

Report to Cabinet
20 January 2021

Item

Report of Director of place

10

Subject Norwich Town Deal Implementation

KEY DECISION

Purpose

To consider the financial profiling and resourcing arrangements to deliver the Towns Deal programme.

Recommendation

- 1) To approve the following in relation to mobilising the Towns Deal project including:
 - a) The budget profile of projects including the capital revenue split, (as set out in Appendix A);
 - b) The statement on community consultation and engagement, (as set out in Appendix B);
 - c) The project and programme confirmation document, (as set out in the exempt appendices); and
- 2) To delegate authority to sign-off individual project business cases to the Director of Place in consultation with the relevant portfolio holders.

Corporate and service priorities

The report helps to meet the corporate priority Inclusive economy

Financial implications

The draft Heads of Terms offers a sum up to £25million subject to the successful completion of project assurance work. Whilst mainly a capital programme there is Government recognition that a Towns Deal may attract revenue costs. Such costs will need to be met from the overall £25M potentially available.

The overall and individual project financial profiles including the balance between revenue and capital is a key task to report back to Government within the two month post-signature window to end January 2021 – details of this follow in the report below. Treasury guidance is for such revenue costs to be in the region of 5-8% of total and not more than 10%.

The projects most likely to attract revenue costs are the revolving fund, to pay for abortive Compulsory Purchase Order work should a proposed CPO fail at public inquiry, and the externally delivered Branding project which has a significant proportion of revenue expenditure.

The grant funding is to bring the assets into use it does not support ongoing revenue costs to operate the assets. The risks and rewards from operations will be met by city revenue budgets. Individual business cases will identify and mitigate any future risks to city's I&E.

Two of the eight projects are proposed for fast track funding from Towns Fund. This will have an impact on the 2020/21 capital and any changes will be included with the February budget papers to council.

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Ellen Tilney, Economic Development Manager	07715 236777
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Graham Nelson, Director of Place	01603 989205

Background documents

None

Report

Background

1. The government launched the Towns' Fund prospectus in November 2019, inviting 101 towns to bid for up to £25million each to drive forward long term economic and productivity growth via the development of a Town Deals Investment Plan. For the purpose of the Town's Fund, the eligible area of Norwich was the built-up area as defined by the Office for National Statistics, available on the council's website [here](#).
2. The council established the Town Deals Board in January 2020 as detailed at cabinet in March 2020. This Board met on a monthly basis to develop proposals in line with the key themes and requirements of the funding and Norwich's 2040 Vision. The Town Deal Board will remain in place to oversee the delivery of the programme.
3. At its meeting on 29 July Cabinet endorsed the submission of the Town Investment Plan which set out a comprehensive package of eight schemes for investment totalling £26.13m. The detail of the bid remains commercially sensitive but can be summarised as consisting of eight projects grouped in two themes (skills and enterprise infrastructure and urban regeneration) as follows:

Skills and enterprise infrastructure	
This package of projects supports how we will grow the digital and creative economy and ensure our residents and businesses have the advanced skills in digital, construction and engineering they need to prosper.	
	Digital hub – a new city centre workspace with start-up and grow on space for digital businesses.
	The Halls – investment to update and refurbish the venue including the development of a state-of-the-art making space for collaboration and high value cross sector partnerships between culture, digital and tech.
	Digi-tech factory – a new skills facility at City College providing digital tech, engineering and design courses.
	Advanced construction and engineering centre – a new technological advanced training facility at City College, supporting the application of digital technology to construction, manufacturing and engineering sectors.
Urban regeneration	
These projects offer opportunities for significant levels of housing growth and employment space creation to accommodate the needs of a growing city.	
	East Norwich – investment to accelerate the development of a new high-quality urban quarter in east Norwich. Including support for the masterplanning exercise that is currently being commissioned and the purchase of Carrow House complex from Norfolk County in order to give the City Council a greater stake in the redevelopment and to ensure that the historic Carrow works site can be redeveloped as a whole.
	Revolving fund – investment to unlock brownfield sites to deliver modern homes and workspaces for the growing economy.
	Public realm – investment to enhance the city centre public and urban spaces and improve connectivity and navigation.
	Branding – communicating what the city has to offer by developing a commercial proposition for Norwich as the place for business and a city to live, learn and invest in.

