

# 2040 norwich city vision

*Conference Report*

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## 1. Introduction

Norwich is a success story. It seamlessly combines the modern with the historic and is a vibrant city with a thriving economy and cultural scene.

There is much to celebrate, but as with any city, it has some challenges and the severity of these issues, varies considerably between different wards.

### **‘A tale of two cities’**

Our city is growing fast, with its economic, social, cultural and environmental influence being out of proportion to its size.

We have the third highest concentration of research parks in the country and two leading universities. A creative city, Norwich became the first UNESCO City of Literature in 2012. Adding to that, we have one of the most successful city centres in the country, with a mix of independent and high street stores, attracting 11 million visitors a year. Norwich is consistently rated as one of the safest and greenest cities in the UK and is home to a flourishing cultural scene.

While our local economy is growing and has bucked national trends, businesses can find it difficult to recruit key staff. There are issues with our transport connectivity to other parts of the country and the world which can create barriers to success.

Some residents cannot access job opportunities due to low or mismatched skills, and many in work receive low pay.

The city hides significant inequality – the difference in life expectancy of men between the most affluent and deprived wards is nearly 11 years – and educational attainment is poor, with only 45 per cent of students attaining five or more GCSEs.

New challenges and opportunities are likely to emerge in the coming years which might include the impact of Brexit, continued automation of work and wider changes in technology; an ageing population and the effects of climate change. There will be others that we cannot yet predict. Therefore we will need to remain agile and responsive to these challenges and opportunities and react to them in a way that ensures we are a city where growth is inclusive and more of its success is shared with all residents.

## **Developing a shared vision**

To build on the successes and address the challenges, Norwich needs a long-term vision for the city – what do we want the city to be like in 2040 and what do we need to do to make this happen? Answering these questions and creating a vision for the city must be done collectively; it must be something the whole city has contributed to and are committed to.

As civic leader, Norwich City Council is facilitating the development of this vision. The conference, held on 23 November 2017, is one of a number of ways the council is talking to residents, businesses, organisations and groups from across, as well as visitors to, the city, to help shape this long-term vision.

This report provides an overview of the engagement work, what happens once this is finished and a summary of the recent conference – the key points from the speakers and the outputs from the table activities. On completion of the engagement work, a full analysis and considered review of the entire breadth of materials and content will be carried out.

A handwritten signature in dark ink, reading 'Alan Waters'. The signature is fluid and cursive, with the first name 'Alan' and the last name 'Waters' clearly distinguishable.

**Alan Waters**

Leader of Norwich City Council

## 2. Conference summary

Around 140 delegates attended a conference at Norwich City Football Club on 23 November 2017. They were presented with an overview of the importance of cities and how, in order to be a success, growth must be inclusive, as well as key facts about the state of Norwich. This was followed by three different visions for the future, each with a different focus: youth, enterprise and arts and culture.

Delegates worked through three different group exercises:

1. a postcard to describe life in Norwich in 2040
2. a list of what they want to retain and develop, and the challenges
3. ideas and actions on what is needed to get Norwich to where we want it to be in 2040.



Independent research company Ignite, which is conducting the resident and stakeholder research on behalf of the council, had an exhibition stand at the event. A graffiti wall next to the stand captured the ideas emerging from the group activities, and this has been summarised by Ignite.

Ignite's summary of the ideas captured on the graffiti wall  
and through the group activities

In 2040 Norwich will be...

### A socially just place

We are concerned about inequality and lack of social mobility. By 2040 we will have made significant strides in tackling this

### A great place to live, work and play

Building on strengths that are already here, Norwich will continue to be a great place to live, work and play in 2040 but that will mean very different things than it does today

a creative place

### A place with strong communities

Building on strengths, Norwich will continue to be a place where people know and look out for each other

### A vibrant place

In 2040 Norwich will be a cutting-edge place that combines the best of ancient and modern

## What do we need to do to get there?

We will need to harness the collective energy of partners to turn these ideas into practical commitment for change. Ten themes from the conference:

1. Be more **youth focused**. Young people need to be at the heart of our 2040 vision.
2. A better and more holistic **skills and education** offer, matched with new jobs and ways of working likely to be present in 2040.
3. A comprehensive, sustainable, modern and cheap **transport infrastructure** (roads, cycling, rail, air, driverless cars).
4. Mixed **affordable housing** that enables people of different backgrounds, incomes, ages and abilities to live together.
5. Better and more socially conscious use of **technology**, drawing on research hubs and firm foundations for tech start-ups.
6. Continued **regeneration** that protects our unique history (opportunities in Anglia Square and Prince of Wales Road) and better use of existing assets (like the football ground).
7. Invest in Norwich as the **cultural hub** for Norfolk and the city draws people with the quality of its arts, music, cultural, food and experiential retail offer.
8. Encourage and enable **different working opportunities** (new industries, shared office space, more start-ups, flexible working/from home, commuting to London).
9. More **collaboration** at all levels (city and county, across the region, involving rural areas, between partners, clear social role for businesses).
10. More opportunities and events that **bring communities together**.

### 3. Additional research

Since the autumn, a number of engagement activities have been carried out. This includes some facilitated by independent research group Ignite. These include seven resident focus groups, an on-the-street focus group with 50 residents and visitors to the city and one with Norwich City Council employees. Of course, the conference hosted by Norwich City Council – along with the Ignite stand – was another engagement activity. The city council ran a consultation on the vision (alongside its budget) which closed 17 January 2017.

The remaining engagement work includes:

- elected member focus groups informed by the visioning work so far
- a number of stakeholder interviews with businesses, organisations and representative groups not present at the conference
- a youth city vision event, supported by MAP, to enable young people to help shape discussions and actions based on the things that matter most to them.

This will inform the priorities and actions that we all need to undertake to deliver the shared vision for Norwich 2040.



## 4. Next steps

The vision is being shaped through conversations with people across the city – businesses, the voluntary and community sector and the public sector – and its visitors. To convert these conversations into a city vision, the council will co-ordinate the following actions:

- complete the additional research listed in section two
- synthesise the findings from all the research conducted and circulate to delegates when seeking feedback on the draft vision
- conduct some additional group work focused around the key themes
- produce:
  - a draft city vision
  - a full list of all i) challenges and ii) areas to retain and harness that were listed at the conference
  - a prioritised list of challenges and areas to retain and harness for action over the next five years
- seek feedback from delegates on the draft vision and a commitment from delegates to own relevant actions or to be involved in their development
- compile a final list of actions with identified owners – and others with an interest – who will provide detail on the actions and timescales for delivery
- produce a final high level draft of the city vision document along with launch details and a proposed process by which to keep track of actions for comment by those owning the actions
- consult on the draft vision document
- arrange a follow-up conference in one year to discuss progress.

### More information

To talk to us about the project to develop a shared city vision, email: [transformation@norwich.gov.uk](mailto:transformation@norwich.gov.uk)

## 5. Appendices

The appendices provide some key points made by the speakers and the ideas and points captured during the three table activities, in part, grouped by emerging themes. Once all the engagement work is complete, a full analysis and considered review of the entire breadth of materials and content will be carried out.

