

Greater Norwich Growth Board

Date: 13 July 2017

Time: 10.00am

Venue: Council Chamber, Thorpe Lodge, Yarmouth Road, Norwich, NR7 0DU

Board members:

Broadland District Council:

Cllr Andrew Proctor (Chair)

Norwich City Council:

Cllr Alan Waters

South Norfolk Council:

Cllr John Fuller

Norfolk County Council:

Cllr Cliff Jordan

New Anglia Local Enterprise Partnership:

Mr Mark Pendlington

Officers:

Phil Kirby
Phil Courtier
James Dunne

Laura McGillivray
David Moorcroft
Graham Nelson

Sandra Dinneen
Tim Horspole

Chris Hey
David Dukes

Chris Starkie

Jobs, homes and prosperity for local people



NORWICH
City Council



Norfolk County Council

NEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk

AGENDA

- 1. Apologies**
- 2. Declarations of Interest**
- 3. Minutes of meeting 25 May 2017**
- 4. Children's Services Schools' Capital Programme – Use of CIL funding**
A report by Chris Hey, Head of Place Planning and Organisation, Children's Services, Norfolk County Council
- 5. Greater Norwich Working Arrangements – Vision and Objectives update**
A report by Tim Horspole, Director of Growth and Localism, South Norfolk Council
- 6. Appointment of Greater Norwich Director for Growth**
A report by Phil Kirby, Chief Executive, Broadland District Council

Michelle Kirk, Director, East of England Local Government Association will also be in attendance for this item
- 7. Greater Norwich at MIPIM UK 2017**
A report by Dave Moorcroft, Director of Regeneration and Development, Norwich City Council and James Dunne, Communications and Marketing Manager, Broadland District Council
- 8. Local Infrastructure Fund**
A report by Phil Courtier, Head of Planning, Broadland District Council
- 9. Greater Norwich Growth Board Forward Plan**
A report by Dave Moorcroft, Director of Regeneration and Development, Norwich City Council
- 10. Any Other Business**
- 11. Date of Next Meeting**
10am, Thursday 7 September 2017
Council Chamber, Broadland District Council

FOR FURTHER INFORMATION PLEASE CONTACT:

Project officer: Ellen Goodwin

t: 01603 638160

e: ellen.goodwin@norfolk.gov.uk

Greater Norwich Projects Team, Norfolk County Council, Martineau Lane, Norwich, NR1 2DH

6 July 2017



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Please call Ellen Goodwin, Project Manager on 01603 638160 or email ellen.goodwin@norfolk.gov.uk in advance of the meeting if you have any queries regarding access requirements.

Greater Norwich Growth Board Meeting Minutes

Date: Thursday 25 May 2017

Time: 10.00 am

Venue: International Aviation Academy, 5 Anson Road, Norwich, NR6 6ED

Present:

Board Members:

Broadland District Council:

Cllr Andrew Proctor (Chair)

Norwich City Council:

Cllr Alan Waters

South Norfolk Council:

Cllr Michael Edney

Norfolk County Council:

Cllr Cliff Jordan

New Anglia Local Enterprise Partnership:

Mr Mark Pendlington

Officers:

Phil Kirby
Phil Courtier

Laura McGillivray
David Moorcroft
Graham Nelson

Tim Horspole

Vince Muspratt
Andrew Skiggs

Chris Starkie

In Attendance:

Greater Norwich Projects Team

Mike Burrell
Amy Broadhead
Ellen Goodwin
Angela Freeman

1. CHAIRMAN'S ANNOUNCEMENT

The Chairman welcomed Cllr Cliff Jordan; the new County Council Board Member to the meeting.

2. APOLOGIES FOR ABSENCE

Apologies were received on behalf of Cllr John Fuller.

3. MINUTES

The Minutes of the meeting held on 23 March 2017 were agreed as a correct record save for the following amendments to the resolution of Minute 11 – The Future of Greater Norwich:

Resolution (v) was expanded into the following two resolutions:

- (v) to maintain a commitment to focus growth on the most sustainable locations;*
- (vi) to drive growth on existing allocated sites especially but not limited to Beeston Park, Rackheath, the Deal Ground/Utilities site, Barrack Street, the Norwich Research Park and Long Stratton;*

Resolution (vii) (previously numbered vi) could not be agreed, therefore, it was decided that this matter would be discussed outside the meeting and brought back to be agreed at a later date.

In response to a suggestion that ‘sufficient’ be replaced with ‘limited’ in (iv), the Chairman emphasised that the size of the maintenance pot would be determined by the Board according to what was required. It was, therefore, agreed that (iv) remain unchanged.

4. CITY DEAL UPDATE

Chris Starkie gave a presentation on New Anglia Business Growth attached at Appendix 1 to these Minutes.

The presentation explained the Growth Hub concept and how it was being rolled out as a means of delivering flexible support for business. Across Norfolk and Suffolk over 6,000 businesses had been supported in this way; receiving around 30,000 hours of business support.

In response to a query, it was confirmed that there was sufficient money in the Regional Growth Fund until at least 2021.

It was also confirmed that there was a ‘No Wrong Door Policy’ for the support provided by the Local Enterprise Partnership (LEP). This ensured all businesses received access to the support that they needed. Initially businesses would be given 15 hours of support from LEP advisors, before being referred to other support providers if required. Businesses that showed potential, especially in the number of jobs they might generate, were fast tracked through a national scheme and provided with intense support.

So far, 740 of these intensive supports had been undertaken.

A Member emphasised that there were a considerable number of small businesses that were hidden, yet had the potential to grow and it was very important to make the effort to reach this type of business.

The meeting was also informed that some of the Growth Advisors employed in the Hub specialised in the tech/innovation sector and focused on the kind of work being undertaken at the Norwich Research Park, Hethel and the International Aviation Academy.

5. ANNUAL GROWTH PROGRAMME

The report set out the Greater Norwich Growth Programme and recommended projects for inclusion in 2017/18.

Members were requested to note that delays in agreeing the 2017/18 Growth Programme had impacted on a number of projects and that some further slippage on other projects might occur as a result of this.

The Board was also advised that no maintenance costs were being sought for the 2017/18 Growth Programme, but it had been recognised by each council that sufficient funding for the maintenance pot would be required from 2018/19 onward.

Concern was expressed in respect of the ongoing annual allocation of £2m from the Infrastructure Investment Fund for capital education provision, as there were insufficient Community Infrastructure Levy receipts to commit to such a figure at present.

In response, the Chairman emphasised that the proposal was to commit up to £2m in forthcoming years and this would be evaluated and agreed by the Board as investment plans were considered in the future.

It was also noted that the Infrastructure Investment Fund would be used as leverage to access funding for infrastructure projects from other sources as well.

It was requested that a delivery trajectory of projects be included in future reports, as the Board needed to be aware of delays so that other projects could be brought forward instead.

RESOLVED

to

- (i) endorse the seventeen projects recommended for inclusion in the 2017/18 Annual Growth Programme and commit spend from the Infrastructure Investment Fund towards these projects;
- (ii) commit up to £2m from the Infrastructure Investment Fund for the delivery of capital education provision in the Greater Norwich area;
- (iii) agree to build up a cash reserve, equal to one year's loan repayment, to be built up over three years;

- (iv) note the delivery impact of not having an agreed 2017/18 Annual Growth Programme until May 2017, recognising some projects will have already slipped; and
- (v) continue to delegate responsibility of managing the delivery of the Growth Programmes to the Greater Norwich Infrastructure Delivery Board.

6. GREATER NORWICH LOCAL INFRASTRUCTURE FUND

The report provided an update on the delivery profile of projects to be funded from loans to developers for infrastructure required to unlock onsite delivery of development.

Officers had met informally with two developers, one of which was interested in going ahead with a loan. It was now proposed that officers be permitted to make developers formal offers.

A Member suggested that housing associations should also be approached, as they might also be interested in taking advantage of a loan.

The Chairman emphasised that the loans already agreed and agreed in principle needed to be confirmed, as the funding could be used elsewhere if not required.

It was confirmed that the loans would continue to be reviewed, to assess their likelihood of being brought forward and that, therefore, recommendation (ii) would be amended to reflect this.

The Chairman also suggested that a decision on risk might need to be explored; possibly looking at taking a second charge, rather than a first charge on property secured against the loan.

RESOLVED

to

- (i) note the withdrawal of the Bowthorpe scheme from the fund;
- (ii) note the delivery review of each of the projects agreed and agreed in principle by this Board to date *and review them again*;
- (iii) instruct the Infrastructure Delivery Board to proactively approach developers who might benefit from the current arrangements; and
- (iv) instruct the Infrastructure Delivery Board to approach small and medium sized developers with the offer of a smaller scale facility over the next 2-3 years, based on the available identified headroom of the fund.

7. GREATER NORWICH LOCAL PLAN

The Board noted the issues regarding maximising delivery, the role of existing and planned infrastructure and the economic priorities of the Greater Norwich Local Plan.

8. FUTURE WORKING ARRANGEMENTS IN GREATER NORWICH

The Board was provided with initial proposals for the revised working arrangements for the Greater Norwich Growth Board (GNGB) .

The Board had requested that a clear vision, objectives and coherent narrative for the growth of Greater Norwich be drafted.

The vision was that by 2036 >Norwich would be known as an international centre with a global reputation for excellence in the knowledge, life science and financial sectors. This would be achieved in partnership with business, who through sustainable growth would be motivated along with communities to stay and enjoy a better quality of life in Greater Norwich.

