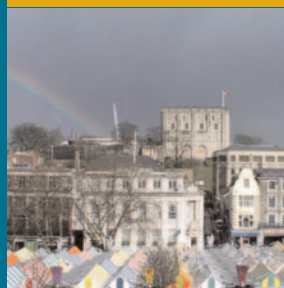


City of Norwich

PARTNERSHIP



A New Vision for Norwich

The Sustainable Community Strategy

2008-2020

City of Norwich
www.norwich.gov.uk

A New Vision for Norwich
The Sustainable Community Strategy

2008-2020

Update

The draft sustainable community strategy was launched in November 2006 at the first annual forum. Feedback from the day, and subsequently from partners, has resulted in a few changes which are summarised below.

The draft vision 'to make Norwich the best place in the world in which to live, work, learn and visit' was felt to be too ambitious and difficult to measure. It has been changed to 'to make Norwich a world-class city'. Ironically, in 2007, Norwich was voted one of the world's most liveable cities (with population up to 200,000) based on these criteria:

- Environmentally sensitive practices
- Community sustainability
- Planning for the future
- Enhancement of the landscape
- Heritage management
- Healthy lifestyles

The result came from International Awards for Liveable Cities which was launched in 1997 by the United Nations Environment Programme. We won a silver award – see www.livcomawards.com/media-2007/results.htm for details.

There was also felt to be insufficient focus on housing and transport so these have been added to the themes of Health and Well-being and Economic Growth and Enterprise respectively.

Since the initial strategy was produced, Norwich has obtained growth point status. A new section has been added on page 10 to reflect this.

We have also been successful in obtaining £11m over three years under the LEGI (Local Enterprise Growth Initiative) which reports through the delivery board and so has been added on pages 4 and 5.

The Strategic Board has decided to focus on four priority areas which are shown on page 8.

Finally, in a bid to continuously improve the partnership, we have been using the 'Aspire to Perform' excellence tool which is likely to result in some changes to the way the strategy is delivered and the way the round tables work.

The partnership is committed to keeping in touch with the many organisations that make up the city so will continue to hold at least one forum each year.

A new sustainable community strategy will be produced, ready for the new Unitary Council in April 2010. This will build on the public consultation carried out around growth and seek to involve wide participation across business, voluntary, community and other public bodies before it is finalised. Members of the new council will undoubtedly wish to guide and shape the process of its development.



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

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

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

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

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

This strategy sets out how the City of Norwich Partnership will work to improve the city. Since the strategy was developed, Norwich has become a major growth point centre and has the potential to achieve unitary status on extended boundaries. As part of the unitary preparations, a revised strategy will be produced for 2010. In the meantime, we hope you will join us on our quest to make Norwich a world-class city in which to live, work, learn and visit.

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

Graham Creelman, Chair, City of Norwich Partnership

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Part One

Setting the Scene

Introduction

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

What is a local strategic partnership?

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

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

What is the City of Norwich Partnership?

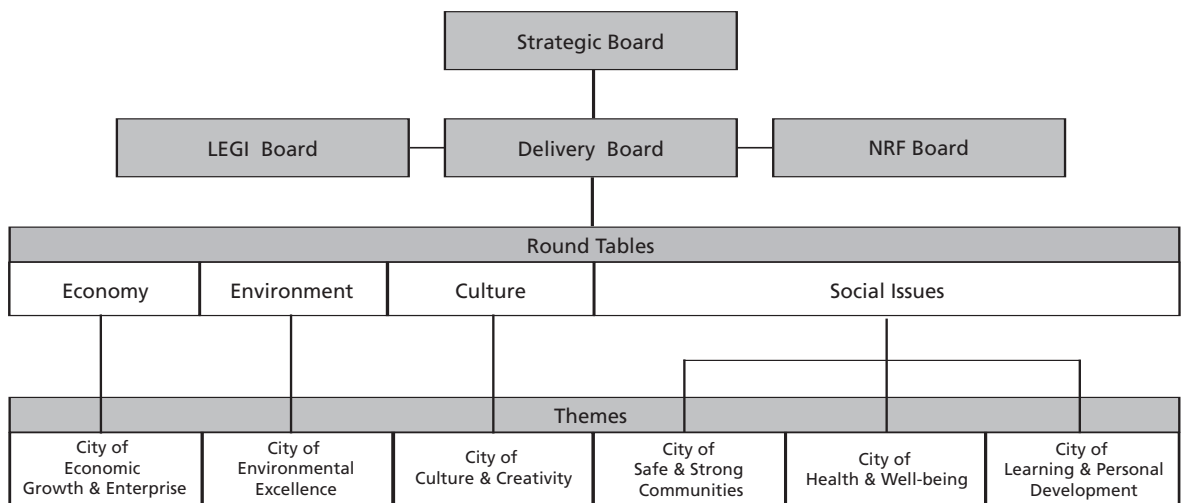
The City of Norwich Partnership is the local strategic partnership for Norwich. It is a collection of over 120 organisations that shape the city. Together, these members make up:

- the Strategic Board, which sets the vision and strategic direction of the partnership
- the Delivery Board, which ensures that the partnership achieves what it sets out to do
- the Neighbourhood Renewal Fund Board (NRF), which oversees the allocation of £5.6 million to Norwich for four years to address deprivation
- the Local Enterprise Growth Initiative (LEGI) Board, which oversees the allocation of £11.2 million over 3 years for developing enterprise across the city, especially in deprived areas and
- the 'round tables', which bring together representatives from statutory, business, voluntary and community organisations with expertise in various policy areas to identify the issues that need to be addressed in Norwich. There are four round tables: economy, environment, culture and social issues.

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

In early 2006, the City of Norwich Partnership agreed the structure set out on page 5. It also developed the vision, themes, associated strategic objectives and key priorities as set out in Part 2. These themes and strategic objectives build on the earlier strategies developed by each of the four round tables.

Fig. 1 City of Norwich Partnership organisational structure



What is a sustainable community strategy?

