

# Greater Norwich Growth Board

**Date:** 7 December 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  
Debbie Lorimer

Wendy Thomson  
Tom McCabe  
Tracy Jessop

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**
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*A report by Phil Kirby, Chief Executive, Broadland District Council*
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6. **[Appointment of Greater Norwich Director for Growth](#)** **19 - 29**  
*A report by Phil Kirby, Chief Executive, Broadland District Council*
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8. **[Greater Norwich Joint Five Year Infrastructure Investment Plan](#)** **36 - 57**  
*A report by Phil Courtier, Head of Planning, Broadland District Council*
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*A report by Dave Moorcroft, Director of Regeneration and Development, Norwich City Council*
11. **Any Other Business**
12. **Date of Next Meeting**  
*6 February 2018, 11:00am*  
*Council Chamber, Broadland District Council*

**FOR FURTHER INFORMATION PLEASE CONTACT:**

Project officer: Ellen Goodwin

t: 01603 638160

e: [ellen.goodwin@norfolk.gov.uk](mailto:ellen.goodwin@norfolk.gov.uk)

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

30 November 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 Growth Board Meeting Minutes

**Date:** Thursday 21 September 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)

**South Norfolk Council:**

Cllr John Fuller

**In attendance:**

Greater Norwich Projects Team

**Officers:**

Phil Kirby  
Phil Courtier  
James Dunne

Tim Horspole  
Debbie Lorimer

Amy Broadhead  
Ellen Goodwin  
Angela Freeman

## 1. APOLOGIES FOR ABSENCE

Apologies were received on behalf of Laura McGillivray, Cllr Alan Waters David Moorcroft, Graham Nelson, Sandra Dinneen, Cllr Cliff Jordan, Tracy Jessop, David Dukes, Chris Hey, Douglas Field and Chris Starkie.

The Chairman expressed disappointment at the number of apologies received, particularly at such short notice, adding that the Agenda had been distributed over seven days ago and therefore the items were well known.

The Chairman added that there appeared to be confusion amongst Board Members between the role of the Greater Norwich Growth Board (GNGB) and the Greater Norwich Development Partnership (GNDP). The main role of the GNGB was to deliver the City Deal and the role of the GNDP was the development of the GN Local Plan.

However, even though the meeting was inquorate, the Chairman proposed that each Agenda item should be discussed, even though a decision could not be reached, in order to take a view from those that were present to feedback to the absent Board Members.

Cllr Fuller added that he did not understand the reasons for the absence of Board Members from Norwich City or Norfolk County Council when each had

signed up as a joint enterprise to deliver, and that if those authorities not represented today no longer wished to continue, then Broadland and South Norfolk should still do so.

All those present agreed to consider each item on the Agenda.

## **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **3. MINUTES**

The Minutes of the meeting held on 13 July 2017 were not discussed as not all members were present.

## **4. GREATER NORWICH WORKING ARRANGEMENTS**

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.

The paper set 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.

The Chairman confirmed that recommendations 1. (i) to (ix) had already been accepted and he was therefore comfortable with the arrangements; this was agreed and supported by those present.

The Consultation Paper on housing supply calculation was issued last week and set the position for the future.

Cllr Fuller added that it was the Board's responsibility to deliver the plan as a joint enterprise with some sites already committed to. If there were concerns from some Board Members regarding continued participation with the agreed plan then this would have to be addressed. The general consensus was to focus on key strategic sites.

The latest Government consultation proposed that housing need would be based upon a single, comprehensive assessment of an entire area where authorities worked jointly on preparing a strategic plan. If this proposal was implemented it would mean housing need would be assessed across the whole Greater Norwich area rather than disaggregating the NPA and rural areas.

The Board Members present agreed to the recommendations detailed in:-  
Section 1. (i) – (ix).  
Section 2. (i) – (ii)

This position would be fed back to those absent and the Chairman expressed hope that this would be recognised as the right direction of travel.

## **5. APPOINTMENT OF GREATER NORWICH DIRECTOR FOR GROWTH**

Further to the decisions of the Board at its meeting on 23 March 2017 the paper set out the proposed arrangements to appoint a Greater Norwich Director for Growth. The post was to be a shared post between the partners reporting directly to the Board. The Board was recommended to agree the proposal and proceed with the recruitment process.

Phil Kirby confirmed that consensus had been reached by the Norfolk Chief Executive's Group on the recommendations.

It was agreed by those present that acceptance of the recommendations was conditional of this as a joint enterprise to be taken forward.

The Board Members present agreed to the recommendations detailed in (i) to (vii) and in relation to (iii) that the position should be on a permanent basis as a demonstration of commitment to joint delivery. This would be fed back to those absent.

## **6. VISION AND OBJECTIVES UPDATE**

The Board Members present noted the report and acknowledged that it set out the context of being ambitious in its vision for growth and global recognition, with emphasis on being more proactive with lobbying and completing deals.

Those present agreed with the recommendations detailed in (i) and (ii) and to feed back this view to those who were absent.

## **7. GREATER NORWICH AT MIPIM UK 2017**

James Dunne advised that work was ongoing in preparation for the event with a strong focus on better engagement and networking. The stand design would be similar to that of 2016. There would also be greater emphasis on social media promotion. The strapline would be 'Now is the time to invest in Greater Norwich' and would be a more co-ordinated approach. Attendance from Birketts (Jeanette Wheeler) and the Norwich BID (Stefan Gurney) has also been confirmed who will provide support in hosting a networking promotional event on 18 October.

The main focus will be on the ten identified sites – what we had to offer, what investment was available and selling the area for investment.

There was continued commitment from the Local Enterprise Partnership.

Those present welcomed the update and noted the progress made.

## **8. GREATER NORWICH LOCAL INFRASTRUCTURE FUND**

This report updated the Board on the status of each of the projects which the Board has previously approved for Local Infrastructure Fund loans. It also updated 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.



Cllr Fuller raised concerns around cashflow and suggested the need to over-allocate to ensure the maximum investment was achieved, with penal terms if not completed on time.

Phil Courtier confirmed the willingness to over commit, but that there had not been any issues with the proposals to date.

The Board Members present agreed to the recommendations in (i) to (iv) and requested details of those projects currently approved to be presented at the next board meeting.

**9. GREATER NORWICH GROWTH BOARD FORWARD PLAN**

The report set out the Forward Plan for the Greater Norwich Growth Board.

The Forward Plan was a key document for the Board to use to shape future meeting agendas and items for consideration.

The Board Members present noted the recommendations in the Forward Plan.

**10. ANY OTHER BUSINESS**

There was none.

**11. DATE OF NEXT MEETING**

26 October 2017, 10.00am

*The meeting closed at 10.37 am.*

## **Greater Norwich Working Arrangements**

*Phil Kirby, Chief Executive, Broadland District Council*

### **Summary**

At the meetings held on 23 March and 25 May 2017 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 to date and seeks to update them given the passage of time since they were originally agreed.

### **Recommendations**

The Board is asked to:

- (i) agree the new structure of the partnership (as set out in Appendix 1 of this report);
- (ii) instruct officers to commence work on the preparation of a single Greater Norwich Economic and Inward Investment Strategy which will be a priority for preparation in early 2018;
- (iii) agree to meet on a six weekly cycle;
- (iv) commit to drive growth forward on the existing allocated sites in the Greater Norwich area, in particular, but not limited to, Barrack Street, Beeston Park, the Deal Ground/Utilities site, Long Stratton, Norwich Research Park and Rackheath;
- (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 GNBP and GNLP areas as well as agendas/minutes etc.; and
- (ix) create a suite of central materials to be used to promote the GNGB.

## **1. Background**

- 1.1 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 GNGB as setting the strategic direction for the partnership as its central body.

1.2 The Board unanimously supported the majority of the recommendations presented but two points of clarification remained which were later agreed at the Board's meeting on 25 May 2017. This paper sets out the recommendations which the Board has endorsed to date and seeks re-affirmation given the passage of time since they were originally agreed.

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

- 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;
- 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;
- agree to meet on a six weekly cycle;
- 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;
- add 'develop and promote an identity for the GNGB' to the functions of the Board;
- agree use of >Norwich logo in all communication;
- agree that all communications around delivery are branded as coming from the GNGB;
- 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; and
- create a suite of central materials to be used to promote the GNGB.

1.4 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; and

- 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.

1.5 Also at this meeting the Board agreed to:

- 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;
- Commit upto £2m from the Infrastructure Investment Fund for the delivery of capital education provision in the Greater Norwich area;
- Agree to build up a cash reserve, equal to one year's loan repayment, to be built up over three years;
- 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
- Continue to delegate responsibility of managing the delivery of the Growth Programme to the Greater Norwich Infrastructure Delivery Board.

1.6 Given the passage of time it is suggested that the recommendations around the future of the Greater Norwich Partnership be updated to reflect the current position.

1.7 With delivery of the 2017/18 Annual Growth Programme underway the recommendations relating to the Programme do not need to be updated and progress will be reported to the Board as set out in the forward plan.

## **2. Recommendations**

2.1 The Board is asked to:

- (i) agree the new structure of the partnership (as set out in Appendix 1 of this report);
- (ii) instruct officers to commence work on the preparation of a single Greater Norwich Economic and Inward Investment Strategy which will be a priority for preparation in early 2018;
- (iii) agree to meet on a six weekly cycle;
- (iv) commit to drive growth forward on the existing allocated sites in the Greater Norwich area, in particular, but not limited to, Barrack Street, Beeston Park, the Deal Ground/Utilities site, Long Stratton, Norwich Research Park and Rackheath;
- (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.; and
- (ix) create a suite of central materials to be used to promote the GNGB.

### **3. Issues and Risks**

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

There are no resource issues.

#### **3.2 Legal implications**

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

#### **3.3 Risks**

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

#### **3.4 Equality**

No specific issues.

#### **3.5 Human rights implications**

No specific issues.

#### **3.6 Environmental implications**

No specific issues.

### **Officer Contact**

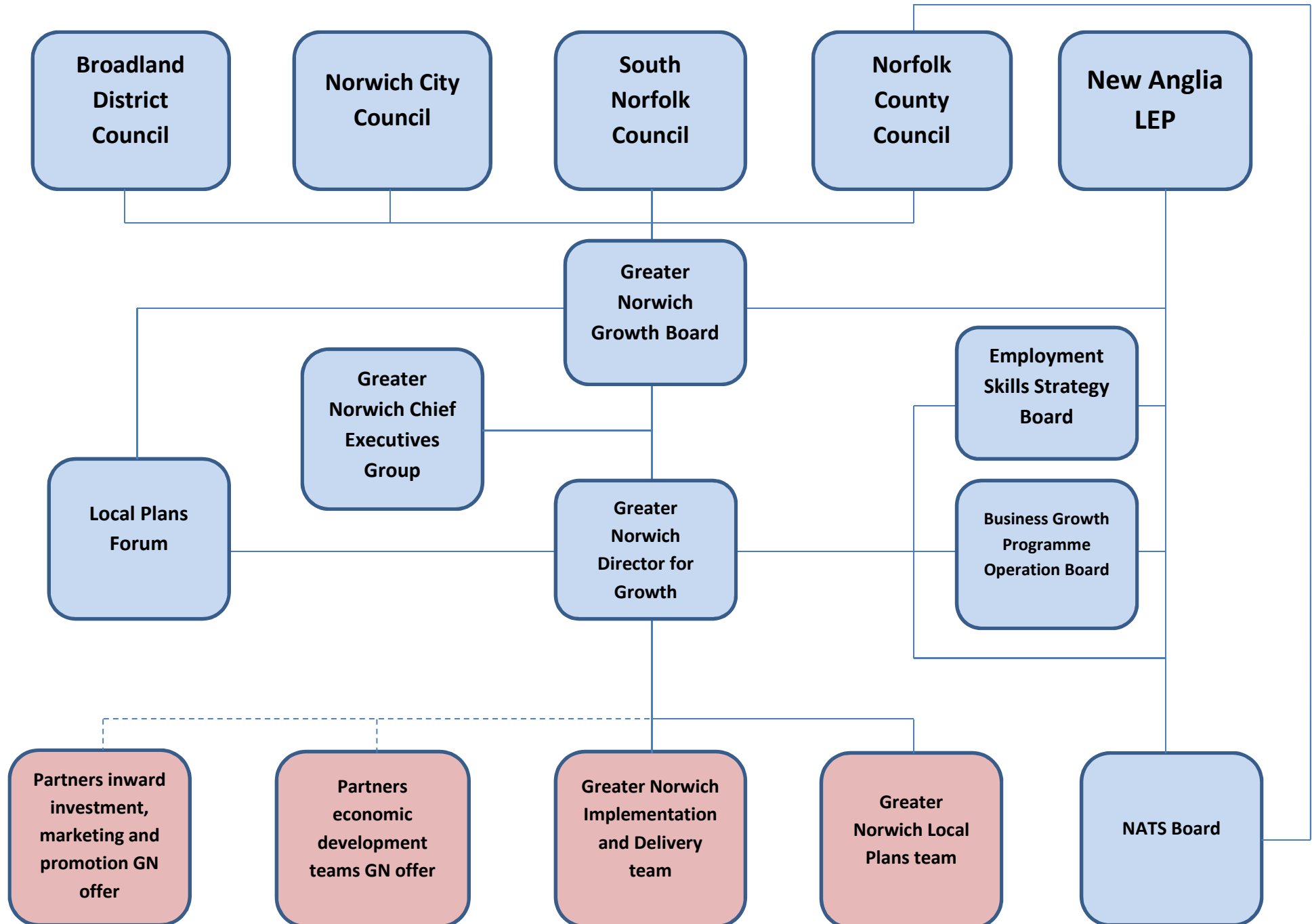
If you have any questions about matters contained in this paper please get in touch with:

| <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 – Potential Structure of the Greater Norwich Partnership

APPENDIX 1



## **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 the 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 purpose, 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. 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. Vision for growth**

- 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:

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

- 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 the 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     | <a href="mailto:thorspole@s-norfolk.gov.uk">thorspole@s-norfolk.gov.uk</a> |

## 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;
- (vi) To accept the offer of funding from the Norfolk Business Rates Pool for 50% of the costs of the post in year 1; and
- (vii) To agree that the remaining cost of the post for year 1 and the ongoing cost of the post thereafter (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 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 of 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 to the Norfolk Business Rates Pool for match funding in year 1 has been successful and will contribute up to £55k to the cost of the post.

