

Report to	Cabinet 25 June 2014	Item
Report of	Deputy chief executive (operations)	7
Subject	Norwich and Homes and Communities Agency (HCA) Strategic Partnership business plan 2014-15	

KEY DECISION

Purpose

To consider the business plan for the Norwich and Homes and Communities Agency (HCA) Strategic Partnership for 2014-15

Recommendation

To approve the Business Plan for the Norwich and Homes and Communities Agency (HCA) Strategic Partnership 2014-15

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 £2,193,430 partnership funds in 2014-15, leaving £66,455 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. Since the partnership was established some considerable achievements have been made:
 - 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) Completion of a "Vision and Investment Plan" for the South City Centre.
 - h) Ground investigation work on Mountergate West to enable this site to be brought forward as a mixed development involving housing, offices and car parking
 - i) Securing outline planning permission for the Threescore site at Bowthorpe for 1000 homes, including a care home, open space and other community facilities;

- j) Considerable site preparation work including ecology, archaeology, site clearance, arboricultural assessments at Threescore;
 - k) Detailed design work required for road and drainage infrastructure and associated landscaping at Threescore;
 - l) Negotiating an agreement with UK Power Networks to secure the undergrounding of high voltage lines crossing the Threescore site by 2016 at no cost to the Council.
 - m) Securing funding and preparations for land transfer to enable the development of a new Housing with Care and Dementia Care facility at Threescore;
3. The CIA requires that an annual business plan is approved for the Partnership.

Priorities for the Business Plan for 2014-15

- 4. The main priorities for the partnership now relate to the development of the Threescore site. The majority of the remaining partnership funds (£1,835,353) are proposed to be allocated for the construction of the road and infrastructure to serve the whole of the Threescore development. The Council has agreed to fund the remaining cost of the infrastructure (up to £1,864,835). A tender process via a mini competition through the Eastern Highways Alliance is due to start later this month with a start on site anticipated in September 2014. Construction of the road/ infrastructure is expected to be a maximum of a 12 month construction programme. (This timetable will be confirmed via the tender process and is subject to all necessary planning approvals being secured).
- 5. Development of the 172 unit housing with care and dementia care facility will form phase 1 of the Threescore development and is due start by the end of July 2014. Completion should be by January 2016.
- 6. Preliminary work on feasibility and market testing of phase 2 of the development is already underway. Subject to Cabinet approval, further design work will be carried out to secure planning permission for this phase so that construction can start in 2015. A 2 year construction programme is envisaged for this phase.
- 7. Development of the Threescore site will be underpinned by the “Building Futures in Norwich” project which guarantees employment and training opportunities for local people as part of the construction contracts
- 8. The Business plan proposes that a sum of £67,250 be allocated for programme management of the partnership. The majority of these funds will be fees related to the Threescore development with a small element of funding to manage the Partnership as a whole. This leaves a balance of £66,455 in the programme management budget for 2015-16. (This was a £500K budget originally earmarked for early partnership projects completed by March 2011 but through careful management has helped to support programme management for a longer period). The intention has always been to top this budget up once proceeds from the development at Threescore start to come on stream.

Conclusion and next steps.

9. Having achieved early successes through the early regeneration projects, the Partnership will now focus its attention on the development of Threescore which forms the core of the Partnership agreement. In future business plans, consideration will need to be given to how to invest the proceeds from the development of Threescore, based on the principle of the revolving fund.

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



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

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

April 2014 to March 2015

DRAFT

Foreword – NCC and HCA

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Table of Contents

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 business plan covers the financial year 2014/15.

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 2014/15 and sets out how this committed 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. The initial £8M investment from HCA is now almost fully committed so the plan also needs to consider how decisions on returns from investment 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 (currently under review) as a minimum requirement, or other such standards as agreed by the strategic board. In respect of Threescore, which will be 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. 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 strategic risks at this stage relate to the development of the Threescore site.

- *Timing of infrastructure provision 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.*
- *Timing of phase 2 in order to secure a return following investment in infrastructure*

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 has agreed expenditure delegation levels for the implementation board, which are set out in a separate delegation schedule for the implementation board.

In order to secure consent to any expenditure, a proposal will be prepared and submitted for approval. This will 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 7 of the CIA.