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

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

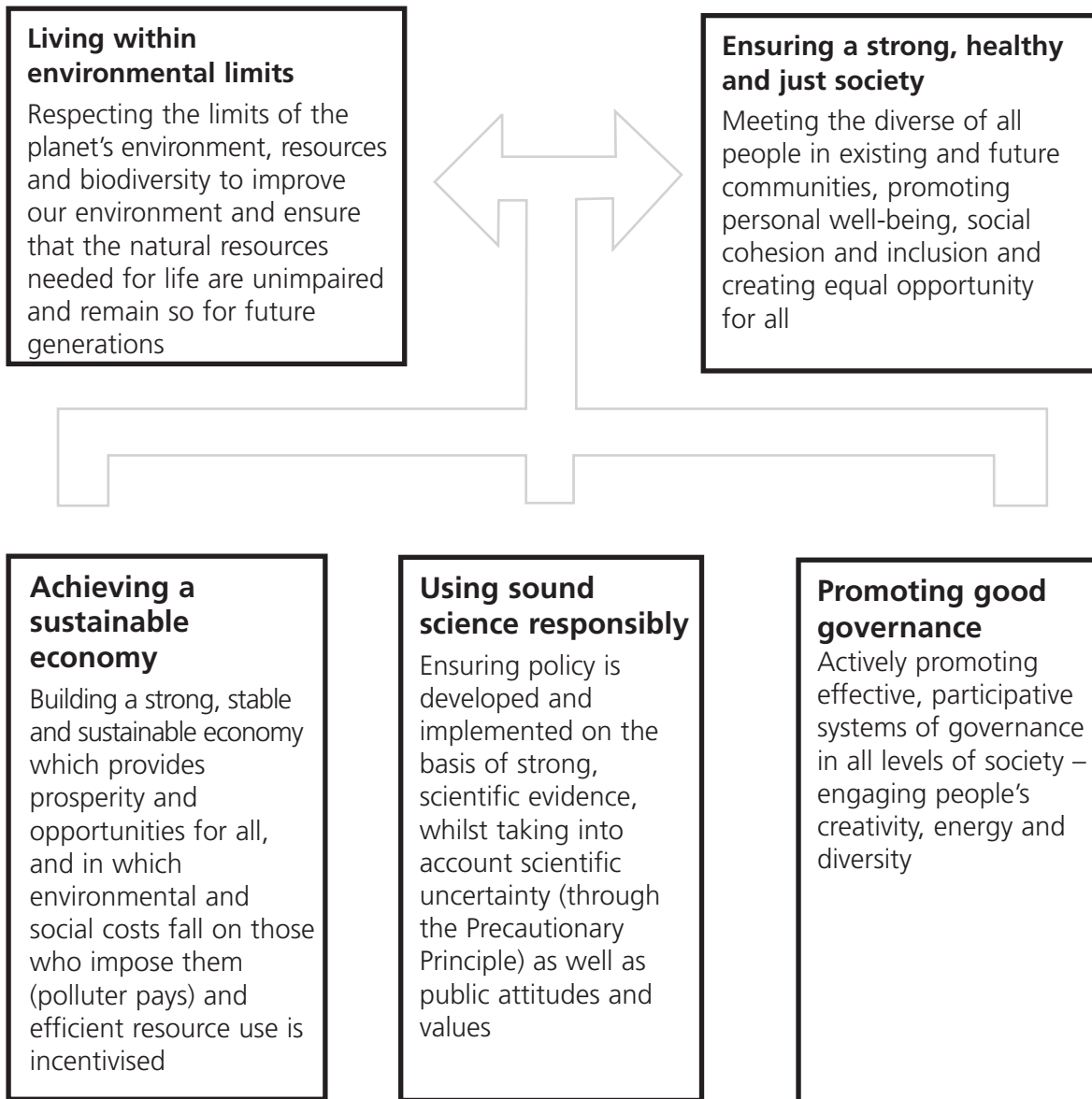
What do we mean by a 'sustainable community'?

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

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

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

Fig. 2 Five principles of sustainability



Developing the strategy for Norwich

The strategy in Part 2 of this document has developed from earlier work by the four round tables and other members of City of Norwich Partnership. Following consultation on the draft strategy, CoNP refined the proposed vision, themes and strategic objectives, which are given on pages 13 and 14.

The key elements of the sustainable community strategy and related action plans are shown in Figure 3. The vision and themes of the sustainable community strategy cover the development of the city up until 2020. The strategic objectives and their associated key priorities (see the tables in part 2 for priorities) will be reviewed by the City of Norwich Partnership every few years to make sure they are still appropriate and have the support of local people.

Fig. 3 Elements of the strategy and action plans



A range of partnerships and boards working in conjunction with the City of Norwich Partnership already have developed action plans with associated targets, actions and outcomes that help deliver the sustainable community strategy. These include:

- the Greater Norwich Development Partnership’s Joint Core Strategy and Integrated Development Programme
- the Greater Norwich Housing Partnership strategy 2008-2011
- the LEGI action plan (2007-2010)
- the NRF action plan (2006-2010)
- the Safer Norwich Partnership’s action plan
- Norwich Area Transport Strategy

Additional action plans are currently being developed to help deliver the sustainable community strategy. These include:

- the Norfolk local area agreement
- the Economy Round Table action plan
- the Environment Round Table action plan

The City of Norwich Partnership's Delivery Board maintains oversight of these many plans, to ensure the objectives of the sustainable community strategy are being met, and to help partners focus jointly on any areas where progress may be impeded.

Consultation

City of Norwich Partnership recognises that 'community' is a key element of this strategy. To be right for Norwich, the strategy must reflect the concerns and aspirations of Norwich residents. The 120 organisations involved in the partnership that shaped the draft strategy represent a large cross-section of the community. The draft strategy was further refined following a public consultation period, resulting in a final version of this document.

Gaps, links and conflicts

Following consultation on the earlier draft strategy, two critical gaps were identified and have now been included in the strategy: housing and transport. Housing has been added to Theme 5 and transport has been added to Theme 1. Work in these areas is being carried out by the Greater Norwich Housing Partnership, the Norwich Area Transport Strategy and the Greater Norwich Development Partnership.

Another key task for the City of Norwich Partnership is to ensure that the themes and strategic objectives support and enhance each other. Discussions will be held to identify and clarify areas of gaps and overlaps in the strategy. The use of sustainability appraisal methods at appropriate points in the development and implementation of the strategy is being considered.

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

Strategic Board priorities

The role of the Strategic Board is to look to the future and keep pace with developments. In January 2007, it adopted four priorities on which to focus:

- The knowledge economy
- Tackling deprivation
- Skills and education
- Environmental sustainability

The partnership has used two of its forums to highlight Strategic Board priorities: in November 2006, the focus was on the knowledge economy, and in January 2008, the focus was on tackling deprivation. Future forums will address the remaining two priorities. Progress on all four priorities will also be ensured through the strategy's themes and strategic objectives, and reported on in the annual newsletter.

Implementing the strategy

The Norwich sustainable community strategy will achieve nothing unless there is a clear emphasis on delivery – on ensuring that the strategy is effectively implemented. The Delivery Board was established to be responsible for monitoring progress.

