

A New Vision for Norwich
The Sustainable Community Strategy
Draft for Consultation

2007-2020



Foreword by Graham Creelman, Chair of the City of Norwich Partnership

I am pleased to present the draft Sustainable Community Strategy for the city of Norwich. This document sets out the vision and priorities of the City of Norwich Partnership. The partnership is a diverse range of public, private and voluntary organisations working together in the interests of Norwich. After consultation and revision, the strategy will become the overarching strategic plan for the future development of the city. So it's really important to us all. It will be reviewed and updated regularly to ensure it meets the changing needs of Norwich.

Our long-term vision for the city is simple: ***"To make Norwich the best place in the world to live, work, learn and visit."*** It is a hugely ambitious vision, but our community deserves nothing but the very best. To achieve our aim, we must work together boldly and creatively, whether addressing such key issues as local areas of deprivation or the global threat of climate change.

We are starting from an excellent base. In terms of employment and tourism, cultural assets and higher educational facilities, Norwich plays a vital role in Norfolk and the eastern region. And we believe that Norwich has the potential to play an even greater role regionally, nationally and internationally. We want to make sure that the city realises its potential in ways that benefit all local residents as well as businesses and other organisations.

At the same time, we recognise that all areas have their problems, and Norwich is no exception. Norwich is a city of great contrasts in terms of people's quality of life. A key aim of the partnership is to make sure that inequalities in Norwich are minimised while giving all local people the best possible chances in life. We also want to make sure that our plans are sustainable and will safeguard the prospects of our children and future generations.

This draft strategy sets out how the City of Norwich Partnership will work to improve the city. Over the next few months we will be asking local people and organisations to comment on what it says, so that we can produce a full and agreed strategy by spring 2007.

We hope that you will take the opportunity to let us know what you think by filling out the questionnaire and will take the time to join us on our quest to make Norwich a world-class place to live, work, learn and visit.

A handwritten signature in black ink, appearing to read 'Graham Creelman', written in a cursive style.

Graham Creelman, Chair, City of Norwich Partnership

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Part One

Setting the Scene

Introduction

The challenges we face in society are complex, and there is a growing emphasis on partnership working to tackle problems that no single organisation or sector can tackle alone. This draft Sustainable Community Strategy is the result of partnership working. It has been developed by the City of Norwich Partnership, which is the Local Strategic Partnership for Norwich. It is intended to help all of its partner organisations to address more effectively the challenges facing the city. The remainder of Part 1 provides further information on what these terms mean. Part 2 provides an overview of Norwich, identifying the key issues we face in the city and what the City of Norwich Partnership proposes to do to address them.

What is a Local Strategic Partnership?

A Local Strategic Partnership (LSP) is a means of bringing together the public, private and voluntary sectors for an area, in order to work jointly to solve problems and plan for the future across all policy areas. The concept of LSPs was first introduced in statutory guidance on Community Strategies in 2000. The main objective of an LSP is to set out the vision for its area and coordinate and drive the delivery of local services leading to improved outcomes for citizens that go beyond the remit of any one partner.¹ LSPs do not receive regular government funding to undertake this work.

Within a context of increasing reliance on partnership working, government sees the LSP as the 'partnership of partnerships'. The local authority usually plays a key role in the LSP, but all partners have to contribute to make an LSP successful. Among other things, LSPs are responsible for developing the Sustainable Community Strategy for their area.

What is the City of Norwich Partnership?

The City of Norwich Partnership is the Local Strategic Partnership for Norwich. It is a collection of over 120 organisations that shape the city. Together, these members make up:

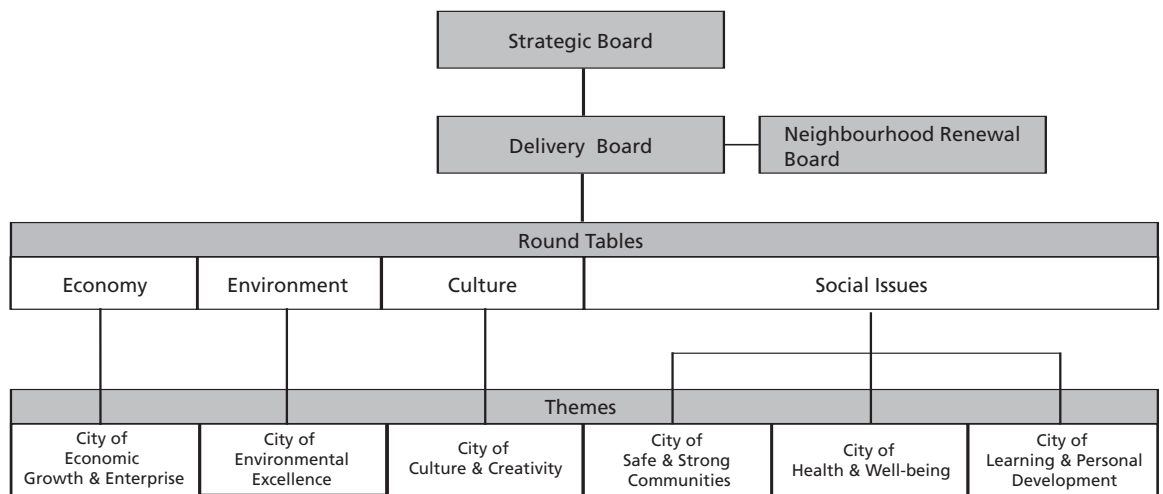
- the Strategic Board, which sets the vision and strategic direction of the partnership
- the Delivery Board, which ensures that the partnership achieves what it sets out to do
- the Neighbourhood Renewal Board, which oversees the use of specific funds allocated to Norwich for two years to address deprivation, and
- the Round Tables, which bring together representatives from statutory, business, voluntary and community organisations with expertise in various policy areas to identify the issues that need to be addressed in Norwich. There are four Round Tables: Economy, Environment, Culture and Social Issues.

See Figure 1 for a City of Norwich Partnership organisational diagram and Appendix A for a complete list of members.

In early 2006, the City of Norwich Partnership agreed the new structure set out above. It also developed the proposed vision, themes and associated strategic objectives set out in Part 2 that are the subject of this consultation process. These themes and strategic objectives build on the earlier strategies developed by each of the four Round Tables.

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Fig. 1 City of Norwich Partnership Organisational Structure



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What is a Sustainable Community Strategy?

A Sustainable Community Strategy sets out long-term plans to improve the quality of life for local people. The government’s vision is that Sustainable Community Strategies become the overarching local plan for the area: they will become the plans which guide the priorities of other plans and strategies for the area. They also play a key role in developing coherent service provision between different agencies and partnerships in an area.

It is important that the strategy is based on evidence that demonstrates particular local needs. At the same time, the strategy must take into consideration the aspirations of local people and organisations.

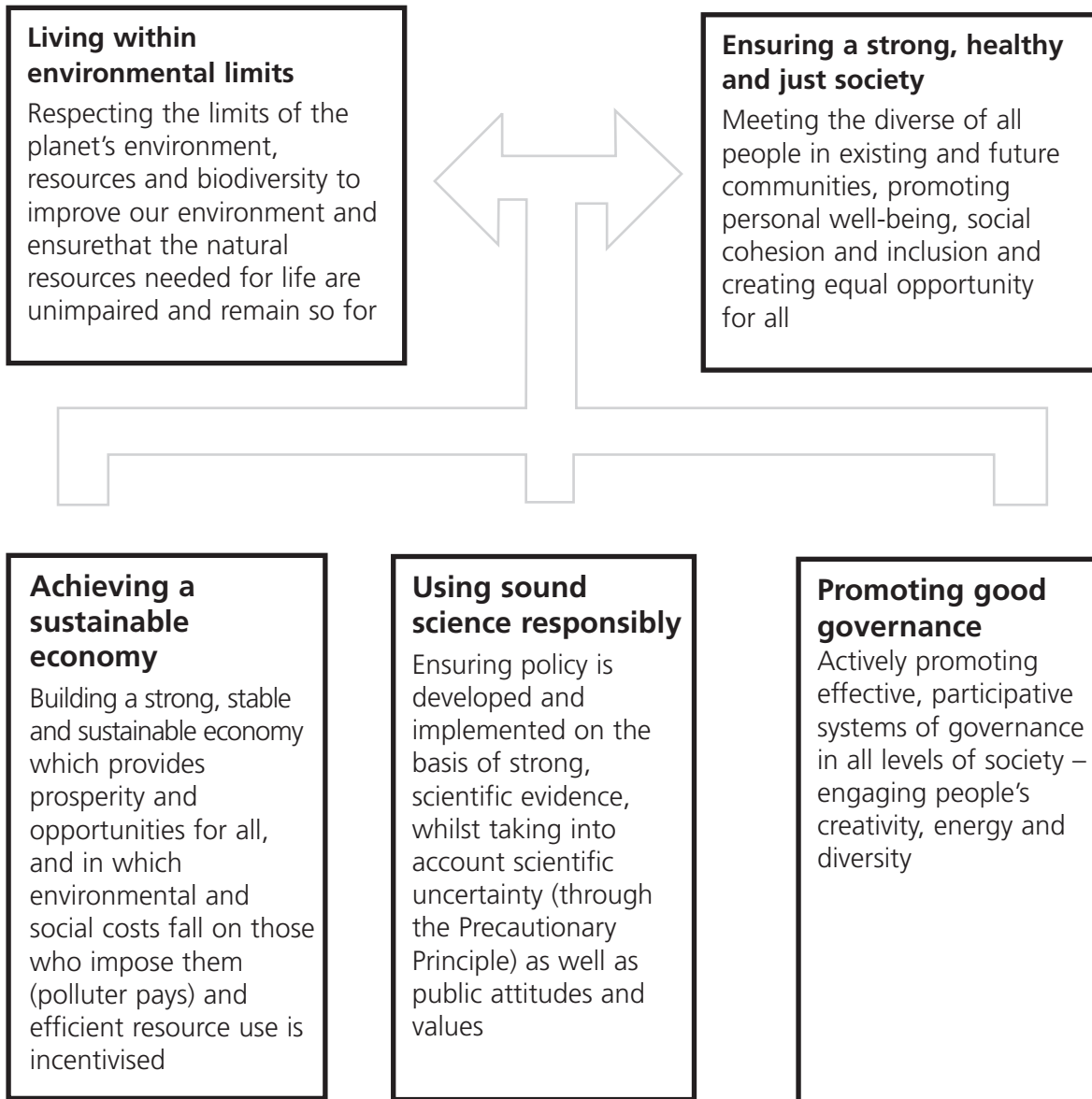
What do we mean by a ‘sustainable community’?

