ONS | 2014-2016 (A) |
| | Life Expectancy at Birth - Female (Years) | ONS | 2014-2016 (A) |
| | Inequality in Life Expectancy at Birth - Male (Years) | ONS | 2014-2016 (A) |
| | Inequality in Life Expectancy at Birth - Female (Years) | ONS | 2014-2016 (A) |
| | Mental health | Public Health Profiles | 2016-2017 (A) |
| | Alcohol Related Admissions | Public Health profiles | 2016-2017 (A) |
| | Excess Winter Deaths | Health profiles | 2013-2016 (A) |
| | Obesity | Health profiles | 2013-2016 (A) |
| | Life Satisfaction | ONS | 2016-2017 (A) |
| | Happiness | ONS | 2016-2017 (A) |
| | All Crime | Norfolk Insight | 2016-2017 |
| | Hate crime | NCC Equalities Information Report | Nov 16 - Nov 17 |
| | GCSE Attainment | Norfolk Insight | 2016 |
| | Literacy | Norfolk Insight | 2016 |
| | Low Birthweight | Public Health Profiles | 2011-2015 |
| | Development at 5 | Norfolk Insight | 2016 |
| | Social Mobility Index | Social Mobility Commission | 2017 |

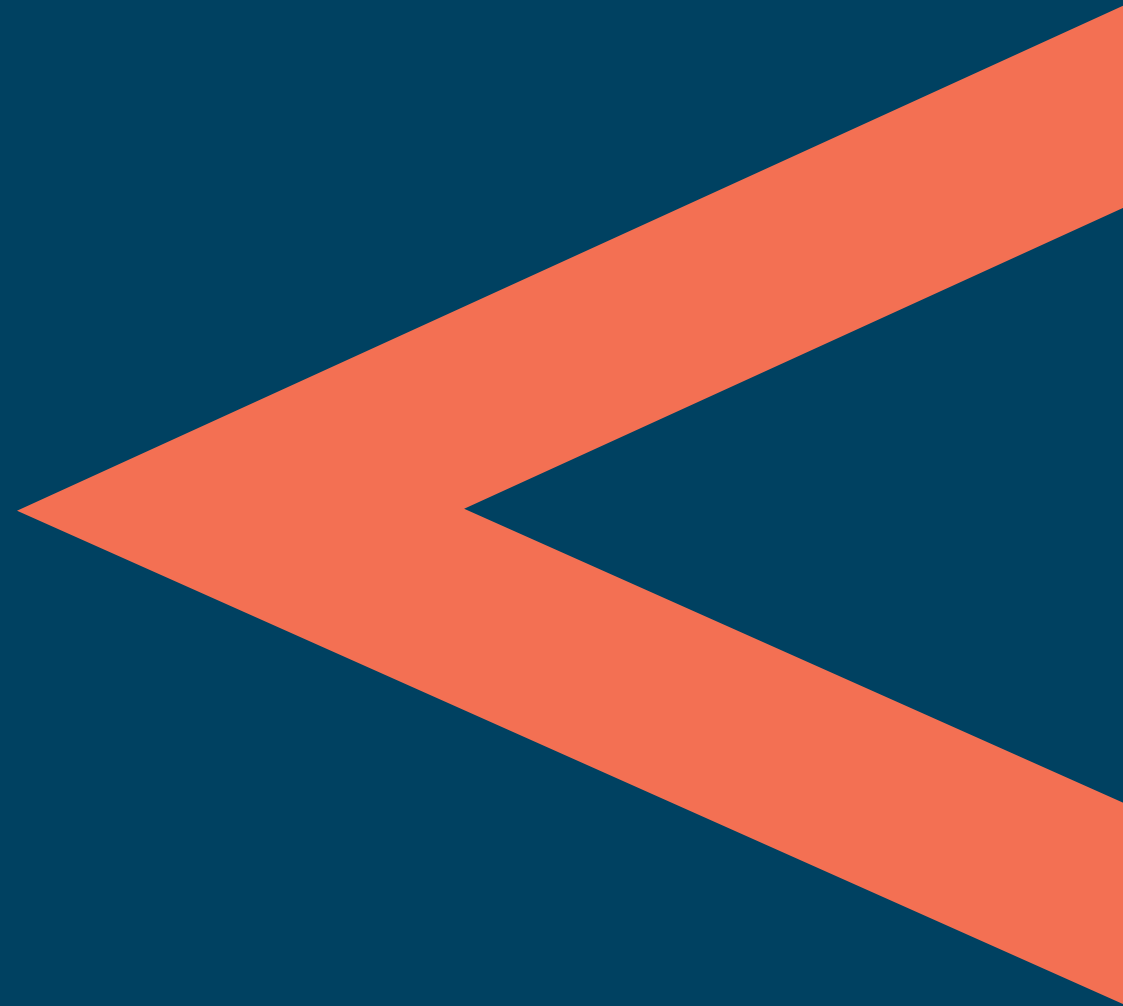
Norwich 2040 City Vision



NORWICH HAS A LONG
HISTORY OF BEING A
RADICAL, INNOVATIVE
CITY. THE LIST OF
'FIRSTS' STANDS
PROUD IN OUR PAST
AND CONTINUES
TO BE WRITTEN.