## **4. Resources**

4.1 The GN Projects team currently comprises:

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

4.2 The four local authorities currently contribute £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 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 (6 fte)
- Administrative support (1 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 Once the Director is in post 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 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;
- (vi) To accept the offer of funding from the Norfolk Business Rates Pool for 50% of the costs of the post in year 1; and
- (vii) To agree that the remaining cost of the post for year 1 and the ongoing cost of the post thereafter (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:

| <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 of Greater Norwich Partnership

## Appendix 1

### Job Description

|  |                                     |                             |
|--|-------------------------------------|-----------------------------|
| <b>Job Title:</b><br><b>Service:</b><br><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 A**

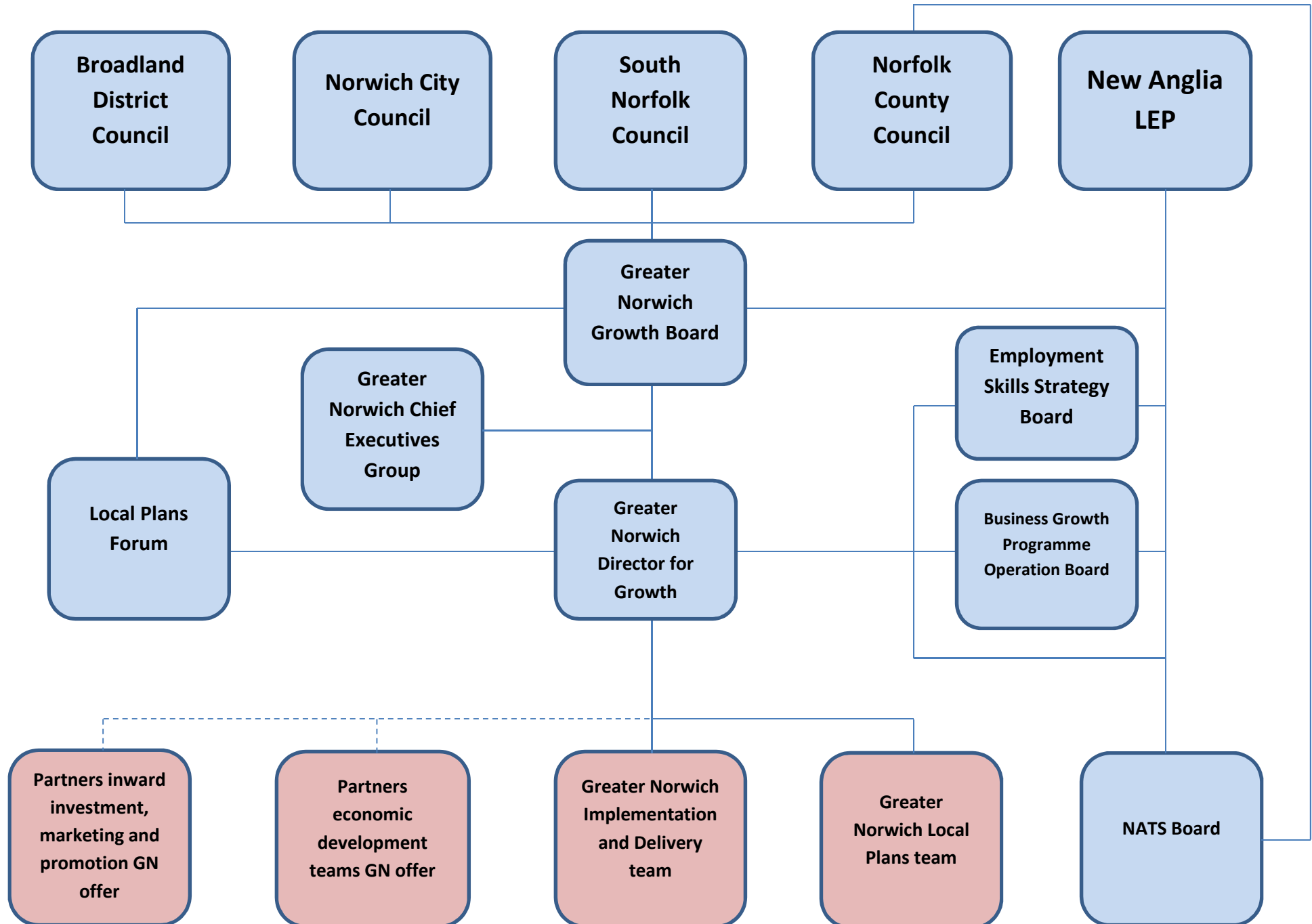
### **List of key sites**

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

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

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



## Greater Norwich Special Purpose Vehicle

*A discussion paper by Chris Starkie, Chief Executive, New Anglia Local Enterprise Partnership*

### Summary

This report outlines some of the main models for Special Purpose Vehicles and seeks a steer from the Board as to which, if any, may be suitable for further investigation.

### Recommendations

- (i) Comment on the potential for a SPV model that may be appropriate for further investigation to help deliver the six key sites initially identified by this Board under item 4 of this agenda.

## 1. Introduction

1.1 The Greater Norwich Growth Board has considered that further work be undertaken to examine the requirements for a Special Purpose Delivery Vehicle to speed up the delivery of strategic sites for new housing and employment uses, in particular, but not limited to:

- Barrack Street;
- Beeston Park;
- the Deal Ground/Utilities site;
- Long Stratton;
- Norwich Research Park; and
- Rackheath.

1.2 In spite of the strong growth in residential house prices, many large scale sites are too slow in coming forward and overall delivery rates remain low (around 1,400 per annum).

Other issues include:

- a dominance of volume housebuilders active in the Greater Norwich market and too few SME builders; this issue is especially acute on strategic sites with significant infrastructure costs and greater risks because of uncertainty over the medium term economic outlook post Brexit; and
- landowner aspirations.

### 1.3 What is needed

To de-risk investment in strategic sites and to make investment on these sites attractive to a wider range of builders and land partners.

## 1.4 The proposal

For City Deal partners working through the GNGB to form a politically accountable local delivery vehicle (LDV). The LDV will seek to acquire land, forward fund infrastructure needed to unlock strategic scale sites (utilities, schools, roads etc.) and market development sites nationally/internationally to appeal to a wider pool of housebuilders in return for:

- a) influence/control over the master planning and phasing of sites to ensure quality and parcels of land are of the right size/characteristics (including infrastructure and servicing) to appeal to different sections of the market (i.e. to divide them up into sites of between 100 and 300 for volume housebuilders plus other (smaller) parcels for SME's, self/custom builders or modular builders etc.);
- b) influence/control over the marketing and sale of the parcels of development land (provided agreed minimum value for landowners can be delivered);
- c) influence/control over the build out rate of development parcels (provided agreed minimum house values can be delivered); and
- d) increased diversity and capacity of the development industry.

## 1.5 The Outcome

Strategic sites brought to market in a manner that minimises up-front costs for landowners, maximises attractiveness to a wider range of builders, de-risks development for builders, shares risks/rewards and allows the market to respond to reflect absorption rates (related to agreed minimum values). Significant uplift in rates of housing delivery will result.

## 2. Examples of Special Purpose Delivery Vehicles

2.1 Existing economic development vehicles are often criticised for being overly complex, and lacking sufficient financial and political resources to deliver growth. There has been a growing debate around whether additional types of vehicles are required to deliver more challenging local growth objectives. The following sections identify some examples of special delivery vehicles.

### 2.2 Local Asset Backed Vehicle (LABV)

2.2.1 A Local Asset Backed Vehicle (LABV) is a mid/long term joint venture equity partnership between a local authority (or a number of local authorities acting together and/or a local authority with other public sector bodies) and a private sector investment partner (not just a building or development contractor). An LABV can also be set up as a public/public partnership procuring private sector expertise to compliment public sector expertise as and when required in order to deliver particular projects. The main objective is to ensure that the needs and challenges facing the local economy can be delivered alongside the outcomes required from each of the partners involved.

2.2.2 The local authorities and other potential partners typically contribute land. The investment partner typically contributes capacity to deliver skills, experience and funds to develop the projects. Projects can include residential, operational public buildings, retail, community, office, and/or refurbished industrial and commercial property. The outcomes will be agreed between the local authority/ies and investment partner through an agreed business plan, budget and project approval procedure. Depending on the parties' wishes, and following an assessment of the projected financial returns completed, investments can then

be sold or retained in order to generate an equal capital or revenue receipt for both the public sector and its investment partner.

### **2.2.3 Advantages of using the LABV model**

The principal advantages of setting up a LABV include:

- Economic leadership – maximise financial returns, generate and sustain local jobs during construction and re-build local economies.
- Flexibility – LABVs can react to the market to allow proposals to be developed between the public bodies and investment partner to deliver optimum financial and regeneration outcomes.
- Investment partner revenue support – forward funding capacity and skills to deliver masterplans, Local Plans, and viability studies completed at no or minimal direct cost to the public purse.
- Significant procurement cost and time savings – procure "once" to deliver multiple sites over a mid/long term period. This delivers substantial cost and time savings for both the public and private sector.
- The LABV model can work for an individual local authority, with other public bodies and sub-regionally.

### **2.2.4 Disadvantages of using the LABV model**

- How do we might influence land not in public ownership?
- Relatively untested
- Transfer of assets needs to be done at the right time
- Ability to attract private-sector partners is easier in areas where markets are more buoyant i.e. London and the Greater South East

## **2.3 Urban Development Corporations (UDCs)**

2.3.1 The first wave of UDC's were implemented in a number of English regions, including Merseyside, Teeside and Tyne and Wear. This was followed by a second phase in Thurrock, London Thames Gateway and West Northamptonshire. UDC's were established under the Local Government, Planning and Land Act 1980 and were set up as limited-life bodies tasked with a broad remit to secure the regeneration of their designated areas (HMSO 1980). The first wave of UDCs were wound up by the mid-1990s, although the second phase bodies designated in 2003 had more limited range of powers. Both types of UDC's had similar objectives and encompass:

- bringing land and buildings into effective use,
- encouraging the development of existing and new industry and commerce,
- creating an attractive environment, and
- ensuring that housing and social facilities are available to encourage people to live and work in the area.

2.3.2 The first wave of UDCs had significant planning powers and central government resources. The newer UDCs were established under the same 1980 Act and therefore have some of the same powers as the earlier UDCs, including the ability to acquire, hold, manage, reclaim and dispose of land and other property. However, they do not have the extensive planning powers held by first generation UDCs.



### **2.3.3 Advantages of using an UDC model**

- Offers New Town powers
- Good for specific sites

### **2.3.4 Disadvantages of using an UDC model**

- Less about raising finance, more about planning
- Need to define the area they cover – not suited for wider spatial coverage
- Dated – powers and funding reduced as time went on

## **2.4 Urban Regeneration Companies (URCs)**

2.4.1 Urban Regeneration Companies (URCs) were independent companies established by the relevant local authority and Regional Development Agency. In total 20 URCs were created around the country and they have had varying degrees of success.

2.4.2 URCs are not statutory bodies and they lack planning and compulsory purchase powers. Their approach is based on building consensus between public and private sector partners in order to construct a sustainable and coherent regeneration strategy, and stimulate new investment into areas that have experienced economic decline.

### **2.4.3 Advantages of using an URC model**

- Builds consensus

### **2.4.4 Disadvantages of using an URC model**

- Facilitation rather than direct delivery – lack of sufficient supporting finance
- Lack planning and CPO powers
- Follow on from UDCs but dated – introduced in 1999
- Varying degrees of success across the country

## **2.5 Urban Wealth Fund**

2.5.1 Vesting all these commercial assets in an independent urban wealth fund (UWF) would make it possible to use the appropriate tools and framework of the private sector and apply professional management. A UWF would require a ring-fenced corporate vehicle owning all commercial assets at an arm's-length distance from short-term political influence. However, the government maintains the strategic control of the portfolio, to ensure the economic benefits follow long investment cycles beyond individual election periods. Consolidating all commercial assets under an independent single entity allows the production of an integrated business plan for the assets as a whole and the introduction of transparency at the highest international standard.

2.5.2 Examples where this approach has yielded benefits include the Temasek in Singapore, Hafen City in Hamburg and City & Port in Copenhagen, as well as London & Continental Railways in the UK. Finding a more efficient way for local government to manage public commercial assets is clearly preferable to jeopardising the entire public sector balance sheet. Doing so would improve the yield of our vast, and under productive, portfolio of public commercial assets so we can address budget gaps and fund much-needed infrastructure investments, including residential housing.

### **2.5.3 Advantages of using an UWF model**

- Blue sky thinking

### **2.5.4 Disadvantages of using an UWF model**

- Relatively untested in the UK
- Government control – need to consider how practical this could be at the Greater Norwich geography

## **2.6 Public Private Partnerships**

2.6.1 Public-private partnership (PPP) is a funding model for a public infrastructure project. The public partner is represented by the government at a local, state and/or national level. The private partner can be a privately-owned business, public corporation or consortium of businesses with a specific area of expertise.