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 2013/14

10. Budget and expenditure in 2013/14

The following table shows the total allocation of funds for 2013/2014 along with the actual year-end expenditure.

2013/14 Expenditure

	NAHCASP budget	Allocations for 2013/14	Unallocated	Actual spend 2013/14	Variance
Programme management	202,794	87,750	115,044	69,089	18,661
Strategic priorities funding	2,382,746	547,393	1,835,353	256,566	290,827
TOTAL	2,585,540	487,258	2,098,282	325,655	309488

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

2013/14 Programme Management Expenditure

	Allocations for 2013/14	Actual spend 2013/14	Variance
Project director role	18,750	15,714	3,036
Project director contingency	3,000	8	2,992
Bowthorpe Programme Management	30,000	26,576	3,424
Bowthorpe transportation advice	7,500	4,638	2,862
Bowthorpe community engagement advice	500	84	416
Bowthorpe Residual Property Advice	25,500	20,325	5,175
South City Centre Project Management	2,500	1,742	758
TOTAL	87,750	69,089	18,663

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

Strategic priorities budget (as agreed in 2013/14 Business plan)	Budget allocation	Actual spend 2013/14	Variance /c/f
Bowthorpe Infrastructure Strategy and Brief	16,730	16,030	700
Bowthorpe Ecology and Related Advice	29,490	29,490	0
Bowthorpe Overhead Lines	47,500	47,500	0
Bowthorpe Surface Water Drainage	9,859	9,859	0
South City Centre Vision and Investment Plan	46,761	46,761	0
South City Centre- Mountergate West Investigations	25,000	26,345	-1,345
Employment and Skills- "Building Futures In Norwich"	8,878	8,878	0
Second Payment for Overhead Lines (held for 2016/17)	47,500	0	47,500
Contingency Payment	15,675	0	15,675
Allocation for preparatory works for road/ infrastructure made by SB in Dec 2013 and delegated to IB	300,000	73,822	226,178
Unallocated - to be used for road/ infrastructure	1,835,353	0	1,835,353
Memorial Gardens	0	(2,119)	2,119
TOTAL	2,382,746	256,566	2,126,180

11. Progress in 2013/14

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

- a. the employment and skills supply side package
- b. the Three Score development
- c. Mountergate West

a. Employment and skills supply side package. The project has been successful in securing new contracts via Norwich City Council and the partnership. Further work will be secured following the letting of the design and build contracts for the housing with care scheme and the strategic infrastructure and spine road works.

b. Three Score development. The main elements of progress during the year were as follows:

Outline planning consent for the overall development. The outline planning permission for 1,000 homes was secured in July 2013. This included the detail of the main road infrastructure to serve the whole development. In order to ensure that the works to deliver the infrastructure and spine road are not delayed, several pre-commencement planning conditions were submitted for discharging.

Surface water drainage design and costing. Further design works were commissioned which will be included in the tender pack for the infrastructure and spine road works.

Housing with care and dementia care facility. Funding for the scheme was agreed by the HCA in June 2013. A reserved matters application was submitted in December 2013 and was approved by the Council's planning committee in March 2014.. The tender for the design and build contract has been issued and the contractor has been appointed

Overhead electricity lines and other utilities. The deed is near to completion for the 132kv line to be undergrounded by December 2016. The next steps are to secure the undergrounding of the 11kv lines crossing the site.

Infrastructure Strategy Report. An infrastructure strategy report was produced to identify how the site could be serviced and the associated costs for any works. This was to ensure that a fully serviced site is available for future phases of development.

Future phases. Work was carried out to determine the next phase of development. In February 2014, the Council's Cabinet agreed to take forward a phase of development adjacent to the housing with care scheme. A brief has been prepared to commission initial feasibility, market testing and design works for this phase prior to detailed design and submission of a planning application.

c. Mountergate West. Following delivery of the South City Investment Plan (David Lock Associates) in June 2013, the strategic board funded some ground investigation works for the Mountergate West site in order to establish the optimum locations for the proposed housing and car park.

The results of the investigations showed no significant issues. In September 2013, the Council's Cabinet agreed to take forward the development of the car park as phase 1 of the development of Mountergate West and in October 2013, Cabinet agreed to take forward the housing element as phase 2. It was agreed that there was no further need for partnership funds to be invested in this development.

