

# Norfolk Ambition

The sustainable community strategy for Norfolk, 2003-2023  
(refreshed March 2008)



Our vision is that by 2023 Norfolk will be:

- A place that inspires individuals and businesses to create, thrive and achieve
- Communities that prosper, welcome and support
- On England's frontline in tackling climatic change and environmental sustainability.

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## NCSP Contact Details

The Joint Strategic Needs Assessment and the Norfolk Spatial Context underpin this strategy and are available on [www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk)

# Introduction by the Chairman, Norfolk County Strategic Partnership Board

People who live, work or visit Norfolk, know it is a very special place. Within **Norfolk** Ambition, our Sustainable Community Strategy we set out our vision for the long-term future, maximising the opportunities to ensure Norfolk has the best possible outcomes for our communities.

**Norfolk** Ambition brings together the priorities across our partner organisations into this single strategy.

Since **Norfolk** Ambition was first published in 2003, we have seen some real progress.

Highlights include;

- We seem to be turning the corner with participation in learning. Recent EDP headlines have been promoting the surge in the numbers of 16 year olds staying on in education.
- The good work in West Norfolk amongst partners has seen a dramatic decrease in the number of young people killed or seriously injured on our roads. As we met our target 2 years early we received £1.6 million reward grant.
- We have built more affordable housing, through district and county councils working together.



One of the themes of our Strategy is lifelong learning

However times are changing and by refreshing our strategy, it has enabled us to ensure that our priorities are still relevant. This is a time of considerable change for the county, such as a dynamic and changing population and the major growth planned for Norfolk. Strong leadership and vision is needed to exploit this growth and ensure that it is jobs led and creates sustainable communities.

We have also recognised that, in the short term, we need to focus on fewer, clearer priorities. We have identified these as skills, access, environment and vibrant communities. These formed part of the basis of our negotiations for our Norfolk Local Area Agreement, 2008-11, which is the delivery plan for **Norfolk** Ambition.

We know that delivering this strategy will be a challenge. The Norfolk County Strategic Partnership is moving into a new phase – co-ordinating delivery, and we need to ensure we add value, where we can work together to make a real difference, on issues that impact across all our agendas

We are in a much stronger place to tackle these challenges, together.

Daniel Cox, Chairman  
Norfolk County Strategic  
Partnership, March 2008

## Our vision for Norfolk

People who live and work in Norfolk, or who visit our county, know that it is a special place.

**Norfolk** Ambition, the Sustainable Community Strategy for Norfolk, sets out our vision for a distinctive, sustainable and healthy environment with a thriving economy.

### **Our jointly agreed vision for Norfolk is;**

- A place that inspires individuals and businesses to create, thrive and achieve
- Communities that prosper, welcome and support
- On England's frontline in tackling climatic change and environmental sustainability.

### **By 2023, the achievement of this vision, means that;**

- Businesses tell us that Norfolk is a good place to do business
- Norfolk people tell us it's a great place to live
- Norfolk seen as a leader in carbon reduction, nationally and internationally.

The Partnership is also looking into undertaking long-term social research to track its progress.

Our strategy is ambitious. The Norfolk County Strategic Partnership, which drives this strategy, brings together partners from the county's diverse public, private, voluntary and community sectors. They aim to develop sustainable communities to ensure a fair and just society, with skilled workers and dynamic business leaders.

They want to protect, enhance and use to best effect, our outstanding beautiful countryside and historic centres. Reaching our vision by 2023, we want Norfolk to be recognised as a county:

- where all individuals have the opportunity to achieve a good quality of life
- where people enjoy healthy lifestyles and have equitable access to high standards of health and social care
- where people in communities feel safe
- with excellent educational attainment and opportunities for learning at all stages throughout life
- where individuals from all backgrounds can play an active part in community life
- where the high quality environment is respected and enhanced for everyone's enjoyment and is matched by a strong reputation for renewable energies
- which is renowned for its culture, creativity and spirituality
- with a distinctive economy characterised by innovative and dynamic businesses
- where the physical and virtual communications infrastructure meets the needs of a forward-looking county

## Sustainable Communities

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all. (The Egan Review - Skills for Sustainable Communities, ODPM 2004). This means we need to ensure that our activities balance and integrate the social, economic and environmental elements.

### **What is a sustainable community strategy?**

The Sustainable Community Strategy is the document that sets out what we would like Norfolk to look like in 2023. It includes;

- our long term vision for Norfolk, based on local needs
- the priorities identified as important by local people and partner agencies
- what we will be doing to address these priorities.

# Important for Norfolk - what local people have told us

The priorities for **Norfolk** Ambition are necessarily those of the communities we serve. What is important for them is important for us. As well as giving citizens the opportunity to have their say and get involved in local decisions, we really need to listen to residents and use our influence to tackle their priorities.

In Norfolk we use all sorts of methods to get the views of Norfolk people, through the range of consultations undertaken by partner agencies on their services and strategies. As well as a thriving Citizens' Panel that gathers the views of 7000 residents we try to use art, music and other creative techniques to encourage people that would not usually get involved.

However we recognise that giving people the chance to have their say is sometimes not enough. We aim to move beyond consulting to empowering Norfolk people to get active and engaged in their community. We need to change the way that we work to enable local people of all ages to come together to address the things that they care about in the community.

Our starting point for this strategy is therefore what Norfolk people have told us matters to them. Here is a summary of what they have told us and as you read through the strategy you will see that it is firmly based on these priorities.

Local residents identified the top three things that are most important to making somewhere a good place to live in 2007 as:

- The level of crime
- Health services
- Affordable decent housing

Local residents identified the top three things that most need improving in 2007 as:

- Activities for teenagers
- Affordable decent housing
- The level of traffic congestion

## Our Communities

88% are satisfied with their neighbourhood as a place to live, Citizens Panel Dec 2007

66% agree their local area is a place where people from different backgrounds get on well together, BVPI 2007

66% of Norfolk people do not feel that they can influence decisions affecting their area, BVPI 2007

87% are 'satisfied' with their neighbourhood, Citizens' Panel June 2007

80% talk to their neighbour every day or weekly, Citizens' Panel June 2007

## Our Environment

Affordable decent housing needs to improve, BVPI 2007

Access to nature – important to making somewhere a good place to live, BVPI 2007

Satisfaction gradually increasing with park and open spaces, BVPI 2007

## Our Economy

The need to improve young people's skills and encourage them to stay in the county

Your Norfolk, Your Say 2005

Job prospects need improving, BVPI 2007

Employers cite lack of basic skills as a major issue

Wage levels need improving, BVPI 2007

Improved rail links, Your Norfolk, Your Say 2005

Young people want later night buses and reduced fares whilst in education

People want better/cheaper/more frequent buses



One of the themes of our Strategy is accessibility

# Norfolk People and Places

Norfolk is recognised widely for its natural and architectural heritage and quality of life. For people who live and work in the county, or who visit here, it is a very special place.

Norfolk has a 'mosaic' of communities, all interdependent on each other for access to services, employment, homes and facilities. There are three major urban centres; Norwich, Great Yarmouth and Kings' Lynn, 21 market towns and 529 parishes. 150 parishes have fewer than 250 people.

Our challenge is to work together to ensure the best for Norfolk's future.

## Our Communities

Our population is currently 832,400, but this is expected to rise to 860,800 by the year 2012. We also have a relatively high proportion of older people, with 20% of our population aged 65 years or over, compared with 16% for England and Wales.

9.6% of our population are aged 75 or over (76,500) compared with 7.6% in England and this gap is expected to increase over the next 25 years with the number of residents over 75 expected to increase to 89%.

Norfolk's communities are also increasingly diverse. Around 88 languages are spoken in Norfolk, reflecting the changing migration patterns into and throughout the county. Our black and minority ethnic population has increased by 1% to 5.08% and there has been a significant increase of migrants from the newly acceded EU countries; 3,000 Polish, 2,000 Lithuanian and approximately 25,000 Portuguese.

Generally, Norfolk is a healthy place to live, as we have higher than average life expectancy. However this is not a consistent story and some areas experience significant variations within male life expectancy, smoking related deaths and circulatory disease deaths.

Since 2003, Norfolk has seen a decrease in suicides, all cancer mortality rate and accidents. However there are high levels of teenage pregnancy, especially in the urban areas.

162,400 children live in Norfolk. However there are many ranges of need experienced by approximately 10% of the children and young people in Norfolk. This includes those with disabilities, social care referrals, those needing additional help at school or those who experience mental health problems.

Norfolk is one of the safest parts of the country to live as crime levels are low, compared to the national average. Levels of crime do vary across Norfolk, with higher levels in the urban areas. However, there have been significant reductions in crime over the past few years. We now have historically low levels of houses burgled and car crime, and violent crime is falling. However, fear of crime remains disproportionately high and out of step with the reality.



Enjoying life and staying healthy is a key aspiration for Norfolk people

## Our Economy

Norfolk contains many industry success stories despite the perception that it is as an area of low productivity, competitiveness and entrepreneurship. Our economy is diverse, with no particularly dominant sector. Over 90% of firms employ fewer than 25 people, yet provide only 25% of business employment. Firms employing more than 200 people are 1% of the stock, but provide almost half of the jobs.

The overall growth of Norfolk's economy lags behind the East of England. Business survival rates are among the highest in the region. However the start up rates in Norfolk are the lowest in the region; 25% below the regional average.

Although Norfolk is a relatively healthy and safe place, there are areas of significant deprivation. Norfolk is the 6th most deprived county in England. Some Super Output Areas in Great Yarmouth, Norwich, Kings' Lynn and Thetford are ranked in the top 10% most deprived areas in England, based on the Index of Deprivation. There are also hidden pockets of deprivation scattered across rural Norfolk and 50% of deprived individuals live in rural Norfolk.

The rural areas in Norfolk also experience specific issues, which have been identified as:

- low income and low pay in Breckland and North Norfolk
- low income, low pay, pensioners on low income and high premature deaths in Kings' Lynn and West Norfolk
- lack of access to local services, with 40% of rural parishes having no shops or post offices
- limited provision of affordable housing in many rural areas.



Business support for our key sectors is an important part of driving our economy forward

The basic literacy and numeracy skills in Norfolk are below the UK and East of England region. 38% of Norfolk people of working age have NVQ Level 3 and above compared with 42%, regionally. 15% of the economically active people in Norfolk have no qualifications.

60.5% of our population are economically active compared with 64.3% regionally. The Gross Value Added per head in Norfolk is £11,800 compared with £14,500 for the East of England and £15,200 for the UK. The average Norfolk worker earns £381 a week, compared with £450 in the East of England.

The Regional Spatial Strategy predicts the growth for Norfolk. This includes 78,800 new houses and 55,000 more jobs by 2021. Two out of three people travel to work by car and it is expected that each new home will generate an extra ten car journeys a day. The transport infrastructure is an essential element of the strategic planning for this new growth.

