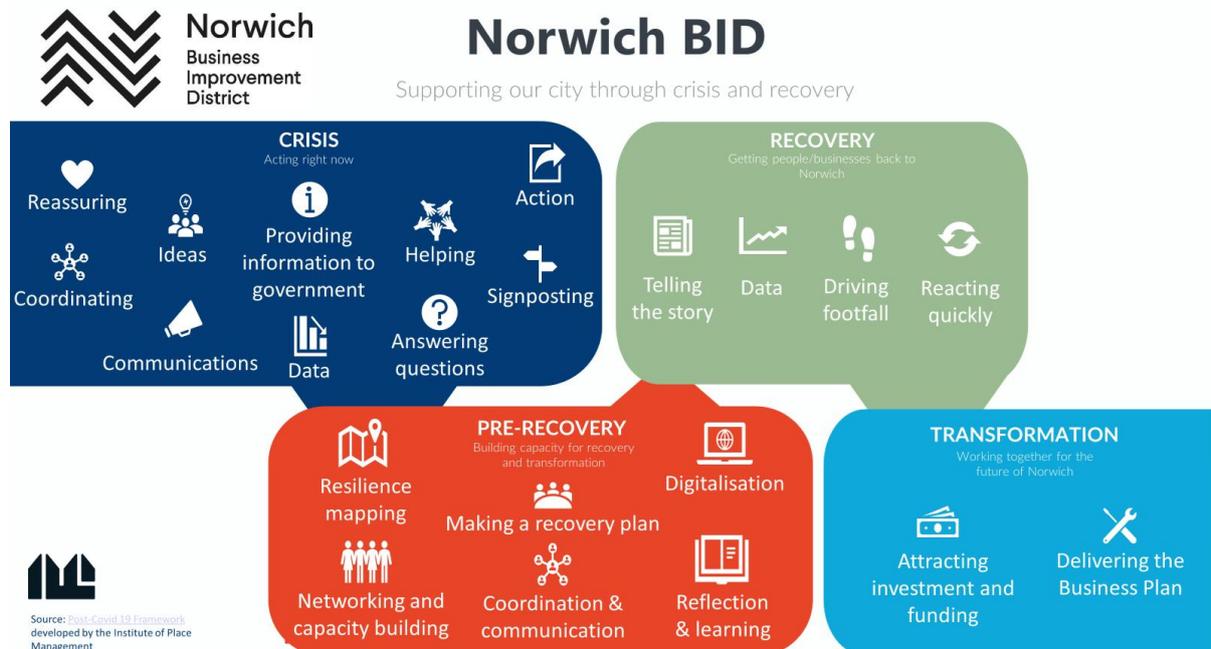


Norwich Recovery Plan

A Norwich Re-Launch and Plan-Ahead Teams

A framework for establishing a recovery strategy for Norwich city centre



Above is the Norwich BID recovery framework. We are currently in Crisis mode and undertaking key actions to support business. The plans set out below establish how we will move through Pre-Recovery, to Recovery and ultimately Transformation.

To be able to establish a clear process for Pre-Recovery, we will first set out our initial longer term 'Recovery' context.

Recovery

Mission – “getting people and businesses to Norwich” – now in the context of post Covid 19 restrictions.

Strategy: Tell the story to:

- position Norwich as the top UK city for quality of life (now more than ever a factor)
- attract investment and funding
- challenge perceptions - scientific hub, prize winning, agile city of firsts
- React quickly as a collaborative network

Objectives (measures of success): footfall level, economic activity, deliver BID business plan, level of investment, crime rates and other to be agreed by the Plan Ahead Teams set out below.

Method: Establish stakeholder networks, leadership group and PATs to:

1. Gain a realistic view of our starting position/baseline. Where are we now?
2. Develop scenarios for multiple versions of our future. Where could we go?
3. Establish our posture and broad direction of travel. What is the preferred future?
4. Determine actions and strategic moves that are robust across the scenarios. What will we do?

5. Set trigger points that drive us to act at the right time. When should we start?

In doing this we will build action plan to cover 0-12 months to achieve objectives during the Pre-Recovery phase.

