

norwich

2040 inclusive
economy vision



NORWICH
City Council

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Summary

This 2040 inclusive economy vision is a 15-year roadmap for how we will deliver:

A dynamic, productive, and inclusive economy which provides a foundation for Norwich to be the happiest, healthiest, and most liveable city in the UK.



Building on the 2040 city vision which was adopted in 2018, the inclusive economy vision is a response to the latest evidence on Norwich's economy, labour market, and resident population.

This has reinforced things that are strong about Norwich such as the city's thriving independent

retail and leisure offer, capacity for growth, and nationally significant specialisms in sectors such as health, life sciences, and financial services.

However, it has also shone a spotlight on the stark disparities which exist within and between our communities. Norwich has some of the most entrenched deprivation in the country which is undermining resident prosperity and constraining economic growth.

To be the happiest, healthiest, and most liveable city in the UK we must harness Norwich's unique opportunity for regeneration and renewal to build an economy of purpose. Becoming an economy of purpose means actively prioritising social and environmental goals, not just headline GVA growth.

This Vision establishes our social, environmental and economic goals for our city in the form of five long-term outcomes:

2040
mission
statement

Purpose: In 2040, a dynamic, productive, and inclusive economy provides a foundation for Norwich to be the happiest, healthiest, and most liveable city in the UK

Long-term
outcomes

Potential:

Norwich will be a social mobility hotspot that supports all young people to reach their potential

Prosperity:

Norwich residents can access high-quality and health-promoting work

Planet:

Norwich will have a thriving net zero economy defined by globally significant innovation and local climate resilience

Place:

Norwich City centre will host the highest concentration of creative, knowledge-intensive and 'new economy' jobs in the East of England

Promotion:

Norwich will attract and retain more talent and investment to enable the city's businesses to grow

Together, the inclusive economy vision provides a framework for action. We have used our evidence base to identify the key moves which need to happen in order to make the long-term outcomes possible. This includes a range of key interventions such as:



Potential:

Establishing the Norwich Social Mobility Commission to understand the key interventions which can address low social mobility in the city and improve outcomes for Norwich's young people



Prosperity:

Building on existing partnerships to tackle widening health inequalities and address the social determinants of health



Planet:

Developing natural capital accounts to ensure that the value of Norwich's environment is considered and enhanced as part of development



Place:

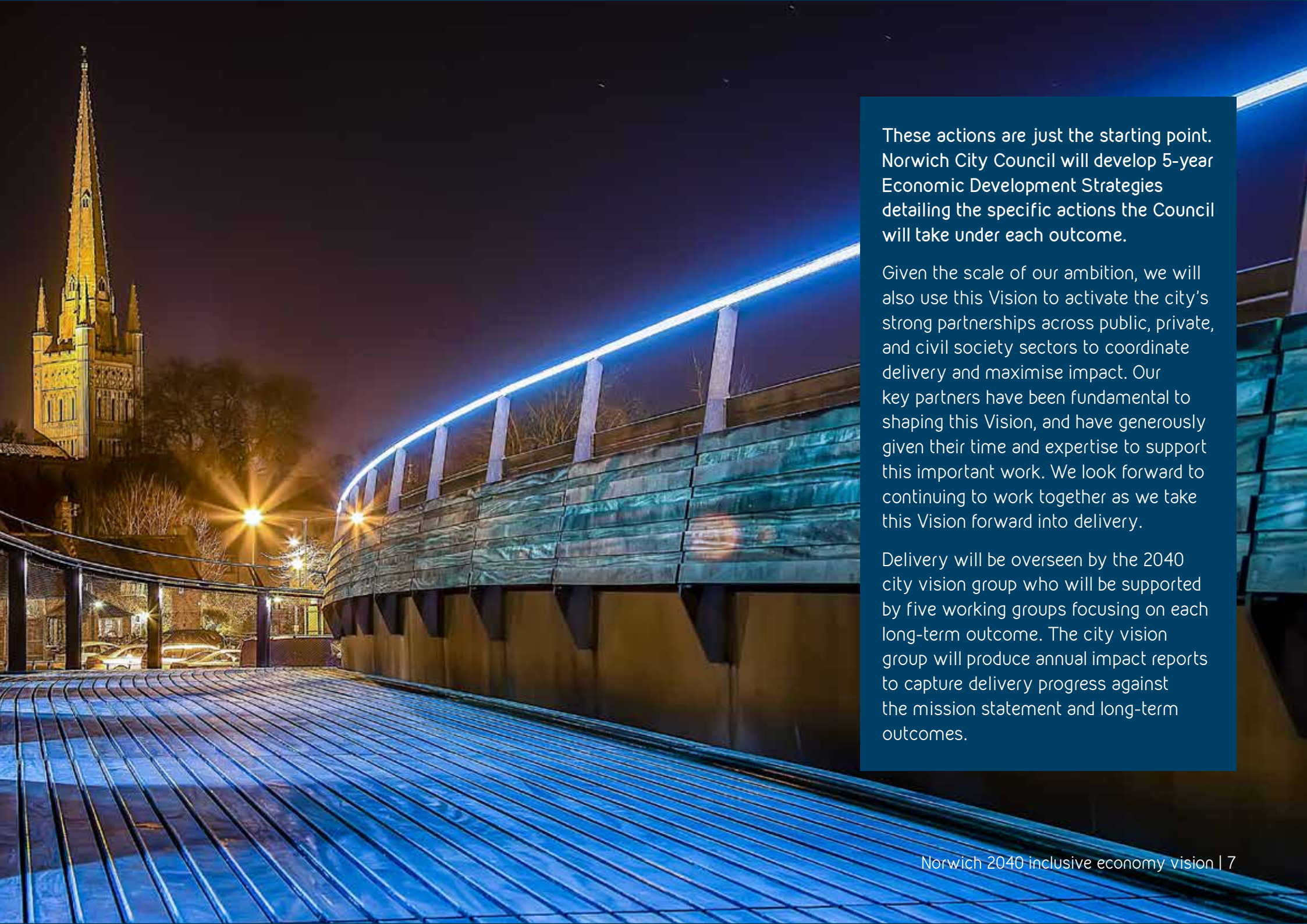
Delivering the regeneration of Anglia Square to provide hundreds of new homes and catalyse activity and momentum in the city centre



Promotion:

Establishing the Norwich Anchor Institution network to better coordinate the impact of procurement and social value priorities





These actions are just the starting point. Norwich City Council will develop 5-year Economic Development Strategies detailing the specific actions the Council will take under each outcome.

Given the scale of our ambition, we will also use this Vision to activate the city's strong partnerships across public, private, and civil society sectors to coordinate delivery and maximise impact. Our key partners have been fundamental to shaping this Vision, and have generously given their time and expertise to support this important work. We look forward to continuing to work together as we take this Vision forward into delivery.

Delivery will be overseen by the 2040 city vision group who will be supported by five working groups focusing on each long-term outcome. The city vision group will produce annual impact reports to capture delivery progress against the mission statement and long-term outcomes.

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Introduction





We are Norwich

A proud economic history...

Norwich is a city steeped in industrial heritage. Once England's second largest city, Norwich attracted people from across the country to work in its wool and weaving industries. A city of makers, we have long been synonymous with manufacturing Coleman's mustard, and mustard seeds are still milled in the city today.

Norwich was one of the first cities to transition to a service-led economy. Our strong reputation in financial and professional services is anchored by household names such as Norwich Union (now Aviva) who have called the city home since the 1700s.

With the assets to succeed in the future economy...

We now stand on the precipice of Norwich's next economic evolution. Over the next fifteen years, decarbonisation and the fourth industrial revolution will fundamentally re-shape the city's economy.

Economic change will create new industries, but also significant opportunities for the world-leading firms that are already established here.

We are proud to host two universities in the Norwich University of the Arts and the University of East Anglia which provide capacity for creativity and innovation. To the west of the city, Norwich Research Park now hosts the largest cluster of food and health-related research in Europe, and our city centre contains cutting-edge new economy sectors such as FinTech and Digital Services.

Underpinned by a high quality of life offer...

Norwich is the only UK city located within a national park and is renowned for its exceptional quality of life. The Norfolk Broads Area of Outstanding Natural Beauty enters the city from the east, where the River Yare meets the Wensum before winding its way through Norwich's medieval heart. This picturesque setting provides a fitting welcome to visitors exploring the city centre's eclectic mix of independent shops, pubs, and cafes.

Norwich is the City of Stories. It was England's first UNESCO City of Literature and is part of an exclusive global network of 53 cities spanning 6 continents. Our thriving cultural offer includes galleries, theatres, music venues, two cathedrals, a grand Norman Castle, and beautiful parks and open spaces.

Norwich 2040 city vision

Put simply, Norwich is a success story. It is a unique blend of old and new; a vibrant city with a strong economy and thriving cultural scene.

To ensure that Norwich continues to succeed, the City Council and its partners developed the Norwich 2040 city vision. Norwich 2040 is an articulation of what we want the city to be like in 2040 and is built around five key themes:



Creative: A city that celebrates its rich cultural heritage and fosters creativity and innovation



Connected: A city with modern transportation and digital infrastructure to connect people and places



Fair: A place where everyone has equal opportunities, regardless of their background



Dynamic: A thriving city with a strong economy and a diverse range of businesses



Liveable: A city that is safe, healthy, and environmentally sustainable

The Norwich 2040 city vision is a shared commitment between local businesses, voluntary sector organisations, Norwich City Council, and education partners to our city. It is our agreement to work together for the good of everyone who lives here, and for those who work, visit and study here too.



What is the 2040 inclusive economy vision?

"In 2040, a dynamic, productive, and inclusive economy provides a foundation for Norwich to be the happiest, healthiest, and most liveable city in the UK."

The 2040 city vision was adopted in 2018, and the world has changed significantly in the years since. A global pandemic and the biggest fall in living standards on record have deeply impacted our communities and economy.

With a new government committed to growth and unlocking the economic potential of all parts of the country, now is the time to double down on our ambitions for Norwich's future economy.

While the Norwich 2040 city vision missions are still relevant, there is a need for more detailed plans which respond to the changing economic context. To be impactful, these must establish key delivery priorities and unlock the resources and expertise of Norwich's key stakeholders. This is the role of this inclusive economy vision.

STRATEGY HIERARCHY

Norwich 2040
City Vision

norwich 2040 inclusive
economy vision

- » Detailed economic workstream sitting under the city vision
- » Designed to spark action beyond the council and add detail to the creative, liveable, fair, connected and dynamic priorities
- » Acts as the investment prospectus for the City to secure public and private funding

The Greater Norwich Local Plan establishes an exciting direction of travel for our region – outlining how Greater Norwich will accommodate over 45,000 homes and 33,000 jobs by 2038. This growth will provide jobs and homes for residents across our city, but we need to go further.