Identified today by think-tank Centre for Cities as one of the five 'fast growth cities' in England, we are increasingly recognised for our strong economy, quality of life and vibrancy.

But we know there are some parts of our city where there is inequality and poverty that we must continue to challenge and tackle.



IN THE NEXT
20 YEARS THERE
WILL BE INCREASING
PRESSURE ON OUR
CITY ENVIRONMENT
AND INFRASTRUCTURE.
THERE WILL BE HUGE
CHANGES TO HOW
PEOPLE WORK, LEARN,
LIVE AND TRAVEL.

Norwich needs to be leading change, not following it. Against a backdrop of huge national and international issues like climate change, Brexit and the need to redress inequality, we need to make sure that this city is seen as a shining example for medium-sized cities across the globe.

This is not something that any one organisation can do alone. The whole city, its people, businesses and institutions will need to work together to make the Norwich of 2040 the best place to be.



Over the last year, the public, and representatives from businesses, organisations and community groups were asked what they value in Norwich and what they see as the future challenges – what sort of city they want to see in 2040.

FOCUS GROUPS,
PUBLIC AND
STAKEHOLDER
INTERVIEWS AND
TWO CONFERENCES
HAVE ALL FED INTO
THE STORY OF NORWICH
AS IT IS NOW, AND AS IT
SHOULD BE IN THE FUTURE.

“ A key thing for the future for Norwich and the world is about the environment and becoming more sustainable. ”

“ Norwich needs to attract different industries to create more opportunities. ”

“ The city is creative, creativity is celebrated. ”

“ Housing in the future needs to be inclusive, created for all needs – where older people, disabled people, families and everyone can live together. ”

“ It's a great place to make a life. ”

“ We need to attract young new ideas and energy. ”

FROM THIS CONVERSATION IT HAS
BEEN POSSIBLE TO CREATE THE
THEMES OF OUR CITY VISION.

THE THEMES



A CREATIVE CITY

Norwich is a place where culture and creativity play an important part in how the city feels about itself and others perceive it. In 2040, Norwich will be world-renowned for its creativity – a leader in innovation, culture, education and invention.



A LIVEABLE CITY

The city takes pride in being a place with a great local environment that people value. We are committed to shifting to clean energy by 2040 (carbon-neutral by 2050). We will support and promote sustainable living – where today's citizens meet the needs of the present without compromising future generations.



A FAIR CITY

Norwich is a place where many already enjoy a great quality of life. By 2040, the health, wellbeing and life chances of all our citizens will be improved. We will remove barriers to achievement and a high standard of living will be enjoyed by everyone.



