



Norwich

Business
Improvement
District



Norwich city centre future strategy

November 2020

   #cityofstories

> Introduction

The Retail Group was appointed in 2019 by the Norwich BID to develop a Future Retail Strategy for the city centre. The specific objectives included:

- > Develop an optimum future vision for the city centre
- > Assess future customer need
- > Identify strengths in the offer to build on
- > Assess gaps in the offer to address
- > Help improve the performance of existing businesses
- > Provide the content for a Norwich Prospectus
- > Develop an Action Plan to deliver the strategy and actions needed to deliver the vision.

A variety of research workstreams were completed, building on the existing available information, including: a survey of city centre operators, review of the existing offer, discussions with stakeholders, review of catchment demographic information, review of benchmark locations and emerging consumer and retail trends. This study identified eight key strategies focusing on specific recommendations in order to achieve a future optimum for Norwich city centre.

These results were presented to the BID partners at an initial Retail Strategy Workshop in October 2019. The purpose of this was to get feedback from our partners and to identify the recommendations that they felt should be prioritised and developed.

A second workshop was held in March 2020, just prior to the first “lockdown”. As a result of this a consensus was developed. As a result of the Covid crisis it has become necessary to review these in a different light, that of recovery and transformation, and focusing on the wider city centre, not solely retail.

This report shows the selected ‘quick win’ actions and strategic actions (long term strategies) for each objective, along with an indicative responsibility and estimated cost. A full list of actions considered appears in the Appendix.

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> Invest Norwich & the Retail Strategy

The Invest Norwich Workplan (below) has been developed in partnership with city centre stakeholders to show the context and suggest how many of the actions that follow in the City Centre Strategy might fit and complement each other.



The strategy outlined in this document goes beyond pure “retail” and will allow us to improve and communicate our “offer to the world” through collaboration.

Its purpose is to improve and communicate the dynamic and positive business offer of Norwich – with greater use of our existing assets and to show the diversity of that offer.

Greater collaboration of both business and public communities – working with local authorities to ensure a clear, positive and consistent message.

By taking the geographic business clusters (Districts with clear/established networks & identities) within Norwich we will be able to attract potential inward investment/companies and people and provide a suitable ongoing support mechanism upon their arrival.

At the same time, we are developing clear information and communication channels to enable potential inward investors to understand the opportunities available in Norwich and be able to communicate and engage with the existing business community.

Stefan Gurney
Executive Director, Norwich BID

> Summary of Actions

Strategy		Action
Wayfinding	Improve visibility, access and impact	Gateway artworks, statements, street art at key arrival points
	Make it easier to shop the whole offer	Create an overarching Place Management Strategy, Tourist Information
Environment	Improve shopping experience and environment	Initiatives to 'Green' the city centre. Interreg 2 Seas: Upcycle Your Waste
	Identify opportunities to improve the public realm	Maximise the use of space
Promoting	Promote the variety and quality of the existing offer	Brand ambassadors: delivering through partners
	Build on already strong offer	District Dialogues
Experience	More events and markets	Night Market, Love Light Norwich, City Food Trail
	Additional promoting and marketing emphasis	Known Norwich initiative



> Wayfinding

1.1. Improve visibility, access and impact

The most successful retail offers are those that make it easy for the customer to see them, access them and buy from them. Many of Norwich's key retail attractions, components and stores are hidden. Customers in the city centre will therefore often miss them and not buy from them.

Actions:

1. Gateway Piece

Develop a proposal for a “statement” piece of sculpture or other artwork at a “gateway” site to the city, i.e. St Stephens Roundabout. Focus on the image and maintenance of exit and arrival points in the city. St Stephens Street should be a priority as it is not aesthetically pleasing and does not showcase what Norwich has.

Example: A large sword as a sculpture in the centre of the roundabout was suggested, depicting Queen Elizabeth's gift of a sword to the city.

The recently re-developed Mountergate area at the bottom of Prince of Wales Road is a good example of this in action, as a significant improvement to a gateway area, although it does not have the wow factor of a sculpture.

Next Steps: Contact interested Parties to identify programmed work that might be used e.g. St Stephens

Interested Parties: County Council, City Council

Source of Funds: Arts Council, Transforming Cities



> Wayfinding

1.2. Make it easier to shop the whole offer

More shopping purchases than not are impulse and not pre-planned. If a retailer successfully creates temptation, customers will often buy an item when they are either looking for something else or not even looking. Equally consumers are increasingly visiting city centres for multiple reasons: shopping, leisure, work, social etc.

Actions:

1. Place Management Strategy

The overarching need for a joined-up Place Management Strategy in which the **Wayfinding** and **Transport Strategies** are included.

This is a significant piece of work and will need a considerable budget, "up to £100K". One of the key outputs would be a Wayfinding Manual that clearly sets out the concept of wayfinding in the broadest sense. This is about physical assets but embracing new technology and making use of people.

Next Steps: Design of the new totems to be assessed and a format agreed to roll out to the rest of the city when funds allow. This could include the use of digital screens. It should be complimentary to the District Dialogue programme (**see Experience: District Dialogues**)

Interested Parties: County Council, City Council, Districts

Source of Funds: Transforming Cities

2. Tourist Information

The idea of Tourist Information Centre (TIC) micro sites received offers from Castle Qtr, Jarrold and Aviva to host something. Link to "outreach" of the new TIC offer in which Norwich Visitor Centre partners (Jarrold/TIC/Norwich City Council/Broads Authority) are collaborating. **Also see Promoting: 4.2 Additional marketing and promoting emphasis.**

We will need to develop the capability to provide resources and keep updated the "outreach" locations. The BID Hosts may have an important role to play and can help with literature distribution etc. including the City Map.

