

# Greater Norwich Growth Board

**Date:** 21 September 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:**

Douglas Field

**Officers:**

Phil Kirby  
Phil Courtier  
James Dunne

Laura McGillivray  
David Moorcroft  
Graham Nelson

Sandra Dinneen  
Tim Horspole

Wendy Thomson  
Tom McCabe  
Tracy Jessop  
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 13 July 2017](#)** **4 – 5**
4. **[Greater Norwich Working Arrangements](#)** **6 – 12**  
*A report by Phil Kirby, Chief Executive, Broadland District Council*
5. **[Appointment of Greater Norwich Director for Growth](#)** **13 – 24**  
*A report by Phil Kirby, Chief Executive, Broadland District Council*
6. **[Vision and Objectives update](#)** **25 – 28**  
*A report by Tim Horspole, Director of Growth and Localism, South Norfolk Council*
7. **Greater Norwich at MIPIM UK 2017**  
*A verbal update by Dave Moorcroft, Director of Regeneration and Development, Norwich City Council and James Dunne, Communications and Marketing Manager, Broadland District Council*
8. **[Greater Norwich Local Infrastructure Fund](#)** **29 – 34**  
*A report by Phil Courtier, Head of Planning, Broadland District Council*
9. **[Greater Norwich Growth Board Forward Plan](#)** **35 – 38**  
*A report by Dave Moorcroft, Director of Regeneration and Development, Norwich City Council*
10. **Any Other Business**
11. **Date of Next Meeting**  
*10am, Thursday 26 October 2017  
Council Chamber, Broadland District Council*

**FOR FURTHER INFORMATION PLEASE CONTACT:**

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

13 September 2017



If you would like this agenda in large print, audio, Braille, alternative format or in a different language, please call Ellen Goodwin, Project Manager on 01603 638160 or email [ellen.goodwin@norfolk.gov.uk](mailto:ellen.goodwin@norfolk.gov.uk)



Please call Ellen Goodwin, Project Manager on 01603 638160 or email [ellen.goodwin@norfolk.gov.uk](mailto: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 13 July 2017

**Time:** 10.00 am

**Venue:** Broadland District Council, Thorpe Lodge, 1 Yarmouth Road, Norwich, NR7 0DU

## **Present:**

### **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:**

Mark Pendlington

### **Officers:**

Phil Kirby  
Phil Courtier  
James Dunne

David Moorcroft  
Graham Nelson

Tim Horspole

David Dukes  
Chris Hey

Chris Starkie

### **In attendance:**

Greater Norwich Projects Team

Amy Broadhead  
Ellen Goodwin

## **1. APOLOGIES FOR ABSENCE**

Apologies were received on behalf of Sandra Dinneen and Laura McGillivray.

## **2. MINUTES**

*Minute no: 3 – Minutes*

As Resolution vii of The Future of Greater Norwich had not been agreed at the 25 May 2017 meeting; the Chairman proposed the following:

*Resolution vii*

*Recognising that the NPA/rural areas of Greater Norwich exist as policy areas until a new Greater Norwich Local Plan is adopted (by 2020) give a steer to the Local Plans Working Group, that subject to the evidence not suggesting anything to the contrary, the policy framework within the Greater Norwich Local Plan provides for the housing land supply to be calculated over the single Greater Norwich geography.*

The Resolution could not be agreed by the Board, and it also became clear that the appointment of the Greater Norwich Director for Growth could not be agreed with the proposed job description in the report.

In the light of this impasse the Chairman closed the meeting.

*The meeting closed at 10.24 am.*

## Greater Norwich Working Arrangements

*Phil Kirby, Chief Executive, Broadland District Council*

### Summary

At the meetings held on 23 March and 25 May the Board considered a package of recommendations designed to reinvigorate the partnership and shape its continued journey.

This paper sets out those recommendations which the Board has agreed and seeks to offer a way forward with regard to those recommendations around which resolution could not previously be reached.