4. On 27th Oct the Council was notified that its bid had been successful. Norwich was one of only 4 places nationally that were successful in being offered up to £25m of funding through the first round of funding.
5. This was reported to November Cabinet who delegated authority for the offered town deal to be accepted. This was duly done on 16 November 2020.
6. The acceptance of the towns deal offer required that within two months the following information would be provided to MHCLG:
 - a) Details of the projects being taken forward (including for each project the capital/revenue split and the financial profile)
 - b) Overall capital/revenue split and financial profile for the Town Deal
 - c) The actions taken to address the conditions for selected projects
 - d) Clarification of how engagement with local communities has specifically influenced decisions around Norwich's Town Deal proposals.
7. Details of a) and c) are set out in the exempt appendices to this report. Details of b) is included as Appendix A of this report. Details of d) is included as Appendix B of this report.
8. The heads of terms also require that a detailed business case must be completed for each of the projects within the Town Investment Plan within 12 months of accepting the funding offer. The Lead Council (Norwich City Council) would be expected to complete business cases following its usual assurance processes and in partnership with the Town Deal Board. Local compliance and approval procedures will be followed with due regard to Five Case methodology and be made available to ministerial colleagues upon request.
9. Work on these detailed business cases is continuing. It should be noted that the two fast-tracked projects (the Digi-tech factory and East Norwich) are profiled to commence and be spending within the current financial year and as such will require funding drawdown. Details of these two business cases are expected to be completed shortly and will also inform papers being taken to budget cabinet and Council in February as they include capital expenditure in 2020/21. This report includes a recommendation that these detailed business cases are formally signed-off on behalf of the Council by the Director of Place in consultation with the relevant portfolio holders under delegated authority as part of the council's usual financial assurance process. The Towns Deal arrangements require each of the businesses cases to also be agreed by the Towns Deal Board and the Council's Sec 151 officer. The approval of business cases by the Director of Place will be subject to the existing rules regarding key decisions and call in by members for scrutiny as required.

10. Further information on programme governance and assurance will be reported to Cabinet alongside regular progress reporting on the Programme and its delivery.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	20 January 2021
Director / Head of service	Director of Place
Report subject:	Norwich Town Deal Bid
Date assessed:	21 December 2020

	Impact			
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"/>	The Towns Fund will deliver a major programme of economic development and urban regeneration projects in line with the Norwich 2040 Vision and Norwich Economic Strategy.
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"/>	External funding up to £25million will unlock the delivery of key objectives within the Norwich Economic Strategy and 2040 Vision. Funding to support additional programme management resource has also been included within the bid.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It has not been possible to quantify the impact upon financial inclusion at this stage but several of the projects within the final Town Deal bid will contribution positively to economic inclusion, skills support and job creation.
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"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
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"/>	It is not possible at this stage to evaluate the impact of Towns Fund projects on Health & Wellbeing but those contained within the bid have all been designed to support a positive contribution to this agenda via increasing economic participation and opportunity to benefit from economic and jobs growth resulting from the projects funded via the Towns' Fund.
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It is not possible at this stage to evaluate the impact of Towns Fund projects on equality but those contained within the bid have all been designed to support a positive contribution to equalities, particularly in delivery of skills infrastructure and access to employment.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Towns Fund bid does not include transportation projects due to the imminent announcement on the Transforming Cities bid and commencement of a significant range of transport projects within this programme
	Impact			
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It is not possible at this stage to evaluate the individual impact of Towns Fund projects on the natural and built environment but all of those included have been designed to support clean growth and regeneration of brownfield sites.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It is not possible at this stage to evaluate the impact of Towns Fund project on energy and climate change but all of the projects included within the bid have been developed to support clean growth and particularly development of skills associated with a transition to a carbon zero economy.
(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 Norwich Town Deal bid represents a significant opportunity to attract substantial government investment in economic regeneration and skills infrastructure in Norwich in line with the Norwich 2040 Vision and the Norwich Economic Strategy. It is fully aligned with the New Anglia Economic Strategy and Local Industrial Strategy and will make a major contribution to delivering key priorities and outcomes outlined within these documents in partnership with a wide range of key stakeholders.

Negative

Neutral

Issues

Towns Fund Profile

APPENDIX A

		Heads of Terms maximum funding amount	Project totals	Difference from HoT maximum
Skills and Enterprise Infrastructure	Digital Hub	£2,500,000	£2,450,000	-£50,000
	Make Space at the Halls	£3,650,000	£3,426,000	-£224,000
	Digi-Tech Factory	£1,500,000	£1,500,000	£0
	Advanced Construction and Engineering Centre	£3,100,000	£3,100,000	£0
Urban Regeneration	East Norwich Masterplan and Carrow House	£5,100,000	£4,291,955	-£808,045
	Revolving Fund	£6,100,000	£5,471,535	-£628,465
	Public Realm	£4,000,000	£4,000,000	£0
	Branding	£180,000	£180,000	£0
Programme management		£0	£580,510	£580,510
Totals		£26,130,000	£25,000,000	-£1,130,000