We will therefore create a plan to manage a citywide Tourist Information offer, including the use of volunteers, and business briefings. It will include an extension to the "Ambassadors" scheme, and include, for example, briefings for taxi drivers.

Norwich BID website is the core B2B channel and the VN website the core B2C channel. We will ensure that the VN channel evolves to be a key promotional and functional tool for visitors to shop the whole offer.

Next Steps: Liaise with existing TIC providers and potential locations for outreach locations. Create a Delivery Plan, which includes necessary training

Interested Parties: As above

Source of Funds: None required

> Environment

2.1. Improve the shopping experience & environment

Norwich's many customer groups are typically comfortable, affluent and discerning. They are experienced shoppers and want high standards of service. When they visit Norwich, they want a clean, rewarding and safe experience, which appeals to their 'feel-good' senses. They want to remember Norwich for its many strengths and often elements of unique appeal.

Actions:

1. Urban Green Recovery

Develop proposals around a Community X idea, for green spaces and animation for public use in the city centre, which will further BID objectives as part of the government's wider green economic recovery scheme, bringing forward funding for environmental projects to work on projects that restore nature and tackle climate change.

[Norwich City's Public Spaces Plan](#) should offer the opportunity to bring some of these forward, although there are differing priorities. There is a strong link with **2.2. Identify opportunities to improve the public realm.**

BID suggested potential locations:

#	Site Name	Description
1	St Benedicts Street	Increasing wildlife with wild and native plants. Bird boxes encouraging pollination and nesting. Community garden with collaboration of Norwich Arts Centre
2	Pottergate	Installation of green retainer wall in V shape and tree planting. Bike lock planters
3	Gentleman's Walk	Planting new trees? Complicated area
4	Castle Mound	These two areas could be house for a sensory garden orientated to elderly people and children as well as a Kitchen garden
5	Castle Green	
6	Chapelfield Gardens	Raised beds where people could have a garden hub to learn. Fitness park area
7	The Forum	Tree inside the church garden and additional vegetation possibly left area behind BBC
8	London Street	A green wall in the GYM wall as well as the columns. Another tree in the middle of the square?
9	Open Norwich	Bad location small space
10	Tombland	Bike lock planters and big tree and nursery triangle where businesses around area could sponsor plants?
11	Cathedral Close	Green amphitheatre or permanent theatre style area for educational purposes with the school or community plans for summer

> Environment

Urban Green Recovery

Next Steps: Liaise with interested parties with a view to developing a programme of work, similar to the London Street Renaissance document, to enable a partnership approach to any indemnified funding opportunity. The current consultation for the development of St Stephens includes provision for shelters feature greenery on the roof sand additional raised bed planting next to the shelters with additional seating in the form of benches, built into the sides of the raised beds.

Interested Parties:

- City Council, Parks & Open spaces, County Council
- John Innes Institute
- Hugh Frost
- Groundwork Trust (East)

Potential Source of Funds:

- Green Recovery Challenge Fund
- Urban Innovation Fund

2. Interreg 2 Seas: Upcycle Your Waste

This project supports the introduction of circular business cases to transform company waste (the by-products of doing business) into resources as a key enabler for the transition to a circular economy. Circular measures like re-design of products and processes and green procurement can bring companies economic benefits. This project will explore the business case for different sectors. We think the drivers for this will be a combination of:

- **Moral (saving the planet)**
- **Economic (saving or making money) and**
- **Compliance**

We believe that SMEs experience difficulties in adopting circular practices, due to limited organisational, technical and financial capacity. Only 25% of SME waste is currently repurposed. There is growing demand from SMEs for:

- **Knowledge of their waste streams and corresponding circular business cases**
- **Demonstrated solutions and tools to improve resource efficiency**
- **Better cooperation among companies to organise sufficient scale and develop processes to upcycle waste**

Through this project, the BID can enable SMEs at local level to join this transition, by facilitating SMEs to build their knowledge base, get organised & incorporate circular business cases and waste processing practices.

Objectives

The overall result of the project is an increased adoption of circular business cases by SMEs in the partner areas. Specifically, in Norwich:

- **300 SMEs participating in an inventory of their waste streams**
- **200 participating in a pilot**
- **100 adopting circular business cases and**
- **20% of waste stream upcycled that was previously discarded.**

> Environment

Upcycle Your Waste

First phase - Inventory of barriers for upcycling in SMEs – from June to September 2020

In June 2020, Norwich BID launched Upcycle your Waste project in the area with the aim to engage with as many SMEs as possible. During this period, Norwich BID was able to arrange 64 interviews with SMEs to identify their barriers and drivers for upcycling. From this total, we were also able to take 47 waste audits over the phone.

Second phase - Audit of waste streams in partners' business districts – from October to March 2021

In October 2020, the second phase of the project started. During this phase our contractor, Binit UK will be leading a group of students from the UEA in acting as auditors for waste scan audits. This phase is aimed to be completed March 2021 with a total of 300 waste audits.

Communications and Marketing actions

Since the launch of the project, Norwich BID has contacted with over 600 BID businesses and attended a total of 8 networking meetings. We have also created a press release published on EDP, and a mail campaign with Archant.