### Recommendations

1. The Board is asked to re-affirm the recommendations agreed at the 23 March and 25 May 2017 meetings;

(i) Agreed the new structure of the partnership (as set out in Appendix 1 of this report), and recommend to the partners that this model be adopted at the earliest opportunity;

(ii) to instruct Chief Executive Officers to commence work and present back to the Board for adoption, a clear vision, objectives and coherent narrative for the growth of Greater Norwich including a strapline to pave the way for:  
- the appointment of a Greater Norwich Director for Growth;  
- the establishment of a special purpose delivery vehicle and  
- the preparation of a single Greater Norwich Economic and Inward Investment Strategy which will be a priority for preparation later in 2017;

in reporting back to the next Board meeting, identify the minimum staffing requirements to make the arrangements effective and potential sources of funding for a three year budget period;

(iii) agree to meet on a six weekly cycle

(iv) add 'develop and promote an identity for the GNGB' to the functions of the Board;

(v) agree use of >Norwich logo in all communication;

(vi) agree that all communications around delivery are branded as coming from the GNGB;

(vii) create and use only one website [www.greaternorwich.co.uk](http://www.greaternorwich.co.uk); the site will mainly focus on selling the area as an area for growth, focussing on people and place and current opportunities for growth. It will incorporate areas for GNDP and GNLP areas as well as agendas/minutes etc;

- (viii) create a suite of central materials to be used to promote the GNGB
- (ix) to maintain a commitment to focus growth on the most sustainable locations.

2. Agree to the revised recommendations as set out below:

- (i) *agree to the partners adoption of the Annual Growth Programme for 2017/18 without any provision for maintenance funding.*
- (ii) *commit to drive growth forward on the existing allocated sites in the Greater Norwich area, in particular, but not limited to, Beeston Park, the Deal Ground/Utilities site, Barrack Street, Rackheath, the Norwich Research Park and Long Stratton;*

## **Background**

At its meeting on 23 March 2017 the Board was presented with a package of recommendations designed to reinvigorate the Greater Norwich partnership in order to meet the challenges of achieving long term growth. Seeing the position of the GNGB as setting the strategic direction for the partnership as its central body.

The Board unanimously supported the majority of the recommendations presented but two points of clarification remain. This paper sets out the recommendations which the Board has endorsed to date, seeks re-affirmation and recommends modifications to two of the original recommendations on which agreement has not been reached.

1.1 At its meeting on 23 March 2017 the Board resolved to:

- (i) Agree the new structure of the partnership (as set out in Appendix 1 of this report), and recommend to the partners that this model be adopted at the earliest opportunity;
- (ii) to instruct Chief Executive Officers to commence work and present back to the Board for adoption, a clear vision, objectives and coherent narrative for the growth of Greater Norwich including a strapline to pave the way for:
  - o the appointment of a Greater Norwich Director for Growth;
  - o the establishment of a special purpose delivery vehicle and
  - o the preparation of a single Greater Norwich Economic and Inward Investment Strategy which will be a priority for preparation later in 2017;in reporting back to the next Board meeting, identify the minimum staffing requirements to make the arrangements effective and potential sources of funding for a three year budget period;
- (iii) agree to meet on a six weekly cycle
- (iv) agree to the partners adoption of the Annual Growth Programme for 2017/18 without any provision for maintenance funding but recognise that

a sufficient future maintenance pot (18/19 onwards) will be necessary as part of the future investment programmes in the Greater Norwich area;

- (v) add 'develop and promote an identity for the GNGB' to the functions of the Board;
- (vi) agree use of >Norwich logo in all communication;
- (vii) agree that all communications around delivery are branded as coming from the GNGB
- (viii) create and use only one website [www.greaternorwich.co.uk](http://www.greaternorwich.co.uk); the site will mainly focus on selling the area as an area for growth, focussing on people and place and current opportunities for growth. It will incorporate areas for GNDP and GNLP areas as well as agendas/minutes etc;
- (ix) create a suite of central materials to be used to promote the GNGB.

1.2 At its meeting on 25 May 2017 the Board agreed two further recommendations for the partnership;

- to maintain a commitment to focus growth on the most sustainable locations;
- 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;

1.3 One recommendation presented to the 23 March meeting remains to be agreed;

- to give a steer to the Local Plans Working Group, that subject to the evidence not suggesting anything to the contrary, the policy framework within the Greater Norwich Local Plan provides for the housing land supply to be calculated over the single Greater Norwich geography;

1.4 It has not been possible to proceed with adoption of the Annual Growth Programme for 2017/18 given that agreement has not been forthcoming on this recommendation.