There are three ways to ensure that the necessary actions take place. The first is through specific LSP-funded activities. Although LSPs do not receive regular government funding, opportunities are sometimes made available to LSPs to apply for funding or other assistance. These may be small grants to progress a particular issue, such as the assistance the City of Norwich Partnership successfully bid for to develop an affordable warmth strategy. In some instances, substantial funds are made available to LSPs. An example of this is Neighbourhood Renewal Funding, which the City of Norwich Partnership was awarded in 2006 in order to address the significant levels of deprivation which exist in Norwich. (See 'The wider context' below for additional information.)

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

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

In addition to the above, by statute, sustainable community strategies drive and shape two local plans in particular: the local development framework (LDF) and the local area agreement (LAA). These also therefore help to ensure the strategy is implemented.

LDF

The LDF is more commonly known as the planning strategy for the city. In every local authority area, the LDF is the 'spatial expression' of the local sustainable community strategy. Greater Norwich has a joint LDF which is being developed by Norwich, South Norfolk and Broadland district councils. The LSPs for these areas are also therefore working jointly, to ensure that the LDF reflects each of these areas' sustainable community strategies.

LAA

The LAA is a three-year agreement between local and central government on priorities, funding and targets. Norwich is part of the Norfolk LAA, a county-wide mechanism for identifying and tackling priorities and, where possible, pooling together and redistributing funding to support these priorities. LAAs are expected to incorporate the priorities of local sustainable community strategies, and in turn, district LSPs are expected to contribute to the delivery of the county LAA. Norwich's strategy will feed into the Norfolk LAA, ensuring that the LAA adequately addresses the particular urban issues that exist in Norwich.

The latest guidance on LAAs in two-tier areas (those such as Norwich with both a county and district local authorities) requires that the LAA have a strong 'locality dimension'.

That is, the LAA must reflect the priorities of the various districts where these are distinct. From a set of 198 national indicators, the Norfolk LAA will include up to 35 indicators selected from a set of 198 national indicators (plus an additional 16 education-related indicators). The Norfolk LAA will be agreed in June 2008. At the time this strategy is being finalised, Norwich is negotiating to ensure that many of the LAA indicators reflect Norwich priorities as set out in this document.

The wider context

There are three important changes developing locally:

- Growth
- Neighbourhood working
- Unitary status

Unitary Status

The City Council has made an innovative bid for unitary status, based on an extended 'greater Norwich' boundary. The government has recognised the potential strengths of this model, and has formally commissioned the Boundary Committee to access the options for unitary government across the whole of Norfolk and Suffolk.

The review started on 3 March 2008, and is expected to conclude with recommendations to the Secretary of State by 3 December 2008. If new unitary councils are agreed they would come into place probably with effect from 1 April 2010.

A new unitary council for greater Norwich would combine the services and responsibilities that are currently split between district and county councils. The new unitary would cover the whole of the city urban area and would negotiate its own LAA with government, thus enabling a far clearer and stronger link to Norwich's sustainable community strategy. This should ensure the development of specific targets focussed on the needs of the city, and direct LAA funding to ensure delivery of appropriate actions.

Growth

Norwich has been identified as a growth area in the regional spatial strategy. Greater Norwich is expected to build an additional 33,000 new homes and create 36,000 new jobs from 2001 to 2021. A successful bid for growth point status has secured additional government funding to support this. The growth agenda is being planned and managed by the Greater Norwich Development Partnership (GNDP), which is a collaborative effort of officers and elected members from Norwich City Council, Broadland and South Norfolk District Councils and Norfolk County Council. The GNDP is developing a joint local development framework (see page 9), drawing on the respective LSPs' sustainable community strategies. Here again, a unitary structure would enable a simpler link between the Norwich strategy and the Norwich planning framework.

Neighbourhood working

Increased neighbourhood working and engagement is one of Norwich City Council's strategic priorities. In the immediate future, the City Council is gradually developing stronger engagement with local communities and stakeholder groups, and is seeking to deploy more services at a community level (eg neighbourhood managers and local wardens) including working closely with Safer Neighbourhood Teams.

In the longer term (especially from 2010 onwards) the advent of unitary status for the whole city of Norwich provides the opportunity to build a neighbourhood focus into the design and implementation of the new unitary council. Norwich City Council will be developing proposals in consultation with local people and stakeholders, and this will ensure that we can respond effectively to the powers in the Sustainable Communities Act 2007.

Statement of public involvement

From April 2009, local authorities and local strategic partnerships will have a duty to involve the public in shaping local services and plans. As part of the preparations for unitary status, the council and City of Norwich Partnership will undertake an extensive consultation exercise with all residents, including those in areas that may be incorporated into the city as a result of expected changes to the city boundary. The partnership will seek views from residents about the issues they most want addressed. The approach will draw on best practice for public consultation. Where possible, any consultation with local residents will be coordinated with the key statutory organisations involved in City of Norwich Partnership, and in particular with the local development framework. Furthermore, results of consultations will be made available to the public.

Part Two

The Sustainable
Community Strategy
for Norwich

2007–2020

(to be updated 2010)

Overview of Norwich

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

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

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

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

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

At the same time, there are surprisingly high levels of deprivation in the city. Norwich has the highest proportion of housing benefit recipients and council tax benefit recipients of all local authorities in the eastern region. According to 2007 Index of Deprivation figures, 32% of Norwich children are affected by income deprivation. Educational attainment is low in certain areas, and many people lack the basic skills required by employers. Deprivation also has a detrimental effect on health, and mental health is a significant issue for the city.

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

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

Our vision for Norwich:

“To make Norwich a world-class city in which to live, work, learn and visit.”

Every few years, great opportunities present themselves to make significant moves forward in developing an area or changing expectations of its residents and visitors. Norwich has that opportunity now and cannot and should not be shy or timid about what it wishes for. The vision above has been written to capture this sense of spirit and adventure. It is deliberately ambitious but the City of Norwich Partnership believes it is better to strive for something stretching and aspirational than to aim lower and achieve it. In essence, who would argue against wanting the best for the people of Norwich now and in the future?

