

Report to Cabinet
09 October 2013
Report of Deputy chief executive (operations)
Subject Norwich and HCA Strategic Partnership business plan
2013-14

Item

5

KEY DECISION

Purpose

To consider and agree the business plan for the Norwich and HCA Strategic Partnership for 2013-14

Recommendation

To approve the Business Plan for the Norwich and HCA Strategic Partnership 2013-14

Corporate and service priorities

The report helps to meet the corporate priority “A prosperous city” and “Decent Housing for all”.

Financial implications

The business plan allocates £2,470,308 partnership funds in 2012-13, leaving £115,235 unallocated for expenditure in future years.

Ward/s: All wards

Cabinet member: Councillor Arthur - Leader

Contact officers

Gwyn Jones

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Background documents

None

Report

Background

1. The Norwich and Homes and Communities Agency Strategic Partnership was formed in September 2009 following signing of a Collaboration and Investment Agreement (CIA) between Norwich City Council and the Homes and Communities Agency (HCA). The partnership is based on over £8M investment from HCA and city council assets and is intended to create a self-perpetuating finance arrangement through the reinvestment of the proceeds from development in future projects which meet the partnership objectives. The objectives are:
 - a) To accelerate the delivery of affordable homes
 - b) To increase the supply of private homes
 - c) To improve the quality of existing homes
 - d) To maximise the opportunities for local employment
 - e) To deliver early outputs
 - f) To create sustainable communities
 - g) To deliver strategic regeneration projects within Norwich such as eco-retrofit programme or estate renewal.
2. Achievements of the Partnership so far are:
 - a) Memorial gardens project;
 - b) 108 new affordable homes on small sites owned by the Council;
 - c) The 'eco-retrofit' of over 800 Council homes;
 - d) New skate park at Eaton Park;
 - e) Grants for the Open 24/7 Youth venue and the Narthex projects;
 - f) Establishment of the "Building Futures in Norwich" project to help ensure that local people can take up job and training opportunities created through construction projects;
 - g) Securing outline planning permission for the Threescore site at Bowthorpe for 1000 homes, including a care home, open space and other community facilities;
 - h) Securing funding for a new Housing with Care and Dementia Care facility at Threescore;
 - i) Completion of a "Vision and Investment Plan" for the South City Centre.
3. The CIA requires that an annual business plan is approved for the Partnership.

Priorities for 2013/14

4. The development of the Bowthorpe Threescore site is the partnership's priority. The main focus for 2013/14 is delivering the infrastructure to ensure that the Threescore site becomes fully serviced to enable development to be brought forward. Fees have already been committed to complete ecological surveys, an infrastructure strategy and secure the removal of overhead power lines crossing the site. It is now proposed to allocate a further £2.13M of partnership funding to deliver this infrastructure.
5. The partnership has also contributed to the costs of carrying out ground investigation work on Mountergate West to enable this site to be brought forward as a mixed development involving housing, offices and car parking.
6. Development of the Threescore site along with other partnership projects will continue to be underpinned by the "Building Futures in Norwich" project to provide additional employment and training opportunities for local people.

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | | | | |
|---|--|-------------------------------------|--------------------------|-----------------|
| Committee: | Cabinet | | | |
| Committee date: | 09 October 2013 | | | |
| Head of service: | Andy Watt | | | |
| Report subject: | Norwich and HCA Strategic Partnership Business Plan 2013/14 | | | |
| Date assessed: | 17 September 2013 | | | |
| Description: | To seek approval for the Norwich and HCA Strategic Partnership business Plan for 2013/14 | | | |
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Other departments and services e.g. office facilities, customer contact | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Financial inclusion | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Social (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Safeguarding children and adults | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

| | | | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|---|
| S17 crime and disorder act 1998 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Human Rights Act 1998 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Health and well being | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Equality and diversity (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Relations between groups (cohesion) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Eliminating discrimination & harassment | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Advancing equality of opportunity | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Environmental (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Transportation | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Natural and built environment | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Waste minimisation & resource use | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | The development of the Threescore site will involve development and therefore use of resources. New residents will generate waste-however the planning permission requires homes to be delivered to at least Code 4 and ensure sustainable construction and waste minimisation. |
| Pollution | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Inevitably new development will result in some pollution |
| Sustainable procurement | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Energy and climate change | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Development will impact on energy use however the housing will be to a minimum of Code 4 and sustainable construction techniques will be used |
| (Please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |

| | | | | |
|--|-------------------------------------|--------------------------|--------------------------|--|
| Risk management | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Recommendations from impact assessment | | | | |
| Positive | | | | |
| The Threescore development will deliver 1000 new homes and new jobs for local people. It will provide for new open space, and new community facilities as well as a housing with care facility | | | | |
| Negative | | | | |
| Inevitably new development will have some negative consequences however these matters have already been taken into account through the planning process so are not an issue for Cabinet | | | | |
| Neutral | | | | |
| | | | | |
| Issues | | | | |
| | | | | |