12. Priorities for April 2014 to March 2015

The main priorities for the coming year relate to the development of the Three Score site:

- a) Infrastructure to serve the whole development
- b) Housing with care and dementia care facility
- c) Phase 2 housing

The employment and skills supply side package, "Building Futures in Norwich", will form an integral part of all these projects.

a) Infrastructure to serve the whole development

The construction of the road and infrastructure will commence in 2014/15 following the appointment of a design and build contractor. This is likely to be a 12 month construction contract. The main constraint is to ensure that the permanent access arrangements and drainage are available for the housing with care facility by their target completion date of January 2016.

The most optimistic timetable is likely to be:

- Completion of further design work- drainage and landscaping- May 2014
- Start of procurement process for design and build contract for road and infrastructure- June 2014
- Completion of procurement process- August 2014
- Start constructing the road – Autumn 2014
- Completion of road infrastructure – Autumn 2015

The partnership has committed the balance of Strategic Priorities funding to deliver the road and infrastructure (£1,835,353 remains at the start of 2014/15). The Council has agreed to fund the balance of the costs (up to a total of £4M) with the partnership funding being used to cover any interest charges. More detailed cost estimates will be available following the tender process for the design and build contract.

The strategic priorities funding budget for 2014/15 is allocated as follows:

Strategic Priorities Funding for 2014-15	£
Second Payment for Overhead Lines (held for 2016/17)	47,500
Outstanding payment for infrastructure strategy and brief	700
Contingency	14,330
Commitment made by SB in Dec 2013 and delegated to IB - carried forward to 2014 -15	226,178
Remaining balance for construction of road/ infrastructure	1,835,353
Memorial gardens	2,119
TOTAL	2,126,180

Housing with care and dementia care facility

The partnership will continue to work with NPS, Norse Care and Norfolk County Council to deliver the dementia care and housing with care facility. HCA funding through the “Care and Support Fund” currently requires a start on site before the end of quarter 2 in 2014/15. This involves a transfer of land by the City council to Norsecare at nil value but no partnership funding is required.

Phase 2 housing

The Council has agreed to take forward phase 2 acting as direct developer. The blocks of housing to be included in this phase are shown on Plan 1 and the phase is likely to consist of around 142 dwellings of which 33% will be affordable. The Council has made an allocation in its Capital plan and

Programme to fund this development. The initial work which will be taken forward will be part of an iterative process in order to test the design and feasibility for this phase:

- Market testing the demand for private rented housing to inform the mix of the private sector element
- Assessing the demand for units of different sizes and types e.g. 1,2,3 etc bed houses or flats
- To produce initial sketch designs for the development
- To produce detailed financial appraisals
- Producing a community engagement strategy
- Design of scheme and submission of reserved matters planning application
- Consideration of a community trust for the management of open space in this and future phases.

A brief for commissioning this work has been prepared.

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 from the partnership.

d) Sites for future investment. The partnership will continue to investigate options for future investment by the partnership, although immediate opportunities will be limited as future investment will be dependent on achieving receipts from the Threescore development which are unlikely to start to be delivered until 2016/17.

13. Other resources for delivery

Programme management

The £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 a balance of £133,705 at the start of 2014/15. 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 allow this budget to be topped up through the receipts from the development of land at Threescore.

Norwich City Council will continue to provide the project director role to March 2015 at a maximum cost to the Partnership of £18,750 (including support from the HCA project assistant and LGSS finance) with the Council bearing the remainder of the costs. This will be the only revenue funding from the partnership funds and represents around 1% of the total partnership budget for the year.

The following staff time for City Council fee based staff, will also be funded from Programme management budget. (All other staff resources will be covered by the Council). These are capital costs as they are fees directly related to the development of the Threescore site

- £37,500 to provide overall programme management for the Bowthorpe project - coordinating the different work streams - including infrastructure, housing with care and phase 2, plus looking ahead to future phases
- £7,500 is allocated to provide transportation advice at Bowthorpe.
- £500 is allocated for community engagement advice.

14. Budget for 2014-15

The tables below summarise the proposed budget for 2014/15.