Pre-Recovery

Plan Ahead Teams (PATs) are the key element of the Pre-Recovery phase and should be set up to represent significant aspects of the city’s functions and sectors and will be charged with collecting forward-looking intelligence, developing scenarios, and identifying the options and actions needed to act tactically and strategically in key areas. Unlike a typical strategy team, it will have to plan across time horizons (four – eight weeks; two – six months; seven – twelve months and beyond, the “next normal”).

The first steps are to Identify all stakeholder groups and create a Key Partner Framework, that includes LA councils, business community and academia. These are stakeholders that could populate the topic areas and make up the PATs. From this establish a Leadership Group with defined form and function and then management / communications protocols to provide a managed recovery for the centre. It will identify opportunities to keep businesses informed and included throughout the recovery planning and implementation. The Leadership Group (LG) will be able to review key topics, such as business support i.e. grants etc and inform the PATs as part of their thinking. Likewise, the LG can coordinate the data gathering and intelligence require to make informed decisions. For example, a business survey on survival rates of existing businesses could mean the urgent need for triage, or our energies go elsewhere if they look OK.

Importantly, the structure of the plan-ahead team will be modular, with individual PATs focusing on specific issues across time horizons i.e. marketing, events and animation, transport, opening hours. As new issues come up or time horizons expand, we may need to add new topics.

For example, we might establish a Marketing PAT by bring together the marketing expertise from the BID, City Council, Shopping Centres, local marketing agencies, academia (who all give free time). The suggested PATs are as follows:



Fig 1: Proposed PAT Framework

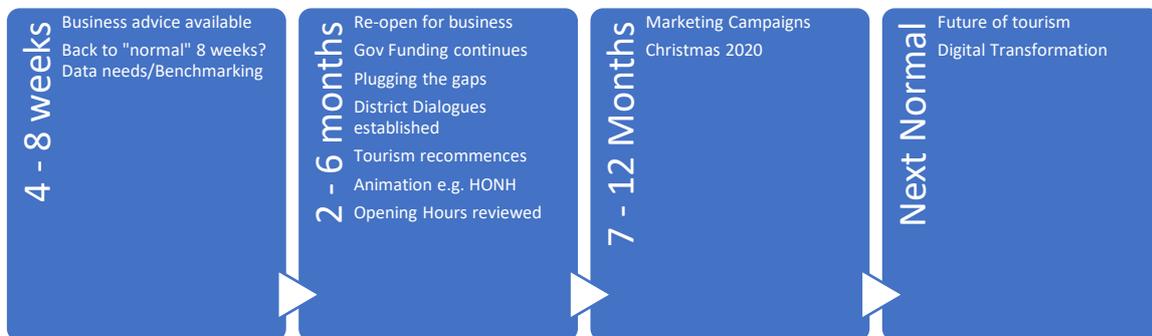
The “PATs” should be determined by the Leadership Group, but then “virtual membership” offered to the appropriate organisations. The PATs would be conducted via virtual meetings or open webinars and follow the Key Partner Framework. We should confirm the scope of what actions and preparation could be implemented to ensure a successful recovery, either at regional, county or city centre level. We will need to identify roles and responsibilities within the PATs and for the stakeholders.

Methodology

There will be some overarching themes that each PAT will need to consider, such as Education. i.e. how does school attendance fit around the needs of workers in each PAT area? In each agreed PAT we will need to confront uncertainty head on as there will be no clear landscape or scenario to follow. The plan-ahead team needs to work through the following five questions:

1. Gain a realistic view of our *starting position/baseline*. Where are we now?
2. Develop *scenarios* for multiple versions of our future. Where could we go?
3. Establish our posture and *broad direction of travel*. What is the preferred future?
4. Determine actions and *strategic moves* that are robust across the scenarios. What will we do?
5. *Set trigger* points that drive us to act at the righttime. When should we start?

So, a realistic view of our *starting point* might be, over 4 time periods.
For example, considerations of the Marketing PAT might include:



The Plan Ahead Teams should each take stock in two main areas: ongoing initiatives and our big strategic choices. Then ask, “does this fit to existing mapped frameworks or do these need to be re-imagined or re-purposed?” Partner frameworks – Norwich 2040 City Vision, Greater Norwich Local Plan, New Anglia LEP Economic Plan, Norfolk Working Together, Norwich BID - linked to the proposed Invest Norwich ‘District Dialogues’ and the Retail Strategy proposals.