Next Steps

WP1

A1.1 Barriers & Drivers

WP1

A1.2 Audit of Waste Streams

WP1

A1.3 Business Case

WP1

A1.4 Procurement

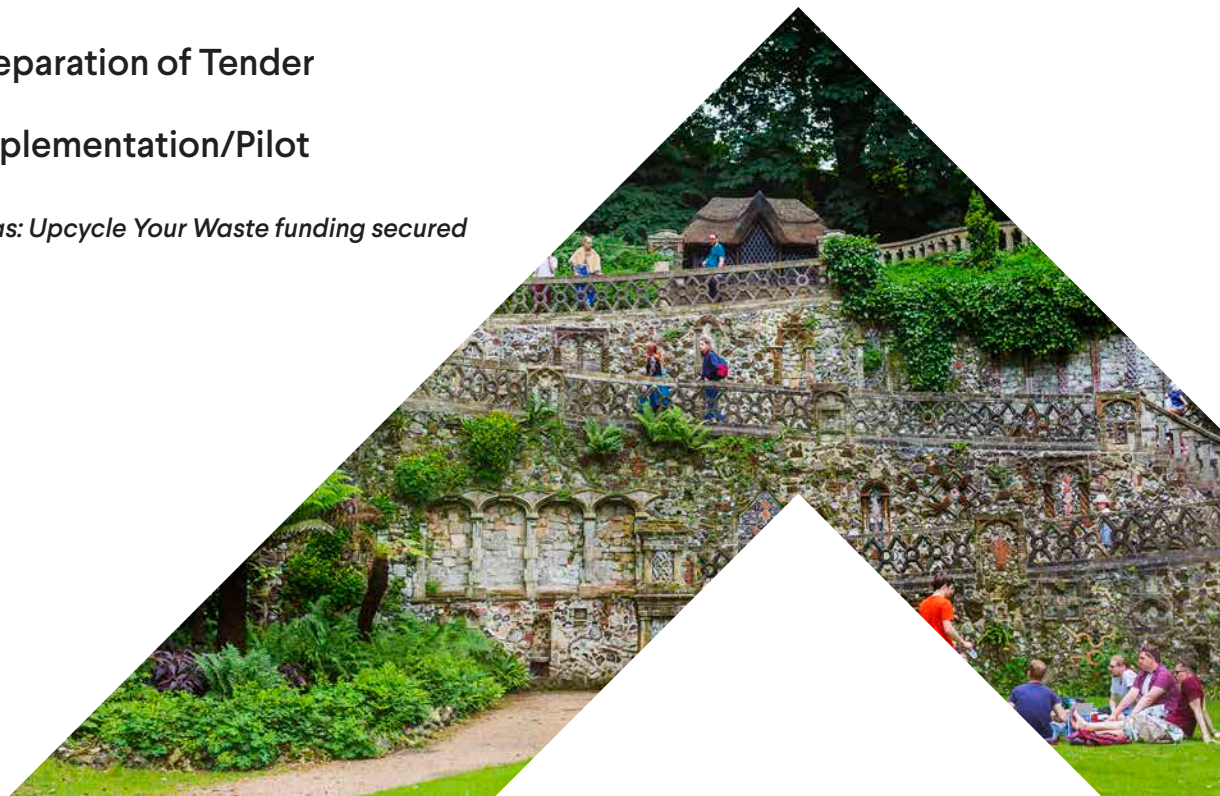
WP2

A1.5 Preparation of Tender

WP2

A1.6 Implementation/Pilot

Funds: Interreg 2 Seas: Upcycle Your Waste funding secured
WP = Work Package



2.2. Identify opportunities to improve the public realm

Norwich has many fantastic examples of heritage and historic buildings and a few 'nice' places. Unfortunately, many of the key pedestrian routes and confluence points have some of the worst public realm in city centre. Let's focus on making the busiest parts of the city centre the best in terms of public realm.

Actions:

1. Public Realm

The ambition is to find ways to animate the spaces created through the Environment: Urban Green Recovery project. Policies to put in place a European style café culture have begun with St Benedict's and Exchange street. These should be carefully monitored, and mechanisms developed, such as a Parklet grant scheme, to enable businesses to take advantage of the opportunities created.

There is a need for a collaborative approach to developing public realm projects to ensure that the intended and potential end uses of an area is fully thought through and incorporated into the design and development of the projects. The BID has a major role to play in connecting the needs of business with policy makers. The City Council's Public Spaces Plan brings together an overarching view of what is planned.

City Council currently leading a multi-agency piece of work looking at the Hay Hill area. Removal of 'soup kitchen' activity was welcomed. This area in particular offers the opportunity for outdoor dining, with a number of food and drinks outlets nearby. Removal of tired / broken street furniture and sculptures (Hay Hill) replacing with fit for purpose seating across the city – revival of book end benches idea tying in with city of stories. Each quarter may have its own social spaces supported by street furniture infrastructure to help develop the identity of that District (see Experience: District Dialogues).

This can be linked to Head Out, Not Home in 2021 and a 2022 Love Light Festival.

Next Steps: Hay Hill should be explored as an outdoor dining location, providing a space for both market traders and surrounding businesses. This included in a list of Potential Projects as part of the Public Spaces Plan.

Interested Parties: City Council, Market traders, F & B businesses

Source of Funds: Transforming Cities Fund, Covid Adaption Funds, New Anglia Local Enterprise Partnership, Community Infrastructure Levy, Section 106 / 278.