## Our Environment

Norfolk has a high quality environment, with many natural landscape assets and an evidence of a rich cultural past. Our landscape, open space, countryside and historic background all make Norfolk a unique place and the reason why 4 million visitors visit our county each year.

Norfolk has many species and habitats which are of importance, nationally and internationally. Since the end of World War II, there have been large losses of habitats and the populations of many species have declined. For example, orchards were once widespread throughout the county, but declined by 85% between 1950 and 2004. The remaining areas of natural habitats are small and heavily fragmented.

Norfolk has a rich cultural heritage, including Palaeolithic sites such as Grimes Graves, prehistoric features such as Iron Age forts, many Roman and Anglo-Saxon sites, thousands of medieval buildings and traditional customs and practices that persist to the present day. This rich heritage has important links to the local economy, bringing visitors to the county and providing specialist and highly skilled craftsmen and women.

However there are concerns about the potential impact of climate change caused by the build up of 'greenhouse' gases in the upper atmosphere. This includes rises in sea levels, increased storm surges and a decrease in the soil moisture impacting on our agriculture. Agencies are working together to identify sustainable policies that will manage the risks to the environment, from flooding. This includes;

- holding the line; maintaining or upgrading the level of protection provided by defences
- advance the line; building new defences seaward of the existing defence line
- managed realignment; allow retreat of the shoreline with monitoring and, if appropriate, management to limit or control movement
- no active intervention; a decision not to invest in providing or maintaining defences.

In Norfolk, per person carbon dioxide emissions are 3% and 9% higher than the UK and East of England respectively, through domestic, commercial and industrial, as well as transport sources.

There are several renewable energy schemes currently in Norfolk. Wind Farms of small turbines in East Norfolk and two large wind turbines in Swaffham. However the majority of the renewable energy in Norfolk (65%) is provided by a biomass facility in Thetford. The contribution existing from Scroby Sands and the potential from off shore, should not be underestimated.

Many of the skills and resources required will build on the capacity and capability of the existing offshore industry.

In Norfolk almost 1.9 million tonnes of waste is collected each year. Norfolk's recycling levels of household waste are 4th best in the region and country. However there remains the issue of landfill sites and increasing the quality of recycling.

A detailed Norfolk profile is available on [www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk).



Wind Farm



# Challenges facing Norfolk

The Norfolk County Strategic Partnership has identified one of the biggest challenges facing Norfolk as the major growth outlined in the Regional Spatial Strategy; 78,800 houses and 55,000 jobs by 2021.

This is the largest planned growth for Norfolk since the 1970s. It needs to be developed with strategic partners, to ensure the process is jobs led and creates sustainable communities.

This growth cuts through several of our key theme areas such as economically thriving and accessible and well housed and therefore the NCSP needs to ensure the approach joins up with partner and partnership strategies.

Strategic partners will need vision to;

- maximise the opportunities for our local economy
- realise our economic influences outside the county, both regionally, nationally and internationally
- build on our infrastructure links between our rural and urban communities
- build on our infrastructure links outside Norfolk to London, East Midlands and Europe
- ensure that growth goes hand-in-hand with environmental protection and enhancement.

The biggest single concentration of growth will be in the greater Norwich area, which will benefit the whole of the county. However significant housing growth is also planned for Thetford and King's Lynn. Great Yarmouth is increasingly being recognised as the region's highest regeneration priority, with Eastport as one of its biggest opportunities.

Overall Norfolk's economy lags behind the East of England. However the county is recognised for growth in several key sectors, such as the financial services sector, tourism sector, developments in creative and media industries, and the health and life sciences sector, through the University of East Anglia and Norwich Research Park.

Strong leadership and vision is needed to exploit these key growth sectors and ensure that Norfolk is a leading player in niche modern industries and key service and knowledge sectors.



New housing development

Norfolk County Strategic Partnership has developed a Spatial Context for Norfolk which sets out the principles for spatial planning across Norfolk .

The Partnership has also identified the following four areas, which are intrinsically linked to the successful strategic planning of this major growth development;

- Skills; basic skills, participation in learning, attainment
- Access; access to services, travel and transport, physical infrastructure
- Environment; housing, climate change and ecological networks
- Vibrant communities; community cohesion and reassurance around crime.

These areas formed the basis of our Local Area Agreement for 2008-11. The work to drive forward the areas identified in our key themes, within **Norfolk Ambition** continues as part of our longer term vision.

# Achieving our vision

There are many different aspects, which combine to make Norfolk what it is today and affect the quality of life of people who live and work here. To achieve our vision we need to address all the key challenges and maximise the opportunities within the nine theme areas, each of which is described in greater detail later in this document.

These themes, at least in part, fall within the remit of the NCSP, though there is equally a shared responsibility within the District Local Strategic Partnerships for turning plans into action at a local level.

The NCSP provides a unique forum where connections are made, gaps identified and joint actions planned. This diagram shows the nine key themes of this Sustainable Community Strategy and the four key features of effective working for the NCSP.



Effective working at a countywide level is underpinned by four key features;

- Leadership

Inspirational leadership combined with active citizenship are the lynchpins of the community planning process and give authority and legitimacy to the county's Sustainable Community Strategy. Low aspirations and expectations within a society are often linked to, and reinforced by, a traditional, "command and control" style of leadership - whether in public authorities, or in business. Through the Sustainable Community Strategy, the Partnership aims to achieve a style of leadership that works alongside partners and fosters active communities which can take part in decision-making.

- Citizenship

We want to ensure that Norfolk people and communities are actively engaged and involved in shaping decisions at county, district, town and parish level and the services provided to meet their needs. We want people to understand the contribution that they can make and to be encouraged, helped and supported to be active citizens of Norfolk. We plan to pay particular attention to ensuring that we hear the voice and recognise the contribution of people who are traditionally more hard to reach and that young people are given every opportunity to play their part in our work.

- Partnership

In Norfolk, as in most places, a myriad of existing partnerships and groupings have evolved to address specific issues, and to deliver specific, often cross-cutting, changes. Inevitably there are many strategies and plans, some of which overlap and some of which may conflict. Partnerships need to be constantly reviewed to ensure that they are fit for purpose. A process of rationalisation might lead to better planning, integration, customer focus, efficiency and value for money. When combined with long-term visioning, this approach to county-wide partnership working focuses the interests of all Norfolk's diverse agencies and organisations on a common purpose – identifying different partners' mutual interests in planning for Norfolk's future.

- Sustainability

Putting the principle of sustainability into practice requires an approach which links economic progress, social equity and environmental protection into a framework for all policy-making and practice. Sustainability will be central to the work of the Norfolk County Strategic Partnership in its co-ordinating role. It will ensure that links between social, economic and environmental issues, and more participatory decision-making, make sense to Norfolk's communities. We will not shy away from addressing the challenge of potentially conflicting objectives.

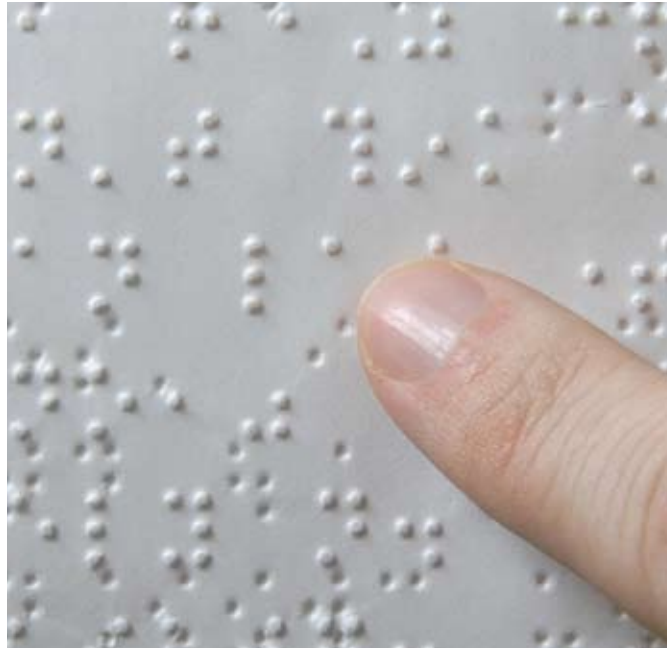
# Key theme 1 Inclusive and Diverse

## Our vision

Our vision is clear we want to ensure that everyone in Norfolk has access to the means of achieving a good quality of life and can contribute to the vitality and prosperity of the county. Providing opportunities to everyone to participate and have positive experiences, through all key life stages - from child to young person, adulthood to old age – are largely dependant upon the extent to which we all work together to improve equality of access and of outcomes for people. We all have a vested interest and role to play in making this happen.

## Norfolk people's aspirations for 2023

- Norfolk is a county where everyone has access to all services without discrimination
- Norfolk has significantly reduced levels of deprivation across the county
- Norfolk provides a mix of balanced and sustainable communities, including sufficient affordable housing and social amenities
- Norfolk's growth in population has been matched by a commensurate, but sustainable expansion of infrastructure and services which meet individuals' needs - e.g. transport, communication, affordable housing
- Norfolk offers activities which young people want in every community
- Norfolk welcomes and values new residents wherever they come from
- Norfolk has a reputation for respecting and valuing older people who are encouraged to contribute to all aspects of community and civic life.



Accessibility is more than just about buildings. It is about appropriate information and communication

## What have we achieved since 2003

Through partnership working across all sectors we can already demonstrate real progress. Norfolk was the first rural county to have completed an extensive cohesion project in 2003 – “Norfolk at Ease”, researching the aspirations of people and communities across Norfolk.

Our nationally commended multi-agency interpretation and translation service has allowed many people to benefit from language support when the costs would have otherwise meant it was unviable. In 2002/3, the total bookings were 4,923 and this has risen to 16,022 bookings in 2006/7.

We have developed an award-winning partnership Disability Equality Scheme, and Norfolk's Black History Month is recognised as one of the best in the country, providing a huge range of opportunities for people of different backgrounds to come together and discuss issues of cultural identity. We have also played a key role in developing 'Welcome to Norfolk' web sites for migrant workers.

# Key theme 1 Inclusive and Diverse

## What are the key challenges

### 1. A cohesive county

Levels of deprivation in some areas of Norfolk are well above average for the region. Pockets of deprivation exist alongside areas of relative affluence and some of our Black and minority ethnic communities are geographically concentrated. This means that there may be people in Norfolk, such as those who are on low incomes or who are new to the area, who feel socially isolated or find it harder to participate in life in the county.

Much of Norfolk is rural and many residents live outside an urban centre and may not have access to a nearby shop or post office. This means that there are limited opportunities for people of different backgrounds to come together and interact on a casual basis.

Low population density in rural areas reduces access to services and presents difficulties in achieving economies of scale, while urban areas are facing their own challenges dealing with rapid population changes and growth.