2.6.2 PPP is a broad term that can be applied to anything from a simple, short term management contract (with or without investment requirements) to a long-term contract that includes funding, planning, building, operation, maintenance and divestiture. PPP arrangements are useful for large projects that require highly-skilled workers and a significant cash outlay to get started. They are also useful in countries that require the state to legally own any infrastructure that serves the public.

2.6.3 Different models of PPP funding are characterized by which partner is responsible for owning and maintaining assets at different stages of the project.

### **2.6.4 Advantages of using a PPP model**

- Infrastructure investment made at the right time (not restricted by other required public expenditure) – private resources utilised (not on public sector balance sheets);
- Private sector expertise and experience in implementation;
- Sharing of risk; and
- Option for longer-term repayment

### **2.6.5 Disadvantages of using a PPP model**

- Projects could be more expensive;
- Lengthy procurement processes;
- Payment postponement reflects badly on public sector; and
- Sometimes inflexible to change.

2.7 This report seeks to gain an initial steer from the Board as to next steps.

## **3. Recommendations**

- (i) Comment on the potential for a SPV model that may be appropriate for further investigation to help deliver the six key sites initially identified by this Board under item 4 of this agenda.

## **4. Issues and Risks**

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

Subject to other decisions under item 6on this agenda.

### **4.2 Legal implications**

Legal advice will be sought before the establishment of any potential SPV.

### **4.3 Risks**

Risks will be identified and appropriate mitigation taken before the establishment of any potential SPV

### **4.4 Equality**

None identified

### **4.5 Environmental implications**

None identified

## **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>   |
|---------------|-------------------------|--|
| Ellen Goodwin | 01603 638160            | <a href="mailto:ellen.goodwin@norfolk.gov.uk">ellen.goodwin@norfolk.gov.uk</a> |

**Greater Norwich Joint Five Year Infrastructure Investment Plan**  
*A report by Phil Courtier, Head of Planning, Broadland District Council*

## **Summary**

This report presents the Draft 2017 Five Year Infrastructure Plan for collective review ahead of the report being considered by individual Partners' Cabinets and Councils in January 2018 and the next meeting of this Board on 6 February 2018. It also proposes a way forward on some of the delays the Board has experienced agreeing the Annual Growth Programme to date.

## **Recommendations**

- (i) To comment on the previously prepared Draft 2017 Joint Five Year Infrastructure Investment Plan including provision for a maintenance pot of £50,000 in 2018/19;
- (ii) Note the delivery impact of delayed agreement on the Growth Programme, recognising some projects will have already slipped;
- (iii) Instruct officers to update the draft to reflect changes since its original preparation before consideration at Partner's Cabinets and Councils in January 2018 and the Greater Norwich Growth Board meeting at its meeting on 6 February 2018; and
- (iv) Any Partner wishing to seek amendments to the Infrastructure Investment Fund governance arrangements be the lead authority in negotiating an amendment that is agreeable with all Partners so that they can be appropriately constituted thereafter.

## **1. Background**

- 1.1 The GNGB agreed at its meeting on 24 March 2016 to produce a Joint Five Year Infrastructure Investment Plan to help to provide a longer term, more strategic context for infrastructure decision making as well as eliminate the need to approve potential projects for inclusion at Partner Cabinets and Councils (subject to the GNGB not making any substantial changes to the Programme) more than once.

## **2. Introduction**

- 2.1 The draft 2017 Joint Five Year Infrastructure Investment Plan sets out the projects for which pooled funding support from the Infrastructure Investment Fund (IIF) is sought through the Greater Norwich Growth Board (GNGB) to support the delivery of planned growth during the five years to 2022/23. The infrastructure schemes it identifies are those currently considered to be a priority for delivery to assist in achieving the economic growth targets set out in the Joint Core Strategy and the Greater Norwich City Deal. The projects have been developed based on up to date information on infrastructure pipelines and considered in relation to potential IIF income.

2.2 The draft 2017 Five Year Infrastructure Plan is included at Appendix 1.

### **3. Delays in Annual Growth Programme approvals**

3.1 Delays in agreeing the 2017/18 Growth Programme and the draft 2017 Five Year Infrastructure Investment Plan have meant that some proposed projects have been unable to advance as they might normally have done. As such, the Board are asked to note the delivery impact of delays in approving the Growth Programme and recognise the potential future impacts on the Programme, some of which are not yet known.

3.2 Because of delays experienced in agreeing the Growth Programme outlined above, a revision to the draft 2017 Five Year Infrastructure Plan will be needed before being considered by Cabinets and Councils in January 2018.

### **4. Funding for on-going maintenance of capital infrastructure investment**

4.1 The approach to funding the on-going maintenance of capital infrastructure investment supported by the IIF has been the subject of some debate across the Partnership over the past few months.

4.2 The current constitution for the Greater Norwich Growth Board supported by the appendix entitled 'Infrastructure Fund Governance' states that:

*"Once the project has been delivered by the Accountable Body (Norfolk County Council) it will be adopted by the applicable authority and on-going maintenance of these assets will be the responsibility of the adopter"*

As such, to date no provision for maintenance funding has been included in the Growth Programme.

4.3 However, the CIL (Amendment) Regulations 2012 set out that CIL can be used for:

*"The provision, improvement, replacement, operation or maintenance of infrastructure."*

4.4 This paper seeks to recommend that any Partner wishing to propose amendments to this arrangement be the lead authority in negotiating those amendments ensuring they are agreeable with all Partners and can be appropriately constituted thereafter.

### **5. Recommendations**

- (i) To comment on the previously prepared Draft 2017 Joint Five Year Infrastructure Investment Plan including provision for a maintenance pot of £50,000 in 2018/19;
- (ii) Note the delivery impact of delayed agreement on the Growth Programme, recognising some projects will have already slipped;
- (iii) Instruct officers to update the draft to reflect changes since its original preparation before consideration at Partner's Cabinets and Councils in January

2018 and the Greater Norwich Growth Board meeting at its meeting on 6 February 2018;

- (iv) Any Partner wishing to seek amendments to the Infrastructure Investment Fund governance arrangements be the lead authority in negotiating an amendment that is agreeable with all Partners so that they can be appropriately constituted thereafter.

## **6. Issues and Risks**

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

The programme will be managed within existing resources and will require continued support for the Greater Norwich Projects Team. Resources for project delivery will be the responsibility for the project promoter.

### **6.2 Legal implications**

The pooling arrangements and the designation of an Accountable Body are set out in the Joint Working Agreement and the further agreement formalising the commitment to pool Community Infrastructure Levy (CIL) income across the Greater Norwich area signed on 21 October 2015.

### **6.3 Risks**

The most significant risks are project cost and delivery risks. These remain with the project promoter.

### **6.4 Equality**

No specific issues arising from the funding of the Growth Programme.

### **6.5 Human rights implications**

No specific issues arising from the funding of the Growth Programme.

### **6.6 Environmental implications**

Project promoters will be required to meet their own environmental obligations.

## **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>   |
|---------------|-------------------------|--|
| Ellen Goodwin | 01603 638160            | <a href="mailto:ellen.goodwin@norfolk.gov.uk">ellen.goodwin@norfolk.gov.uk</a> |

## **Attachments:**

Appendix 1 – Draft Joint Five Year Infrastructure Investment Plan November 2017

**Joint Five Year Infrastructure Investment Plan**

**November 2017**

DRAFT

## **Introduction**

This Infrastructure Investment Plan sets out the projects for which pooled funding support from the Infrastructure Investment Fund (IIF) is sought through the Greater Norwich Growth Board (GNGB) during 2018/19 to support the delivery of planned growth. It also projects the infrastructure funding priorities for the subsequent four years to 2022/23. The schemes it identifies are those currently considered to be a priority for delivery to assist in achieving our economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal; one of the key strands of our City Deal was the delivery of an infrastructure programme facilitated by a pooled funding arrangement between the Authorities.

This Infrastructure Investment Plan incorporates the updated position on infrastructure delivery since the preparation of the 2017/18 Annual Growth Programme (AGP) which was agreed by District Councils in April and May 2017 and by Norfolk County Council, as the Accountable Body, in July 2017. Also included are revised Community Infrastructure Levy income projections, updates on infrastructure development and programming from previous AGPs and planned preparatory work for infrastructure schemes in future years.

## **Development of the Infrastructure Investment Plan**

As part of developing the 2018/19 AGP the Greater Norwich Infrastructure Plan (GNIP) has been updated<sup>1</sup>. The GNIP identifies infrastructure projects to 2026 and is used as the basis for identifying schemes for delivery in 2018/19 and projecting future infrastructure priorities over the subsequent period to 2022/23. The updated GNIP reflects progress made on infrastructure delivery and current knowledge of the timing of planned development schemes.

The first year of this Infrastructure Investment Plan should be considered as the proposed AGP for 2018/19. Thus approval of this plan will commit IIF funding to those projects identified for delivery in 2018/19. Projects in subsequent years will be confirmed through annual updates to the Infrastructure Investment Plan.

District Councils will consider the Infrastructure Investment Plan in early 2018. The GNGB will consider the Infrastructure Investment Plan at its meeting in February 2018.

As the Accountable Body for the GNGB, Norfolk County Council will receive a report on the 2017/18 AGP after these meetings.

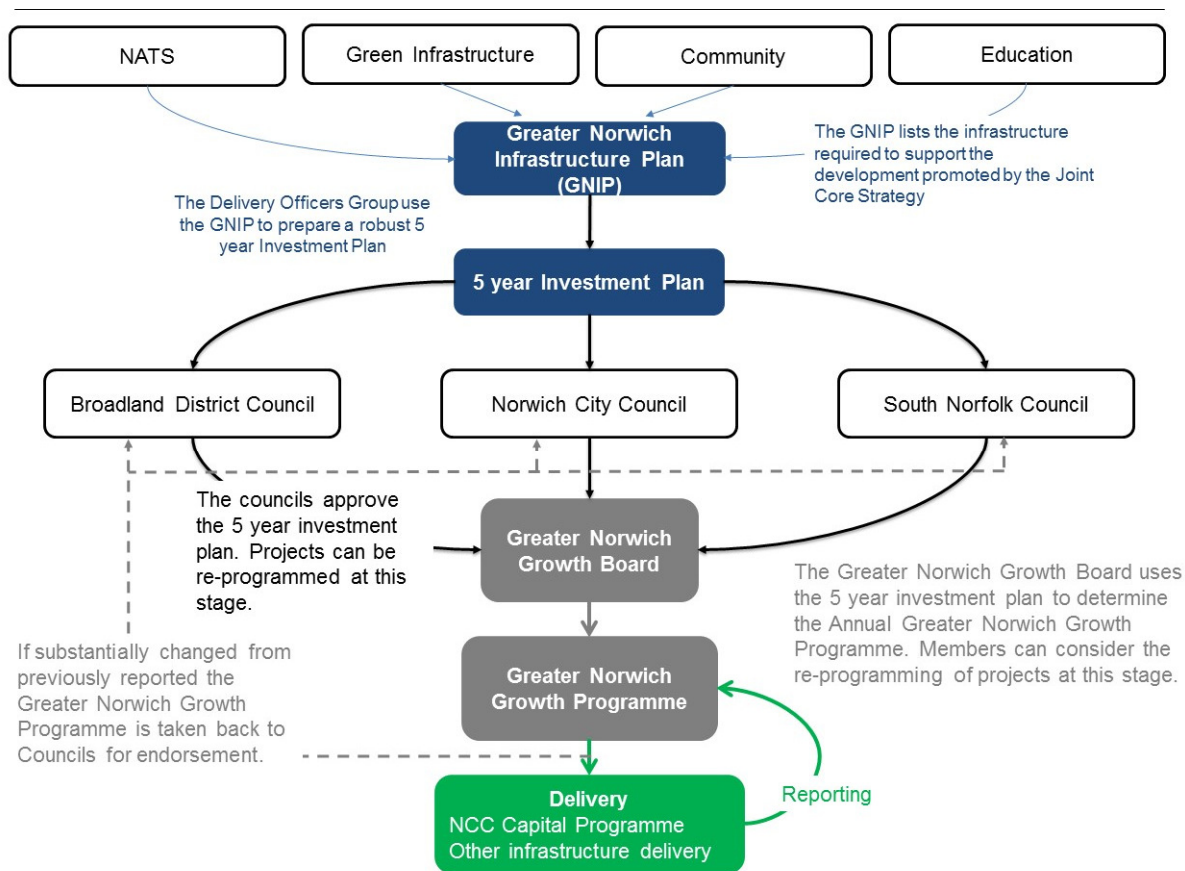
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<sup>1</sup> <http://www.greaternorwichgrowth.org.uk/delivery/greater-norwich-infrastructure-plan/>



The Infrastructure Investment Plan process is illustrated in Figure 1, below.

**Fig. 1 – Infrastructure Investment Plan Development Process**



## Project Updates

Updates for projects already approved for delivery through the AGP process are included at Appendix D (to be updated)

## Proposed 2018/19 Annual Growth Programme (AGP)

For the year 2018/19 Greater Norwich partners have identified 15 schemes totalling £2,623,000 as priorities to receive IIF support. In addition to this the proposal includes an allocation of £2m to be held in the IIF for the purposes of delivering the Children's Services' capital programme and £860,323 into its cash reserve. This Plan also includes a one-off £50,000 maintenance pot in 2018/19 and seeks a commitment to explore funding opportunities for the new North Norwich High School.