> Promoting

3.1. Promote the variety and quality of the existing offer

Norwich already has an extensive 'retail' offer. Many peer group city centres would give their right arm for its anchor store line up. Many of the stores in Chapelfield are best in class examples of retail delivery. The Norwich independent retail offer is a proven asset and is one of the largest and most extensive in the country.

Actions:

1. Brand ambassadors: delivering through partners

We will reboot City of Stories branding with a business toolkit to promote the strong messages about the city. BID collating details of marketing/internal comms contacts within BID levy payers.

Create a shared calendar between partners to encourage cross-promotion of events across the city and provide networking opportunities in order to cross pollinate sectors/businesses. Specific focus on accommodation and hospitality, in order to facilitate packages and partnerships that would support overnight and weekend trips.

In addition, a shared toolbox of content to be made available to all businesses within the BID, which will help support the shared tone of voice and message content. Generically, such a toolkit would give partner businesses agency to use the City of Stories brand and provide some storytelling about the meaning of 'Norwich, the City of Stories' for members of staff. Seasonally – and in good time – specific campaign assets will be provided to businesses to support their own campaigns, e.g. window vinyl's, social media graphics, profile badges etc. The objective is to create a cohesive brand look and feel across the city and build authority and social proof for 'City of Stories'.

Places like VisitWales have used this approach really successfully. Their 'Sense of Place' document acts as a rallying cry for the country's identity, for businesses to get behind. Their document not only includes information on the brand, but case studies for business who have been best in class in terms of brand's objectives.

See Wayfinding: Tourist Information (1.2.2)

This can take to lessons from Purple Flag, where branding toolkit was provided to key partners, such as the UEA.

Next Steps: Contact key stakeholders and agree requirements

Interested Parties:

- VisitNorfolk
- Visit East of England
- VisitEngland/Britain

Source of Funds: Out of Season Tourism Fund

> Promoting

3.2. Build on already strong offer

Actions:

1. District Dialogues

More is needed to encourage and support entrepreneurs looking to start up or expand within the city centre. How much commercial office space will be available for sharing with others as the move to home working means that many commuters will not be coming back, how can this space be repurposed to bring in/create new employment and opportunity.

Norwich is a top city for quality of life for both employees and business. We can demonstrate Norwich's Offer to the World through the twin track approach of the creation of business clusters, the "Districts", by geography to connect, support and give voice in order to influence and change perceptions and the business environment. This project will enable us to use consistent place branding, with an overarching offer, supported by our unique people, places, culture and diversity.

We will use the existing business community to be the face and voice of the project, encouraging inward investment, saying "Don't just take my word for it. Listen to what our business community says, and how they will welcome you to the City of Stories". This innovative process has never been undertaken to this scale before. This will allow us to integrate our inward investment and business location offer, campaigning at scale in new markets and working with local and national Government.

These 8 Districts will then feed into and be a formal part of our Offer to the World by directly engaging B2B through the InvestNorwich platform.

Each District Business Strategy (DBS) is to help the local community change the perceptions of the city – so outward facing organisations can understand – what we can offer and the business benefits. It could also influence and add value to other wider projects:

- **Norwich Area Transport Strategy (NATS)**
- **Norwich 2040 City Vision**
- **Transforming Cities Fund expenditure (led by Norfolk County Council)**
- **New Anglia LEP Economic Strategy – 'The place where high growth businesses with aspirations choose to be'**
- **Recovery/Resilience Partner Frameworks**



> Promoting

The Districts Dialogues created by this project will address significant barriers to growth by providing:

1. Inspiration for business leaders

It is easy to get caught in the CoVid19 crisis and operational implications for the business and forget that there may be a better way to do something, different techniques to try, and new tools that can save time and money. While you can read blogs, magazines, and books for inspiration, if you are not communicating, sharing, and discussing that information, the benefits are limited. It is vital to get a fresh perspective, trigger creativity, review incoming information objectively, and add new context to the data you are gathering so you can use it effectively. Understanding what others are doing in CoVid19 recovery, going beyond to explore collaboration can be inspiring and help think in new ways.

2. Communication Helps Grow the Network

Successful entrepreneurs have a common interest in collaborating with new people and building a list of contacts and colleagues (whether virtually or physically). Being successful in business requires that you consistently make connections, form alliances and work in partnership. Businesses would stagnate if they continued to network with and sell to the same groups over and over again. While contact in CoVid19 does not look the same or always result in collaboration, every time you engage with someone to explore the possible, you are ever expanding your business network. And in this case the clusters are geographic, rather than sectorial, driving a new post CoVid19 local business community.

3. Collaboration Is Educational

One of the biggest benefits of collaboration is the opportunity for learning. CoVid19 has shown the value of learning and training online for business and employees. In fact, every interaction held with someone outside of the immediate circle, can teach you something valuable. Some of the most successful collaborations involve professionals who bring two very different skill sets, perspectives, and strengths to the partnership. When this happens, you are certain to be surrounded by opportunities to learn, upskill and collaborate in new and innovative ways.

4. Partnership Can Help You Save Money

Partnership working and collaborative relationships can involve splitting intellectual contribution, avoid unnecessary hands-on work and reduce expense. If there is collaboration with another business and part of the terms involve sharing development and marketing expenses, you can double the budget while reducing costs. The new CoVid19 landscape will develop a need to reduce spend, whether in physical space or virtually; working with complementary partners and co-marketing participation is a win.