Despite our strengths and assets as a city, access to opportunity is not equally shared. We have some of the highest child poverty rates in the country, and 1 in 5 neighbourhoods fall within the top 10% most deprived nationally. While Norwich as a city is widely regarded for its quality of life, too many residents are suffering from poor physical and mental health.

This Vision represents an important step towards Norwich becoming an economy of purpose. By this we mean harnessing a dynamic, productive and inclusive economy to more actively address social, economic, and environmental inequalities. This is the guiding principle that will shape the interventions we prioritise and how we will measure the strength of Norwich's economy.

How was the vision developed?

The inclusive economy vision is underpinned by the latest evidence on Norwich's economy, population, and labour market. This has helped us to benchmark how the city is currently performing, understand our key strengths, and identify barriers to growth.

We have supplemented data with the experience and insights of our city's key stakeholders. We prioritised both one-to-one and group discussions with the public, private, and civil society sector partners which are integral to our city's current and future prosperity. The insight gathered from this has been captured in our Economic Vision evidence base which can be found [here](#).

The inclusive economy vision is a direct response to this insight. We have taken an evidence-led approach to distilling the priorities for Norwich's economy – identifying the key things that need to change to realise the city's growth potential and enhance resident prosperity. The evidence has been used to identify:

- » **What needs to change:**
To achieve each of the five long-term outcomes, we have used our evidence base to identify the top three interim things that need to change.
- » **Our strategic priorities:**
Strategic priorities represent our priority areas of focus for delivery based on the powers and resources at our disposal.
- » **What is already happening:**
Across all our strategic priorities, we are not starting from scratch. There are a range of great projects and programmes across Norwich that are already delivering against our outcomes. Understanding how we can learn from, coordinate, and enhance existing activity will be an important focus of this Vision.
- » **We will also work with partners:**
In addition to existing activity mapping, we have set out our Inclusive Economy delivery priorities. These delivery priorities will be supplemented through Norwich City Council's new 5-year Economic Development Strategy which will be published in spring 2025.

Critically, the inclusive economy vision provides a framework to measure our progress. We will report progress on an annual basis against the headline Vision statement and five long-term outcomes. More information on how we will measure progress can be found in Chapter 5.

Delivery roles and responsibilities

How will the vision be delivered?

Norwich City Council will take the lead role for delivering the inclusive economy vision. The City Council will develop detailed 5-year Economic Development Plans aligned to the Vision outcomes. The council will also take on lead responsibility for tracking the impact of the Vision and will produce annual monitoring reports.

We recognise that the scale of our ambition cannot be delivered by one organisation acting alone. To realise this inclusive economy vision, we need to activate the expertise, talents, and resources of the city's key public, private and civil society actors.

Through the 2040 city vision, we have established strong partnerships which can support the delivery of this work.

We will use this inclusive economy vision to better coordinate delivery priorities and maximise the impact of investment in our places and communities. The long-term outcomes will enable us to speak with one voice for our city, making clear asks of both government and private sector investors to share our mission for Norwich.

inclusive economy vision Delivery Responsibilities		
 Norwich City Council	 Norwich 2040 city vision group	 Vision outcome working groups
<ul style="list-style-type: none">» Develop 5-year economic development plans governing council actions» Measurement and insight to track vision process	<ul style="list-style-type: none">» Formed of key public, private and civil society stakeholders» Quarterly steering group for key Vision decisions	<ul style="list-style-type: none">» Working groups for each long-term outcome formed of subject experts» Coordination of resources, priorities and expertise



Norwich's economy today



A growing population

144,000 residents

11,500 more than in 2011¹

232,300 residents

within the wider Norwich urban area



Norfolk's economic engine

5,000 businesses

within our local authority

7,970 businesses

within the Norwich urban area² contributing £8.5bn of GVA



A large working age population

69% are working age between 16-64

compared to 63% in England³



A major employment hub

87,000 jobs

within our local authority

138,000 jobs

within our urban area⁴

¹ ONS Census 2021, ONS Census 2011

² ONS UK Business Counts, 2023

³ ONS Census 2021

⁴ ONS Business Register and Employment Survey, 2022

⁵ ONS Census 2021

⁶ ONS UK Business Counts, 2023

⁷ ONS Annual Survey of Hours and Earnings, 2024

⁸ ONS Business Register and Employment Survey, 2022



A growing small business economy

84%

of our businesses are micro

655%

increase in micro businesses since 2016⁶

Norwich has more medium and large businesses than the national average



Low average earnings

Median resident earnings of

£33,429

below the England average of £35,000⁷



A young population

Median age of

34 years

vs. 40 across England⁸



Our largest sectors⁸

Across the Norwich urban area, our major employment sectors are:



19,350

Health jobs



13,780

Retail jobs



13,270

Education jobs



11,810

Financial, insurance & property jobs

Strengths: Nationally significant specialisms

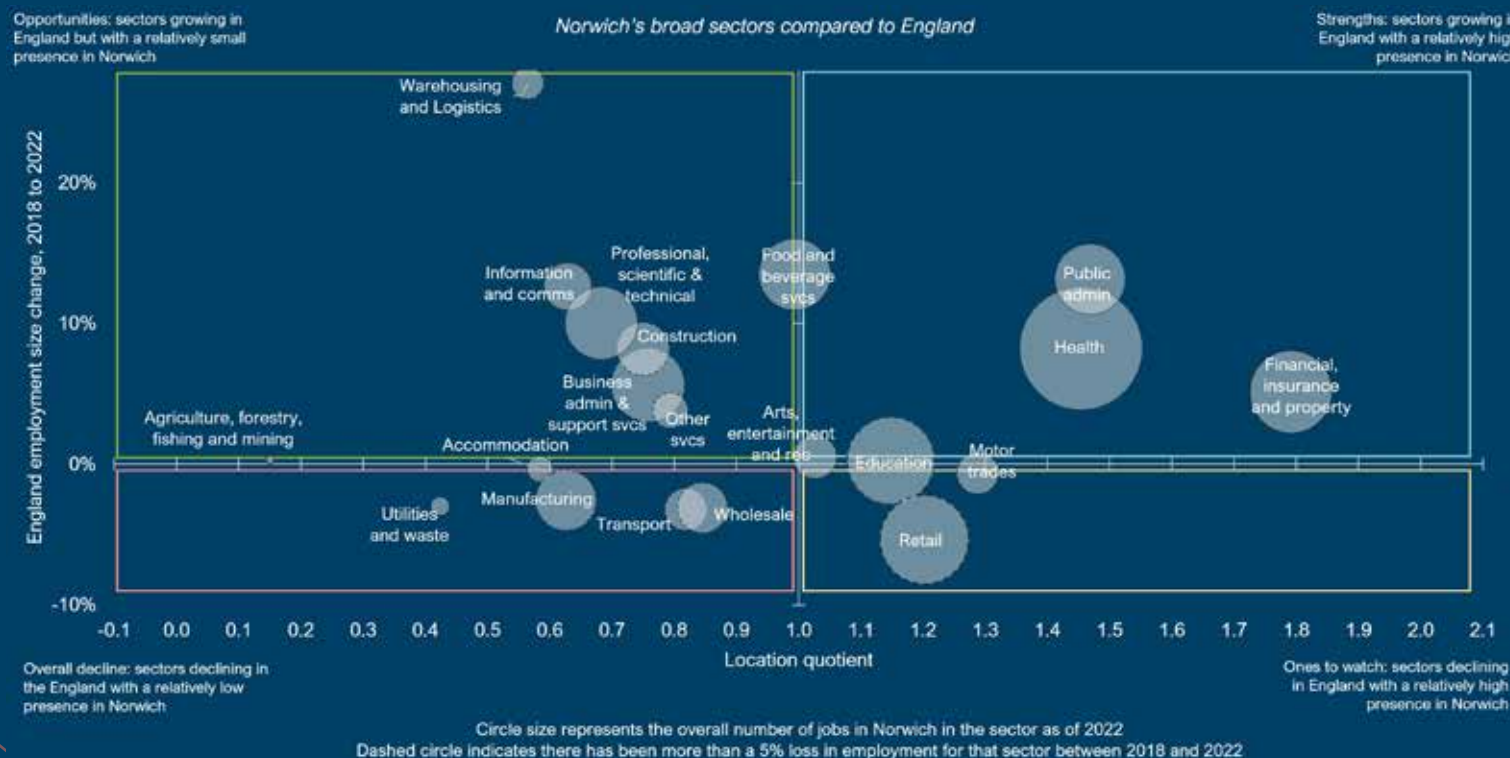
Norwich's is home to a fast growing and dynamic economy. Since 2015, the number of businesses locating within our city has grown by 13.2% and we have nationally significant specialisms in finance, health and R&D, technology and creative industries.

The Norwich Research Park and Norwich and Norfolk Hospital are important economic assets for our area. The west of the city has been a major driver in the Norwich urban area's recent GVA growth. Health is now the largest sector in terms of employment, with the number of jobs increasing by 13% since 2018.

Our economy is bolstered by two leading universities, both renowned for their high graduate retention rates. One in three residents are educated to degree level which is above the Norfolk average. This provides the backdrop for growth and

innovation, and Norwich has a high proportion of businesses that have 'scaled-up' from a startup to a more mature business. When scale-ups are measured by turnover, we are in the top 20 local authorities nationally for growth between 2013-2021.

Growing sector strengths: Sector breakdown in Norwich compared to England⁹



⁹ ONS Business Register and Employment Survey 2018-2022, Location Quotient Norwich compared to England

What partners told us:

“

The Norwich Research Park is a major economic asset for the city:

Norwich is known for being a plant science hub and the city has a huge opportunity to develop this further and start to get on the global stage.”

“

Norwich has strong local supply chains and business clusters:

When I walk to buy a sandwich, I will bump into someone who gives me business or can help me with a problem and this ‘brush past’ effect of business clustering is incredibly important.”

“

The quality of place and liveability is central to the city’s economic offer:

We really have some unique selling points in the area. With the life work balance, we’ve got something that is attractive to lots of companies.”

“

Norwich has a proactive and engaged business community:

We just opened a business hub. We’ve got 36 hot desks here for people to book. If you leave the not-for-profit and the private sector to get on with it they will do the things that the City Council want to achieve”

Opportunities:

A small business ecosystem which can thrive in the new economy.