There are a number of projects which have been agreed in previous Growth Programmes that were to be delivered over more than one year. These projects already have funding allocated to them and will continue to be taken forward in 2018/19 and beyond.<sup>2</sup>

<sup>2</sup> Details of the agreed Growth Programmes to date can be found at Appendix C

## NATS including the NDR and Long Stratton Bypass and Hempnall crossroads junction

The Norwich Area Transportation Strategy (NATS) programme identifies future investment in the six BRT corridors to link major growth locations, measures in the city centre and measures to aid public transport, walking and cycling, as well as the NDR and the Long Stratton Bypass and Hempnall crossroads junction.

It is likely that NATS projects will be primarily funded from sources other than the Infrastructure Investment Fund (for instance £11m Local Growth Funding has already been secured for NATS through the Growth Deal and in excess of £12m secured for cycle improvements to 2020 through the Cycle City Ambition Grant [CCAG]) although funding sources for projects in the longer term are yet to be secured.

The 2015/16 AGP agreed to the use of IIF funding to top up other funding to help deliver the NATS programme over the period 2015/16 to 2019/20. A total of £3,570,000 was committed from the IIF. It has not been necessary to draw down IIF funding in 2015/16 and 2016/17 because schemes have taken advantage of other funding streams including, in particular Growth Deal and CCAG to deliver projects. Indeed since the original IIF commitment was made Growth Deal committed an additional £4,175,000 to the implementation of NATS. In addition project development has improved our understanding of delivery and costs and as such the Infrastructure Delivery Board have agreed to re-profile the previously agreed top-up allocations as outlined below<sup>3</sup>:

**Table 1 – re-profiled NATS programme supported by pooled CIL (£,000s)**

|  | 2015/16    | 2016/17     | 2017/18    | 2018/19      | 2019/20      | TOTAL        |
|--|------------|-------------|------------|--------------|--------------|--------------|
| Original NATS allocation                               | 695        | 725         | 100        | 1,600        | 450          | <b>3,570</b> |
| Additional CIL allocation                              | -          | 150         | 770        | 425          | 425          | <b>1,770</b> |
| <i>Cumulative sub-total</i>                            | 695        | 1,570       | 2,440      | 4,465        | 5,340        | <b>5,340</b> |
| New NATS delivery profile incl. additional allocations | -          | 150         | 1,380      | 925          | 900          | <b>3,355</b> |
| <i>Cumulative underspend</i>                           | <b>695</b> | <b>1420</b> | <b>910</b> | <b>2,010</b> | <b>1,985</b> | <b>1,985</b> |

In addition, the 2016/17 AGP agreed to use IIF funding in future years to ensure the delivery of NATS measures, including the NDR and Long Stratton bypass and Hempnall crossroads junction. Construction of the NDR is now almost complete and £40m of borrowing to support its delivery took place during the 2016/17 financial year. While the Long Stratton Bypass and Hempnall Roads project has significant developer contributions associated with it, £10m of borrowing to support its delivery is likely to be required in 2018/19 and 2019/20. Borrowing will be repaid by future CIL income.

Work continues to determine the order, timing and detail of other NATS priorities and in securing funding from mainstream sources and other bidding opportunities as they arise.

Growth Deal funding will be sought to help fund the refreshed and updated NATS Implementation Plan. However, it is likely that there will be further requests for funding from the IIF after the currently agreed programme ends in 2019/20. As such a provisional allocation of £900,000 per annum is included for the final three years of the Five Year Infrastructure Investment Plan.

<sup>3</sup> Further details can be found at Appendix E

## Education

The education capital programme is significant over the Plan period with 17 new primary schools planned across the Greater Norwich area and 1 new high school planned in the North of Norwich<sup>4</sup>. In addition 6 schools require extending to support planned growth. Additional details of the requirements of growth on education provision can be found in the GNIP; a list of those projects prioritised for 2017/18 spend were put forward at the GNGB meeting on 13 July 2017.

Work will continue to determine the order, timing and detail of education priorities. This work will be overseen by Norfolk County Council's Children's Services' Capital Priorities Group. The Group will also keep under review funding availability. The current view of the Group is that Government allocations of Basic Need for school projects will be insufficient to cover delivery costs of the schools capital growth programme over the next ten years and that all options for covering this affordability gap will need to be examined. The Group's view is that an annual allocation of funding from the IIF would reduce uncertainty and allow the affordability gap in the Greater Norwich area to be better understood. Based on the current projected CIL income figures the Infrastructure Investment Plan gives a commitment to an annual £2m allocation to support the delivery of the Children's Services' capital programme. As part of the annual review of the Infrastructure Investment Plan, these forecasts will be updated and if CIL income varies significantly from projected figures, the allocation will need to be reviewed by all parties concerned.

The largest scheme within the education infrastructure programme is the new high school in North Norwich. This Plan seeks a commitment to explore funding opportunities for this strategic project in order to mitigate any financial risk/uncertainty around its delivery to support growth. A progress report on the development of the new High School project is expected in late autumn 2017.

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<sup>4</sup> Projects in the early development stages are not yet included.

## **Green infrastructure**

A programme of strategic projects is proposed by the Green Infrastructure Programme Team over the next five years. The total value of projects proposed can be found in Table 2. Details of projects seeking IIF support in 2018/19 can be found in Appendix A.

In addition to projects seeking IIF support in 2018/19 a number of key strategic projects have been identified by the Green Infrastructure Programme Team:

### Broadland Way

A key element of the North-east Norwich Growth Triangle (NEGT) Area Action Plan is an off-carriageway cycle and pedestrian route between east Norwich at Thorpe St Andrew and the Northern Broads at Wroxham known as Broadland Way. The intention is that Broadland Way will be a multi-functional Green Infrastructure corridor that will provide a safe commuting and leisure cycling and walking route for residents of the new development as well as providing ecological connectivity.

### East Norwich Gateway

The project is to provide infrastructure to open up for development the Utilities site and Deal Ground, the largest brownfield sites within the Norwich City Council area and to extend cycle and pedestrian access from Norwich City Centre to Whitlingham Country Park in South Norfolk. The proposal would consist of three bridges, one across the River Wensum and two across the River Yare and associated road infrastructure. One of the Yare bridges is to be cycle/pedestrian only and will enable access to Whitlingham Country Park.

### Yare Valley

The project aims to develop the unifying concept of a river parkway, a linear country park based on the River Yare river corridor between Bawburgh and Whitlingham Country Park. The parkway would comprise of a linear corridor of linked spaces along banks of the River Yare. This 'umbrella' project was included in the GIDP and included a number of smaller projects, some of which have been brought forward in part since the study was published.

### Bawburgh Lakes

A new country park in north-west, potentially a wetland in Colney/Bawburgh area.

Work is ongoing to progress developing feasibility work in support of these projects to allow for capital investment to take place in future iterations of this Plan.

## **Community**

A number of strategic community projects are proposed through the Infrastructure Investment Plan. These include library improvements, open space, community facilities, play space and sports facilities identified through the strategic review of sports facilities and playing pitches which reported in 2015 and taken forward by the Sports Strategy Implementation Group. The total value of projects proposed can be found in Table 2. Details of projects seeking IIF support in 2018/19 can be found in Appendix A.

## **Cash Reserve**

The 2016/17 AGP agreed to borrow £50m at PWLB project rate to support the delivery of both the Northern Distributor Road and the Long Stratton Bypass and Hempnall crossroads junction. The Infrastructure Investment Plan proposes that a cash reserve equal to one annual repayment be built up over 3 years from 2017/18. This Investment Plan looks to set aside £860,323.

## **Economic Development and Regeneration**

A number of projects promoted in the IIP significantly contribute to the economic growth of the area. This includes the public realm improvements promoted in the city centre, which also provide transport, green infrastructure or community benefit.

One notable project is the delivery of significant public realm improvements, infrastructure and transport links at Norwich Airport Industrial Estate. This will enable this key employment location to offer more attractive, modern premises to better serve the needs of the existing SME community and those of emerging high value sectors identified in the New Anglia LEP Strategic Economic Plan and the Greater Norwich City Deal. There is an important synergy between this project and the improved transport connections that will be provided by the agreed St. Faiths Road to Airport project and the NE Norwich Link Road.

The regeneration of brownfield land, particularly in the northern part of Norwich will also be an important consideration for future work.

## Maintenance

It is important that the future ongoing maintenance of projects funded through the IIF is considered at the outset and forms an integral part of the project appraisal process. It is vital that investment in infrastructure by the IIF is only made where there is adequate provision for maintenance so the infrastructure does not deteriorate.

There are a variety of sources of funding for maintenance depending on the nature of the project and its location. Funding for maintenance may come from mainstream budgets, S106 contributions or other funding sources. The responsibility for maintenance of infrastructure will generally fall to District and County Councils, however voluntary groups, private landowners or, in the case of Broadland and South Norfolk districts, Parish Councils may take on the maintenance responsibility.

The CIL (Amendment) Regulations 2012 set out that CIL can be used for "The provision, improvement, replacement, operation or maintenance of infrastructure."

The expectation will be that every effort will be made to minimise the future maintenance requirements through detailed design and to find alternative means of dealing with the maintenance element. The GNGB has however recognised that sufficient funding for maintenance will be a necessary part of future investment programmes in the Greater Norwich area from 2018/19 onwards.

The Infrastructure Delivery Board and S151 officers consider that it may be appropriate to use the IIF to fund the maintenance of capital investment in certain exceptional circumstances. As such this Plan looks to allocate a one-off £50,000 in 2018/19 to cover maintenance costs in these exceptional circumstances.

It is proposed that projects which may require future maintenance funding will be assessed on a case by case basis and will need to demonstrate that:

- There is no alternative source of funding;
- It can be evidenced that maintenance costs have been minimised; and
- Projects are strategic and provide wider benefits across the Greater Norwich area.

Projects which are considered to meet the criteria will be able to bid to the maintenance pot, through the formal Growth Programme cycle, for a maximum period of 10 years. The total sum available to a project over the 10 year maintenance term will be determined at the same time as the project is approved for capital delivery costs from the IIF. After the 10 year period alternative means of maintaining the infrastructure will need to be found.

Of the projects being proposed for IIF funding in 18/19 the following have an associated maintenance cost and are considered to be eligible to apply to the pot this year:

- Marriotts Way: Thorpe Marriott to Costessey – £15,000; and
- Earham Millennium Green Phase 3 – £10,000

The Infrastructure Delivery Board will approve spend from this pot based on the criteria above and any unspent funds will be put back into the IIF for future investment.

**Table 2 – Proposed Five Year Infrastructure Investment Plan**

|                                   | to date           | 2016/17           | 2017/18            | 2018/19            | 2019/20            | 2020/21            | 2021/22            | 2022/23            |
|-----------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>INCOME</b>                     |                   |                   |                    |                    |                    |                    |                    |                    |
| Balance brought forward           | £3,396,917        |                   |                    |                    |                    |                    |                    |                    |
| Actual CIL receipts               |                   | £3,214,589        |                    |                    |                    |                    |                    |                    |
| Forecast CIL receipts             |                   |                   | £4,719,530         | £7,271,195         | £9,586,646         | £10,956,389        | £10,179,162        | £8,853,709         |
| <b>Cumulative Income</b>          | <b>£3,396,917</b> | <b>£6,611,506</b> | <b>£11,331,035</b> | <b>£18,602,230</b> | <b>£28,188,876</b> | <b>£39,145,265</b> | <b>£49,324,427</b> | <b>£58,178,136</b> |
| <b>EXPENDITURE</b>                |                   |                   |                    |                    |                    |                    |                    |                    |
| Programme agreed                  | £182,827          | £446,000          | £5,643,323         | £1,719,000         | £1,040,000         | £25,000            |                    |                    |
| Borrowing agreed                  |                   | £404,938          | £1,997,498         | £2,064,776         | £2,322,873         | £2,580,970         | £2,580,970         | £2,580,970         |
| Transport                         |                   |                   |                    | £500,000           | £0                 | £900,000           | £900,000           | £900,000           |
| Green infrastructure              |                   |                   |                    | £248,000           | £1,444,000         | £1,518,000         | £1,524,000         | £436,000           |
| Community                         |                   |                   |                    | £1,375,000         | £2,419,000         | £3,800,000         | £3,015,000         | £100,000           |
| Education                         |                   |                   |                    | £2,000,000         | £2,000,000         | £2,000,000         | £2,000,000         | £2,000,000         |
| Maintenance pot                   |                   |                   |                    | £50,000            | £0                 | £0                 | £0                 | £0                 |
| Cash Reserve                      |                   |                   |                    | £860,323           | £860,323           | £0                 | £0                 | £0                 |
| <b>TOTAL</b>                      | <b>£182,827</b>   | <b>£850,938</b>   | <b>£7,640,821</b>  | <b>£8,817,099</b>  | <b>£10,086,196</b> | <b>£10,823,970</b> | <b>£10,019,970</b> | <b>£6,016,970</b>  |
| <b>Cumulative Expenditure</b>     | <b>£182,827</b>   | <b>£1,033,765</b> | <b>£8,674,586</b>  | <b>£17,491,685</b> | <b>£27,577,882</b> | <b>£38,401,852</b> | <b>£48,421,822</b> | <b>£54,438,792</b> |
| <b>Cumulative Surplus/Deficit</b> | <b>£3,214,090</b> | <b>£5,577,741</b> | <b>£2,656,449</b>  | <b>£1,110,544</b>  | <b>£610,994</b>    | <b>£743,413</b>    | <b>£902,605</b>    | <b>£3,739,344</b>  |

Full details of projects included in the Infrastructure Investment Plan can be found at Appendix B.