Towns Fund Programme

		Totals			20/21 Q4		21/22 Q1	
		Capital	Revenue	Project totals	Capital	Revenue	Capital	Revenue
Skills and Enterprise Infrastructure	Digital Hub	£2,450,000	£0	£2,450,000	£1,000,000			
	Make Space at the Halls	£3,426,000	£0	£3,426,000				
	Digi-Tech Factory*	£1,500,000	£0	£1,500,000				
	Advanced Construction and Engineering Centre*	£3,100,000	£0	£3,100,000				
Urban Regeneration	East Norwich Masterplan and Carrow House	£4,104,188	£187,767	£4,291,955	£13,750		£3,233,538	£58,589
	Revolving Fund	£4,924,335	£547,200	£5,471,535			£4,924,335	£547,200
	Public Realm	£4,000,000	£0	£4,000,000			£1,000,000	
	Branding*	£118,000	£62,000	£180,000			£98,000	£52,000
Programme management		£105,347	£475,163	£580,510	£11,705	£31,963	£46,821	£127,850
Totals		£23,727,870	£1,272,130	£25,000,000	£1,025,455	£31,963	£13,152,694	£785,639

Council led project

* project led by external partner

	Capital funding	Revenue Funding	
Overall Proportion	95%	5%	100%
Revolving Fund	90%	10.00%	100%
Branding*	66%	34%	100%

21/22 Q2		21/22 Q3		21/22 Q4		22/23 Q1		22/23 Q2		22/23 Q3		22/23 Q4	
Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
		£235,000		£750,000		£590,000 £1,226,000		£590,000 £1,200,000		£590,000		£445,000	
£359,450	£58,589	£359,450	£58,589	£138,000	£12,000	£3,000,000 £20,000	£10,000						
£0	£0	£0	£0	£0	£75,000	£46,821	£127,850	£0	£0	£0	£0	£0	£112,500
£359,450	£58,589	£594,450	£58,589	£888,000	£87,000	£4,882,821	£137,850	£1,790,000	£0	£590,000	£0	£445,000	£112,500

Norwich Town Deal

Community Consultation and Engagement

Introduction

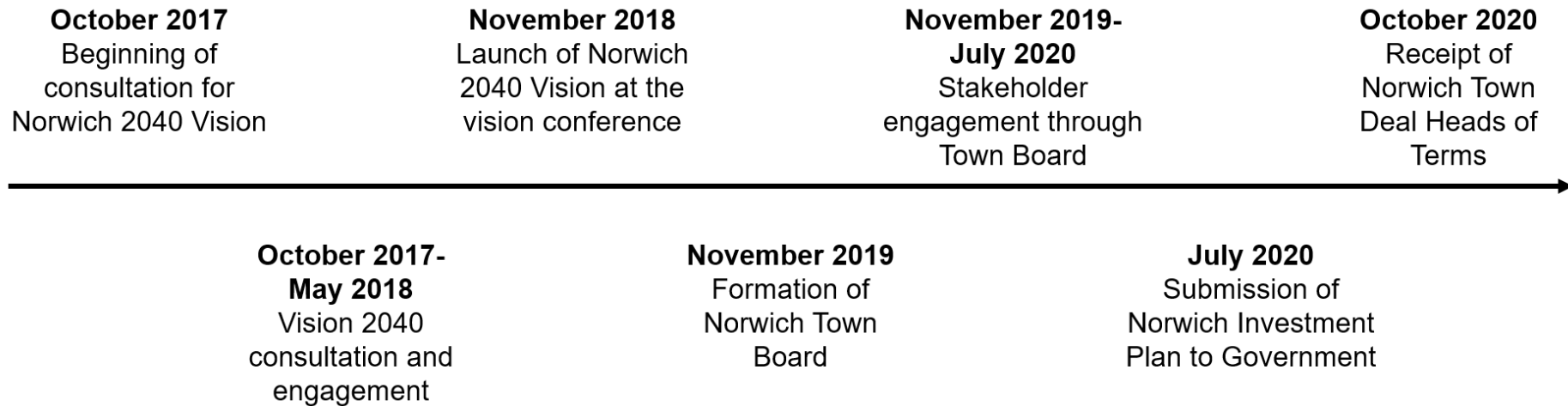
This paper has been drawn up in response to a general condition from MHCLG in our Town Deal Heads of Terms agreement to detail community engagement on Norwich Investment Plan.

We set out below a review of recent engagement with the community and business undertaken by Norwich City Council. Since 2017, Norwich City Council has led an extensive programme to engage residents and local organisations in consultation about the future of the city, culminating in the Norwich 2040 Vision in 2018, setting out shared priorities for the long-term development of Norwich.

This is a strong foundation of community and stakeholder consultation, which has been reinforced with further consultation as part of the Town Investment Plan process. This built on the shared priorities from the vision, engaging stakeholders to help shape projects which align with responses from public and business. Combined, the findings from the Norwich Vision 2040 and engagement through our Town Deal Board supported the develop of the Norwich Investment Plan.