A growing city centre business base: Business change, 2018-2023¹¹



¹¹ ONS Business Register and Employment Survey, 2018-2023

Norwich's business landscape is evolving rapidly. While historically known for its medium and large enterprises, including several major employers, the city has seen a recent shift towards smaller businesses. Since 2016, microbusinesses have grown by 11%, while large employers have decreased by 9%. Our research shows that many of these smaller businesses are choosing to locate in the city centre - attracted here by its vibrant community and strong amenity offer.

Many new businesses are operating at the forefront of the new economy which will be essential to Norwich's future competitiveness. According to Centre for Cities, the new economy encompasses "knowledge-intensive sectors at the very forefront of new technologies and innovations including software, robotics, telecommunications, and gaming. Fuelling these sectors is central to improving the UK's productivity and prosperity, and to the development of the national economy."¹² Norwich is poised for growth in the new economy, as highlighted by the new Norfolk Economic Strategy. Sectors like Digital and FinTech are emerging as key drivers, with the potential to create hundreds of new jobs in the coming years.

We are already home to several digital success stories that have started, scaled, and stayed in the city. For example, the Software as a Service and payments services provider EposNow is headquartered in Norwich and now employs over 500 people. In 2024, EposNow was ranked as the Fastest Growing Technology Company in the Cambridgeshire and East Region in the 2023 Deloitte Technology Fast 50.

Our universities have grown rapidly over the last ten years and have plans for further expansion - bringing new student talent to the city. By retaining students locally, we will have a bigger, degree educated workforce to support our businesses. Our universities are also becoming increasingly international and help to put Norwich on a global stage.

We have significant regeneration sites within our city centre which provide the capacity for thousands of much-needed new homes and high-quality jobs. Key sites include the East Norwich Strategic Regeneration Area and Anglia Square. East Norwich is one of the largest brownfield regeneration projects in the East of England and represents the last significant chance to extend the city centre, whereas delivering long-awaited new homes and commercial space at Anglia Square will catalyse confidence and momentum across the entire city.

¹² <https://www.centreforcities.org/publication/at-the-frontier-the-geography-of-the-uks-new-economy/>

What partners told us:

“

Encouraging people back to Norwich can boost talent and innovation capacity:

Policymakers should focus on the idea of family and community so you can attract returnees back. They come back with innovative ideas that can boost the economy.”

“

Norwich has institutional strengths in the new economy:

NUA has a world-leading games development course. People say why is there no games industry? There is obviously an opportunity in games, but no one seems to have done anything to change the fact that talent leaves.”

“

Digital and Fintech sectors can support diversification:

There is a potential in creative and digital to create a future Norwich economy when retail does recede. The tourist offer can be enhanced by it, same with the small businesses.”

“

Norwich has the sites and capacity for regeneration:

Anglia Square is the obvious one [key intervention for city centre vitality] and what they're proposing is positive and that would achieve a lot if they could do that.”

Weaknesses: A city currently punching below its weight^{13/14}

Despite these strengths and opportunities, we recognise that there are weaknesses within our economy that are constraining productivity and the life chances of our people. Across a range of key measures of economic prosperity, Norwich has been outperformed by similar-sized towns and cities and is now punching below its weight.

Most of Norwich's recent growth has been generated on the periphery of the urban area, while the city centre has stalled. City centre employment and GVA has declined since 2018 with businesses moving out to business parks and industrial estates on the edges of the city.

Rank	Employment change (2015-2022)	% Knowledge economy change (2015-2022)	Office floorspace change (2015-2024)
1	Cambridge 8.9%	England 12.4%	Ipswich 25.6%
2	England 8.4%	Cambridge 11.1%	Cambridge 13.1%
3	York 6.8%	Oxford 9.5%	Colchester 10.2%
4	Peterborough 6.8%	York 5.6%	Oxford 9.2%
5	Colchester 5.0%	Colchester 4.6%	Norfolk 4.1%
6	Norfolk 4.5%	Norfolk 0.7%	England 2.7%
7	Lincoln 3.6%	Norwich -2.3%	Lincoln 1.8%
8	Ipswich 2.9%	Ipswich -4.7%	Peterborough 1.4%
9	Oxford 1.7%	Peterborough -11.3%	Norwich 0.1%
10	Norwich -2.3%	Lincoln -21.2%	York 10%

¹³ UK small area gross value estimates

¹⁴ ONS Business Register and Employment Survey 2015-2022, Knowledge Economy definition PRD's own

Hollowing out of the city centre: Employment change, 2018-2022¹⁵



Not all our residents are benefitting equally from our economy, and residents living in different neighbourhoods have very different outcomes within Norwich. One in five of our neighbourhoods are within the 10% most deprived nationally and we have 5,000 children living in absolute low-income households.

¹⁵ONS Business Register and Employment Survey 2018-2022

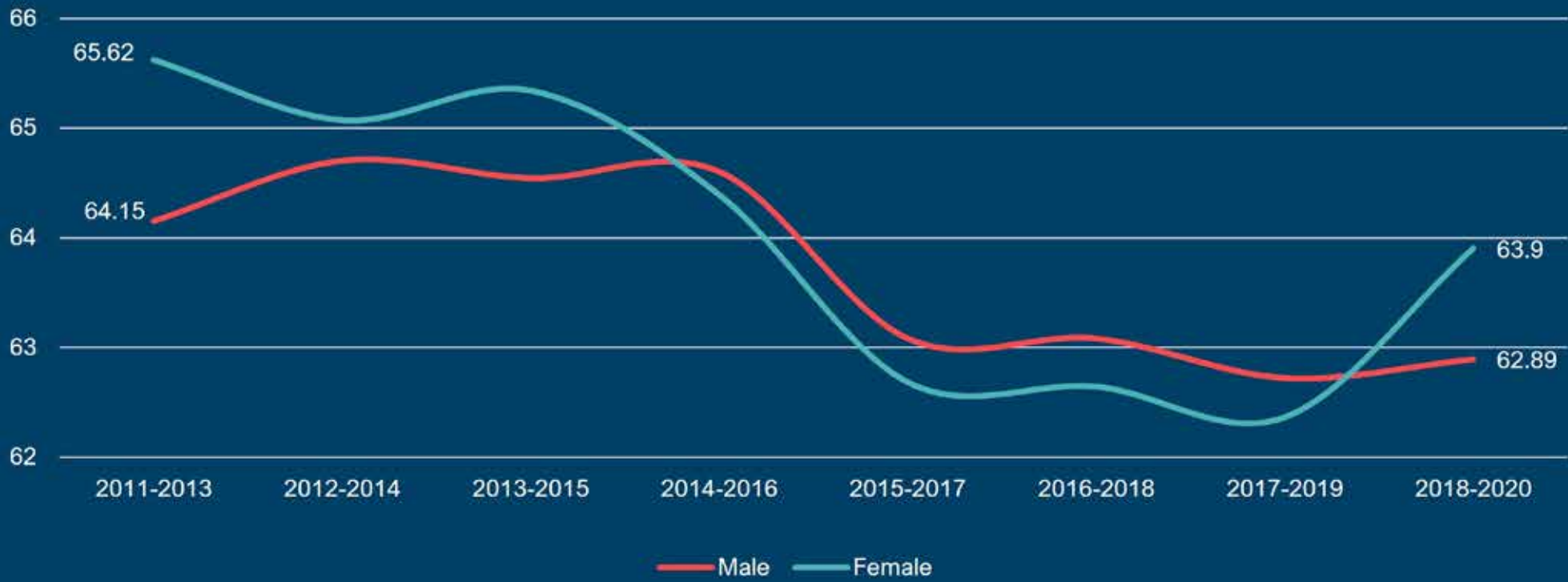
Deeply embedded deprivation: Indices of multiple deprivation¹⁶



Norwich faces significant health and wellbeing challenges. A concerning 12% of residents experience frequent loneliness, compared to the national average of 7%. Moreover, health inequalities are widening. Between 2010 and 2018, the life expectancy gap between women in the most and least deprived areas surged from 2.2 to 8.4 years.

¹⁶MHCLG Index of Multiple Deprivation, 2019

Falling life expectancy: Male and female healthy life expectancy in Norwich, 2011-2020¹⁷



Poor health is increasingly becoming an economic issue, with 6,200 residents in our city economically inactive due to long term sickness or disability, and an additional 5,200 due to caring responsibilities.

Low pay is a challenge within our city. The average pay for workers is £32,000, £3,100 lower than the national average. We have a twin challenge, with both low wages across our economy in all professions, and a high concentration of jobs which pay

less than the real living wage. Low pay disproportionately impacts women and Black, Black British, Black Welsh, Caribbean, or African residents.

¹⁷Public Health Fingertips, 2011/13-2018/20

What partners told us:

“

We need to address long-standing social mobility challenges to boost productivity:

In social mobility/employability, that's the issue that we've got to resolve in the city because there is a whole pool of wasted talent not reaching its full potential.”

“

Spatial priorities for investment not always aligned to need and opportunity:

Government money is going not into the city; all funding is out of town and edge of town. Feels like the public sector is hollowing out Norwich, must find its way on its own.”

“

We need to tackle wider barriers to participation and prosperity:

We need to address the underpinning issues – serious health issues, people about to lose their home due to rent arrears, the basics, and take a holistic approach and wrap around support.”

“

There is significant disproportionality in Norwich's low wage economy:

We have a low wage economy – some of the sectors that are the main employers for women low paid sectors with insecure contracting. There are good levels of employment but how inclusive are these opportunities for people?”

Threats: Market failures are constraining the city's growth potential



Our Vision needs to proactively respond to emerging economic threats and ensure that the city is resilient against future changes.

Crucially, we need to continue to decarbonise our economy. Around 28% of Norwich's CO² emissions are directly related to economic activity. Our commercial property is not fit for the future, with 61% of buildings having poor energy efficiency standards, at risk of becoming unlettable without substantial investment.

As well as improving existing stock, we need to ensure we redevelop areas of our city centre. This is a challenge, with low values are resulting in a lack of new speculative office development to reverse loss of floorspace due to Permitted Development.

While our business base is growing, we have more medium and large companies than the national average. This makes Norwich more exposed to economic downturns, downsizing, and relocations, as reflected by the shrinking of several key sectors in recent years. For new businesses, we have significantly lower 5-year survival rates than comparator areas and the England average, with only 1 in 4 businesses started in 2017 trading in 2022.

¹⁸ONS UK Business Demography, 2023

What partners told us:

“

Many businesses have challenges recruiting staff:

Norwich doesn't have a reputation for high achieving talent. We have the capacity to do 6 lines of maintenance and only run 4. The whole industry is operating at 20% below capacity and this is all driven by people.