## **APPENDIX A – 2018/19 AGP Project Details**

### **Broadland**

#### **Marriotts Way: Thorpe Marriott to Costessey – £100,000**

To complete the improvement in access to and on the Marriott's way between Thorpe Marriott and Costessey. This will create an improved commuting route from Thorpe Marriott to the city and vice versa.

This is part of a programme of projects being developed through the Marriott's Way Implementation and Delivery plan, which have been informed by public and stakeholder consultation in 2015. It is now identified as the second highest scored project for delivery in the plan (Marriott's Way Improvement and Delivery Plan 2015-2015 – Appendices: p.90-91).

#### **Community sports Hub proposal Horsford Manor site – £1,000,000**

Norwich City Community Sports Foundation (CSF) has obtained a site to develop a large scale "Community Hub" that will provide inclusive facilities for the growing community.

The Community Hub will comprise: An indoor sports facility comprising full size 3G football pitch, full size sports hall, indoor gym and associated changing facilities, cafe, learning space, classrooms and office 10 sleeping pods to be used for residential training courses external spectator stand and associated parking, outdoor gym, alterations to access and infrastructure. It will be the only full 11aside indoor football pitch in the region that is open to the public.

The Community Hub will be located on the Anglia Windows sports site at Horsford Manor within Broadland District that was previously owned by Norwich City Council and Norfolk County Council.

Our vision is to, Make a difference to people's lives by developing sustainable community facilities based on the needs of the local people.

#### **St Williams Way Library self-access improvements – £35,000**

This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

### **Norwich**

#### **Marriotts Way: Inner Ring Road Crossing – £250,000 (£40,000 in 2018/19)**

This is part of a programme of projects being developed through the Marriott's Way Implementation & Delivery plan, which have been informed by public and stakeholder consultation in 2015.



The project aims to improve pedestrian and cycle crossing facilities of the inner ring road (St Crispins Road) linking Marriott's Way with the Wensum riverside walk and the city centre.

The main works proposed could involve widening the existing signalled crossing, and widening the shared path on the north side of the bridge which leads to the crossing. The proposals could be extended to include pedestrian and cycle movements to/from the nearby Oak Street junction.

These infrastructure works would improve the safety, convenience and experience of pedestrians and cyclists which would encourage greater use of Marriott's Way and the riverside walk, and improve the accessibility of the city centre.

### **UEA to Eaton Boardwalk extension – £30,000**

The project is to extend the existing boardwalk which forms part of the Yare Valley Walk between UEA and Eaton/Cringleford. The boardwalk currently only extends half the length of the path from the UEA to Eaton/Cringleford. Planning permission would be required for the boardwalk.

### **Earlham Millennium Green Phase 3 – £25,000**

Earlham Millennium Green (EMG) provides both an attractive area for the local community to enjoy and a variety of wildlife habitats. EMG also forms a valuable link for pedestrian access connecting Bowthorpe, West Earlham, the UEA and the Research Park. With the Three Score developments progressing, this route is likely to increase in importance and there are opportunities for improvements that would encourage more people to walk rather than use their cars. Facilities such as path surfacing and gates etc. will need to be more robust to handle this increased level of use and to ensure that the natural habitats and amenity value of EMG and the adjacent sites are not compromised. EMG and the adjacent areas, which include Earlham Marsh, are already well-loved by many local residents and a higher standard of amenities would increase the site's value to the community. A local scout pack has already expressed interest in using the site for leisure and educational activities.

The main pedestrian route through EMG is already being improved and upgraded under Phase 2 of a CIL funded improvement project. Under an earlier Phase 1, habitat improvements were undertaken including refurbishment and enlargement of the wildlife pond. The current proposals seek to build on this work by:

- Improving links to the main route through the site from Bowthorpe, and from West Earlham via George Fox Way;
- Refurbishing and improving existing but 'tired' entrance features such as estate fencing and gates;
- Provision of a new, high quality interpretative signboard;
- Replacing 3 worn-out timber pond and river dipping platforms with more durable recycled plastic versions; and
- Refurbishing an existing timber footbridge connecting EMG with Earlham Marsh

### **Earlham Library self-access improvements – £35,000**

This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

### **Mile Cross Library self-access improvements – £35,000**

This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

### **Refurbishment of Hewett Academy Swimming Pool – £200,000**

This project is for the refurbishment of Hewett Academy Swimming Pool including building, changing rooms and showers replacement.

This project is put forward subject to a satisfactory Community Access Agreement and an agreement with the Inspiration Trust for future maintenance.

### **South Norfolk**

#### **Wherryman's Way: Yare Valley Cycle Route – £23,000**

Improve the Yare Valley Cycle Route, which follows the Wherryman's Way, through creating signage and route improvements. The costs include the development of a management plan.

### **Harleston Library self-access improvements – £35,000**

This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

### **Costessey Library self-access improvements – £35,000**

This project will introduce self-service technology that enables people to use the library outside the current opening times. The technology allows the library service to automatically control and monitor building access, self-service kiosks, public access computers, lighting, alarms, public announcements and customer safety. Each library will be able to have increased opening hours, making access to the library more convenient

for current and new customers without an increase in staff costs. This is a great opportunity for libraries to be accessible and relevant to more people.

## **Area-wide**

### **Green Pedalway – £500,000 subject to the outcome of Feasibility Work**

The comprehensive upgrade and extension to the Green Pedalway strategic cycle route. In the west it will connect Easton to the city centre via Longwater, Lodge Farm, Bowthorpe and West Earlham. In the east it will connect Broadland Business Park to the city centre via Thorpe St Andrew and Thorpe Hamlet. It will comprise a set of improvements to cycling infrastructure along the route, complemented by the extension to 20mph areas in adjacent residential neighbourhoods and the installation of new monitoring equipment.

### **Yare and Wensum Valleys Link – £170,000 (for 19/20 onwards)**

The River Wensum and Yare run close together in the west of the city between Marriott's Way near Gunton Lane and the Three Score development site. The link between the two river valleys is a recognised green infrastructure corridor and the route of the purple pedalway.

### **Access for All – £150,000 across the area over five years**

A number of trails across the Greater Norwich area have been audited for both power chair use and general accessibility and improvement works necessary to allow such access. To enable access for all users to Green Infrastructure trails across the area this project proposes the establishment of a fund to be used for a range of smaller scale accessibility improvements across a number of projects and areas.

Projects will need to demonstrate the wider benefits of any individual access improvements and will be considered and prioritised by the Green Infrastructure Programme Team before being recommended by the Delivery Officers Group for approval by the Greater Norwich Infrastructure Delivery Board.

**APPENDIX B**

| Project/Scheme Description  | Total Estimated Scheme Cost (£,000) | Funding secured | SOURCE  | Funding need | 2018/19      | 2019/20      | 2020/21      | 2021/22      | 2022/22      |
|---|-------------------------------------|-----------------|---|--------------|--------------|--------------|--------------|--------------|--------------|
|   |                                     |                 |   |              |              |              |              |              |              |
| East Norwich Gateway (Also included in GI section)  | 0                                   |                 | CIL/Developer                                 |              | 0            | 0            | 0            |              |              |
| Green Pedalway  |                                     |                 |   |              | 500          |              |              |              |              |
| <b>Transport Total</b>  |                                     |                 |   |              | <b>500</b>   | <b>-</b>     | <b>900</b>   | <b>900</b>   | <b>900</b>   |
| Little Plumstead Primary Extension to 315/420   | 4,500                               |                 | 400   | 350          | 400          | 1,800        | 1,800        |              |              |
| Hethersett High Extension   | 5,000                               |                 | 1,754   | 3,246        | 500          | 2,000        | 2,000        |              |              |
| Hellesdon New 420 Primary   | 6,400                               |                 |   | 6,400        | 500          |              | 780          | 2,560        | 2,560        |
| New Bowthorpe Primary School  |                                     |                 |   |              |              | x            |              |              |              |
| Easton Primary Extension to 420   | 2,500                               |                 |   | 2,500        |              | 1,250        | 1,250        |              |              |
| Hingham Primary Mobile Replacement  | 900                                 |                 |   | 221          |              | 450          | 450          |              |              |
| Cringleford New 420 Primary   | 6,400                               |                 |   | 6,400        |              | 1,280        | 2,560        | 2,560        |              |
| Long Stratton New 420 Primary   | 6,400                               |                 |   | 6,400        |              | 1,280        | 2,560        | 2,560        |              |
| North Norwich New Secondary and existing schools  | 26,000                              |                 |   | 26,000       |              | 2,600        | 2,600        | 2,600        | 2,600        |
| Blofield New 420 Primary  | 6,400                               |                 |   |              |              |              | x            | x            | x            |
| Beeston Park New Free School 420 Primary #1   | 6,400                               |                 |   | 0            |              |              | 1,280        | 2,560        | 2,560        |
| South of Salhouse Road New 420 Primary  | 6,400                               |                 |   | 6,400        |              |              | 1,280        | 2,560        | 2,560        |
| Beeston Park New Free School 420 Primary #2   | 6,400                               |                 |   | 0            |              |              |              |              | 1,280        |
| <b>Education Total</b>  |                                     |                 |   |              | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> |
| MW: Thorpe Marriott to Costessey  | 100                                 |                 |   | 100          | 100          |              |              |              |              |
| MW: Inner Ring Road crossing  | 250                                 |                 |   | 250          | 40           | 210          |              |              |              |
| UEA to Eaton Boardwalk extension  | 30                                  |                 |   | 30           | 30           |              |              |              |              |
| Wherryman's Way : Yare Valley Cycle Route   | 23                                  |                 |   | 23           | 23           |              |              |              |              |
| Earlham Millennium Green Improvement Project: Phase 3   | 25                                  |                 |   | 25           | 25           |              |              |              |              |
| Yare and Wensum Valleys Link (Norwich, Broadland and SNDC)                                      | 229                                 | 59              | S106  | 170          | 0            | 75           | 95           |              |              |
| Green infrastructure: Access for All  |                                     |                 |   |              | 30           | 30           | 30           | 30           | 30           |
| East Norwich Gateway (Also included in Transport section)                                       | 0                                   |                 | CIL/Developer                                 |              | 0            | 0            | 0            |              |              |
| Broadland Way Phase 3   | 150                                 |                 |   | 150          |              | 150          |              |              |              |
| MW: Surfacing Works (Tesco's)   | 85                                  |                 |   | 85           |              | 85           |              |              |              |
| Thorpe Marriott Greenway  | 105                                 |                 |   | 105          |              | 35           | 35           | 35           |              |
| Hellesdon to Drayton Greenway   | 105                                 |                 |   | 105          |              | 35           | 35           | 35           |              |
| Drayton to Horsford Greenway  | 105                                 |                 |   | 105          |              | 35           | 35           | 35           |              |
| MW: Signage to Link Marriott's Way to the Adjacent Communities                                  | 20                                  | 10              | HLF bid                                       | 10           |              | 20           |              |              |              |
| Wherryman's Way : Chedgrave Disabled Access Path  | 75                                  |                 |   | 75           |              | 75           |              |              |              |
| Wherryman's Way: Strategic Link at Reedham  | 35                                  |                 |   | 35           |              | 35           |              |              |              |
| MW: Biodiversity Management with Community Engagement   | 160                                 | 49              | HLF, Nch Fringe, Nfk Biodiversity Partnership | 111          |              | 45           | 28           | 29           | 29           |
| Kett's Heights  | 150                                 | 10              | Nbhd CIL                                      | 50           |              | 50           |              |              |              |
| MW: Crossing Points Improvement Project   | 89                                  | 10              | HLF   | 79           |              | 89           |              |              |              |
| 20 Acre Wood  | 90                                  | 10              | Nbhd CIL                                      | 80           |              | 90           |              |              |              |
| Yare Valley: Lodge Farm to Bawburgh Lakes connection  | 210                                 | 25              | S106  | 185          |              | 85           | 100          |              |              |
| Riverside Walk Missing Link Duke St to St George's St   | 300                                 |                 |   | 300          |              | 300          |              |              |              |
| Wymondham - Tuttle Lane enhancements Phase 1  | 30                                  |                 |   | 30           |              |              | 10           | 10           | 10           |
| Burlingham Trails Cycling and Walking Routes  | 180                                 |                 |   | 180          |              |              | 100          | 80           |              |
| Witton Run  | 170                                 |                 |   | 170          |              |              | 170          |              |              |
| South Walsham GI Project  | 150                                 |                 |   | 150          |              |              | 150          |              |              |
| West Brundall GI Project  | 425                                 |                 |   | 425          |              |              | 75           | 350          |              |
| Boudicca Way cycle route  | 23                                  |                 |   | 20           |              |              | 20           |              |              |
| Boudicca Way links to development   | 17                                  |                 |   | 15           |              |              | 15           |              |              |
| MW: Hellesdon Station Area  | 210                                 |                 |   | 210          |              |              | 105          | 105          |              |
| MW: Aylsham Gateway   | 30                                  |                 |   | 30           |              |              | 30           |              |              |
| Kett's Country Trail  | 85                                  |                 |   | 85           |              |              | 85           |              |              |
| Bishops Bridge to Whitefriars   | 50                                  |                 |   | 50           |              |              | 25           | 25           |              |
| Carrow Bridge to Ber Street Woodland (Previously Boom Towers)                                   | 750                                 |                 |   | 750          |              |              | 375          | 375          |              |
| Link from Blofield to Blofield Heath  | 125                                 |                 |   | 125          |              |              |              | 125          |              |
| MW: Trim Track - Costessey  | 10                                  |                 |   | 10           |              |              |              | 10           |              |
| MW: Reepham surfacing and biodiversity  | 100                                 |                 |   | 100          |              |              |              | 100          |              |
| MW: Crossing over Taverham Road in Drayton  | 100                                 |                 |   | 100          |              |              |              | 100          |              |
| Burlingham Trails Attractions and Facilities Project  | 240                                 |                 |   | 240          |              |              |              | 80           | 80           |
| South East Lingwood GI Connectivity   | 25                                  |                 |   | 25           |              |              |              |              | 25           |
| South Walsham Fen Access  | 35                                  |                 |   | 35           |              |              |              |              | 35           |
| Long Distance Cycle Loop  | 75                                  |                 |   | 75           |              |              |              |              | 75           |
| Marriott's Way & Wensum Riverside Walk Accessible Circular Walk 1; Train Wood                   | 57                                  |                 |   | 57           |              |              |              |              | 57           |
| Marriott's Way & Wensum Riverside Walk Accessible Circular Walk 2; Wensum Local Nature Reserves | 60                                  |                 |   | 60           |              |              |              |              | 60           |
| Local walking circulars with links to pubs, restaurants and cafes                               | 35                                  |                 |   | 35           |              |              |              |              | 35           |
| <b>GI Total</b>   |                                     |                 |   |              | <b>248</b>   | <b>1,444</b> | <b>1,518</b> | <b>1,524</b> | <b>436</b>   |
| Community Sports Hub - Horsford   | 14,800                              | 1,500           |   | 13,300       | 1,000        |              |              |              |              |
| Brook & Laurel Farm Community Building  | 500                                 |                 |   |              |              |              | 500          |              |              |
| North Sprowston & Old Catton Community Space including library                                  | 2,400                               |                 |   |              |              |              |              | 2,400        |              |
| Land South of Salhouse Road Community Building  | 500                                 |                 |   |              |              |              | 500          |              |              |
| Rackheath Community Building  | 500                                 |                 |   |              |              |              |              | 500          |              |
| Great Plumstead Open Space / Community Orchard  | 25                                  |                 |   |              |              | 25           |              |              |              |
| Strategic play (including 5 projects)   | 430                                 |                 |   |              |              | 115          | 100          | 115          | 100          |
| Harleston Library self access improvement   | 35                                  |                 |   |              | 35           |              |              |              |              |
| Costessey Library self access improvement   | 35                                  |                 |   |              | 35           |              |              |              |              |
| St Williams Way Library self access improvement   | 35                                  |                 |   |              | 35           |              |              |              |              |
| Earlham Library self access improvement   | 35                                  |                 |   |              | 35           |              |              |              |              |
| Mile Cross Library self access improvement  | 35                                  |                 |   |              | 35           |              |              |              |              |
| Blofield self access improvement  | 43                                  |                 |   |              |              | 43           |              |              |              |
| Reepham self access improvement   | 30                                  |                 |   |              |              | 30           |              |              |              |
| Tuckswood self access improvement   | 43                                  |                 |   |              |              | 43           |              |              |              |
| West Earlham self access improvement  | 43                                  |                 |   |              |              | 43           |              |              |              |
| Hingham self access improvement   | 20                                  |                 |   |              |              | 20           |              |              |              |
| Hewett School swimming pool modernisation   | 199                                 |                 |   |              | 200          |              |              |              |              |
| New Swimming Pool and Sports Hall in Diss   | 10,000-12,000                       |                 |   |              |              | 1,600        |              |              |              |
| Artificial Grass Pitch in Diss  | 500                                 |                 |   |              |              | 500          |              |              |              |
| New Sports Hall in Thorpe St Andrew   | 2,700                               |                 |   |              |              |              | 2,700        |              |              |
|   |                                     |                 |   |              | <b>1,375</b> | <b>2,419</b> | <b>3,800</b> | <b>3,015</b> | <b>100</b>   |