Please click link for [The agenda](#)

## Appendix A – Speakers

### **Opening remarks –**

#### **Councillor Alan Waters, leader of Norwich City Council**

Norwich is a beautiful city; with a bit of “tweaking” it would be perfect.

It's difficult to predict the future but what we can predict is that things will change. Change is something we have to expect. We need to think about surprising changes that will inevitably take place and predict these surprises and take opportunities.

We have opportunities. We need to seize these. We need to build dynamism in the city. We need inclusive growth. Good growth that benefits everybody.

### **The Power of Cities –**

#### **Chris Murray, Core Cities**

The importance of cities, their economic, social and democratic role, and inclusive growth:

- importance of connectivity between cities and rural communities
- a successful region needs a successful urban core – key to successful growth
- cities support rural and national growth, not the other way
- scale is important – medium-sized cities have a distinctive character – where you want to live
- need local solutions to challenge and to drive inclusive growth
- local becomes the new global
- need linked flows of trade cities – Norwich to collaborate with other cities nationally, in Europe and internationally
- climate change
- industrial strategies linked to onsite resources
- social cohesion – civic participation is the antidote to inequality – shared experiences
- low productivity linked to deprivation – must address productivity issue in Norwich

- need to bring economic and social policy closer together to enable inclusive growth – driver of productivity and growth
- unlock potential – social investment, quality of economic output, equality – people are assets
- fairer: stronger, economically and socially = win win
- need to take a place-based approach to drive change – a whole area and whole place focus will deliver benefits
- economies and people's lives do not respect administrative boundaries
- building shared leadership will make what you want more likely to happen – a coherent, powerful local voice is hard to ignore
- this is the right time to be having this debate – Norwich is on the up – you all need to be custodians of the vision.

### **Norwich, the opportunities and challenges – Laura McGillivray, Norwich City Council**

A tale of two cities, the state of Norwich and what people are telling us:

- Norwich is 'a tale of two cities' ... 'it's the best of times, it's the worst of times'
- key data on the state of Norwich covered people, economy, place and wellbeing – [State of Norwich slides](#)
- Norwich is a vibrant, growing city with a thriving cultural scene, world-leading organisations, an award-winning shopping offering and consistently high ratings as a place to live; a success story
- challenges include poor educational attainment and health inequalities, pockets of deprivation and increase in rough-sleeping
- through engagement work to date, people are saying that Norwich is:
  - a creative city...**
    - Norwich is a hotbed of creative and digital businesses, technology companies and research institutes
    - Norwich is a place of ideas where the power of words has changed lives for hundreds of years
    - Creativity is celebrated. Residents and students are a part of that

### **a friendly city...**

- Norwich is a place that people come back to. It's a good-sized city. It is friendlier than other cities. It's safer than other cities
- Norwich has a strong sense of community where cultures mix together in one place and where people look out for each other
- It's a good place to make a life

### **a modern, historic city...**

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

### **a green and sustainable city...**

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

### **a clever city...**

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

- challenges identified by people include:

#### **housing and homelessness:**

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

#### **transport:**

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

### **social mobility and inclusion:**

- Social mobility is about how you aspire to have a career. ....If you have an environment where schools are good, ....where you have good opportunities, that drives people to want to take up those opportunities....
- ...In Norwich there are these things but they are fragmented. Everyone isn't included

### **employment:**

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

### **social isolation:**

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

## **Norwich 2040, a business vision – Peter Mitchell, Norwich Business Improvement District**

A city-centre, business and retail focused vision which is positive. We already have what we need to navigate through to 2040.

- Norwich attracts growth – it's vibrant, entrepreneurial and retail has changed
- leisure-based and experience based is the focus
- one of the top 20 retail spots – major stores have been downsized
- people go into shops to meet other people or find something unique – for the experience
- everyone has supercars, broadband and can shop any brand online
- businesses are moving into the city centre – there is a growing attraction of being centre-based
- lots of shared office space – partly motivated by a desire to learn from others

- planners have responded and replaced buildings with ones that facilitate this way of working
- Norwich is leading the UK location for food and leisure
- young people have moved here, confident this is a place they can make two or three job moves
- local school children can see an exciting and successful skills path
- pedestrianisation of the city centre was completed five years ago
- nearly all people are subscribed to driverless car clubs – drivers are charged by the minute to use their cars by the council and levy goes to infrastructure
- Norwich is a success – an attractive place to live, work in and visit
- Norwich pathway to 2040 will require leadership, vision and clarity which is what today is about and I welcome it.

**Norwich 2040, a cultural vision –  
Professor John Last, Norwich University of the Arts**

An arts and culture-focused vision recognising some of the challenges and opportunities for Norwich – difficult to predict the future, but now....

- this is a great opportunity – many people in this room are culture experts
- Norwich is a magnet for people to come and soak up our culture
- hampered by city's perception – easy to think of Norwich as a great tourist destination
- people that come to the Norwich University of the Arts say it's a lively city – the cafés, the arts, the music, things maybe we [who live and work here] don't take full advantage of
- Norwich has a lot to offer already but no city is inherently future-proof – need to nurture it for it to thrive
- can't assume a funding environment – resources will be competed for
- must consider how we work collaboratively – essential when funding strained
- need to take advantage of the cultural offering – use it or lose it

- if Hull can do it (2017 UK city of culture) we can do it
- why can't the Turner prize be hosted in St Andrews Hall?
- must recognise current strengths but not take them for granted
- we must collaborate together.

### **Norwich 2040, a VCSE vision – Dan Mobbs, MAP**

A young person's perspective:

- Norwich will only be a success if it is inclusive – if it's for all
- good education is essential – need to plan for skills with more rounded education
- young people have massive aspirations but something happens the older they get, that means that these decrease
- currently have mixed schools – some good, some bad
- unemployment for young people is three times higher than any other age group
- one in 10 people have mental health problems
- UNICEF has our country as one of the unhappiest
- suicide is the leading cause of death in the UK for young people
- need to invest in services especially mental health – we need happy and resilient children
- need to embrace diversity
- technology is today – it's important – only half of schools offer computer science at GCSE level
- look at turnout in last election and the youth representation
- young people are often side-lined – forgotten
- need this event again with young people
- need to recognise the value of young people, their talents and inspiration – give them the credit they deserve



- need to listen to young people – share authority and power with young people
- need to let young people learn from their mistakes
- poverty and equality – none of us must rest
- one of biggest problems is inequality – Norwich came second from bottom of 300+ authorities for social mobility
- what young people have said is important – they've talked about bullying, mental health and antisocial behaviour as concerns
- My vision: Norwich is a youth-friendly city where technology is celebrated and used appropriately, and where power is shared – all the talented, future leaders want to come here to work and live.

**Closing remarks –  
Councillor Alan Waters, leader of Norwich City Council**

We have a shared understanding of the strengths of the city we are seeking to build upon, along with the current, and some of the future, challenges.

This is our opportunity to build on, progress and deepen relationships to define together a vision for the city.

The next steps are..... (see section 4)

## Appendix B – Activity 1: 2040 Norwich City Vision on a postcard

Delegates were asked to close their eyes, travel ahead and wake up in Norwich 2040. The following questions were posed:

- What did you do today? Going to a conference in a new stadium – as Norwich has topped the premier league for last five years in row.
- Where are you living?
- Are the streets clean?
- What sort of property do you live in?
- How do you get around?
- What are your neighbours like?
- What do you think about your occupation?
- Are you working or volunteering?
- What do you feel about it?
- When you get to the conference you're going to talk about that...