The end result of a well-planned and executed Sustainable Community Strategy should be, quite simply, a ‘sustainable community’. The government and a wide variety of organisations in the UK and elsewhere describe sustainable communities as ones which ‘balance and integrate social, economic and environmental components of their community; meet the needs of existing and future generations; and respect the needs of other communities in the wider region and internationally.’¹² Following extensive consultation, the government has agreed five principles of sustainability, which are:

- ensuring a strong, healthy and just society
- living within environmental limits
- achieving a sustainable economy
- using sound science responsibly
- promoting good governance

These principles are set out more fully in Figure 2. Government policy states that these principles will form the basis of all policy in the UK. They will therefore be used to inform and evaluate the Sustainable Community Strategy for Norwich.

Fig. 2 Five principles of sustainability



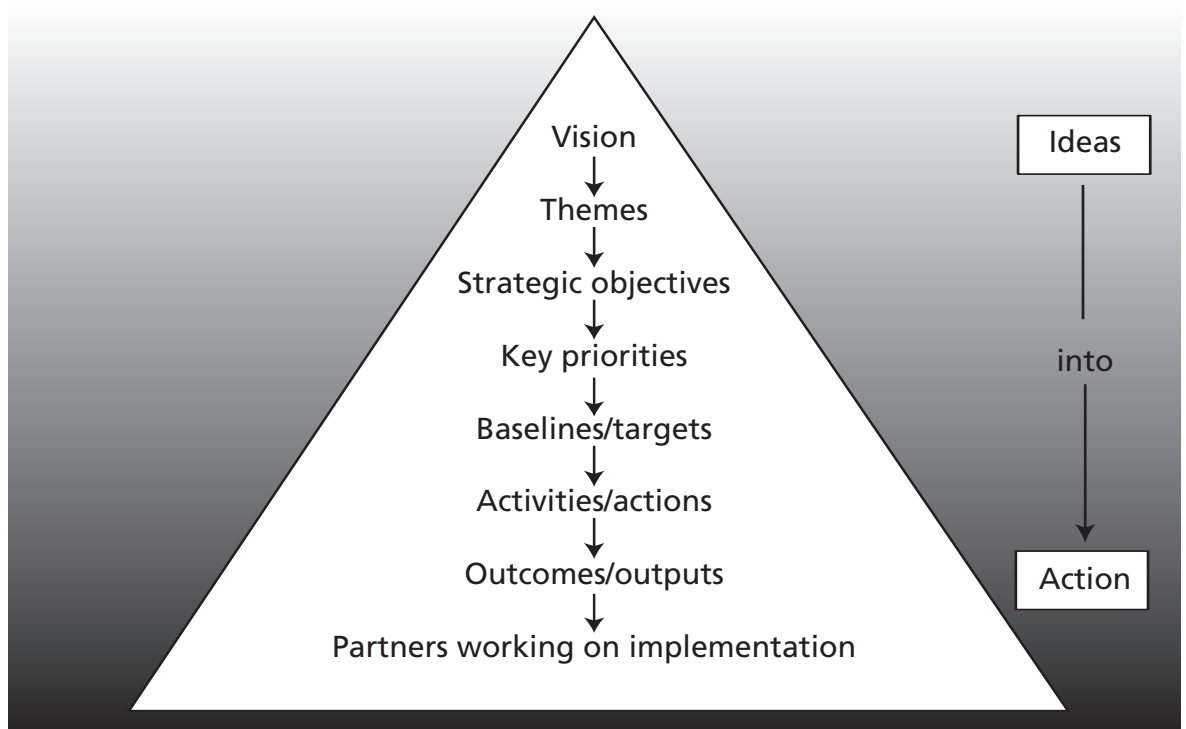
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Developing the strategy for Norwich

As stated earlier, the draft strategy in Part 2 of this document has developed from earlier work by the four Round Tables and other members of the City of Norwich Partnership. Following consultation, the City of Norwich Partnership will refine the proposed vision, themes and strategic objectives. Once agreed, these shared aims will enable members of the City of Norwich Partnership to develop further priorities, targets, actions, etc. to be included in the strategy. The final strategy will be published in March 2007.

The key elements of the Sustainable Community Strategy for Norwich are shown in Figure 3. The vision and themes of the Sustainable Community Strategy will cover the development of the city up until 2020. The strategic objectives and key priorities included in the strategy in 2007 will be reviewed every few years to make sure they are still appropriate and have the support of local people. The strategy will also contain a range of shorter-term targets and actions, the outcomes of which will be designed to achieve incremental steps toward our strategic objectives. New targets and actions will be added regularly as appropriate. The City of Norwich Partnership will prepare annual reports on progress toward the agreed aims and objectives.

Fig. 3 Elements of the final strategy



It should be noted that the strategy does not attempt to include all the aims and objectives of individual member organisations. Every objective, priority, target, etc. included in this strategy has been identified as an issue that requires partnership working through the City of Norwich Partnership – as an addition to member organisations’ existing work – by virtue its partnership approach and particular opportunities it has as the LSP for Norwich.

Gaps, links and conflicts

Following the consultation period, the City of Norwich Partnership will continue to identify gaps in the draft strategy and ensure that it is fit for purpose. Another key task for the City of Norwich Partnership over the coming months is to ensure that the themes and strategic objectives support and enhance each other. Discussions will be held to identify and clarify areas of potential conflict in the strategy. The use of sustainability appraisal methods at appropriate points in the development and implementation of the strategy is being considered.

Furthermore, opportunities to link work across the themes will be explored. For example, an action-orientated affordable warmth strategy is already being developed which will help people on low incomes to heat their homes adequately while also exploring ways to minimise carbon dioxide emissions.

Implementing the strategy

The Norwich Sustainable Community Strategy will achieve nothing unless there is a clear emphasis on delivery – on ensuring that the strategy is effectively implemented. The recently established Delivery Board will be responsible for monitoring progress.

There are three ways to ensure that the necessary actions take place. The first is through specific LSP-funded activities. Although LSPs do not receive regular government funding, opportunities are sometimes made available to LSPs to apply for funding or other assistance. These may be small grants to progress a particular issue, such as the assistance the City of Norwich Partnership successfully bid for to develop an affordable warmth strategy. In some instances, substantial funds are made available to LSPs. An example of this is Neighbourhood Renewal Funding, which the City of Norwich Partnership has recently been awarded in order to address the significant levels of deprivation which exist in Norwich. (See 'The wider context' below for additional information.)

The second way to implement the Sustainable Community Strategy is by influencing the work of member organisations of the City of Norwich Partnership. Through genuine and effective partnership working, the City of Norwich Partnership aims to ensure that its members have fully engaged with the process of developing the strategy, and therefore have a personal and corporate commitment to fulfilling its aims and objectives. This commitment will be demonstrated by members through exploring the issues jointly, aligning their work to achieve more efficient and effective results, and – critically – by re-allocating their existing budgets to address the strategy's aims and objectives.

The third way to implement the Sustainable Community Strategy is by ensuring that the strategic objectives and priorities are incorporated in other plans and strategies that have local impact. These may be specific to a particular policy area, such as health, the economy or biodiversity, and the City of Norwich Partnership will need to ensure that they complement each other rather than interfere with or contradict each other. Three of these with particular relevance to the Sustainable Community Strategy are explored briefly below.

The wider context

While Sustainable Community Strategies are the overarching strategies for their area, they must also fit into a wider context of strategies and plans at the local, sub-regional and regional levels. There are three such documents in particular with which the Norwich Sustainable Community Strategy needs to be closely linked.

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The first of these is the Neighbourhood Renewal Action Plan, which was developed in 2006. Central government has provided Neighbourhood Renewal Funds (NRF) to Norwich for two financial years, ending in March 2008, to address many of the factors which contribute to deprivation. The LSP was required to allocate these funds to address the following mandatory themes: crime, education, health, housing, liveability and worklessness. An NRF Board, which reports directly to the City of Norwich Partnership, was established to examine these issues at ward level and has developed an action plan for areas with the greatest need in Norwich. The activities funded by NRF have been aligned with the City of Norwich Partnership's proposed themes and strategic objectives and will form part of the Norwich Sustainable Community Strategy.

The second document worth noting is the Local Development Framework (LDF), more commonly known as the planning strategy for the city. Over time, the LDF and the Sustainable Community Strategy should become linked. The LDF should become the 'spatial expression' of the Sustainable Community Strategy.

The third key document is the Local Area Agreement (LAA). The local LAA is a Norfolk-wide mechanism for identifying and tackling priorities and, where possible, pooling together and redistributing funding to support these priorities. LAAs are expected to incorporate the priorities of local Sustainable Community Strategies, and in turn, district LSPs are expected to contribute to the delivery of the county LAA. Norwich's strategy will feed into the Norfolk LAA, ensuring that the LAA adequately addresses the particular urban issues that exist in Norwich.

Have your say

It is important that the views and priorities of people living in and using the city are reflected in Norwich's Sustainable Community Strategy. With this document you will find a questionnaire designed to gather your views about this draft strategy, the future of the city, and where you think the City of Norwich Partnership should be working to improve quality of life for everyone who lives, works, learns or visits here. Please fill in the questionnaire and send it back to the address shown by 5th February 2007. We welcome your comments and suggestions, which will all be logged and carefully considered.

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Part Two

The Draft Sustainable
Community Strategy for
Norwich

Overview of Norwich

Norwich has a remarkable historic centre, one that compares with the best in Europe. It is walkable and accessible, not preserved in aspic but looked after, appreciated and used. It encompasses architectural styles over a 900-year period, with first-class examples from Romanesque to 21st century. Nowhere else in the country can you find such a well-preserved and extensive medieval street pattern; more pre-reformation churches; a Norman castle and cathedral; 1,500 buildings within the fortified walls listed as historically and architecturally important; and indeed, the only friary left intact after the reign of Henry VIII.

Norwich also has 500 hectares of parks and open spaces; 23 formal parks, eight local nature reserves; 33 county wildlife sites; a university; an art college; five theatres; a science trail; festivals and exhibitions that gain international recognition; a renowned community of writers; an arts centre leading the way in combining new technologies and art; three prominent public art galleries and an array of independent art galleries supported by a thriving community of practicing visual artists.