Programme Management Budget 2014/15	133,705
Project Director *	18,750
Project Director Contingency *	3,000
Bowthorpe overall programme management	37,500
Bowthorpe Transportation advice	7,500
Bowthorpe Community Engagement advice	500
Total Committed	67,250
Unallocated	66,455

** revenue funding.*

	NAHCASP Budget	Allocations for 2014-15	Unallocated
Strategic Priorities Funding	2,126,180	2,126,180	0
Programme Management	133,705	67,250	66,455
Total	2,259,885	2,193,430	66,455

Delegation of budgets and responsibilities

1. To expedite project delivery, the following delegation levels are proposed:

Strategic Board responsibilities:

- Agreeing the form of contract for the design and/ or construction of the road/ infrastructure.
- Agreeing the design of drainage for the road/ infrastructure contract.
- Recommending to the Council (delegated to the deputy chief executive in consultation with the portfolio holder for resources) the appointment of contractor for the design/ build contract for the road/ drainage/ infrastructure.
- Recommending to the Council the preferred mix of housing (size, type and tenure) for phase 2 and the quality standards to be achieved (for inclusion within the reserved matters planning application for phase 2.
- Recommending to the Council the route to development for phase 2, including funding requirements and the selection of a development contractor/partner.
- Agreeing the future housing outcomes and the Threescore project plan.

The Strategic Board delegates to the Implementation Board:

- The delivery of the Threescore project plan for 2013/14 (appendix 1) including the procurement of services and overall management of individual contracts (up to the value of £75K) including the following:
 - Pre - commencement works necessary for the road/ drainage/ infrastructure to serve the whole site- including archaeology, site clearance, reptile relocation, arboricultural method statement and tree protection plan
 - Works (including design work) related to pre-commencement planning conditions and reserved matters consent required for the road/ drainage/ infrastructure
 - Any further design work required for the contract for the road/ infrastructure.
 - Procurement of property and planning advice related to the above
 - The procurement of a project manager/ CDM coordinator for the road/ infrastructure project (pre and post-construction)
 - Initial design work for phase 2 to determine the location of the service wayleaves.
- Approval of tender documentation for the development agent for phase 2, including as stage 1, the design, feasibility and further market testing.
- Overall management of development agent, for phase 2, once appointed
- Approval of tender documentation (including any necessary survey work and further design needed) required to procure a contractor to construct the road and infrastructure.
- Overall management of the contractor to construct the road/ infrastructure, once appointed.

The Implementation Board delegates to the Threescore project team:

- Delivery of the project work streams including procurement of any individual contracts up to the value of £10K.
- Day- to- day management of consultants and contractors working on the project.

Advice will be procured in line with the Council's procurement standing orders and target operating model, which includes working with partners NPS Norwich, NPLaw and LGSS. All projects will be managed in line with the Council's approved project management procedures.

15. 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 Threescore 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 will continue to promote its achievements through future awards.

16. 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.