Our mission for Norwich:

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

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

Our themes and strategic objectives for Norwich:

Theme 1: City of Economic Growth and Enterprise

- to help enterprise flourish
- to raise aspirations, skills and achievement
- to develop the right infrastructure for business
- to raise Norwich's profile
- to promote the well-connected city through sustainable transport

Theme 2: City of Environmental Excellence

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

Theme 3: City of Culture and Creativity

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

Theme 4: City of Safe and Strong Communities

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

Theme 5: City of Health and Well-being

- to reduce poverty and disadvantage
- to reduce the incidence of mental health problems
- to reduce health inequalities
- to ensure adequate housing for all Norwich residents

Theme 6: City of Learning and Personal Development

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

Theme 1: City of Economic Growth and Enterprise

1

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

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

Key Strengths

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

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

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

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

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

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

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

Table 1 Largest business sectors in Norwich

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

*Health, Education & Government

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

Key Challenges

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

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

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

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

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

Despite its many assets, Norwich suffers from a poor national image as a business location. Norwich needs to tackle misconceptions and market its business offer to investors in order to encourage businesses to locate and invest here and help businesses to recruit key staff. And with the planned growth in jobs and housing it will be vital to support this with sustainable transport.

While the Norwich economy has much to offer to those with good qualifications and skills, many local people have low levels of educational attainment and skills. Five of Norwich's 13 wards are ranked in the most deprived 5% of wards nationally, for education and skills. Norwich has the highest proportion of income support claimants in the eastern region. Unemployment rates in the city council area are high⁷ and some 18% of the population are income deprived⁸ reflecting low pay levels.

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

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

These are:

- To strengthen Norwich's economy by creating a more confident and integrated business community, maximising employment opportunities and ensuring the right environment exists for enterprise to flourish
- To raise aspirations, skills and achievement by developing individuals' learning opportunities and potential, to ensure that the needs and challenges of the economy are met
- To develop the right infrastructure for business, ensuring that Norwich is both physically and 'virtually' an easily accessible place to do business
- To raise Norwich's profile as a great place to live, work, learn and visit
- In addition, the Norwich Highways Agency Committee will ensure delivery of the fifth strategic objective in this theme through its Norwich Area Transport Strategy
- To promote the well-connected city through sustainable transport

See table overleaf for priorities.

Strategic objectives	Key priorities
To help enterprise flourish	<p>Increase business start-ups</p> <p>Support business growth and retention and sector development</p> <p>Attract inward investment</p> <p>Develop exporting and strategic business links nationally and internationally</p> <p>Exploit new market opportunities</p> <p>Develop the social economy</p>
To raise aspirations, skills and achievement	<p>Increase and improve the skills of Norwich citizens</p> <p>Expand workforce development</p> <p>Raise aspirations and develop an entrepreneurial / learning culture</p> <p>Tackle access barriers to learning and employment</p> <p>Ensure there is a strong economic component to neighbourhood renewal and regeneration strategies</p>
To develop the right infrastructure business	<p>Contribute towards the development of sustainable for transport infrastructure (inc.parking) within Norwich</p> <p>Develop 'gateways' to Norwich by road, rail, air and water</p> <p>Ensure an appropriate and accessible supply of land and business premises</p> <p>Develop a support infrastructure relevant to the needs of businesses such as broadband access, cluster development and business networks</p> <p>Maximise the high potential of Norwich's economy for sustainable growth</p>
To raise Norwich's profile	<p>Promote and market a strong Norwich image at home and abroad</p> <p>Celebrate success and develop ambassadors</p> <p>Support the development of a vibrant city centre</p> <p>Work with other economic centres in Norfolk and the region to position ourselves in Europe and in central government planning</p>
To promote the well-connected city through sustainable transport	<p>Promote a vibrant city centre and other commercial centres by improving accessibility for people and goods</p> <p>Improve the quality and provision of public transport</p> <p>Provide greater connectivity in and between communities to promote cycling and walking</p> <p>Reallocate road space to prioritise sustainable forms of transport</p> <p>To cater for travel consequence arising from growth aspirations by means other than the car</p>

Principal Partners

City of Norwich Partnership Economy Round Table
Greater Norwich Development Partnership
Norwich City Council
Shaping Norfolk's Future (the county's economic partnership)
Norfolk County Council

Principal Strategies

Joint Core Strategy
Norwich's Economic Strategy
Regional Economic Strategy
Regional Integrated Strategy
Regional Social Enterprise Strategy
Regional Spatial Strategy
Regional Women's Enterprise Strategy
Shaping Norfolk's Future (Norfolk County Council's economic partnership)
Norwich Area Transport Strategy

Theme 2: City of Environmental Excellence

2

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

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

Key Strengths

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

In general, street cleanliness is high, with 89% of highways reaching an acceptable standard in 2005/6. However, flytipping and litter are a problem in some areas. Waste generated from households has been increasing by about 3% a year and space in local landfill sites is rapidly decreasing. Beneficially though, city council initiatives have increased domestic recycling rates to nearly 25% of total waste by October 2007 and further increases are expected as more initiatives are implemented up to 2010.

Traffic levels in the city centre have remained roughly stable since 1995, suggesting that measures such as Park & Ride have been at least partly successful in controlling traffic growth. Indeed, there has been a 27% increase in bus passenger numbers between 1997 and 2005, which is mainly due to the opening of the Park & Ride facilities. There has been a 5% increase in numbers of people cycling in the city centre between 2001 and 2004, as provision for city cyclists improves. There are good cycling and pedestrian links to the countryside from the north of the city and good opportunities to extend city-wide routes over the next few years.

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

Norwich has links with the countryside and the wider 'green infrastructure', which extends into Broadland, South Norfolk and the Broads. It will be vital to preserve and enhance these links, particularly in the light of the planned growth in the area, as the surrounding countryside has an impact on the residents of Norwich and vice-versa.

Norwich is the home of UEA, which has an international reputation for excellent ongoing research into the causes and likely impacts of climate change. It also houses a number of initiatives which give guidance to householders, businesses and the public sector on practical ways to reduce carbon emissions from their activities, and a range of events with this theme have been held with local partners such as the Norwich Cathedral and the Forum.

Key Challenges

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

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

There is evidence of continued growth in traffic volumes in non-central parts of the city and at weekends in all areas, which has resulted in increased congestion, noise and air pollution. Existing measures to control traffic growth will need to be extended to avoid a sharp rise in traffic volumes over the next 20 years. Further measures to improve fragmented cycle routes, particularly on busy junctions where cyclists are vulnerable, would be a beneficial development.

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

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

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

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

CoNP's Environment Round Table has completed a series of activities to address these challenges during 2005-7. They range from developing an inter-agency Affordable Warmth Strategy to tackle fuel poverty and domestic carbon dioxide emissions in the city, to identifying a network of parks and natural areas which will be linked up to allow wildlife to thrive. A further set of actions have been developed for the life of this strategy and work has commenced on them. The round table has identified three new strategic objectives to provide a structure for the 2008-11 action plan. City-wide targets are being developed for each of these objectives:

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

See overleaf for key priorities.