APPENDIX 1

Business plan for the Norwich City Council and Homes and Communities Agency strategic partnership – third revision

April 2013 to March 2014

DRAFT

Foreword – NCC and HCA

DRAFT

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| Appendix 3 - Risk register..... Error! Bookmark not defined. | |

1. Overview

In September 2009, Norwich City Council (NCC) and the Homes and Communities Agency (HCA) entered into a collaboration and investment agreement (CIA), which established the Norwich and HCA strategic partnership (NAHCASP). The CIA sets out the formal legal basis for the partnership and the objectives that would be achieved over its 10 year life. The original business plan forms part of the CIA and sets out the short-term outputs and outcomes that were to be achieved. The CIA requires the business plan to be updated at least annually and that any variation to the business plan requires the prior consent of NAHCASP strategic board.

This is the fourth revision of the original business plan and is to cover the financial year 2013/14. Previous business plans have covered a period of one year, however due to the stage reached with development projects, some medium term planning is now required, so this plan looks in detail at 2013/14 but also looks forward over the whole of the next three years.

The NAHCASP is based on the combination of assets from NCC and investment from the HCA. It is intended to create a self-perpetuating finance arrangement, through the reinvestment of the proceeds from development in future projects, which meet agreed objectives.

This business plan commits expenditure for 2013/14 and sets out how this committed HCA investment will be monitored and controlled, to ensure outcomes are achieved; how projects for future investment will be developed; and decisions on future funding allocations will be made.

2. Partnership vision

The partnership's vision and overarching objective is to deliver and strengthen sustainable communities through innovative approaches to joint working.

The partnership will develop the assets (including those identified initially and any others ring-fenced for partnership investment in the future) in order to

satisfy the objectives listed below and ultimately deliver the outcomes determined by the NAHCASP strategic board.

3. Strategic objectives

The strategic objectives for the partnership are to:

- accelerate the delivery of affordable homes
- increase the supply of private homes
- improve the quality of existing homes
- maximise the opportunities for local employment
- deliver early outputs
- create sustainable communities
- deliver strategic regeneration projects within Norwich such as eco retrofit programme or estate renewal.

4. Quality standards

All affordable housing developments will be delivered to the HCA design standards (as currently in force) as a minimum requirement, or other such standards as agreed by the strategic board. In respect of Bowthorpe, which will continue to be sold and developed in phases, the partnership will ensure the development is constructed to the standards agreed by the strategic board.

5. Performance management

The performance of projects is managed at a number of levels.

- Project briefs, which set out the outputs and outcomes to be achieved at a project level, are approved by the strategic board.
- All projects are managed in accordance with the city council's agreed project management framework.
- Monthly highlight reports are considered in detail by the implementation board in order to monitor progress against agreed project milestones.
- Performance is monitored on a quarterly basis by the strategic board.

6. Risk management

Individual project risk and issues registers are maintained by the individual project managers. An overall partnership risk register and issues log is maintained and this is attached as appendix three. Risks are reported to the implementation board and strategic board on a regular basis so that appropriate steps can be taken to manage and mitigate these.

Key risks at this stage relate to the development of the Bowthorpe Three Score site.

- Securing a commitment from UK power networks to underground the 132kv and other electricity lines crossing the site.
- Timing providing infrastructure and undergrounding, upgrading and diverting services and utilities to serve the whole development linked to the delivery of the first phase of development and housing with care facility.

7. Partnership governance

The partnership governance structure is established through the CIA and shown in appendix one. The strategic board and implementation board are now well established and effectively managing and overseeing the progress of the partnership and its activities.

8. Cost control and reporting

Any expenditure on projects will require approval from the strategic board. The strategic board may agree expenditure delegation levels for the implementation board, which will be set out in a separate delegation schedule for the implementation board.