Some of anticipated action areas are given below. The key will be to identify what PAT remit they fall under and the specific actions for each area and in what time period (prioritisation).

- Promotion and marketing activity: social media, website, physical in town centre etc
- A commercial campaign to position Norwich as the top UK city for quality of life
- Develop 8 District Business Strategies (District Dialogues) and establish the InvestNorwich brand

- Opportunities to enhance customer experience: temporary and longer term, in the city centre, seating, Parklets, outside dining, other facilities, events, animations, arts & culture
- Animating Public Space through events
- Communications plan: for maintaining contact with city centre business owners and operators
- Support and/or advice for specific sectors or businesses, particularly those severely impacted
- Amendments to parking regime: including temporary suspension of charging in town centres
- Staff support and availability: recruitment, shared resourcing
- Transport and the means to access the city centre
- Collective actions and shared opportunities. Role of the BID, Chamber, Councils and other stakeholders
- Create a Toolkit for staff recruitment and retention
- Identify funding opportunities - Town Deals, Transforming Cities and national/regional new regeneration pots

Each PAT will try to answer the five questions:

1. *Starting position.*

What plans were already in place i.e. infrastructure? Those that still seem about right, those that are wrong, and those about which we are unsure. What data is available and already being tracked? What are the data sets that we want to form the baseline for all the PATs and can be tracked and monitored over time? There will be relevant data sets for each of the PAT modules and there may be the need to have each data set gathered into a 'Data Lead' within the Leadership Group. What challenges are we now facing? What's urgent & important? Could initiatives be brought forward e.g. net zero emissions, sustainable initiatives / transport hubs.

2. Define *scenarios* for versions of our future.

The aim is not to debate which scenarios are more likely but rather to explore what is possible. Based on intelligence where possible. What impacts will we face, such as:

- Limited gatherings
- Travel restrictions
- Hygiene requirements

3. Establish our *broad direction of travel.*

One of the key responsibilities of a plan-ahead team is to determine the best response to an evolving situation. The point is not to develop detailed plans but rather to figure out your broad direction of travel—the big thematic idea around which you can form a strategic response. i.e. City of Stories for tourism.

One notable feature of the COVID-19 crisis is a radical shift to distance business models. In a matter of days, people massively stepped up their use of technologies that enable remote learning, working, services, and consumption. Will that adoption recede postcrisis, or will we move to a new business process?

4. Determine actions and *strategic moves.*

A tried-and-tested approach is to work through one scenario at a time, defining the optimal set of moves we would make if we knew for sure that the scenario would pan out. Start with your list of existing initiatives—those that were already planned i.e. Christmas or Head Out Not Home before the crisis—then scan widely for opportunities and threats before deciding which initiatives to cull and which new ones to add.

5. Agree *trigger* points.

This is simply to know when the moment to act on any given scenario has arrived, which will rely on accurate and timely data to make informed decisions. The Leadership Group will coordinate activity, within the political framework, to agree strategic priorities and initiate action at trigger points.

Plans to Act: Anticipate we will require; and then the list, by partner:

- Promotion and marketing activity: social media, website, physical in town centre etc
- A commercial campaign to position Norwich as the top UK city for quality of life
- Develop 8 District Business Strategies (District Dialogues) and establish the InvestNorwich brand....etc
- Set out in a Matrix what each partner can offer to support the Actions required

For example, from the BID see Appendix 1

We would like individuals from Norwich Businesses to get involved in each PAT. If you are interested, please contact sonia.bright@norwichbid.co.uk

Appendix 1

Plan Ahead Team	BID 2019/20
Retail	Christmas Festival of Light Run Norwich Noirwich Alert Business Crime Initiative Norwich City Hosts
Leisure	Love Light Festival Head Out Not Home Norwich City of Ale Norwich Restaurant Week Purple Flag Projector
Commercial	Commercial Norwich – Business Campaign City Conversations Skills, Education & Entrepreneurship Business ‘State of the City’ & Promotion 2 Seas Upcycle Your Waste
Public Space	Begging & Anti-social Behaviour Signage & Wayfinding
Transport	Norwich Research & Congestion Monitoring
Marketing	City of Stories Branding Seasonal City of Stories campaigns VisitNorwich Website & B2B Database BID projects – Marketing support VisitNorwich Public Relations Norwich Shopping & Attractions Map Norwich Wi-Fi
Public Services	