In their tables, delegates reflected on the above and wrote a group postcard from Norwich 2040. The ideas from the 15 postcards have been captured via the postcards shown or grouped by themes in the table below.

*Wish you were here...*

doodle space...

What a healthy, connected, supportive city Norwich is....one that invests in its youth...with affordable housing... a cultural destination accessible to all. There is upskilling & reskilling of local residents.... affordable reliable transport, well connected to London & the Midlands....

norwich in

*Wish you were here...*

doodle space...

There's a great buzz, energy & equal distribution of wealth....it's a great place to be for everyone & it's age friendly...it's an affordable place to live. It's an easy place to get around, transport & infrastructure is good. It's retained its distinct character, there are lovely green spaces & the shops include a great independent offer & suburban hubs. I felt safe

norwich in 2040

Ambitious	Creative	Innovative	Collaborative	Inclusive
Education & skills	Business & employment	Infrastructure & transport	Community, culture & place	People, social & economic inclusivity
Free university with free accommodation – more people going to university	Create co-working hubs where people can work together locally – provide social interaction & cross sector stimulation/ innovation	Intellectual resource of universities used to support design of great social care system & other services	Culturally vibrant – communicating with other cultures/places  Culture plays a central role	Equal society where everyone's potential can be realised
University campuses accessible to all (age, disability)	Flexible working – less 9 to 5	Flat pack eco-homes – using empty sites – no one sleeping streets	Vibrant whole city  Place to live AND work	Older people are more engaged in society – good social core & appropriate housing
Mutualised education – lifelong education beyond traditional model – more integrated	Co-shared work spaces – mixing different businesses in shared space	New technologies supported by best connectivity/digital support/5g/fibre connectivity	Place where young people can thrive	No-one sleeping on streets – flat pack eco-homes – using empty sites
More people working and studying at home	Technological expo for start-ups & new businesses	Free public transport – good cycle links – cars left outside city – better links with rest of Norfolk and beyond	Better use of housing – no empty properties	Greater life balance  Stronger community connections & greater interaction
Improved/different ways of teaching – not just learning lists of facts	Need better quality jobs	Faster better trains – better links with rest of Norfolk and beyond	Better private rented sector – European model of home ownership verses renting – paying rent until you own the home	Social interaction combating loneliness

Ambitious	Creative	Innovative	Collaborative	Inclusive
Young people are socially engaged & participating – have raised expectations	Diverse economy – individual small businesses	Less cars – more shared transport	Better integrated living – student housing & nurseries co-located with older people	Social interaction combating loneliness
Integrated education with a view to creating future employees	Retain people with relevant jobs – no brain drain	Free public transport so everyone can come into the city	More housing built as communities – micro scale important	Invest in young people, particularly in deprived communities
No six week holidays	Prevent enterprise & development out of the city	Zero emission pods from home	Character of Norwich (city centre living & vitality) retained despite the city being bigger	Surestart nurseries to help address & reduce poverty/inequalities
Norwich to be in top 25% of education attainment	Cashless city	Efficient movement of vehicles	Embracing diversity, mixing young & old	Human interaction & building relationships
Encourage kids to create businesses while still at school	Allow businesses to help shape education	Electric buses – zero emissions	Innovative housing – building for community – mixing generations	Reinforce social interactions
Educate & motivate talent		Radial links not centred in the city	City as one community (made up of smaller parts)	Reduced inequalities – ‘one Norwich’
Allow older people to share knowledge with younger people		Technology will enable inclusive growth	City is an international leader driven by technology & innovation	Disparity between the haves and the have nots
Digital education for all		Clean energy – transport	Prince of Wales – good entry to Norwich – cleared & attractive	
		Transport links that are green	Clean up Tombland	

Ambitious	Creative	Innovative	Collaborative	Inclusive
		Need to improve transport links so people can use the city to full capacity	Norwich market cleared & used as a civic space	
		Integrated transport system that does not rely on private vehicles	City Hall used as hotel/ conference centre	
		Fantastic clean rail system with fast journeys – London in 30 minutes	Cultural expo 2040 (as in Berlin)	
		Low carbon transport, autonomass vehicles, monorail	Sense of multi-culture– this conference would be a rainbow room. Norwich has a history of getting this right.	
		Expand horizons – don't just focus on London, look to Midlands & exploit coastal areas to link to Europe & beyond	We value our elderly population & create communities that they are part of.	
		Tunnel link to Europe via Gt Yarmouth or other coastal town	Norwich to be a whole/one policy area – not divided by political boundaries	
		Norwich airport is fully exploited	Create retirement communities as part of housing strategy – Dutch model – integrated generations – young 7 old co-habit	
			Norwich has re-established itself as the country's second city	
			Norwich acknowledged to be the greater Norwich area	
			Norwich has hosted the Olympics & a national agricultural show	

Wish you were here...

doodle space...



norwich in 2040



# Wish you were here...

doodle space...



norwich in 2040

Everyone participates in the city.

# Wish you were here...

doodle space...



Clean air

Vibrant economy

Norwich is well-connected with other cities

No social barriers

provision of children's centres

Congestion-free roads

Grow skills

Good technical infrastructure

Quality jobs

Good social mobility

Bio-tech/research

Homes for all

No ofsted!

efficient, regular, cheap mass transport

No need for the soup kitchen

(Preventative medicine)

flexible housing market - responds to different needs

flexible education system

walking/ cycling is social norm

Healthy/happy people

Creative thinking is the norm

Acceptance

Ambitious people

fulfilled population

focus on creativity/ creative solutions

Aid on living wage

everyone has a safe bed

(Self-care is the norm)

norwich in 2040



## Wish you were here...

doodle space... 

Fantastic & easy journey today, I hope your journey is as good as mine, wherever you have come from. So many places to enjoy yourself, meeting friends, colleagues & new people... What an amazing mix in a cosmopolitan city. This is a place where people of all ages are encouraged & able to achieve their potential. I am writing this surrounded by beautiful buildings both new & old, and natural open spaces.

## Wish you were here...

doodle space... 

The river as a central hub of the city; more commerce but retaining walkways & access. No cars/driverless cars in city centre. Increase in accommodation; more flexible to reflect higher life expectancy. Smart homes replacing unsuitable housing stock. Improved air quality due to better transport & landscaping. Better access for all, linking up greater Norwich. High quality & mixed residential communities surround the city providing a range of local services & high quality public transport.

## Wish you were here...

doodle space... 

Dear Laura, What a great time we're having: we have been so impressed by the feeling of inclusivity, heritage, vibrancy & creativity that abounds here. The churches on every street are busy places of engagement, housing & activity. The buses & trains seem to run every 30 minutes every day of the year! Your roads welcome cyclists & don't cut off the outer parts of the city. Your shops remain the best in the region, & the cafes, football stadium & green spaces are open to all. Just getting off the train at your new station, walking up the Prince of Wales gateway to your magnificent city centre was a treat. You're a global city with a really local heart – your squares, hidden places & greenery made us feel closer to the country than any other city we've visited. And the sense of youth & vibrancy was amazing! The creative businesses, workspaces & bustle of the new world mixing with the markets & the castle was great! There's a sense that everyone feels responsible for their little part of the city. The river pathway through the city is a dream – the fact that NCFC is a place that anyone feels they can use is wonderful! We went to the NRP too – and saw the future!