The proposed objectives were based on three strands; the Greater Norwich City Deal, recognising the unique natural assets of the area and working in partnership between local authorities and business to tackle skills gaps and shortages and to promote gender equality in employment.

A Member welcomed the inclusive growth model, as it was important not to marginalise people especially in Norwich, which had an hourglass economy.

The Chairman noted that partnership working would be a key aspect of the work of the GNGB.

It was emphasised that this was a work in progress and would be developed as the role of the GNGB increased.

The meeting was informed that the job description of the Greater Norwich Director of Growth had been drafted, and the recruitment process would be brought to the Board for agreement. EELGA had worked up a draft proposal, which would now be finalised. It was also suggested that increasing the size of the Delivery Team should also be considered as part of this work.

Members were also advised that a range of options were also being looked at for the Special Purpose Delivery Vehicle, as well as the content of the Delivery Programme for the Team.

9. DATE OF NEXT MEETING

10.00 am, Thursday 13 July 2017, at Broadland District Council

The meeting closed at 11.11 am.

**Children's Services Schools' Capital Programme
Use of CIL funding**

*A report by Chris Hey, Head of Place Planning and Organisation,
Children's Services, Norfolk County Council*

Summary and Background

The County Council has a statutory duty to ensure sufficient school places for children of statutory school age. Financial mitigation of pressure on places as a result of new housing is made in the form of section 106 agreements and, in those authorities which have adopted it, CIL.

Annually in January, Children's Services Committee receives a full report on pupil number growth across the County, the Local Growth and Investment Plan; in May the associated Capital budget is approved, taking into account capital funding available from all sources. This Plan is demonstrably in support of Local Plans, including the Joint Core Strategy for Broadland, Norwich and South Norfolk.

Officers of Children's Services have been working with officers of the GNGB authorities on the implications of the Plan for the local school system and now propose a regular series of reports to the Board, of which this is the first. The Board is asked to advise on how regularly it would like these reports.

Recommendations

The Board is asked to:

- i. Note Appendix 1 and the developments to date to provide new and improved school places;
- ii. Approve Appendix 2 as the basis for CIL funding allocation for 2017/18;
- iii. Agree to further regular reports, including an outturn report on CIL funds spent; and
- iv. Agree to a progress report on the proposed new High School in late autumn 2017.

1. Proposal

1.1 Arrangements have been put in place for the County Council to propose expenditure of £2m per annum from CIL and this report puts the first set of proposals forward for Board approval.

1.2 Appendix 1 sets the context of the schools capital programme as it has been implemented in the area in recent years, to provide the Board with the necessary background for future decisions.

- 1.3 Appendix 2 details the proposals being made for expenditure of the allocated CIL funding in 2017/18 as contributions to major projects already in development, or requiring some pump-priming development funding.
- 1.4 The Board will receive a report on expenditure outputs at the end of each financial year.
- 1.5 We do not propose to commit the full £2m allocation every year and on occasions will seek approval for the funding, or part of it, to be 'banked' against future major projects. For example a number of new schools will not come forward until after 2020 and these will require banked funding. The unspent element of the £2m allocation will remain in the Infrastructure Investment Fund, ring-fenced for education projects in future years.

2. Recommendations

The Board is asked to:

- i. Note Appendix 1 and the developments to date to provide new and improved school places;
- ii. Approve Appendix 2 as the basis for CIL funding allocation for 2017/18;
- iii. Agree to further regular reports, including an outturn report on CIL funds spent; and
- iv. Agree to a progress report on the proposed new High School in late autumn 2017.

3. Issues and Risks

Issues and risks at this stage include:

- The timely acquisition of new school sites under S106 agreements;
- The continuing availability of government capital streams for Basic Need (growth) throughout the period of Plan implementation;
- The willingness of Academy Trusts to 'bid' for new schools under the LA commissioning powers and an adequate rate of housing growth for schools to develop viable revenue and staffing plans; and
- The ability to accommodate early children from new housing before new schools come on stream.

These and other strategic risks are owned and mitigated through the work of the Place Planning and Organisation Service within Children's Services. The main vehicles of accountability within below the County Council itself are Children's Services' Committee and the associated Capital Priorities Group (who will receive a copy of this report at their next meeting).

The project of most risk (i.e. where all the above risks come together on a significant scale) is the proposed new High School. We would propose to report separately on progress in the late autumn.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

Name	Telephone Number	Email address
Chris Hey	01603 224367	chris.hey@norfolk.gov.uk

Attachments:

Appendix 1 – Schools capital building programme – Greater Norwich focus
Appendix 2 – Proposed indicative use of CIL funding

APPENDIX 1 – Schools capital building programme – Greater Norwich focus

Overall themes and priorities of our schools capital programme:

- Meet the needs of housing growth
- Improve the condition of the learning environment
- Increase the number of places for children with special and additional needs

The money:

- A rolling programme of about £40m expenditure each year
- NCC Children's Services Committee has confirmed its support for the recommendation to add about £16m to the programme
- Most of the money is Government capital grant (cannot be spent on running schools) or money from housing developers

General picture in Greater Norwich:

- Housing development mainly in A11 corridor, North East Growth Triangle, and including Blofield and Brundall
- We have kept up with provision of school places in particular in Wymondham, and Sprowston each with new schools in development
- Future housing development 5 further sites allocated for North East Growth Triangle

What have we done in Greater Norwich in recent years:

- Expansion and relocation of Cringleford VA Primary School and Little Plumstead VA Primary School to new buildings
- Amalgamation of Lingwood schools to single site primary
- Reorganised all primary phase schools in Wymondham and increased capacity prior to new Silfield Primary school
- Avenue Junior expansion to 4FE
- Dussindale expansion to 2FE
- Poringland replacement of old mobile classrooms
- Wymondham High classroom extension first part of the masterplan for growth to 2,000 places
- Queen's Hill Primary expansion to 3FE
- Catton Grove Primary expansion to 3FE
- Expansion of St Michael's VA Bowthorpe to 4FE
- Expansion of St Augustine's RC Primary Costessey to 1.5FE
- Expansion of Sparhawk Infant School to 2FE

What is currently in the programme?

- Poringland expansion to 2FE
- Sprowston White House Farm new 2FE primary
- Hethersett new primary school and reorganisation of schools to all through primary
- Bowthorpe development to expand and relocate Chapel Break Infant and reorganisation schools to all through primary

What is being added to the programme:

- Little Plumstead Primary expansion
- Mulbarton Primary expansion
- Hethersett reorganisation and high school expansion
- Wymondham High next phase of expansion
- Potential accommodation for children currently permanently excluded from schools in the Norwich area

The Free school programme

- Governments between 2010-2015 and 2015-17 implemented a Free school programme to increase the number and diversity of school places in the system. These are funded by central Government.
- Schools have been created in Norwich in all sectors:
 - Secondary (Jane Austen College)
 - Primary (Charles Darwin Primary School, The Norwich Free School)
 - Special/additional needs (The Wherry School – opening Sept 2017)
 - Post-16 – (The Sir Isaac Newton Sixth Form)
- There is one University Technical College (14-19) in Norwich
- Two free schools have been approved to open in future years;
 - Sponsored by Sapienta Trust at Wymondham College (Sept 2019)
 - Sponsored by Right for Success Trust at Sewell Park College (Sept 2018)
- Prior to the general election the government was expected to open a further wave of bidding for Free schools. The timing and criteria for this new wave (Wave 13) are not known.

APPENDIX 2 – Proposed indicative use of CIL funding

The table below sets out the proposed expenditure of £2million in 2017/18 for additional school places resulting from housing growth in the Greater Norwich growth area.

The schemes are a combination of development funding or a contribution to construction funding for those where development has begun already.

Where scheme development is required the overall Children’s Services schools’ capital programme has established a process whereby £50K is allocated to early feasibility and design, and, if Gateway approvals are given by Members, £500K is allocated to take a scheme through a planning application process. Only at that point is full scheme funding allocated. The schemes below are a combination of longer term strategic development and more immediately deliverable construction schemes and generally reflect that allocation principle.

As the proposals are indicative, the Board will receive a report on the retrospective expenditure at the end of the financial year.

Project	Amount	Estimated delivery date	Context
Little Plumstead CE VA Primary extension	£500K	2019/20	This scheme is to expand the existing school to 2FE (420 pupils). The school is centrally placed within the NE Growth Triangle to increase for the immediate catchment and also absorb any growth from the surrounding area where other schools are full. A masterplan study for the expansion was completed earlier this year.
Hingham Primary mobile replacement	£100K	2018/19	This school is on the edge of growth and has two mobiles in need of replacement, with slightly undersized accommodation for 210 pupils. It should provide relatively quick build to demonstrate use of CIL funding for educational places
North Norwich High School	£50K	2022/23	This funding would be the increased development costs for the continued work to masterplan a site for a new high school provision (which might include options for an ‘all-through’ school). The critical initial issues for this are land assembly, highways and flood and surface water issues for a site.
Hethersett Junior School	£500K	2018/19	This village is the focus of a significant development. NCC is taking the opportunity to work with the schools towards reorganisation to primary. This funding would contribute to the Junior School accommodation for the younger age range pupils.