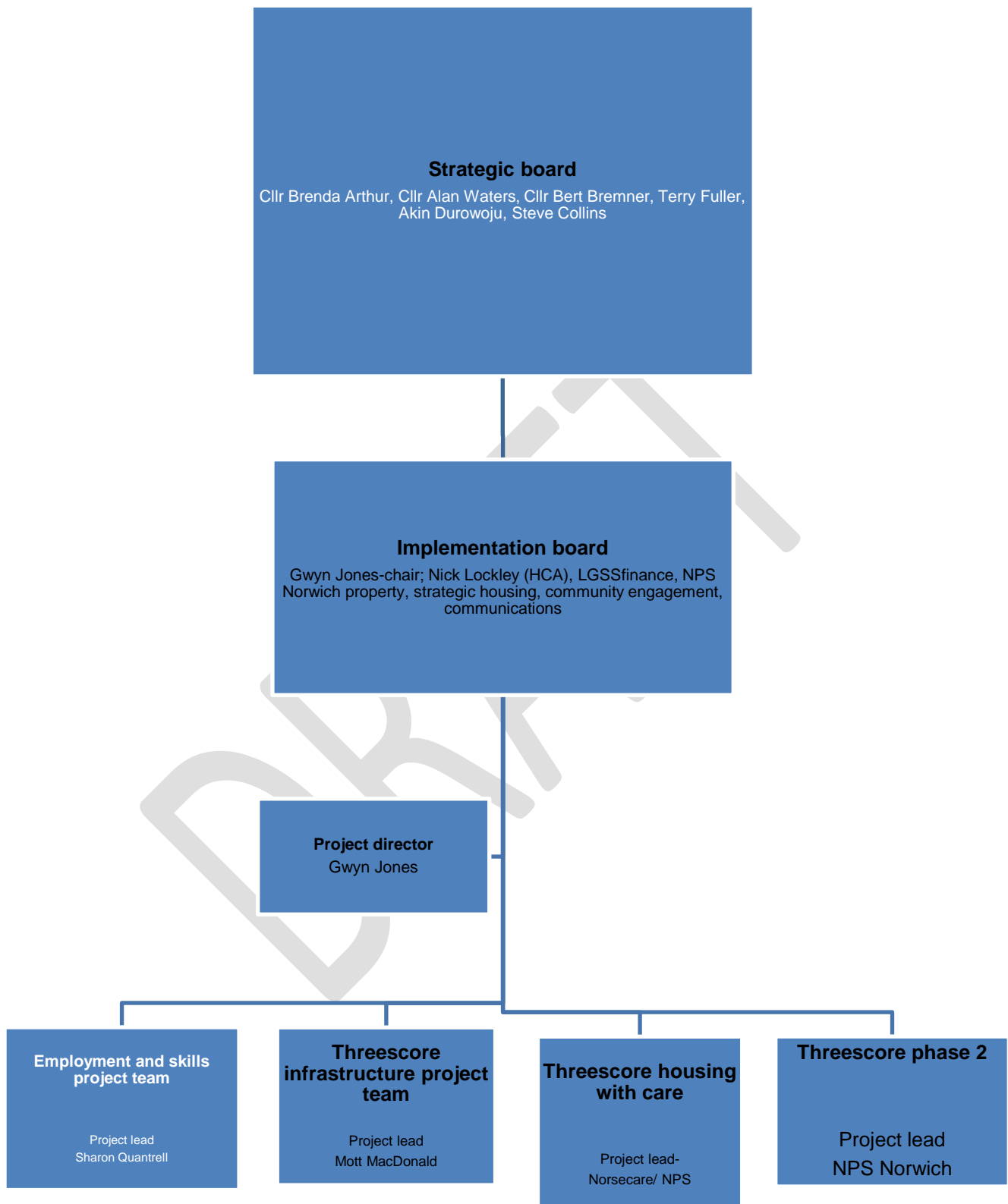
- The implementation board considers any new sites or project ideas on a quarterly basis.
- The implementation board makes an assessment of how the project idea meets the partnership objectives.
- Any project ideas that have merit are reported to the strategic board as part of the project director’s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

17. Further funding

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

The Greater Norwich City Deal (signed December 2013) may provide further opportunities for funding for the partnership e.g. for infrastructure.