## APPENDIX C - GREATER NORWICH GROWTH PROGRAMME

Projects supported by borrowing highlighted in grey

| Ref                                    | Expenditure   | Original Budget | Actual spend | Other funding | 2013/14 | 2014/15 | 2015/16 | 2016/17  | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--|---|-----------------|--------------|---------------|---------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Agreed 2014/15 Growth Programme</b> |   |                 |              |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
| GP1                                    | Harrisons' Wood   | (45)            |              |               |         |         | (15)    | (16)     | (13)    | (1)     |         |         |         |         |         |         |         |
|  | Harrisons' Wood secured funding (S106)                              |                 | 45           |               |         |         |         |          |         |         | 45      |         |         |         |         |         |         |
| GP2                                    | Danby Wood  | (35)            | (26)         |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
| GP3                                    | Marston Marsh   | (30)            | (25)         |               |         |         | (26)    | (1)      |         |         |         |         |         |         |         |         |         |
| GP4                                    | Earlham Millennium Green - Phase 1                                  | (15)            | (3)          |               |         |         | (3)     |          |         |         |         |         |         |         |         |         |         |
| GP5                                    | Riverside Walk  | (70)            | (48)         | (19)          |         |         | (17)    | (31)     |         |         |         |         |         |         |         |         |         |
| GP6                                    | Marriott's Way - Phase 1  | (60)            | (60)         |               |         |         | (60)    |          |         |         |         |         |         |         |         |         |         |
| GP7                                    | Norwich Health Walks  | (40)            | (38)         |               |         |         | (38)    |          |         |         |         |         |         |         |         |         |         |
| <b>Agreed 2015/16 Growth Programme</b> |   |                 |              |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
| GP8                                    | Earlham Millennium Green - Phase 2                                  | (66)            |              |               |         |         |         | (12)     | (54)    |         |         |         |         |         |         |         |         |
| GP9                                    | Marriott's Way - Phase 2  | (250)           | (236)        |               |         |         | (236)   |          |         |         |         |         |         |         |         |         |         |
| GP10 - 17                              | NATS Programme 2015/16 - 2019/20                                    |                 | (1,230)      |               |         |         |         | (730)    | (500)   | (475)   |         |         |         |         |         |         |         |
| <b>Agreed 2016/17 Growth Programme</b> |   |                 |              |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
| GP19                                   | St Faiths to Airport Transport Link                                 | (1,000)         |              |               |         |         |         |          | (150)   | (425)   | (425)   |         |         |         |         |         |         |
| GP21                                   | Golden Ball Street public realm additional allocation               | (500)           |              |               |         |         |         |          | (500)   |         |         |         |         |         |         |         |         |
| GP22                                   | Pink Pedalway - Heathgate   | (250)           | (150)        | (100)         |         |         | (150)   |          |         |         |         |         |         |         |         |         |         |
| GP23                                   | Carrow Bridge to Deal Ground riverside path                         | (350)           | (350)        | (250)         |         |         |         | (100)    |         |         |         |         |         |         |         |         |         |
| GP24                                   | Colney River Crossing (NRP to Threescore)                           | (401)           |              | (251)         |         |         |         |          |         | (150)   |         |         |         |         |         |         |         |
| GP25                                   | NDR   | (178,450)       |              | (138,450)     |         |         |         | (40,000) |         |         |         |         |         |         |         |         |         |
| GP26                                   | Long Stratton Bypass  | (20,000)        |              | (10,000)      |         |         |         |          |         | (5,000) | (5,000) |         |         |         |         |         |         |
| <b>Agreed 2017/18 Growth Programme</b> |   |                 |              |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
| GP27                                   | Lizard and Silfield Nature Reserves                                 | (40)            |              |               |         |         |         |          | (40)    |         |         |         |         |         |         |         |         |
| GP28                                   | Costessey Circular Walks  | (6)             |              |               |         |         |         |          | (6)     |         |         |         |         |         |         |         |         |
| GP29                                   | Barn Road Gateway   | (40)            |              |               |         |         |         |          | (20)    | (20)    |         |         |         |         |         |         |         |
| GP30                                   | Sloughbottom Park - Andersons Meadow                                | (250)           |              |               |         |         |         |          | (150)   | (100)   |         |         |         |         |         |         |         |
| GP31                                   | Riverside Walk accessibility improvements                           | (200)           |              |               |         |         |         |          | (20)    | (180)   |         |         |         |         |         |         |         |
| GP32                                   | Broadland Way - Green Lane North to Plumstead Road                  | (150)           |              |               |         |         |         |          |         | (150)   |         |         |         |         |         |         |         |
| GP33                                   | Strumpshaw Pit Circular Walk  | (60)            |              | (25)          |         |         |         |          |         | (35)    |         |         |         |         |         |         |         |
| GP34                                   | Cringleford N&N strategic connections                               | (68)            |              | (10)          |         |         |         |          |         | (58)    |         |         |         |         |         |         |         |
| GP35                                   | Riverside Walk: Fye Bridge to Whitefriars                           | (160)           |              |               |         |         |         |          |         |         | (160)   |         |         |         |         |         |         |
| GP36                                   | Castle Gardens  | (1,472)         | (1,072)      |               |         |         |         |          | (75)    | (75)    |         |         |         |         |         |         |         |
| GP37                                   | Long Stratton Sports Hub  | (2,545)         | (2,045)      |               |         |         |         |          | (500)   |         |         |         |         |         |         |         |         |
| GP38                                   | Football pitch improvements   | (100)           |              |               |         |         |         |          | (25)    | (25)    | (25)    | (25)    |         |         |         |         |         |
| GP39                                   | Hales cricket and bowls clubhouse improvements                      | (160)           |              | (130)         |         |         |         |          | (30)    |         |         |         |         |         |         |         |         |
| GP40                                   | Wymondham: new sports improvements                                  | (800)           |              | (550)         |         |         |         |          | (250)   |         |         |         |         |         |         |         |         |
| GP41                                   | Wroxham Library: self service improvements                          | (43)            |              |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
| GP42                                   | Plumstead Road Library: self service improvements                   | (85)            |              | (33)          |         |         |         |          | (120)   |         |         |         |         |         |         |         |         |
| GP43                                   | Diss library: self service improvements                             | (25)            |              |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
|  | Education   |                 |              |               |         |         |         |          | (2,000) |         |         |         |         |         |         |         |         |
|  | Cash reserve  |                 |              |               |         |         |         |          | (860)   |         |         |         |         |         |         |         |         |
|  | Borrowing costs   |                 |              |               |         |         |         | (405)    | (1,997) | (2,065) | (2,323) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) |
| <b>TOTAL</b>                           |   |                 |              |               |         |         |         |          |         |         |         |         |         |         |         |         |         |
|  | Pooled funding requirement of Growth Programmes excluding borrowing | (9,056)         |              |               |         |         | (183)   | (446)    | (5,643) | (1,719) | (1,040) | (25)    |         |         |         |         |         |
|  | Pooled Funding Requirement including borrowing                      |                 |              |               |         |         | (183)   | (851)    | (7,641) | (3,784) | (3,363) | (2,606) | (2,581) | (2,581) | (2,581) | (2,581) | (2,581) |
|  | <b>Actual CIL Income</b>  |                 |              |               | 56      | 851     | 2,490   | 3,215    |         |         |         |         |         |         |         |         |         |
|  | <b>Pooled CIL Projection</b>  |                 |              |               |         |         |         |          | 4,720   | 7,271   | 9,587   | 10,956  | 10,179  | 8,854   | 7,660   | 7,393   | 5,509   |
|  | <b>Yearly Pooled CIL Surplus / (Deficit)</b>                        |                 |              |               | 56      | 851     | 2,308   | 2,364    | (2,921) | 3,487   | 6,224   | 8,350   | 7,598   | 6,273   | 5,079   | 4,812   | 2,928   |
|  | <b>Cumulative Pooled CIL Surplus / (Deficit)</b>                    |                 |              |               | 56      | 907     | 3,214   | 5,578    | 2,656   | 6,144   | 12,368  | 20,718  | 28,316  | 34,589  | 39,668  | 44,480  | 47,408  |