Hethersett High	£800K	2018/19	A masterplan has been developed working with the Academy Trust and this funding would contribute to the next phase. The purpose is to expand the school which currently is too small to accommodate the catchment pupils who have historically attended Wymondham schools. The improvement in standards and housing growth in the village make this priority.
Brundall/ Blofield Primary Schools	£50K	2019/20	The villages of Blofield and Brundall have a considerable number of housing approvals and developments underway. There are a number of allocations also likely to be approved whilst the land supply is not in place. We are considering a site for a new school in Blofield and in parallel looking for this funding to begin planning for expansion of Brundall School to 2FE (420 places)

Greater Norwich Working Arrangements – Vision and Objectives update

Tim Horspole, Director of Growth and Localism, South Norfolk Council

Summary

At the GNGB meeting on 23 March 2017 members of the Board instructed Chief Executive Officers to commence work on a clear vision, objectives and coherent narrative for the growth of Greater Norwich including a strapline.

This report outlines a proposal to support this area of work with a vision and objectives that re-invigorates the partnership and shapes its continued journey into the future.

Recommendations

- i. Agree the purpose, vision and objectives presented here and instruct officers to develop an appropriate framework for measuring success to be presented at the next Board meeting; and
- ii. Instruct officers to develop a supporting strapline and narrative for outward promotion of Greater Norwich.

1. Introduction

- 1.1 At the GNGB meeting on 23 March 2017 members of the Board instructed Chief Executive Officers to commence work on a clear vision, objectives and coherent narrative for the growth of Greater Norwich including a strapline.
- 1.2 This report outlines a proposal to support this area of work and asks members of the Board to adopt these as their vision and objectives going forward.

2. Background

- 2.1 The City Deal, signed in December 2013 focused on turning world class knowledge and ideas into world class jobs and looked to deliver:
 - A step change in commercialisation on the Norwich Research Park with a significant rise in spin-out businesses creating 3,000 new high value jobs by 2020;
 - At least 300 new businesses and 3,000 high value jobs across the Local Enterprise Partnership area established by 2015;
 - £100 million additional private sector investment to support business growth;
 - Over £2.3 billion private sector housing investment;

- Bringing forward 3,000 additional houses in the North East Norwich Growth Triangle;
 - 13,000 additional jobs across Greater Norwich.
- 2.2 Through the establishment of the Greater Norwich Growth Board, alongside the City Deal agreement, Broadland District Council, Norwich City Council, South Norfolk Council, Norfolk County Council, and the New Anglia Local Enterprise Partnership (LEP) confirmed their continuing commitment to working together to help deliver the much-needed homes and jobs in the area.
- 2.3 The Growth Board is currently constituted, through a Joint Working Agreement signed on 26 September 2014, to provide strategic direction, monitoring and co-ordination of the Greater Norwich City Deal and implementation thereafter of an annual infrastructure Growth Programme for the Greater Norwich area.
- 2.4 The proposed purpose, vision and objectives put forward for consideration here looks to re-invigorate the partnership and shape its continued journey into the future.

3. Updated purpose of the Greater Norwich Growth Board

3.1 The proposed purpose of the Greater Norwich Growth Board is:

- To ensure that there is a wide strategic overview to development in the area, ensuring that infrastructure and development is physically and conceptually co-ordinated and connected;
- To ensure that planned development is delivered in a timely, sustainable and inclusive manner;
- To support the co-ordination of public and private investment;
- To provide a united front in lobbying on key infrastructure challenges faced by the area;
- To ensure the area is given a sufficient voice with the national government;
- To provide leadership for the City Deal to develop skills and support business growth and innovation within the area;
- To encourage collaboration between public sector partners through ensuring resources are most effectively aligned; and

To undertake the above through having an efficient and effective decision making structure.

4. Clear Vision for the growth of Greater Norwich

4.1 Our vision for Greater Norwich is to build a thriving economy focusing on high value knowledge sectors and assets that will drive economic growth and enhance productivity.

By 2026 we will be known throughout the world as an international location with a global reputation for excellence in the knowledge, life science, digital technology and financial sectors.

This will be achieved through the delivery of sustainable and inclusive growth that protects and enhances our historic and cultural heritage, is environmentally sustainable and benefits and enables all communities.

The delivery of these globally distinctive sectors and assets will drive the development of strong international trading links, creating new global market opportunities that will also contribute to the uplift in the UK economy as a whole.

5. Greater Norwich objectives

5.1 The Greater Norwich objectives are proposed as follows:

- Increase in the number of quality jobs in our key economic sectors;
- Increased Gross Value Added (GVA) of the economy by developing new high value enterprises and assets that have the potential to be world leading through the provision of a range of interventions;
- Supporting the capacity of small and medium sized enterprises to grow in local, regional, national and international markets and to engage in innovation processes;
- Drive higher productivity in the local economy to increase the average salary for locally based jobs and tackle deprivation and exclusion;
- Continue to invest and grow our knowledge economy assets in the Universities and NRP to accelerate commercialisation and spin out activity to create scalable business ventures;
- Investing in the area's infrastructure, both digital and physical, to ensure that our businesses and residents can take advantage of wider business opportunities offered by improved connectivity;
- Support productivity and progression in employment by raising skills levels at the levels of basic skills, intermediate and higher level skills, to tackle skills gaps and shortages, and to promote gender equality in employment;
- Create and sustain a high quality and culturally rich city centre environment providing a dynamic, innovative and creative place to live, work and invest in;
- Enhance the local supply chain opportunities in town centres and rural areas;
- Support the growth of existing businesses and start-ups;
- Establish Norwich as a destination of choice and investment opportunity for the knowledge, life science, digital technology and financial sectors; and

- Ensure that a balanced and variety of housing is developed to meet local needs and to support the attraction of new jobs in high value knowledge sectors.

6. Recommendations

- Agree the purpose, vision and objectives presented here and instruct officers to develop an appropriate framework for measuring success to be presented at the next Board meeting; and
- Instruct officers to develop a supporting strapline and narrative for outward promotion of Greater Norwich.

7. Issues and Risks

Other resource implications (staff, property)

There are no other resource issues beyond those reported previously.

Legal implications

Changes to structures and functions of the Partnership will need to be agreed by the constituent partners through their own processes.

Risks

One or more partners may not agree the proposed changes to the structure and actions.

Equality

No specific issues

Human rights implications

No specific issues

Environmental implications

No specific issues

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

Name	Telephone Number	Email address
Tim Horspole	01508 533806	thorspole@s-norfolk.gov.uk

Appointment of Greater Norwich Director for Growth

Phil Kirby, Chief Executive Broadland District Council

Summary

Further to the decisions of the Board at its meeting in March 2017 this paper sets out the proposed arrangements to appoint a Greater Norwich Director for Growth. The post is to be a shared post between the partners reporting directly to the Board. The board is recommended to agree the proposal and proceed with the recruitment process.

Recommendations

- (i) Agree the recruitment proposal and instruct the Chief Executives to make arrangements with EELGA to implement;
- (ii) To confirm that the Board will act as the appointments panel, and each member will be authorised to act on behalf of their organisation in selecting the successful candidate;
- (iii) To determine whether the post is to be offered as a permanent or fixed term contract, and if the latter over what period;
- (iv) To designate Broadland District Council as the lead council for the post;
- (v) To agree that the recruitment costs will be funded from a combination of any surplus in the GNGB budget and an equal share of any balance from the partners or if no surpluses available from an equal division of the cost; and
- (vi) To agree that the cost of the post (including termination costs if any) is funded by all partners in an equal share. The cost of the post will also include travel and subsistence and an agreed level of overheads for services provided by the host authority.

1. Background

- 1.1 At its meeting on 23 March 2017 the Board agreed a package of recommendations designed to reinvigorate the partnership and shape its continued journey. In agreeing a new structure for the partnership, the Board accepted the need to create a shared post of Greater Norwich Director for Growth.
- 1.2 The Director level post is a shared post which will operate across the Greater Norwich geography, to be recruited to and be funded by the Growth Board partners. A job description and person specification was appended to the report considered by the Board at its meeting in March and has not been amended any further. It is attached as Appendix 1.
- 1.3 The post holder would provide singular strategic support to the board, and move the partnership to the next level, in terms of steering the future growth of the Greater Norwich area, whilst demonstrating the strength of partnership

working for the good of the area. Initially the Director would be directly responsible for the Greater Norwich Project Team and the Greater Norwich Local Plan Team. Once in post, the Director would shape the structure to best support them in carrying out their role, and provide the lead in taking forward new initiatives as determined by the Board to further the aims of the partnership. The potential structure considered by the Board is attached at Appendix 2.

2. Proposal for Recruitment

- 2.1 As reported to the Board at its meeting in May 2017, officers have been working with the East of England Local Government Association to put together a proposal for recruiting to the post, a copy of which is attached at Appendix 3. Michelle Kirk from EELGA will attend the Board meeting on 13 July to explain the proposal and respond to members questions.
- 2.2 The proposed recruitment process follows a similar format to that used by the partners in recruiting to senior level posts, and the expectation is that the Board will comprise the Member appointment panel. The meeting will provide the opportunity to refine the process and to confirm its implementation.
- 2.3 Indicative costs of the proposal are set out in the papers which would be shared equally between the 5 partners.

3. Contingent Matters

- 3.1 In addition to agreeing the recruitment process the Board will need to confirm the following:
- 3.2 Whether the post is to be permanent or on a fixed term basis?

The advantages to offering a permanent post are that it signals long term commitment from the partnership and offers stability in terms of developing the partnership over the medium and long term. It is more likely to attract a wider range of candidates and may also make it easier to expand and grow the partnership over the medium term. However, it does require the partners to commit to a long term arrangement and for one partner to take on a permanent liability for the post.