2040

norwich in 2040

## Appendix C – Activity 2: The journey to Norwich 2040

In their tables, delegates were asked to identify what would need to be retained or enhanced about the city, the challenges that would need to be overcome, and the opportunities that would need to be grasped, to deliver their vision for 2040.

Challenges and things to improve	Things to retain or enhance	Aims and opportunities
Accessibility beyond the urban core – essential for other goals (skills/mental health)	Building on recognised culture – recognise the past (history and buildings) and develop forward	Boldness: buy in to the vision, plan and set of aims
Avoiding urban sprawl	Capture graduates as teachers	Collaborative action and a sense of “one shared aim”
Ability to plan	Great quality of life	A new understanding of our roles and responsibilities in this vision
Breaking down barriers and getting into communities	Strong heritage and history	Re-use of buildings
Can all communities share the vision	Beautiful setting	Better preparations for younger people to operate well and effectively both socially and professionally
Balance between needs of different types of communities	Universities with strong reputations	Volunteering/social responsibility, better integration across ages/generations
Sustainability	Established and new business sectors	Collective responsibility and collaboration
Less money	Safe and walkable	Tech revolution development
Intergenerational poverty	Regional hub	Financial sector

Challenges and things to improve	Things to retain or enhance	Aims and opportunities
Break cycle of offending	Regional cultural centre	Space management (buildings and green spaces (link to collective responsibility and collaboration) and maximisation
Norfolk/Norwich – unitary focus needed. Democratic connection from base to top	Pride in Norwich	Pooling funding more intelligently
Investment in young people: - break down barriers - break down division between private schools and children from poorer backgrounds – bring them together	Green/open space	Improve perceptions of peoples' potential
Investment in state schools: - develop aspiration - encourage creativity from youngest age - giving young people a voice	Friendly (for all, families etc)	Grow confidence and ambition in young people
Creating a richer employment sector – diverse employment eco-system	Independents/cultural	Involve arts and cultural business in education
Brexit	Healthy to have “turnover” of people – encourage young people to come and others to leave to broaden horizons	Use skills of older people to mentor young.
Social mobility/family wellbeing	Retain industries and attract new ones	Hospitality + culture – need to enhance as may be a job growth area
School-level education	Historic areas – uniqueness	Create culture of creativity.
Austerity Britain/welfare system	Environmental aspects – eg parks	Ensuring people have skills to work in and benefit from increase in technology sector.
Lack of power over finance locally	Graduates from universities – Teach local children	Devolution to cities – genuine devolution that maintains sense of place
Housing shortage	Technology/business growth	Younger than average demographic
Transport	Culture. And our ability to engage with multiple generation- links with retail	2 high quality universities

Challenges and things to improve	Things to retain or enhance	Aims and opportunities
Living wage	Link with retail, with culture and retain independence	Geographical location – away from other cities
Health – physical/mental	Medieval charm	Our identity
Equality	Thriving third sector	Space around the city
Bringing health/social care together	For those that can afford a great quality of life	Natural landscape around us. The broads
Community healthcare; “new model of care”	Green city/ open spaces	Corporate Social Responsibility from local big businesses
Politically – greater Norwich	Safe city	Grow youth offering
Brexit and relationship with EU	Friendly city	Collaboration eg Health + business
Climate change and environmental factors	Universities	Proximity to Europe/Dutch connection etc. Optimise use of Norwich airport.
Infrastructure	Clean city	Forging our own connections
Housing: good quality, affordable, accessible	Retail offer	Building on opportunities technology offers – eg Ofo bikes which are already getting people on bikes that weren’t previously.
Equality – skills and education	ILively business community	New ways of teaching – tablet based interactive
Aging population and mental wellbeing	Science + research	Deprivation not just money. Asset based community development. Community catalysts
Diversity – social integration with communities	Arts and culture scene	Businesses: need to improve how they tell their story of impact on and for the city
Connectivity – electronic and transport	Historic assets	Social investment – pioneer collaborative approach. Core services collaborate to better impact on the community
Social mobility	Home-grown industries	Strong leadership (political) – possibly a greater Norwich mayor

Challenges and things to improve	Things to retain or enhance	Aims and opportunities
Jumps in technology and affordability of tech	Local distinctiveness	Young people's vision for the city
Enough affordable homes for all – question the idea of always having to own	Continue to build the Norwich identity	Universities break out into communities
Solving the homelessness problem	Exploit tourism (Norwich is on the broads) include wildlife tourism	Collaborative/sharing economy / education/ business engagement
Overcoming the failures in the education system	Maintain our green spaces	Development programmes taken into schools to grow aspirations
Overcoming social mobility problems and offer more opportunities	Continue to encourage/support the research parks	World class education
Getting around the city and the perception that Norwich is “remote” from the rest of the country	More modernist buildings sitting alongside historic ones	
Curriculum Narrow. Work around Margins – Civic Organisations – Forest Schools – Extra Curricular Activities	Still a city that welcomes strangers – embracing others’ cultures	
Fragmented support to prepare people for work – Better coordination needed.	Re- integrating the river as an artery of the city. Linking the city to the outskirts	
Ensure basic level of internet proficiency and access, RS. Library needs to be open longer – 35 hrs job search.	Cultural offering	
A tale of two cities – Our students 60% Home – grown 40% Struggling, we need to focus on this	Friendliness 'home-grown'	
Education and developing aspirations- Education for life.	Quality of environment	
Encourage more business start up	Innovation	
Poverty – reduce inequalities and increase the role those communities play	Beauty	

Challenges and things to improve	Things to retain or enhance	Aims and opportunities
Equality and equal access	Creativity	
Housing	Friendly professional community	
Lack of innovative/creative education	Radicalism / Trail blazing	
Skilled young population	Courage and principles	
Scale of inequality	Sense of community/space	
Create confidence and creativity in young people	Enhance the natural built environment for people to 'work, live + play' and continuous learning for all	
Better links between business and education	Mixture of retail offer	
Radically improve social care	Protect our heritage	
Address causes of substance abuse and street sleeping	Enhance potential for global communication	
Skill levels low+ Jobs often low wage – may also be lost in future due to automation – what will future jobs be? Need to train	Protect the focus for being centre for region	
Schools not teaching young people about life skills – understanding budgeting/housing etc. also teach creativity/flexible skills – How to cope with life – education is not fit for purpose	Good place to bring up families	
Pressure put on young people especially at GCSE.	Protect culture offer	
Need to better educate now, in skills relevant to future changes, social provision for disadvantaged people	Affordable homes for all that are decent and where there is a choice	
Routes to work and engagement for young people to support mental health and social outcomes – skills equals route to work	Collaboration, involve people of Norwich 'bottom up'	