In order to secure consent to any expenditure, a proposal should be prepared and submitted for approval. This should include the reason for expenditure, amount, and value for money, together with a recommendation.

The following are the only ways in which expenditure can be committed on an agreed and identified project.

i) Implementation board

The implementation board will be responsible for committing all expenditure by the partnership provided it is within the parameters of the delegation levels agreed by the strategic board.

ii) Project team/s

The project team/s will not be allowed to commit any expenditure unless permission has been delegated by the implementation board. If this occurs, then the strategic board shall be notified of the level of delegation prior to the commitment being made. In any event, the implementation board may only delegate permission to a project team to the extent it is consistent with the permission delegated to it by the strategic board.

9. Procurement of goods, works, services or equipment

The procurement of any goods, works, services or equipment by NCC in relation to joint venture activities shall be in accordance with clause seven of the collaboration and investment agreement.

It should be noted that a public procurement threshold exists and if it is exceeded then the full Official Journal of the European Union (OJEU) process must be followed. The head of procurement at NCC or HCA should advise on this process. Use of the HCA panels may be made by the partnership in order to simplify the procurement process through use of mini tenders.

Delivery in 2012-13

10. Budget and expenditure in 2012/13

The following table shows the total allocation of funds for 2012/2013 along with the actual year-end expenditure.

2012/13 Expenditure

| | NAHCASP budget | Allocations for 2012/13 | Unallocated | Actual spend to 03/2013 | Variance |
|------------------------------|------------------|-------------------------|------------------|-------------------------|----------------|
| Programme management | 317,733 | 121,705 | 196,028 | 114,748 | 6,957 |
| Strategic priorities funding | 2,499,848 | 258,126 | 2,241,722 | 117,290 | 140,836 |
| TOTAL | 2,817,581 | 379,831 | 2,437,750 | 232,038 | 147,793 |

The following table shows a breakdown of allocations from the programme management budget together with year end expenditure.

2012/13 Programme Management Expenditure

| | Allocations for 2012/13 | Actual spend to March 2013 | Variance |
|---------------------------------------|-------------------------|----------------------------|--------------|
| Project director role | 48,000 | 47,479 | 521 |
| Project director contingency | 3,000 | (19) | 3,019 |
| Bowthorpe NPS Norwich | 53,900 | 59,075 | (5,175) |
| Bowthorpe community engagement advice | 3,030 | 681 | 2,349 |
| Bowthorpe transportation advice | 11,775 | 7,532 | 4,243 |
| Small housing sites | 2,000 | 0 | 2,000 |
| TOTAL | 121,705 | 114,748 | 6,957 |

The following table shows a breakdown of allocations from the strategic priorities funding and the year-end expenditure.

| Strategic priorities funding | Allocations for 2012/13 | Actual spend to March 2013 | Variance |
|--|-------------------------|----------------------------|----------------|
| South City Centre | 139,000 | 45,851 | 93,149 |
| St Annes Wharf Site Investigations | 40,000 | 0 | 40,000 |
| Pre-development enquiry Anglian Water | 1,103 | 1,103 | 0 |
| Interim funding Building futures in Norwich | 38,878 | 30,000 | 8,878 |
| Bowthorpe planning application-consultant fees | 29,859 | 29,859 | 0 |
| Bowthorpe landscape fees | 4,286 | 4,284 | 2 |
| Bowthorpe overhead lines commission | 5,000 | 5,000 | 0 |
| Memorial Gardens | 0 | 1,193 | (1,193) |
| TOTAL | 258,126 | 117,290 | 140,836 |

11. Progress in 2012/13

The NAHCASP has made considerable progress over the last year. The partnership focused its attention on four main areas:

- a. the employment and skills supply side package
- b. the small housing sites
- c. the Bowthorpe Three Score development
- d. the south city centre vision and investment plan.

a. Employment and skills supply side package. The pilot ended in June 2012, when the small housing sites programme was due to be completed. Following this, an evaluation report was produced to highlight the lessons

learned from the project. In addition, Construction Training Specialists (CTS) gave a presentation to the strategic board in September 2012, seeking support for the continuation for the project through interim funding as the first phase of development at Three Score had not come forward to the timescale originally envisaged. £38,878 was allocated as interim funding to sustain the project until other contracts came on stream. The project has been successful in securing new contracts via Norwich City Council and the partnership.



a. Small housing sites.