A fixed term appointment has the advantage of limiting the liability and provides greater flexibility for the partnership. However it may limit the potential pool of candidates and holds the inherent risk that towards the end of the fixed term the post holder may be looking elsewhere for employment which could undermine the ongoing work of the partnership.

- 3.3 Which partner will employ and host the Director in order to offer an employment contract?

Although the intention is for this to be a shared post, one partner will need to take on the responsibility as employer, with the attendant liabilities which can be different dependent upon whether the contract is permanent or fixed. As Broadland currently holds the chair of the Partnership, it is prepared to take on the role as 'employing authority'.

3.4 How the post is to be funded?

The recruitment costs for the post are proposed to be funded from a combination of any surplus in the GNGB budget and an equal share of any balance from the partners or if no surpluses are available there should be an equal division of the cost estimated to be £22K.

The cost of the post itself, in year estimated to be £110K (including on costs) is proposed to be funded by all partners in an equal share as the resource is for the GNGB as a whole. The funding will be reimbursed from the partners at the close of each financial year and the Board will be notified each year the estimated costs for the coming financial year to enable the partners to budget appropriately. The cost of the post will also include travel and subsistence and an agreed level of overheads for services provided by the host authority. Partners will also be equally responsible to pay for the termination costs (if any) arising from a future decision to end the role.

4. Resources

4.1 The GN Projects team currently comprises:

- Partnership Manager (0.5 fte)
- Project Managers x2 (2 fte)
- Project Co-ordinator (1 fte)
- Project Assistant (0.22fte)

The cost of the team in 2016/17 was £109,064, plus £19,345 for operational expenses, set against an income of £146,521, providing a surplus of £18,112. If the team remains the same for 2017/18 the budget requirement is anticipated as being £129,302 plus operational expenses of £13,500.

4.2 The Partnership Manager post is fully funded by the County Council, with the four local authorities contributing £29,000 each to support the Project Team.

The contribution of other staff to Greater Norwich work is borne by the individual councils and has not been costed.

The GN Projects team is also responsible for administering the:

- Pooled Community Infrastructure Levy c£78m (2013-2026)
- Local Infrastructure Fund £20m (City Deal)
- Public Works Loan Board loan £60m (City Deal)

The GN Local Plan team currently comprises:

- Team Leader (1 fte)
- Planning Officers (5.6 fte)
- Technical Officer (0.5 fte)
- Administrative support (1.4 fte)

4.3 The production of the Greater Norwich Local Plan has projected costs of £926,928 over the period 2016/2021. This is to be shared equally between the three district councils. The professional staff costs are borne by the individual councils, with Broadland and South Norfolk making an annual contribution of £2k each to Norwich, to reflect the slightly increased cost of Norwich City Council providing the Team Leader.

4.4 Recruitment costs and on-going salary costs of the post are detailed elsewhere in this report.

5. Recommendations

The Board is recommended to:

- (i) agree the recruitment proposal and instruct the Chief Executives to make arrangements with EELGA to implement;
- (ii) To confirm that the Board will act as the appointments panel, and each member will be authorised to act on behalf of their organisation in selecting the successful candidate;
- (iii) To determine whether the post is to be offered as a permanent or fixed term contract, and if the latter over what period;
- (iv) To designate Broadland District Council as the lead council for the post;
- (v) To agree that the recruitment costs will be funded from a combination of any surplus in the GNGB budget and an equal share of any balance from the partners or if no surpluses available from an equal division of the cost; and
- (vi) To agree that the cost of the post (including termination costs if any) is funded by all partners in an equal share. The cost of the post will also include travel and subsistence and an agreed level of overheads for services provided by the host authority.

6. Issues and Risks

6.1 Other resource implications (staff, property)

There are no other resource issues beyond those referred to in the report

6.2 Legal implications

Changes to structure and functions of the Partnership will need to be agreed by the constituent partners through their own processes

6.3 Risks

One or more partners may not agree to the process and actions resulting in the future partnership arrangements becoming further strained.

6.4 Equality

No specific issues

6.5 Human Right implications

No specific issues

6.6 Environmental implications

No specific issues

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

Name	Telephone Number	Email address
Phil Kirby	01603 430521	phil.kirby@broadland.gov.uk

Attachments:

Appendix 1 – Greater Norwich Director for Growth Job Description

Appendix 2 – Potential Structure

Appendix 3 – EELGA Proposal for Recruitment

APPENDIX 1

Job Description

Job Title: Service: Location:	Greater Norwich Director for Growth	
Responsible for:	Economic Growth	Accountable to: GNGB

Job Summary

- Provide the strategic leadership to the preparation and delivery of key economic strategies and spatial plans to drive growth and productivity across the functional economic area.
- Working directly with local businesses, business leaders and other partners to shape and deliver the priorities of New Anglia LEP's Strategic Economic Plan and local economic development strategies and be responsible for implementing and delivering the changes advocated in these documents.
- Being pro-active, seizing opportunities and making things happen to deliver investment and growth in Greater Norwich, realising tangible benefits for local businesses and our residents.

Key Responsibilities

Strategic

- Demonstrate leadership working with the New Anglia LEP and other strategic partners (such as the Greater Norwich Growth Board) to initiate and develop projects and programmes that drive growth plans across the functional economic area of Greater Norwich and the specialist business clusters.
- Drive forward the growth potential of Greater Norwich in the New Anglia LEP Strategic Economic Plan, bringing together employment, housing and transport needs to help exploit and deliver key economic opportunities
- Secure significant funding support for economic development projects and activity principally through the Local Enterprise Partnership including developing the business case and funding submissions to support funding bids.
- Ensuring the Councils' approaches to economic growth and development is kept up-to-date and fit for purpose, allowing the Councils to respond to change to ensure the best outcomes are achieved for the area.
- Work actively with key stakeholders to remove barriers and realise investment on strategic sites including Enterprise Zones.
- Ensuring the Councils' policies for growth and economic development align

with the Councils' spatial policy and take responsibility for the implementation of these policies.

- Interpreting national policy, strategy and funding schemes to develop and implement proposals and initiatives which enable the Councils to exploit new opportunities to drive business growth, innovation and productivity.
- Develop and instigate initiatives which support the growth of existing business, including promotion of sectors such as tourism, agri-tech, advanced engineering, food and health, creative tech and financial services
- Foster relationships with key intermediaries including Department for International Trade, property agents, landowners, business advisors etc. to enhance lead generation from potential investors and expanding businesses

Internal

- Provide the leadership and management to ensure that all responsibilities/deliverables within your remit make a positive contribution to the Councils' priorities and policies through the development and delivery of an annual business plan.
- Lead the Economic Development teams for the Councils, co-ordinating the various disciplines to bring about growth in the local economy and supporting and advising new and existing businesses.
- Work across the councils on projects and initiatives that will embed economic growth as a corporate activity, and deliver it "at pace".
- Regularly monitor and review service delivery across the Councils to ensure they meet customer needs, are efficient and effective, and implement changes as necessary to deliver continuous improvement.
- Provide clarity of purpose in your service areas, encouraging and supporting them to realise their potential through effective performance management, tackling under performance promptly and effectively and regularly celebrating success.
- Liaise with Members and New Anglia LEP Board as appropriate, keeping them informed of relevant issues and seeking opinion/guidance as necessary. Ensure clear and concise reports are presented to the appropriate Committee(s) in a professional manner.
- Ensure compliance with each Councils' processes, policies and procedures including finance, performance, HR, governance, health and safety, information management, data protection and equalities.
- Ensure the Councils meet their statutory obligations and that the highest standards of governance, probity and good conduct are maintained at all

times.

External

- Represent and promote the Councils as appropriate to your role at local and national levels. Foster relationships to ensure a positive view of the councils as organisations and to influence agendas to meet the councils' needs. Specifically in this role, provide leadership to the officer groups of the Greater Norwich Growth Board.
- Proactively take steps to be aware at an early stage of changes in government policy and other national issues. Influence and respond to such changes, ensuring that policy development at the Councils is relevant and appropriate to these.

Other

- Lead by example and develop, deliver and promote effective communications externally and internally.
- Work effectively with others (voluntary sector, partners, suppliers, and contractors, shared services etc.) to deliver outcomes in corporate areas across the Councils.
- Be prepared to undertake additional duties not included above that are appropriate to the job grade and qualifications, skill and experience as contained within the Person Specification, recognising that this Job Description will be kept under review and may be amended at the Councils' discretion to ensure organisational needs are met.