We then provide a forward plan for community engagement and public consultation for the implementation of our Town Deal and delivery of projects. We have a strong plan in place to undertake further consultation and engagement to help both shape and support better delivery of the projects.

Timeline



Engagement review

Town Deal Board

We established a Norwich Town Deal Board in autumn 2019, chaired by Andrew Dernie of Aviva, with representatives from business, universities, community organisations, local government, and Members of Parliament. The Town Deal Board membership overlaps with and reports to the Norwich 2040 Vision Board, ensuring that the aims and objectives of the 2040 Vision, and the insights from the consultation, were incorporated in the Norwich Investment Plan.

- Andrew Dernie, Aviva (Chair)
- Chloe Smith MP
- Chris Sargisson, Norfolk Chamber
- Chris Starkie, New Anglia Local Enterprise Partnership
- Clive Lewis MP
- Cllr Alan Waters, Norwich City Council
- Cllr Mike Stonard, Norwich City Council
- Graham Nelson, Norwich City Council
- Helen Lewis/Julie Schofield, University of East Anglia
- Julia Nix, Jobcentre Plus
- Linn Clabburn, Cambridge Norwich Tech Corridor
- Minnie Moll, Jarrold
- Phil Courtier, South Norfolk District Council/Broadland District Council
- Sarah Steed, Norwich University of the Arts
- Stefan Gurney, Norwich Business Improvement District
- Stephanie Beggs, Cities and Local Growth Unit
- Stephen Evans, Norwich City Council
- Vince Muspratt, Norfolk County Council

Norwich 2040 Vision

In November 2018, Norwich City Council published the Norwich 2040 City Vision, setting out five themes which form the foundation of a shared vision for the city:

- creative
- fair
- liveable
- connected
- dynamic

The work to develop the five themes began with conversations with the public, and representatives from businesses, organisations and community groups. These conversations were designed to identify what people value in Norwich, what they

saw as the challenges and what the city needs in 2040. They included focus groups, online surveys, and stakeholder interviews.

The Norwich 2040 Vision engagement was led by the advisory Board, formed of:

- Aviva
- Creelman Associates
- Norfolk Chambers of Commerce
- Norwich Business Improvement District
- Norwich Cathedral
- Norwich City Council
- Norwich City Football Club
- Norwich University of the Arts
- The Forum Trust
- University of East Anglia

During the pandemic, we have also assembled a Vision Recovery Group in light of Covid-19, including more local service organisations and community groups, formed of:

- Broadland Housing
- Foolproof
- Good Economy Commission
- Goodery Ltd
- Hudson Architects
- Intu Chapelfield
- Nelson Infant School
- NHS Norfolk and Waveney Clinical Commissioning Group
- Norfolk County Council – Public Health
- Norwich Opportunity Area
- The Good Host
- Wensum Junior School
- Your Own Place

A wide-ranging programme of public engagement supported the development of Norwich 2040 Vision, reaching residents from all walks of life: visitors, students, business owners, elected members, Norwich City Council staff, and a range of stakeholders from local public services and the voluntary sector. We sought to understand:

- their perceptions of the strengths and assets within the city
- their long-term vision for the future
- the challenges facing Norwich as it moves forward

We continue public engagement in the Vision by holding an annual Norwich Vision conference attended by over 150 delegates representing a wide range of businesses, statutory organisations, charitable bodies and community groups. There have been four conferences to date including a youth event exclusively for people

Norwich City Council has a long running programme of formal business engagement through a series of Leader's business receptions. Over the last few years, these events have been a core plank in gathering feedback from the local business community to inform the city's economic strategy and core activities in support of local businesses.

[illegible]

1. Be more **youth-focused**. Young people need to be at the heart of your 2040 vision
2. A better and more holistic **skills and education** offer matched with the new jobs and ways of working likely to be present in 2040
3. A comprehensive, sustainable, modern and cheap **transport infrastructure**
4. Mixed **affordable housing** that enables people of different backgrounds, incomes, ages, disability to live together
5. Better and more socially conscious use of **technology**, drawing on research hubs and putting in firm foundations for tech start-ups
6. Continued sensitive **regeneration** that protects your unique history (opportunities in Anglia Square, Castle Mall and Prince of Wales road) and better use of existing assets like the football stadium.

7. Investment in Norwich as the **cultural hub** for Norfolk so that the city continues to draw people with the quality of arts, music, cultural, food, and experiential retail offer.
8. **Enable different working opportunities** including new industries, shared office space, more start-ups, flexible working from home, and faster commuting to London
9. More **collaboration** at all levels united behind a shared vision (city and county, across the region, involving rural areas, between partners, and with a clear social role for businesses)
10. Continued opportunities and events which **bring communities together** like the Lord Mayor's parade, the staying out campaign, and the fireworks.