- **Completing the 108 homes on garage sites.** 108 homes were completed by the end of March 2013. The majority of sites were completed by September 2012, however one site (Bowers Avenue) was delayed due to the time involved in securing Anglian Water's consent for a sewer diversion.

Bates Green



Beecheno Road



Belvoir Street



Berners Street



Exeter Street



Friends Road



Horning Close



Jamieson Place



Lakenham Road



Peckover Road



Pelham Road



Pilling Park Road



Randle Green



Starling Road



Vale Green



- **Investigating the feasibility of a pilot shared equity scheme.** A project brief was approved by the strategic board in September 2012. Two pilot shared equity project were progressed at Wentworth Green and Dowling Road. Wentworth Green delivered six units and Dowling Road three. A review of the pilot has been undertaken which highlights the importance of assessing sites for shared equity housing on an individual basis to ensure they can be delivered at an affordable level. This will depend on values in different parts of the City.

INSERT IMAGES

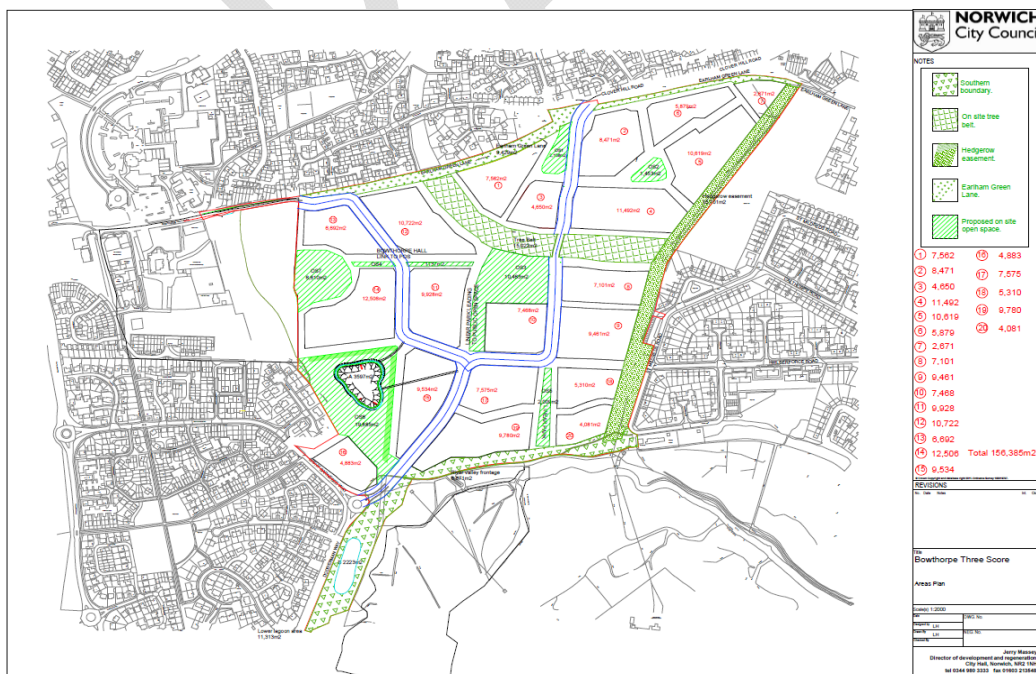
c. Bowthorpe Three Score development. The main elements of progress during the year were as follows.

- **Outline planning consent for the overall development.** The outline planning application for 1,000 homes was secured in March 2013. This included the detail of the main road infrastructure to serve the whole development. This involved more work than originally envisaged to find a satisfactory sustainable drainage solution for the whole site. This was a major milestone as it now enables phase one to proceed.



- **Surface water drainage design and costing.** The design of the surface water drainage solution has been progressed further and costs of the scheme have been obtained. This will help with negotiations about the delivery of this infrastructure to serve phase one and the remainder of the site.