5. Sharing Solves Problems

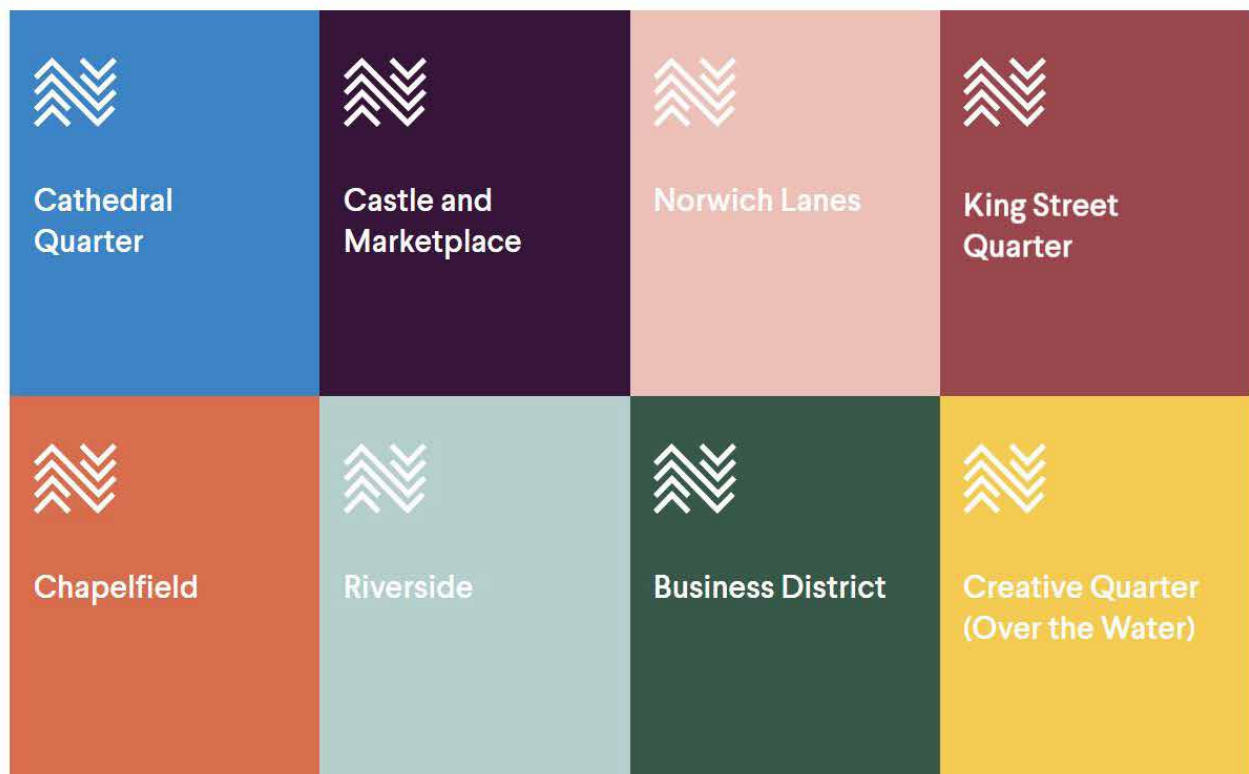
The CoVid19 business innovation has shown us that business can solve many problems with the right mindset and motivation. So, what are the next problems that can be solved? Is it collaboration, crowd-funding, virtual capacity; there is an undeniable power in numbers? When we get stumped, most of us immediately go to a partner, mentor, or other trusted resource who acts as a sounding board and helps us work through the problem. The harder the problem is to solve, the more we can benefit from getting the input of someone outside of the situation. And when you add new viewpoints and experiences to the mix, the end result will often transcend what you originally set out to accomplish. Therefore, the creation a virtuous circle of colleagues and sharing processes will add value to the local business community.

> Promoting

Local Dialogue – Inward Engagement

We will establish 8 Districts each of which will develop its own local District Business Strategy (DBS) through 40 bi-monthly meetings (5 in each District) over 12-month period (exclude Aug & Dec).

The proposed Districts are:



Next Steps: A project Delivery Plan to be set out and agreed. A set of “characteristics” of each location or District has been compiled and ready to undertake qualitative and quantitative assessments to ready to start. We have designed a set of “Attributes for each District. Finally, there is a draft Strategy Map, that we can use to create the District Strategy. We are now working up what form the “dialogue” might take and over what period of time.

We believe we have the potential for some ground breaking work here and will involve the Inst. For Place Management (IPM) to use this as a case study, with “observer status” as per like the UEA in the Interreg 2 Seas project, providing informal support, but then writing the whole thing up afterwards.

Interested Parties: Existing groupings, such as The Lanes, Cathedral Qtr. and Ber St Hub

Source of Funds: Towns’ Deal

> Experience

4.1. More events & markets

Norwich has a nationally recognised and award-winning open market. It also has a strong events program operated by the BID. These are both assets to be built on and developed further. Consumers (especially workers, families and students) love street food. A well curated offer provides different reasons to visit each week. It also appeals to the more affluent consumers that shop at artisan maker markets, farmers markets & food festivals.

Actions:

1. Night Market

The group agree that we should support and promote the market. In recent years it has become more experiential and is now 98% full – a significant increase on a few years ago. Linking with bigger events e.g. Love Light, Lord Mayor's Celebration, NNF may be the best way to encourage a night market.