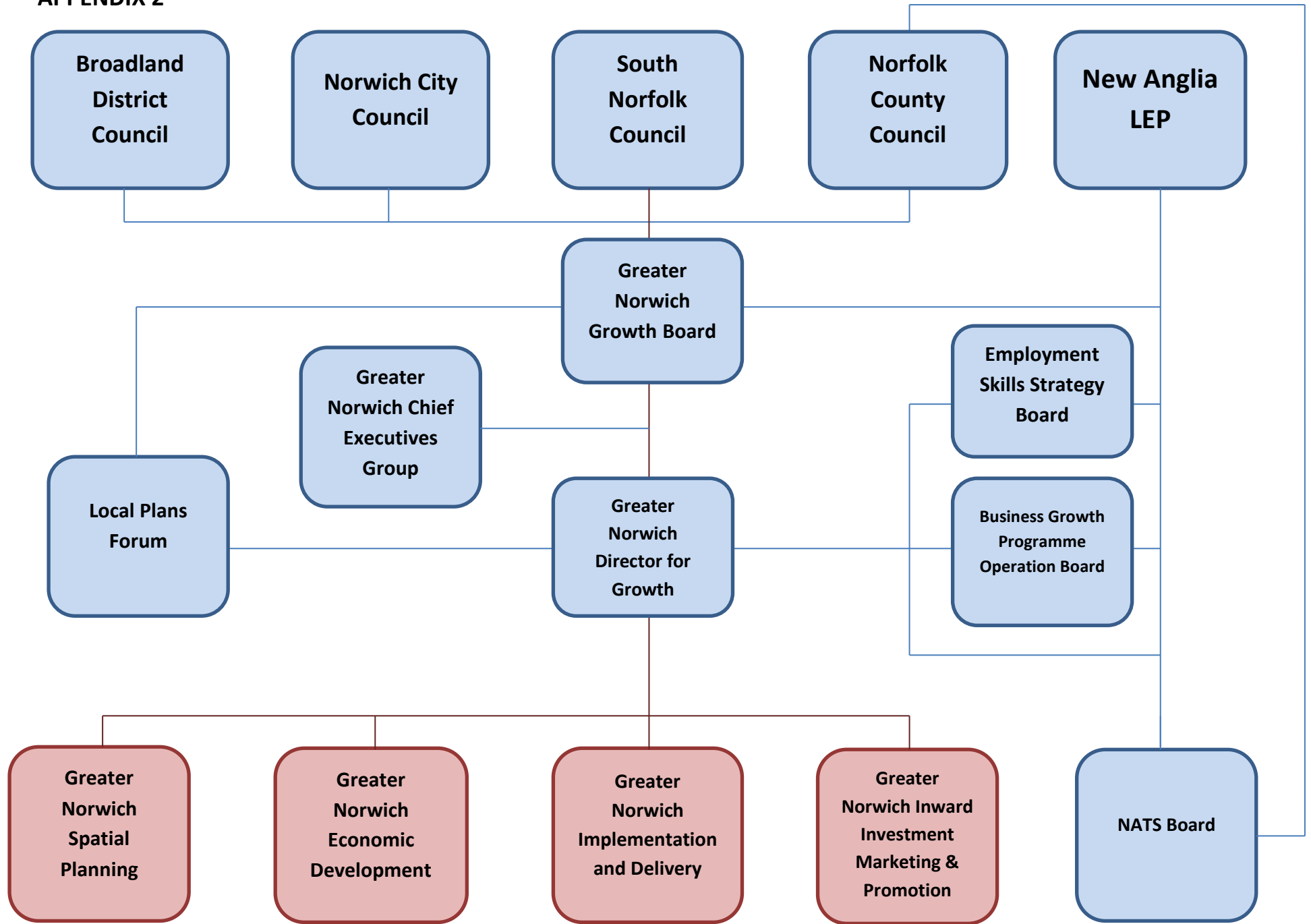
Person Specification

Requirements	Essential or Desirable	To be assessed by application, assessment, interview and/or references
Qualifications		
Relevant first degree (such as economics, geography, planning etc.)	E	Application
Post graduate qualification relevant to the post	D	Application
Eligible for membership of the Institute of Economic Development and or Royal Town Planning Institute)	D	Application
Experience		
A minimum of 3-5 years post qualification experience in a supervisory or managerial position, in the field of delivering economic growth	E	Application
Able to demonstrate practical skills and a track record of delivery of strategic planning objectives to facilitate growth.	E	Interview/assessment
Good knowledge of the New Anglia LEP, locally based businesses and local business support initiatives.	D	Interview/assessment
Able to demonstrate management ability, innovation and ability to tackle challenges in an imaginative, constructive and responsible manner	E	Interview/assessment
Able to demonstrate the ability to manage project work and, work across disciplines to achieve shared objectives	E	Interview/assessment
Able to motivate colleagues in multi-disciplinary teams and within the Directorate	E	
Knowledge and Skills		
An ability to prepare reports on complex issues which may need to be presented orally and in writing, and be able to deal with any subsequent enquiries	E	Interview/assessment
Able to provide specialist advice to a variety of	E	Interview/assessment

audiences		
Able to demonstrate knowledge and understanding of the national and sub-regional economic development and planning agenda.	E	Interview/assessment
Able to project manage a number of complex projects at any one time	E	Interview/assessment
Able to work under pressure and to tight deadlines demonstrating strong organisational and prioritisation techniques	E	Interview/assessment
Understanding of roles of local authorities, other statutory bodies, voluntary organisations and businesses within local communities	E	Interview/assessment
Knowledge of the Localism Act 2011 and its implications for the Councils	E	Interview/assessment
Key Competencies		
Commitment to demonstrating the behaviours relevant to your role as defined within the Council's Competency Framework.	E	Interview/assessment

Date Feb 2017

APPENDIX 2





East of England
Local Government Association

Proposal for recruitment

Greater Norwich Growth Partnership

1. Introduction

This proposal has been produced for board of the Greater Norwich Growth Partnership to provide support for the recruitment of a Director.

Support for this recruitment will be led by Michelle Kirk, Director at the East of England LGA.

This proposal is an indicative draft of the support that can be provided however a discussion will be required to finalise support in order to ensure that the partnership's requirements are fully met.

2. Assumptions

Initial coordination of the Partners will be undertaken by Broadland Council. Key contacts will be supplied to Michelle Kirk who will work with relevant partners to shape and deliver the recruitment process. Broadland Council has been used as the "lead Council" in this proposal however as long as there is a specified key contact for the exercise it is a matter for the partners to choose the participants for the recruitment activity. Council has been used throughout this proposal to identify the lead council /person.

Accommodation for and administration of the Assessment Centre will be supported by the Council.

3. Preparation

The job description and person specification have been agreed by the board.

The board will need to decide whether the post is to be established on a permanent or fixed term basis. There are advantages to offering a permanent post as this signals long term commitment from the partnership and offers stability in terms of developing the partnership over the medium and long term. A permanent post is also likely to attract a wider range of candidates than a fixed term appointment. It may also make it easier to expand and grow the partnership over the medium term. However it does require the partners to commit to a long term arrangement and for one partner to take on a permanent liability for the post. A fixed term post has the advantage of limiting that liability and provides more flexibility for the partnership. However it may limit the potential pool of candidates and holds the inherent risk that towards the end of the fixed term the postholder may be looking elsewhere for employment which would undermine the ongoing work of the partnership.

It will be necessary to decide which partner will be the employer of the Director in order to offer an employment contract. This will need to be determined before any recruitment is undertaken. Once the terms of the appointment are agreed Michelle Kirk will work with the relevant partners to produce a recruitment pack. The documents in the pack will form the "offer" to candidates.

In order to advertise the role a suitable package will need to be developed. The role is “atypical” however it will need to be established at a level which enables the postholder to operate at a very senior level alongside partners, stakeholders, senior members of the LEP, Council Leaders and senior officers of the partner organisations. The current level of Strategic Director pay across the region is around £76 to £92k dependent on the job role and location.

It is recommended that a salary of between £75k to £85k is established and offered subject to the successful candidate’s level of knowledge and experience.

If “employed “by one of the Councils on behalf of the partnership the candidate will be eligible to join the LGPS (local government pension scheme). The post will be subject to the additional on costs of employer national insurance and employer contributions to LGPS. In addition the candidate may be expected to travel across the Greater Norwich area and potentially beyond. It is recommended that a mileage allowance of 45p per mile is offered.

Partners will need to commit to cover the full cost of the post including employer national insurance, pension travel etc. It is recommended that this agreement is recorded formally.

4. Attraction strategy

It is recommended that advertising is placed in the MJ. In addition the role will be advertised on the EELGA website, LinkedIn and direct mailed to EELGA subscribers to the EELGA bulletin.

A microsite dedicated to the role would be a useful addition to the attraction strategy as this allows for additional information to be made available to potential candidates considering making an application. Typically a microsite will include an address by the Chairman showcasing the opportunities available to the candidates. It would also host all the information for making an application. The site would be the landing page from any advertising.

Alternatively EELGA can provide a dedicated page on our website as the landing page for candidates.

It is also possible to engage EELGA’s Head hunter to proactive source candidates. This option is increasingly popular with Council’s and partners in order to fill “a-typical” or “difficult to recruit to” posts.

5. Screening of applications

Candidates will be asked to submit a CV and covering letter of no more than 6 sides of A4.

The candidates will be asked to submit applications to Michelle Kirk so that support to the process is overseen and managed independently from the councils.

It is recommended that candidates who appear to meet the essential criteria for the role undergo an initial telephone screening to assess their application prior to shortlisting. This will ensure that candidates attending the assessment centre are of an appropriate standard.

6. Shortlisting

Following the initial screening a proposed shortlist will be sent to the Council with a summary of the candidate's suitability.

The full list of candidates will also be submitted to the council.

Once the shortlist has been agreed, those candidates who are to be taken forward will be asked to undertake a psychometric assessment prior to the assessment centre. The psychometric assessment outcomes will be used to probe any relevant areas at interview.

Candidates will be advised of the timetable for their assessment process.

Those who have not reached the shortlist will be advised of the outcome of their application.

7. Psychometric assessments.

Psychometric personality assessments provide indicators for behavioural preferences, predictive styles for leadership/management/approach to working alone or in a team. These assessments are a pointer/ indicator and will not of themselves be determinants of suitability of a candidate for any particular role.

The choice of psychometric tool is determined by the type of role. LJI (Leadership Judgement Indicator) is used to assess leadership style preferences and accuracy in choosing an appropriate leadership style in specific situations. An example report can be provided if desired.