### 2. Accommodating growth and migration

Recognising the major contribution of migrant working to the local economy and balancing this alongside impact on the local infrastructure whilst ensuring that people who are new to the county feel welcome and have the information they need to maximise their opportunities for advancement, are key challenges.

### 3. Focusing on achieving Disability equality

Improving the accessibility of the local transport infrastructure - particularly in relation to public transport networks & vehicles, roads and footpaths - remains a challenge. Ensuring disabled people achieve economic and social independence through equal access to employment, shared resources, and services are also important. In order to do this we must ensure that this includes young disabled people achieving their full potential and receive the support and encouragement they need during the transition from child to young adult.

### 4. Focusing on achieving Race equality

We need to actively promote discussion about race and culture, to dispel myths and enable everyone to enjoy the richness that diversity brings to community life.

On a more fundamental level, we need to break down the barriers that prevent some Black and minority ethnic people (and particularly Gypsies and Travellers) maximising their opportunities in education and employment and influencing local decision-making.

### 5. Managing community tension and tackling hate crime

Mutual respect and courtesy are the building blocks of a civilised society. We all want to live somewhere where we feel safe & able to be honest about our beliefs and who we are. Understanding and resolving local tensions through creating and maintaining an environment free from abuse and harassment are paramount to building strong, cohesive communities.

### **We will measure –**

% of people who believe people from different backgrounds get on well together

# Key theme 2 Healthy and Well

## Our vision

Our vision for Norfolk is a healthy community, which takes concerted action to tackle health inequalities across the county. Improvements in health and education should prolong health and well-being and significantly reduce mortality rates. We will add 'years to life' and 'life to years'. We want people to live in communities where opportunities for good health are designed in and have equitable access to high quality services. We want to help people to take responsibility for their own health and make better lifestyle choices.

## Norfolk people's aspirations for 2023

- Norfolk offers high-quality health and social care accessible to all via "one-stop shops"
- Norfolk is a society with a fully integrated health and social care system
- Norfolk's citizens have access to excellent health education which is significant in preventing health problems and enabling people to take responsibility for their own health and well-being
- Norfolk has a reputation for meeting the needs of its growing older population (both newcomers and natives of the county) through positive planning
- Norfolk has developed inclusive common standards across the full range of health and social services
- Norfolk agencies work together to tackle issues of deprivation as one of the main causes of ill-health.

## What we have achieved since 2003

We have developed a Norfolk Older People's Strategy, 'Living Longer Living Well' through extensive consultation with older people in Norfolk. Our principle aim is to enable more older people to remain independent in their own home, with choice and control over their lives. Since 2003 we have achieved the following;

- Four new Housing with Care schemes have been opened, providing 168 additional units enabling more flexible living to people with higher care needs.
- Introduced 'Norfolk First Support', the remodelled Home Care Service and will provide intensive assessment and re-ablement services for the first six weeks of care at home.
- Developed a successful Assistive Technology, which has helped over 1,500 people (since 2004) to remain independent at home, with the provision of around 2000 pieces of equipment.
- In partnership with Norfolk Primary Care Trust, a Telehealth service is growing and has helped up to 50 people to remain independent at home, reducing hospital admissions and GP visits.
- We exceeded our annual target in 2006/7 for 300 older people over 65 years of age who started 'Direct Payments' to organise and take control of their own care needs, by an additional 47 people.
- Placed an experienced social worker in each police Adult Protection Team to ensure effective protection for vulnerable older people.

Norfolk has seen a continuous fall in the death rates from cancers and circulatory diseases in line with national trends. This is largely due to the improvements in the disease screening, prevention and a reduction in the number of people who smoke, although there is still 22.2% of the population of Norfolk who smoke. Several initiatives have been set up since 2003 to tackle obesity levels, including the establishment of Walking for Health programmes across Norfolk, family based weight management projects in 4 towns and obesity prevention and care pathways for adults and children. We have undertaken a Joint Health Needs Assessment in 2008 which better informs our joint commissioning of health and social care for older people and children and families.



We want more older people to remain independent in their own homes

## Key theme 2 Healthy and Well

### What are the key challenges

#### 1. Increasing independent living

177,600 people living in Norfolk are over 65 years of age. This is 20.95% of our overall population which is predicted to grow to 27.07% in 2025. People are living longer and this is a cause for celebration.

Older people in Norfolk have said that they want improved health, personal respect and a better quality of life in their communities. Like all of us, older people aspire to economic well-being, personal learning and development and personal dignity.

Our joint aim is to support people to remain as independent as possible and achieve the service outcomes set by them. In order to deliver this, all the services in Norfolk that shape people's lives are working better together. This will require the introduction of a new way of accessing services, developing personal support plans and giving people control of their own care and support budget, so that where they want to, they can arrange their own services.

#### 2. Improving health and well-being, by tackling health inequalities

Norfolk residents are quite healthy, however there are significant variations in people's health and well being across the county, some of which relates to levels of deprivation. Our challenge is to strengthen disadvantaged communities to increase life changes and life expectancy by focusing on the following;

**Tobacco control.** Exposure to cigarette smoke remains the biggest single cause of preventable ill health. Levels of smoking clearly correlate to areas of greatest deprivation in the county. A recent study carried out at the University of East Anglia identified that 51 % of the NELM ward's population in Norwich, smoke and death rates from lung cancer is 2.25 times higher than the national average – the same wards are amongst the 20 most deprived wards in England. Health inequalities gaps between these deprived areas and healthier parts of Norfolk are widening.

**Obesity** particularly in children. The prevalence of obesity is rising steadily. In Norfolk 1 in 5 children aged 4-5 is either overweight or obese and this rises to nearly 1 in 3 for children aged 10-11. There is a real risk that this generation of children will have shorter life expectancy than their parents. A recent Active People Survey (undertaken by Sport England in 2007) showed that only 19.6% of the population take part in the recommended 3x30 minutes of exercise a week – the lowest county participation rate in the country. There are also marked variations by gender, age and socio-economic grouping – this clearly impacts on health inequalities, aspirations, achievement etc. as well as obesity

**Sexual health.** Although Norfolk's teenage conception rate is currently very slightly below the national average, teenage conceptions remain a priority for Norfolk because they are not being reduced. Norfolk is the only county in the East of England and one of only a handful of counties in England to show an increase in the rate from 1998 to 2006. We have been working hard to understand how partner agencies can contribute to reducing this trend. Rates of sexually transmitted infections are rising generally and we have focused on increasing our chlamydia screening for people aged 15 - 25 years old.

## Key theme 2 Healthy and Well

**Alcohol and drugs.** A recent study (Alcohol Harm in Norfolk – 2007) has estimated that as many as 120,000 people in Norfolk have hazardous drinking levels. Highest rates of drinking (especially binge drinking) are estimated to be in the deprived areas of Norwich and Great Yarmouth and particularly in women. All substance misuse is a powerful contributor to ill health. Excess alcohol consumption contributes to increased accident rates, certain cancers, cardiovascular disease and poor mental health.

**Mental health.** Around one person in four will have some sort of mental problem during their life. For young people, there are links to attainment at school, encountering the Youth Justice System, participation in positive activities etc. which can only be delivered by a range of key partners in schools, health services, social care, and in the community working together to secure improvements in partnership



Enjoying life and staying healthy is a key aspiration for Norfolk people

### We will measure –

Achieving independence for older people through rehabilitation/intermediate care

Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)

Carers receiving needs assessment or review and a specific carer's service, or advice and information

Number of vulnerable people achieving independent living

Alcohol-harm related hospital admission rates

Effectiveness of child and adolescent mental health (CAMHS) services

Obesity among primary schools aged children in Year 6

Substance misuse by young people

Under 18 conception rate

Mortality rate from all circulatory diseases at ages under 75

16+ current smoking rate prevalence

# Key Theme 3 Safe

## Our vision

Crime and disorder and the fear of crime are reduced, community safety in its broadest sense has improved and the rights and responsibilities of everyone are properly balanced.

## Norfolk people's aspirations for 2023

- Norfolk excels at inspiring its young people, offering a secure environment in which they are enabled to take responsible actions from an early age
- Norfolk has the lowest levels of crime and anti-social behaviour in the UK
- Norfolk has created dynamic and inclusive communities which address their own safety issues
- Norfolk's citizens are at ease with themselves - people trust one another; there is no social segregation and very little fear of crime
- Norfolk is known for not tolerating drugs and has become a society where relatively few people turn to drugs
- Norfolk has reduced the need for people to travel
- Norfolk's citizens are renowned for accepting individual responsibility for their safety and well being which has created a more participative democracy in every aspect of community life.

## What we have achieved since 2003

Through our partnership working we have seen outstanding reductions in crime over the past few years. Burglary of homes has reduced by almost half (44%) and car crime has dropped significantly by 40%. Criminal damage levels, which includes vandalism and graffiti has been more difficult to reduce due against a rising trend in recent years, but performance in the second half of 2007 has seen an encouraging 9% reduction over 2003/4 levels.

Despite this, fear of crime remains disproportionately high and out of step with the reality.

The roll-out of 52 Safer Neighbourhood Teams across Norfolk has been central to improving the quality of life for local people. These teams engage with the public to prioritise local problems and work in partnership with their local community and across agencies to deliver appropriate solutions.

We have reduced significantly the illegal sales of alcohol to young people, developed a range of strategies to deal with rogue doorstep traders and have undertaken a number of safety awareness and testing campaigns on a whole range of topics including inflatable beach toys, fireworks and electric blankets.

Agencies have been working together to ensure we are ready to cope with emergencies. Activities have included helping local communities and businesses to develop emergency plans, publishing a Community Risk Register for Norfolk, held joint agency training events and exercises to test our emergency plans.



Norfolk residents tell us that the level of crime is the thing that's most important to making somewhere a good place to live



## Key Theme 3 Safe

### What are the key challenges

1. Reducing the levels of crime, the fear of crime and anti-social behaviour

Large parts of Norfolk have very low levels of crime. However, some areas do experience anti-social behaviour - the frequency, impact and tolerance of which varies significantly across different communities. Criminal damage can also vary greatly in severity and impact. There is evidence to suggest that the public see these offences and lower levels of disorder as symptomatic of a wider lawlessness, which increases the fear of more serious crime. Safer Neighbourhood Teams are helping to tackle anti-social behaviour at a community level. But the challenge is to make sure that there is contribution by local communities themselves and a range of appropriate agencies – the police cannot achieve this on their own.

There are particular issues relating to high rates of crime (hotspots) in deprived urban areas, alcohol-related crime around nightlife venues and damage and theft in town centres. Offenders and victims of violent crime are predominantly young males. Domestic violence is another major issue, accounting for around a third of all violent crime.

Drug related crime appears to be relatively low. However despite there being no open drugs markets in the county many people still believe that dealing is taking place.

2. Reducing the risk of death and injuries in the home, at work, on the roads and in the wider community.

Deaths from accidents for the three year period 2004 - 2006, were 676 (367 male and 309 female). Of the 679 deaths, 104 were from falls and 213 were from road traffic accidents. In 2005/6 there were about 12,000 admissions to hospital for accidents in Norfolk.