Economically, Greater Norwich is booming and growth is expected to continue. The jobs market is buoyant and average house prices have increased significantly over recent years. Norwich is regularly ranked as one of the top ten³ most popular shopping destinations in the UK and attracts five million day visitors per year for shopping, tourism and leisure.

The city is a major centre for employment. Greater Norwich provides some 120,000 jobs, which represents around 40% of all jobs in Norfolk and the largest concentration of jobs in the eastern region. Financial and insurance services are particularly strong, with major companies and many specialist companies providing almost 30% of jobs in the city. However, small businesses are under-represented and the number of business start-ups is low in comparison to national figures.

There is a thriving media and creative industries sector, which includes long-established companies, regional broadcasting headquarters, the UK's largest independent regional newspaper and young, innovative companies.

However, there are surprisingly high levels of deprivation in the city. Norwich has the highest proportion of housing benefit recipients and council tax benefit recipients of all local authorities in the eastern region. Over 30% of Norwich children are affected by income deprivation. Educational attainment is low in certain areas, and many people lack the basic skills required by employers. Deprivation also has a detrimental effect on health, and mental health is a significant issue for the city.

Overall, however, the city is in a good position but forecast changes will present a number of challenges to those who live, work and visit Norwich. These are referred to in more detail throughout this document, which outlines the City of Norwich Partnership's proposals for the future of Norwich.

To help shape that future, a special piece of work has been commissioned from The Work Foundation. This will assist in positioning Norwich as a major city driven by a knowledge-based economy, providing exciting opportunities and setting the scene to enable the area to reach its full potential.

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Our proposed vision for Norwich:

“To make Norwich the best city in the world to live, work, learn and visit.”

Every few years, great opportunities present themselves to make significant moves forward in developing an area or changing expectations of its residents and visitors.

Norwich has that opportunity now and cannot and should not be shy or timid about what it wishes for. The vision above has been written to capture this sense of spirit and adventure. It is deliberately ambitious – some may say unachievable – but the City of Norwich Partnership believes it is better to strive for something stretching and aspirational than to aim lower and achieve it. In essence, who would argue against wanting the best for the people of Norwich now and in the future?

Our proposed mission for Norwich:

To work together to enable Norwich to be recognised as a model city of:

- economic growth and enterprise
- environmental excellence
- culture and creativity
- safe and strong communities
- health and well-being
- learning and personal development

Our proposed themes and strategic objectives for Norwich:

Theme 1: City of Economic Growth and Enterprise

- to help enterprise flourish
- to raise aspirations, skills and achievement
- to develop the right infrastructure for business
- to raise Norwich's profile

Theme 2: City of Environmental Excellence

- to become a low-carbon city
- to minimise our use of global resources
- to become a model city for the management of the natural and historic environments

Theme 3: City of Culture and Creativity

- to inspire people
- to create an environment where things can happen
- to improve quality of life
- to promote Norwich as a city of culture

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Theme 4: City of Safe and Strong Communities

- to reduce crime and anti-social behaviour
- to support families in crisis
- to reduce the harm caused by alcohol
- to improve neighbourhood engagement

Theme 5: City of Health and Well-being

- to reduce poverty and disadvantage
- to reduce the incidence of mental health problems
- to reduce health inequalities

Theme 6: City of Learning and Personal Development

- to improve levels of educational attainment
- to boost aspirations of and opportunities for people of all ages

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Theme 1: City of Economic Growth and Enterprise

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...recognised as a premier UK city with a thriving, diverse and sustainable economy, providing all its citizens with opportunities and a great quality of life

The economy of Norwich is vital to the health of the area, not just the city but also the surrounding region which looks towards the city for employment and as a business and commercial centre. The tight local authority boundary creates a misleading impression of the actual area of economic activity so much of what is addressed in this section refers to Greater Norwich, which is the functional urban area.

Key Strengths

Greater Norwich is the largest economy in the eastern region in terms of workforce, with 121,000 employees.⁴ More than 50,000 people commute into the Norwich local authority area from the rest of Norfolk. Proportionally, this is the highest in-bound commuter rate outside of London. Greater Norwich provides around 40% of the Norfolk workforce with jobs, and the city council area has 1.2 jobs per working-age resident.

Norwich has a good mix of city centre and urban fringe business developments. The local economy is buoyant, with strong employment and housing growth prospects. Norwich has recently been awarded New Growth Points pilot status by the government, and this will support sustainable growth in jobs and housing. Norwich is leading the development of the Greater Norwich Development Partnership to bring together the diverse elements needed to drive sustainable growth in Greater Norwich. Norwich is also part of Regional Cities East, an initiative which is helping to drive the urban growth agenda in the eastern region.

Norwich has excellent further and higher education provision at the University of East Anglia (UEA), City College Norwich and the Norwich School of Art and Design. It has a large graduate skills base – the UEA (a UK top 20 university) has a graduate retention rate of approximately 40%, the second highest in the country. The high commuter and graduate retention rates together create high levels of skills available to Norwich-based businesses.

The proportion of the working age population with qualifications of Level 4 or higher is 33% compared to 25% nationally. Norwich also has a higher proportion of the workforce employed in professional occupations (19.5%) than the national average (12.6%).

Norwich International Airport offers regular direct flights to UK cities and a wider range of international destinations and world-wide connections via Schiphol Airport, Amsterdam. The opening of Stratford International⁵ in 2007 will provide a direct link from Norwich to the continent via Eurostar.

Table 1 (overleaf) shows the largest business sectors in Norwich in terms of employment. The largest is banking, finance and insurance. Norwich is a financial centre of international significance and the largest general insurance centre in the UK. It is home to the UK's first Financial Services Skills Academy.

Norwich has a vibrant city centre and is regularly ranked as one of the top ten best retail centres in the UK⁶. Tourism is becoming increasingly important to the local economy, supporting around 6,000 jobs in a range of sub-sectors. Norwich also has the largest cluster of creative industries in the eastern region.

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Table 1 Largest business sectors in Norwich

Sector	Share of jobs in Norwich	Share of jobs in UK
Banking, finance and insurance	28.7%	20.0%
Public sector*	20.5%	26.4%
Retail	16.9%	11.6%
Manufacturing	9.9%	11.9%
Tourism	9.0%	7.0%
Creative industries	8.2%	6.7%

*Health, Education & Government

Health and life science is a sector of international significance. Norwich Research Park is Europe’s largest single-site concentration of research and development in plants; microbes; food, diet and health; the environment and information systems.

Key Challenges

Greater Norwich has challenging growth targets for new jobs and housing. To achieve the growth of 36,000 new jobs by 2021 requires a step change in the development of its economy, with greater emphasis on the jobs of the future in the ‘knowledge economy’.

The structure of the labour market needs rebalancing. While there is a significant number of high level, professional jobs, there is the potential to create more professional and managerial level jobs. There are an inadequate number of intermediate level jobs, often filled by under-utilised graduates, so jobs growth here should also be encouraged. This will provide the opportunities for our large graduate population to maximise its potential in the local jobs market and will create opportunities for those in lower paid employment to move into intermediate level employment.

One-third of jobs in the city council area are based in just 66 large organisations (200+ employees). Many of these companies are the national headquarters of international parent companies, making the local economy vulnerable to global investment decisions. This structural imbalance also creates an ‘employee culture’ which acts as a disincentive to entrepreneurship.

Job growth and regeneration needs to be supported by the development of brownfield land, making it available for low-cost housing and new employment opportunities. There is a need to bring forward constrained brownfield land in the northern city centre and east Norwich regeneration areas and to focus on maintaining the vitality of the city centre through a balance of employment, housing, leisure, etc.

Small businesses are under-represented in the city; micro businesses (1-10 employees) account for only 76% of businesses in Norwich compared to 84% nationally. Business start-ups are also low, at 29 per 10,000 residents compared to 41 at the national level. There is evidence of risk aversion among some of the city’s small and medium enterprises, and small business growth is slow. Home ownership is particularly low in the City Council area; this has implications for future enterprise in terms of the collateral required for business start-ups.

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Despite its many assets, Norwich suffers from a poor national image as a business location. Norwich needs to tackle misconceptions and market its business offer to investors in order to encourage businesses to locate and invest here and help businesses to recruit key staff.

While the Norwich economy has much to offer to those with good qualifications and skills, many local people have low levels of educational attainment and skills. Five of Norwich's 13 wards are ranked in the most deprived 5% of wards nationally, for education and skills. Norwich has the highest proportion of income support claimants in the eastern region.

Unemployment rates in the city council area are high⁷ and some 18% of the population are income deprived⁸ reflecting low pay levels.

What will the City of Norwich Partnership do about the economy?

The Norwich Economy Round Table developed Norwich's economic strategy and the four strategic objectives which it will focus on over the next few years in order to realise the economic potential of the city.

These are:

- To strengthen Norwich's economy by creating a more confident and integrated business community, maximising employment opportunities and ensuring the right environment exists for enterprise to flourish
- To raise aspirations, skills and achievement by developing individuals' learning opportunities and potential, to ensure that the needs and challenges of the economy are met
- To develop the right infrastructure for business, ensuring that Norwich is both physically and 'virtually' an easily accessible place to do business
- To raise Norwich's profile as a great place to live, work, learn and visit

The Norwich Economy Round Table developed the priorities identified below in 2003/2004. A series of targets to be achieved by 2008 has been developed, and progress is monitored regularly. This information will be included in the full the City of Norwich Partnership strategy to be published in spring 2007.

See table overleaf for actions.