These priority areas for future intervention influenced the selection of projects and the drawing up of plans for submission as part of the Norwich Town Investment Plan.

Norwich 2040 Priority Areas	Town Investment Plan Action	Town Deal Project
Be more youth-focused. Young people need to be at the heart of your 2040 vision.	Enhance youth provision with educational investments.	<ul style="list-style-type: none"> • The Digi-Tech Factory • Advanced Construction and Engineering Centre
A better and more holistic skills and education offer matched with the new jobs and ways of working likely to be present in 2040.	Develop capacity and infrastructure for local education providers to deliver modern and diverse courses.	<ul style="list-style-type: none"> • The Digi-Tech Factory • Advanced Construction and Engineering Centre
A comprehensive, sustainable, modern and cheap transport infrastructure.	Remodel public realm in key thoroughfares to encourage pedestrians and active travel.	<ul style="list-style-type: none"> • Public Realm
Mixed affordable housing that enables people of different backgrounds, incomes, ages, disability to live together.	Invest in major regeneration in Norwich and establish Norwich City Council as a delivery vehicle for regeneration.	<ul style="list-style-type: none"> • Revolving Fund • East Norwich masterplan and Carrow House
Better and more socially conscious use of technology, drawing on research hubs and putting in firm foundations for tech start-ups.	Invest in digital education and innovative workspaces, connecting local communities to digital training and job opportunities.	<ul style="list-style-type: none"> • Digital Hub • Norwich Make Space at the Halls • The Digi-Tech Factory
Continued sensitive regeneration that protects your unique history	Invest in regeneration and public realm projects which transform the appearance	<ul style="list-style-type: none"> • East Norwich masterplan and Carrow House

(opportunities in Anglia Square, Castle Mall and Prince of Wales road) and better use of existing assets like the football stadium.	of brownfield sites, and through this improve the pedestrian experience of Norwich City Centre.	<ul style="list-style-type: none"> • Revolving Fund • Public Realm
Investment in Norwich as the cultural hub for Norfolk so that the city continues to draw people with the quality of arts, music, cultural, food, and experiential retail offer.	Invest in the modernisation of popular event and cultural spaces, building facilities for new digital methods of cultural production and performance.	<ul style="list-style-type: none"> • Norwich Make Space at the Halls
Enable different working opportunities including new industries, shared office space, more start-ups, flexible working from home, and faster commuting to London.	Invest in the development and fit-out of modern flexible workspaces, providing accommodation for fast growing opportunity sectors in Norwich and correcting market failures.	<ul style="list-style-type: none"> • Digital Hub • East Norwich masterplan and Carrow House
More collaboration at all levels united behind a shared vision (city and county, across the region, involving rural areas, between partners, and with a clear social role for businesses).	Create shared platforms through which businesses and stakeholders from across Norwich can co-invest in the City and plan for development.	<ul style="list-style-type: none"> • Branding • East Norwich masterplan and Carrow House
Continued opportunities and events which bring communities together like the Lord Mayor's parade, the staying out campaign, and the fireworks.	Invest in partnerships and cultural facilities to establish and host city-wide events in Norwich.	<ul style="list-style-type: none"> • Branding • Norwich Make Space at the Halls

Town Deal projects

The Norwich Town Deal programme was developed as a direct result of the 2040 Vision programme and was shaped around the views and opinions of the local community on the future development of the city. Many of the Town Board members are also members of the 2040 Vision Board, and they carried the priorities from the consultation into the project development of the Town Investment Plan.

The Board has worked collaboratively to develop the narrative and priorities in this Investment Plan, identifying opportunities and challenges, based on our extensive existing evidence base, setting the objectives of the Plan, and identifying suitable projects.

The Norwich Investment Plan has therefore been developed as a true, city-wide partnership.

Skills and Enterprise Infrastructure

We have developed a package of projects that respond to public and business priorities for business and skills development in Norwich:

- Digi-Tech Factory at Norwich City College
- Advanced Construction and Engineering Centre at Norwich City College
- Digital Hub for digital tech businesses
- Make Space at the Halls for creative businesses and culture space

This package of projects supports the need to grow the digital and creative economy and ensure our residents and businesses have the advanced skills in digital, construction and engineering they need to prosper.

They reflect ambitions from our engagement findings to:

- Foster better and more socially conscious use of technology, drawing on research hubs and putting in firm foundations for tech start-ups
- Invest in Norwich as the cultural hub for Norfolk – including space for creative businesses to grow and thrive – so that the city continues to draw people with the quality of arts, music, cultural, food, and experiential retail offer
- Enable different working opportunities including new industries, shared flexible office space, more start-ups, flexible working from home, and faster commuting to London

Urban regeneration

Responding to community ambitions for the future of the city centre, we are pursuing a set of projects for regeneration:

- Masterplan for East Norwich and Carrow House redevelopment
- Unlocking brownfield sites through a Revolving Fund
- Public realm programme to enhance public spaces
- Improving branding of Norwich

Our engagement found that public and business ambitions for the city centre include improved public spaces, options for the Council to respond to brownfield site opportunities with mixed development, flexible working space, and improved branding for business investment in Norwich.