Fire safety in the home remains a priority for the Fire and Rescue Service which works to raise awareness of the fire and safety issues in the community, particularly ensuring that older people and the most vulnerable are better protected from fire through measures such as home risk assessments and smoke alarm fitting. Extreme weather in recent years has increased the risk to people and property through flooding and has highlighted the need for effective planning and water rescue arrangements.

3. Ensuring people are provided with safe goods, property or services and a safe environment

A strong framework of public protection and consumer safety exists in Norfolk. Agencies such as Trading Standards, Environmental Health, Building Control, Planning and the Health and Safety Executive ensure the public is protected from unfair, unsafe and illegal trading and hazards to their health or well being, where they live, work, travel or visit; effective control of planning and construction ensures that buildings and the workplace are safe. This is achieved through the provision of information, advice and assistance for individual consumers and businesses, and by the enforcement of essential laws to ensure fair competition and consumer protection.



Safety is a priority and we work together to raise awareness of fire & safety issues in the community

## Key Theme 3 Safe

4. Ensuring the people of Norfolk are prepared and safe from emergency situations and minimise the effects that may arise

The Norfolk Resilience Forum (NRF) partnership, together with the Norfolk Major Incident Team (NORMIT) provide a forum for multi-agency liaison and ensures that organisations, including the business community, work together to ensure Norfolk is ready for any emergency and can protect the people of Norfolk. This will include ensuring that the people of Norfolk are prepared and that all agencies can work together at all stages of response and recovery from major emergencies.

Development of Emergency Management and wider community resilience in Norfolk, co-ordination of plan development, training and exercises, together with the provision of information to the community, support the Forum's aim of making Norfolk safer. ([www.norfolkprepared.gov.uk](http://www.norfolkprepared.gov.uk))



Working together to ensure Norfolk is ready for any emergency

### We will measure

Recorded crime levels

Reassurance

Regulatory impact

First time entrants into the Youth Justice System aged 10 –17

People killed or seriously injured in road traffic accidents

Dealing with local concerns about anti-social behaviour and crime by the local council and police

Repeat incidents of domestic violence

## Key Theme 4 Knowledgeable and skilled

### Our Vision

The aspirations and achievement of Norfolk people have been raised through the awareness of and accessibility to formal and informal learning opportunities at all stages of life.

### Norfolk people's aspirations for 2023

- Norfolk has high-quality education and learning opportunities which are available and accessible to the whole community
- Norfolk has significantly increased citizens' levels of aspiration, participation and attainment in learning
- Norfolk has an education system which is very well connected to business and employer needs
- Norfolk is home to one of the top 10 universities in the country (UEA) which is fully engaged in all aspects of the life of the county
- Norfolk is a better educated community where nearly all people up to the age of 19 stay on in a training or education environment
- Norfolk champions equal opportunities and the removal of barriers to education and learning
- Norfolk's citizens all have access to lifelong learning opportunities which are much more than simply about education and incorporate life and social skills as well as information, guidance & support.

### What we have achieved since 2003

The Children and Young People's Partnership Trust was formed in April 2007, representing the collective efforts of all those organisations working with children and young people. The Trust sits within the structure of the Norfolk County Strategic Partnership, with responsibility for improving outcomes for children and young people and has produced the Children and Young People's Plan, following consultation with children and young people. This Plan brings together a comprehensive set of actions, jointly agreed between partners, to improve the outcomes for children and young people in Norfolk.

The trend in rising participation in learning in Norfolk is both a strong and encouraging one. Further education colleges in Norfolk have achieved much of this growth to date, which together with proposed levels of growth for 2008, means that it is expected that Norfolk will be at least at the national average and places Norfolk in a much stronger position to meet the new ambitions of 90% and then 100% participation in learning.

The progress with those young people Not in Education, Employment or Training (NEET) has been supported, following in-depth research undertaken in 2006. This has seen the development of a robust NEET strategy focusing on:

- Targeting resources to geographical hotspots and vulnerable groups
- Provision of appropriate level and location of learning and training opportunities
- Increase employment opportunities and the ability of NEET young people to access them.

The Learning & Skills Council works with employers, young people, adults and a wide range of partners and stakeholders with the aim of improving learning and skills in the county. There is much to celebrate. In 2007, the number of young people remaining in learning at 16 in Norfolk increased to its highest ever level of 17,319, and there was a further 3,000 apprentices.

Improving basic skills has been a top priority and in recent years Norfolk has achieved in excess of its annual target. In 2006/07, an additional 1,099 adults improved their basic skills – 28% in excess of the target. In 2006/07, some 3,547 adults undertook a FE full level 2 qualification, compared to 1,979 in 2004/05. When compared with the rest of the East of England, the LSC Norfolk area is the strongest performing in terms of the numbers of adults gaining full level 2 and full level 3 qualifications.

# Key Theme 4 Knowledgeable and skilled

## What are the key challenges

### 1. Creating opportunities for all children and young people

162,400 children live in Norfolk. However there are many ranges of need experienced by approximately 10% of the children and young people in Norfolk. This includes those with disabilities, social care referrals, those needing additional help at school or those who experience mental health problems.

Transport has been identified as a major issue in the county by children and young people. In the more rural parts of Norfolk, transport links can be limited in nature. In addition, 12.4% of Norfolk's children and young people are living in households deemed to be deprived.

The challenge for Norfolk is to ensure that we realise the ambition we have for all children and young people, as set out in the Norfolk Children & Young People's Plan 2006 -2009. We know that we will need to keep creating opportunities, and encourage children and young people to take up those opportunities, if we are to give them the best possible chances in life.



Increasing the level of skills to break the cycle of a low wage economy

### 2. Increased participation and attainment in learning

GCSE performance in Norfolk has risen over the last 4 – 5 years at a faster rate than most of our statistical neighbour authorities and performance, combining value added with actual performance, shows satisfactory to good performance.

The challenge therefore is to continue this improvement by increasing the number and percentage of young people that achieve 5 GCSEs or equivalent at grade C or above, including English and Maths and increasing the number and percentage of young people that remain in learning during the 16 – 19 phase. By doing this we can continue to reduce the number and percentage of young people that are categorised as NEET, increase the number and percentage of young people that achieve a full level 2 qualification by age 19, increase the number and percentage of young people that achieve a full level 3 qualification by 19 and increase the number and percentage of young people that progress into higher education.

Continuing this improvement will mean we are meeting the aspirations of young people and supporting them in making choices about their future learning and career opportunities.

## Key Theme 4 Knowledgeable and skilled

### 3. Improved skills development

Our performance in meeting skills for life targets from 2003 has been consistently above national levels. The challenge in going forward is to maintain this strong performance so that the county has a skilled workforce able to meet the future needs of the local economy.

The challenge for increasing the level of skills is to break the cycle of a low skills and low wage economy and to match more effectively the supply of those with higher level qualifications (at level 4 or above) to the requirements of businesses, particularly those engaged in high value added activity which is a key area of growth for the county.

The development of a skills map for the county, following a Skills Conference in March 2008, will set the baseline for measuring improvement in skills development



Staying in education, post 16 years is a priority

### We will measure

% of 15 year olds achieving 5 GCSEs at C or above, both including English and Maths

% of young people (16 – 18) engaged in education and training

Proportion of 19 year olds with Level 2 qualifications

Proportion of 19 year olds with Level 3 qualifications

% of young people (16 – 18) not in education, employment or training (NEET)

% of 18 – 30 year olds participating in higher education

Number of schools in special measures

Young people's participation in positive activities

Core assessments for children's social care that were carried out within 35 working days of their commencement

# Key theme 5 Active and Engaged

## Our vision

A place where the views and contributions of individuals and communities are sought and freely given, listened to and used to make a difference for the better.

## Norfolk people's aspirations for 2023

- Norfolk is known for its strong community ethos of tolerance, inclusion, trust and collaboration
- Norfolk's children and young people have high expectations of being involved and participating in decision making and democratic processes
- Norfolk demonstrates that it values all sections of the community and, consequently, people have the skills and opportunities to be highly active and responsible citizens
- Norfolk has achieved an effective balance between community participation and community leadership
- Norfolk has introduced new models of community governance which have successfully engendered greater respect and value of local community and voluntary activity as well as increased electoral participation
- Norfolk is highly creative at using different communications media to empower people, connecting them to local politicians and providing feedback on decision making.

## What have we achieved since 2003

Norfolk has continued to develop its work to engage young people as active citizens. During 2006/7 over 100 young people aged 13 -19 have been responsible for allocating £1.5 million to youth projects across the county through the Norfolk Youth Fund.

Participation in the UK Youth Parliament election has continued to develop with 15,500 young people voting to elect the eight candidates at the last election, an increase of over 100% on the 2003 figure. In autumn 2007, Norfolk's Youth Parliament set up a Youth Scrutiny Panel, for the Children and Young People's Partnership Trust.

We have been measuring how involved people in Norfolk are and looking at how involved they would like to be. Our latest findings from Norfolk Citizens' Panel (2007) tell us that well over half of panellists (58%) believe that by working together, people can influence decisions that affect the neighbourhood. However, only three in ten (32%) actually agree that they, themselves, can influence decisions that affect their area, slightly lower than the average across the country<sup>1</sup> (37%). This indicates a perceived lack of opportunities for getting involved in the decision-making process.

<sup>1</sup> Citizenship Survey, April-June 2007, 15 000 face-to-face household interviews in England and Wales

Having said that, there has been a considerable improvement in the last three years where perceptions on getting involved have improved by six percentage points on both measures.

The Norwich & Norfolk Voluntary Services, led a project on behalf of partners, to involve the voluntary & community sector in the development of the Local Area Agreement which is being seen nationally as best practice.

The Norfolk Youth Volunteering Consortium successfully set up one of the first projects in the country funded via the new national youth volunteering programme which is now being expanded to cover the whole of Norfolk.



Volunteering is an important part of community life.

# Key theme 5 Active and Engaged

## What are the key challenges

### 1. Engaging young people as active citizens

Norfolk has had increasing success in engaging young people of school age. However there are particular challenges to involving young people, to incorporate their views in the future plans for Norfolk.

There are several barriers to their involvement. This includes the timing of events outside of school time, providing relevant and accessible information to young people and ensuring that they can travel to participate.

We have found real benefits from young people being involved in reviewing future plans for services. For partner organisations, this has led to improved service provision which is tailored to meet the needs of young people. Young people have benefited by gaining new skills, raised self esteem and trust that their views are valued.

### 2. Building capacity in the voluntary sector

A recent survey (2006) of the strength of the voluntary & community sector in Norfolk “The Sector Counts”, identified that there are almost 4,000 voluntary & community organisations in the county and 91,470 volunteers providing more than 5.5 million volunteer hours per year. Our challenge is to secure the future of the volunteering network across the county on a more stable financial footing.

