

**Report to** Cabinet  
13 November 2013  
**Report of** Deputy chief executive (operations)  
**Subject** Growth board for the greater Norwich area

**Item**

**7**

## KEY DECISION

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### Purpose

To consider the establishment of a growth board for the greater Norwich area.

### Recommendations

- (1) Approve the dissolution of the Greater Norwich Development Partnership (GNDP);
- (2) Approve the establishment of a growth board for the greater Norwich area;
- (3) Note the recommendations from the scrutiny committee meeting held on the 24 October 2013 and to have regard to these observations in the preparation of the governance and constitutional arrangements for the growth board; and
- (4) Note that the detail of governance and constitutional arrangements for the growth board will be the subject of further discussion between the partners and that the outcome will be presented to a future meeting of cabinet for approval.

### Corporate and service priorities

The report helps to meet the corporate priority Prosperous City.

### Financial implications

There are no direct financial implications arising from the establishment of a growth board for the greater Norwich area. Financial matters will be included in the annual business plan that is subject to a separate approval process.

**Ward/s:** All

**Cabinet member:** Councillor Brenda Arthur, leader of the council.

### Contact officers

Jerry Massey, deputy chief executive (operations) 01603 212226

### Background documents:

None

## 1. **Background**

- 1.1. Like many other cities, the functional economic area of Norwich crosses several local authority administrative boundaries. In these circumstances it is essential that for the benefit of the whole community that all of the constituent authorities work together on strategic planning, transportation and economic development matters. In Norwich, the Greater Norwich Development Partnership (GNDP) was created to provide this co-ordination and to date the focus of the partnership has been on the delivery of a strategic planning and transport policy framework.
- 1.2. The Joint Core Strategy (JCS) and Norwich Area Transport Strategy (NATS) reflect the success of this approach and this track record of joint working places the area in a very strong position to respond to the social and economic challenges and opportunities facing the area.
- 1.3. In reviewing how to move from a planning policy to a much broader economic delivery focus the GNDP has recognised that this will require a new approach to cross boundary co-ordination and local economic leadership. For this reason at the meeting the GNDP on the 19 September members agreed to seek approval from each constituent local authority to dissolve the GNDP and replace it with a board that is tasked with co-ordinating the delivery of the growth ambitions of the area.

## 2. **Changing context**

- 2.1. Greater Norwich is a major economic driver in the eastern region. Through the Joint Core Strategy it has made a commitment to growth (37,000 new homes and 27,000 new jobs over the period 2008/2025).
- 2.2. Having established this strategic policy framework, the work of the local authorities is moving towards delivery. The JCS identifies the range of infrastructure required to meet the development aspirations of the area. Broadland, South Norfolk and the city council have agreed a joint approach to the introduction of a Community Infrastructure Levy (CIL) that places a charge on new development that will be used to fund infrastructure. A fundamental component of the CIL is that resources will be pooled to make a contribution towards the cost of infrastructure.
- 2.3. The decision to adopt a common approach to CIL represented a significant move from policy making to delivery. The CIL charging schedule identifies the works that require funding and these range from essential strategic infrastructure (such as the delivery of the proposals in the NATS) to more local community based facilities. Currently, excluding investment required in utilities, it is estimated that around £440M will be required over the period to 2025-26 to meet the infrastructure investment needs of the area. Most of this funding will come from government (for example grant aid for investment in schools and transportation projects) and the contribution from CIL is likely to be less than 30% of the total requirement.
- 2.4. Therefore to ensure that essential infrastructure is delivered in a timely manner, using all the different sources of funding available, it is essential that the local authorities and the Local Enterprise Partnership (LEP) work together to determine investment priorities and funding arrangements.
- 2.5. During the time the greater Norwich local authorities were establishing these new funding arrangements, the government announced two important initiatives to

support economic growth – City Deals and LEP Local Growth Deals. These initiatives provide the opportunity for local authorities to have a greater influence over local economic development matters by working with the LEP at a local level.