There isn't anywhere nice to eat your food at the moment if you use the market – ideas include creating a central space. The link through to Hay Hill, if improved, would be an ideal location

We could consider other locations for night/food market e.g. Tombland when it is reconfigured, Westlegate and these might be less contentious to the existing market than St Peters Street/ Millennium Plain/ Gentleman's Walk.

Next Steps: Explore options with City Council and NMTF reps. Potential link to Food Festival

Interested Parties: As above

Source of Funds: Marketing support



> Experience

2. Love Light Norwich

Love Light 2020 saw Norwich BID deliver the city's first light festival over the Valentine's weekend 13th-15th Feb. Over three days, Norwich shined. 15,000 people joined our debut festival, enjoying artwork, immersive projections, interactive installations, and performance. From fire to light to sparkling dogs, there was something for all the family.

Bringing together people from across the region, Love Light Norwich 2020 celebrated 'Love & Belonging'. Internationally renowned artists created work that integrated light, fire and sound to create spectacular pieces. The festival successfully linked up with the business community via the food trail where 30 businesses showcased love-themed dishes and drinks especially created for the occasion.

During the festival we also held a Night Market on the Friday night where stall holders extended their hours which was hugely successful. We encouraged late night opening across the festival and Open House where hidden gems across Norwich extended their opening hours to dip into the city's most interesting buildings during the festival evenings. Following the success of Love Light 2020, Norwich BID are looking to hold Norwich's second festival of light in 2022.

Next Steps: Drawing up plan for 2022

Interested Parties: Previous project partners – Norwich City Council, Norfolk County Council, The Forum Trust, Aviva.

Source of Funds: Arts Council, Experience Interreg Fund (Norfolk County Council).



> Experience

3. City food trails

Following the success of the Love Light's food trail and the positive feedback we received from participating businesses, we would like to see how restaurants in the city can benefit from other events across the year and particularly during the off-peak tourism period. The project looks to celebrate the city's food offer benefiting from the marketing of those events taking place in Norwich.

A map with the locations for all participants will also be available to download on the VisitNorwich website. All participating restaurants will be promoted via VisitNorwich channels.

Next Steps: Drawing up plan for 2021

Interested Parties: City centre restaurants

Source of Funds: "Experience" Interreg FCE Programme (Norfolk County Council)



> Experience

4.2. Additional marketing & promoting emphasis

There are so many strengths for Norwich to build on, from the range and depth available, stories, history, environment, size and profile of catchment and lack of nearby competition. Citizens of Norwich clearly like it and typically choose to live there for a long time. Despite all these positives however, people seem to enjoy having a moan and talking Norwich down.

Actions:

1. Know Norwich

The aim is to give BID and VisitNorwich members and their staff an opportunity to learn a little more about our wonderful City through the City Hosts, using the Know Norwich initiative. Piloted last year, this is a one-hour whistle stop trail highlighting some of the quirky, unusual and interesting facts about the City as well as touching on some of the important history.

A City Host will whisk staff around the City Centre pointing out the sorts of things they may not be aware of. We would keep the group at a maximum of 10 people per training event.

Next Steps: Develop the programme further

Interested Parties: Businesses or group of business, that directly interact with the public. Transport providers e.g. taxi driver, bus companies.

Source of Funds: “Experience” Interreg FCE Programme (Norfolk County Council).



> Appendix: Workshop findings

Wayfinding

1.1. Improve visibility, access and impact

It is crucial going forward we help the existing excellent assets to be noticed, visited and shopped.

Quick win action	Workshop commentary	BID response
More artworks, statements, street art at key arrival points	Improve the visual visitors' impression of the city making use of ice artwork and statement pieces as well as eliminating urban clutter and remodelling abandoned green areas. "Graffiti removal is not a priority as they are part of the urban street scene".	<p>The BIDs Urban Art programme, putting murals in prominent locations and within the market compliments this.</p> <p>There is potential to add an extra piece of art onto a pavement or road crossing. To create an "Abbey Road" photo opportunity so important for social media.</p> <p>Guidance for businesses on roles and responsibilities regarding graffiti might be helpful.</p>

Time	Cost
1-6 months	< £10,000

Strategic action	Workshop commentary	BID response
Improve gateways to city e.g. top of St Stephens, bottom of Prince of Wales Road. De-clutter and deep clean.	<p>Focus on the image and maintenance of exit and arrival points in the city. St Stephens road should be a priority as it is not aesthetically pleasing and does not showcase what Norwich has.</p> <p>e.g. A large sword as a sculpture in the centre of the roundabout was suggested. Depicting Queen Elizabeth's gift of a sword to the city.</p>	<p>Areas like the roundabout at the top of St Stephens would be ideal locations for making visitors aware they have "arrived".</p> <p>The Mountergate area at the bottom of Prince of Wales Road is a good example of this in action.</p> <p>The BID is working up a proposal "Community X" for the development of micro green spaces.</p>

Time	Cost
6-18 months	> £10,000

> Appendix: Workshop findings

Wayfinding

1.2. Make it easier to shop the whole offer

It is incredibly important we help Norwich consumers to use more parts of the city centre when they visit