Challenges and things to improve	Things to retain or enhance	Aims and opportunities
No 1 aim for social mobility – How? Education? Collective responsibility amongst employers, schools, LAs	City planners to retain and keep our independent retail	
Reduce twin track post school situation for young people – University or not university	Bring contemporary/inclusive culture into the heritage/historic buildings / areas of the city – so young can see the benefits and strength of our heritage	
Tension between automation and sense of community is a reality	Culture/heritage/creativity	
Flexibility to move with change	Liveability	
Improve educational choice. Including giving children the best opportunities outside of school	Retail	
There will be some conflicts to achieve our vision – not everyone will agree but needs consensus and partnership	A great place to work, live and play	
Relationship with Europe and the rest of the world	Encourage residential in city centre – early evening economy	
Climate change and environment	Better use of assets – pilots/pop ups	
Infrastructure	Businesses going into schools – engagement	
Communication Housing	Independent creative retail	
Skills and education	Aspire to jump ahead – local clout of MPs, council, businesses etc.	
Ageing population	Culture as a positive to engage multiple generations	

Challenges and things to improve	Things to retain or enhance	Aims and opportunities
Diversity	New businesses developed by millennials based on their culture – city is at the heart of that – needs to be encouraged	
Development of student accommodation and cohesion	Young more collaborative nature	
Who is making decisions about Norwich; eg Aviva in Norwich or decisions being made elsewhere? Who is making investment decisions	What can the city do to help broaden horizons – so feel they have a stake in the city.	
Change schools – output driven – a Norwich standard? Seamless links into HE – emotional wellbeing & business	Hospitality + Culture – need to enhance as may be a job growth area	
Engagement in schools		
Challenge to be proactive rather than reactive – eg start planning now		
Reallocating existing money – change of council funding for green spaces to community groups		
Increase emotional health of young people – health and social care		
Links of city to county and connecting		
Social mobility		
How we get the energy and agreement will be a challenge		
High speed connectivity – cheap to access. What are the plans for 02/EE etc. How do we influence that?		
Aspiration/education		



## Appendix D – Activity 3: What do we need to do now to achieve our Norwich 2040 vision?

Connections	
What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>• Europe – opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Retain existing and reach out to create new connections</li> </ul>
<ul style="list-style-type: none"> <li>• Creating opportunities for communities to socialise, meet together and be strengthened in a digital world, eg shared work spaces/ intergenerational spaces and relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Need local community places – halls, school facilities, churches where people can come and work/ meet up</li> <li>• Churches role in supporting people to find ‘community’ – particularly with mental health issues – churches being brought back to community use as partnership approach – can organisations work together to do this?</li> <li>• Create modern spaces with wifi as hubs/ new community centres</li> <li>• Learning from places that work eg UEA library – can other libraries be reinvented in this way?</li> <li>• Some communities don’t want ‘community’ – what is it that people need, want or value?</li> <li>• Need ways of joining up services, partners and organisations in very local areas to create services and places that work for that area – also need to bring businesses into this</li> <li>• Need new incubation space – council should be investing in this as spur for economic development – could base it on UEA enterprise centre</li> <li>• Can we bring organisations together to look at building we own or sites we are looking to develop and create a network of shared workspaces/ hubs?</li> <li>• Planning could prioritise incubation centre – incorporate in Local Plan update</li> </ul>
<ul style="list-style-type: none"> <li>• Bringing the city together</li> </ul>	<ul style="list-style-type: none"> <li>• Community priorities, street priorities, use of social media, calls to action, creating networks (eg skills/ mentoring). Shared spaces.</li> </ul>

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>• Collective social responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Setting agreed priorities, identifying ambassadors, building a culture of addressing the issue, pooling of people and financial resources, campaigns, identifying ownership, how individuals and businesses can contribute, feedback and communicating successes.</li> </ul>
<ul style="list-style-type: none"> <li>• Leadership (two tables)</li> </ul>	<ul style="list-style-type: none"> <li>• Need more power to do local initiatives</li> <li>• Match job demand with skills provided</li> <li>• LEP – Norfolk and Suffolk – need a subtler understanding of the news of the city</li> <li>• What are we going to back – wind? Biotech? Need a combined voice</li> <li>• Power – sits with business?</li> <li>• How can they feel committed to the area</li> <li>• BID very successful – galvanised energy of city centre community and overcame the rivalry eg Jarrold/ John Lewis for the common good. Can business emulate this</li> <li>• Identify anchor organisations with long standing commitment and city council. Cathedral. Aviva</li> <li>• Example of campaign for Norwich in 90 and Great Yarmouth 3rd river crossing shows how MPs can achieve investment if they speak with a clear voice</li> <li>• Explain how the Oxford – Cambridge axis needs to be widened to include the other fast growth cities (Swindon – Norwich)</li> </ul>
<ul style="list-style-type: none"> <li>• CSR/ philanthropy – opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration between public/ private/ third sector</li> <li>• Focused efforts for measurable outcomes and sustainability</li> </ul>

## Education, skills and work

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>Holistic education to create a culture of creativity, improve life skills and wellbeing for young people. Integrating the education systems to create lifelong learning                     <ul style="list-style-type: none"> <li>- Would also attract young families to Norwich</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Pay teachers an uplift in salary out of business rates</li> <li>Integrating education organisations in a better way to coproduce education eg UEA having a role in working with schools</li> <li>Finding ways to make education relevant eg applying subject knowledge to practical problems – role for UEA in this?</li> <li>Also role for businesses in this – better business engagement via Chamber of Commerce (C of C want better access to schools)</li> </ul>
<ul style="list-style-type: none"> <li>Addressing the skills gap with an understanding of what future jobs might look like – upskilling both young and older people for good quality jobs.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on key skills/ jobs which will be needed despite information eg construction/ building maintenance – not just high tech jobs</li> <li>Using apprenticeship and organisation using wider influence where we employ those trades eg Cotman or are in our supply chains eg council</li> <li>Value key jobs eg care and pay accordingly – open debate about this</li> <li>Creating shared spaces where people can work and share ideas                     <ul style="list-style-type: none"> <li>- Can we create more of these spaces building on what already exists and works</li> </ul> </li> <li>Identify key sectors eg vets, care, NHS, which will still exist and look at developing pathways into these</li> <li>Starting courses in these sectors locally eg dentistry at UEA (coming soon)</li> <li>KEY PRIORITY around 5G infrastructure – need to come together to lobby for this and more control/ powers – working as region with the city leading the way. Need local authorities to develop integrated relationships to take things forward – irrespective of political issues. Need clear, defined, goals with combined working/lobbying on these – particularly the 5G infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>Future workforce, accommodation, education of young people – creative innovative as a city doing this</li> </ul>	