Strategic objectives	Key priorities
To become a low-carbon city	<p>Monitor and report on greenhouse gas emissions arising from activities in Norwich</p> <p>Significantly reduce greenhouse gas emissions arising from new and existing housing, other buildings, transport, waste, energy generation, businesses, the public sector and the voluntary sector</p> <p>Facilitate and promote adaptation to the impact of climate change, such as increased summer temperatures, water shortages and heavier winter rainfall, in buildings, infrastructure and services</p>
To minimise our use of global resources	<p>Monitor and report on levels of resource use in Norwich</p> <p>Significantly reduce resource use and increase recycling by individuals, businesses and the public sector</p>
To become a model city for the management of the natural and historic environment	<p>Raise awareness of and improve access and community involvement in the natural and built environment</p>

Actions on issues such as reducing the negative impacts of traffic and addressing waste in the city will be subsumed under the 'low carbon' and 'minimising resource use' objectives.

Principal Partners

City of Norwich Partnership Environment Round Table

CRed

HEART

Norfolk Biodiversity Partnership

Norfolk County Council

Norwich City Council

Norwich 21

Principal Strategies

City of Norwich Replacement Local Plan

Integrated Regional Strategy for the East of England

Joint Core Strategy

Norfolk Biodiversity Action Plan

Norwich Area Transport Strategy

Norwich Integrated Waste Management Strategy

Regional Environment Strategy for the East of England

Securing the Future - the UK Sustainable Development Strategy

Theme 3: City of Culture and Creativity

3

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

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

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

Key Strengths

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

Norwich is also a historic city. It was the second-largest city of medieval and early modern England and has a uniquely well-preserved medieval street pattern. The city’s collection of 32 pre-Reformation churches is the best north of the Alps, and a number of other buildings, sites and collections are of international historical significance. Overall, 1500 historic and listed buildings contribute to the distinctive character of the city.

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

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

- the most successful regional theatre in the country
- the Sainsbury Centre for the Visual Arts – a world-class collection housed in a world-class architectural landmark
- Norwich Castle Museum & Art Gallery, lead museum in the regional strategic hub, its collections designated ‘of national and international significance’ by the Department of Culture, Media and Sport
- the highly regarded specialist Norwich School of Art and Design
- AURORA Film Arts Festival, an annual four day event attracting international filmmakers and animators
- Contemporary Art Norwich, including EAST International, an bi-annual art event of international acclaim
- the world-renowned creative writing MA at UEA

- the region's media based in Norwich – the BBC, Anglia and Archant
- one of only two puppet theatres in the country
- a successful football team
- the largest cluster of creative and cultural industries in the eastern region
- a vibrant community arts sector including Community Music East, NORCA and Big Sky community choir
- a lively music scene, ranging from the excellence of international performers attracted by the Norfolk and Norwich Festival, the Theatre Royal, the Britten Sinfonia, resident in Norwich, to the new and alternative talent being fostered by smaller venues such as the Norwich Arts Centre, the King of Hearts, Access to Music, UEA, Waterfront and many pubs and clubs offering opportunities for new musicians
- dance and drama projects such as the Garage, the Playhouse, the Puppet Theatre and the Maddermarket and numerous theatre groups which offer a wide range of theatre in addition to the touring shows that come to the Theatre Royal

Key Challenges

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

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

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

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

What will the City of Norwich Partnership do about culture?

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

These are:

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

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

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

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

Principal Partners

Arts and Cultural Network (Network Now)

City of Norwich Partnership Culture Round Table

Creative City Partnership

Contemporary Art Norwich

New Writing Partnership

Principal Strategies

2008 Capital of Culture Bid

City of Norwich Partnership Cultural Strategy

Joint Core Strategy

Urban Cultural Programme

Theme 4: City of Safe and Strong Communities

4

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

Safe Communities

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

Key Strengths – Safe Communities

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

Safer Neighbourhood Teams have been established across constabulary areas, which are very much grassroots-based. The constabulary's central operating area covers not only the city, but also some parts of Broadland and South Norfolk. This results in greater potential for cross-boundary working.

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

Key Challenges – Safe Communities

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

Some 20,000-25,000 people visit Norwich on weekend evenings to enjoy the opportunities provided by the evening and night time economy. This has a significant impact on crime and disorder in the city centre, much of which is fuelled by alcohol. In certain neighbourhoods, levels of anti-social behaviour and criminal damage are high, much of which is caused by small numbers of chaotic families who, for reasons such as mental health, unemployment, domestic violence and crime, impact upon neighbours and the wider community.

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

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

Strong Communities

A community may be one of geography (such as a neighbourhood), one of faith or one of interest (such as a disability group). Strong communities have been described as requiring two things: identity, or self-knowledge and a sense of shared purpose; and agency, or the ability to act.¹³ Strong communities also require a living environment, both built and natural, that supports a positive self-identity for individuals and groups. This provides a clear link to the work of the City of Norwich Partnership's Environment Round Table, and details of the built and natural environment can be found in Theme 2.

Key Strengths – Strong Communities

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

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

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

Key Challenges – Strong Communities

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

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

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

What will the City of Norwich Partnership do about communities?

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

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

The following priorities that underpin the above objectives are being implemented by Neighbourhood Renewal Funding (see Part 1).

Strategic objectives	Key priorities
To reduce crime and anti-social behaviour	Improve the level of public confidence Reduce the incidence of anti-social behaviour Reduce the levels of criminal damage Reduce the levels of violent crime, including domestic violence Reduce the adverse effects of prolific and priority offenders on communities
Support families in crisis	Enhance the work of the Families Unit in the most deprived neighbourhoods
Reduce the harm caused by alcohol	Develop and implement an alcohol harm reduction strategy and action plan Enhance the work of the Norwich Alcohol Board
(table continued overleaf)	

To improve neighbourhood engagement	Develop the reach and effectiveness of the Safer Neighbourhood Action Panels Further develop role of the Third Sector Forum to enable closer working between the third sector and public sector bodies to deliver improved services Improve the dialogue between service providers and communities and also within neighbourhoods
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Principal Partners

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

Principal Strategies

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

Theme 5: City of Health and Well-being

5

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

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

Key Strengths

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

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

Norwich GPs have the highest generic drugs prescribing in England (an indicator of cost-effective prescribing), and one of the lowest rates of inappropriate antibiotic prescribing. Norwich Community Hospital offers award-winning rapid access community outreach services, resulting in fewer hospital admissions, which are more costly to the tax payer and more disruptive to the patient. Given the levels of deprivation in Norwich, another success is the fact that the two main causes of death – circulation disorders and cancers – both show trends similar to the favourable regional and national trends in premature mortality (under-75 death rates).¹⁴

In terms of housing, there is significant partnership working in place between Norwich, Broadland and South Norfolk through the Greater Norwich Housing Partnership, which produced a joint housing strategy for 2008-2011. The three councils also jointly commissioned a housing needs strategy and it is recognised that housing needs identified within the city will have to be met in part outside city boundaries.