Quick win action	Workshop commentary	BID response
Cross promote various components and assets to each other, share customers. Includes non-retails components	<p>Use of items such as electronic screens showing the current events, offers and activities in strategic areas of the city e.g. arrival points, parking, train stations.</p> <p>Opportunity to look at Ambassadors or micro Tourist Information Centres at some of our partners. (Hayley at Open and John Adams at Jarrold's could support this) Training to staff could be provided by the City Hosts.</p>	<p>The BID has funded a pilot digital screen here to welcome visitors. This will be a touch screen, showing the VisitNorwich website. If successful, potential for Transforming Cities funds. The idea for upskilling workers in the city as "ambassadors" is part of the Know Norwich Programme.</p> <p>The idea of in-store Tourism micro sites should be explored.</p>

Time	Cost
1-6 months	> £3,000

Strategic action	Workshop commentary	BID response
Assess opportunities to improve permeability using existing assets e.g. River Walk, parks, and green spaces.	Make the most of our existing assets presenting practical plans that benefit non-active areas in the city.	Part of the "charm" of the city centre is the medieval street pattern. However, while the city has some iconic buildings e.g. Cathedral, Forum, these are often not visible landmarks, useful for orientation. The BID has funded a pilot Wayfinding system, transforming a dozen totems. The BID Wayfinding Strategy was used as the key element for the Transforming Cities funding.

Time	Cost
6-18 months	£3,000 - £10,000

> Appendix: Workshop findings

Environment

2.1. Improve the shopping experience & environment

Let's make Norwich feel truly special

Quick win action	Workshop commentary	BID response
Improve cleaning routines in the city. Remove A board clutter completely and guarantee the safety and exclusion of anti-social behaviours in key areas.	<p>Creation of a general cleaning routine plan applicable to all businesses and companies e.g. select specific times of collection and number of times a day. Mention of Riverside as an example for its cleaning procedures.</p> <p>Introduce activities to avoid anti-social behaviours across the city centre such as alcohol-free zones, increased visibility for security presence, introduce busker scheme for public areas and removal of 'soup kitchen' out of core shopping areas.</p>	<p>The BID will start an EU funded 2 Seas "Upcycle Your Waste" project in which a survey of business barriers & needs will be carried out. We will also look at rationalisation of collection. There is a significant rise to businesses concern about undercurrents in the city i.e. Hay Hill. Could a plan to create a European style square for dining and other animation be explored?</p> <p>Designated Busking areas are now common in many cities, preventing "competing" noise levels i.e. setting up Busk Stops & acoustic only.</p>

Time	Cost
1-6 months	< £3,000

Strategic action	Workshop commentary	BID response
Improve parking experience, promote and improve Park and Ride, parking info apps	Improve the trip and accessibility to the city centre, providing as stress-free and smooth experience not only for cars but also for bikes, scooters and buses.	The Cycle Hubs proposal could compliment the Beryl Bikes initiative in 2020

Time	Cost
1-6 months	£3,000 - £10,000

Strategic action	Workshop commentary	BID response
Promote and improve family facilities in the city centre e.g. water fountains, toilets, lactation rooms.	Offer an environment that incentive the enjoyment of visitors and locals while they are visiting the city centre.	The installation of drinking fountains would be a highly visible and popular measure. Promotion of Refill Norwich. Likewise, schemes like Breast feeding Friendly locations could also promoted via VN. Signing posting to public toilets and promotion of the "spend a Penny" scheme to be developed.

Time	Cost
6-18 months	£3,000 - £10,000

> Appendix: Workshop findings

Environment

2.2. Identify opportunities to improve the public realm

High quality furniture. Safe and well maintained. Well designed and clutter-free. Somewhere to enjoy. Memorable public art and statements. Positive front of mind memories of Norwich

Quick win action	Workshop commentary	BID response
De-clutter the core shopping areas, introducing more trees and greening. Investigate funding opportunities for public realm improvements.	Embellish outdoor areas getting rid of unnecessary furniture and non-essential equipment. Introduce regulations to impede these activities. Present alternatives such as pocket parks or moveable sculptures around the city.	Overall, the physical infrastructure in the city centre is beginning to suffer. The changes to London Street are welcome, using the BID constancy work as a blueprint. Other areas of the city might be subject to the same treatment i.e. to create an environment plan. The installation of a performance area at the top of Westlegate, which allows Head Out, Not Home performances is a good example of this.

Time	Cost
1-6 months	> £10,000

Strategic action	Workshop commentary	BID response
Target locations; high profile / footfall locations. e.g. Outside Chapelfield, Brigg Street, Haymarket, Gentleman's walk.	Improve opportunities, transforming areas surrounded by businesses with high footfall, making them welcoming and cosy e.g. Hay Hill and St Peters Street (in front of city hall).	This links to 2.1 in improving the environment and ambience of a location through proactive action. This will require the cooperation of various agencies, and well as potential policy changes. Hay Hill has the potential to be a continental style outdoor eating area. While St Peters St could be "shared space".

Time	Cost
18-60 months	> £10,000

> Appendix: Workshop findings

Promoting

3.1. Promote the variety and quality of the existing offer

Let's make sure everyone knows what's where, how good, the choice, width, variety. Every time!