The QUEST profiler can provide a range of outputs including behavioural preferences, leadership/team style, Jungian profile (similar to MBTI) and a culture match.

Both assessments can also be used for developmental purposes post appointment.

These assessments do not make judgements about the person, there is no "right" or "wrong" answers. They do not measure ability, but rather give indicators of preferences.

The results of the assessments can help interviewers to shape some assessment centre or interview questions to probe in particular areas where a candidates preferences or predictors are different to those required for the role.

Assessors can also use the psychometric assessments to check for the indicated preferences and styles needed for the post as part of the assessment centre.

Feedback from suitably qualified practitioners should be used to guide the assessor in interpreting the results.

Candidates should always receive feedback on any assessment that they have undertaken, again this can only be provided by suitably qualified practitioners. EELGA staff are qualified to provide feedback.

8. Assessment centre activities

8.1 What Are “Assessment Centres”?

Assessment centres are a series of exercises commonly used by employers to test skills which are not assessable from the traditional interview alone. An assessment centre usually lasts a whole day but can last anything from half a day up to several days of testing and assessments. Candidates will normally be invited to an assessment centre only after they have passed initial screening by the employer, for example an application form. The assessment centre is usually where the employer really puts the candidate through their paces.

8.2 Why Do We Use Assessment Centres?

Most roles have a complex set of skills, knowledge, aptitude and behavioural requirements. These qualities are usually articulated in the person specification and job description for the role. Employers need to be able to assess all of these things to ensure that the candidate will be successful in the role if they are appointed. Candidates may have different areas of strengths, therefore in order to provide them with a real opportunity to showcase their “offer”, we use different activities to allow them to show assessors how they would perform in different elements of the role.

Asking questions at an interview doesn’t give the candidate an opportunity to show the employer all of the things they bring to the role, or indeed everything that the employer may need to know to make a proper assessment of the candidate and their suitability for the post. Anyone can keep up an “interview persona” for a short period, certainly long enough to undertake an interview. This means that an interview on its own gives a very limited opportunity to assess candidates.

8.3 What Is Being Assessed?

The job description and person specification for the role, organisational context and competencies form a benchmark of what the roles requires of a post holder. This benchmark sets out what is required by the employer for the role. The assessment centre tests how well the candidate meets all the criteria in the benchmark, essentially, what does the employer need from the role and how well does the candidate compare to the benchmark?

Each element of the role is subjected to a suitable “assessment activity” as part of the overall assessment centre, so that by the end of the assessment centre a judgment can be made about the suitability of each candidate.

Is isn’t just about choosing the “best candidate”. Even the best candidate may not meet the benchmark and therefore in some cases may not be appointable. Similarly where there is only one candidate for the role, they will, by default, be “the best”, however if they cannot demonstrate their suitability, they may still not be the right person for the role.

8.4 What Are The Tools?

There are a wide range of tools, some of which are described below. The tasks/activities are crafted to fit each role and organisational level of the post. It is important to use enough activities to assess the candidate effectively without unnecessarily extending the process. Below is an indicative process for senior roles.

9. Assessment centre process

On day one candidates will be provided with an information pack. They will use this pack to undertake a range of activities.

The proposed activities are;

Case study

Mock advisory

Press briefing

Stakeholder meeting

Presentation

Interview

A common theme will be used throughout the assessment centre.

9.1 Case study

The first activity is to write a briefing note for Members based on a case study. This is a time limited exercise where the case study will be submitted electronically on completion and will be assessed.

The case study will explore strategic thinking and financial awareness as well as the ability to analyse information and present the most important information in a clearly written document.

The case study will be assessed against key criteria set in advance and would typically test;

- Strategic thinking
- Commercial awareness
- Approaches to problem solving
- Partnership building
- Knowledge and understanding of the political environment/political acumen

9.2 Mock advisory

The candidate will be given further information and a short period of time to analyse the data. They will then be asked to present their advice to members.

Members will have the opportunity to ask questions. This exercise will be assessed by members against key criteria set in advance.

This exercise will test:

- Style and delivery of advice to Elected Members
- Ability to explain complex information
- Responding to questions in a political environment.

9.3 Press briefing

Following the Mock Advisory meeting candidates will be asked to undertake a press interview to set out the partnership's position based on the case study and mock advisory session.

9.4 Stakeholder meeting

It is recommended that a small group of key stakeholders is invited to meet with each candidate. This might be the Chief Executives of the partnership for example or a group of stakeholders to the partnership.

The purpose of the exercise is to test how the candidate builds rapport and presents the partnership's objectives to the stakeholders. This group will be asked to assess specific criteria from the person specification. This adds a further objective assessment to the process.

The press briefing and stakeholder meetings can take place with different candidates at the same time. This simultaneous approach to activities means that there is less "down time" with candidates waiting around for their next activity.

9.5 Presentation

At the end of the first day candidates will be handed a presentation topic and will be required to present to Members as their first activity on day two. This presentation forms the initial part of the interview.

Day two of the assessment centre will include a presentation and interview with members lasting approximately one hour and ten minutes maximum.

9.6 Delivering the presentation

Candidates will prepare their presentation overnight and can choose how they wish to deliver this, verbal with/without notes, power point etc. The presentation will be followed by a question and answer session and then an interview.

9.7 Interview with members of the partnership

Each candidate will make a short (10 minute) presentation with a short (ten minutes question and answer session). The questions will be based on the presentation only.

This will be immediately followed by a competency based interview which will explore the key elements of the role.

Questions will be developed and agreed in advance. Questions will be designed to cover any areas not assessed during the assessment centre.

There may be one or more questions for each candidate which explore elements of the psychometric assessments where this is necessary.

Candidates will also be asked to report back on their meeting with stakeholders.

10. Supporting the Member panel

The panel will need to determine which candidate(s) are best suited to the role(s) and recommend appointments where this is appropriate.

All elements of the assessment centre will provide evidence to support this decision making process.

Michelle Kirk will support Members and the Chief Executive in reaching their decision and ensure that evidence is available to support this process and the decisions made.

An offer of appointment can be made to the selected candidate by either Michelle Kirk or the lead council.

11. Conclusion

This proposal can be adapted, amended or enhanced at the request of the board.

An initial estimate of costs is shown overleaf. Once the requirements of the partnership is known a costed version of the final proposal will be provided for approval.

Activity	Provider	Notes
Initial client meeting and attendance at Greater Norwich Growth Partnership board	Michelle Kirk	Core service-no charge
Proposal	Michelle Kirk	Core service- no charge
Candidate attraction		
Executive search	Executive search by Irene McManus (EELGA Associate) and Michelle Kirk (EELGA Director)	Sourcing suitable
	Michelle Kirk	Weekly client update to Jane Pearce
Candidate applications- from website and Executive search.	Michelle Kirk	Receiving and acknowledging applications
		Telephone interviews- including initial screening for suitability.
		Advising unsuitable candidates.
		Longlisting- Competency based telephone interviews for potential shortlist.
		Recommended shortlist
Shortlisting	Irene and Michelle	Provide recommended shortlist and pen portraits to EPC meeting.
Psychometrics	As required	Includes summary report to client
Production of assessment centre materials	Michelle Kirk	Production of all activities and candidate and assessor packs including scoring matrix/mapping of competencies to assessment centre activities. Printing costs if required
Member briefing	Michelle Kirk	Support to members on assessment centre preparation.
Assessment centre –delivery	Michelle Kirk	On the day support to the board and back office scoring support if required.
Support to decision making/ offer to candidate.	Michelle Kirk	Includes advice on process and report content for full council. Offer/negotiation with preferred candidate.
Total cost £ 16,550 plus VAT*		
*Other costs Accommodation charged at cost Mileage at 45p per mile. Psychometric assessments charges at £250 per candidate plus VAT		

Greater Norwich at MIPIM UK 2017

*Report by Dave Moorcroft, Director of Regeneration and Development,
Norwich City Council and
James Dunne, Communications & Marketing Manager, Broadland District Council*

Summary

This report details progress on attendance at MIPIM UK. This report outlines how Greater Norwich will present itself at the show, how it will promote its activity, how it will engage with visitors and how it will follow up on the event to achieve its expected outcomes.

Recommendations

The Board is asked to:

- (i) Approve the tender appointment of QDOS
- (ii) Approve the flexibility of a two year contract
- (iii) Approve continued use of > Norwich' identity
- (iv) Approve the establishing of a core team to work on the stand
- (v) Approve Greater Norwich having its own sites offer on the stand.
- (vi) Approve Greater Norwich team to be first single point of contact when following up leads
- (vii) Approve sponsorship strategy
- (viii) Delegate decisions around the development of plans for MIPIM UK to the Greater Norwich Infrastructure Delivery Board

1. Introduction

- 1.1 The primary objective of attending the MIPIM UK exhibition is to attract and encourage investment into Greater Norwich as part of an overall strategy to create and sustain jobs into the area. It provides a unique opportunity to showcase Greater Norwich projects, achievements and development opportunities to major decision makers and intermediaries in the UK and international property markets, whilst giving the strong indication that Greater Norwich is in the marketplace for doing business by actively seeking new property investment. The presence of Greater Norwich at the event, alongside Invest in Suffolk as part of a collaborative offering under New Anglia LEP's 'The East' branding, also provides the opportunity to enhance the perception and image of Greater Norwich within the property marketplace.
- 1.2 The main direct result of Greater Norwich's attendance at MIPIM UK is that relationships are established and strengthened with senior property decision makers, intermediaries and influencers in the UK and international property markets. In simple terms, building these relationships ensures that Greater Norwich's profile is continually rising and market intelligence is shared.