- 2.6. In 2012 it was announced that the government wished to do a deal with the greater Norwich area to promote economic growth (known as a wave 2 City Deal). Following this in 2013 the government announced that it would agree a Local Growth Deal with each LEP. These initiatives are linked and provide a change in the context for joint working in the greater Norwich area between the constituent local authorities, other public sector partners, educational and scientific institutions, private sector and the LEP.
- 2.7. In terms of a City Deal the main economic challenges facing greater Norwich have been identified as:
- a) The need to commercialise world-class research, ideas and innovation into jobs
  - b) Filling the gaps in early funding support and finance for SMEs
  - c) Coordinating bespoke innovation and enterprise support to new and expanding businesses
  - d) Tackling the skills mismatch and supporting higher value jobs in new and expanding employment sectors
- 2.8. The City Deal for the greater Norwich area is in the final stages of negotiation and working with the LEP the local authorities are seeking to meet the above challenges by focusing on three core elements:
- a) Targeting new **enterprise and innovation** initiatives to help existing business to expand and enable new small and medium sized enterprises to capture and **commercialise** the research and academic excellence of the area:
  - b) Developing a LEP wide **skills programme** that will provide a locally responsive skills system to maximise employer involvement and investment and increase apprenticeships and graduate internships
  - c) The provision of essential **infrastructure** and **housing** to meet the needs of a growing and expanding local economy
- 2.9. The government has given a commitment to negotiate a Growth Deal with every LEP, building on the success of City Deals. Through Growth Deals, LEPs can seek freedoms, flexibilities and influence over resources from government, and a share of the new Local Growth Fund to target their identified growth priorities.
- 2.10. In return, the government will expect evidence of real commitment from LEPs to the growth agenda, including the development of ambitious, multi-year Strategic Economic Plans. They also expect the local authority members of LEPs to take up the challenge of putting economic development at the heart of all they do and work collaboratively across the LEP area. Alongside the Local Growth Fund, every LEP is being given responsibility for drawing up investment plans for over £5 billion of European Structural and Investment Funds for England for the period 2014-2020.

- 2.11. At a local level the city council has reviewed its approach to housing and employment matters. In July 2013 cabinet approved a housing strategy and at this meeting it will be considering a revised economic strategy. Combined, these documents reflect the administrative changes outlined above and provide a new framework for investment that will help shape the council's approach to increasing the delivery of homes and jobs in the city.

### 3. **Future partnership structure**

- 3.1. The GNDP has been in existence since 2006 and, as identified above, its principle focus has been on spatial planning through the Joint Core Strategy (JCS). It has been responsible for a limited revenue and capital investment programme based on growth point funding. However with the opportunities arising from a City Deal and/or Growth Deal and the developing role of the LEP, it is clear from the above overview that there is a need to change the basis for joint working at a greater Norwich level.
- 3.2. The greater Norwich area is not alone in recognising that it is necessary to manage economic growth across local authority boundaries. All the first wave City Deal authorities which have an agreed deal with government and many of the wave 2 cities who are negotiating their deal have established local arrangements for partnership working. Furthermore the growing significance of the LEP, as a source of funding and as a key partner in local economic development initiatives, increases the importance of having a democratically accountable body that can lead on economic and development matters at a local level.
- 3.3. It is intended that the growth board will:
- a) Provide strategic direction, monitoring and coordination of all elements of the City Deal and wider growth programme for the greater Norwich area
  - b) Implement an agreed annual programme of delivery (business plan) submitted by the partners
  - c) Provide a delivery body for the LEP at a local level
  - d) Provide project management of investment programmes and monitor progress of delivery and spend including reviewing the programme risks and risk mitigation measures
  - e) Secure the co-operation of the parties
  - f) Identify, lobby for, secure and coordinate funds
- 3.4. Further work is required on the detail of the constitution of the board and in view of the changing economic landscape of City Deals and LEP Local Growth Deals there may be a need to have scope for these arrangements to have the flexibility to develop. In addressing this matter at its meeting on 19 September 2013 the GNDP considered a draft agreement related to joint working arrangements. The detail of any agreement and subsequent constitution still needs to be resolved but all partners appeared content for this to be based on the following minimum requirements:
- a) The board membership (with the ability for substitutes) will be the leaders of each of the four councils together with a representative of the New Anglia LEP. In addition there is scope to add other partners to the board (either as voting or non-voting members).

- b) Meetings of the board will be held in public and administrative arrangements for meetings will be the same as those of the local authority undertaking this task.
- c) The work of the growth board will be the subject of scrutiny by the individual authorities.
- d) Decision making will be by consensus of all voting members of the board.
- e) An annual business plan, to be agreed by the constituent local authorities, will provide the framework for the work of the board.
- f) On financial matters, the scope of decision making will be determined by the business plan.

3.5. The annual business plan, which will be developed and agreed by the constituent authorities and the LEP, will be a key document. The nature and scope of the business plan will be developed in the context of a Local Investment Plan that identifies the funding requirements, sources of income and priorities to deliver the JCS; the broader economic development requirements of the city deal and LEP growth deal; and other external factors (such as new funding opportunities).

3.6 At this stage the draft working arrangements document does not refer to any role for the Greater Norwich Growth Board in relation to formulation of future planning documents or the discharge for the duty to co-operate on planning matters. Such arrangements will need to be formulated in due course and may involve the growth board but will depend on the nature and timing of any review(s) to the Local Plan that has yet to be determined. In the meantime it should be noted that the local planning authorities (including the Broads Authority) will continue to work closely together to co-ordinate planning activity and will continue to produce a joint annual monitoring report across the area of the JCS.