Key Challenges

One challenge to health and well-being is the degree of poverty and disadvantage in Norwich. Norwich currently has the highest levels of deprivation in the eastern region. Many issues contribute to this. Unemployment is relatively high, and 25% of households in Norwich receive housing and council tax benefits, compared to only 14% across Norfolk. Teenage pregnancy rates are high in the city, at 58.6 per 1,000 females aged 15 to 17, compared to 37.7 in Norfolk. A teenage mother is far less likely to gain qualifications and secure a decent income, and thus the cycle of deprivation continues to the next generation.

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

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

With regard to housing, Norwich has a large social rented sector, comprising some 35.5% of the housing stock of the city. Despite this, there is still a significant lack of affordable housing, with nearly 8000 households on the council's housing needs register¹⁵. To meet this need, the council's 2006 housing needs survey states that 55.5% of all new housing should be affordable. Another housing-related issue is fuel poverty, a problem for people on low incomes living in poorly insulated homes, particularly when fuel prices are rapidly escalating.

Finally, it will be vital to meet the significant targets for new housing as set out in the draft Regional Spatial Strategy in a way that results in genuinely healthy and sustainable communities, in the broadest sense of the term.

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

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

These are:

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

See the table on the next page for priorities under each objective. These are being delivered largely by the NRF Action Plan and the Greater Norwich Housing Partnership.

Strategic objectives	Key priorities
To reduce poverty and disadvantage	Reduce unemployment Reduce teenage pregnancies Prevent homelessness Reduce fuel poverty <i>(See also 'Educational attainment' in theme 6)</i>
To reduce the incidence of mental health problems	Build individuals' mental health resilience Improve service delivery
Reduce health inequalities	Improve health in identified priority areas
To ensure adequate housing for all Norwich residents	Move towards a balanced housing market Build sustainable and thriving communities Maximise opportunities for delivering affordable housing Achieve decent, healthy and environmentally sustainable homes across all tenures Provide choice and fair access to all services Deliver outcomes through effective partnership working

Principal Partners

City of Norwich Partnership's social issues round table

Greater Norwich Development Partnership

Greater Norwich Housing Partnership

JobCentre Plus

Norfolk and Waveney Mental Health Trust

Norfolk County Council

Norfolk Primary Care Trust

Principal Strategies

Choosing Health

Every Child Matters

Greater Norwich Homelessness Strategy

Greater Norwich Hostel Strategy

Greater Norwich Housing Strategy

Joint Core Strategy

Mental Health Service Framework

National Teenage Pregnancy Strategy

National Sexual Health Strategy

Theme 6: City of Learning and Personal Development

6

...where people reach their full potential

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

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

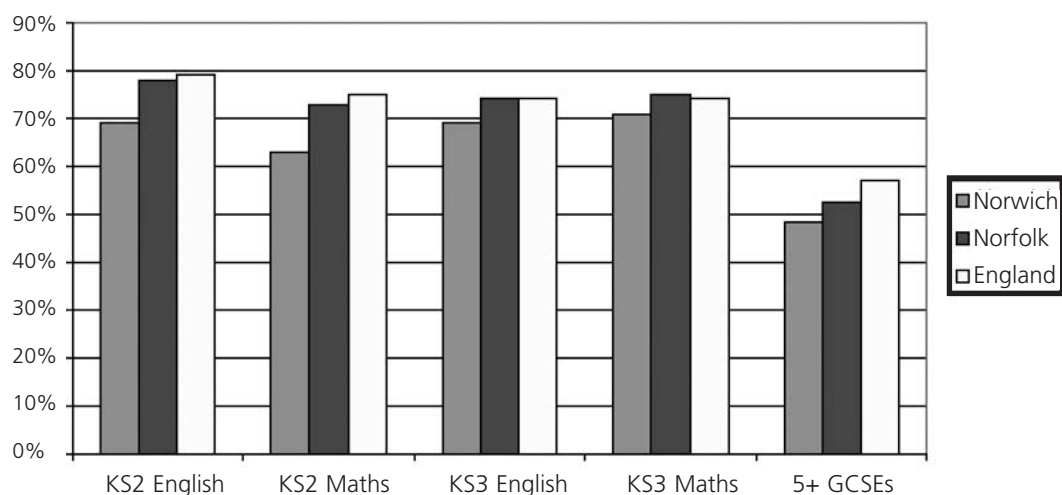
Key Strengths

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

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

Of the six high schools in Norwich, five have specialist status. Results at the end of Key Stage 3 (age 14) and of GCSEs (age 16) are improving, with particular progress during the last two years. And rates of 16 year olds staying on in full-time education, training or employment with a training component are improving.

Fig. 4 2005 educational performance



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

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

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

Key Challenges

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

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

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

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

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

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

What will the City of Norwich Partnership do about learning?

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

These are:

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

See the table below for related priorities.

Strategic objectives	Key priorities
Improve levels of educational attainment	<p>Increase the number of 16+ year olds in education, employment or training</p> <p>Improve results at Key Stage 2 (proportion of pupils achieving level 4 by Year 6), particularly in the most deprived neighbourhoods</p> <p>Improve results at Key Stage 3 (proportion of pupils achieving level 5 by Year 10), particularly in the most deprived neighbourhoods</p> <p>Improve GCSE results (proportion of pupils achieving 5+ A*-C GCSEs)</p>
Boost aspirations and create a culture of life-long learning	<p>Improve school attendance rates</p> <p>Improve provision for first-rung adult learning opportunities for residents with no or low-level qualifications</p>
Ensure that education and training fit the needs of the Norwich	<p>Reduce the number of adults of all ages with no or low qualifications, particularly in the most deprived neighbourhoods</p>

Principal Partners

City College

City of Norwich Partnership Social Issues Round Table

Learning and Skills Council

Norfolk County Council

Norfolk Learning Partnership

Norwich Learning City

Principal Strategies

Joint Core Strategy

Norfolk Children and Young People's Plan

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

Learning and Skills Council Adult Strategy (local)

Learning and Skills Council Skills Strategy (regional)