## **2. Issues**

### **2.1 *Maintenance***

2.1.1 In the early discussions regarding the use of partnership funding to deliver Infrastructure projects, there was agreement that maintenance costs would not be included as a potential draw on the limited partnership resources.

2.1.2 However, it is appropriate to review such decisions as time goes on and recent discussions on this issue highlighted differing views which resulted in a delay to the approval of the 2017/18 Annual Growth Programme by constituent partners.

2.1.3 The 2017/18 Growth Programme has now been endorsed by all partners with no provision for maintenance. The board is recommended to agree an amendment to the earlier recommendation agreed at its meeting in March, to acknowledge the current position.

2.1.4 The following revision to recommendation (iv) is proposed:



- (iv) agree to the partners adoption of the Annual Growth Programme for 2017/18 without any provision for maintenance funding,

## 2.2 *Greater Norwich Policy Framework*

- 2.2.1 All partners are in agreement to a policy approach that retains the focus for growth on the most sustainable locations in the Greater Norwich area. However, the merits of the Norwich Policy Area (NPA) as a defined planning area have been the subject of some discussion recently linked to the development of the Greater Norwich Local Plan (GNLP). There is an emerging consensus that retention of the NPA as a tool to monitor housing land supply is unnecessary, and its retention for this purpose going forward will continue to frustrate the ability of Broadland and South Norfolk to resist development within the NPA on unallocated sites. However, with the Greater Norwich Local Plan due to go out to consultation at the end of the year it is also recognised that it is not possible or appropriate to make policy decisions at this stage of plan development. Questions in respect of the NPA are to be included in the forthcoming Regulation 18 consultation on the GNLP.
- 2.2.2 It has been suggested that if the NPA is not retained for housing purposes, it is retained for some other purpose in order to give recognition to the strategic significance of the wider urban area of Norwich within the plan, possibly defined as the 'Norwich Growth Area'. It is unclear as to what such a policy construct would achieve over and above the commitment to continue to focus growth in the most sustainable locations in and around Norwich, and the agreement to increase effort into delivering key strategic sites already identified in local plans. The Board may want to discuss this proposal further.
- 2.2.3 The following recommendation is proposed, to amend those in paragraphs 1.2 and replace 1.3 above, in order to enable the working arrangements and focus of the partnership to move forward.
  - commit to drive growth forward on the existing allocated sites in the Greater Norwich area, in particular, but not limited to, Beeston Park, the Deal Ground/Utilities site, Barrack Street, Rackheath, the Norwich Research Park and Long Stratton;

## 3. **Recommendations**

- 3.1 1. The Board is asked to re-affirm the recommendations agreed at the 23 March and 25<sup>th</sup> May 2017 meetings;
    - (i) Agree the new structure of the partnership (as set out in Appendix 1 of this report), and recommend to the partners that this model be adopted at the earliest opportunity;
    - (ii) to instruct Chief Executive Officers to commence work and present back to the Board for adoption, a clear vision, objectives and coherent narrative for the growth of Greater Norwich including a strapline to pave the way for:
      - the appointment of a Greater Norwich Director for Growth;
      - the establishment of a special purpose delivery vehicle and
      - the preparation of a single Greater Norwich Economic and Inward Investment Strategy which will be a priority for preparation later in 2017;
- in reporting back to the next Board meeting, identify the minimum staffing

requirements to make the arrangements effective and potential sources of funding for a three year budget period;

- (iii) agree to meet on a six weekly cycle
- (iv) add 'develop and promote an identity for the GNGB' to the functions of the Board;
- (v) agree use of >Norwich logo in all communication;
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- (vii) create and use only one website [www.greaternorwich.co.uk](http://www.greaternorwich.co.uk); the site will mainly focus on selling the area as an area for growth, focussing on people and place and current opportunities for growth. It will incorporate areas for GNDP and GNLP areas as well as agendas/minutes etc;
- (viii) create a suite of central materials to be used to promote the GNGB.
- (ix) to maintain a commitment to focus growth on the most sustainable locations;

2. Agree to the revised recommendations as set out below:

*(x) agree to the partners adoption of the Annual Growth Programme for 2017/18 without any provision for maintenance funding.*

*(xi) commit to drive growth forward on the existing allocated sites in the Greater Norwich area, in particular, but not limited to, Beeston Park, the Deal Ground/Utilities site, Barrack Street, Rackheath, the Norwich Research Park and Long Stratton;*