“

Enabling infrastructure is holding businesses back:

To a technology-based company high speed Internet is crucial, and even though they said they were right opposite of BT exchange point the Internet was dreadful. The infrastructure is something that holds people back.”

“

High achieving talent often leaves Norwich in search of opportunities across key sectors:

People leave in games design and animation. There aren't businesses of scale in those sectors so they can't see the first foot on the graduate ladder.”

“

Health and wellbeing are barriers to economic growth and productivity:

Day to day health and mental health has got a lot worse. Norwich has declined further than other areas. Healthy eating and healthy living not a priority for people in Norwich. This story is not reached by the media.”

The Norwich 2040 inclusive economy vision

In 2040, a productive, innovative, and inclusive economy provides the foundation for Norwich to be the happiest, healthiest, and most liveable city in the UK.

¹⁹<https://www.onefamily.com/savings/best-places-live-work-uk/>





Vision principles

Leveraging our strengths

Norwich is consistently ranked as one of the most liveable cities in the country¹⁹ thanks to its affordable housing, strong neighbourhoods, and high density of good jobs. Our 2040 inclusive economy vision looks to build on what is already strong about our city - harnessing liveability and quality of place as the foundation for growth, investment, and prosperity.

To protect and enhance the city's liveability, we will focus on:

» Ensuring all residents can take advantage of what the city has to offer:

We will build on the award-winning Work in Norwich (WiN) campaign to promote Norwich's assets and strengths. WiN has positioned Norwich as a fantastic place to live and work, where people and businesses can access a fulfilling career and high quality of life. We will look to build on this by ensuring that all residents are able to live happy and healthy lives.

» Making climate action central to our economic identity:

Close to the countryside and coast and set in over 100 square miles of national park, our city's offer is characterised by the strength of our natural capital. We will leverage our institutional strengths in climate, food and health sciences to lead the fight against climate change, while investing our local environment on our journey to a net zero economy.

» Regenerating the city centre:

The city centre is one of Norwich's most marketable propositions. Its combination of leisure, amenity, and culture is highly valued by our residents, businesses, and visitors alike. We will focus on making strategic interventions to ensure that Norwich city centre continues to thrive and can capitalise on opportunities created by economic change.





Our inspiration: Boulder, Colorado

Nestled in the foothills of the Rocky Mountains, Boulder consistently ranks among the top U.S. cities for quality of life. The city's strong economic identity, rooted in its exceptional quality of place, attracts top talent and businesses. Investing in parks, trails, and cultural assets is crucial for maintaining Boulder's competitive edge, fostering community pride, and driving economic growth.

Boulder's economy is characterised by innovation and a vibrant entrepreneurial ecosystem. The city has a long history of nurturing tech startups and has successfully leveraged public-private partnerships to promote inclusive economic development.

Building an economy of purpose

Growth is central to the new government's mission for national renewal. The Norwich urban area has experienced rapid and sustained economic growth since 2015, outpacing the national average and rivalling high-performing cities like Cambridge.

Ranked as one of England's five 'fast growth cities'²⁰, we have the capacity for significant further expansion over the next fifteen years. We will work with partners to accelerate development which delivers safe, secure and genuinely affordable homes, and high-quality employment opportunities.

However, we must also face the stark reality that recent growth has failed to shift the dial for our most deprived communities. Across many core measures of prosperity, Norwich is going backwards. More than a third of children locally still grow up in poverty and, on average, residents are living shorter, less happy lives than they were ten years ago.

Over the next fifteen years we must rise to this challenge, do things differently, and shift towards an economy of purpose. We define an economy of purpose to be one that is more explicitly focused on social and environmental goals. We will do this by:

» Changing what we value:

Moving beyond just GDP growth, we will also measure the health and wellbeing of Norwich's communities as priority economic outcomes.

» Targeting resources:

We will use good evidence to identify the places and communities that require targeted support to address entrenched inequalities. We will only be successful if all parts of our city benefit from economic growth.

» Taking a one city approach:

We will foster strong partnerships between public, private, and civil society sectors to mobilise talent, ideas, and resources. This collaborative approach will help us address long-term challenges and unlock the city's full economic potential.

²⁰Centre for Cities





Our inspiration:

Reykjavik, Iceland

Reykjavik, Iceland's largest city, is renowned for its healthy environment, equal opportunities, quality services, and sustainable economy. The city is committed to green growth, evidenced by its reduced carbon emissions from transport despite population and job growth.

The Green Deal, Reykjavik's strategic plan until 2030, outlines ambitious goals: achieving carbon neutrality by 2040, improving public health, and creating a more equitable society.

To realise this vision, the city will invest in green infrastructure, promote sustainable transportation, and expand access to cultural and recreational activities. By prioritising people and their well-being, Reykjavik aims to create a sustainable future where everyone can thrive.

Inclusive economy outcomes framework

To achieve this Vision for Norwich's economy, our evidence base shows that we need to:

- » Invest in the potential of Norwich's young people
- » Address long-standing issues of low pay and wider barriers to resident prosperity such as health and wellbeing
- » Foster a regenerative economy that protects our planet
- » Focus on place to enhance the city's productivity
- » Prioritise promotion of our world-class assets to be competitive in the future economy

In response to this evidence, we have identified five 15-year outcomes:






- Potential:** Norwich will be a social mobility hotspot where all young people are supported to reach their potential
- Prosperity:** Norwich residents can access high-quality and health-promoting work
- Planet:** Norwich will have a thriving net zero economy defined by globally significant innovation and local climate resilience
- Place:** Norwich city centre will host the highest concentration of creative, knowledge-intensive and 'new economy' jobs in the East of England
- Promotion:** Norwich will attract and retain more talent and investment to enable the city's businesses to grow

These outcomes will shape our delivery priorities over the next fifteen years, and together with the Vision statement will be used to track our progress. More information on the Vision measurement framework can be found in Chapter 5.

2040 mission statement

Purpose: In 2040, a dynamic, productive, and inclusive economy provides a foundation for Norwich to be the happiest, healthiest, and most liveable city in the UK

Long-term outcomes

 Potential:	 Prosperity:	 Planet:	 Place:	 Promotion:
Norwich will be a social mobility hotspot that supports all young people to reach their potential	Norwich residents can access high-quality and health-promoting work	Norwich will have a thriving net zero economy defined by globally significant innovation and local climate resilience	Norwich City centre will host the highest concentration of creative, knowledge-intensive and 'new economy' jobs in the East of England	Norwich will attract and retain more talent and investment to enable the city's businesses to grow

Delivering against our outcomes

Against our five long-term outcomes, we have used data and the insights from the city's key stakeholders to identify the challenges, opportunities, and priorities for delivery. The intention behind this is to break the long-term outcomes into the key interim changes that need to happen to make the long-term outcome possible.

We are confident that this approach can support a more systematic approach to tackling Norwich's long-term challenges and provide a focus for all partners to contribute towards the change process.

In the next chapter, we set out our shared delivery priorities against each of the five long-term outcomes.

Each chapter is structured as follows:

WHAT NEEDS TO CHANGE:

To achieve each of the five long-term outcomes, we have used our evidence base to identify the top three interim things that need to change.

OUR STRATEGIC PRIORITIES:

Strategic priorities represent our priority areas of focus for delivery based on the powers and resources at our disposal.

WHAT IS ALREADY HAPPENING:

Across all our strategic priorities, we are not starting from scratch. There are a range of great projects and programmes across that are already delivering against our outcomes. Understanding how we can learn from, coordinate, and enhance existing projects will be an important focus of this Vision.

WE WILL ALSO WORK WITH PARTNERS TO:

In addition to existing activity mapping, we have set out our initial delivery priorities. These delivery priorities will be supplemented through Norwich City Council's new 5-year Economic Development Strategy which will be published in spring 2025.

For each long-term outcome, we set out our key performance indicators which we will track and show how these priorities deliver against the overarching Norwich 2040 city vision.

5

Delivering the vision

2040 OUTCOME 1 - POTENTIAL:

Norwich will be a social mobility hotspot where all young people are supported to reach their potential.

Why this is important:

Low social mobility has limited the life chances of Norwich's young people for generations. Inequalities are baked in from an early age, constraining people's earning potential throughout their lives. We will break down barriers to opportunity to enable all children to reach their potential, regardless of their background.