City of Norwich Partnership

board structure

Members of the Strategic Board

Chair: Graham Creelman	<i>Creelman Associates</i>	Sue Howl	<i>Government Office East</i>
Vice-chair: Cllr. Steve Morpew	<i>Norwich City Council</i>	Bill Macmillan	<i>University of East Anglia</i>
Tim Bishop	<i>BBC East</i>	Cllr Brian Morrey	<i>Norfolk Police Authority</i>
Colin Bland	<i>Broadland District Council</i>	Dick Palmer	<i>City College Norwich</i>
Sheila Childerhouse	<i>NHS Norfolk</i>	Geoff Rivers	<i>South Norfolk Council</i>
Cllr Evelyn Collishaw	<i>Norfolk County Council</i>	Freda Sheehy	<i>NELM Development Trust</i>
Trevor Davies	<i>University of East Anglia</i>	Graham Smith	<i>Norwich Cathedral</i>
Sarah Francis	<i>Norfolk Constabulary</i>	Caroline Williams	<i>Norfolk Chamber of Commerce</i>
Brian Horner	<i>Voluntary Norfolk</i>		

Members of the Delivery Board

Chair: Laura McGillivray	<i>Norwich City Council</i>	Lynda Peacock	<i>Norwich City Council</i>
Bridget Buttinger	<i>Norwich City Council</i>	Chris Poplewell	<i>Norwich City Council</i>
Sarah Francis	<i>Norfolk Constabulary</i>	Clive Rennie	<i>NHS Norfolk</i>
David Ingham	<i>Churches Council Forum</i>	Linda Rogers	<i>Voluntary Norfolk</i>
Caroline Jarrold	<i>Jarrold & Sons Ltd</i>	Nikki Rotsos	<i>Norwich City Council</i>
Martyn Livermore	<i>Norfolk County Council</i>	Victoria Smillie	<i>Mancroft Advice Project</i>
Gwen May	<i>NELM Development Trust</i>	Lesley Whitney	<i>Norfolk County Council</i>
Sylvia Morley	<i>NHS Norfolk</i>	Ian Woods	<i>Norwich Puppet Theatre</i>
Cllr. Brian Morrey	<i>Norwich City Council</i>		

Members of the NRF Board

Chair: Bridget Buttinger	<i>Norwich City Council</i>	Brian Horner	<i>Voluntary Norfolk</i>
Mike Austin	<i>Norfolk Constabulary</i>	Gwen May	<i>NELM Development Trust</i>
Christopher Butwright	<i>Norfolk County Council</i>	Sylvia Morley	<i>NHS Norfolk</i>
Bob Cronk	<i>Norwich City Council</i>	Helen Newell	<i>St Michaels Junior School</i>
Tony Dadoun	<i>Government Office East</i>	Nejla Sabberton	<i>Government Office East</i>
Eve Dewsnap	<i>Norfolk County Council</i>	Jim Woodrow	<i>Anglia Television</i>
Yvonne Hendry	<i>Job Centre Plus</i>		

Members of the LEGI Board

Chair: Chris Poplewell	<i>Norwich City Council</i>	Kate Kingdon	<i>Norfolk Community Foundation</i>
Ruth Bullard	<i>Blyth Jex High School</i>	Chris Maw	<i>Pricewaterhousecoopers</i>
David Dukes	<i>Norfolk County Council</i>	Erika Watson	<i>Prowess</i>
Michael Gurney	<i>The Point</i>		
Caroline Jarrold	<i>Jarrold & Sons Ltd</i>		

economy

Members of the **ECONOMY** Round Table

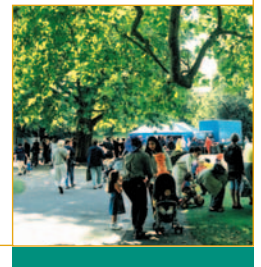
Chair: Caroline Jarrold	<i>Jarrold & Sons Ltd</i>	Chris Maw	<i>Pricewaterhouse Coopers</i>
Graham Brough	<i>Learning & Skills Council, Norfolk</i>	Ian McCormick	<i>University of East Anglia</i>
Liz Chettleburgh	<i>Norwich Union/Aviva</i>	Peter Mitchell	<i>Jarrold & Sons Ltd</i>
David Clover	<i>The EV Group</i>	Cllr. Steve Morphew	<i>Norwich City Council</i>
Peter Colby	<i>Tops Property Services Ltd</i>	Amanda Pead	<i>Kettle Foods Ltd</i>
Chris Cook	<i>South Norfolk Council</i>	Corrienne Peasgood	<i>City College Norwich</i>
Barry Coote	<i>Lloyds TSB Bank plc</i>	Chris Poplewell	<i>Norwich City Council</i>
Robin Daniels	<i>NRP Enterprises Ltd</i>	Angela Robson	<i>Norwich School of Art & Design</i>
Jonathan Denby	<i>National Express</i>	Philip Search	<i>Broad House Hotel</i>
Sandra Dinneen	<i>Norfolk County Council</i>	Dave Stutchbury	<i>Clydesdale Bank PLC</i>
Marjorie Eade	<i>Financial Industry Group</i>	Caroline Williams	<i>Norfolk Chamber of Commerce</i>
Ian Findlater	<i>May Gurney Integrated Services</i>	Helen Wiseman	<i>Connexions Norfolk</i>
Greg Gibson	<i>Mills & Reeve</i>	Andrew Wood	<i>Steeles</i>
Robin Hall	<i>The Forum Trust Ltd</i>	Jim Woodrow	<i>Anglia Television</i>
David Harvey	<i>Harvey & Co</i>	Representative	<i>Capital Shopping Centres</i>
Rob Hetherington	<i>JobCentre Plus</i>	Representative	<i>HSBC Bank plc</i>
Richard High	<i>Shaping Norfolk's Future</i>	Representative	<i>Virgin Money Ltd</i>
Chris Hill	<i>Broadland District Council</i>		
Martin Lake	<i>Federation of Small Businesses</i>		
Neil Loveday	<i>Soup Ltd</i>		
Simon Lubbock	<i>Natwest & Royal Bank of Scotland</i>		
Richard Marks	<i>John Lewis</i>		
David Martin	<i>Business Link East</i>		