## **4. Issues and Risks**

### **4.1 Other resource implications (staff, property)**

There are no resource issues

### **4.2 Legal implications**

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

### **4.3 Risks**

One or more partners may not agree the proposals and actions resulting in a delay to progressing partnership activity

### **4.4 Equality**

No specific issues

### **4.5 Human rights implications**

No specific issues

### **4.6 Environmental implications**

No specific issues

## **Officer Contact**

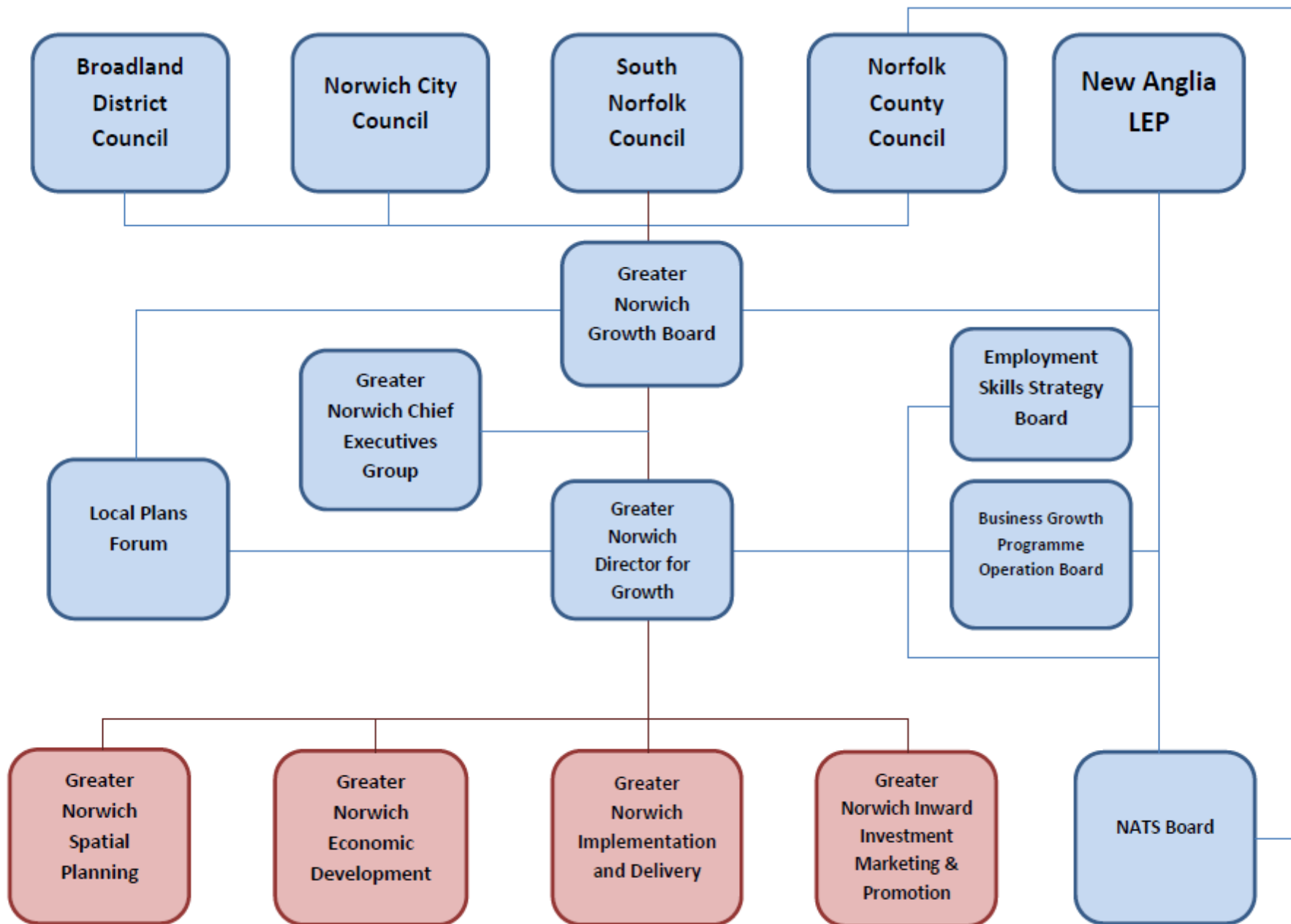
If you have any questions about matters contained in this paper please get in touch with:

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

### **Attachments:**

Appendix 1 – Potential Structure of the Greater Norwich Partnership

**Appendix 1 – Proposed Structure of Greater Norwich Partnership**



## Appointment of Greater Norwich Director for Growth

*Phil Kirby, on behalf of the Greater Norwich Chief Executives.*

### 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 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 Norfolk County 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.
- (vii) To note that an application to the Norfolk Business Rates Pool for 50% funding of the costs of the post in Year 1 has been submitted.

