

East Norwich Regeneration Delivery Board – Minutes

13th March 2023 - 13.30 – 15.00

Members

Chair: Cllr Mike Stonard (MS) – Norwich City Council
Graham Nelson (GN) – Executive Director, Development & City Services, Norwich City Council
Louise Rawsthorne – Executive Director of Community Services, Norwich City Council
Cllr. Graham Plant (GP) – Deputy Leader, Norfolk County Council
Vince Muspratt (VM) – Director, Growth & Development, Norfolk County Council
Fionnuala Lennon (FL) – Area Manager, Homes England
Cally Smith (CS) – Head of Planning, Broads Authority
Phil Courtier (PC) – Director of Place, Broadland & South Norfolk Council

Officers

Sarah Ashurst (SA) – Head of Planning & Regulatory Services, Norwich City Council
Judith Davison (JD) – Planning Policy Lead, Norwich City Council
Ian Charie (IC) – East Norwich Regeneration, Interim Project Manager, Norwich City Council
Carlton Roberts-James (CR-J) – Senior Manager, Homes England
David Cumming – Strategic Transport Manager, Norfolk County Council

Avison Young

Kim Grieveson, Principle
Ed Goodall, Associate Director
James Lineham, Associate Director

Item	Topic	Actions
1	Welcome / Apologies Apologies: Vince Muspratt, Cally Smith (Rob Rogers, Director of Operations attending), Sarah Ashurst	
2	Minutes of meeting 16 February 2023 and matters arising Minutes accepted as an accurate record of the meeting. No Matters arising	
3	Stage 3 Delivery Study FL advised that the Draft Delivery Report could not be shared at this point – inputs from the Financial Model, amongst other inputs, are still being worked through. As a further update, FL advised that the visit of the Homes England CEO, Peter Denton, to both City Hall, and the EN sites, on 6 March had gone very well. The visit had brought home the significant challenges for the Project, noting that such challenges were not uncommon for initiatives at this scale. There was particular interest in the challenge of providing Affordable Housing, and the relationship with viability, noting that there was the opportunity for, and key	

need in, the proposals for the Carrow Works site coming forward to kickstart the overall initiative.

Stage 3 Delivery Study

FL advised that early reports had been circulated to the City Council (Market Report and Cost Report). Final Drafts are still awaited. Good progress has been made on the Financial Modelling work, and the initial Draft of the Delivery Strategy Report.

The Financial Model will be capable of being adapted to take account of changed scenarios from the original Baseline, and used to inform future decision making, and assist with next steps to be identified.

It was noted that the Financial Modelling was a very complex area of work, and that it would be very valuable to support future assessment related to viability, potential grant needs and associated infrastructure provision as part of overall development. This, and associated complexity of some aspects of the Delivery work had delayed issuing the Delivery Strategy Report

Ed Goodall from AY ran through key aspects of the Model, and raising next steps as:

- initiate a Peer Review
- finalise inputs and assumptions
- provide a handover and User Guide

In discussion that followed, the following points were raised:

- it was important that the Financial Model and Delivery Report were made relevant to the strategic issues of whether landowner/developers could proceed with development; there was a big 'ask' for public funding and it was vital to be clearer on the position, and a key priority was establishing the right form of delivery vehicle
- viability appraisal and work on the Financial Model was continuing, and ensuring that land value inputs were appropriate, taking account of Existing Use Value, and what the Masterplan proposes
- it was acknowledged that further work was to be undertaken on Delivery Mechanisms and Vehicle for delivery; a Draft Delivery Report was due to be issued w/c 20 March
- brief discussion on the Master Developer role, and that for East Norwich, it was likely there would be a minimum of 4 Master Developers (Carrow Works, Carrow House, May Gurney/Deal Ground and Utilities Site)

	<ul style="list-style-type: none"> - a peer review of the Model was raised (this would be post model completion for its following use) - it is particularly important that there is a clearer understanding of the viability gap to know how development could proceed - the Chair responded re Affordable Housing: it is important that the City Council requirement for a high level of Affordable Housing was achieved, recognising there are some viability challenges ; related point that initial delivery (particularly within the Carrow Works site) will help establish the 'Place Premium' that is expected, and this would assist with viability - important that the Stage 3 work assists with timing of, and triggers for, infrastructure provision, and sets out more on the approach to funding and impacts on viability - continuing concern about the level of viability gap, and the need for a high level of grant (and whether there were comparable regeneration projects which would receive this level of grant). There were reasons why a Board could be concerned about future delivery, and it remained important that the assessment was robust to help establish confidence for the Board and external parties, which would also partly come from the Technical work still needed - there was a continuing need for dialogue between Partners, and with the Consultants, to assist in closing down issues satisfactorily <p>In summary:</p> <ul style="list-style-type: none"> - the St3 work was raising many more questions, as well as providing answers, but it was critical that the work produced the level of output needed to advise appropriate recommendations and determine next steps 	
4	<p>Workstreams and Resourcing</p> <p>Continuing technical work was prioritised on the bridges/navigation issue and on taking matters forward with Network Rail for the proposed pedestrian/cycle path through the Trowse bridge underpass.</p> <p>Concern was raised at the potential cost of technical work to overcome the bridge/statutory right of navigation issue, but this remains central to driving the initiative forward.</p> <p>It was becoming increasingly evident that more capacity and more resource was needed to help drive the initiative forward. This needed to entail looking at establishment of a Joint core Team.</p>	

	<p>Budget contributions were still being sought, noting that the city was looking to set aside over £400k for 2023-24 for East Norwich.</p> <p>Matters raised needed to be clear in the Risk Register.</p> <p>Summary:</p> <ul style="list-style-type: none"> - the core team needs to be expanded to address the wide range of complex issues, and is supported by all - technical work should continue in parallel with the priority of addressing viability and an appropriate Delivery Vehicle. 	
5	<p>Project Update, Risk Register and Comms./Engagement</p> <p>Project Update points had been covered during the previous Agenda items.</p> <p>The Risk Register had been circulated with the Meeting Papers. No comments were forthcoming. The Risk Register will be updated in light of comments arising during this meeting.</p> <p>No Communications or Engagement points were raised.</p>	IC
6	<p>AOB</p> <p>None</p>	

Next meeting: Wednesday 26 April 2023, 13.30 – 15.00