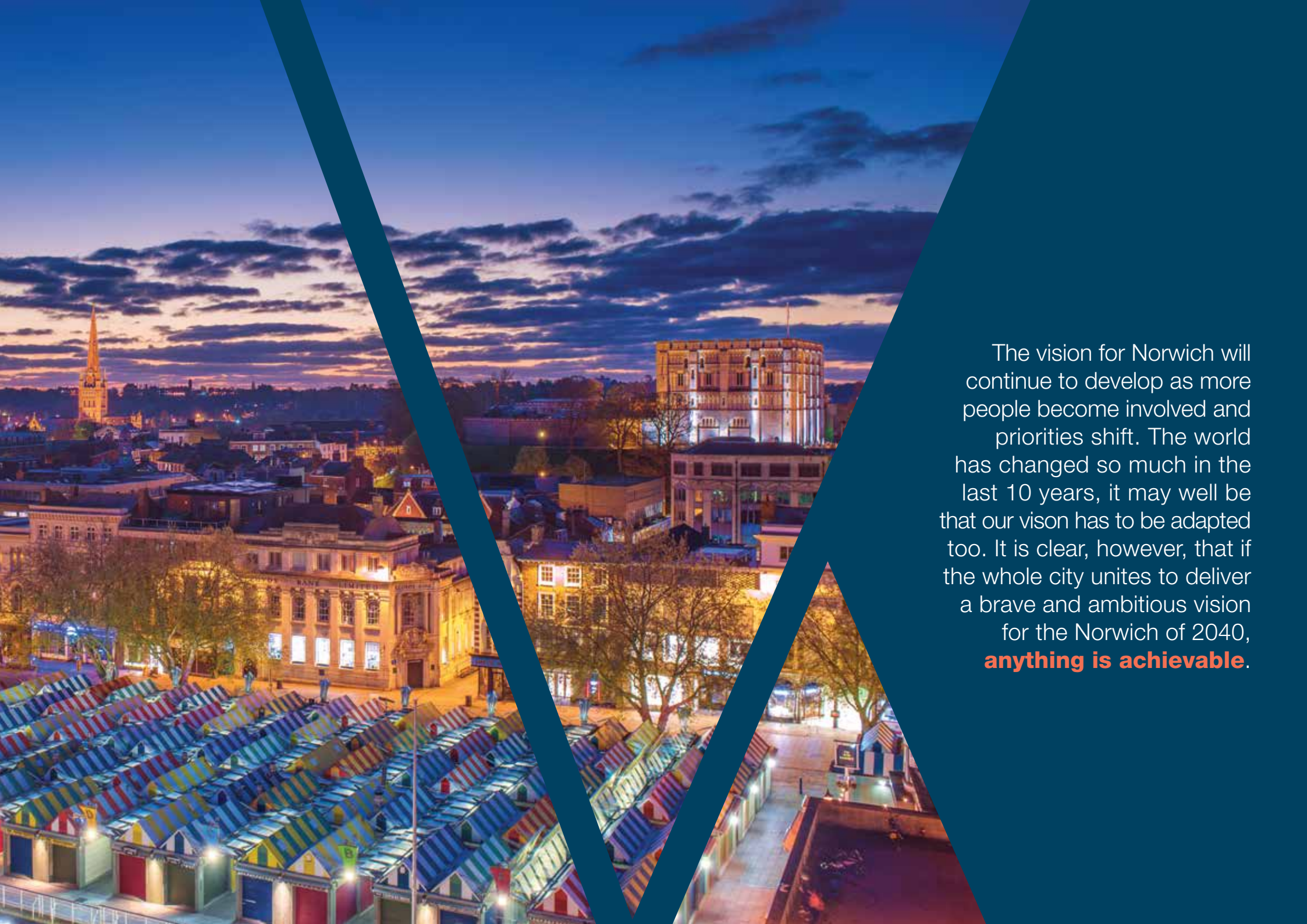
A CONNECTED CITY

At the heart of any good city is how well it connects with both its citizens and the world at large. In 2040, Norwich will have a modern transport system, be at the forefront of digital connectivity and create opportunities for all residents to link with each other.



A DYNAMIC CITY

Today Norwich has two successful universities and thriving life sciences, creative, tech, leisure and retail sectors. In 2040, Norwich will be a place where entrepreneurs, social enterprises, national and global companies choose to provide good jobs, prosperity and success.



The vision for Norwich will continue to develop as more people become involved and priorities shift. The world has changed so much in the last 10 years, it may well be that our vision has to be adapted too. It is clear, however, that if the whole city unites to deliver a brave and ambitious vision for the Norwich of 2040, **anything is achievable.**

A CREATIVE CITY THAT:

is cutting edge...

offers a unique experience for all...

is a cultural innovator...

combines the best of modern and historic...

is a leading creative destination...

This means:

- increasing the diversity of employers across the city and becoming more entrepreneurial
- fostering collaboration between cultural organisations and individuals to identify and develop more creative and artistic opportunities for all
- promoting innovative development and the regeneration of urban spaces and communities
- developing the city centre experience and its unique mix
- maximising the use of our heritage assets
- celebrating our diverse neighbourhoods and communities
- attracting and retaining ambitious young people through our universities
- using creativity to transform the perception of Norwich.



A LIVEABLE CITY THAT:

adapts and undergoes renewal...
works together to combat climate change...
values green and open spaces...
has excellent air quality...

This means:

- using our local natural resources effectively
- creating efficient, good quality, low-emission and affordable transport options
- protecting and maintaining our green and open spaces to improve biodiversity and air quality
- developing an alternative approach to energy
- reducing the amount of plastic in use
- achieving high levels of reuse and recycling
- growing and buying local.



A FAIR CITY WHERE:

people care about equality...

there is a fair system...

communities are diverse...

citizens have better physical and mental health...

education is outstanding and linked to vocational training,
lifelong learning and local job opportunities...