- **Negotiations with contractor for the first phase of development.** These have progressed alongside work on the outline planning application.
- **Housing with care and dementia care facility.** The partnership agreed to work with Norse Care, NPS and Norfolk County Council to develop a proposal for an 80 bed housing with care and 80 bed dementia care facility at Three Score. The city council agreed to offer part of the Three Score site to provide for this facility (at its cabinet meeting of January 2013) and an application for funding was submitted to HCA under the new Care and Support Fund. The outcome should be known early 2013-14.
- **Overhead electricity lines and other utilities.** A consultant was commissioned to provide initial advice about the removal of overhead lines crossing the Three Score site. His initial report has been completed which suggests that it is likely that negotiations with UK Power Networks will enable the overhead lines to be put underground.
- **Future phases.** HCA produced an initial report identifying the next phase which should be brought forward for development at Three Score.



d. South city centre vision and investment plan. David Lock Associates progressed a vision and investment plan. This included extensive public engagement in summer 2012 with an open design studio process and

further consultation on initial proposals in the autumn. The process has worked well with a high level of engagement by the local community and strong buy-in for initial proposals.

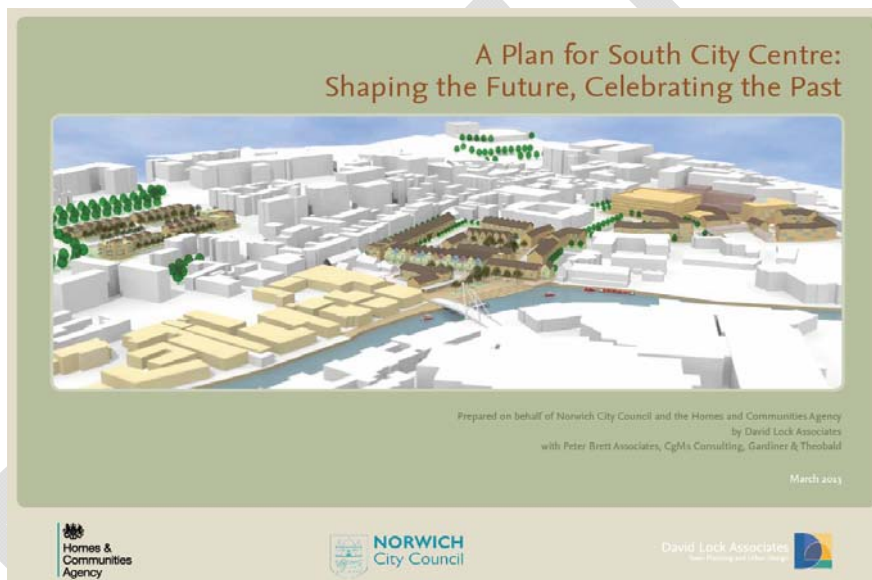


Open Design Studio 22nd June 2012



Exhibition November 2012

David Lock has completed its final report to the strategic board and this will enable the partnership to identify specific projects for future investment.

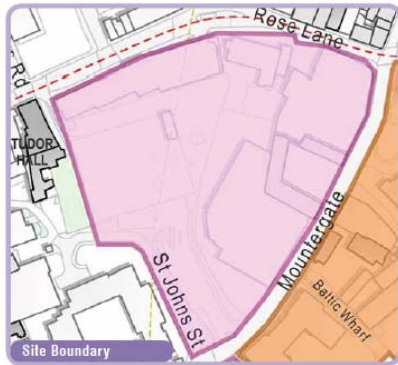


- **St Anne's wharf** - as part of the work on the south city centre, it was agreed that the partnership, working with the site owners (Dunbar Bank Plc) should commission some archaeological and ground investigations for the site. Following a meeting of its board, however, Dunbar decided to procure any necessary works without the involvement of the partnership.



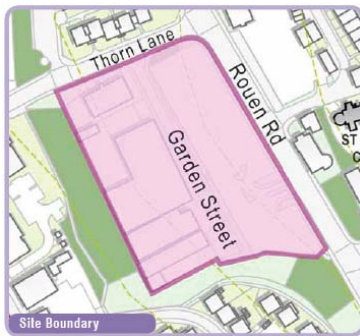
St Anne's Wharf from the east bank of the River Wensum

Mountergate West

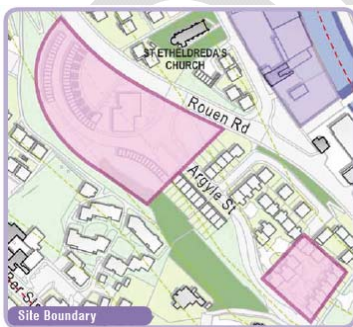


Rose Lane / Moutergate Junction

Garden Street



Normandie Tower/Argyle Street



King Street/ Wensum Bank Study Area



12. Priorities for April 2013 to March 2014

The three main priorities for the coming year are:

- a) The Bowthorpe Three Score development;
- b) South City Centre- delivery mechanisms for Mountergate West
- c) The employment and skills supply side package, Building Futures in Norwich: and.
- d) Sites for future investment.

a) the Bowthorpe Three Score development

The main elements to be taken forward are:

Infrastructure

The most optimistic timetable is likely to be:

- Discharging of pre-commencement conditions – Spring 2014
- Start constructing the road – Spring 2014
- Completion of road infrastructure – Early 2015

Surface water drainage and other infrastructure

In order to be clear about the infrastructure requirements to serve the development, an infrastructure strategy was commissioned via the HCA Panel. This builds on work that has already been undertaken as part of the planning process such as the flood risk assessment which defined the way surface water from the site will be dealt with. It links in with work currently underway to secure the undergrounding of overhead power lines at Threescore.

Ecology

The Partnership has also commissioned ecological surveys required for phase 1, the infrastructure and the drainage lagoon area so that there are no delays in implementing this work. In addition further work will be required to discharge planning conditions, such as archaeology and contamination.

Negotiations on removal of overhead lines and diversion of other utilities

The work of the consultant to secure a binding agreement on the diversion and undergrounding of utilities infrastructure will continue. This is important to tie in with the timing of the construction of the road and implementation of the Housing with Care scheme below.

Housing with care and dementia care facility

The partnership will continue to work with NPS, Norse Care and Norfolk County Council to develop proposals for a dementia care and housing with care facility. The outcome of the Care and Support fund bid was successful and a start on site needs to be achieved by end of March 2014 to meet the HCA timetable.

Future phases

An initial report has been produced identifying land for future phases. The partnership will need to identify the most appropriate delivery mechanisms for future development and procure development partners to bring forward a second phase of housing. This could involve the council developing housing itself via a contractual arrangement. The tenure of the second phase will also need to be determined e.g. whether there will be an inclusion of some private rented accommodation to generate an income stream. A further report will be considered by the strategic board in December.

b) In relation to the South City Centre the Partnership has contributed to funds for ground investigations for Mountergate West and the Council will now take forward the development in this area.

c) The employment and skills supply side package, Building Futures in Norwich. This project will be contractually linked with any construction contracts taken forward by the partnership. The project should be able to

sustain itself without any further funding beyond the interim funding already committed.

d) Sites for future investment. The partnership will continue to investigate options for future investment by the partnership.

13. Project director role

Norwich City Council will continue to perform the project director role to March 2014 at a maximum cost to the Partnership of £7,500 (including support from the HCA project assistant and finance) with the Council bearing the remainder of the costs. The project director will also act as the overall project manager for the Bowthorpe project. The project assistant role will be filled via an appointment to an 18 month fixed term contract.

14. Bowthorpe

HCA will provide the following technical resource to deliver the Bowthorpe project:

- Marketing and contract advice for phase 1 and future phases
- Procuring and delivery of infrastructure.

In addition NPS will complete existing areas of work (within a budget of £18K) to deal with:

- Completing the s.106 agreement relating to the outline planning permission for the whole site
- Contracts for disposal of land for Housing with Care and the Dementia care facility. Associated valuation work including securing Secretary of States consent, if necessary.
- Renegotiating a grazing license on an adjacent site
- Dealing with a footpath diversion, needed before the main road infrastructure can be built.
- Securing removal of unauthorised horses from the site - needed before construction can start on site.

Other staff time

The following staff time for City Council fee based staff, will also be funded from the programme management budget. (All other staff resources will be covered by the Council).

- £6,000 is allocated to provide transportation advice at Bowthorpe. This is a reduction from previous years as the bulk of transportation advice will now be via the planning process.