There is also the challenge of building the capacity of voluntary & community organisations to deliver public services and to promote the inclusion & engagement of local communities & communities of interest throughout Norfolk.

### 3. Involving people who have not traditionally been listened to

We have made some good progress at involving some groups of people who have been seldom heard in the past. However, there are still lots of challenges ahead.

Norfolk is changing very quickly with new communities arriving and settling in the county. We need to work hard at involving these new communities as well as building trust with existing Black and minority ethnic residents.

We also have to make sure that we our involvement reaches everyone in the community, including the most vulnerable. For example, our consultation with disabled people showed us that we needed to do more to involve Deafblind residents.

As well as creating lots of meaningful ways for people to get involved we need to continue to empower people and communities so that they feel confident to take part and make their voices heard. This will mean us having to step up a gear in Norfolk.

## We will measure

Turn out for local elections

% of people who feel that they can influence decisions affecting them and their area

% of young people who feel they are involved in decisions affecting them and their local area.

Participation in volunteering and community activity

Environment for a thriving third sector

## Key Theme 6 Environmentally responsible

### Our vision

Norfolk enjoys a high-quality environment with sufficient natural resources to meet reasonable needs; clean air and water; rich biodiversity and locally distinctive landscapes, and a strong reputation for renewable energies.

### Norfolk people's aspirations for 2023

- Norfolk is recognised internationally for research, development and implementation of renewable energies
- Norfolk's population is keenly aware of its environment and takes steps to prevent, or at least, to minimise any adverse effects on it
- Norfolk is renowned for the quality of its city, towns and villages. It boasts excellent and sustainable transport and services. Every community has cohesion and a heart
- Norfolk is demonstrably a world leader in waste reduction and recycling
- Norfolk has a reputation for being the greenest county in the country, for using all its natural resources in a sustainable way and for increasing the area's biodiversity
- Norfolk has the most environmentally-friendly public transport in the country.

### What we have achieved since 2003

Working with other Norfolk Councils on waste reduction, education and awareness initiatives, we have succeeded in reducing the proportion of household waste being sent to landfill - from 83.7% in 2003, down to 60.2% in 2006/07. At the same time, we have exceeded Government targets levels from 16.3% to 38.4% and increased recycling and composting.

The Norfolk Biodiversity Partnership has developed Biodiversity Supplementary Planning Guidance, which provides practical suggestions for integrating biodiversity into residential and commercial development schemes, barn conversions and mineral workings. They has also developed and co-ordinated the implementation of over 60 action plans for the county's nationally-important species and habitats, and prepared ecological network maps for each district.

A number of heritage projects have been completed, working in partnership with external funders and trusts, including the repair and opening to the public of Waxham Great Barn, and Nelson's

Monument in Great Yarmouth; the conservation of 11th century wall paintings at St Mary's Church, Houghton-on-the-Hill; and the Land of the Windmills project which saw the restoration of three drainage mills and associated buildings near Reedham.

Our landscape achievements include the restoration of the 70 acre historic landscape of Catton Park and improvements to the grounds of over 250 schools, to make them a more valuable educational resource.



Waste recycling is one of the themes of our Strategy



# Key Theme 6 Environmentally responsible

## What are the key challenges

1. Stimulating waste minimisation, reuse, and recycling to reduce the amount of waste sent to landfills by Norfolk's households, businesses and organisations.

In Norfolk, almost 1.9 million tonnes of waste is sent for treatment each year of which 43% is currently recycled. However, with the County's current landfill capacity only expected to last until 2023 there is a real need to stimulate waste minimisation, reuse and recycling among householders, businesses and organisations. This issue has already been seen by some businesses and other organisations as an opportunity for innovation, and part the challenge will be to work with partners and encourage good practice to lead Norfolk forward.

2. Cutting carbon emissions by reducing energy consumption and promoting a shift to a low-carbon economy

There is now strong evidence that climate change is happening and that emissions of 'greenhouse' gases (primarily carbon dioxide) are its main cause. Some climate change is inevitable, but decisive action now to reduce emissions can avert the worst scenarios. Many businesses already recognise the economic opportunity of reducing energy consumption, but more can be done to reduce emissions from households, business and other sectors, including transport. The scale of housing growth planned for

Norfolk and the county's high level of reliance on the car pose particular challenges. Action on climate change also presents a significant opportunity for Norfolk's renewables sector, as new markets are created in low-carbon energy technologies and other low carbon goods and services.

3. Improving Norfolk's resilience to the risks associated with a changing climate

Climate change is expected to result in rising sea levels, higher temperatures and more weather extremes such as heatwaves, intense rainfall and strong winds. Flood and coastal flood risk will continue to rise in future, compounded by the impact that growing development has on urban drainage and our capacity to manage floodwaters. As a low-lying county with a coastline prone to erosion and a growing population, Norfolk is particularly vulnerable. As well as erosion and flood risks, there will be impacts on landscapes and the rural economy. At the same time, rising temperatures may present opportunities for recreation and tourism in the county.

4. Conserving and enhancing Norfolk's diverse natural environment, distinctive landscapes and rich cultural heritage

Norfolk supports a wealth of species and habitats, many of which are of national and international importance. Over the last 50 years, however many species have declined and there have been large

losses of habitat. Our challenge is to re-build the populations of many species, re-create natural habitats and link isolated areas into a functioning "ecological network" that will enable wildlife to move through the wider countryside.

Norfolk has a wide variety of distinctive and high quality landscapes, ranging from the nationally renowned areas of the Broads, the Brecks and the coast to the locally important river valleys and the varied agricultural landscapes across the county. Future challenges will include the need to create new distinctive landscapes of high quality.

Norfolk also possesses a rich cultural heritage, including around 12,000 listed buildings, nearly 300 towns, villages and rural landscapes with designated conservation areas; well over 400 scheduled monuments; and innumerable vernacular buildings. Our challenge is to promote wider recognition and celebration of the part this historic environment plays in creating Norfolk's distinct character.

## We will measure

Per capita CO2 emissions in the Local Authority area

Adapting to climate change

Municipal waste land filled

Improved local biodiversity – active management of local sites

# Key theme 7 Creative

## Our Vision

Culture and Sport should play leading parts in all areas of Norfolk life.

Many aspects of **Norfolk** Ambition, the county's sustainable community strategy, can be delivered through sport and culture. They have the power to improve the quality of every individual's life through encouraging better health and well-being, raising aspirations and helping to fulfil ambitions, improving academic achievement, supporting social cohesion and stronger communities and thereby aiding regeneration.

## Norfolk people's aspirations for 2023

- Norfolk has an international reputation for creative industries and the arts – the Norfolk and Norwich Festival is now on a par with the Edinburgh Festival
- Norfolk develops and harnesses people's creative abilities for their benefit and for the economic development of Norfolk
- Norfolk is at the forefront of sustainable tourism, linking local skills to the tourist industry, and has become the creative capital of England for leisure; the first choice for people wanting a UK holiday
- Norfolk's citizens are proud to tell others they are from Norfolk
- Norfolk has excellent sports facilities and is in a position to host a major European games
- Norfolk has an Arts and Performance Centre of Excellence.

## What we have achieved since 2003

The Norfolk and Norwich Festival has trebled its audiences to over 40,000 in 3 years and is positioned to become the international performing arts festival for the Eastern region. One of every four residents in Norfolk attends at least one production a year at Norwich Theatre Royal, which sells over 360,000 tickets a year.

The creative industries are of particular importance in Norfolk. With 1 in 20 people employed in the creative industries, they are at the core of the county's economy. The sector has developed a number of significant initiatives which include:

- creativenorfolk.com a focused network of 650 creative businesses which provide opportunity for training, education and employment for the creative industries
- the annual Creative Industries Convention which attracts 150-200 creative businesses of all sizes; the Creative Industries Students Convention
- the regional Creative East Awards which is an annual celebration of the prodigious creative output of the Eastern Region.

EPIC, the regional production and innovation centre opened in 2007, is home to Norwich School of Art and Design's new Film and Video Foundation Degree course as well as ten companies - ranging from moving image production to publishing. The main studio has recently hosted Question Time, The Politics Show and commercial advertising production – and will soon be the home of the new Norwich T.V. station.

Approximately over £17 million capital investment in culture over recent years has resulted in the development of iconic cultural assets for the county which include the award winning Time and Tide Museum in Great Yarmouth, and the completely modernised Theatre Royal and redeveloped Cinema City in Norwich.

In 2003, Norfolk's tourism industry employed around 37,000 people and generated £1.97 billion a year. By 2006, this had increased to around 45,000 people and £2.41 billion a year, making it an important industry for the county. Culture and tourism support one another. The cultural offer is instrumental in boosting the economic value of tourism, and tourists play a key role in supporting cultural activity in the county. More could and should be done to strengthen the partnership working between the cultural and tourism sectors.

# Key theme 7 Creative

## What are the key challenges

1. Support 2012 and deliver a successful cultural Olympiad

The 2012 Games provide a once in a lifetime opportunity to ensure a lasting legacy in sport, culture and volunteering. We must establish a strong, co-ordinated approach across the sector and secure adequate investment.

2. Improve investment and infrastructure

There has been major capital investment in the cultural infrastructure over recent years, and more is needed to ensure that people in Norfolk can access high quality cultural facilities. The shortage of sports facilities has to be addressed.

With the continued pressure on local authority budgets and those of other public bodies, there is a need to work to identify and attract more external funding for cultural activities. Strategic planning across the cultural sector is crucial in order to focus funding on infrastructure. Clear leadership will be needed to encourage essential collaborations to maximise funds.

3. Increase participation and involvement

More needs to be done to ensure that people in Norfolk, particularly in the rural areas can access cultural activities, where participation is already high and interest keen. This is of particular relevance in sport as Norfolk is the worst performing county in the country in terms of participation in sport and physical activity.

4. Active promotion of the importance of sport and culture

There is a need for much greater understanding throughout the county (particularly amongst statutory bodies and leaders of organisations) of the benefits that sport and culture can bring both to the individual and the economy of the county. Access for the individual will be improved by a greater awareness of the “Norfolk offer” in both sport and culture.

5. Improve skills and capacity of sector

Norfolk will reap the potential benefits, particularly the economic gain, if the skills and capacity of the sector are improved. This is most pressing in the areas of tourism and the creative industries. If the creative industries sector expands, we have the graduates to fill the jobs.

## We will measure

Adult participation in sport



Culture and sports should play leading parts in all areas of Norfolk life.

# Key Theme 8 Economically thriving

## Our vision

Norfolk has a distinctive economy characterised by innovative and dynamic businesses, where people are skilled and motivated with the opportunities to maximise their potential in a high quality environment.