This means:

- developing an inclusive and joined up approach to service delivery, ensuring residents have access to all the city has to offer
- promoting the independence and diversity of all of our citizens
- adopting innovative approaches to bring about individual and community physical and mental wellbeing
- making the best use of our public spaces for physical activity
- ensuring children and young people are ambitious and able to realise their full potential through outstanding education and training
- providing appropriate lifelong learning, training and upskilling opportunities for those who live and work here
- maximising the resilience of individuals, their families and communities
- providing housing that is fit for the future and meets the changing needs of our people.



A CONNECTED CITY THAT:

has a modern transport system...

is at the forefront of digital connectivity...

is a place where people can exchange ideas and help shape the city...

This means:

- having the transport infrastructure to link us to the region, country and world
- being a great city for walking and cycling
- having a clean, affordable, integrated transport system
- the whole city having access to the latest smart technology
- having spaces and opportunities for people to come together, understand, share and exchange with each other and their communities.



A DYNAMIC CITY WITH:

new and growing businesses...

thriving universities...

jobs of the future...

creative and thoughtful leadership...

greater immunity to global changes...

This means:

- working with residents and businesses to create an inclusive economy and growth
- attracting and generating more investment in and support of independent businesses
- increasing the number of multi-national businesses to compliment the independent sector
- maximising growth industries where we have competitive strengths
- shaping economic development to create more higher paid local jobs
- making Norwich a place for ambitious young people.



THIS IS JUST THE BEGINNING...

Over the last year we've joined forces to find out what matters most to the city and the aspirations we hold for the future. The result of this is five themes which form the foundation of our shared Norwich 2040 vision.

The next questions are “what’s possible?” and “how do we get there?”

We will need to:

- **work together as a city**
- **share ideas**
- **commission research to inform our actions**
- **celebrate our successes**

...LET'S
WRITE A
NEW LIST
OF NORWICH
'FIRSTS'
TOGETHER...

WE MUST ALSO ADDRESS SOME OF THE IMMEDIATE PRIORITIES THAT PEOPLE IDENTIFIED



TACKLING ROUGH SLEEPING

A consortium of eight local organisations has been awarded £758k by Norwich City Council over the next three years to address rough sleeping and support people with complex needs. The new project, called Pathways, will use the combined strength of its members to offer a pioneering and collaborative model. The consortium members will take the innovative approach of stepping out of their individual organisations to form one team, taking the new service to those people who need it most.



A STRONG VOICE FOR YOUNG PEOPLE

Working with the Norwich Youth Advisory Board, the social mobility opportunity area board, community organisations, schools, colleges, universities and businesses to identify specific projects that will make a difference here and now. Ensure that young people help shape the Norwich of the future.



PROMOTING NORWICH

Working together to provide the tools we need to promote Norwich as a place to visit, work, learn, invest and live. Collaborating with agencies, authorities, institutions and businesses to produce and deliver a consistent and positive modern message about the city. One voice, bigging up the city.

IMPROVING TRANSPORT

Through the Transforming Cities Fund Transport for Norwich is in line for a share of a £1.2bn pot of money specifically for promoting intra-city connectivity – aiming to make it easier for people to access jobs, training and retail. At the heart of the bid, is a new high-quality, integrated public transport network for the greater Norwich area. Smart ticketing, cleaner vehicles, real-time information and faster journey times are all features outlined in the bid.



This document was produced in
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For more information:

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www.norwich.gov.uk/vision



NORWICH
City Council

Council Vision, Mission and Values**Vision, Mission and Values**

The corporate vision – To make Norwich a fine city for all

The corporate mission – To put people and the city first

The mission statement

Norwich City Council is at the heart of the city of Norwich.

We work creatively, flexibly and in partnership with others to create a city of which we can all be proud.

We provide good services to our residents, visitors and businesses, whilst enabling people to help themselves and ensuring that those who need extra help can access it.

We aim to be financially self-sufficient, to ensure the sustainability of our services.

Characteristics of the council

This means that we:

Understand our city and our customers, recognising the interconnected nature of the objectives we are seeking to achieve.

Take decisions based on a full understanding of the evidence and risks

Build relationships proactively and work collaboratively internally and externally and leverage resource where possible to deliver the best outcomes

Are agile and adaptable, to enable us to adjust our resources to deliver our priorities

Adopt commercial approaches where appropriate

Value and trust our staff and our partners and respect PACE values

Putting the characteristics into practice

Change is likely to be a constant in the future, and so putting this vision into practice will require us to create an organisation which is not rigid, but which is adaptable and can respond to change. And all this will require changes to our culture and skills, internal infrastructure and relationships with partners and citizens which need to be clearly articulated and shared across the organisation.