Attendance at MIPIM UK also extends the possibility of developing lasting business relationships by providing the ideal opportunity to have meetings with people which Greater Norwich's representatives would not normally meet in an environment that presents Greater Norwich in an equal way to other areas.

2. Key Outcomes

2.1 The benefits of visible marketing and face to face discussions within a professional, trade environment are significant. Key outcomes include:

- Increased profile of Greater Norwich (generated by positive media coverage and well positioned pre-event advertising) within a national/international environment.
- New interest in Greater Norwich from investors and developers.
- New contact made with a number of businesses in and around Greater Norwich.
- Development of relationships between public and private sector among the existing companies in Greater Norwich.
- Renewed interest and enhanced working relationships with existing developers and businesses looking to bring forward new sites.
- Development of a relationship management database as a platform to deepen contracts and start to match specific investors with tangible projects and regeneration opportunities across Greater Norwich.
- Strengthening the capacity of Greater Norwich teams to understand and project the local and spatial offer to national and international partners and investors, and to support investors by coordinating local support.
- Development of a properly coordinated and streamlined account management role for key investment projects, working across Greater Norwich partners.
- Provide ongoing communications with key investors and existing trade partners to secure expansions and to build on existing trade links in order to secure future leads.
- Establishment of a more strategic approach, including working at larger, supply-chain levels and to provide a stronger partner for UKTI in promoting Greater Norwich brands and assets.

3. Stand update

The tender process was led by the LEP and supported by officers representing Greater Norwich, Norfolk County Council and Suffolk County Council.

Seven companies' submitted tenders and two were shortlisted with QDOS being selected.

The company has a superb track record in delivering major exhibitions and gave the whole selection panel confidence in their ability to deliver an impactful and memorable stand for Greater Norwich.

Their suggested design creates a bright, eye catching open space that also has a sofa area with a studio feel to allow more relaxed conversations. The space is also flexible to allow a networking event to take place on the stand.

This flexible space allows for reuse next year with potential cost reduction if graphics are reused.

The board is asked to consider that the contract is awarded over a two year period to save on the need for a further procurement exercise for any proposed attendance in 2018, to take advantage of this cost reduction of up to £6,000 and to show Greater Norwich's commitment to providing a consistent quality presence at MIPIM UK.

4. Visual identity and narrative

It is recommended to the board that the visual identity of the stand using the > Norwich branding continues.

It is suggested that some improvements to the narrative be introduced on the different sector offers, allowing flexibility on reaching out to key target audiences. However, the main focus will still be on the areas identified by the work carried out last year for Greater Norwich:

- A fast growth city with a thriving tech creative sector
- Offers the space to grow
- The city centre offer – both retail and leisure
- Transport connections to London, Cambridge and the World
- Creativity. A rich heritage and history

In addition the evolving narrative will be based on the vision and objectives approved by this board.

5. Attendance

The MIPIM UK working group has identified that a revised stand management needs to be introduced based on feedback from last year. It has been identified that there should be a core team of six officers, adding a consistent approach and service to visitors. They would in turn support the senior officers and leaders interacting with the guests to ensure consistency of key message delivery.

The working group are currently investigating a stand attraction to tie in with Greater Norwich's ambitions with a focus on a technology element to tie in with our tech narrative. It is expected that this will still be possible from the budget committed by all partners in Greater Norwich.

6. Sites offer

The Greater Norwich Economic Development Officers Group will be developing the site offer for promotion at the exhibition. This will be refined over the coming months and presented to the board at its September meeting.

In terms of maximising the return for Greater Norwich, it is recommended that while the Greater Norwich sites will be part of a wider Invest East brochure, alongside sites from across Norfolk and Suffolk, they would also be available for visitors to take away as their own identity. The preference for visitors at the exhibition is for smaller items to carry so this is likely to be offered in memory stick form as well as some paper copies.

7. Events

It is proposed that a networking event takes place at the stand area to bring together the wider Invest East offer across both the Greater Norwich and Suffolk stands. Possible themes include a focus on big development announcements, strategies or sites news and Such an event also opens up the potential for MP support and involvement.

In addition, a small event is proposed at the Greater Norwich stand with the aim of raising wider awareness of the area. Options are being looked at which could highlight some of the assets of the area that most people are unaware of.

As food and drink has historically being popular at MIPIM to attract visitors to stands, the working group are examining local food and drink angles. The theme could focus on 'come and see us and discover more than you think about the area'. The working group will focus working with the EDOs Group to target invites but we will also use it as part of our marketing in advance and at MIPIM to attract new visitors to the stand.

8. Sponsorship / Partnership Packages

In terms of sponsorship for this year's MIPIM, apart from ongoing dialogue with close partners, the plan is to work with EDOs and the Norfolk Chamber of Commerce to target sponsors for next year and invite them to MIPIM UK to see what potential opportunities their business is missing. They will be presented with a sponsorship package in advance of MIPIM UK so only interested parties will be our guests. The long term plan is to attract 25% private investments year on year so that by 2021, MIPIM UK is entirely funded by the private sector.

9. Pre-promotion

In terms of promotion and marketing, the plan is to focus on the publications and timetables released in advance of MIPIM UK. It is also recommended by the working group that the current www.greaternorwich.co.uk website be utilised for MIPIM UK publicity and options for using the website to data capture are being investigated.

10. Post-event plans

It is suggested that, for consistency and accuracy, any leads generated for Greater Norwich at MIPIM UK are followed up as first point of contact by the core Greater Norwich team who will then liaise directly with the council teams involved to set up site meetings.

This approach will allow Greater Norwich to follow up direct leads quickly and maintain consistency of approach.

11. Budget

Recognising that investing in attending events like MIPIM UK forms part of a long-term strategy to attract investment into the area each of the Greater Norwich partners have committed £11,000 towards attendance at MIPIM UK 2017. New Anglia LEP will also be contributing towards the costs of the overarching Invest East stand and investment pitch book.

12. Recommendations

The Board is asked to:

- (i) Approve the tender appointment of QDOS
- (ii) Approve the flexibility of a two year contract
- (iii) Approve continued use of > Norwich' identity
- (iv) Approve the establishing of a core team to work on the stand
- (v) Approve Greater Norwich having its own sites offer on the stand.
- (vi) Approve Greater Norwich team to be first single point of contact when following up leads
- (vii) Approve sponsorship strategy
- (viii) Delegate decisions around the development of plans for MIPIM UK to the Greater Norwich Infrastructure Delivery Board

13. Issues and Risks

13.1 Other resource implications (staff, property)

The project will be managed within current resources.

13.2 Legal implications

N/A

13.3 Risks

One or more partners may not agree to the approach leading a visible lack of consistency in approach externally.

13.4 Equality

N/A

13.5 Environmental implications

N/A

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

James Dunne	01603 430523	james.dunne@broadland.gov.uk
Dave Moorcroft	01603 212226	dave.moorcroft@norwich.gov.uk
Amy Broadhead	01603 222727	amy.broadhead@norfolk.gov.uk

Greater Norwich Local Infrastructure Fund

Report by Phil Courtier, Head of Planning, Broadland District Council

Summary

This report updates the Board on the status of each of the projects which the Board has previously approved to receive Local Infrastructure Fund loans. It also updates the Board on progress made since its resolution in May 2017 to approach SME developers with an offer of a smaller scale facility over the next 2-3 years.

Recommendations

The Board is asked to:

- (i) Note the progress and status review of each of the projects agreed and agreed in principle by this Board to date;
- (ii) Agree to the continuing commitment of LIF funds for those schemes previously approved in principle; and
- (iii) Note the receipt of 2 further Expressions of Interest as a result of the Board's resolution in May 2017 to approach SME developers.

1. Introduction

1.1 The Local Infrastructure Fund (LIF) was established through the Greater Norwich City Deal. The fund provides loans to developers for infrastructure required to unlock onsite delivery.

1.2 The objectives of the Local Infrastructure Fund are:

- To establish a revolving fund so that funding can be reinvested to unlock further development and leverage private sector investment on developments;
- To target and bring forward those development sites which require short-term funding support;
- To support schemes that may not otherwise go ahead because of the requirement for up-front infrastructure investment; and
- To generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs, housing and commercial developments.

1.3 At the Greater Norwich Growth Board (GNGB) meeting in May 2017 the Board expressed concern over whether the original objectives for the Fund were being met and asked for a full status update for those projects which have yet to begin drawing down their approved LIF allocations.

- 1.4 This report updates the Board on the current status of each of the agreed and agreed in principle projects to date as well as updates on progress made since the Board's resolution in May 2017 to approach SME developers with an offer of a smaller scale facility over the next 2-3 years.

2. Project updates

2.1 Deal Ground

Approved in principle for LIF in 2014 for £3.48m to unlock 680 residential units and related commercial space on the Deal Ground and May Gurney sites by providing funding towards the two new bridges and spine road needed to enable the development.

- 2.2 The scheme has had an extant planning permission since 2013. It needs the provision of a spine road and services from The Street in Trowse, a road bridge across the River Yare is needed to access the Deal Ground site and the permission requires a cycle and pedestrian bridge across the River Wensum, to connect with footpaths and cycleways on the Riverside Walk before the homes on the Deal Ground can be occupied.

- 2.3 The site has been extensively marketed since planning permission was issued. More recently it has been apparent that the site owner was seeking Joint Venture partners to bring the site forward. These negotiations appear to have stalled and there is no indication of how or when the site will be brought forward for development. However, it should be noted that the planning permission issued on the site will remain extant for several more years and the site remains the largest residential allocation within the City Council area which remains undeveloped.