15. Budget for 2013-14

The tables below set out the proposed budget for 2013/2014. Individual project plans will provide a profile of the budgets on a quarterly basis to allow the strategic board to monitor expenditure. In addition, the strategic board may make further allocations during the course of 2013/14 for the unallocated part of the programme management budget and the remaining strategic priorities funding (formally referred to as Bowthorpe site funding).

| | NAHCASP Budget | Allocations for 2013-14 | Unallocated Budget |
|------------------------------|---------------------------|------------------------------------|-------------------------------|
| Strategic Priorities Funding | 2,382,558 | 2,382,558 | 0 |
| Programme Management | 202,985 | 87,750 | 115,235 |
| Total | 2,585,543 | 2,470,308 | 115,235 |

The following tables show a breakdown of allocations from the strategic priorities and programme management budgets (most of the expenditure on infrastructure works at Bowthorpe will be 2014/15).

| Strategic Priorities Budget | 2,382,558 |
|--|------------------|
| Bowthorpe Infrastructure Strategy and Brief | 16,730 |
| Bowthorpe Ecology and Related Advice | 29,490 |
| Bowthorpe Overhead Lines | 47,500 |
| Bowthorpe Surface Water Drainage | 9,859 |
| South City Centre Vision and Investment Plan | 46,761 |
| Mountergate West Investigations | 25,000 |
| Building Futures In Norwich | 8,878 |
| Second Payment for Overhead Lines (2016/17) | 47,500 |
| Contingency payment relating to contracts | 15,675 |
| Bowthorpe Infrastructure Works | 2,135,165 |

| | |
|------------------------|------------------|
| Total Committed | 2,382,558 |
| Unallocated | 0 |

| | |
|---------------------------------------|----------------|
| Programme Management Budget | 202,985 |
| Project Director | 18,750 |
| Project Director Contingency | 3,000 |
| Bowthorpe Programme Management | 30,000 |
| Bowthorpe Property Advice | 25,500 |
| Bowthorpe Transportation Advice | 7,500 |
| Bowthorpe Community Engagement Advice | 500 |
| South City Centre Project Management | 2,500 |
| Total Committed | 87,750 |
| Unallocated | 115,235 |

This table shows that the original £500,000 programme management budget, which was established in the original business plan in 2009 to cover the costs of project management relating to the original regeneration projects to be delivered by March 2011, has been drawn down very sparingly. The fund has continued to last for four years and there will still be a balance for 2014/15. By then, further funds will be available through the sale of land at Three Score to 'top up' this budget.

Looking ahead, funds need to be committed for the final payment of the consultant negotiating the removal of overhead lines (£47,500 for 2016/17) and have been included in the table above.

The strategic board has agreed that a revolving fund be established to cover future programme and project management costs incurred by the partnership. This will be facilitated through receipts from disposal of land at Three Score and other sites.

Strategic priorities funding – there is still a considerable sum of funds that were unallocated at the beginning of 2013/14. The business plan proposes to use of £2,135,165 of funds to pay for Three Score road and other infrastructure. The partnership may have to consider alternative funding to

cover the full costs of infrastructure works. Other sources could include bidding for Growing Places Funding from the New Anglia Local Enterprise Partnership, or borrowing via the Council through the public works loan board.

16. Communications plan and activities

The CIA requires a communications plan to be developed for the partnership. This was approved initially by the strategic board in November 2009. The document is a living document and is updated regularly to respond to changing circumstances and specific communications activities. The strategic board will approve any budgets for any future communications activity as required.

A communications protocol has also been agreed which ensures that there is an agreed process (between HCA and NCC) for agreeing press releases and handling media enquiries.

Community engagement will continue to be a vital part of the partnership work especially in relation to Bowthorpe as it moves forward to delivery.

Case studies and awards

The HCA has developed a case study about the partnership for its website and its skills and knowledge directorate has developed a case study on the learning aspects of the partnership's activity. There is a general presumption that the partnership welcomes showcasing activity where there is no cost to the partnership.

The partnership was shortlisted for the RTP1 planning achievement award for the memorial gardens project. The partnership also featured in the submission to the Local Government Chronicle award for the 'most improved' council award; for which the council was shortlisted, achieving second place and high commendation by the judges. The partnership will continue to promote its achievements through future awards.

17. Further development of the partnership

The CIA allows for further sites to be brought into the partnership. It does not preclude further investment by the HCA, although none is specifically committed. It is important that the partnership has a process for bringing forward new sites and project ideas for consideration and develops emerging priorities to take advantage of future funding which will come through the partnership or direct from the HCA or other sources. This could include opportunities for shared expertise as well as spend on capital projects. The partnership will use the HCA “enabling” support to provide expertise where appropriate. The following approach is proposed.