## Norfolk people's aspirations for 2023

- Norfolk is known as a knowledge-based, science-led economy with a reputation for excellence in green technologies, creative industries, media, tourism and finance
- Norfolk has excellent communication and transport infrastructure including broadband in every home, workplace and school; improved road and rail links and extensive connections to Europe
- Norfolk's workforce is skilled, flexible and confident and widely engaged in lifelong learning
- Norfolk is well known as a desirable place to do business, work, live and visit
- Norfolk has achieved a sustainable and successful balance between its rural and urban economies
- Norfolk offers a wide range of well-paid jobs to quality employees as well as sufficient support services to help people to remain economically active.

## What we have achieved since 2003

Tackling the more deprived parts of the county through physical regeneration of our main urban centres is critical to improving economic performance and job prospects for local people – the major developments include:

- commencement of construction of the Great Yarmouth Outer Harbour
- establishment of the Lowestoft and Great Yarmouth Urban Regeneration Company (1st East) and production of masterplan
- Nar Ouse Regeneration Scheme in King's Lynn leading to housing development and inward investment e.g. Palm Paper at King's Lynn which will create about 250 jobs.
- major redevelopments in the centre of Norwich and King's Lynn



Hethel Engineering Centre

Business support for the county's key sectors is important in driving forward the local economy and creating more knowledge-based, higher value employment. During the past 5 years we have undertaken:

- effective business engagement through the annual conference and many other events with a sector, thematic or sub-area focus.
- construction and operational management of Hethel Engineering Centre
- establishment of the National Skills Academy for Financial Services
- purchase and refurbishment of the Anglia TV studios in Magdalen Street and their re-launch as EPIC
- establishment of NRP Enterprise and the Health and Life-Science Incubator at the Norwich Research Park

Supported rural and urban communities through;

- delivery of a wide range of initiatives in the LEADER + programme for the Broads and Fens areas
- established Growth Point Status in Norwich, Thetford and Kings' Lynn

# Key Theme 8 Economically thriving

## What are the key challenges

1. Improving business performance and encouraging innovation and entrepreneurship

Gross Value Added per head in Norfolk is £11,800 which lags behind that in the Eastern region of £14,500 and nationally at £15,200. This is a result of the structure of the economy, with high growth and high value added sectors under-represented, and of skills gaps. The rate of new business formation is also relatively low, 7.7% in Norfolk, compared with 8.9% in the Eastern Region, 2006. However de-registrations of businesses is low.

2. Communicating and maximising the benefit of Norfolk's positive profile locally, nationally and internationally

Research has established that outside the county, Norfolk does not have a strong profile as a location for business investment. This perception needs to be challenged by the development and promotion of key messages which communicate the many strengths of the County as a place for business.

3. Reducing deprivation and social exclusion in Norfolk, by increasing access to and the quality of, employment and training through regeneration

Deprivation levels in Norfolk continue to be significantly higher than the regional average and parts of the main urban areas are in the 10% most deprived areas in England. Enabling people to participate in a thriving economy is crucial to long term sustainable prosperity.

4. Developing an infrastructure that supports sustainable economic growth whilst maintaining the quality of the county's environment and heritage

Key improvements to transport infrastructure, notably the completion of the dualling of the A11, the improvement of key sections of the A47 and improvements to the speed and reliability of rail services are among the highest priorities to facilitate economic growth. The maintenance of a supply of land and business premises capable of meeting 21st century needs is also important.

5. Providing sufficient quality of employment to match the housing led growth agenda

The planned rate of housing and population growth is significantly higher than it has been particularly in the Greater Norwich area. The provision of sufficient good quality jobs to support this growth is a major challenge.

6. Shaping the development and inter-relationship of functional economic areas in Norfolk

Norfolk is not a single functional economic area. There are three main urban areas and extensive rural areas and the challenge is to ensure the positive inter-relationship to maximise the economic benefits to the county.

## We will measure

The percentage of the population who are economically active.

Average earnings of employees in the area

The level of job growth in the County by sector and sub-area in relation to the proposals of the Regional Plan.

VAT registration rate

The % of the working population without level 1 numeracy and literacy skills

The % of the population qualified to level 4.

16 – 18 year olds who are not in education, employment or training (NEET)

Working age people on out of work benefits

Working age population qualified to at least Level 2 or higher

# Key Theme 9 Accessible and well-housed

## Our vision

Norfolk retains an attractive and sustainable blend of rural villages, market towns and urban areas with a range of good quality, affordable housing, a significantly improved transport infrastructure to, from and within Norfolk, and accessibility to broadband throughout the county.

## Norfolk people's aspirations for 2023

- Norfolk has affordable, good quality, energy-efficient housing available to all
- Norfolk is an easily accessible county with high quality infrastructure that meets growing demand (e.g. Airport; Eastport; rail links); and an appropriate road network to connect the county to the rest of the country
- Norfolk retains an attractive and sustainable blend of villages, market towns and urban areas; building remains un-intrusive and sympathetic to the county's natural environment
- Norfolk remains a community and is not simply a collection of individuals linked by ICT; people still meet together face-to-face
- Norfolk is known as an area where most citizens can enjoy a well-designed, self-sufficient home close to work and school
- Norfolk has access to the latest high-speed, broadband or wireless communication technology throughout the county
- Norfolk has achieved a reduction in the use of the combustion engine without reducing individual choice of modes of transport.



Building new houses in sustainable locations, can help reduce the need to travel

## What we have achieved since 2003

Affordable housing is a major issue for Norfolk people. In 2006/7 district councils with their partners, delivered 795 affordable housing units across the county. This was an additional 50 units above their annual target.

The development of Eastport, the outer harbour in Great Yarmouth will have an impact on Norfolk's future in terms of the economy, regeneration, tourism and culture.

Improvements in public transport have been made across the county, with buses now more accessible and services like the Flexibus being delivered to improve access to services and employment in rural areas. We also have the award winning Norwich bus station. Bus passenger journeys have increased by 9% (over 2 million) since 2003/04.

The Norfolk Open Link initiative is a wireless broadband network covering parts of Norwich and South Norfolk. This has provided free broadband access to anyone with a wireless enabled device and provided opportunities for alternative ways of working for the public sector for delivering services of the public, business and tourists.

# Key Theme 9 Accessible and well-housed

## What are the key challenges

### 1. Improving accessibility

Strategic accessibility into Norfolk is poor, with Norwich being the largest city in the country not to be connected to the motorway network by a continuous dual carriageway. This creates a perception of remoteness and can be a deterrent for existing businesses to expand and new businesses to grow.

In addition to this, local accessibility is an issue in many rural areas of Norfolk. It is really important that people have good local accessibility to key services and employment opportunities, and especially those who may be more at risk from social exclusion. There is a need to work in partnership to tackle this, delivering improved travel options like public and community transport, cycling and walking, but also through more innovative means of delivering and locating services.

### 2. Minimising the need to travel

Up to 2021 Norfolk will need to accommodate 78,700 new homes, around half of which will be in the greater Norwich area. By focusing the majority of these homes in sustainable locations we can help reduce the need to travel and ensure there are realistic travel alternatives to the car. The integration of spatial, economic and transport planning will be central to delivering this.

### 3. Encouraging more sustainable travel

It is recognised that due to Norfolk's rural nature, cars are an essential element of the county's transport system and car ownership levels are above that of the national average. The challenge is to ensure more people are able to choose alternative and more sustainable transport options, such as public transport, cycling and walking.

### 4. Increasing affordable housing

The provision of affordable housing in Norfolk is low and is not meeting need. New social rented housing is generally provided by Housing Associations and they also manage the council housing stock of all but two local authorities in Norfolk (Norwich and Great Yarmouth). The majority of our residents live in the private sector. A key challenge is to improve living conditions and raise standards to ensure that homes meet the needs of existing and future residents. It is also important to prevent homelessness through appropriate and early intervention.

### 5. Increasing Digital Inclusion

Digital Inclusion - access to and effective use of ICT by citizens, organisations, businesses and communities - is a key challenge for Norfolk. Norfolk still has the highest percentage of "not spots" - areas which cannot get ADSL services because of exchange problems - in the East of England.

North West Norfolk has one of the highest levels of Digitally Excluded people - those who cannot use ICT and the internet - in the UK according to the e-Society Project.

In the 2006 national survey less than 20% of households outside of Norwich and Great Yarmouth had taken up broadband and there was also low business take up across the county despite the East of England being the UK region with the second highest take up levels.

## We will measure

Net additional homes provided

Number of affordable homes delivered (gross)

Access to services and facilities by public transport, walking and cycling

Number of unfit homes

Access to services including rural transport measures

Local Bus service passenger journeys

% of digitally included households





# The Breckland Partnership

## Key facts about Breckland

Breckland is an area of rapid population growth, poor connectivity, good health and low crime, low pay but low rates of unemployment, localised hotspots of multiple deprivation, along with an increasing migrant population.

A detailed area profile is provided in the evidence base that accompanies and informs the Breckland Sustainable Community Strategy and the Local Development Framework

## What local people say

Local residents identified the following things that were most important and most need improving in 2007 as:

- Working in partnership with the police and other agencies to reduce crime and anti-social behaviour
- Listening to local people when considering developments and issues
- Promote recycling, the minimisation of waste and energy conservation
- Develop the community in a sustainable way by respecting local heritage and protecting the local environment and wildlife

## Our vision for Breckland

Together we can improve our quality of life so that Breckland is a place in which we can take great pride; where our communities, organisations and businesses work in partnership within an outstanding rural environment to bring about sustainable success and wellbeing for all. We want everyone who chooses Breckland as a place to live or work, to meet their aspirations and enjoy an excellent quality of life.

## Our priorities for Breckland

- Develop safer and stronger communities so that all Breckland's communities are free of crime and anti-social behaviour; where people actively participate in community activities and differences are respected.
- Improve homes so that the number of affordable and quality homes available in the District is increased.
- Promote and develop a thriving economy so that Breckland is an economically prosperous place, which attracts and supports businesses and encourages local enterprise.
- Improve the health and wellbeing of local people so that people in Breckland lead healthier lives and inequalities in health across the District are reduced.
- Ensure the accessibility of all services so that all Breckland's communities can access a level of service, which they choose or their needs require.
- Achieve environmental sustainability so that Breckland's outstanding rural environment is respected and that action is taken to enhance and sustainably manage the local environment.