Carrow House and the East Norwich masterplan will create improved space and environment for businesses to work flexibly and collaborate.

Through Town Deal funding for public realm, we plan to deliver on the city centre public space plan, including developing and enhancing green spaces, areas of future development, and the city's main walking, cycling and traffic routes. It makes a powerful contribution to creativity, liveability, connectivity and dynamism in the Norwich 2040 Vision.

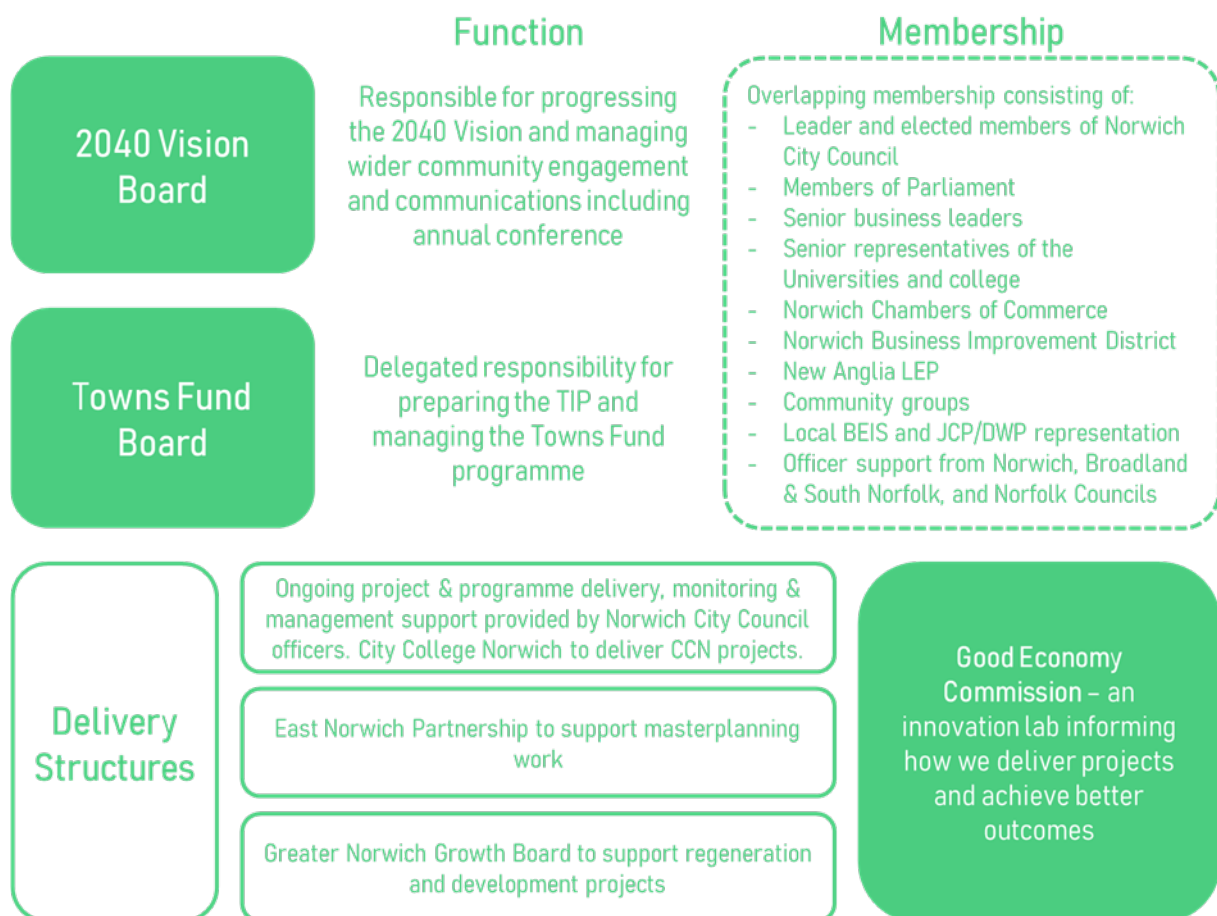
Our Revolving Fund will enable a more local strategic approach to the needs and opportunities of new developments that will arise in the coming years, with a particular view to responding to the impacts of Covid-19 on the city centre. We will deliver on people's ambitions for mixed development to create more integrated communities.