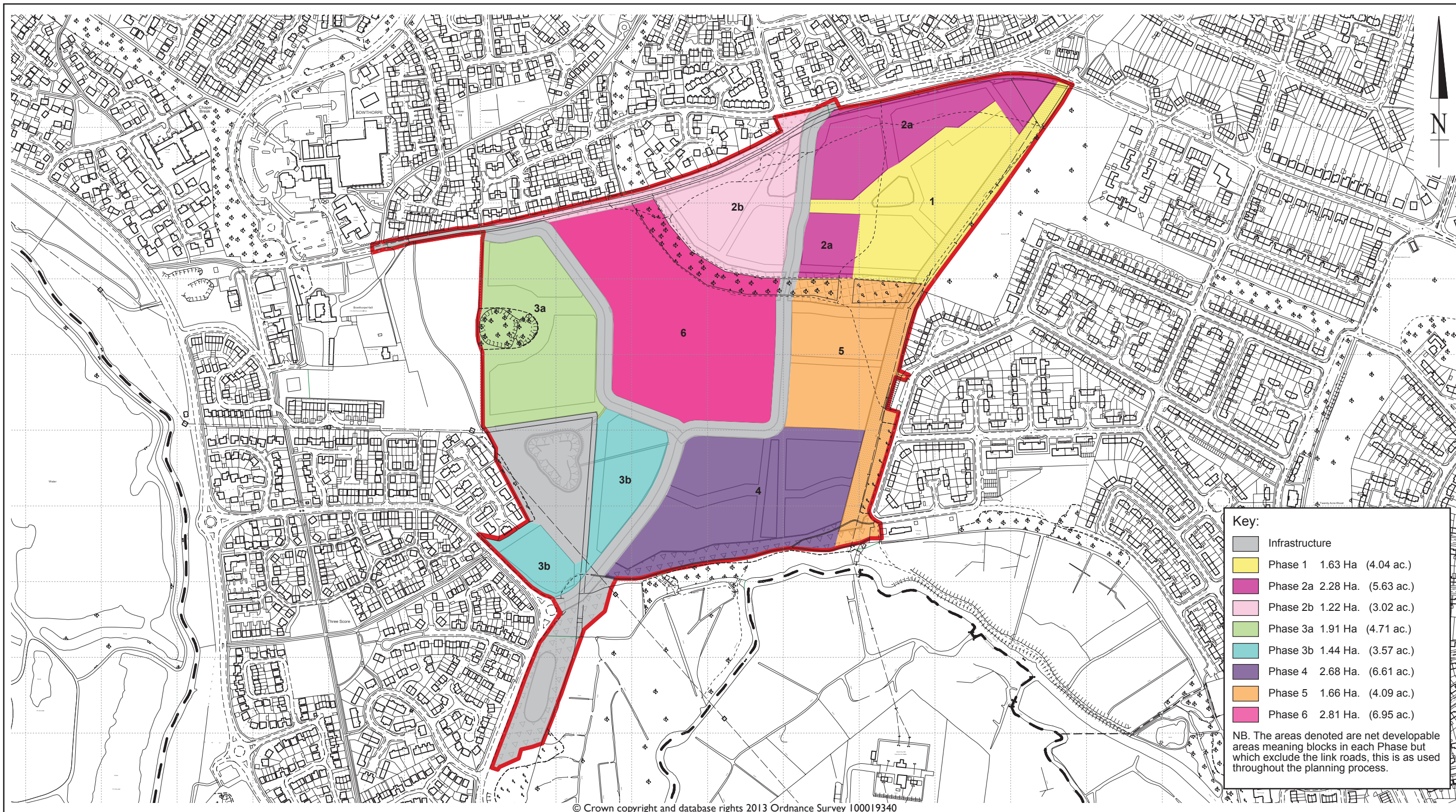
Appendix 1- Governance structure – June 2014




Appendix 2 - Project outputs, outcomes, milestones etc

Project	Outputs/ Outcomes	Key milestones 2014-15
c) Threescore	<p>Commencement of construction for road/ infrastructure to serve whole development (completion will be Autumn 2015)</p> <p>Commencement of construction for HWC/ Dementia care facility (completion will be Dec 2015)</p> <p>Secure reserved matters planning consent for Phase 2</p> <p>Agree method of procuring contractor for phase 2 (development likely to start 2015-16)</p>	<p>Commence procurement process- June 2014.</p> <p>Appoint contractor- August 2014.</p> <p>Secure remaining planning consents to enable road/ drainage to start- September 2014</p> <p>Commence construction- Autumn 2014.</p> <p>HCA funding contract signed- June 2014.</p> <p>Land disposal contract agreed- June 2014.</p> <p>RP appointed- June 2014.</p> <p>Appoint consultant to carry out market testing, feasibility and design work- April 2014</p> <p>Business case agreed- September 2014</p> <p>Commence work on planning application- Autumn 2014.</p> <p>Submit planning application- January 2015</p> <p>Secure planning consent April 2015.</p> <p>Agree method of procuring contractor to construct phase 2- March 2015.</p>

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Scale: 1:5000 at A3	THIS MAP IS TAKEN FROM ORDNANCE SURVEY DIGITAL DATA. NATIONAL GRID REFERENCE: TG. 1827 0899	 Norfolk County Council	NPS Property Consultants Ltd, on behalf of Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2SF.	NPS Property Consultants Ltd, Lancaster House, 16 Central Avenue St Andrews Business Park, Norwich, NR7 0HR.
Date: DECEMBER 2013				
Plan No. NCC-0464A-3	NORWICH - Bowthorpe, Three Score			