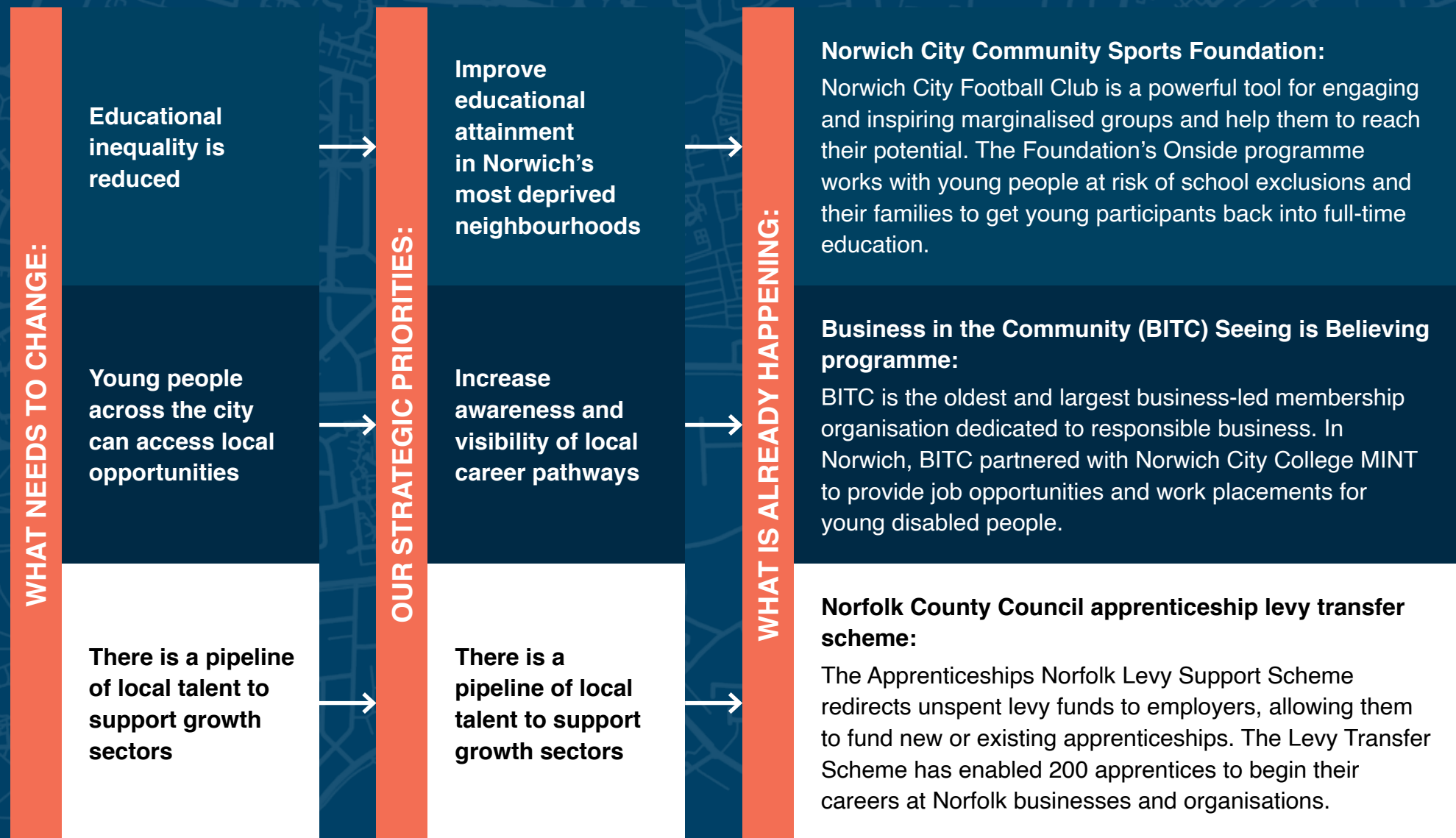
What the evidence shows:	
Challenge	Opportunity
High child poverty rates: More than a third of Norwich's children grow up in poverty, even though 58% have at least one parent who are employed. Poverty can have serious negative consequences for children's development, including limiting their educational opportunities and harming their physical and mental health. ²¹	Norwich has a young population: 22.3% of Norwich's population are aged 19 and under. 7% of the population is aged 15-19, compared to 5% across the East of England which can underpin the city's future growth.
Education is a barrier to social mobility and growth: Norwich is the tenth most unequal local authority in England in terms of educational attainment. Disadvantaged Norfolk children start school significantly behind their peers, a gap that widens throughout primary school. By the end of Key Stage 2, disadvantaged pupils are on average 13.6 months behind their peers - the 7th largest gap in England.	Improving social mobility can unlock significant productivity benefits: It is estimated that improving UK social mobility to Western European levels could boost annual GDP by £45bn (equivalent to £670 per person). ²²
Young people from deprived areas are much less likely to progress to higher education: Only 22% of disadvantaged Norwich students go to study at university, compared to over 50% in social mobility hotspots such as London. On average, graduates nationally earn 20% more by their mid-20s than those who did not go to university. ²³	Devolution: The Labour government has prioritised devolution, empowering local leaders to address issues hindering growth and resident prosperity. This offers an opportunity to advocate for additional powers and resources to tackle low social mobility.

²¹ <https://www.barnardos.org.uk/research/what-cost-impact-cost-living-children-and-young-people>

²² <https://www.oxera.com/insights/agenda/articles/hidden-talent-the-economic-benefits-of-social-mobility-2/>

²³ <https://www.universitiesuk.ac.uk/node/2142>

Our delivery priorities





WE WILL ALSO WORK WITH PARTNERS TO:

Launch the Norwich Social Mobility Commission:

Building on learning from the 2017 Opportunity Area programme, we will establish a commission to tackle educational inequality and low social mobility. Formed of independent experts, this will establish the main barriers to low educational attainment and social mobility and propose recommendations to tackle this.

Make pre-18 education a focus of devolution discussions: We will lobby for additional powers and resources to address the root causes of a lack of social mobility, including investment in early years education.

Raise awareness of local opportunities:

We will work with local schools and colleges to promote the diverse range of careers available in Norwich.

Introduce a Norwich Youth Guarantee:

Taking inspiration from the London Borough of Camden's Young Talent Guarantee, we will explore providing bespoke support to the city's young people. This could include provide support into training, an apprenticeship or job while getting access to one to one, long term career support with a trusted advisor.

Support Norwich-based businesses to enter the Social Mobility Employer Index:

We will work with the city's larger employers to consider social mobility in their recruitment processes, supporting employers to become more representative, innovative and successful organisations.

Our key performance indicators

- » Free School Meals (FSM)
- » % of children eligible for FSM achieving a 'good level of development' at the end of Early Years Foundation Stage
- » % of children eligible for FSM achieving at least a level 4 in reading, writing and maths at the end of Key Stage 2
- » % of young people eligible for FSM that are not in education, employment or training
- » % of disadvantaged young people in Norwich progressing to Higher Education
- » % of young people who are Not in Education, Employment or Training (NEET)
- » # of apprenticeships hosted on major regeneration schemes
- » # of Norwich-based businesses joining the Social Mobility Employer Index

Contribution to 2040 city vision

» A fair city

Educational inequality is the primary barrier to fairness across our city. This outcome will build a comprehensive understanding of the interventions which can shift the dial on this long-term challenge, forming an evidence-based set of asks of government.

» A dynamic city

Social mobility is constraining Norwich's productivity. Investing in the potential of our young people can support Norwich's future economy through a stronger pipeline of homegrown talent.

2040 OUTCOME 2 - PROSPERITY:

All residents can access high-quality, health-promoting work.

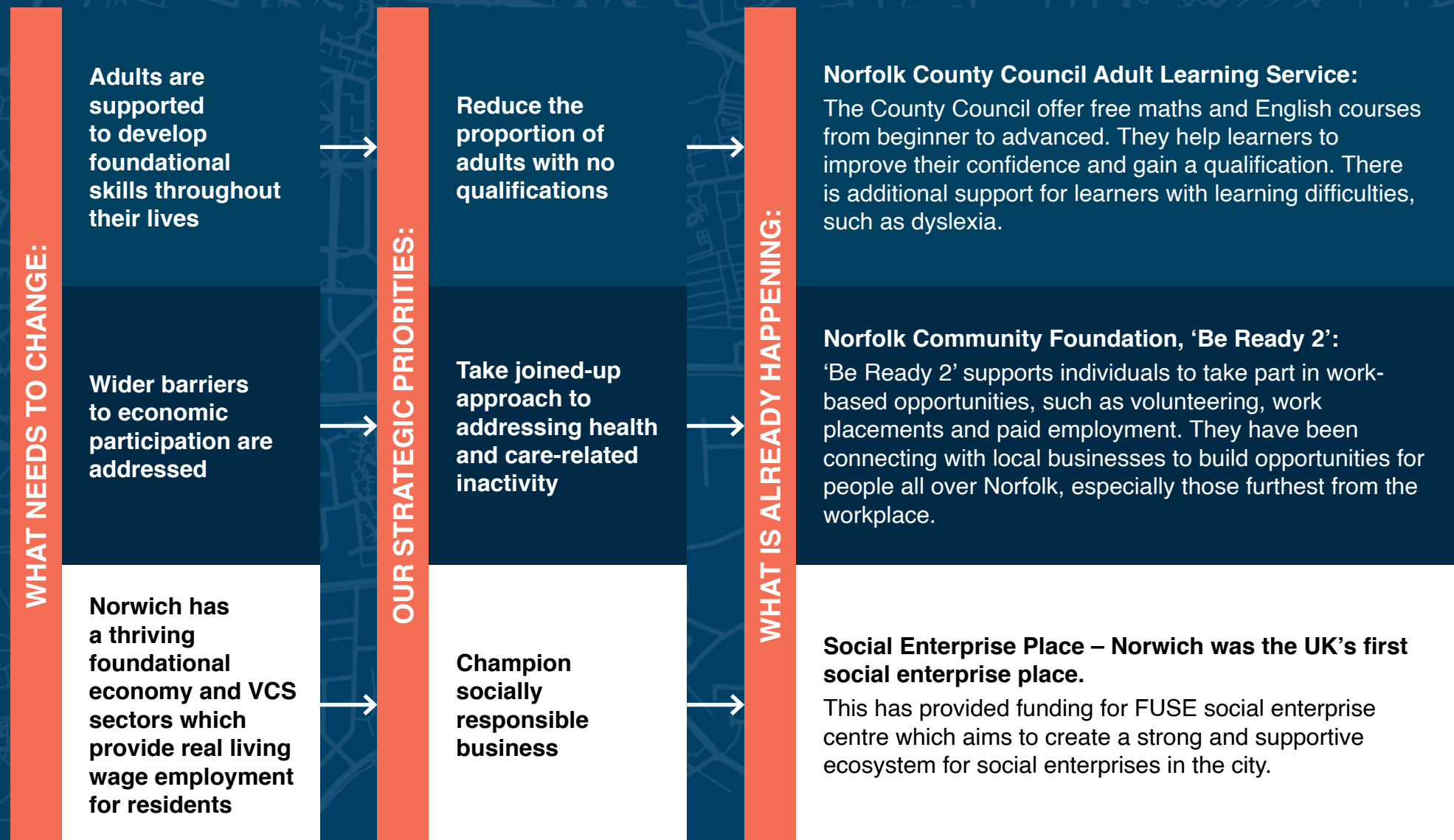
Why this is important:

Good health and wellbeing are essential for individual and societal prosperity. However, health outcomes in Norwich have worsened over the past decade, linked to an economy characterised by low-wage, insecure work. To address this, we will focus on improving social and economic conditions, empowering residents to access fulfilling work that supports healthy and happy lives.

What the evidence shows:	
Challenge	Opportunity
Foundational skills: 17% of our residents have no qualifications, and of these, over half are economically inactive. Research indicates a strong link between employment status and health, with unemployment negatively impacting mental health, leading to conditions like depression, anxiety, and decreased self-esteem. ²⁶	Existing specialisms: Norwich is a major health sector hub. The number of health jobs are 45% more concentrated in Norwich than the England average, with the sector growing by 3,000 jobs since 2018.
Poor health and wellbeing: On average, life satisfaction is lower than the Norfolk and England averages and has declined since 2019-20. 5% of our residents are economically inactive due to long-term sickness or disability, and many residents are unable to work due to caring responsibilities.	Precedent: We have a proven track record in this area, as demonstrated by projects like the Good Economy Commission. Through these initiatives, we have identified effective interventions and will scale successful projects where resources allow. We will share the lessons learned from our pilot schemes to inform future strategies.
Low pay: 42% of our residents work in typically low-paying sectors such as retail, care, and administration. The average income after housing costs in Norwich is £27,207, over £4,000 lower than neighbouring Broadland and South Norfolk.	Momentum: National government is increasingly focused on addressing economic inactivity through a sharper focus on prevention and NHS reform. There is increasing recognition of the social determinants of health and their impacts on health inequalities. We can tap into existing knowledge on how local authorities are addressing similar challenges across the UK.
Disproportionality: Residents in deprived areas of our city often experience poorer health outcomes and lower educational attainment. Women and Black, Black British, Black Welsh, Caribbean, or African residents are over-represented in lower-paid sectors like care, leisure, sales, customer services, and public administration, education, and health.	