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Strategic Objective	Key Priority
To help enterprise flourish	Increase business start-ups Support business growth and retention and sector development Attract inward investment Develop exporting and strategic business links nationally and internationally Exploit new market opportunities Develop the social economy
To raise aspirations, skills and achievement	Increase and improve the skills of Norwich citizens Expand workforce development Raise aspirations and develop an entrepreneurial / learning culture Tackle access barriers to learning and employment Ensure that there is a strong economic component to neighbourhood renewal and regeneration strategies
To develop the right infrastructure business	Contribute towards the development of sustainable for transport infrastructure (including parking) within Norwich Develop 'gateways' to Norwich by road, rail, air and water Ensure an appropriate and accessible supply of land and business premises Develop a support infrastructure relevant to the needs of businesses such as broadband access, cluster development and business networks Maximise the high potential of Norwich's economy for sustainable growth
To raise Norwich's profile	Promote and market a strong Norwich image at home and abroad Celebrate success and develop ambassadors Support the development of a vibrant city centre Work with other economic centres in Norfolk and the region to position ourselves in Europe and in central government planning

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Principal Partners

City of Norwich Partnership Economy Round Table

Greater Norwich Development Partnership

Norwich City Council

Shaping Norfolk's Future (the county's economic partnership)

Principal Strategies

Norwich's Economic Strategy

Regional Economic Strategy

Regional Social Enterprise Strategy

Regional Spatial Strategy

Regional Women's Enterprise Strategy

Shaping Norfolk's Future (Norfolk County Council's economic partnership)

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Theme 2: City of Environmental Excellence

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...where resources are used in a sustainable manner and the natural and built environments are protected and enhanced for the benefit of local people and wildlife

In common with most of the UK, Norwich faces a number of environmental challenges, such as intensive use of fossil fuels and other natural resources, pressures on local wildlife, and increasing production of waste. These issues currently have a negative impact on our lives – locally and in the wider world – and are predicted to cause problems that will get worse in the near future. The expected growth in housing in the city and surrounding area will create a further challenge. A number of policies and initiatives exist to mitigate the negative impact of growth in the city, yet bold steps will need to be taken to address key issues such as climate change.

Key Strengths

Norwich is a historic city. It was the second-largest city of medieval and early modern England and has a uniquely well-preserved medieval street pattern. The city's collection of 32 pre-Reformation churches is the best north of the Alps, and a number of other buildings, sites and collections are of international historical significance. Overall, the large number of historic and listed buildings contributes to the distinctive character of the city.

Norwich has a vibrant, well-used and attractive city centre, due to investment in public buildings, shopping and entertainment areas, pedestrianisation and traffic calming. Strong local policy to restrict the development of out-of-town shopping areas has allowed amenities to flourish centrally.

There is an unusually large number of parks, formal gardens and natural areas in the city, which provide recreational opportunities for people and important habitats for wildlife. Public investment in some parks has led to long-standing improvements. The variety of natural habitats in the city is wide, ranging from river valleys to low-land heathland. They support a wide variety of wildlife, some of which, such as the water vole, are of national importance.

In general, street cleanliness is high, with 89% of highways reaching an acceptable standard in 2005/6. However, flytipping and litter are a problem in some areas.

Traffic levels in the city centre have remained roughly stable since 1995, suggesting that measures such as Park and Ride have been at least partly successful in controlling traffic growth. Indeed, there has been a 27% increase in bus passenger numbers between 1997 and 2005, which is mainly due to the opening of the Park and Ride facilities. There has been a 5% increase in numbers of people cycling in the city centre between 2001 and 2004.

Key Challenges

While Norwich is fortunate to have so many historic buildings and sites, some are in a poor state of repair and others are underused or disused, mainly because maintenance costs are perceived to be high. High quality regeneration work, including some landmark projects, has been undertaken in recent years but much remains to be done.

In contrast to some parts of the city centre and residential areas, the environmental quality of other areas is poor. The fabric of some housing is poor and some public areas are not well-maintained.

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Biodiversity in the city is facing a number of threats. Local and national planning policy has provided for some protection and enhancement of natural habitats, green spaces and wildlife corridors in the city, but there is still concern about the overall loss, degradation and fragmentation of habitats due to housing and commercial development. Pollution, invasive non-native species and the limited statutory protection given to some wildlife areas are also causing a loss of biodiversity.

There is evidence of continued growth in traffic volumes in non-central parts of the city and at weekends in all areas, which has resulted in increased congestion, noise and air pollution. Existing measures to control traffic growth will need to be extended to avoid a sharp rise in traffic volumes over the next 20 years.

As is common across western countries, life in Norwich is largely characterised by high levels of energy consumption, little of which comes from renewable sources. People in the city thereby directly contribute to global climate change, which in turn is likely to cause increasingly serious social, economic and environmental problems in Norwich. The number of very hot, dry summers is predicted to rise, for example, causing health problems in the elderly and ill, water shortages and problems for farming and biodiversity locally.

The average person in Norwich, as in all the UK, consumes three times their global share of the world's natural resources. This is due to national trends such as increased consumption, inefficient use of resources in production of goods, increased transportation and large amounts of packaging. High consumption produces increasingly high levels of waste and is likely to contribute to resource shortages on a global level in future years.

Between 2001 and 2021, 14,000 new houses will be built in the city of Norwich and 33,000 in total in an area stretching from Wymondham to Horsford. Provision for 36,000 new jobs will be made in the Norwich, Broadland and South Norfolk council areas over the same period. This growth could lead to significant increases in traffic, use of resources and waste. It is therefore essential that forward-looking and effective policies are implemented, and that behavioural change occurs to enable sustainable growth.

What will the City of Norwich Partnership do about the environment?

The City of Norwich Partnership's Environment Round Table has developed a plan to address these challenges and has identified three new strategic objectives to add further weight to the work already being done:

- to become a low-carbon city
- to minimise our use of global resources
- to become a model city for the management of the natural and historic environments

See overleaf for a table of actions.

Strategic Objective	Target
To become a low-carbon city	(A target for stabilising or reducing greenhouse gas emissions from the city is being examined and will be agreed)
To minimise our use of global resources	(A target for stabilising or reducing the city's ecological footprint is being examined and will be agreed)
To become a model city for the management of the natural and historic environment	<p>Natural Environment</p>
	<p>The ecological network of green spaces, natural habitats and wildlife corridors for Norwich is completed</p> <p>95% (by area) of designated sites in favourable or recovering condition</p> <p>90% of homes in Norwich are within 300m of an accessible natural green space (target under discussion)</p> <p>At least two new local nature reserves designated</p>
	<p>Historic environment</p>
<p>Establish a network of collaborating heritage organisations</p> <p>Achieve significantly enhanced awareness of heritage assets, activities and Norwich HEART both locally and globally</p> <p>Achieve significantly enhanced physical and intellectual access to heritage assets, by coordinated improvements to both the physical environment and the interpretive materials available</p> <p>Achieve a position where significantly fewer heritage assets are disused, underused, in a poor state of repair or under threat</p>	

draft

The Environment Round Table is setting up three delivery groups to plan work to achieve the three strategic objectives. The action plans that are drawn up will be based on an updated version of the action plan that the Round Table produced in 2005. Actions on issues such as reducing the negative impacts of traffic and addressing waste in the city will be subsumed under the low-carbon and minimising-resource-use objectives.

Principal Partners

City of Norwich Partnership Environment Round Table

CRed

HEART

Norwich City Council

Norwich 21

Norfolk Biodiversity Partnership

Norfolk County Council

Principal Strategies

City of Norwich Replacement Local Plan

Norfolk Biodiversity Action Plan

Norwich Area Transport Strategy

Norwich Integrated Waste Management Strategy (in preparation)

Regional Environment Strategy for the East of England

Securing the Future - the UK Sustainable Development Strategy

draft

Theme 3: City of Culture and Creativity

3

...“a lively, creative and energetic city – a place where culture and creativity are a means to raising aspirations and improving well-being”

‘Culture’ is a word that has many meanings. It has often been associated with exclusive institutions such as opera, theatre and stately museums. But today, culture is understood far more broadly, including not just more populist art forms, from storytelling to punk rock, but also the whole range of sport and leisure activities. Culture is also about ‘who we are’, our personal identity and how we live, work and behave. And culture is about growth.

Just as the definition of culture has changed, so too has the view of what it can achieve. Culture and creativity are now seen as powerful drivers for effecting social change, for building the economy, for regenerating cities and as a way of increasing tourism. They can help to better integrate and bind communities together and underpin the healthy growth and development of cities like Norwich.

Key Strengths

Norwich is recognised as the cultural capital of East Anglia and as a hub for creative industries in the eastern region. It is central to a large hinterland which has no other cities or large urban developments, offering Norwich a captive audience within a 50 mile radius. For a city of its size, Norwich is extremely well provided with cultural venues and the human scale of the city makes them easily accessible. Their smaller size means that they can be experimental in programming, allowing innovative and specialist work to be shown.

Norwich has historically attracted creative people who want to work in a non-mainstream environment with more space for creativity. As a result, it has a wide-ranging artistic community, operating as individuals and organisations. Good relationships exist between local cultural organisations, who are co-operative as well as competitive.

Many events and institutions make up Norwich’s excellent cultural offer, including:

- the most successful regional theatre in the country
- the Sainsbury Centre for the Visual Arts – a world-class collection housed in a world-class architectural landmark
- Norwich Castle Museum & Art Gallery, lead museum in the regional strategic hub, its collections designated ‘of national and international significance’ by the Department of Culture, Media and Sport
- the highly regarded specialist Norwich School of Art and Design
- Norwich International Animation Festival, an annual four day event attracting world-class animators
- EAST International, an annual art event of international acclaim
- the world-renowned creative writing MA at UEA
- the region’s media based in Norwich – the BBC, Anglia and Archant
- one of only two puppet theatres in the country
- a successful football team
- the largest cluster of creative and cultural industries in the eastern region

draft

- a vibrant community arts sector including Community Music East, NORCA and Big Sky community choir
- a lively music scene, ranging from the excellence of international performers attracted by the Norfolk and Norwich Festival, the Theatre Royal, the Britten Sinfonia, resident in Norwich, to the new and alternative talent being fostered by smaller venues such as the Norwich Arts Centre, the King of Hearts, Access to Music, UEA, Waterfront and many pubs and clubs offering opportunities for new musicians
- dance and drama projects such as the Garage, the Playhouse, the Puppet Theatre and the Maddermarket and numerous theatre groups which offer a wide range of theatre in addition to the touring shows that come to the Theatre Royal

Key Challenges

While its size contributes to accessibility and a sense of intimacy, being relatively small, Norwich does not have the same critical mass effect of large audiences. There is an excellent menu of cultural work on offer, but it is not promoted well enough to audiences in the region and nationally. This is partly because large numbers of small venues are not as easy to promote as small numbers of large venues.

Norwich generally has a low pay economy. As the arts are also traditionally low paid across the country, this effect is heightened, making it more difficult to attract high calibre professionals and for audiences to afford to attend. Feedback from the cultural community indicates a demand for professional development programmes in Norwich.

Although there are some high profile landmark venues, such as the Forum and the Sainsbury Centre for the Visual Arts, they do not attract people from far afield in the way that, for example, the Baltic does to Newcastle & Gateshead.