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>• Develop employment and skills</li> </ul>	<ul style="list-style-type: none"> <li>• Work/ life balance helps increase productivity</li> <li>• Using business community to add to national curriculum</li> <li>• Businesses to form relationship with schools</li> <li>• New body – partnership between schools and businesses – reinvest careers advice</li> </ul>
<ul style="list-style-type: none"> <li>• New business and creativity</li> </ul>	<ul style="list-style-type: none"> <li>• Grass roots opportunities eg The Feed</li> </ul>
<ul style="list-style-type: none"> <li>• Skills and education</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the difference between education and skills/training</li> <li>• Nurture values. Flexibility. Education system structure needs to change. Higher education – investment in experience and work placements. Needs higher education establishments and employers/businesses to provide opportunities</li> <li>• Need to learn how to interact. Teachers &amp; voluntary sector offering. Co-ordinate disparate partners – multi-agency. Funders and council to work together (education authority)</li> <li>• Not just focus on young people – bring group together. All responsible – need to coordinate and work together. Barclays – good example investing in how to use technology.</li> <li>• Psychological difference at an early age. Break down social barriers. Surestart centres key to this. Homestarts filled the gap where children's centres have closed.</li> <li>• 5-7 careers in a lifetime – who is going to pilot people between these? How do we get people between careers? Funding gap? Degree apprenticeships. Free courses – how to get people to it?</li> </ul>
<ul style="list-style-type: none"> <li>• Education: Identifying future talent</li> <li>• Existing education system failing</li> </ul>	<ul style="list-style-type: none"> <li>• Offer more variety in education, free ourselves from the national curriculum</li> <li>• Promote skills over knowledge in education for those who will flourish in that environment</li> <li>• Develop bespoke education system, looking at the likes of Finland</li> <li>• Allow businesses to have more access to schools to help shape the curriculum</li> <li>• Learn from the home educators and have more flexibility in the system</li> <li>• Unlock the creativity in people</li> <li>• Intelligence led learning, be it emotional, creative, academic</li> <li>• Reverse the merging of educational establishments to encourage diversity</li> <li>• Location ambivalent (?) education (not classroom focussed)</li> <li>• Constantly look at who is innovating and learn from them</li> <li>• Digital connectivity means that one engaging individual could teach all kids (Brian Cox teaching physics to all Norfolk kids)</li> <li>• Reverse the current trend of schools becoming silos and focussing on learning by numbers</li> <li>• Set a performance spec for education in Norwich taking account of sport, creativity etc</li> <li>• Widen opportunities for work experience and make it worthwhile, overcome the obstacles that data protection creates (eg work experience in social work)</li> <li>• Make use of existing skilled craftspeople to pass on skills.</li> </ul>

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>• Educational improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Working with educational leaders to focus on producing rounded young people with skills for work and life</li> <li>• Finding ways to fill gaps left by schools; provision of online training, working with local business to build more skills</li> <li>• Focus on wellbeing and mental health in schools; work with voluntary sector to enhance this</li> </ul>
<ul style="list-style-type: none"> <li>• Create a city that makes young people want to stay in Norwich</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable housing</li> </ul>
<ul style="list-style-type: none"> <li>• How we invest in young people and children</li> </ul>	<ul style="list-style-type: none"> <li>• Challenge national curriculum --&gt; learning skills/training appropriate for later in life</li> <li>• Careers advice structure to develop this</li> <li>• Surestart – fund pre-school nursery care</li> <li>• Mental health support and infrastructure</li> <li>• Support from when child is born e.g. surestart, health visitors</li> </ul>
<ul style="list-style-type: none"> <li>• Make sure 0-5s are looked after/nurtured in local neighbourhoods. They are the workforce of the future. Enable children to develop to maximum</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships – Norwich ‘standard’ of education from pre-school – business/HE engagement</li> <li>• Older people, retired to engage with young people</li> <li>• Business, formalise engagement with</li> <li>• Creative collaboration – technology to future-proof</li> <li>• Opportunities and remove barriers for low income families</li> <li>• Affordable public transport – environmentally friendly (driverless cars)</li> <li>• Community based activity</li> <li>• Free bus pass- time credit vouchers</li> </ul>
<ul style="list-style-type: none"> <li>• Challenge – children not equipped with skills for future jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Exchange – successful businesses into schools</li> <li>• Mentoring</li> <li>• Co-ordinate contribution of organisations</li> <li>• Celebrate the support jobs but pay them adequately</li> <li>• Emptying bins/cleaner etc – vital to the functioning of the city</li> <li>• Promote the opportunities to learn</li> <li>• Identify the skills that children will need to operate in the future economy (less hair and beauty courses – more construction, finance etc)</li> </ul>

## Infrastructure

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>• Connectivity – broadband</li> </ul>	<ul style="list-style-type: none"> <li>• Has to be national, political mixture</li> <li>• Lobbying government</li> <li>• Can the city afford to pay for it?</li> <li>• Digital entrepreneurs – get them together</li> </ul>
<ul style="list-style-type: none"> <li>• Transport</li> </ul>	<ul style="list-style-type: none"> <li>• More park and ride – need as planners to take the right view</li> <li>• Robotic trams and route preparation – role for the city and county council</li> <li>• Green and inclusive transport</li> <li>• Car is currently cheaper – subsidise public transport?</li> <li>• Government to fund bikes for people. Make it accessible</li> <li>• Business – access to cheap bike hire eg Cycle Revolution £10 per hire</li> <li>• Trams for centre. Government funding. Not necessarily trams. Could be driverless cars</li> <li>• Regulation of cyclists</li> <li>• Traffic-free access such as Tombland</li> <li>• Railway – trains to the west as well as the south. Currently cheaper and quicker to fly to Manchester</li> <li>• Make the planes more environmental</li> <li>• Balance between opening up transport while maintaining character of Norwich</li> </ul>
<ul style="list-style-type: none"> <li>• Overcome fragmentation</li> <li>• Engaging with older generations</li> </ul>	<ul style="list-style-type: none"> <li>• Shared lives – students living with elderly people either in their own homes or visiting. Teaching them technology (facetime etc) Reduces the burden on social care budgets</li> <li>• Ensure Norwich is at the forefront of the 5G rollout. Build ‘motorways’ in the sky for broadband/mobile phone coverage</li> <li>• Ensure consistent pricing on train fares and make them affordable</li> <li>• Work collectively to pressure phone/ internet providers to improve services, unlikely to be commercially viable so will need financial support from the LEP</li> <li>• Be bold and create our own company (not for profit)</li> <li>• Adjust working patterns to avoid peak hours</li> <li>• Consider Norwich becoming enabler for ‘clean’ vehicles</li> <li>• Exploit autonomous vehicles for school runs</li> </ul>