²⁶ <https://www.health.org.uk/evidence-hub/work/employment-and-unemployment/how-employment-status-affects-our-health>

Our delivery priorities





WE WILL ALSO WORK WITH PARTNERS TO:

Address wider barriers to learning:

We will work with County Council and VCSE partners to address the physical, practical, and personal barriers preventing residents from accessing adult education.

Ensure regeneration and investment delivers employment and training opportunities:

We will use opportunities such as Anglia Square to provide high quality local employment opportunities and apprenticeships.

Build a shared evidence base to tackle health inequalities: We will work across public sector bodies to build a common understanding of the key drivers of the cities growing health inequalities – especially amongst women.

Make Norwich a Marmot City: We will continue to tackle health inequalities and the social determinants of health through the Norwich Health and Wellbeing Partnership. Over the next few years, we will look to work with the Institute of Health Equity to understand any additional actions partners can take to address health inequalities across the system.

Tackle care-related barriers to participation: We will identify and address the key care-related barriers preventing residents from entering/re-entering the workforce.

Good Economy Commission:

Promote the 4 boosts approach developed through the Good Growth Commission to Norwich employers. The Good Jobs Project identified 4 Boosts which reflect practical ways to improve the employee experience of work. We will lead by example and celebrate and share businesses who have adopted the approach.

Creatively use our assets: We will review how empty and underutilised council assets can be used to support local community and voluntary sectors.

Our key performance indicators

- » % of residents with no qualifications
- » % of local jobs paying less than the real living wage
- » % of jobs in typically low paying sectors
- » % of residents economically inactive due to long-term sickness or disability

Contribution to 2040 city vision

» A fair city

Delivery towards this outcome will address some of the key drivers of inequality in our city. We will look to tackle some of the structural barriers to economic participation, enabling everyone to take advantage of new opportunities created.

2040 OUTCOME 3 - PLANET:

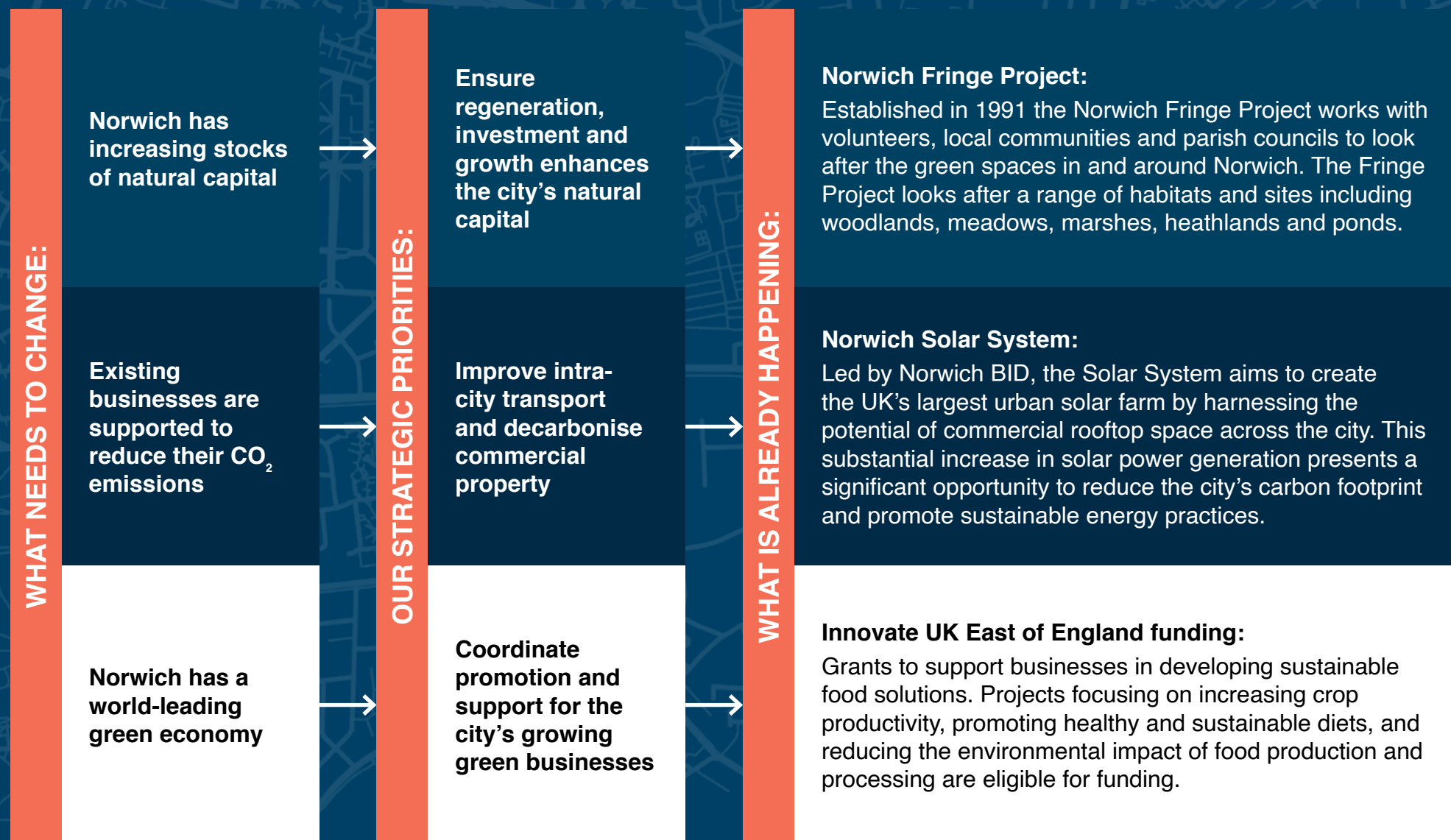
Norwich will have a thriving net zero economy defined by globally significant innovation and local climate resilience.

Why this is important:

The climate emergency represents the single biggest challenge facing the global economy over the next fifteen years. By taking bold climate action, we can not only future-proof Norwich's economy, but also create a more equitable and liveable city. We will leverage our institutional strengths to position Norwich as a leader in sustainable urban development.

What the evidence shows:	
Challenge	Opportunity
<p>The transition to a net zero economy needs to be delivered over the course of this vision: According to research from the Tindall Centre, by 2045, Norwich will require a 97.5% reduction on 2015 emission levels to make its 'fair' contribution to the Paris Agreement.</p>	<p>The city's natural capital is integral to economic offer and prosperity: Norwich is the 2nd best city in the country for number of parks per 100,000 residents (8.44). This natural capital is integral to the city's liveability and quality of life offer.</p> <p>Natural capital refers to the ecosystem services that natural assets (such as soil, air, and water) provide. For too long, the valuable – but intangible - services these assets provide have been often overlooked.</p> <p>Businesses told us that the quality of place, and proximity to nature, is one of the things they valued most about the city. By more actively valuing natural capital, we can ensure that we are enhancing the economic competitiveness of our city while also protecting our natural environment.</p> <p>Our institutions and businesses are leading the way in climate research: The University of East Anglia's Climatic Research Unit is a world-leading institution studying climate change, while Norwich Research Park is Europe's largest cluster of food and health research. Home to 4 research institutions and 30 companies, including the John Innes Centre, a global leader in plant science, genetics, and microbiology, Norwich plays a crucial role in national food security by researching the environmental factors influencing plant growth and development.</p>
<p>Decarbonising Norwich's economy will be vital for achieving climate goals: Over a quarter (28%) of the city's total emissions are directly related to economic activity.</p>	
<p>Improving intra-city travel: Norwich is Norfolk's primary urban centre, meaning that the city serves a large rural catchment. As a result, transport accounts for a further 27% of total carbon emissions. Providing solutions to enable people to move around our city using public transport and active travel will be vital for achieving net zero.</p>	
<p>Major cost associated with decarbonising the city's commercial property stock: For many of our businesses, energy consumption from offices and shops comprises most of their carbon emissions.</p>	
<p>61% of non-domestic priorities in Norwich have an EPC rating of D or below, meaning that they are not energy efficient. Many of these buildings risk being unlettable in the coming years under Minimum Energy Efficiency Standards legislation.</p>	

Our delivery priorities





WE WILL ALSO WORK WITH PARTNERS TO:

Secure private investment into natural capital projects: We will explore innovative models for unlocking private funding to improve Norwich's natural capital, drawing inspiration from Greater Manchester's Natural Capital Investment Plan.

Track the value of Norwich's natural capital: We will develop natural capital stocks for the city to establish a baseline for the value of our natural assets to identify investment priorities.

Integrate natural capital into major regeneration projects: We will ensure that the East Norwich Strategic Regeneration Area places natural capital at the heart of its economic identity, such as improving public access to the River Wensum.

Invest in the efficiency of publicly owned workspaces: We will ensure that council-owned commercial property meets energy efficiency standards, prioritising buildings with economic value for the city.

Improve transport connectivity between the city centre and key employment nodes: We will seek funding to improve public transport and active transport links between key economic nodes such as the city centre, Norwich Research Park, and Norwich Airport.

Streamline planning and advice for private sustainability projects: We will make it easier for businesses to improve the energy efficiency of their own premises by providing advice, guidance, and planning support.

Leverage expertise at UEA and Norwich Research Park: We will support green economy university spin outs to scale.

Promote Norfolk's green economy: We will position Norwich as central to the green industrial revolution – combining research specialisms at the Research Park, with clean energy generation capacity in Great Yarmouth.

Improve transport connectivity between Norwich and other knowledge clusters: We will work to increase the frequency and improve the journey time of train services to Cambridge.

Our key performance indicators

- » MtCO₂e associated with economic activity
- » £ value of Norwich's natural capital stocks
- » £ public and private investment into natural capital projects
- » % of commercial properties in Norwich with an EPC C+
- » % of commuting journeys made by public transport or active travel
- » # of people working at Norwich Research Park
- » # of businesses locating at Norwich Research Park

Contribution to 2040 city vision

» A fair city

Delivering a climate resilient net zero economy will require all businesses to decarbonise. This outcome will govern our work the city's existing business and residents to deliver a just transition.