## To find out more, please contact

Rob Walker, LSP Officer, Breckland Council,  
Elizabeth House, Walpole Loke,  
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Website: [www.brecklandlsp.org.uk](http://www.brecklandlsp.org.uk)



# Broadland Community Partnership

## Key facts about Broadland

- A district that spans the suburban fringes of Norwich and rural areas
- 88% of residents believe that the quality of life is good in Broadland.
- Beautiful market towns of Acle, Aylsham and Reepham
- Broadland is one of the safest and least deprived areas in the east of England, which does mask some pockets of deprivation found in both urban and rural areas

## What local people say

Local residents identified the following things that were most important and most need improving in 2007 as;

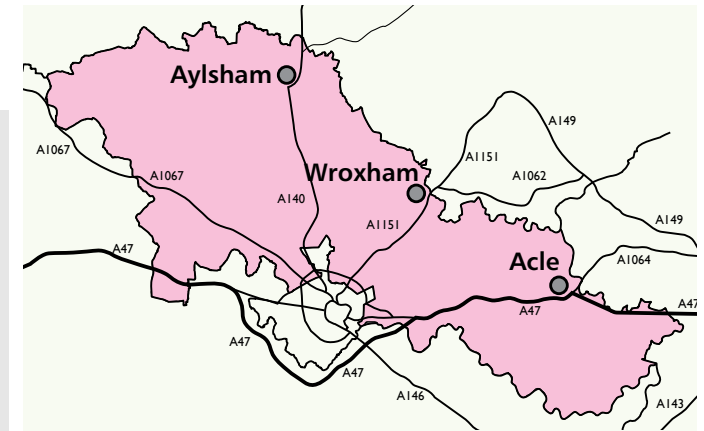
- Feeling safe in the community (66%)
- Having access to facilities and services needed (42%) and
- Living in a place where the special character of the countryside, natural and built environment is valued (35%).

For young people the key two issues were:

- Access to affordable, available public transport
- Improved street safety, with youth facilities in public places for security reasons

## Our vision and priorities for Broadland In 2014, Broadland people will;

- feeling safe: feel safer in our communities
- ease of access: access to facilities and services that we need
- where we live: live where the special character of the countryside and the natural and built environments are valued
- good health: make informed choices about our own health
- decent homes: have choice about homes appropriate to our needs
- thriving economy: benefit from a thriving economy
- our potential: develop our full potential
- living for the future: live more sustainably
- pride of place: have pride in where we live, have more opportunities to shape decisions and take appropriate action to improve our quality of life.



## Where to contact us

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Broadland Community Partnership, Broadland  
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### Email:

kathryn.devries@broadland.gov.uk

### Website:

[www.broadland.gov.uk/community\\_and\\_living/1684.asp](http://www.broadland.gov.uk/community_and_living/1684.asp)

# City of Norwich Partnership

## Key facts about the city of Norwich

- Greater Norwich provides around 40% of the Norfolk workforce with jobs
- Greater Norwich is expected to grow by 30,000 new homes and 35,000 new jobs by 2026
- Norwich ranks the second most deprived area in the eastern region; among various deprivation measures, 32% of children affected by income deprivation, and – in relation to education, skills and training – more than 20% of the population live in the most deprived of 3% areas in the country
- School achievement at Key Stages 2, 3 and 4 is significantly lower in Norwich compared to the county average

## What local people say

Local residents identified the following things that were most important and most need improving in 2007 as:

- Crime
- Street cleanliness
- Public transportation

**Our vision for Norwich is to make it a world-class place to live, work, learn and visit; our priorities for Norwich are;**

- Economic growth & enterprise
- Environmental excellence
- Culture & creativity
- Safe & strong communities
- Health & well-being
- Learning & personal development



Norwich Market



## Where to contact us

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Email; [rachaelmetson@norwich.gov.uk](mailto:rachaelmetson@norwich.gov.uk)

Website; [www.norwich.gov.uk](http://www.norwich.gov.uk)

# Great Yarmouth Local Strategic Partnership

## Key facts about Great Yarmouth

- Tourism and energy are key industry sectors. There are 4.5 million visitors per annum to the Borough.
- There is excellent community engagement.
- There are 12 super output areas in the most deprived 10% nationally.
- There are an estimated 9,000 economic migrants in the town
- An Urban Regeneration Company has been set up to stimulate development of waterside land. A new outer harbour is being built.
- There is a developing range of cultural activities.

## What local people say

Local residents have identified the following as priorities:

- We all work together to make Great Yarmouth a safer place to live and work.
- Improving the quality of life through health improvement.
- Achieving a cleaner environment with particular emphasis on street cleaning and townscape redevelopment
- Expanding employment opportunities
- Improving transport links and public transport
- Education and training opportunities for all ages
- Fair and equal access to services for all neighbourhoods
- Developing environmentally friendly projects such as wind farms
- Promoting Great Yarmouth as a good place for business.

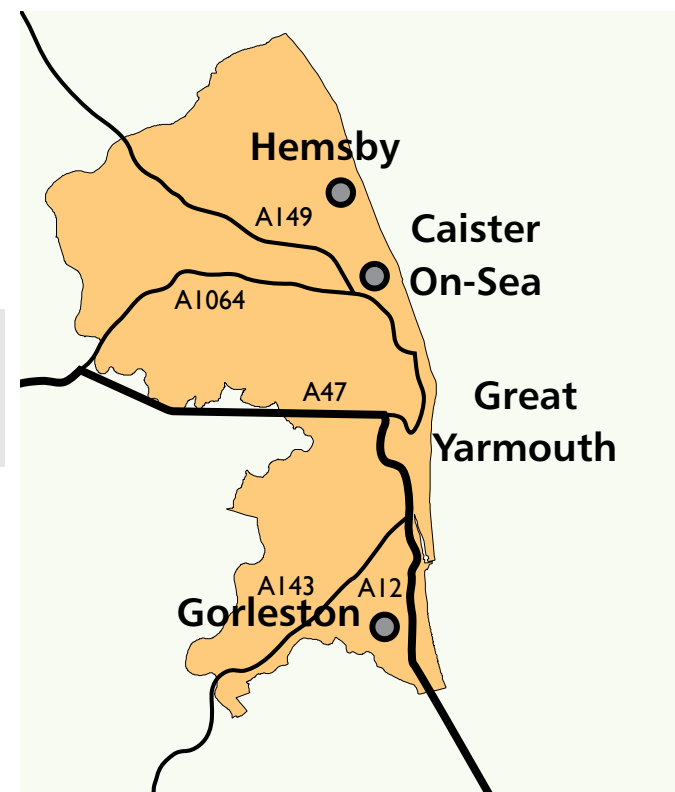
The Business Community's top priorities are the improvement of the transport infrastructure and increasing the skills, aptitudes and employability of job candidates.

## Our vision and priorities for Great Yarmouth:

- A prosperous and dynamic economy
- A clean and safe environment.
- A healthy and cohesive community
- The reduction of inequalities in the Borough



Great Yarmouth Outer Harbour



## To find out more, please contact us

Tim Leonard, LSP Officer,  
c/o Community Safety Team,  
Great Yarmouth Police Station,  
Howard Street North, Great Yarmouth, NR30 1PA

Email [leonardt@norfolk.pnn.police.uk](mailto:leonardt@norfolk.pnn.police.uk)  
Website [www.gylsp.org.uk](http://www.gylsp.org.uk)

# North Norfolk Community Partnership

## Key facts about North Norfolk;

- The North Norfolk District is the most rural district in the East of England region, and has a population of approximately 100,000. Just over 50% of the population lives in seven market and coastal towns, the largest of which has a population of only 12,000 people; with the remaining population living in over 100 small villages, hamlets and isolated communities. Average age is 45 compared to 39 in UK.
- The skills base in North Norfolk generally is regarded as low to poor. Across many areas of North Norfolk recreation and tourism have become the mainstay of the economy.
- Three areas outside major urban area (Wells, Mundesley and Holt) are classified as areas of multiple deprivation.

## What local people say

Local residents identified the following things that were most important and most need improving (consultation autumn and winter 2007-2008).

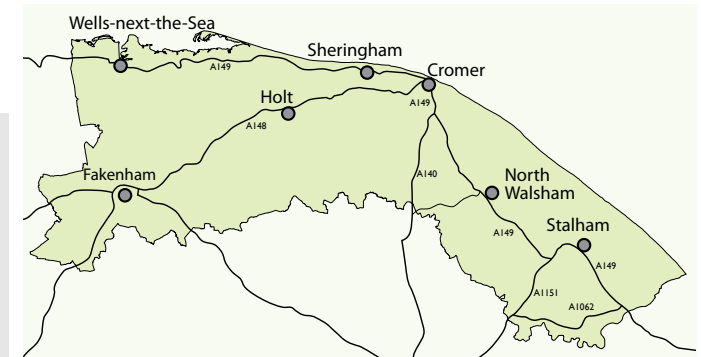
- Housing (decent and affordable homes)
- Good jobs with prospects
- Accessibility and transport
- Sustain and improve environment

## Our vision and priorities for North Norfolk 2008-2011

- Deliver the vision identified in the refreshed community Strategy:
- Decent Housing
- Good jobs with prospects
- Quality of life (accessibility, health and environment)
- Support the 7 Local Area Partnerships
- Engage with the community (3rd sector and community grants)



West Runton



## Where to contact us:

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Email: [beatrix.ward@north-norfolk.gov.uk](mailto:beatrix.ward@north-norfolk.gov.uk)

Website: [www.nncp.org.uk](http://www.nncp.org.uk)

# South Norfolk Alliance

## Key facts about the South Norfolk area

- Rural area covering 350 square miles
- Population of 116,200
- By 2011 over half the population will be aged 45 years and over.
- Unemployment is low. Only 1.2% of the working age population claim Job Seekers Allowance compared with 1.7% across the Eastern Region and 2.2% throughout Great Britain.

## What local people say

Local residents identified the following things that were most important and most need improving in 2008 as;

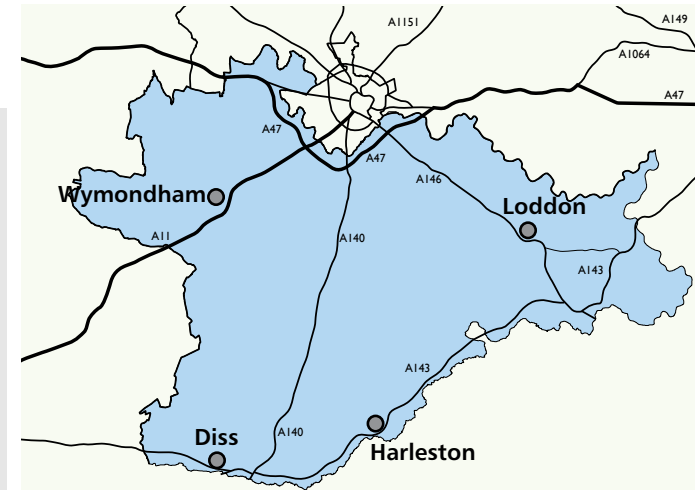
- Facilities for teenagers
- Amount and speed of traffic
- Crime levels
- Affordable housing

## Our vision and priorities for the South Norfolk area

- Increased number of better paid jobs in the area.
- High educational attainment throughout the working age population.
- A supply of affordable housing that meets need.
- Continuing to protect and enhance our natural environment and its biodiversity.
- Communities which have a say about the services that affect them and pull together to get what they need.
- South Norfolk an even safer place to live and one of the safest nationally, where the needs of vulnerable groups are understood and they are protected from harm.
- The right help at the right time to support people's needs.
- Increased physical activity including swimming, walking and cycling for better health.