What will the City of Norwich Partnership do about culture?

The City of Norwich Partnership's Culture Round Table has developed four strategic objectives in order to realise the full potential of culture in the city.

These are:

- To inspire people
- To create an environment where things can happen
- To improve quality of life
- To promote Norwich as a city of culture

The Round Table has also identified key priorities which will help the City of Norwich Partnership to achieve these objectives, which are given in the table overleaf.

draft

Strategic Objective	Key Priorities
<p>To inspire people</p>	<p>Encourage involvement and participation in cultural activities across the social spectrum for enjoyment, for learning, for social responsibility, for spirituality and development of confidence and self-worth</p> <p>Sustain the cultural infrastructure to enable every citizen to access the benefits of a diverse cultural offer</p> <p>Promote access for everyone to events and performances of cultural excellence</p> <p>Link with other cities and countries to bring in new experiences, contacts and inspiration</p> <p>Encourage creativity, innovation, invention and excellence</p> <p>Target specific audiences by removing barriers to access and using research to ascertain the differing needs and interests of new users</p>
<p>To create an environment where things can happen</p>	<p>Promote and capitalise on the work of the Creative City Partnership and the Cultural Cities Network</p> <p>Improve communication and networking opportunities between artists, arts organisations and arts professionals to encourage awareness of what each is doing, or trying to do, to the advantage of all</p> <p>Facilitate collaboration between local organisations for more powerful funding applications</p> <p>Simplify and clarify red tape to enable more cultural activity to take place</p> <p>Promote professional development for people working in the arts</p> <p>Foster relationships with other sectors, such as business, to cross-fertilise activities</p> <p>Promote life-long learning through community arts and art in education projects and by involving schools and colleges in cultural activities</p>
<p>To improve quality of life</p>	<p>Provide free events and activities for the public to enjoy and take part in</p> <p>Integrate culture and creativity into decisions about planning, regeneration and urban design to ensure that decisions are aesthetic as well as practical</p> <p>Improve the urban fabric and public spaces so that public art is a meaningful addition and a real asset to the community</p> <p>Work in collaboration with Social Issues, Environment and Economy round tables on specific projects to improve the quality of people's lives within the city</p>

draft

Strategic Objective	Key Priorities
To improve quality of life cont.	<p>Contribute to the development and creative use of the city's heritage buildings and public spaces for cultural purposes</p> <p>Promote a diverse cultural offer, including dance, music, theatre, visual art, literature</p> <p>Promote the development of sport and activity so that the community of Norwich can be fit and healthy, with a sense of fun and enjoyment, co-operation, competition and fairness being inculcated into people from an early age and continuing into their later years</p>
To promote Norwich as a city of culture	<p>Work to preserve, develop and promote Norwich's individual character and unique cultural infrastructure through the values of Norwich, England's other city as outlined in the document 'What's the story for Norwich' (see the website: www.theothercity.co.uk)</p> <p>Collaborate with heritage, tourism, economic development, regeneration, planning and European projects and other partners to develop events, festivals and promotional material that show the values of Norwich as a liveable city that has culture as a central priority</p> <p>Develop the city's role as a lead partner in the Cultural Cities Network</p> <p>Raise the profile of the city through mechanisms such as the Cultural Cities Network, the Creative City Partnership, HEART, Network Now, Visit Norwich Ltd and Local Government Arts Forum</p> <p>Focus on two of the city's established strengths, creative writing and the visual arts, to develop areas of cultural excellence and draw international attention</p> <p>Foster a sense of pride in the citizens of Norwich by involving them in cultural activity</p> <p>Encourage everyone to talk positively about the city, to be informed about Norwich and to act as 'cultural ambassadors' for the city</p> <p>Publicise what is happening in Norwich locally, nationally, in Europe and across the world, to increase and expand audiences</p>

draft

Principal Partners

Arts and Cultural Network (Network Now)
City of Norwich Partnership Culture Round Table
Creative City Partnership
Contemporary Art Norwich
New Writing Partnership

Principal Strategies

2008 Capital of Culture Bid
City of Norwich Partnership Cultural Strategy
Urban Cultural Programme

draft

Theme 4: City of Safe and Strong Communities

4

...where everyone feels safe and secure and can play an active part in the local community

Safe Communities

The 'safe' element of this City of Norwich Partnership theme is addressed by the Safer Norwich Partnership – the statutory crime and disorder reduction partnership (CDRP) in Norwich. CDRPs were created by the Crime and Disorder Act 1998 to be the mechanism by which authorities work together to reduce crime and disorder.⁹

Key Strengths – Safe Communities

Norwich is a safe place to live, work and visit. Much credit for this goes to the Safer Norwich Partnership. In recent years¹⁰, this partnership has developed new and better ways of working jointly. For example, crime and disorder data collected by Norwich City Council and Norfolk Constabulary are now analysed jointly in order to identify hotspots and the partnership uses this information to develop joint solutions.

By working more effectively, particularly through a multi-agency tasking group, the Safer Norwich Partnership has achieved significant reductions in domestic burglary, vehicle crime and robbery in the last few years. Overall, crime in Norwich has been reduced by 13% since 2003/04 and the partnership is on course to meet its government reduction target of 21%¹¹ of all crime by 2007/08.

Key Challenges – Safe Communities

Norwich is an urban area with a vibrant night-time economy. It has also neighbourhoods with significant levels of deprivation. In addition, Norwich has large numbers of non-residents entering the city daily for work and leisure. This profile poses a range of challenges.

Some 25,000-30,000 people visit Norwich on Friday and Saturday evenings to enjoy the opportunities provided by the evening and night time economy. This has a significant impact on crime and disorder in the city centre, much of which is fuelled by alcohol. In certain neighbourhoods, levels of anti-social behaviour and criminal damage are high, much of which is caused by small numbers of chaotic families who, for reasons such as mental health, unemployment, domestic violence and crime, impact upon neighbours and the wider community.

Finally, Norwich has the fifth highest daytime net inflow of people in the country¹². Official statistics for local crime rates are generally based on resident population within the Norwich City Council boundary, yet large numbers of people entering the city inevitably create pressures that lead to higher crime levels. Thus crime figures for Norwich are, in effect, artificially high. If the council boundary were adjusted to match the urban built-up area, the change in population figures could lead to as much as a 25% reduction in crime rates for Norwich.

While overall violent crime has been reduced, domestic violence and alcohol-fuelled incidents still require coordinated effort by the Safer Norwich Partnership.

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Strong Communities

A community may be one of geography (such as a neighbourhood), one of faith or one of interest (such as a disability group). Strong communities have been described as requiring two things: identity, or self-knowledge and a sense of shared purpose; and agency, or the ability to act.¹³ Strong communities also require a living environment, both built and natural, that supports a positive self-identity for individuals and groups. This provides a clear link to the work of the City of Norwich Partnership's Environment Round Table, and details of the built and natural environment can be found in Theme 1.

Key Strengths – Strong Communities

Norwich benefits from a very active voluntary and community sector, with organisations working at many levels to provide a range of services to individuals and communities in need. In addition, the statutory and business sectors also contribute significantly to developing strong communities in Norwich. For example, Norwich City Council has staff in community, economic and sports development who provide support to and build the capacity of those most in need, helping them to develop their ability to act in their own best interests. In addition, Norwich and Norfolk Voluntary Services provide a range of services to communities and volunteers who wish to bring about positive change.

There are many examples of strong community initiatives in Norwich. Below is a very small sample:

- a tenants' group in Brooke Place which maintains a shared garden
- the West Norwich Credit Union, which helps residents in Earlham and surrounding communities to affordable credit as an alternative to high-interest money-lenders
- a street basketball competition at Earlham High School, organised by a means of strengthening integration of ethnic and minority communities in Norwich
- a group of people who work together to improve the local environment in Fiddlewood Woods, carrying out litter picks, reporting flytipping and undertaking basic woodland management
- a multi-cultural family group at the Marlpit Centre which started as a story-telling group and has evolved to include shared cooking, English as a Second or Other Language (ESOL) classes, accredited training and craft classes
- a programme of children's summer holiday activities organised by Norwich City Council and sponsored by Marsh that provide engaging cultural activities for families at no cost and a platform for communities to meet up and socialise

Key Challenges – Strong Communities

A key challenge in Norwich is to enable people, particularly in deprived areas, to have a greater voice in and influence over local decision-making and delivery of service. The recent local government white paper 'Strong and Prosperous Communities' sets out the importance of local authorities working closely with communities at a local level to inform the services they receive. Another challenge is the poor quality of the network of facilities from which activities and services can be run to develop strong communities.

Recent changes to the population pose yet another challenge: to develop links between organisations in the statutory sector and minority communities, particularly non-Christian

draft

faith groups and ethnic minority groups. There has been a significant increase in numbers of people from minority ethnic and faith groups in recent years, but overall numbers are still relatively low and they do not live in concentrated areas, so engagement is challenging. It will be important to develop the right mechanism to engage with these communities, where some may belong to representative faith or community groups and others do not.

What will the City of Norwich Partnership do about communities?

In order to create a City of Safe and Strong Communities, the City of Norwich Partnership has developed the following strategic objectives:

- Reduce overall crime and antisocial behaviour in line with Safer Norwich Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district
- Support families in crisis by addressing challenging behaviours, particularly where this includes antisocial behaviour
- Reduce the harm that excessive consumption of alcohol causes to communities and individuals, particularly where it is a cause of criminal behaviour
- Engage the public more directly in what we do and involving communities in developing and being part of local solutions to crime and disorder

The following actions and interventions to support the above objectives are being implemented by Neighbourhood Renewal Funding (see Part 1).