» A connected city

Partners told us that improving getting around Norwich was as important as connectivity to other cities. This outcome reinforces the importance of linking up our cities key economic nodes and making it easier to travel by public transport or active travel.

» A liveable city

The quality of Norwich's places and natural environment is integral to the city's current and future economic competitiveness. This outcome enshrines a commitment to protecting and enhancing the city's natural capital to increase biodiversity, prosperity, and liveability.

» A fair city

This outcome positions climate action as an economic opportunity to be nurtured as well as a threat to mitigate. By supporting and scaling high-value activity at UEA and Norwich Research Park the city can develop innovations, products and technologies to unlock a net zero future.

2040 OUTCOME 4 - PLACE:

Norwich City Centre will host the highest concentration of creative, knowledge-intensive, and 'new economy' jobs in the east of England.

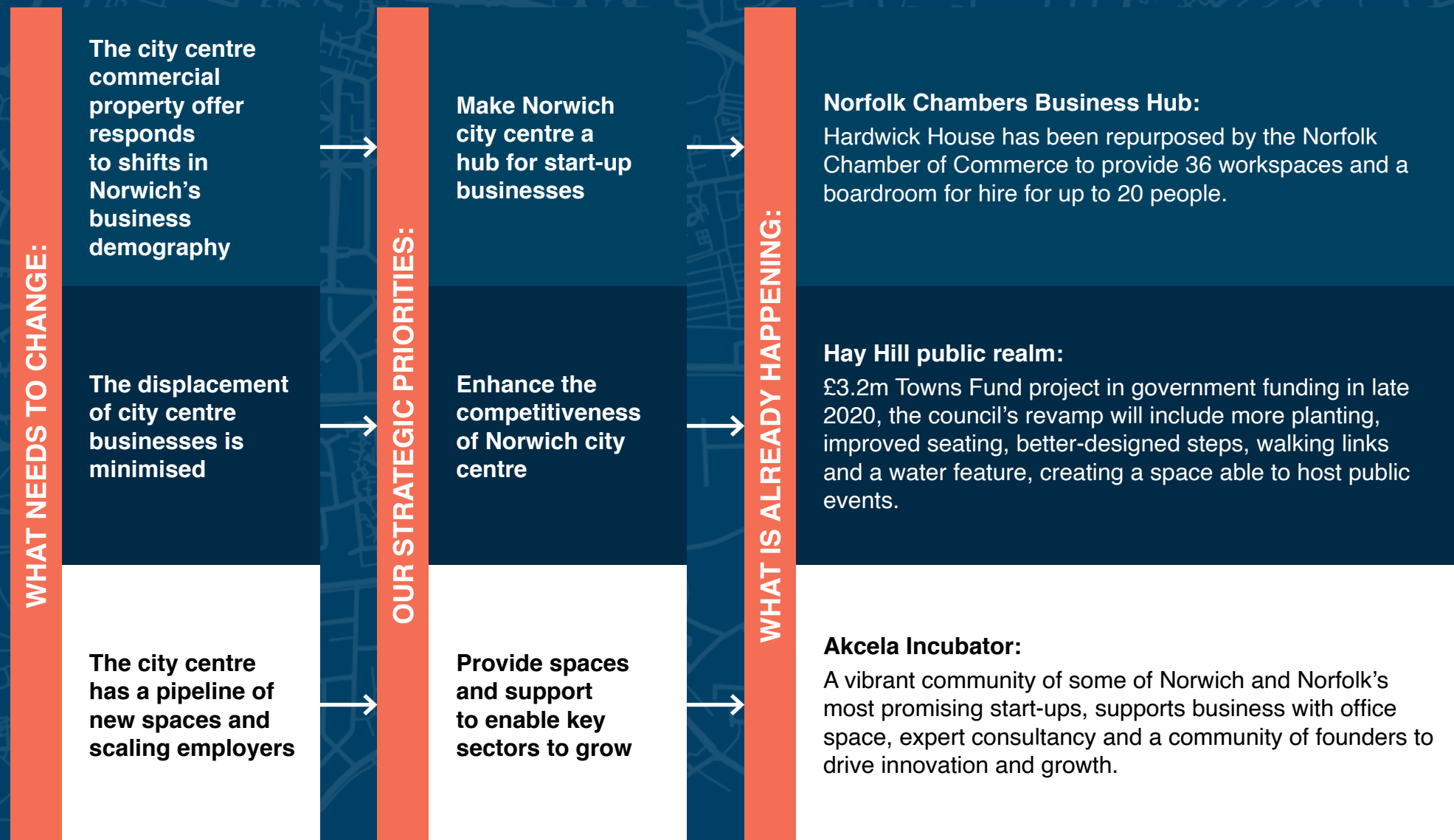
Why this is important:

Norwich city centre is the jewel in the crown of our region's economy, renowned for its vibrant culture, thriving independent businesses, and growing digital and creative sectors. However, there are structural barriers holding the city back. We will make tactical interventions to bolster its competitiveness and secure its future in the new economy.

What the evidence shows:	
Challenge	Opportunity
Hollowing out of the city centre: The city centre has lost 17% of its jobs since 2018, with several high-profile employers relocating to business parks on the fringes of city.	Norwich city centre is a hub for business growth: In 2023, 16% of the city's businesses were located there, contributing to 21% of its overall business growth over the past five years. Small businesses are the backbone of the economy, with 84% employing fewer than nine people.
Infrastructure is undermining city centre competitiveness: Whilst Norwich is in the top half of local authorities in the UK for access to gigabit broadband, access to ultrafast broadband is low in parts of the city centre.	Norwich is an emerging tech hub: The city is home to a growing Insurtech cluster, the largest outside of London. This burgeoning sector could contribute £100 million to the local economy by 2027, creating 600 new jobs.
Shrinking office stock and a limited development pipeline: Since the introduction of permitted development to change from offices, around 30% of the total office stock has been lost since 2008 - significantly impacting upon the supply of available office space in the city centre. At the same time, office rents in Norwich are up to 63% ²⁹ lower than the England average, dependent on size, which is precluding new speculative development. There is currently only one office building either proposed or under construction in the city centre, indicating a lack of investor confidence to reverse the long-term loss of city centre office floorspace.	A city of creativity: The city centre is home to Norwich University of the Arts – one of the UK's top specialist creative arts institutions. Norwich University of the Arts has regenerated the city's Creative Quarter and hosts a growing community of 3,000 students and staff. Building on the success of the Norwich University of the Arts Ideas Factory programme, there is potential to support more digital creative businesses to start, scale and grow in the city. Capacity for growth and regeneration: Anglia Square and the re-development of City Hall contain the capacity to provide hundreds of jobs and homes. The East Norwich Strategic Regeneration Area represents the last chance to extend the city centre.

²⁹CoStar, accessed 2024

Our delivery priorities





WE WILL ALSO WORK WITH PARTNERS TO:

Deliver the Norwich Digital Hub: Due to open in Spring 2025, the Digital Hub will provide new start-up and grow-on space for up to 25 digital businesses.

Increase the pipeline of flexible and small business workspace: We will develop partnerships with businesses, public and private landowners, and workspace providers to tackle market failures and deliver the workspaces the city needs to grow.

Deliver the regeneration of Anglia Square: We will work with public and private sector partners to unlock over 1,000 new homes in a key city centre location. In addition to providing footfall to boost city centre businesses, delivery of Anglia Square will provide a visual marker for progress, catalysing confidence and momentum for other investment and development.

Develop a masterplan for Norwich city centre: We will work with major landowners to advise on how we can activate the city's buildings and public realm to make Norwich an even better place to live, work, and visit.

Enhance the competitiveness of Norwich's cultural and visitor economy offer: We will invest in the city's creative and cultural spaces (such as The Halls) and look to enhance conferencing and hotel accommodation in the city.

Improve city centre digital infrastructure: We will work with City Fibre to address slow broadband speeds in the city centre.

Unlock new employment space at East Norwich: We will develop a compelling vision for commercial space at East Norwich, articulating how new space will complement and add capacity to a thriving city centre.

Provide business support for key sectors: We will work with industry experts to design business support and provide incubation for businesses in the creative, digital, and tech sectors.

Our key performance indicators

- » # of new economy, creative and knowledge intensive businesses and jobs in the city centre
- » City centre employment change
- » Location Quotient of creative, knowledge intensive and new economy businesses in the city centre
- » Sqm of new office and co-working space delivered or repurposed in the city centre
- » % of properties within the city centre with access to ultrafast broadband
- » City centre footfall

Contribution to 2040 city vision

» A creative city

The city centre is the home of Norwich's creative, cultural, and digital economy. Building on the work of Norwich University of the Arts, this outcome will ensure that businesses have the space and support to start, scale and grow within Norwich city centre.

» A fair city

Delivery against this outcome will ensure that the city centre attracts and retains a range of high-quality employers

» A connected city

Delivery against this outcome will address connectivity 'cold spots' which are undermining the productivity of businesses.

» A dynamic city

This outcome will respond to the city's changing business demography to enable micro businesses to scale and create a city where businesses want to start, move to, and invest in.

2040 OUTCOME 5 - PROMOTION:

Norwich will attract and retain more talent and investment to enable the city's businesses to grow.

Why this is important:

Norwich is a vibrant city with a unique blend of academic excellence, sporting heritage, and globally significant industry. Our strong local supply chains foster a diverse business network and help to build community wealth. By leveraging these assets and expanding our reach beyond Norfolk, we can unlock our city's full potential.