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## APPENDIX E

**Table A - Norwich Area Transportation Strategy, Pre-committed LGF Programme**  
ORIGINAL October 2014

|   | NATS Ref | Total    | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|---|----------|----------|---------|---------|---------|---------|---------|---------|
| <b>Salhouse Rd Sustainable Transport Corridor</b>   |          |          |         |         |         |         |         |         |
| Salhouse Rd Sustainable Transport Corridor  | NEGT     |          |         |         |         |         |         |         |
| Scheme Identification (BRT/Pink Pedalway)   | NEGT1    | (30)     | (30)    |         |         |         |         |         |
| Salhouse Rd Corridor Scheme delivery  |          | (400)    |         |         | (400)   |         |         |         |
| Repton Ave Link (Purple Pedalway)   | NEGT2    | (1,000)  |         |         | (1,000) |         |         |         |
| Repton Ave Link developer funding   |          | 1,000    |         |         | 1,000   |         |         |         |
| Repton Ave Link Scheme Identification   |          | (20)     | (20)    |         |         |         |         |         |
| Salhouse Road Walk/Cycle Route (Pink Pedalway)  | NEGT3    | (200)    |         | (200)   |         |         |         |         |
| Salhouse Road Walk/Cycle Route CCAG funding   |          | 200      |         | 200     |         |         |         |         |
| North Walsham Road Core Bus Route Enhancements Scheme Identification                          | NEGT4    | (10)     |         | (10)    |         |         |         |         |
| North Walsham Road Core Bus Route Enhancements  |          | -        |         |         |         |         |         |         |
| School Lane/ Chartwell Road/ Denton Road Toucan Crossing and associated works (Blue Pedalway) | NEGT5    | (120)    |         | (120)   |         |         |         |         |
| Broadland Way Scheme Development (pink pedalway extension)                                    | NEGT6    | (15)     | (15)    |         |         |         |         |         |
| NE Norwich link road  |          | (14,250) |         | -       | (6,000) | (5,000) |         | (3,250) |
| NE Norwich link road - developer funding  | NEGT7    | 14,250   |         | -       | 6,000   | 5,000   |         | 3,250   |
|   |          | -        |         |         |         |         |         |         |
| <b>Yarmouth Road Sustainable Transport Corridor</b>   |          |          |         |         |         |         |         |         |
| Yarmouth Rd Sustainable Transport Corridor  | YAR      | -        |         |         |         |         |         |         |
| Scheme Identification (BRT/Green Pedalway)  | YAR1     | (20)     |         | (20)    |         |         |         |         |
| Lower Clarence Road   | YAR2     | -        |         |         |         |         |         |         |
| Rail Station Cycle Hub  | YAR3     | -        |         |         |         |         |         |         |
| Broadland Gate S106 Est   |          | -        |         |         |         |         |         |         |
|   |          | -        |         |         |         |         |         |         |
| <b>A11 Sustainable Transport Corridor</b>   |          |          |         |         |         |         |         |         |
| A11 sustainable transport corridor scheme identification (BRT/Pink pedalway)                  | SW       | -        |         |         |         |         |         |         |
| Roundhouse Way Bus Interchange  | SW1      | (60)     | (60)    |         |         |         |         |         |
| Pink Pedalway Route Extension   | SW2      | (500)    |         | (50)    | (450)   |         |         |         |
| B1172 Bus/Cycle enhancements  | SW3      | (250)    |         |         | (250)   |         |         |         |
|   | SW4      | (250)    |         |         | (250)   |         |         |         |
|   |          | -        |         |         |         |         |         |         |
| Thickthorn Scheme Development   | SW5      | -        |         |         |         |         |         |         |
| Thickthorn Scheme Development   |          | -        |         |         |         |         |         |         |
| Eaton interchange   | SW6      | (100)    |         | (25)    | (75)    |         |         |         |
|   |          | -        |         |         |         |         |         |         |
| <b>Dereham Road Sustainable Transport Corridor</b>  |          |          |         |         |         |         |         |         |
| Extension to Longwater/Easton Scheme Identification (BRT/Green Pedalway)                      | DER      | -        |         |         |         |         |         |         |
| Guardian Road Traffic Signals Feasibility   | DER1     | (40)     | (20)    | (20)    |         |         |         |         |
| Longwater walk/cycle  | DER2     | (1,650)  | (50)    | (50)    | (50)    | (750)   | (750)   |         |
| Longwater Scheme Development  | DER3     | -        |         |         |         |         |         |         |
| Longwater Scheme Development  | DER4     | -        |         |         |         |         |         |         |
|   |          | (2,000)  |         | (750)   | (750)   | (500)   |         |         |
|   |          | -        |         |         |         |         |         |         |
| <b>BRT Fakenham Road/Drayton High Road</b>  |          |          |         |         |         |         |         |         |
| Fakenham Rd BRT Feasibility (Scheme Identification) - revenue                                 | FAK      | -        |         |         |         |         |         |         |
|   | FAK1     | (30)     |         |         | (30)    |         |         |         |
|   |          | -        |         |         |         |         |         |         |
| <b>City Centre Measures</b>   |          |          |         |         |         |         |         |         |
| Golden Ball Street / All Saints Green Scheme Development                                      | CC       | -        |         |         |         |         |         |         |
| CC1 delivery  | CC1      | (125)    | (125)   |         |         |         |         |         |
|   |          | (2,500)  | -       | (1,500) | (1,000) | -       | -       | -       |
| Golden Ball Street (two-way for general traffic)  | CC1a     | -        |         |         |         |         |         |         |
| Westlegate (remove right turn and pedestrianise)  | CC1b     | -        |         |         |         |         |         |         |
| Bus only on All Saints Green  | CC1c     | -        |         |         |         |         |         |         |
| Finkelgate/Queens Rd Junction   | CC1d     | -        |         |         |         |         |         |         |
| Ber Street  | CC1e     | -        |         |         |         |         |         |         |
| Farmers Ave Two Way   | CC1f     | -        |         |         |         |         |         |         |
| POW Rd, Rose Lane, Ag Hall Plain  | CC2      | (5,100)  | -       | -       | -       | (1,100) | (2,000) | (2,000) |
| Prince of Wales Road (two-way bus only)   | CC2a     | -        |         |         |         |         |         |         |
| Rose Lane (two-way for general traffic)   | CC2b     | -        |         |         |         |         |         |         |
| Agricultural Hall Plain (bus only)  | CC2c     | -        |         |         |         |         |         |         |
|   |          | -        |         |         |         |         |         |         |
| <b>A140 Corridor</b>  |          |          |         |         |         |         |         |         |
| A140 Corridor scheme identification (BRT/Yellow Pedalway)                                     | IPS/CRO  | -        |         |         |         |         |         |         |
| Yellow Pedalway - Lakenham Way Improvements   | CRO1     | (60)     |         | (60)    |         |         |         |         |
| Yellow Pedalway - Lakenham Way (S106)   | IPS1     | (119)    | (19)    | (100)   |         |         |         |         |
| Bus priority Harford A47 Junction   | IPS3     | 119      | 19      | 100     |         |         |         |         |
|   |          | (1,750)  |         |         | (100)   | (100)   | (1,100) | (450)   |
|   |          | -        |         |         |         |         |         |         |
| <b>Other NATS</b>   |          |          |         |         |         |         |         |         |
| Committed NATS schemes  |          | (735)    |         | (205)   | (155)   | (150)   | (225)   |         |
| Committed NATS funding  |          | 735      |         | 205     | 155     | 150     | 225     |         |

|                        | Total           | 2014/15 | 2015/16        | 2016/17         | 2017/18        | 2018/19        | 2019/20        |
|------------------------|-----------------|---------|----------------|-----------------|----------------|----------------|----------------|
| <b>Costs</b>           |                 |         |                |                 |                |                |                |
| Total Cost             | (30,995)        |         | (3,110)        | (10,510)        | (7,600)        | (4,075)        | (5,700)        |
| Scheme development     |                 | (313)   | (110)          | (30)            | -              | -              | -              |
| <b>Capital Cost</b>    | <b>(30,855)</b> |         | <b>(3,000)</b> | <b>(10,480)</b> | <b>(7,600)</b> | <b>(4,075)</b> | <b>(5,700)</b> |
| <b>Income</b>          |                 |         |                |                 |                |                |                |
| LTB City Centre        | 7,000           | -       | 1,050          | 1,850           | 1,850          | 2,250          | -              |
| LTB Longwater          | 2,000           | -       | 750            | 750             | 500            | -              | -              |
| LTB2                   | 2,000           | -       | -              | -               | -              | -              | 2,000          |
| Cycle City Grant       | 200             | -       | 200            | -               | -              | -              | -              |
| S106                   | 15,350          | 19      | 100            | 7,000           | 5,000          | -              | 3,250          |
| NATS LTP Committed     | 735             | -       | 205            | 155             | 150            | 225            | -              |
| NATS LTP Uncommitted   | -               | -       | -              | -               | -              | -              | -              |
| Total income           | 27,285          | -       | 2,305          | 9,755           | 7,500          | 2,475          | 5,250          |
| <b>CIL requirement</b> | <b>(3,570)</b>  |         | <b>(695)</b>   | <b>(725)</b>    | <b>(100)</b>   | <b>(1,600)</b> | <b>(450)</b>   |

## Table B - IIF-supported NATS Programme

Re-profiled June 2017

| Project  | NATS Ref | Total    | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Comments  |
|--|----------|----------|---------|---------|---------|---------|---------|---------|---|
| St Faiths Road to Airport Transport Link (formerly Repton Ave) | NEG72    | (1,000)  |         |         |         | (150)   | (425)   | (425)   | Meteor Close and Repton Avenue link to be delivered in 17/18, Further route enhancements to be delivered in future years.             |
| NE Norwich link road   |          | (14,250) |         |         |         | (6,000) | (5,000) | (3,250) | Ongoing aspiration, elements delivered through Plumstead Rd and Repton Ave schemes  |
| NE Norwich link road - developer funding                       | NEG7     | 14,250   |         |         |         | 6,000   | 5,000   | 3,250   | Link road to be delivered through development   |
| St Clements Hill Toucan Crossing                               | NEG75    | (113)    |         |         |         | (113)   |         |         | Delivery progressing  |
| Roundhouse Way Bus Interchange                                 | SW2      | (500)    |         |         |         | (500)   |         |         | Delivery in 17/18. LGF funded. No CIL funding required  |
| Roundhouse Way Bus Interchange funding package                 |          |          |         |         |         | 500     |         |         | LGF funding   |
| B1172 Bus/Cycle enhancements                                   | SW4      | (250)    |         |         |         | (250)   |         |         | phases from 17/18 onwards. No CIL funding sought  |
| B1172 Bus/Cycle enhancements developer funding                 |          |          |         |         |         | 250     |         |         | Developer funding   |
| Eaton interchange  | SW6      | (768)    |         |         |         | (768)   |         |         | Being delivered in 17/18  |
| Eaton interchange funding package                              | SW6      | 674      |         |         |         | 674     |         |         | Majority of funding obtained, £94k CIL funding required   |
| Guardian Road Junction improvements                            | DER2     | (1,213)  |         |         |         | (1,100) | (113)   |         | New roundabout being constructed 17/18, no CIL funding required   |
| Guardian Road funding package                                  |          |          |         |         |         | 1,100   | 113     |         | LGF funding   |
| POW Rd, Rose Lane, Ag Hall Plain                               | CC2      | (5,100)  |         |         |         | (1,100) | (2,000) | (2,000) | Project delivery in future years subject to scheme development  |
| PoW Rd, etc Funding package                                    |          |          |         |         |         | 1,100   | 2,000   | 2,000   | LGF funding   |
| A140 Corridor scheme delivery                                  | CRO1     | (975)    |         |         |         |         | (500)   | (475)   | Mouchel undertook feasibility work 16/17. Further feasibility works planned in 17/18 to identify schemes for delivery in future years |
| Golden Ball Street   |          | (3,023)  | (27)    | (625)   | (1,977) | (394)   |         |         | Project Complete  |
| Golden Ball Street Funding package                             |          | 2,000    | 27      | 625     | 1,348   |         |         |         | LGF funding, supported by £1.023m CIL funding to be drawn down in 17/18   |

CIL Funding Profile 0 0 (629) (751) (925) (900)

**CIL Drawdown Profile (1,380) (925) (900)**

|  | TOTAL   | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|--|---------|---------|---------|---------|---------|---------|
| Original NATS allocation                   | 3,570   | 695     | 725     | 100     | 1,600   | 450     |
| Additional CIL allocation                  | 1,620   |         |         | 770     | 425     | 425     |
| New NATS delivery profile incl. additional | (3,205) | 0       | 0       | (1,380) | (925)   | (900)   |
| Unspent                                    | 1,210   | 695     | 725     | 910     | 1,120   | 650     |



## Table C – supporting commentary

The table below provides explanation around those projects which are no longer detailed in the IIF-supported NATS Programme.

|  |   |
|--|---|
| <b>Salhouse Road Sustainable Transport Corridor</b>  |   |
| Scheme identification work complete and no viable schemes identified. Growth Fund monies reallocated to the Plumstead Road roundabout scheme.  |   |
| <b>Salhouse Road Walk/Cycle Route (Pink Pedalway)</b>  | Project completed   |
| <b>School Lane/ Chartwell Road/ Denton Road Toucan Crossing and associated works (Blue Pedalway)</b>   | Project not progressed. IDB approved reallocation of IIF to North Walsham Road projects.  |
| <b>North Walsham Road Transport Corridor</b>   |   |
| Feasibility work was completed and a number of schemes identified. However, elements of the route are likely to be delivered by development and there are no plans to deliver works on this corridor in advance of this. |   |
| <b>Yarmouth Rd Sustainable Transport Corridor</b>  |   |
| Some feasibility works were completed 2010/11 and at. There are no plans for delivery on this corridor at present.   |   |
| <b>Lower Clarence Road</b>   | preliminary feasibility work has been undertaken on a contraflow bus lane in this location  |
| <b>Rail Station Cycle Hub</b>  | Cycle hire has been introduced at the station by train operator Greater Anglia.   |
| <b>A11 Sustainable Transport Corridor</b>  |   |
| <b>BRT / Blue Pedalway:</b>  | There has been investment along this corridor in terms of bus stop infrastructure. Cycle improvements funded by LGF are being undertaken in 16/17 and 17/18 |
| <b>Pink Pedalway Route extension</b>   | Project complete  |
| <b>Thickthorn Scheme</b>   | This is a Highways England scheme being funding for delivery in 2020.   |
| <b>Dereham Road Sustainable Transport Corridor</b>   |   |
| <b>Extension to Longwater/Easton Scheme Identification (BRT/Green Pedalway)</b>  | Some preliminary feasibility work has been undertaken   |
| <b>Longwater</b>   | Further information being sought  |
| <b>BRT Fakenham Road/Drayton High Road</b>   |   |
| Works not undertaken. Feasibility works need to be prioritised against other corridors   |   |
| <b>A140 Corridor</b>   |   |
| <b>Yellow Pedalway – Lakenham Way Improvements</b>   | Not going ahead due to land ownership issues  |
| <b>Bus Priority Harford A47 Junction</b>   | No work planned   |

## Greater Norwich at MIPIM UK 2017

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

### Summary

This report provides an update on the Greater Norwich attendance at MIPIM UK, held at Olympia, London on 18 and 19 October 2017. It outlines the approach taken, outputs and outcomes, as well as updating on the next steps and early proposals for approaching future MIPIM UK events going forward.