Promotion of the city and its branding was a major focus for discussion among businesses through our Vision 2040 engagement activities. Norwich City Council has a clear role in developing and promoting a vision for the city, and through this branding project will work closely with the Business Improvement District to promote the assets and opportunities for investment in Norwich.

Engagement plan

We have in place an engagement plan which will ensure that organisations across Norwich can contribute to the design of projects as they are delivered. Through the governance and ongoing supervision of the Town Board, we will have a direct route to stakeholders over the programme delivery phase. As we deliver the projects agreed in our Town Deal, we will continue our public engagement through Norwich Vision 2040 consultation groups. Outside of these structures, we will work with businesses and communities through established networks.

Governance and Partnerships



Town Deal Board

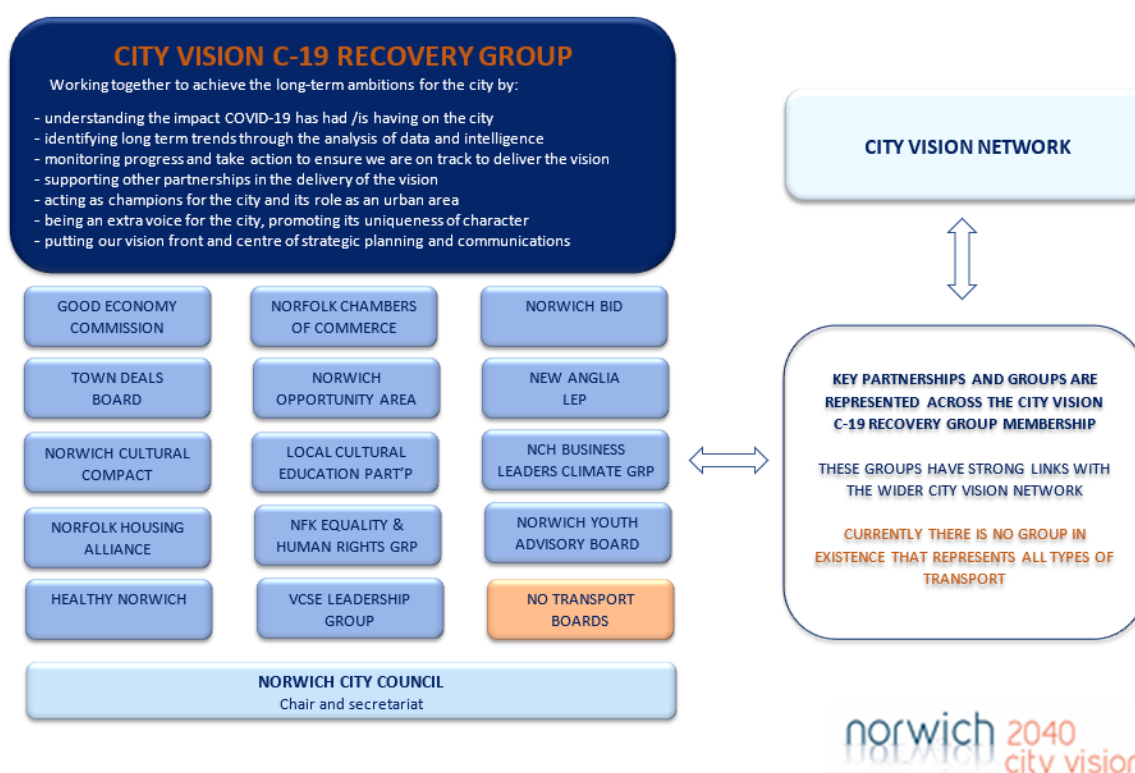
We will use regular monthly Town Deal Board meetings to oversee the delivery of the programme. The representatives on our Town Deal Board bring their extensive networks and partnerships across the city, particularly those that are membership organisations, such as the Norfolk Chamber of Commerce and Norwich BID. This will ensure that in the delivery of Town Deal projects, the voices and views of businesses, organisations and communities across the city will be reflected.

The Board also importantly includes project delivery partners – Norwich City Council and the BID. The Town Deal Board will continue to meet to agree full business cases for the projects and at key delivery points in the programme.

Principles of codesign and consultation

Norwich Vision 2040 Steering Group

The Norwich Vision 2040 Steering Group has reconvened this in May to navigate the COVID-19 pandemic and ensure that Norwich achieves the medium to long-term ambitions for the city. The group will continue to meet throughout 2021, and be in regular contact, via bi-monthly updates, with a wider vision network, comprised of a variety of businesses (international, national, SMEs and local independents), statutory agencies, education facilities, VSCE sector organisations, community groups and communities of interest from across the city.



The membership of this group overlaps with the Town Deal Board, allowing for close collaboration throughout. Each member of the Steering Group holds important interlocking links with key partnerships and organisations across and for the city, and represents a broad section of Norwich society. Over the next year it will engage with the wider vision network, which is comprised of a variety of businesses (international, national, SMEs and local independents), statutory agencies, education facilities, VSCE sector organisations, community groups and communities of interest from across the city, to understand the effect of the pandemic on the Norwich economy and work up strategies to recover.