## Place

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>• Decent affordable homes for all</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborating with all to ensure wider range of needs can be met</li> <li>• Better use of surplus land, brownfield, public sector etc</li> <li>• Create mixed, including income communities</li> <li>• Better use of existing housing stock</li> <li>• Creating attractive 'offers'</li> <li>• Can we adapt stock we have</li> <li>• Awareness of technology (both IT and assistive)</li> <li>• Creating sense of community</li> <li>• Creating affordable (cross tenure) homes</li> <li>• Raising awareness of products on offer</li> <li>• 'relative' 'green'</li> <li>• Somewhere safe you can go back to</li> </ul>
<ul style="list-style-type: none"> <li>• Town planning, economic and social policy, Greater Norwich</li> </ul>	<ul style="list-style-type: none"> <li>• Changing culture from 'can't do' to 'can do'</li> <li>• Shared vision, districts, counties, businesses and third sector</li> <li>• Represented properly as a greater city (include UEA, Sprowston etc.)</li> <li>• Expert centre to draw people to the city eg tech</li> <li>• Buy into 'one Norwich'</li> <li>• Understand the real messages and get key messages</li> <li>• Recognise different values between urban and cultural living</li> <li>• Win city of culture – aspiration to all buy into 'one city'</li> <li>• Build on skills, apprenticeships and training – productivity to encourage a future</li> <li>• More engagement from businesses into schools</li> <li>• More business like to complete with other cities</li> </ul>
<ul style="list-style-type: none"> <li>• Cityscape, property ownership/ landowners</li> <li>• Could be barrier to development</li> </ul>	<ul style="list-style-type: none"> <li>• Eg retail and industrial sites</li> <li>• People living in city centre – intergenerational space</li> <li>• Community role to train in coherence</li> <li>• Community capacity</li> <li>• Local hubs for start-ups – grow on spaces</li> <li>• Churches, business, adult education, technology, community groups</li> </ul>
<ul style="list-style-type: none"> <li>• Parks and neighbourhood green spaces</li> </ul>	<ul style="list-style-type: none"> <li>• Business to sponsor parks, gyms in parks</li> </ul>

## Social/ inclusivity

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>Norwich will become the second highest city in terms of social mobility. How?</li> </ul>	<ul style="list-style-type: none"> <li>Providing opportunity without barriers – local employers to focus on this and be open minded in terms of who they employ – they might not have traditional qualifications and stalls?</li> <li>Invest in schools</li> <li>Engage your people in a shared vision and other priorities</li> <li>More opportunities' to celebrate diversity in the city. The market is a great example of this. The pop up stalls encourage entrepreneurs</li> <li>Create stories and case studies to inspire</li> <li>Businesses could mentor, go into schools etc. Actively reach out to be inclusive</li> </ul>
<ul style="list-style-type: none"> <li>Social Mobility Challenge</li> </ul>	<ul style="list-style-type: none"> <li>Summary – before we can say how social mobility can be improved, we need to understand the roof of the issue as it stands</li> </ul>
<ul style="list-style-type: none"> <li>Bring excluded people back into society</li> </ul>	<ul style="list-style-type: none"> <li>A place to call home for everyone – more affordable housing/ social housing needed</li> <li>Look into innovative housing – pop-up housing</li> <li>Identify areas that can be developed in this way</li> <li>Anglia Square identified as potential for the development of affordable housing (directly or indirectly)</li> <li>Focus on the importance of community – identify community catalysts</li> <li>Empowering communities in innovative ways eg idea of free accommodation for completing work in the community, private companies encouraging their workforce to do voluntary work, mentoring schemes to utilise skill and knowledge</li> </ul>
<ul style="list-style-type: none"> <li>Norwich a world destination</li> </ul>	<ul style="list-style-type: none"> <li>Tour de France to start in Norwich</li> <li>Significantly improve the hotel/ conference venue/ concert hall offer in Norwich</li> <li>Need to identify a venue for this</li> </ul>



What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>• We want to retain the cultural richness of the city and its compact nature, enhanced by its lively youth culture. But to get where we want to be in 2040 we need more affordable housing and office space and we need to tackle the appalling lack of social mobility and the deprivation</li> </ul>	<ul style="list-style-type: none"> <li>• We need more (much more) flexible planning to allow under-used – retails commercial and other places to be multi-use</li> <li>• We need integrated housing, adaptable transport...if we want it, and where it's a greater social need</li> <li>• We need a change – a fundamental change – in that we need pre-school education which needs to be for all and teach resilience and positive routes through life. This seems to engage everyone</li> <li>• We need to bring the vibrancy of younger culture into the mainstream life of our city. All this will help break the cycle of under achievement and lack of aspirations. Work needs to be flexible and well paid, affordable accommodation...to be as flexible as possible</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance and protect heritage and culture offer</li> </ul>	<ul style="list-style-type: none"> <li>• Create a list of building/ area that are protected</li> <li>• Be willing to change things</li> <li>• Being open to community</li> <li>• Be clear what makes places work</li> <li>• Bottom up approach with planning etc involving consultation and engagement.</li> <li>• Continuous involvement</li> <li>• Early transparency and involvement</li> <li>• Investment and expand in cultural offer</li> <li>• Make offer top the wider community and is accessible</li> <li>• Being aware of all the 'learning' offers and bring the people together</li> <li>• More collaboration across sectors, private, public, not for profit.</li> <li>• Effective 'on the job training'</li> <li>• Redesign services providing opportunities to interact and live across all ages</li> <li>• Consider more devolution (across all sectors)</li> </ul>
<ul style="list-style-type: none"> <li>• Bring inclusive contemporary and popular culture into the historic spaces of Norwich and ensure young people share the benefits and strengths of the city</li> </ul>	<ul style="list-style-type: none"> <li>• Ask young people what they want to see in terms of culture / art in Norwich</li> <li>• Shared ownership of our historic space eg use cathedral for gigs! Our historic spaces as multi-purpose spaces – run by young people</li> <li>• More affordable creative spaces to work</li> </ul>

What we want to retain and the challenge	How do we get there?
<ul style="list-style-type: none"> <li>Reducing inequality without our communities and increasing the role those communities play the wider city life</li> </ul>	<ul style="list-style-type: none"> <li>Level out the inequality i.e. using culture, sport and space play a part in this</li> <li>Creating connections</li> <li>Unlock opportunities</li> <li>Creating opportunities that bring different communities together – avoid creating separate barriers</li> <li>Give people and the skills to help themselves</li> </ul>
<ul style="list-style-type: none"> <li>Intergenerational sharing</li> </ul>	<ul style="list-style-type: none"> <li>Shared spaces for younger and older people, promoting flexible business opportunities, creating opportunities for older people to meet their social needs and combining this with support for younger people (eg an intergenerational ‘dating agency’), encouraging local activism</li> </ul>
<ul style="list-style-type: none"> <li>Challenge – high cost of transport</li> <li>Challenge – enabling people to fulfil their potential through skills and education.</li> <li>Challenge – hard for people to progress from minimum wage</li> <li>Challenge – intergenerational poverty</li> <li>Challenge – energy sapped through being poor – takes more effort</li> </ul>	<ul style="list-style-type: none"> <li>Those in work short term getting living wage – more employer commitment</li> <li>Employer subsidise bus fare for employees or season tickets – no cost to organisation</li> <li>Reduce price of bus fare – but private business</li> <li>Versatile tickets across bus companies eg journey from Easton</li> <li>Offer school people different experiences rather than day to day on the estate</li> <li>Schools in deprived areas identifying people who have succeeded – find the thing that each child can take pride and succeed in – practical as well as academic</li> <li>Culture change within schools</li> <li>Don’t get seduced by apparent short cuts to success</li> </ul>
<ul style="list-style-type: none"> <li>Building strong and cohesive communities that support a balanced life style and increase social interaction</li> </ul>	<ul style="list-style-type: none"> <li>Building aspirations</li> <li>Strengthening relationships</li> <li>Creating opportunities that bring different communities together</li> <li>Help people to help themselves</li> <li>Maximise our resources – people!</li> <li>Ensuring we capture the heart for people to help/ volunteer in a way that’s meaningful</li> </ul>
<ul style="list-style-type: none"> <li>Collaboration: how to achieve, share and own a shared vision for our city?</li> </ul>	<ul style="list-style-type: none"> <li>To become a Norwich unitary authority to provide cohesion and speak with one voice</li> <li>To develop a global identity for Norwich</li> <li>Identify how which external partners could help us develop our global presence/ global brand</li> <li>Today is a good example of the collaboration that is needed to develop our shared vision. Need to continue this process but with a wider range of people involved</li> <li>A structure which brings together the talent to solve problems/ develop our brand</li> <li>Must be a diversity of people involved</li> <li>Work closely with organisations working with people dealing with ‘outsiders’ to hear their voice – ask them what their vision is for Norwich</li> </ul>