2.4 Beeston Park: North Walsham Road Link

Approved in 2014 for £5m of funding to deliver the new North Walsham Road Corridor. The infrastructure will help accelerate the delivery of at least 600 homes, supporting 674 person-years of construction employment and 166 FTE operational jobs.

- 2.5 Broadland Council resolved to grant outline planning permission for a revised Beeston Park scheme on 12 October 2016. Whilst this permission has not yet been issued its eventual effect will be to rephrase the scheme to develop the western section of the development site (known as Parcel A) as the first phase. Parcel A is located between St Faiths Road and North Walsham Road and does not require the redirection of North Walsham Road or the cruciform section of the East-West Link Road that was the subject of the original agreement for LIF funding. Therefore the LIF scheme will not be taken forward as originally intended. GNGB officers have entered into initial negotiations with TOWN (the promoters of Beeston Park) to redirect the agreed LIF funding (in part) to deliver a section of link road between St. Faiths Road and Buxton Road in the first instance, thereby increasing the market attractiveness of this element of Parcel A to a wider panel of house builders/developers. The LIF funding would then be recycled into redirection of North Walsham Road and

cruciform of East-West Link Road as originally agreed in order to enable the delivery of the second phase of the development (known as Parcel B).

2.6 Buxton Rd – North Walsham Road Link

Approved in 2015 for a loan of £3.7m to deliver a phase of the corridor linking the East and West sectors of the Beeston Park scheme, specifically the section between the North Walsham Road and the Buxton Road. This infrastructure will release the development of circa 1,100 homes, a school and small scale mixed use development. In addition it will deliver 210 construction jobs during the construction phase as well as 40 apprenticeships and education jobs associated with the school development.

2.7 Despite positive early signs from the three development parties involved (Lanpro, TOWN and Badger Builders), limited progress has been made on the terms of the repayment in recent times. The current terms proposed by the development parties transfer an unacceptable risk onto the Local Authorities. Delays in negotiations are likely to be linked to complications/ changes within each of their respective parties land interests: Lanpro have been focused on the resolution of significant onsite drainage issues, which were precursors to completing the sale of the site to Orbit Housing; the relocation of Norwich RFU to their new site at UEA has suffered delays, this has diminished the necessity for Badger to progress with scheme development to their original timescale; and, TOWN have been primarily engaged in progressing their revised planning application to an approval (mentioned above) and negotiating with potential scheme investors.

2.8 St George’s Park, Loddon

Approved in August 2015, £4.5m (later increased to £5m by this Board) to support the construction of a new roundabout on the A146 and other onsite infrastructure to service a development of 200 homes including 66 social housing for rent.

Loan agreement signed in early 2016 and to date the applicant has drawn down £2.320m.

2.9 Little Plumstead

Approved in March 2016, £1.5m for demolition, road construction and utilities to support the development of 92 homes (20 of which will be affordable)

Loan agreement signed in early 2017 and to date the applicant has drawn down £1.140m.

3. Reviewing the in-principle approvals

3.1 The initial criteria for applications to the Local Infrastructure Fund included a requirement for planning consent and a willingness to start development in short order. It is now apparent that those larger applications currently going through the negotiation stages are subject to a complex process which may involve finding an end developer, raising finance, complying with planning conditions and negotiating infrastructure provision.

3.2 Although some of the schemes the Board has approved in principle are yet to complete/ draw down, the offer of a LIF loan has given developers the confidence to proceed with their developments. An offer of a loan serves a useful purpose even if developers are not ready to draw it down immediately. Both the Deal Ground and East-West link road schemes are strategically important to the growth of the Greater Norwich area and without the funding offer from the Local Infrastructure fund it is likely that progress would have been slower.

3.3 Possible consequences of withdrawing a commitment of LIF funding from this Board include:

- Further delays in scheme progress and ultimately delivery;
- Undermined investor confidence;
- Disengagement of parties from ongoing negotiations;
- Non-strategic approach to infrastructure delivery across the area;
- Reduced developer contributions to infrastructure; and
- Limit to economic growth realised across the area.

3.3 It is therefore recommended that the Board agree to the continuing development of the loan agreements for the schemes previously approved in principle, subject to a programme of regular review to ensure sufficient progress is being made.

4. SME and Housing Association update

4.1 At the GNGB meeting in May 2017 the Board resolved to instruct officers to approach SME developers with the offer of a smaller scale facility over the next 2-3 years to maximise the impact of the fund.

4.2 Conversations have taken place with four small and medium sized developers to date and subsequently, 2 expressions of interest have been received and reviewed by the Infrastructure Delivery Board. Full Business Cases have been requested of these two developers and will be subjected to full financial appraisal before being brought to the Board for a decision for funding.

4.3 In addition, details of LIF have also been circulated to Housing Associations as requested. Officers will keep Members up to date on interest received from this.

5. Recommendations

The Board is asked to:

- (i) Note the progress and status review of each of the projects agreed and agreed in principle by this Board to date;
- (ii) Agree to the continuing commitment of LIF funds for those schemes previously approved in principle; and

- (iii) Note the receipt of 2 further Expressions of Interest as a result of the Board's resolution in May 2017 to approach SME developers.

6. Issues and Risks

6.1 Other resource implications (staff, property)

The fund will be managed within existing resources and will require continued support from the Greater Norwich Projects Team.

6.2 Legal implications

All schemes will be assessed by the Greater Norwich Growth Board and the organisation named in the Business Case will be required to enter into a legal contract with Norfolk County Council, the Accountable Body for the funding.

6.3 Risks

Each loan will be subject to financial appraisal and appropriate risk mitigation will be written in to the individual conditions of offer as set out in the Local Infrastructure Fund Criteria and Guidance Notes document.

6.4 Equality

No specific issues arising from the award of LIF funding towards a scheme. Each scheme will be required to meet its obligations under relevant legislation.

6.5 Human rights implications

No specific issues arising from the award of LIF funding towards a scheme. Each scheme will be required to meet its obligations under relevant legislation.

6.6 Environmental implications

No specific issues arising from the award of LIF funding towards a scheme. Each scheme will be required to meet its obligations under relevant legislation.

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

Name	Telephone Number	Email address
Ellen Goodwin	01603 638160	ellen.goodwin@norfolk.gov.uk

Greater Norwich Growth Board Forward Plan

A report by Dave Moorcroft, Director of Regeneration and Development, Norwich City Council

Summary

This report sets out the Forward Plan for the Greater Norwich Growth Board. The Forward Plan is a key document for the Board to use to shape future meeting agendas and items for consideration. The Forward Plan for this Board is included at Appendix 1.

Recommendations

- (i) To review the Forward Plan at Appendix 1 and identify any additions, deletions or changes to reflect key issues and priorities the Board wishes to consider.

1. Introduction

1.1 This report sets out the Forward Plan for the Greater Norwich Growth Board. The Forward Plan is a key document for the Board to use to shape future meeting agendas and items for consideration.

1.2 The Forward Plan for this Board is included at Appendix 1.

2. Recommendations

- (i) To review the Forward Plan at Appendix 1 and identify any additions, deletions or changes to reflect key issues and priorities the Board wishes to consider.

3. Issues and Risks

3.1 Other resource implications (staff, property)

The forward plan will be managed within existing Greater Norwich Projects Team resources.

3.2 Legal implications

N/A

3.3 Risks

N/A

3.4 Equality

N/A

3.5 Environmental implications

N/A

Officer Contact

If you have any questions about matters contained in this paper please get in touch with:

Name	Telephone Number	Email address
Ellen Goodwin	01603 638160	ellen.goodwin@norfolk.gov.uk

Greater Norwich Growth Board – Forward Plan

Issue/decision	Requested Board action	Lead Officer
Meeting: 7 September 2017		
NATS Implementation Plan	Programme delivery and IIF funding update	Tom McCabe Tracy Jessop
MIPIM update	Update on progress towards MIPIM UK 18-19 October 2017	Dave Moorcroft James Dunne
City Deals - skills	Update report	Chris Starkie
Local Infrastructure Fund	Loan decisions (if required)	Phil Courtier
Greater Norwich working arrangements	Ongoing	Phil Kirby
Meeting: 26 October 2017		
Green infrastructure	Programme delivery	tbd
Growth Programme for 2018/19	Agree the 2018/19 growth programme and supporting IIF allocation	Phil Courtier
City Deals – infrastructure	Update	Chris Starkie
Local Infrastructure Fund	Loan decisions (if required)	Phil Courtier
Greater Norwich working arrangements	Ongoing	Phil Kirby
Meeting: 7 December 2017		
Community infrastructure	Programme delivery	tbd
MIPIM feedback report	Outcomes report	Dave Moorcroft James Dunne
Schools Capital Programme – 6 monthly	Update including North Norwich High School and details of 2018/19 IIF spend	Chris Hey

Greater Norwich Growth Board – Forward Plan

Issue/decision	Requested Board action	Lead Officer
Local Infrastructure Fund	Loan decisions (if required)	Phil Courtier
Greater Norwich working arrangements	Ongoing	Phil Kirby
Meeting: early 2018 (date tbc)		
NATS Review	Progress update	Tom McCabe Tracy Jessop
City Deals – employment	Update	Chris Starkie
Local Infrastructure Fund	Loan decisions (if required)	Phil Courtier
Greater Norwich working arrangements	Ongoing	Phil Kirby