## 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 been amended to reflect further discussions. This 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 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.
- 2.2 Norfolk County Council would undertake the recruitment process.

## **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. Given that the County Council is currently the employer and host of the Greater Norwich Project Team, it is proposed that it is the 'employing authority' for this new post, although the Director will work to the GNGB and Chairman of the Board.

### 3.4 How the post is to be funded?

The recruitment costs for the post will be covered by Norfolk County Council.

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.

A bid for match funding in year 1 has been submitted to the Norfolk Business Rates pool, which if successful would contribute up to £55k to the cost of the post.

## 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 A full review will be undertaken of the current resources directed towards Greater Norwich activity.

## **5. Recommendations**

The Board is recommended to:

- (i) agree the recruitment proposal and instruct the Chief Executives to make arrangements 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.
- (vii) To note that an application to the Norfolk Business Rates Pool for 50% funding of the costs of the post in Year 1 has been submitted.

## **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:

<b>Name</b>	<b>Telephone Number</b>	<b>Email address</b>
Phil Kirby	01603 430521	<a href="mailto:phil.kirby@broadland.gov.uk">phil.kirby@broadland.gov.uk</a>

### Attachments:

**Appendix 1** – Greater Norwich Director for Growth Job Description

**Appendix 2** – Potential Structure

**Job Description**

<b>Job Title:</b> <b>Service:</b> <b>Location:</b>	Greater Norwich Director for Growth	
<b>Responsible for:</b>	Economic Growth	<b>Accountable to: GNGB</b>

**Job Summary**

- Provide the strategic leadership to coordinate and accelerate delivery of an agreed portfolio of key sites which will drive growth and productivity across Greater Norwich.
- Mobilise the resources of the individual partners to work in a collaborative and coordinated way to deliver investment and growth on these sites across Greater Norwich, realising tangible benefits for businesses and residents.
- Work with partners to deliver the ambitions of New Anglia LEP’s Economic Strategy, the Greater Norwich City Deal and the plans of individual authorities within Greater Norwich.

**Key Responsibilities**

**Strategic**

- Provide executive leadership for the Greater Norwich Growth Board by developing and implementing a programme to drive forward an agreed portfolio of key strategic sites, commercial and residential, across Greater Norwich.
- Secure significant funding support for projects and activity to bring forward these sites, through the HCA, Local Enterprise Partnership and other funding sources, including developing the business case and submissions to support relevant bids.
- Work with partners to promote the strengths of Norwich City Centre to attract potential investors and showcase its expertise in key sectors.
- Work actively with site owners, developers and landowners on the portfolio of strategic sites to identify and remove barriers, accelerate development and realise investment.
- Interpret 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 working with the LEP to promote sectors such as tourism, agri-tech, advanced engineering, food and health, digital creative 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 to identify future investment opportunities focused on the agreed portfolio of sites.
- Develop proposals for consideration which could accelerate the delivery of the portfolio of sites, including options around property joint ventures and special purpose vehicles.

### **Internal**

- Play a coordinating role across the council's economic development teams and other relevant departments, facilitating collaboration, pooling of resources and joint working on projects and initiatives, to accelerate the delivery of the portfolio of key strategic sites.
- Provide the leadership and management to ensure that all responsibilities/deliverables, including the officer groups of the GNGB (i.e Project Team, GN Local Plans Team) make a positive contribution to the Councils' priorities and policies through the development and delivery of an annual business plan.
- Provide clarity of purpose to direct reports, encouraging and supporting them to realise their potential through effective performance management, tackling under performance promptly and effectively and regularly celebrating success.
- Liaise with Board 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.
- Within your remit 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
<b>Qualifications</b>		
Relevant first degree (such as economics, geography, surveying, planning etc.)	E	Application
Post graduate qualification relevant to the post	D	Application
Eligible for membership of appropriate professional body such as the Institute of Economic Development, Royal Institute of Chartered Surveyors or Royal Town Planning Institute)	D	Application
<b>Experience</b>		
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 role and function of local enterprise partnerships and local business support initiatives	E	Interview/assessment
An ability to work effectively in a politically led partnership, flexibly adapting to annual turnover of the chair.	E	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	Interview /assessment