#### 4. **Feedback from Scrutiny**

4.1 On the 24 October 2013, the scrutiny committee carried out a pre-cabinet review of the proposal to establish a greater Norwich growth board. As shown in the following recommendations, the discussion ranged from the membership and role of the board (which is the subject of this report) to detail around the possible constitution and operating arrangements, which will be the subject of a subsequent report to cabinet.

4.2 Scrutiny committee resolved that the following points be taken forward for cabinet consideration:

- a) To note that the scrutiny committee welcomed that the meetings of the greater Norwich growth board would be held in public and would be subject to a consensus,
- b) To ask that all local authorities were represented when decisions were made, possibly by raising the quorum of the meetings from three to five,
- c) That the growth board processes allow adequate time for the scrutiny of decisions made and for the cabinet to respond, and at the appropriate time, to detail the input of scrutiny arrangements and the pre-scrutiny of constitutional arrangements,

- d) To request that the public be able to ask questions at the meetings of the board
- e) To note the concerns raised by some members that a small number of people were responsible for large amounts of money and their regret that this money would go through the LEP which was an unelected body,
- f) To ask that the annual business plan goes to full council or cabinet, whichever is most appropriate
- g) To recommend that stakeholders were consulted at every possible opportunity and that appropriate consultation was carried out as the business plan was drawn up
- h) To recommend that the greater Norwich growth board be constituted in a way that complied with the Aarhus convention (see appendix A for a brief overview of the scope of the convention)
- i) To ask that the scrutiny committee were given all possible information on the business plan

Finally the chair asked that scrutiny members send any further comments to the scrutiny officer for collation. Any additional observations received will be reported orally at the cabinet meeting.

## 5. **Next Steps**

5.1 The growth board needs to be in place before the start of the next financial year. This means that following agreement of all partners to the establishment of a greater Norwich growth board there is adequate time to complete the following next key steps (which will require approval by the constituent bodies):

- a) Completion of the governance and constitutional arrangements
- b) Agree the arrangements for managing the work of the Board. The current GNDP has a secretariat hosted by the County council and funded by growth point funding.
- c) Agree the business plan for 2014/15 including work priorities, funding arrangements and economic development initiatives.

## APPENDIX A

For information re Para 4.2 (8):

The Aarhus Convention establishes a number of rights of the public (individuals and their associations) with regard to the environment. The Parties to the Convention are required to make the necessary provisions so that public authorities (at national, regional or local level) will contribute to these rights to become effective. The Convention provides for:

- the right of everyone to receive environmental information that is held by public authorities ("**access to environmental information**").
- the right to participate in environmental decision-making. ("**public participation in environmental decision-making**");
- the right to review procedures to challenge public decisions that have been made without respecting the two aforementioned rights or environmental law in general ("**access to justice**").

# Integrated impact assessment



**NORWICH**  
City Council

## Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	13 November 2013
<b>Head of service:</b>	Jerry Massey
<b>Report subject:</b>	Growth Board for the Greater Norwich area
<b>Date assessed:</b>	2 November 2013
<b>Description:</b>	To agree to the establishment of a Growth Board for the Greater Norwich area

<b>Economic (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Finance (value for money)</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Other departments and services e.g. office facilities, customer contact</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ICT services</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Economic development</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Financial inclusion</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>Social (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>



<b>Safeguarding children and adults</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b><a href="#">S17 crime and disorder act 1998</a></b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Human Rights Act 1998</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Health and well being</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Relations between groups (cohesion)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Growth Board will provide a co-ordinated approach to the delivery of the growth agenda across Greater Norwich. The JCS has recognised that there will be an impact from development on the natural environment. The JCS also proposes various mitigation measures. However, the establishment of the Growth Board will not in itself have a direct impact on this factor.
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Growth Board will provide a co-ordinated approach to the delivery of the growth agenda across Greater Norwich. The JCS has recognised that there will be an impact from development on the environment. The JCS also proposes various mitigation measures. However, the establishment of the Growth Board will not in itself have a direct impact on this factor.
<b>Sustainable procurement</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Energy and climate change</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Growth Board will provide a co-ordinated approach to the delivery of the growth agenda across Greater Norwich. The JCS has recognised that there will be an impact from development on the environment. The JCS also proposes various mitigation measures. However, the establishment of the Growth Board will not in itself have a direct impact on this factor.
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Risk management</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Recommendations from impact assessment</b>				
<b>Positive</b>				
By providing a co-ordinated approach to growth the Greater Norwich Growth Board will have a positive impact on the economic and social wellbeing of the area.				
<b>Negative</b>				
<b>Neutral</b>				

<b>Issues</b>