Wymondham



## Where to contact us

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South Norfolk Alliance, South Norfolk House,  
Swan Lane, Long Stratton, NR15 2XE

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Website [www.south-norfolk.gov.uk](http://www.south-norfolk.gov.uk)

# West Norfolk Partnership



## Key facts about West Norfolk

- Covering 1,513 square kilometres, West Norfolk is the 6th largest district in England and with a current population of 142,300 the 31st most sparsely populated
- King's Lynn is the service centre and economic driver of a sub region of some 200,000 people<sup>1</sup>
- Pockets of deprivation - West Norfolk ranks 150th (out of 408 districts) with a marked contrast between poverty and affluence – it ranks 17th in the country on inequality<sup>2</sup>
- Life expectancy is in the top half of local authorities, at 80 years, although at a local level there is an 11 year difference between the best and worst performing wards
- The proportion of working age people with high end skills falls well below the regional and national averages with just 16.5% of the population qualified to NVQ level 4 (first degree or higher)
- The area has seen significant demographic change since EU enlargement in 2004. West Norfolk is 15th highest on a list of 408 districts for the number of A8 workers per 1,000 residents

## What local people say

Local residents identified the following three things as being the most important to improve on in the next ten years<sup>3</sup>

- Lots of activities for young people
- Low levels of crime and vandalism
- Good local job opportunities

## Our vision and priorities for West Norfolk<sup>4</sup>

**Economy:** King's Lynn's designation as a sub regional centre, with Growth Point Status. Investment and enterprise in the area's key economic sectors, improved skills and qualifications, and raised aspirations.

**Environment:** Sustainable housing development, underpinned by investment in transportation, utilities, amenities and management of flood risk. Safeguarding the areas our famous natural and historic environment, build connections with other local and regional economies, reduce reliance on the car, and reduce CO2 emissions.

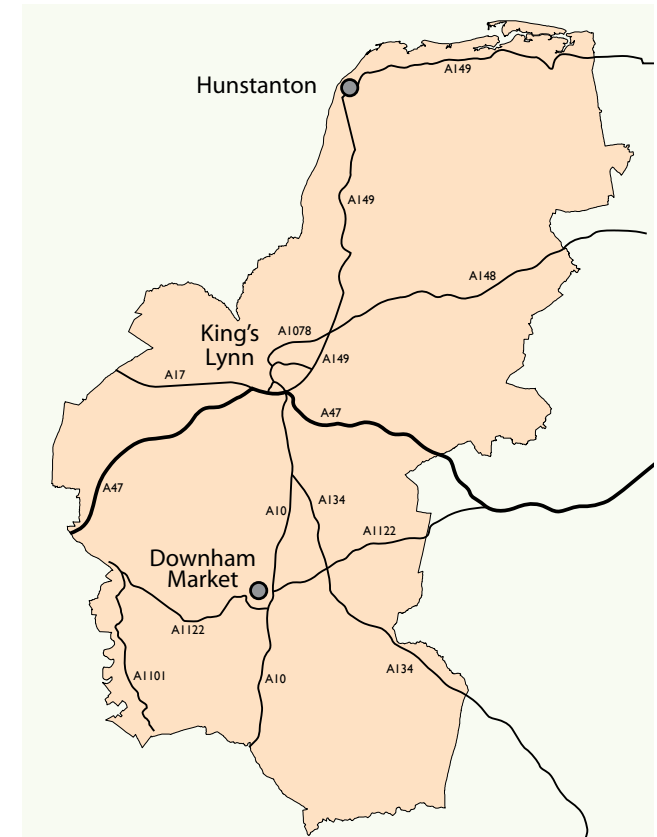
**Social:** Reduce inequality wherever it exists. Ensure people have good quality housing and local facilities, help people deal with social change and ensure that a growing economy brings higher wages and an improved quality of life.

### To find out more contact :

Martin Slater,  
West Norfolk Partnership, Borough Council  
of King's Lynn and West Norfolk,  
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King's Lynn Norfolk, PE30 1EX

**Email:** martin.slater@west-norfolk.gov.uk

**Website:** www.wnp.org.uk



<sup>1</sup> See draft East of England Plan (Regional Spatial Strategy RSS)

<sup>2</sup> The State of West Norfolk Report, Local Futures Group, March 2006 Data available from West Norfolk's Data Observatory [www.visitdawn.com](http://www.visitdawn.com)

<sup>3</sup> 'Quality of Life Survey' 2,850 face to face surveys conducted across West Norfolk by MEL research in September 2007 with findings statistically valid to a neighbourhood level

<sup>4</sup> 'Transforming West Norfolk' West Norfolk's Sustainable Community Strategy, tackling Important 2007-2030

## Monitoring our progress

We will be reporting on our progress towards our vision, annually at our Partnership Conference, on our website ([www.norfolkambition.gov.uk](http://www.norfolkambition.gov.uk)) and in stakeholder publications including Norfolk County Council's newsletter to all households, to ensure that it is widely available.

Key elements of our monitoring will be the progress within Norfolk Action, our Local Area Agreement and against our indicators for success;

### Norfolk Action

Norfolk Action is the delivery plan for Norfolk Ambition for the next three years. Achievement of the outcomes set out in this Agreement will move us towards fulfilling the Partnership's vision for Norfolk by 2023. This Agreement sets out the jointly agreed priorities for Norfolk, as identified by local people, the Partnership and central Government.

Throughout Norfolk Action you will see references to the 9 Key Themes in Norfolk Ambition, showing how the indicators link to these priorities and how they will be helping to deliver the long term vision.

We will be monitoring and reporting on the progress against the targets every 6 months, to enable the Partnership to manage its performance.

Norfolk Action is available on [www.norfolkambition.gov.uk/norfolkambition-laa](http://www.norfolkambition.gov.uk/norfolkambition-laa)

### Our vision and indicators for success

We will be setting targets to measure our progress against the indicators for success, using the agreed baselines below;

Businesses tell us that Norfolk is a good place to do business

- GVA per head, baseline; £14,150, 2005
- GVA per employee job, baseline; £27,938, 2005

Norfolk people tell us it's a great place to live

- satisfied with their local area, baseline 80% 2006/7,
- influencing decisions locally, baseline 32% 2006/7,
- get on well together, baseline 80% 2006/7

Norfolk seen as a leader in carbon reduction, nationally and internationally.

- baseline; 8.4 t/CO<sub>2</sub> per capita, 2005.

The NCSP will also be undertaking long-term social research to track its progress.



# Links to other Strategies and Plans

## 1. National Strategies

Drug and Alcohol Strategy  
Every Child Matters  
Working with the Grain of Nature: A biodiversity strategy for England  
UK Biodiversity Action Plan

## 2. Regional Strategies

Regional Spatial Strategy  
Regional Social Strategy  
Regional Economic Strategy  
Our environment, our future: The Regional Environment Strategy for the East of England  
East of England Biodiversity Mapping Project (Ecological Network Strategy)

## 3. Norfolk Strategies

Children and Young People's Plan  
Greater Norwich Green Infrastructure Strategy  
Joint Strategic Needs Assessment  
Norfolk Cultural Strategy  
Norfolk Biodiversity Action Plan  
Local Crime Disorder and Reduction Partnership Strategies  
Local Strategic Partnership Sustainable Community Strategies  
Local Development Frameworks  
MORI survey  
Norfolk Alcohol Reduction Strategy – due to be published in 2008  
Norfolk Citizen Panel Surveys  
Norfolk Climate Change Strategy – due to be published in 2008  
Norfolk Compact  
Norfolk Ecological Network Strategy  
Norfolk Health Improvement Strategy  
Norfolk's Investing in Communities Programme  
Norfolk Local Transport Plan  
Norfolk Obesity Strategy – due to be published 2008  
Norfolk's Older People Strategy  
Norfolk Spatial Context  
Norfolk Voluntary Strategy  
Shaping Norfolk's Future, Economic Strategy  
Thetford Green Infrastructure Strategy



Members of the Norfolk County Strategic Partnership Board

**Daniel Cox** Chairman of the County Strategic Partnership Board, Leader Norfolk County Council

**Peter Barry** Norfolk Chamber of Commerce

**Andrew Boswell**, Norfolk County Council

**Mike Burrows** Shaping Norfolk's Future

**Sheila Childerhouse**, Chairman, NHS Norfolk

**Sylvia Cliffe** Chairman, West Norfolk Voluntary and Community Action

**Barry Coleman** Chairman, Great Yarmouth Local Strategic Partnership

**Graham Creelman** Chairman,

City of Norwich Partnership

**Steve Eldred** Chairman, North Norfolk

Local Strategic Partnership

**Heather Farley** Vice Chairman, West Norfolk Local Strategic Partnership

**Simon Gerrard** Director, CRed

**Michael Hargreaves** Government Office for the East of England

**Neil Hayes**, Board Member, East of England Development Agency

**Brian Horner** NCSP Vice Chair and Chief Executive, Voluntary Norfolk

**Graham James** Bishop of Norwich

**Mark Jones** Chairman, Norfolk Strategic Registered Social Landlord Alliance

**Fiona McDiarmid** Chairman, Norfolk

Learning Partnership

**Jenny McKibben** Member, Norfolk Police Authority

**Ian McPherson** Chief Constable, Norfolk Constabulary

**Bill Macmillan** Vice-Chancellor, University of East Anglia

**Igal Mayer** Group Director, UK General Insurance, Norwich Union

**Peter Medhurst** Norfolk Rural Community Council

**Paul Morse** Leader Liberal Democrat Group, Norfolk County Council

**John Murfitt**, Norfolk Capacitors Ltd and President

**William Nunn** Chairman, Breckland Local Strategic Partnership

**Stephen Teverson** Norfolk County Association of Parish and Town Councils

**Neil Thompson** Managing Director, Anglia Television

**David White** Chief Executive, Norfolk County Council

**Martin Wilby** Chairman, South Norfolk Alliance

**Bernard Williamson**, Chairman, Great Yarmouth and Waveney Primary Care Trust

**Helen Wilson** Chairman, Norfolk Cultural Forum

**Sue Whitaker** Leader, Labour Group, Norfolk County Council

**Simon Woodbridge** Chairman, Broadland Community Partnership

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**Rob Hetherington** Chief Executive, Norfolk Job Centre Plus

**Trevor Holden** Chief Executive, Breckland District Council

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**Laura McGillivray** Chief Executive, Norwich City Council

**Richard Packham** Chief Executive, Great Yarmouth Borough Council

**John Packman** Chief Executive, Broads Authority

**Geoff Rivers** Chief Executive, South Norfolk District Council

**Mike Stonard** Chief Executive, Great Yarmouth and Waveney Primary Care Trust

**Kevin Wilkins** Deputy Chief Constable, Norfolk Police

**Caroline Williams** Chief Executive, Norfolk Chamber of Commerce

**Peter Wilson** Chief Executive, Theatre Royal, Norwich



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and we will do our best to help

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