Strategic Objective	Activities/Actions
<p>To reduce crime and anti-social behaviour</p>	<p>Establish a 'cleaner, safer, greener' officer for Mile Cross and Wensum wards</p> <p>Establish a 'safer schools' initiative with Earlham and Blyth Jex high schools</p> <p><i>(see also 'Reduce the harm caused by alcohol' below)</i></p> <p>Support families in crisis</p> <p>Develop the Families Unit within Norwich City Council</p> <p>Reduce the harm caused by alcohol</p> <p>Co-ordinate and improve support for people with chaotic lifestyles in the city centre</p> <p>Tackle alcohol-related offending in priority areas</p> <p>Provide alcohol recognition training for frontline staff</p> <p>Develop and implement an alcohol harm reduction strategy and action plan</p>

draft

<p>To improve neighbourhood engagement</p>	<p>Establish neighbourhood managers in priority areas</p> <p>Establish community networks in deprived areas</p> <p>Establish a voluntary and community sector forum to work with public sector bodies to deliver improved services</p> <p><i>(see also 'cleaner, safer, greener' officer above)</i></p>
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Principal Partners

- City of Norwich Partnership Social Issues Round Table
- NELM Development Trust
- Norwich City Council
- Norwich and Norfolk Voluntary Services
- Safer Norwich Partnership

Principal Strategies

- Norwich Community Safety Strategy 2005-2008
- Strong and Prosperous Communities (2006 Government White Paper)

draft

Theme 5: City of Health and Well-being

5

...where everyone can enjoy a healthy life with access to good health facilities, housing and social care

Health and well-being, fundamental to quality of life, are largely within our own control. The choices we make about food, physical activity, smoking and drinking all contribute directly to health and well-being. But personal choice on such matters is significantly influenced by where we live, what we do for a living, our own aspirations as well as those of people we spend time with. The quality of health and related services available is also critical. Evidence shows that the average life-span of residents in Norwich can differ from one ward to another by as much as five years.

Key Strengths

Norwich has a successful track record of NHS investment in partner agencies from the voluntary sector. One of these is Real Health Action, a registered charity based at the Norman Centre in Mile Cross. It offers a comprehensive package of healthy living initiatives, including family planning, breastfeeding support, support for carers and a memory group for sufferers of dementia.

Health visiting services in Norwich are based on eight neighbourhood 'patches', three of which share common boundaries with the three Children Centre Sure Starts, and backed up with detailed patch profiles. This is an innovative configuration: health visitors were traditionally attached to GP practices and could not in that way get to know a neighbourhood, sub-specialise or respond to community needs as well as to individual patient needs.

Norwich GPs have the highest generic drugs prescribing in England (an indicator of cost-effective prescribing), and one of the lowest rates of inappropriate antibiotic prescribing.

Norwich Community Hospital offers award-winning rapid access community outreach services, resulting in fewer hospital admissions, which are more costly to the tax payer and more disruptive to the patient.

Given the levels of deprivation in Norwich, another success is the fact that the two main causes of death – circulation disorders and cancers – both show trends similar to the favourable regional and national trends in premature mortality (under-75 death rates).¹⁴

Key Challenges

One challenge to health and well-being is the degree of poverty and disadvantage in Norwich. Norwich currently has the highest levels of deprivation in the eastern region. Many issues contribute to this. Unemployment is relatively high, and 25% of households in Norwich receive housing and council tax benefits, compared to only 14% across Norfolk. Teenage pregnancy rates are high in the city, at 52.1 per 1,000 females aged 15 to 17, compared to 36.6 in Norfolk. A teenage mother is far less likely to gain qualifications and secure a decent income, and thus the cycle of deprivation continues to the next generation.

With regard to housing, Norwich has a large social rented sector, comprising some 35.5% of the housing stock of the city. Despite this, there is still a significant lack of affordable housing, with nearly 8000 households on the Council's housing needs register¹⁵. To meet this

draft

need, the Council's 2006 housing needs survey states that 55.5% of all new housing should be affordable. Another housing-related issue is fuel poverty, a problem for people on low incomes living in poorly insulated homes, particularly when fuel prices are rapidly escalating.

Another key challenge to health and well-being in the city is the degree of mental health problems in Norwich. Around 22% of the population have mental health problems, ranging from mild cases of anxiety and depression to bi-polar disorder. Prescription rates of anti-depressants are amongst the highest in the country, and people who leave work because of mild to moderate mental health problems often end up out of work long term, contributing to isolation and exacerbating depression, anxiety, etc.

As the most recent Health of Norwich¹⁶ report clearly indicates, in almost half the programme areas of the Primary Care Trust (such as mental health and circulatory disease) there is a positive correlation between living in a deprived ward and poor health. There is a need to focus on raising overall health in the city while reducing inequalities. The recently developed NRF action plan will help us toward this, but more work will be required.

What will the City of Norwich Partnership do about health & well-being?

The City of Norwich Partnership has developed three key aims which it will focus on over the next few years in order to boost the health and well-being of local people.

These are:

- To reduce poverty and disadvantage by addressing the contributing factors
- To reduce the incidence of mental health problems, promoting people's resilience through the use of alternatives to medication where appropriate
- To reduce health inequalities, particularly by promoting good nutrition, physical activity, responsible alcohol consumption and smoking prevention and cessation

With the exception of affordable warmth, the interventions in the table on the next page are part of the NRF Action Plan and will support these objectives.

draft

Strategic Objective	Key Priorities	Activities/Actions
To reduce poverty and disadvantage	Reduce unemployment	<p>Provide employment support workers in GP surgeries to help clients with mild to moderate mental health problems regain or retain employment</p> <p>Provide advisors to help unemployed individuals with an tailored package of support (motivation, confidence, job search, etc.)</p> <p>Work with businesses in deprived wards to recruit, train and retain a more diverse workforce (ethnic minorities, people with disabilities or health conditions, lone parents, ex-offenders, etc.)</p> <p>Support homeless individuals to develop personal skills and access further education</p>
	Reduce teenage pregnancies	<p>Provide a range of activities to the most vulnerable young people to prevent teenage pregnancy. Work with young people will cover self-esteem, health, relationships, the realities of raising a child, access to contraception, pregnancy testing and chlamydia screening. Access through schools, GP surgeries, voluntary organisations, by self-referral and outreach.</p>
	Prevent homelessness and improve housing	<p>Provide a range of activities and services to prevent youth homelessness: increasing awareness; improving communication and relationship skills of young people and their parents; improving joint working arrangement between service providers, etc.</p>

draft

Strategic Objective	Key Priorities	Activities/Actions
To reduce poverty and disadvantage cont.	Homelessness cont.	Help victims of domestic violence remain in their homes by providing in-home sanctuaries (a safe room)
	Reduce fuel poverty	Develop and implement an affordable warmth strategy Make improvements to hard-to-treat houses Raise awareness of the issues and how to tackle them
	<i>Educational attainment</i>	<i>(while educational attainment is a critical factor in poverty and disadvantage, this issue is dealt with in Theme 6)</i>
To reduce the incidence of mental health problems	Build individuals' mental health resilience	Provide a wide range of activities for GPs to 'prescribe' that have been shown improve mental well-being, including physical, music and art activities, supported volunteering opportunities and talking therapies
	Improve service delivery	Provide additional staff for patients with low to moderate mental health problems; staff will provide services themselves and ensure take-up of activities listed above
To reduce health inequalities	Improve health in identified priority areas	Provide supervised exercise on referral from GPs to reduce the need for prescriptions as the sole means of treating physical and mental health conditions Provide an arts programme in the community centre to help with well-being, self-esteem, social interaction, stress levels, etc.

draft

Strategic Objective	Key Priorities	Activities/Actions
To reduce health inequalities cont.	Improve health and identified priority areas cont.	<p>Tackle challenging behaviour through nutrition, working closely with 10 families to develop new, healthy eating patterns</p> <p>Provide weekly guided walks for both physical and mental health</p> <p>Set up a free 'slimming club' to provide advice on healthy eating and exercise</p>

Principal Partners

City of Norwich Partnership's Social Issues Round Table
 JobCentre Plus
 Norfolk and Waveney Mental Health Trust
 Norfolk County Council
 Norfolk Primary Care Trust

Principal Strategies

Choosing Health
 Every Child Matters
 Mental Health Service Framework
 National Teenage Pregnancy Strategy
 National Sexual Health Strategy

draft

Theme 6: City of Learning and Personal Development

6

...where people reach their full potential

Learning and personal development are ends in themselves, but they can also lead to the qualifications necessary for work. At the most basic levels, people need certain skills to handle their finances, look up services in a phone book, and generally participate in society. Higher levels of education can open doors to interesting careers, increase one’s earning potential and lead to wider opportunities and life experiences.

Educational achievement is closely linked to aspirations, which are largely influenced by parents and the local community. It is therefore vital to raise parents’ and communities’ aspirations, for the sake of both the adults and their children. And because not everyone succeeds in school, it is important to ensure that opportunities are available to people at any age for learning and gaining skills and qualifications.

Key Strengths

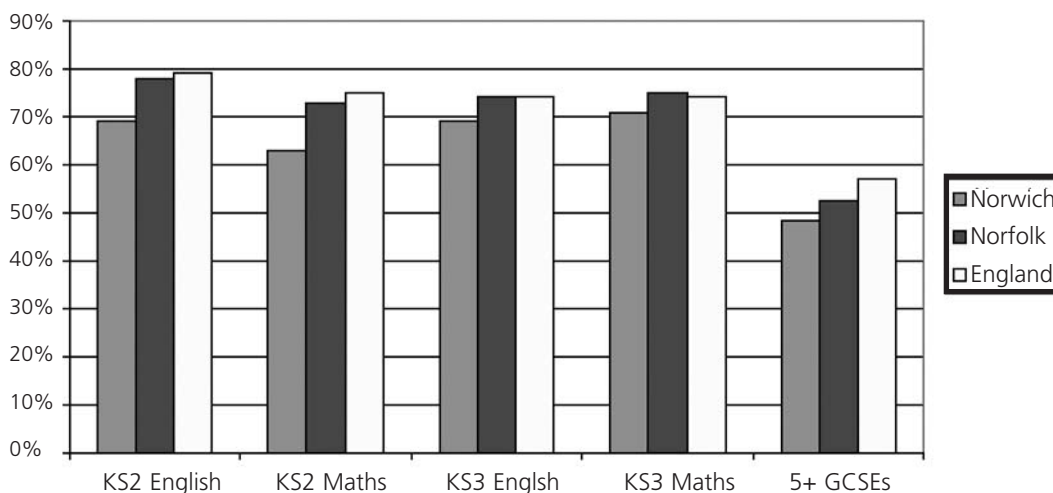
Norwich has a good and growing reputation for higher and further education. University of East Anglia is one of the top twenty universities in the country. The Norwich School of Art and Design has an excellent reputation in the world of the arts and the creative industries. City College Norwich is one of the largest colleges of further and higher education in the country, and Adult Education is a important provider of learning in the city.

With regard to schools, the picture is less positive. Results for Norwich schools remain consistently well below the Norfolk and national averages, as the graph of the most recently published results shows (see below). While the problems are addressed more fully in the following section, some recent improvements are highlighted here.