## Appendix E – Delegate list

Firts name	Surname	Company
David	Ashworth	Chief Fire Officer, Norfolk Fire and Rescue Service
Philip	Atkinson	Lanpro
Amado	Bari	MAP
Jessica	Barnard	MAP
Richard	Bearman	The Grapes Hill Community Garden Group
Rob	Bennett	Flagship Housing
Tim	Bishop	The Forum
Chris	Blincoe	Forum Trust Board representing UEA Enterprise Relationship Manager)
Vicky	Boorman	Norwich City Council
Ros	Brown	Norfolk Community Law Service
Anthony	Bull	Norwich City Council
Lesley	Burdett	Shelter
Jacquie	Burgess	Broads Authority
Lee	Burgess	Lanproservices
Jonathan	Cage	Create Consulting Engineers Ltd
Shaun	Canon	Norwich City Council
Helen	Chamberlin	Norwich City Council
Ali	Clabburn	Liftshare
Adam	Clark	Norwich City Council

## Delegate list cont.

Jonathan	Clemo	Chief Executive, Community Action Norfolk
Sharon	Cousins-Clarke	Norwich City Council
Revd Heather	Cracknell	St Stephens Church
Graham	Creelman	Creelman Associates
Stephen	Crocker	Theatre Royal
Bob	Cronk	Norwich City Council
Holly	Crook	Norwich City Council
Alex	Darbyshire	Norfolk & Norwich Festival
Cllr Karen	Davis	Norwich City Council
Jonathan	Denby	Greater Anglia
Andrew	Dernie	Aviva
Joanne	Deverick	Norwich City Council
Major Andrew	Diaper-Clausen	Salvation Army
Ros	Edwards	Catton Grove Big Local/Catton Grove Community Centre
Rebecca	Eligon	Ignite
Ian	Elliott	Next designate CEO Norwich Door to Door
James	Elliott	NHS Norwich CCG
Nova	Fairbank	Norfolk Chamber of Commerce
Ian	Fox	FW Properties Ltd
Nicky	Galwey-Woolston	Places for People (Cotman Housing Association)
Jill	Gaul	Norwich Door to Door

## Delegate list cont.

Verity	Gibson	Current Chair of Norwich Older People's Forum
Chris	Gribble	Writers Centre Norwich
Neil	Griffin	Adnams (General Manager for Retail)
Dan	Grimmer	Archant
Michael	Gurney	The Point
Stephen	Gurney	Norwich BID
Rebecca	Hall	Norfolk Citizens Advice Bureau
Cllr Gail	Harris	Norwich City Council
Revd Jane	Hedges	Dean of Norwich Cathedral
Cllr Chris	Herries	Norwich City Council
Joyce	Hopwood	Norwich Older People's Forum
Anthony	Hudson	Hudson Architects
Sheila	Hughes	Catton Grove Big Local/Catton Grove Community Centre
Saul	Humphrey	Morgan Sindall
Rachel	Hunt	Healthy Norwich
James	Hunter	Mills & Reeve LLP
Sirajul	Islam	East Anglian Bangladeshi Islamic Centre
Kyle	Jameson	Norwich City Council
Cllr Cliff	Jordan	Norfolk County Council
Cllr Paul	Kendrick	Norwich City Council

## Delegate list cont.

Grant	Keys	Regional Director RG Carter
Cllr Keith	Kiddie	Norfolk County Council
Craig	Knights	Architekton
Eleanor	Laming	St Augustines
Professor John	Last	Norwich University of the Arts
Revd Canon Madeline	Light	Rev Canon St Stephens Church
Shan	Lloyd	Cities and Local Growth Unit
Grant	Lockett	Norwich City Council
Philip	Logsdon	Aviva
Noel	Longhurst	UEA
Chris	Luff	M&S Norwich
Cllr Kevin	Maguire	Norwich City Council
Phil	Marler	Hugh J Boswell
Dave	Marshall	Norfolk Constabulary
Amy	Maxwell	Norwich City Council
Tom	McCabe	Norfolk County Council
Paul	McCarthy	intu Chapelfield
Laura	McGillivray	Norwich City Council
David	Merrick	Savills
Jess	Middleton	BBC Children in Need
Steve	Miller	Norfolk County Council
Peter	Mitchell	Jarrold and Son
Dan	Mobbs	Mancroft Advice Project
David	Moorcroft	Norwich City Council

## Delegate list cont.

Chris	Murray	Core Cities
Graham	Nelson	Norwich City Council
Michael	Newey	Broadland Housing
Ruth	Newton	Norwich City Council
Steve	Oliver	New Anglia LEP
John	Packman	Broads Authority
Sharon	Page	Norwich City Council
Marcus	Patteson	NORCA
Roger	Pemberton	Norwich Lanes
Emma	Penfold	Norwich City Council
Sam	Pittam-Smith	St Luke's Church
Derek	Player	St Martins Housing Trust
Dave	Powles	EDP/Evening News
Jayne	Raffles	The Library Restaurant
David	Richardson	UEA
Susan	Ringwood	Age UK Norwich
Janka	Rodziewicz	NCAN
Nikki	Rotsos	Norwich City Council
James	Russell	Aviva
Carrie	Sant	City Saints
Cllr Martin	Schmierer	Norwich City Council
Helen	Selleck	Norwich City Council
Dave	Shaw	NPS
Jonathan	Smales	Human Nature (Places) Ltd (Executive Chairman)

## Delegate list cont.

Jo	Smith	Office of Clive Lewis MP
Chris	Starkie	New Anglia LEP
Cllr Mike	Stonard	Norwich City Council
Steve	Stone	Norwich City Football Club
Charlotte	Stratta	Norwich City Council
Tim	Sweeting	YMCA
Dora	Tambuza	Ignite
Cllr Alison	Thomas	Norfolk County Council
Wendy	Thomson	Norfolk County Council
Darren	Thornton	St Francis
Matt	Townsend	The Feed
Vanessa	Trevelyan	The Norwich Society
Cllr Alan	Waters	Norwich City Council
Alan	Watling	Watling Trust
Andy	Watt	Norwich City Council
Ben	Webster	Norwich City Council
Julian	Wells	FW Properties Ltd
Clive	Whitaker	Norwich Norse (Building) Ltd
Rebecca	White	Your Own Place
Andrew	Wiltshire	Office of Chloe Smith MP
Ian	Woods	Norwich Puppet Theatre
Hannah	Worsley	Foodbank
Cllr James	Wright	Norwich City Council
Revd Tim	Yau	Diocese of Norwich