The Town Investment Plan projects will play an important role as immediate investments which can help galvanise a wider economic recovery. As a result of Covid-19, scheduling of the 2020 vision annual conference has been put on hold and it is proposed that the vision group run several smaller thematic events instead at a

time when it is safe and appropriate to do so. These will be opportunities for the public to shape both the response to the pandemic.

This includes a specific commitment to advance one of the Vision's aims to make Norwich a city 'world-renowned for its creativity – a leader in innovation, culture, education and invention.' The vision group will work with cultural partners on a specific consultation programme to:

- Firstly, organise a response to post-Covid-19 recovery and how the city and its cultural players connect with each other and in wider partnerships to address the challenges arising the pandemic.
- Secondly, a view to how we describe a staging post to achieving the Norwich 2040 Vision at the end of the next five years (2025).

This work will encompass a four-stage consultation strategy including virtual and physical workshops (when possible) to prepare the response of the cultural sector. Norwich's Town Investment Plan Projects, including the Make Space at the Halls, are likely to play a significant role in this, as major investments in Norwich's cultural economy.

Business engagement

We intend to engage with individual companies and sector groups to help strengthen our project proposals during the business case development stage, and to gain the insights and expertise of our strong local networks.

We are keen to ensure private sector involvement and investment to support the aims of the Plan. In particular, we see opportunities in terms of:

Working with developers and landowners as part of the East Norwich Masterplan work to create a new urban quarter for the City that draws in private investment.

Using the Revolving Fund to unlock sites that we anticipate being sold to private sector developers to realise, thus enabling us to recoup investment and continue to bring new sites forward.

Working with businesses in the digital sector to ensure that the Digital Hub initiative is successful, by building on existing networks and strengths.

Working with businesses in the relevant sectors to develop and refine the courses delivered at the Digi-Tech Factory and the Advanced Construction and Engineering Centre, to ensure that these provide maximum value to local firms, and therefore best support learners to gain employment. There is also potential for commercial partnerships with major local firms to support these facilities which we intend to explore more fully over the coming months.

Public codesign and consultation

For the governance of our Revolving Fund, Norwich City Council Cabinet will make decisions on whether to proceed with Compulsory Purchase Order (CPO) and will only go ahead if investments pass our assurance framework. This will ensure that

investment decisions and strategic decisions about which sites to CPO are undertaken in a robust and accountable way.

Engagement with existing local networks

For the East Norwich Masterplan, we will work with the East Norwich Partnership to establish the brief and review the findings. This has been set up to develop a masterplan for the East Norwich area. The Partnership includes Homes England, New Anglia LEP, Norwich City Council, Norfolk County Council, Broads Authority, South Norfolk Council, and the owners of the Utilities site, Deal Ground, and Carrow Works.

We will work with the Greater Norwich Growth Board to develop projects across the programme and ensure these are joined to regional development. This has been established as a partnership between and covering the areas of Norwich City Council, Broadland District Council and South Norfolk District Council to work together with the County Council, Broads Authority and New Anglia LEP to deliver homes, jobs and infrastructure. It provides strategic direction, monitoring and co-ordination of the City Deal and shared growth programme for the Greater Norwich area. This partnership facilitates the production of a shared development plan for Greater Norwich. Uniquely it also maintains a Greater Norwich Infrastructure Plan and pools contributions from the Community Infrastructure Levy to maximise delivery.

Good Economy Commission

We have recently established a Good Economy Commission to encourage good employment in the city. This is a collaboration between Norwich City Council, the University of East Anglia, New Anglia LEP, Norfolk Chamber of Commerce, Norwich BID, NUA, City College, Norwich Opportunity Area, Norfolk Community Foundation, Future Projects and Your Own Place. It is a unique forum for partners to come together to address some of the deep-rooted problems in Norwich's economy, by creating a space for innovative thinking and collaboration, backed up by a rigorous research and evidence led approach. The emerging ideas of the Good Economy Commission have informed our approach to delivery.

Norwich City Council is preparing a holistic approach to consultation going forward, as well as utilising engagement opportunities through existing partnerships, for example through the Good Economy Commission. These are means we will use to connect to the Town Investment Plan propositions and bring in insights from residents.

This will begin with the development of a new citizen participation strategy as part of Covid-19 recovery work. Norwich is starting an engagement process which will invite residents to shape the response to the pandemic and the delivery of services.

The Town Investment Plan projects are key elements in Norwich's recovery over the next few years as major investments in the town. Through ongoing consultation, Norwich will have the opportunity to invite citizens to engage in the form and delivery of these schemes.