There are no longer any secondary schools in Norwich in special measures, and five of the six high schools have specialist status. Results at the end of Key Stage 3 (age 14) and of GCSEs (age 16) are improving, with particular progress during the last two years. And rates of 16 year olds staying on in full-time education, training or employment with a training component are improving.

draft

Fig. 4 2005 Education Performance



For younger pupils, a reorganisation of the school system is underway and will be completed by September 2007. As a result of this, Key Stage 3 will no longer be split between upper and lower schools. This should result in better distribution of resources. In addition, some schools are being remodelled or rebuilt as part of the reorganisation. For our youngest pupils, Norwich has reached its target for provision for 'pre-school experience' for all three to four year olds.

There are also many opportunities in the city for learning outside of the mainstream progression through schools, further and higher education. Some of this is what is referred to as 'first-rung learning', which is often informal, community-based and non-accredited. It focuses on engaging hard-to-reach individuals and groups in learning and helping them to progress into mainstream learning, where appropriate, and into employment. Many organisations offer such courses in Norwich, such as Sure Start, libraries, BCTV, Community Music East, the Garage, the Phoenix Centre and many more.

It is also important to help people access these opportunities, by providing information, advice and guidance. This is also provided through a range of initiatives, such as Next Step, the Learning Shop, and Community Learning Mentors.

Key Challenges

While our higher and further educational facilities are excellent, many people in Norwich are unable to benefit from the opportunities these institutions have to offer, due to low levels of achievement earlier in their education. One-fifth of Norwich residents have no qualifications and over one-third of the working population have qualifications below NVQ level 2¹⁷. Also, one-third of the working population has not taken part in formal learning since leaving school.

Five of the city's wards (Bowthorpe, Wensum, Mile Cross, Mancroft and Lakenham) rank in the most deprived 5% of wards in the country with regards to education, skills and training; six wards are in the worst 10% (the previous wards plus Catton Grove).

In 1998/1999, only 2.46% of 18 to 24 year-olds were accepted onto higher education (UCAS and Open University) courses compared to 5.65% nationally, this being the worst take-up in Norfolk and the second worst nationally.

While 'staying on' rates for 16 year olds have improved, they are still not high enough. Likewise, the number of 'NEET' young people (not in education, employment or training) is a particular challenge in Norwich.

Levels of attendance are a problem at secondary schools generally, and in some primary schools in the more deprived areas of the city. Educational attainment in Norwich is low at all Key Stages and at GCSE level (see graph). At the individual school level, results are often substantially lower. Even when we look at value added by our schools, five of the six high schools and fifteen out of nineteen middle schools perform below the national average. Reducing the difference in performance between schools is another challenge.

One primary school in Norwich is in special measures, and a number of schools have been judged to have a 'serious weakness'. There is also a relative lack of progress at Key Stage 2.

Outside of formal education, there is a need for greater provision of informal learning, and more assistance with barriers to accessing that provision (e.g. costs, time and location of provision, child/elder care, transport, etc.). In those communities where education and skills rates are lowest, sustained investment is required for people of all ages in order to develop a culture of high aspirations and life-long learning needs. Nothing less than a cultural change is required, and this takes time.

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What will the City of Norwich Partnership do about learning?

The City of Norwich Partnership has developed two strategic objectives which it will focus on over the next few years in order to secure the best possible start for local children and young people, as well as ongoing opportunities for personal growth at all ages.

These are:

- to improve levels of educational attainment
- to boost aspirations of and opportunities for people of all ages

See the table below for actions

Strategic Objective	Activities/Actions
<p>Improve levels of educational attainment</p>	<p>Support vulnerable and truant children in the transition from middle to high school, to prevent them from disengaging from mainstream schooling</p> <p>Provide pastoral care for vulnerable pupils in priority schools</p> <p>Provide learning mentors in priority schools to support pupils at risk of not reaching their potential and their families in order to improve achievement, attendance, self-esteem, aspirations, etc.</p> <p>Provide intensive support in a dedicated classroom for vulnerable children</p> <p>Provide a new school kitchen that will deliver healthy lunches and snacks on site for a priority school, to improve pupils' health, behaviour and performance</p> <p>Provide a parent/community room for a priority school to build a sense of community and facilitate parental learning and involvement</p> <p>Set up a breakfast club with support for homework in a priority school</p>
<p>Boost aspirations and opportunities</p>	<p>Provide Community Learning Mentors in priority wards</p> <p>Provide enterprise coaching and support ('Biz Fizz') in priority wards</p>

draft

Principal Partners

City College

City of Norwich Partnership Social Issues Round Table

Learning and Skills Council

Norfolk County Council

Norfolk Learning Partnership

Norwich Learning City

Principal Strategies

Norfolk Children and Young People's Plan

Learning and Skills Council 14-19 Strategy (local and regional)

Learning and Skills Council Adult Strategy (local)

Learning and Skills Council Skills Strategy (regional)

draft

City of Norwich Partnership

board structure

Members of the Strategic Board

Chair: Graham Creelman	<i>Imago Productions</i>	Bill MacMillan	<i>University of East Anglia</i>
Vice-chair: Cllr. Steve Morpew	<i>Norwich City Council</i>	Shaun Murphy	<i>Norfolk County Council</i>
Tim Bishop	<i>BBC</i>	Adrian Myhill	<i>Norfolk Constabulary</i>
Colin Bland	<i>Broadland District Council</i>	Dick Palmer	<i>City College Norwich</i>
Sheila Childerhouse	<i>Norfolk Primary Care Trust</i>	David Ralph	<i>NELM Development Trust</i>
Trevor Davies	<i>University of East Anglia</i>	Geoff Rivers	<i>South Norfolk Council</i>
Brian Horner	<i>N & N Voluntary Services</i>	Graham Smith	<i>Norwich Cathedral</i>
Sue Howl	<i>Government Office East</i>	Caroline Williams	<i>Norfolk Chamber of Commerce</i>

Members of the Delivery Board

Chair: Laura McGillivray	<i>Norwich City Council</i>	Martyn Livermore	<i>Norfolk County Council</i>
Bridget Buttinger	<i>Norwich City Council</i>	Lynda Peacock	<i>Norwich City Council</i>
Louise Curtis	<i>NELM Development Trust</i>	Chris Popplewell	<i>Norwich City Council</i>
Barry Dennis	<i>Archant</i>	Linda Rogers	<i>N & N Voluntary Services</i>
Anna Graves	<i>Norwich City Council</i>	Nikki Rotsos	<i>Norwich City Council</i>
David Ingham	<i>Churches Council Forum</i>	Jim Smerdon	<i>Norfolk Constabulary</i>
Caroline Jarrold	<i>Jarrold & Sons Ltd</i>	Alan Waters	<i>Norwich City Council</i>
		Ian Woods	<i>Norwich Puppet Theatre</i>

Members of the NRF Board

Chair: Bridget Buttinger	<i>Norwich City Council</i>	David Ralph	<i>NELM Development Trust</i>
Brian Horner	<i>N & N Voluntary Services</i>	Nejla Sabberton	<i>GO East</i>
Chris Lewis	<i>GO East</i>	Andy Salmon	<i>City College Norwich</i>
Sylvia Morley	<i>Norfolk Primary Care Trust</i>	Gavin Tempest	<i>Norfolk Constabulary</i>
Helen Newell	<i>St Michaels Middle School</i>	Jim Woodrow	<i>Anglia Television</i>

economy

Members of the **ECONOMY** Round Table

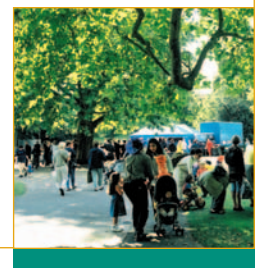
Chair: Caroline Jarrold	<i>Jarrold & Sons Ltd</i>	Martin Macwhinnie	<i>Castle Mall</i>
Cathy Armor	<i>Marsh UK Ltd</i>	Robert Marshall	<i>University of East Anglia</i>
Ian Beggs	<i>Norwich Union</i>	Chris Maw	<i>Pricewaterhouse Coopers</i>
Steve Bunce	<i>Capital Shopping Centres</i>	Fiona McDiarmid	<i>Connexions Norfolk</i>
Jon Carter	<i>Norwich Bio-Incubator</i>	Sean McManus	<i>HSBC</i>
David Clover	<i>The EV Group</i>	Cllr. Steve Morpew	<i>Norwich City Council</i>
Peter Colby	<i>Tops Property Services Ltd</i>	Amanda Pead	<i>Kettle Foods Ltd</i>
Barry Coote	<i>Lloyds TSB Bank plc</i>	Kevin Revell	<i>Royal Bank of Scotland</i>
Jonathan Denby	<i>One</i>	Angela Robson	<i>Norwich School of Art & Design</i>
Barry Dennis	<i>Archant</i>	Julie Schofield	<i>Business Link Norfolk</i>
Sandra Dinneen	<i>Norfolk County Council</i>	Philip Search	<i>Sprowston Manor Hotel & Country Club</i>
Marjorie Eade	<i>Financial Industry Group</i>	Norman Smith	<i>Federation of Small Businesses</i>
Mr Findlater	<i>May Gurney Integrated Services</i>	Dave Stutchbury	<i>Clydesdale Bank PLC</i>
Keith Finney	<i>Norwich City College</i>	Caroline Williams	<i>Norfolk Chamber of Commerce</i>
Greg Gibson	<i>Mills & Reeve</i>	David Wilson	<i>East of England Development Agency</i>
Anna Graves	<i>Norwich City Council</i>	Andrew Wood	<i>Steeles</i>
Robin Hall	<i>The Forum Trust Ltd</i>	Jim Woodrow	<i>Anglia Television</i>
David Harvey	<i>Harvey & Co</i>		
Rob Hetherington	<i>JobCentre Plus</i>		
Chris Hill	<i>Broadland District Council</i>		
Martin Lake	<i>Federation of Small Businesses</i>		
Neil Loveday	<i>Soup Ltd</i>		
Simon Lubbock	<i>Natwest & Royal Bank of Scotland</i>		
Mark Lynchy	<i>Learning & Skills Council Norfolk</i>		