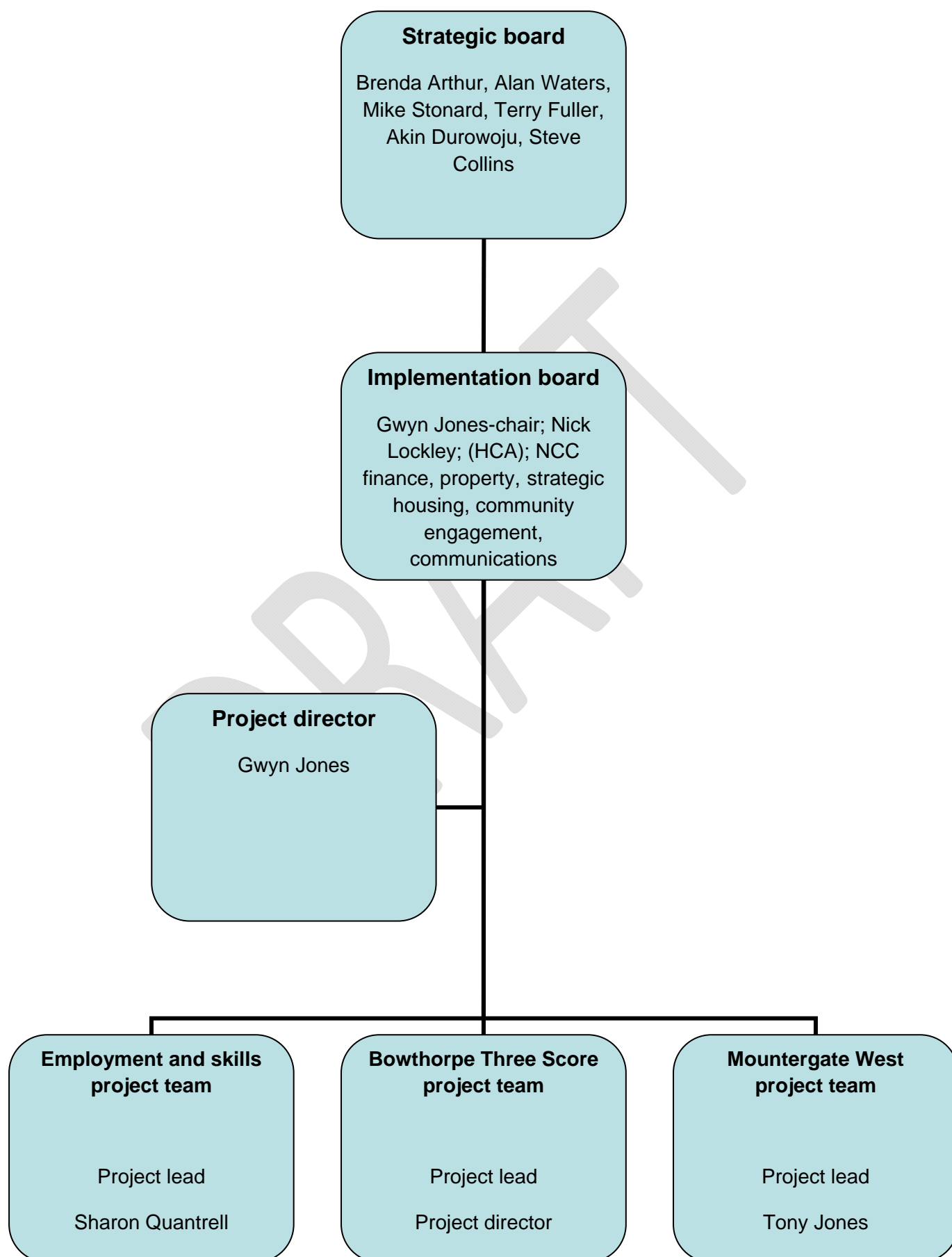
- The implementation board considers any new sites or project ideas on a quarterly basis.
- The implementation board makes an assessment of how the project idea meets the partnership objectives.
- Any project ideas that have merit are reported to the strategic board as part of the project director’s report.
- Any proposed amendments to the business plan to be reported for approval by the respective partners.

18. Further funding

The partnership will continue to look for opportunities for further external funding and pursue relevant bids or agreements.

The proposed City Deals arrangement (if negotiated successfully) may provide further opportunities for funding for the partnership.

Appendix 1- Governance structure – April 2013



DRAFT