Quick win action	Workshop commentary	BID response
Create linked trip opportunities between partner components of city centre offer, culture to F&B	Create cultural events and festivals that also enhance the gastronomic offer in the city e.g. Love Light festival. Improve the facilities and infrastructure around the city to enjoy the different outlets e.g. seating areas around the market, finding new places for big bins around the market's seating area.	The Love Light Festival could form part of an enhanced all-year-round programme around the city. VN has a major role to play and the Big Weekend is another BID sponsored element. The storage of waste e.g. behind the market, beside McDonald's is very unsightly and should be considered as part of 2.1

Time	Cost
1-6 months	£3,000 - £10,000

Strategic action	Workshop commentary	BID response
Use maps, street signage, public realm to identify and differentiate all areas. Include frontages to market, all sides, as part of the market offer.	Highlighting each area of the city will facilitate the visitor to better navigate and identify each zone. e.g. electronic signs, maps on the city highlighting the area that you are in. Zones should be by character not sector split. Zoning and colour help international visitors who do not speak English. The charm of not having clear pathways in the city. The medieval street scene does not lend itself to clear routes.	The BID Wayfinding Strategy (See 1.2) is a major contributing factor to the opportunity to deliver this. The BID produced map is also reflecting to new "zoned" and colour coded system. An evaluation of the pilot 12 Totems and digital screen should offer clear guidance for development.

Time	Cost
6-18 months	> £10,000

> Appendix: Workshop findings

Promoting

3.2. Build on already strong offer

Encouraging and supporting more new independents is essential, as is provision of more meanwhile, temporary and pop-up uses

Quick win action	Workshop commentary	BID response
Develop a Norwich city Prospectus to promote reasons to trade in Norwich, and identify opportunities	Create a tracking system where the registration of available units can easily be followed up for potential business opportunities. However, this initiative can easily become out of date.	The BID has undertaken research to understand the needs of potential employees and has a draft document, including video interviews. The BID also produces an annual State of the City report. Links to the Economic Development functions at city, county level should be explored. The potential for LEP funding is also a priority.

Time	Cost
1-6 months	£3,000 - £10,000

Strategic action	Workshop commentary	BID response
Encourage landlords to accommodate greater flexibility and more short term / meanwhile uses; shops and F&B	The consensus was that this is a difficult topic with potential changes, and it is outside of their control for various reasons e.g. the complex dynamics with private landlords.	While the BID levy is paid by occupiers, landlords do have an interest in the performance of their investments. Landlords of vacant property are, of course, subject to business rates and therefore the levy. An initial discussion with agents might suggest way forward.

Time	Cost
1-6 months	> £3,000

> Appendix: Workshop findings

Experience

4.1. More events & markets

Quick win action	Workshop commentary	BID response					
Norfolk Young Traders Market, street food, farmers markets, night markets.	Increase the market offer across the city centre Possibility of a joined-up approach to existing markets such as Farmer markets in Open, Forum, St Andrews Hall. Engage stall holders in that discussion. Promote our current Norwich market with the idea of a night market or create a longer trading day e.g. Dinerama in London. Entertainment activities around the market e.g. Love Light festival	There is a vibrant food and crafts offer across the county that may be fuller accommodated. The potential for a pilot Night Market is being explored with the City Council to coincide with the Love Light Festival in Feb.					
		<table><tr><th>Time</th><th>Cost</th></tr><tr><td>1-6 months</td><td>< £3,000</td></tr></table>	Time	Cost	1-6 months	< £3,000	
Time	Cost						
1-6 months	< £3,000						

Strategic action	Workshop commentary	BID response				
Identify multiple event locations around the city centre, and locate events throughout city centre to attract consumers to all areas	<p>Focusing on areas such as The Halls or Hay Hill for event locations e.g. Westlegate is under used and should be promoted to event’s organisers.</p> <p>Making the most of parks and spaces areas the city centre has available to rent</p>	<p>The locations for Head Out, Not Home prove this can be effective.</p> <p>As mentioned at 1.1 the BID is working up a proposal “Community X” for the development of micro green spaces to build community engagement provide opportunities for social interaction.</p> <p>An effective example of this using indoor space is the Wild Paths Festival</p>				
		<table><tr><th>Time</th><th>Cost</th></tr><tr><td>1-6 months</td><td>> £3,000</td></tr></table>	Time	Cost	1-6 months	> £3,000
Time	Cost					
1-6 months	> £3,000					

> Appendix: Workshop findings

Experience

4.2. Additional marketing and promoting emphasis

Let's focus on being positive, encouraging communities to share the love!

Quick win action	Workshop commentary	BID response
Work with all local media to 'talk the city up' not down	Contact local media or national media and making them aware of events happening in the city and latest achievements for the city, community, business.	<p>There are some great examples of grass roots activity that does just that "Secret Norwich" being one. The BIDs Sharing Cities newsletter is another, but it has very limited reach.</p> <p>If we could identify key channels and coordinate reciprocal supportive action among influencers it should be possible to amplify the positive messages. Training for key worker such as shop staff & Taxi drivers would be beneficial.</p>

Time	Cost
1-6 months	< £3,000

Strategic action	Workshop commentary	BID response				
Encourage community participation in improvements, welcome/arrival points	Make the community feeling part of the improvements and changes in the city. e.g. encouraging a more diverse offer for volunteer activities in the city.	<p>The BIDs Host programme illustrates that there are significant numbers of people willing to give up their time. The Lumi initiative is a great platform to build on. Businesses could play a great role. Voluntary Norfolk may have a coordination role.</p>				
		<table><tr><th>Time</th><th>Cost</th></tr><tr><td>3-6 months</td><td>< £3,000</td></tr></table>	Time	Cost	3-6 months	< £3,000
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3-6 months	< £3,000					