environment

Members of the ENVIRONMENT Round Table

Chair: Cllr. Alan Waters	<i>Norwich City Council</i>	Mike Loveday	<i>Norwich Heritage Economic & Regeneration Trust</i>
Dominic Allen	<i>Norfolk County Council</i>	Alan Marchant	<i>British Trust of Conservation Volunteers</i>
Mark Allen	<i>Norfolk County Council</i>	Cllr. Brian Morrey	<i>Norwich City Council</i>
Richard Bearman	<i>Norfolk & Norwich Transport Action Group</i>	Jenn Parkhouse	<i>Norwich Friends of the Earth</i>
Roger Bond	<i>University of East Anglia</i>	Scott Perkin	<i>Norfolk County Council</i>
Paul Bourgeois	<i>Mass Market Renewables</i>	Sue Pollard	<i>Norfolk & Norwich Against Climate Change Coalition</i>
David Cumming	<i>Norfolk County Council</i>	Trevor Price	<i>LSI Architects LLP</i>
Mark Daley	<i>CityCare</i>	Margaret Rawlings	<i>Anglian Water</i>
Matthew Davies	<i>Norwich Fringe Project</i>	Ian Roe	<i>Norfolk County Council</i>
Zita Denmark	<i>Jarrod and Sons Ltd</i>	Nicola Sandell	<i>Energy Saving Trust</i>
Dawn Dewar	<i>University of East Anglia</i>	Clive Slater	<i>Norwich Primary Care Trust</i>
Rob Dryden	<i>Environment Agency</i>	Glyn Spencer	<i>Anglian Water</i>
Janet Ede	<i>The Norwich Society</i>	Gary Standley	<i>Radio Norfolk</i>
John Elbro	<i>Yare Valley Society</i>	Elaine Tucker	<i>Yare Valley Society</i>
Oliver Furbur	<i>Norfolk County Council</i>	Rachel Watson	<i>Norwich 21</i>
Simon Gerrard	<i>University of East Anglia</i>	Andy Watt	<i>Norwich City Council</i>
Anna Graves	<i>Norwich City Council</i>	Ruth Wood	<i>Tyndall Centre</i>
John Hisket	<i>Norfolk Wildlife Trust</i>		
David Holden	<i>East Anglian Business Environment Club</i>		
Steve Jenkins	<i>Norfolk Environmental Waste Services</i>		
Jane Jones	<i>Norwich Historic Churches Trust</i>		
Richard Leishman	<i>English Nature</i>		



culture

Members of the **CULTURE** Round Table

Chair: Ian Woods	<i>Norwich Puppet Theatre</i>	Mike Loveday	<i>Norwich Heritage Economic & Regeneration Trust</i>
Val Baxter	<i>New Museum of Contemporary Art</i>	Keith Nicholls	<i>The Sportspark</i>
Tim Bowness	<i>Burning Shed</i>	Richard Osbourne	<i>Bright Star Creative</i>
Sarah Cannell	<i>Targetfollow Arts</i>	Marcus Patteson	<i>Norwich & Norfolk Community Arts</i>
Jon Cook	<i>University Of East Anglia</i>	James Piercy	<i>Inspire</i>
Charlotte Crawley	<i>East Anglia Art Fund</i>	Nikki Rotsos	<i>Norwich City Council</i>
Graham Creelman	<i>Imago Productions</i>	Roger Rowe	<i>Norwich Society</i>
Chris Gribble	<i>New Writing Partnership</i>	Sue Tuckett	<i>Norwich School of Art & Design</i>
Neil Doncaster	<i>Norwich City Football Club</i>	Peter Wilson	<i>Theatre Royal</i>
Sarah Foster	<i>Creative Arts East</i>		
Andi Gibbs	<i>Art Access Ltd</i>		
Bryan Gunn	<i>Norwich City Football Club</i>		
Chris Heuvel	<i>LSI Architects LLP</i>		
Ben Higham	<i>Community Music East</i>		
David Hill	<i>Jarrold & Sons Ltd</i>		
Stuart Hobday	<i>Norwich Arts Centre</i>		
David Holgate	<i>Craft Guild</i>		
Jonathan Holloway	<i>Norfolk & Norwich Festival</i>		
Anthony Hudson	<i>Hudson Architects</i>		
Ian Johnson	<i>Access to Music</i>		
Jan Legge	<i>Norfolk Dance</i>		



social issues

Members of the SOCIAL ISSUES Round Table

Chair: Sue Gale		Lynda Peacock	<i>Norwich City Council</i>
Tim Allard	<i>Space East Ltd</i>	Derek Player	<i>St Martin's Housing Trust</i>
Brenda Arthur	<i>Age Concern Norwich</i>	Dave Seaton	<i>Flagship Housing Group</i>
Liz Bishop	<i>Orbit Housing Association</i>	Sam Sirdar	<i>Norfolk & Norwich Race Equality Council</i>
Peter Brambleby	<i>Norfolk Primary Care Trust</i>	Victoria Smillie	<i>Mancroft Advice Project</i>
Roz Brooks	<i>The Bure Centre</i>	Gavin Tempest	<i>Norfolk Constabulary</i>
Dick Catt	<i>Norwich Access Group</i>	Nick Vesey	<i>St Luke's and St Augustine's Churches</i>
Cllr. Hereward Cooke	<i>Norwich City Council</i>	David Walker	<i>Norwich Consolidated Charities</i>
Paul Corina	<i>Norfolk Youth Offending Team</i>	Pauline Weinstein	<i>Norwich Agelink</i>
Louise Curtis	<i>NELM Development Trust</i>	Nona Welford	<i>Bowthorpe Community Partnership</i>
Pat Daniel	<i>Central Norwich Citizens Forum</i>	Louise Whitley	<i>Circle Anglia</i>
John Drake	<i>YMCA Norfolk</i>	Lesley Whitney	<i>Norfolk County Council</i>
Diana Ellis	<i>Fairway First & Middle School</i>	Tom Wilson	<i>Julian Housing</i>
Vivian Farrow	<i>Cotman Housing Association</i>	Steve Wiseman	<i>Norwich & District Citizens Advice Bureau</i>
David Fullman	<i>Norwich Consolidated Charities & Angushes Educational Foundation</i>		
Peter Gianfrancesco	<i>MIND</i>		
Ali Hall	<i>Voices Against Violence</i>		
Kathryn Hinchliff	<i>Leeway Norwich Women's Aid</i>		
Gwen May	<i>NELM Development Trust</i>		
Fiona McDiarmid	<i>Connexions Norfolk</i>		
Gillian Oaker	<i>Norfolk & Waveney Mental Health Partnership</i>		



List of Acronyms

BBC	British Broadcasting Corporation
DCMS	Department of Media, Culture and Sport
CDRP	Crime and Disorder Reduction Partnership
CoNP	the City of Norwich Partnership
ESOL	English as a Second or Other Language
GCSE	General Certificate of Secondary Education
GP	General Practitioner
LAA	Local Area Agreement
LDF	Local Development Framework
LSP	Local Strategic Partnership
MA	Master of Arts
NEET	not in employment, education or training
NORCA	Norwich and Norfolk Community Arts
NHS	National Health Service
NRF	Neighbourhood Renewal Fund
UEA	University of East Anglia

Definitions

Eastern region: Bedfordshire, Cambridgeshire, Essex, Herefordshire, Luton, Norfolk, Peterborough, Southend, Suffolk and Thurrock.

References

- 1 LSPs: Shaping their Future 2005, Office of the Deputy Prime Minister, p13.
- 2 LSPs: Shaping their Future 2005, Office of the Deputy Prime Minister, p17.
- 3 Norwich has been ranked eighth, fifth and first in three different, recent surveys.
- 4 The second largest is Peterborough, with 93,000 employees.
- 5 A new rail station being built in east London.
- 6 See reference 4
- 7 Unemployment figures for August 2006: 3.3% in Norwich; 2.1% in Norfolk; 1.9% eastern region; 2.6% in the UK.
- 8 A household is income deprived when its income is below 60% of median household income for England.
- 9 The key 'responsible authority' partners in the Safer Norwich Partnership are: Norwich City Council; Norfolk County Council; Norfolk Constabulary; Norfolk Primary Care Trust; Norfolk Police Authority; and Norfolk Fire Authority.
- 10 Using 2005-2006 data, which is the most recent audited data available at time of printing.
- 11 From a baseline of 2003-04.
- 12 This is based on 2001 Norwich District census data of where people live and where people work. Daytime net inflow is the number of people entering the area minus those leaving, as a proportion of the resident population. The four areas with higher net inflows are all London boroughs.
- 13 Culture and Sustainable Communities Joint Agreement, signed by the Department for Communities and Local Government (DCLG), the Department for Culture, Media and Sport (DCMS) and five leading national cultural agencies.
- 14 The Health of Norwich: Annual Report of the Director of Public Health 2005, vol 1 p29, 36.
- 15 The register of all those seeking social housing in the city.

Norwich Sustainable Community Strategy Consultation Questionnaire

The draft strategy is the first step in the process of developing a full Sustainable Community Strategy for Norwich. We are keen to know what you think about it, and below you will find a short questionnaire where you can let us have your views. Please return your comments by 5 February 2007. Please note that all comments submitted will be available to the public and will not be confidential.

1. Do you think the vision is appropriate? If not, what would you delete, add or change?

Vision: To make Norwich the best city in the world to live, work, learn and visit.

2. Do you think the themes are appropriate? if not, what would you delete, add or change?

Theme 1: City of economic growth and enterprise

Theme 2: City of environmental excellence

Theme 3: City of culture and creativity

Theme 4: City of safe and strong communities

Theme 5: City of health and well-being

Theme 6: City of learning and personal development

3. Do you think the strategic objectives are appropriate? if not, what would you delete, add or change?

Theme 1 Strategic Objectives

1a To help enterprise flourish

1b To raise aspirations, skills and achievement

1c To develop the right infrastructure for business

1d To raise Norwich's profile

Theme 2 Strategic Objectives

- 2a To become a low carbon city
- 2b To minimise our use of global resources
- 2c To become a model city for the management of the natural and historic environments

Theme 3 Strategic Objectives

- 3a To inspire people
- 3b To create an environment where things can happen
- 3c To improve quality of life
- 3d To promote Norwich as a city of culture

Theme 4 Strategic Objectives

- 4a To reduce crime and anti-social behaviour
- 4b To support families in crisis
- 4c To reduce the harm caused by alcohol
- 4d To improve neighbourhood engagement

Theme 5 Strategic Objectives

- 5a To reduce poverty and disadvantage
- 5b To reduce the incidence of mental health problems
- 5c To reduce health inequalities