environment

Members of the ENVIRONMENT Round Table

Chair: Cllr. Brian Morrey	<i>Norwich City Council</i>	Alan Marchant	<i>British Trust of Conservation Volunteers</i>
Dominic Allen	<i>Norfolk County Council</i>	Jenn Parkhouse	<i>Norwich Friends of the Earth</i>
Mark Allen	<i>Norfolk County Council</i>	Scott Perkin	<i>Norfolk Biodiversity Partnership</i>
Richard Bearman	<i>Norfolk & Norwich Transport Action Group</i>	Sue Pollard	<i>Norwich & Norfolk Against Climate Change Coalition</i>
Roger Bond	<i>University of East Anglia</i>	Trevor Price	<i>LSI Architects LLP</i>
David Cumming	<i>Norfolk County Council</i>	Helen Purser	<i>Norwich City Council</i>
Mark Daley	<i>CityCare</i>	Ian Roe	<i>Norfolk County Council</i>
Matthew Davies	<i>Norwich Fringe Project</i>	Clive Slater	<i>NHS Norfolk</i>
Zita Denmark	<i>Jarrold and Sons Ltd</i>	Paul Swanborough	<i>Norwich City Council</i>
Dawn Dewar	<i>University of East Anglia</i>	Cllr. Alan Waters	<i>Norwich City Council</i>
Rob Dryden	<i>Environment Agency</i>	Rachel Watson	<i>Norwich 21</i>
Janet Ede	<i>The Norwich Society</i>	Andy Watt	<i>Norwich City Council</i>
John Elbro	<i>Yare Valley Society</i>	Lorraine Whitmarsh	<i>Tyndall Centre</i>
Simon Gerrard	<i>University of East Anglia</i>		
John Hiskett	<i>Norfolk Wildlife Trust</i>		
David Holden	<i>East Anglian Business Environment Club</i>		
Paul Holley	<i>Norwich City Council</i>		
Steve Jenkins	<i>Norfolk Environmental Waste Services</i>		
Jane Jones	<i>Norwich Historic Churches Trust</i>		
Mike Loveday	<i>Norwich Heritage Economic & Regeneration Trust</i>		
Cllr. Judith Lubbock	<i>Norwich City Council</i>		



culture

Members of the **CULTURE** Round Table

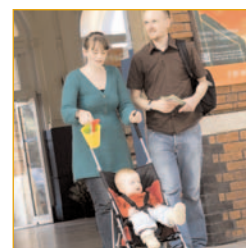
Chair: Ian Woods	<i>Norwich Puppet Theatre</i>	Keith Nicholls	<i>The Sportspark</i>
Tim Bowness	<i>Burning Shed</i>	Richard Osbourne	<i>Bright Star Creative</i>
Sarah Cannell	<i>Targetfollow Arts</i>	Marcus Patteson	<i>Norwich & Norfolk Community Arts</i>
Marion Catlin	<i>Norwich City Council</i>	James Piercy	<i>Inspire</i>
Jon Cook	<i>University Of East Anglia</i>	Nikki Rotsos	<i>Norwich City Council</i>
Charlotte Crawley	<i>East Anglia Art Fund</i>	Roger Rowe	<i>Norwich Society</i>
Graham Creelman	<i>Creelman Associates</i>	Helen Selleck	<i>Norwich City Council</i>
Neil Doncaster	<i>Norwich City Football Club</i>	Sue Tuckett	<i>Norwich School of Art & Design</i>
Cllr. Brenda Ferris	<i>Norwich City Council</i>	Peter Tullin	<i>Arts & Business East</i>
Sarah Foster	<i>Creative Arts East</i>	Peter Wilson	<i>Theatre Royal</i>
Andi Gibbs	<i>Art Architecture</i>		
Chris Gribble	<i>New Writing Partnership</i>		
Bryan Gunn	<i>Norwich City Football Club</i>		
Chris Heuvel	<i>LSI Architects LLP</i>		
Ben Higham	<i>Community Music East</i>		
David Hill	<i>Jarrold & Sons Ltd</i>		
Stuart Hobday	<i>Norwich Arts Centre</i>		
David Holgate	<i>Craft Guild</i>		
Martine Holden	<i>Norwich City Council</i>		
Jonathan Holloway	<i>Norfolk & Norwich Festival</i>		
Anthony Hudson	<i>Hudson Architects</i>		
Ian Johnson	<i>Access to Music</i>		



social issues

Members of the **SOCIAL ISSUES** Round Table

Chair: Victoria Smillie	<i>Mancroft Advice Project</i>	Linda Rogers	<i>Voluntary Norfolk</i>
Liz Bishop	<i>Orbit Housing Association</i>	Dave Seaton	<i>Flagship Housing Group</i>
Cllr. Linda Blakeway	<i>Norwich City Council</i>	Freda Sheehy	<i>NELM Development Trust</i>
Cllr. Bert Bremner	<i>Norwich City Council</i>	Sam Sirdar	<i>Norfolk & Norwich Race Equality Council</i>
Roz Brooks	<i>The Bure Centre</i>	Nick Vesey	<i>St Luke's and St Augustine's Churches</i>
Celia Cameron	<i>Age Concern</i>	Sabine Virani	<i>Norwich City Council</i>
Kevin Clarke	<i>Norfolk Constabulary</i>	David Walker	<i>Norwich Charitable Trust</i>
Cllr. Hereward Cooke	<i>Norwich City Council</i>	Pauline Weinstein	<i>Norwich Agelink</i>
Paul Corina	<i>Norfolk Youth Offending Team</i>	Nona Welford	<i>Bowthorpe Community Partnership</i>
Bob Cronk	<i>Norwich City Council</i>	Phil Wells	<i>Age Concern Norwich</i>
Pat Daniel	<i>Central Norwich Citizens Forum</i>	Lesley Whitney	<i>Norfolk County Council</i>
John Drake	<i>YMCA Norfolk</i>	Tom Wilson	<i>Julian Housing</i>
Liz Earl	<i>Leeway Women's Aid</i>	Steve Wiseman	<i>Norwich & District Citizens Advice Bureau</i>
Diana Ellis	<i>Eaton Primary School</i>		
Vivian Farrow	<i>Cotman Housing Association</i>		
David Fullman	<i>Norwich Charitable Trusts</i>		
Sue Gale	<i>Norwich Health Forum</i>		
Peter Gianfrancesco	<i>MIND</i>		
Gwen May	<i>NELM Development Trust</i>		
Fiona McDiarmid	<i>Connexions Norfolk</i>		
Sylvia Morley	<i>NHS Norfolk</i>		
Gillian Oaker	<i>Norfolk & Waveney Mental Health Partnership</i>		
Lynda Peacock	<i>Norwich City Council</i>		
Derek Player	<i>St Martin's Housing Trust</i>		



List of Acronyms

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

Definitions

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

References

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

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City of Norwich
PARTNERSHIP

City of Norwich
www.norwich.gov.uk