<b>Knowledge and Skills</b>		
An ability to prepare reports to lay and technical audiences 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 audiences	E	Interview/assessment
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
<b>Key Competencies</b>		

**Date** Sep 2017

## **Appendix 1**

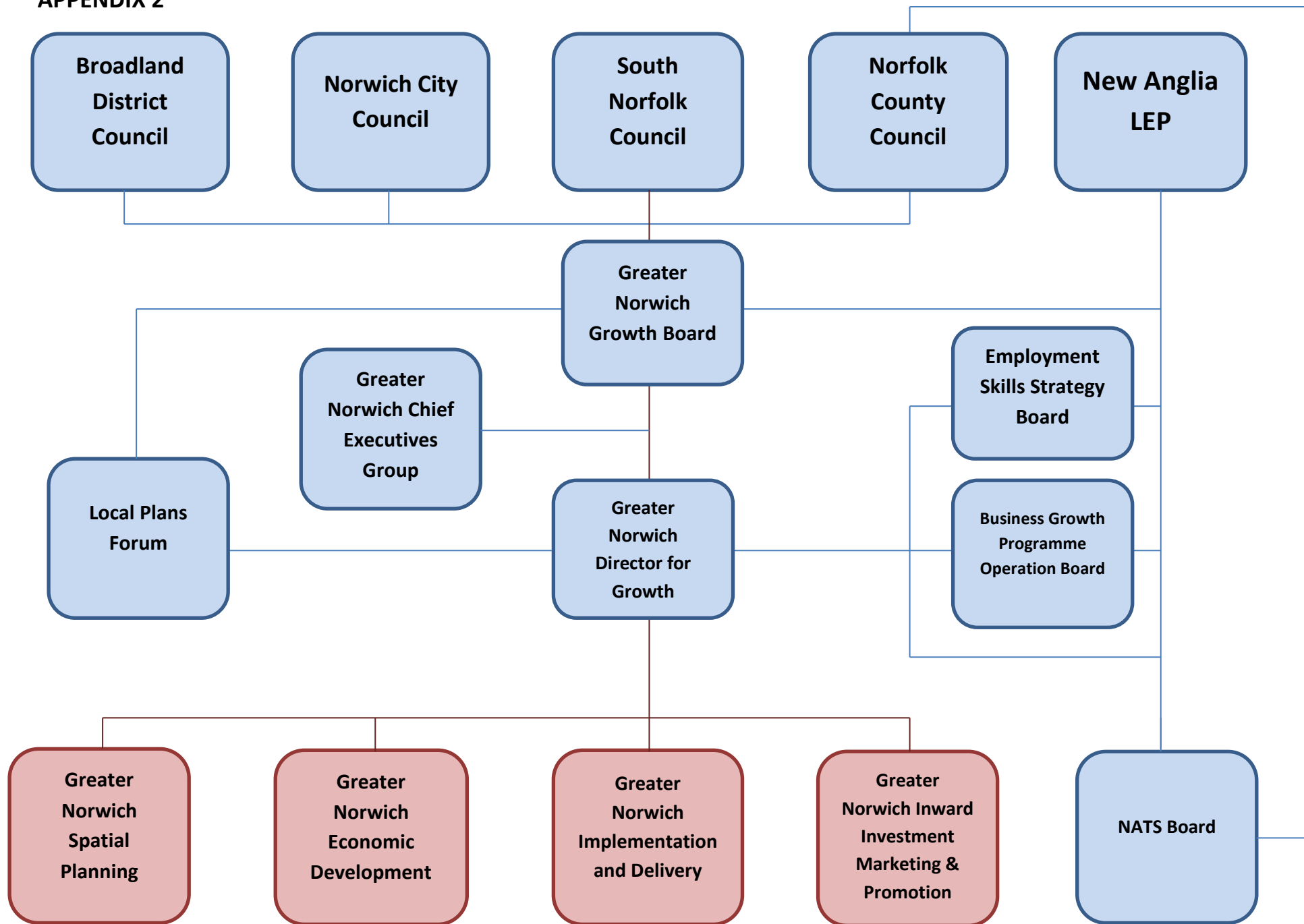
### **List of key sites**

The key sites initially identified by the Greater Norwich Growth Board are:

- Beeston Park
- Rackheath
- Barrack Street
- Deal Ground/Utilities
- Norwich Research Park
- Long Stratton

This initial list may be increased with the agreement of all partners, including for example work to support the development of Norwich City Centre

APPENDIX 2





## **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 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; and

- 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 the type of housing developed meets local needs and supports the attraction of new jobs in high value knowledge sectors.

## 6. 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.

## 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:

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## **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 including the new loan approved via email on 29 August 2017. 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) Note the Board approval, via email, to loan FW Properties £2m for their site at Rockland St. Mary;
- (iii) Agree to the continuing commitment of LIF funds for those schemes previously approved in principle; and
- (iv) 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 although these negotiations appear to have stalled and a potential bid to the HCA Housing Infrastructure Fund is now being considered to bring the site forward for development. 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 rephase 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). The development associated with this section of link road is the subject of ongoing negotiations with multiple interested parties and potential investors. The delivery of infrastructure at Beeston Park is also the subject of an upper tier HIF bid. The ongoing commitment to make LIF funding available is an important factor in these discussions and it helps to improve the attractiveness of Beeston Park as an investment and/or funding opportunity.

**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. The development associated with this section of link road is the subject of ongoing negotiations with multiple interested parties and potential investors. The delivery of infrastructure at Beeston Park is also the subject of an upper tier HIF bid. The ongoing commitment to make LIF funding available is an important factor in these discussions and it helps to improve the attractiveness of Beeston Park as an investment and/or funding opportunity.

**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 £1.331m.

#### 2.10 **Rockland St. Mary**

Mezzanine finance was approved, via email, by the Board on 29 August 2017 to enable the development of 21 new homes (including 6 affordable units) to be accelerated at Rockland St. Mary – construction is anticipated to begin at the end of 2017. By securing the LIF funding, FW Properties are able to progress other development schemes in the area including 13 new homes in Geldeston, South Norfolk which would otherwise have been delayed.

Due diligence and contract negotiations have now begun.

### **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 Associations 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, with one being received, subjected to full financial appraisal and agreed by this Board, via email, on 29 August 2017.
- 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) Note the Board approval, via email, to loan FW Properties £2m for their site at Rockland St. Mary;
- (iii) Agree to the continuing commitment of LIF funds for those schemes previously approved in principle; and
- (iv) 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**

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## 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

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## Greater Norwich Growth Board – Forward Plan

Issue/decision	Requested Board action	Lead Officer
<b>Meeting: 26 October 2017</b>		
Growth Programme for 2018/19 including NATS Implementation Plan update	Agree the 2018/19 growth programme and supporting IIF allocation. Current programme delivery update.	Phil Courtier
Children’s Services Capital Programme	Agree the use of the IIF for 2017/18	Chris Hey
New Anglia Economic Strategy	Update report	Chris Starkie
MIPIIM UK	Verbal update	Dave Moorcroft James Dunne
Local Infrastructure Fund	Loan decisions (if required)	Phil Courtier
Greater Norwich working arrangements	Ongoing	Phil Kirby
<b>Meeting: 7 December 2017</b>		
Green infrastructure	Programme delivery	tbd
MIPIIM feedback report	Outcomes report	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
<b>Meeting: January 2018 (date tbc)</b>		
Community infrastructure	Programme delivery	tbd
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
City Deals – employment	Update	Chris Starkie
Local Infrastructure Fund	Loan decisions (if required)	Phil Courtier
Greater Norwich working arrangements	Ongoing	Phil Kirby
<b>Meeting: March 2018 (date tbc)</b>		
End of year financial reporting on IIF	Programme delivery and financial update	Phil Courtier Harvey Bullen
NATS Review (if required)	Progress update	Tom McCabe Tracy Jessop
Local Infrastructure Fund	Loan decisions (if required)	Phil Courtier
Greater Norwich working arrangements	Ongoing	Phil Kirby