What the evidence shows:

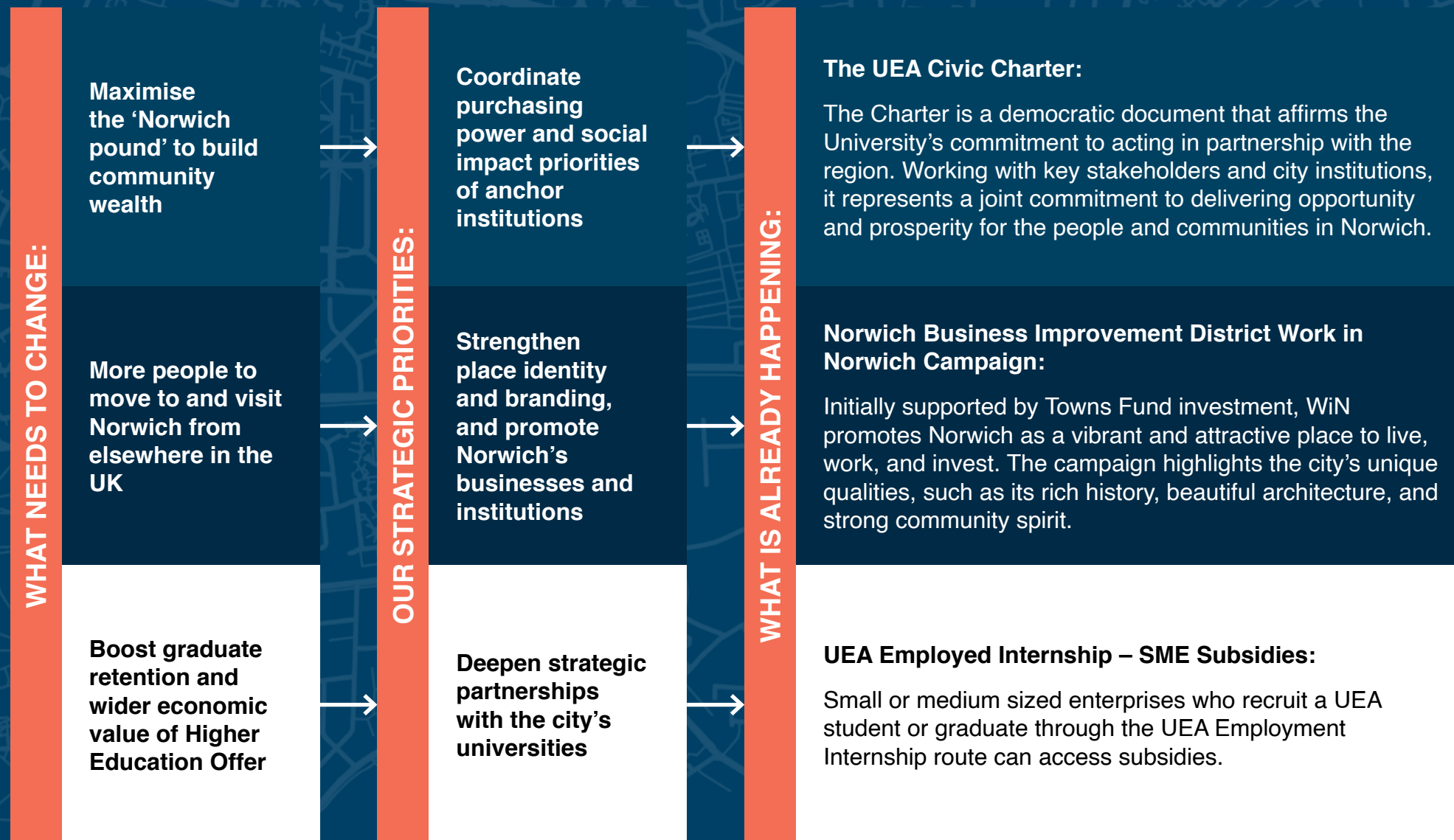
Challenge	Opportunity
Catchment: Norwich has low population churn compared to other cities and most in-migration is from elsewhere in Norfolk. There is a smaller proportion of residents who are economically active or with degree level qualifications within 1 hour drive than comparators.	Returners: The city has high rates of returners which can be built upon to attract new talent into Norwich. The city has a growing population, and within the Greater Norwich Local Plan there is a commitment to deliver just under 28,000 new homes.
Ideas: Within our consultations, stakeholders felt that this lack of new talent and ideas was a key contributing factor to Norwich being a low-wage economy.	Supply chains: A pound retained locally is worth the same as a pound of new inward investment. Academic research from UEA has showed that vibrancy in Norwich is strong; people often prioritise moral obligation and 'buying local' over economic rationality. ³²
Branding and identity: Businesses and stakeholders suggested that the city's brand and identity was a major barrier to growth and investment.	Community investment: Norwich has one of the most active sharing economies in England, with the 4th highest rates of Crowd funded projects in the country in 2019. ³³ Students: There were 21,000 HE students in Norwich in 2022/23. Many graduates from the UEA, Norwich University of the Arts and City College go on to work in industries relevant to Norwich. In 2021/22, the most common industry for UEA graduates is human health and social work (34% of graduates), which is the largest employment sector across the city. ³⁴

³² Redhead, G., & Bika, Z. (2024). Is home where the heart is? Investigating the relationship between hometown and entrepreneurship

³³ Flipping the Coin, The Young Foundation, 2019

³⁴ HESA Student Destinations 2021/22

Our delivery priorities





WE WILL ALSO WORK WITH PARTNERS TO:

Establish the Norwich anchor institution network: We will establish the anchor institution network focused on the wider Norwich urban area to align commitments around procurement spend and social impact.

Map procurement spend of anchor institutions: We will work with the city's major employers to understand how procurement spend can be harnessed to benefit Norwich's businesses and ensure that spend is retained locally.

Nationally focused place branding and identity campaign: We will work together to extend the reach of the WiN campaign and develop common messaging about Norwich's vision and potential.

Work with universities to identify and tackle barriers to students remaining in the city: We will understand the main reasons preventing people from staying in Norwich after graduation and develop strategies to address them.

Support university spinouts to access space in the city centre: We will form new partnerships to enable spinouts from Norwich University of the Arts to access space in the city centre (including council assets).

Our key performance indicators

- » £ of anchor institution spend with Norwich-based businesses
- » # of Norwich residents employed by anchor institutions
- » % of graduates at UEA/NUA remaining in the city to work, study, or start a business
- » Population churn
- » Inward migration to Norwich from outside of Norfolk

Contribution to 2040 city vision

» A fair city

Procurement is one of the key levers available to the council and its partners. Delivery of this outcome can support greater coordination of anchor institution spend and social value priorities. More effective coordination of this can deliver significant benefits to both residents and small businesses.


» A dynamic city

A dynamic city relies on innovation and new ideas. By marketing Norwich to the people who share our vision for a more equitable and prosperous city we can attract the talent and innovation the city's businesses need to thrive.



6


Measuring our progress




Norwich City Council
will take the lead for
monitoring progress
against the vision
statement and long-
term outcomes


Where possible, we will use publicly available data from the Office for National Statistics (ONS) to ensure replicability and consistency of collection. A full list of indicators that will be used can be found below.


OUTCOME	INDICATOR	SOURCE	UPDATE FREQUENCY
2040 vision statement: In 2040, a productive, innovative, and inclusive economy provides the foundation for Norwich to be the happiest, healthiest, and most liveable city in the UK.	Good Growth Index for Cities ranking	Demos-PwC	Yearly
	Healthy Life expectancy	PHE Fingertips	Yearly
	Inequality in life expectancy between deprived and not deprived areas is reduced	Public Health Fingertips	2 years
	Resident life satisfaction	ONS 4	Yearly


OUTCOME	INDICATOR	SOURCE	UPDATE FREQUENCY
 <p>Potential: Norwich will be a social mobility hotspot where all young people are supported to reach their potential.</p>	% of children eligible for FSM achieving a 'good level of development' at the end of Early Years Foundation Stage	Department for Education (DfE)	Yearly
	% of children eligible for FSM achieving at least a level 4 in reading, writing and maths at the end of Key Stage 2	DfE	Yearly
	% of Free School Meals eligible children in Norwich progressing to Higher Education	DfE	Yearly
	% of young people who are Not in Education, Employment or Training (NEET)	DfE	Yearly
	# of apprenticeships hosted on major regeneration schemes	Norwich City Council and County Council data	Ongoing
	# of Norwich-based businesses joining the Social Mobility Employer Index	Norwich City Council and County Council data	Ongoing
	The gap in student outcomes for disadvantaged and not disadvantaged 16-18-year-olds progressing into sustained education, apprenticeship or employment	Education Policy Institute	Yearly

OUTCOME	INDICATOR	SOURCE	UPDATE FREQUENCY
 <p>Prosperity: Norwich residents will be able to high-quality and health-promoting work.</p>	% of residents with no qualifications	ONS Annual Population Survey*	Yearly
	# of living wage employers	Living Wage Foundation	Yearly
	% of jobs in typically low paying sectors	ONS, Business Register and Employment Survey	Yearly
	% of residents economically inactive due to long-term sickness or disability	ONS Annual Population Survey*	Yearly

* The ONS considers the quality of the APS to be robust for national and headline regional estimates, there are concerns with the quality of estimates for smaller segments of the population, such as local authority geographies.

OUTCOME	INDICATOR	SOURCE	UPDATE FREQUENCY
 <p>Planet: Norwich will have a thriving net zero economy defined by globally significant innovation and local climate resilience.</p>	MtCo2 associated with economic activity	Department for Energy Security and Net Zero, BEIS	Yearly
	£ value of Norwich's natural capital stocks	TBC - dependent on approach taken to developing initial natural capital accounts	TBC
	£ public and private investment into natural capital projects	Norwich City Council	Ongoing
	% of commercial properties in Norwich with an EPC C+	DLUCH	Ongoing
	% of commuting journeys made by public transport or active travel	Census	10 years (or resident survey)

OUTCOME	INDICATOR	SOURCE	UPDATE FREQUENCY
 <p>Place: Norwich city centre will host the highest concentration of creative, knowledge-intensive and 'new economy' jobs in the East of England.</p>	Number of new economy, creative and knowledge intensive businesses and jobs in the city centre	ONS, UK Business Counts, Business Register and Employment Survey	Yearly
	City centre employment change, 2023 base year	ONS, Business Register and Employment Survey	Yearly
	Location Quotient of creative, knowledge intensive and new economy businesses in the city centre	ONS, Business Register and Employment Survey	Yearly
	New office and co-working space delivered or repurposed in the city centre	Norwich City Council	Ongoing
	Proportion of properties with access to ultrafast broadband	OFCOM	Yearly
	Proportion of commercial property rated EPC or below across Norwich	DLUHC	Ongoing
	City centre footfall	Norwich BID	Ongoing

OUTCOME	INDICATOR	SOURCE	UPDATE FREQUENCY
 <p>Promotion: Norwich will attract and retain more talent and investment to enable the city's businesses to grow.</p>	£ of anchor institution spend with Norwich-based businesses	Anchor Institution Network monitoring	Yearly
	# of Norwich residents employed by anchor institutions	Anchor Institution Network monitoring	Yearly
	Graduate retention rates	HESA Graduate Outcomes Survey	Yearly
	Population churn	Consumer Data Research Centre	Yearly
	Inward migration to Norwich from outside of Norfolk	ONS Internal Migration Estimates	Yearly



NORWICH
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