### Recommendations

#### The Board is asked to

- (i) Note the contents of the report
- (ii) Support the principle of continuing attendance at MIPIM UK and note the proposed approach to MIPIM UK 2018

## 1. Introduction

- 1.1 MIPIM UK is the UK's largest exhibition and conference of property professionals and senior influential players from all property sectors. Following on from the international MIPIM event held annually in Cannes since 1990 MIPIM UK launched in London in 2014.
- 1.2 The Greater Norwich partners have been attending MIPIM UK since 2015, firstly as part of a Locate Norfolk presence in 2015 and then under the >Norwich identity as part of the New Anglia LEP's 'The East' showcase in 2016.
- 1.3 This report will outline the approach taken, outputs and next steps from MIPIM UK 2017, which took place on 18 and 19 October, and suggest a proposal for approaching future MIPIM UK events moving forward.

## 2. Overview on approach to MIPIM UK 2017

- 2.1 Attendance at MIPIM UK provides an opportunity to access a wide network of property developers and investors in one place. It allows for engagement which would usually take place over a number of weeks or months to happen in a much shorter period of time.  
  
In addition, the delegates in attendance at MIPIM UK are in the mindset to do business and in the majority of cases are looking for investment opportunities.
- 2.2 Earlier this year the decision was made to replicate the approach used last year and to attend MIPIM UK 2017 alongside Suffolk underneath the banner of The East.
- 2.3 Working with partners across the LEP geography the engagement strategy used was for a prominent stand which would give The East, and Greater

Norwich within it, a strong presence to raise awareness and capture unplanned engagements. This was accompanied by a series of pre-arranged 1-to-1 meetings and a networking reception to take place on the stand.

- 2.4 The approach taken was to focus on a range of opportunities and the portfolio of investable and market-ready development sites included housing, employment and industrial land opportunities. 10 sites from within Greater Norwich were presented, alongside a further 7 sites from across Norfolk, within the LEP's prospectus for The East.
- 2.5 Within the unified presence of The East, the 36m<sup>2</sup> Greater Norwich stand was bold and striking, using the >Norwich visual identity and showcasing the 10 Greater Norwich sites as a 'shop window' on one of the stand's 3m x 3m panels. The stand featured 3 seating areas, was manned at all times and stocked with The East's sites materials.
- 2.6 In a prominent position close to the London Zone and the Department for International Trade the opportunities for capturing passing traffic were able to be maximised.
- 2.7 A full page advert in the MIPIM UK event guide was taken out to promote the attendance of Greater Norwich and the stand location. In addition we were able to negotiate a significant discount for advertising on the event tickets issued to each delegate. The >Norwich banner and the details of the networking reception was subsequently worn on the lanyard of each delegate, exhibitor, event organiser, senior official and keynote speaker in attendance.

### **3. Outputs**

- 3.1 In advance of the event 10 1-to-1 meetings were scheduled with developers, investors and end users to take place over the two events days.
- 3.2 The team hosted a networking reception on the Greater Norwich stand on Wednesday 18 October which was attended by approximately 30 delegates. Jeanette Wheeler, Partner at Birketts LLP and member of the LEP Board, and Stefan Gurney, Executive Director of Norwich Business Improvement District (BID) gave short speeches on the merits of Greater Norwich as a location to work, live, do business and invest in.
- 3.3 On Thursday 19 October the Greater Norwich team welcomed a 30-strong Chinese Delegation to the stand. Hosted by the Department for International Trade the delegation visited only a handful of stands at the event and the Greater Norwich stand was chosen by DIT officers as one to showcase. Chris Starkie, Managing Director of New Anglia LEP, spoke to the delegation about the opportunities in the area as well as highlighting the existing links with China.
- 3.4 Parliamentary Under Secretary of State for Local Growth Jake Berry visited The East stands on Thursday 19 October to meet representatives from New Anglia Local Enterprise Partnership (LEP) and the Norfolk and Suffolk local authorities.

Joining Chris Starkie to formally sign a Memorandum of Understanding between the Government and the local authorities which officially recognises the Government's support for the New Anglia Space to Innovate Enterprise Zone, the Minister was able to learn more about the investment and development opportunities across The East which include sites from the Enterprise Zone as part of the region's pitch to investors.

- 3.5 Twitter activity on both New Anglia LEP and Greater Norwich twitter feed led to high levels of engagement.
- Nine tweets were posted on the @GreaterNorwich twitter account during the event leading to 3019 impressions (number of people who saw the tweet on their twitter feed) and 122 engagements. The twitter account attracted 30 new followers during the event period, an increase of 5%.
- 3.6 Coverage of The East's presence at MIPIM UK was featured in the local press and an article was also published in the East of England property press as a direct result of a contact made at the event. There was also interest from the national property press for future articles.
- 3.7 Approximately 80 contacts were made during the two days of the event. These range from investment interest through to professional services and end users. Follow ups have begun and continue to be developed.

#### **4. Outcomes**

- 4.1 Working with colleagues across the New Anglia LEP area as The East allows for the continuing development of relationships, with officers and Members all coming together with a common purpose. Greater Norwich was also supported in its attendance by private sector colleagues from the LEP Board, Norwich BID and the Norfolk Chamber of Commerce as well as representatives from some of the sites being promoted. This has already led to ongoing engagement and the fostering of better collaborative working.
- 4.2 The presence of Greater Norwich at MIPIM UK over the past 3 year has undoubtedly increased the profile of the area, leading to increased interest from DIT and subsequently the opportunity to host the Chinese Delegation at this year's event.
- 4.3 Attendance has directly led to engagement with a number of developers and investment firms which were previously unaware of the opportunities in the area.
- 4.4 A collaborative approach is being taken to the co-ordination of follow up activity and initial meetings, to involve all appropriate representatives, have already been scheduled with a number of investors, property developers and digital infrastructure providers to take place in the coming weeks.

#### **5. Observations**

- 5.1 Initial observations and feedback from the Greater Norwich partnership's attendance at MIPIM UK 2017 has been very positive.
- 5.2 The networking reception was deemed to be a success, working well to highlight the private sector's support for the area's growth plans and allowed the team to make informal approaches to the delegates who gathered.
- 5.3 The size, position and striking design of the stand attracted interest and the sponsorship of the delegate badge brought many people to the Greater Norwich stand as well as enabling a number of conversations away from the stand.
- 5.4 The mix of seating areas on the stand allowed for both informal and more focussed conversations as well as providing a charging station for phones and electronic devices which proved popular throughout the event.

5.5 Overall, the general feedback from the Greater Norwich team was that the delegate numbers at this year's event were down on previous years but that the leads made offered significantly greater potential.

## 6. Budget

6.1 A full breakdown of the project budget is shown below but it should be noted that final payments are still being made towards MIPIM UK and figures are correct as at the time of this report.

| Item                          | Notes                                      | Cost              |
|-------------------------------|--|-------------------|
| Stand and Venue costs         |  |                   |
| Exhibition Space at Olympia   | 1/3 share of total costs across 'The East' | £23,249.20        |
| Stand design and Build        |  |                   |
| Sites Pitchbook               |  |                   |
| Branded Flashdrives           |  |                   |
| MIPIM UK Catalogue Listing    |  | £1,940            |
| Additional Tickets            |  | £1,980            |
| Marketing and promotion       |  |                   |
| Networking Event              |  | £575.50           |
| Giveaways                     |  | £242.28           |
| Badge Advert                  |  | £2,000            |
| Operational costs             |  |                   |
| Inc;. Hotel, train travel etc |  | £808.86           |
| <b>TOTAL:</b>                 |  | <b>£30,795.84</b> |

6.3 The costs shown above for Greater Norwich attending MIPIM UK 2017 will be shared equally between Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council, a total of £7,698.96 per authority. This is a significant reduction on the original budget with the main reasons for this being a contribution from New Anglia LEP to the exhibition space costs, and decisions taken not to progress with a Greater Norwich marketing brochure.

## 7. Next steps

7.1 The collation of all enquiry forms and contact cards is complete and resulted in a total of approximately 80 leads. Of these 10 required no further action as the nature of contact was not relevant to our areas of interest.

7.2 A further 16 have been sent an email acknowledging the connection made and offering additional information if requested.

7.3 The remaining contacts have been prioritised for action required and a lead officer has been assigned to each depending on the key area of interest. It has been agreed that a collaborative approach will be taken across Greater Norwich, Norfolk, and the LEP to ensure that opportunities for capitalising on interest from MIPIM UK are maximised.

7.4 To date, meetings are being arranged with two investment organisations, a property developer with a keen interest in the area, and a fibre broadband company wanting to invest in making Norwich a Gigabit-connected city.

## **8. Options for MIPIM UK 2018**

- 8.1 The Greater Norwich Projects Team has been involved in early conversations with colleagues from New Anglia LEP, Suffolk County Council and Norfolk County Council with regard to options for attendance at MIPIM UK 2018
- 8.2 Reflecting the need across all authorities to reduce spending a single stand for The East would be a more cost effective way of continuing to have a significant presence at MIPIM UK in future years.
- 8.3 A proposal for attendance at MIPIM UK 2018 will be prepared over the coming weeks and presented to the Greater Norwich Infrastructure Delivery Board in the first instance.

## **9. Recommendations**

### **The Board is asked to note**

- (i) Note the contents of the report
- (ii) Support the principle of continuing attendance at MIPIM UK and note the proposed approach to MIPIM UK 2018

## **10. Issues and Risks**

N/A

## **11. Other resource implications (staff, property)**

Reduction in staff within the GNPT could lead to potential resource implications to support activity associated with attending MIPIM UK in future years.

## **12. Legal implications**

N/A

## **13. Risks**

N/A

## **14. Equality**

N/A

## **15. Environmental implications**

N/A

## **Appendix 1: Event photos**

## **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>         |
|---------------|-------------------------|------------------------------|
| Amy Broadhead | 01603 222727            | amy.broadhead@norfolk.gov.uk |

# Appendix 1: Event Photos



## 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:

| <b>Name</b>   | <b>Telephone Number</b> | <b>Email address</b>   |
|---------------|-------------------------|--|
| Ellen Goodwin | 01603 638160            | <a href="mailto:ellen.goodwin@norfolk.gov.uk">ellen.goodwin@norfolk.gov.uk</a> |

## Greater Norwich Growth Board – Forward Plan

| Issue/decision   | Requested Board action   | Lead Officer                   |
|--|--|--------------------------------|
| <b>Meeting: 6 February 2018</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                  |
| Green infrastructure   | Programme delivery   | Tbd                            |
| Schools Capital Programme – 6 monthly                                  | Update including Broadland Growth Triangle High School, details of 2017/18 and 3 year delivery programme | Tbd                            |
| City Deals – employment  | Update report  | 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>                                  |  |                                |
| Chair handover   | Chair handover and nomination of Vice Chair  | Dave Moorcroft                 |
| Growth programme delivery report                                       | Programme delivery, end of year financial update<br>GNIP update  | Phil Courtier<br>Harvey Bullen |
| Community infrastructure   | Programme delivery   | Tbd                            |
| NATS Review (if required)  | Progress update  | Tom McCabe<br>Tracy Jessop     |
| City Deals - skills  | Update report  | Chris Starkie                  |
| Local Infrastructure Fund  | Loan decisions (if required)   | Phil Courtier                  |
| Greater Norwich working arrangements                                   | Ongoing  | Phil Kirby                     |

## Greater Norwich Growth Board – Forward Plan

| Issue/decision                           | Requested Board action                                  | Lead Officer      |
|--|---|-------------------|
| <b>Meeting: June 2018 (date tbc)</b>     |   |                   |
| Green infrastructure                     | Programme delivery                                      | tbd               |
| City Deals – employment                  | Update report   | Chris Starkie     |
| Local Infrastructure Fund                | Loan decisions (if required)                            | Phil Courtier     |
| Greater Norwich working arrangements     | Ongoing   | Laura McGillivray |
| <b>Meeting: July 2018 (date tbc)</b>     |   |                   |
| Schools Capital Programme – 6 monthly    | Update report   | tbd               |
| City Deals - skills                      | Update report   | Chris Starkie     |
| Local Infrastructure Fund                | Loan decisions (if required)                            | Phil Courtier     |
| Greater Norwich working arrangements     | Ongoing   | Laura McGillivray |
| <b>Meeting: September (date tbc)</b>     |   |                   |
| Community infrastructure                 | Programme delivery                                      | tbd               |
| Five Year Infrastructure Investment Plan | To discuss the Five Year Infrastructure Investment Plan | Phil Courtier     |
| City Deals – employment                  | Update report   | Chris Starkie     |
| Local Infrastructure Fund                | Loan decisions (if required)                            | Phil Courtier     |
| Greater Norwich working arrangements     | Ongoing   | Laura McGillivray |

## Greater Norwich Growth Board – Forward Plan

| Issue/decision                       | Requested Board action                | Lead Officer      |
|--------------------------------------|---------------------------------------|-------------------|
| <b>Meeting: October (date tbc)</b>   |                                       |                   |
| 2019/20 Annual Growth Programme      | To agree the 2019/20 Growth Programme | Phil Courtier     |
| City Deals – skills                  | Update report                         | Chris Starkie     |
| Local Infrastructure Fund            | Loan decisions (if required)          | Phil Courtier     |
| Greater Norwich working arrangements | Ongoing                               | Laura McGillivray |