



# Norwich Investment Plan

*July 2020*

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# Foreword

The genesis of our Towns Fund Bid is rooted in the ambitions of the Norwich 2040 City Vision. The five themes that underpin it – a creative, liveable, fair, connected and dynamic city – have been shaped through a rolling engagement with an extensive and expanding range of businesses, statutory organisations, charities, community groups and in particular young people. Recently, in the light of COVID-19, partners reaffirmed that the vision and its themes were more relevant than ever.

Looking forward to the autumn, as well as working with key stakeholders, we will be listening to residents, through community conversations about their experience of the pandemic and going forward, their hopes and ambitions.

This will continue to inform our thinking as we plan the long-term future of the city and its place in the UK and global economy through clean growth and by ensuring our residents are equipped with the skills of the future, have access to good jobs with fair pay and progression, and are better connected to our growth sectors.

The projects put forward in our Towns Fund Bid are focused on enhancing the creativity, liveability, connectivity, accessibility and inclusivity of the city centre – a common asset that is shared by both Norwich residents and the wider region.

Above all the Towns Fund Bid is grounded in the framework of the 2040 City Vision which has at its heart the involvement of all its citizens in shaping a positive future for Norwich.



**Councillor Alan Waters, Leader of Norwich City Council and Co-Chair of Norwich 2040 Vision Board**

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Great returns on investment are driven by people that are passionate about their enterprise, have a shared vision of the opportunity and a proven capability to work together to deliver. I am excited because these essential elements for success are how the Norwich community gets things done.

The Towns Fund will ensure that bold, visible outcomes are delivered at pace, and vital steps are taken to turn our vision for Norwich into reality. Investment in developing our digital talent and regenerating latent assets will be a catalyst for incubating new ventures and growing businesses to exploit the opportunities that an online, post-COVID-19, post-EU-Exit world offers. Increasing business vitality and the wealth it creates, will benefit the citizens of Norwich and unleash opportunities as we go forward as an independent nation.

Team Norwich has a record of delivery that makes this proposition compelling. From imagining cutting edge social housing that won the coveted Stirling Prize for Architecture to creating an award-winning Business Improvement District that collaborates with over 700 city centre businesses to bring their ideas to life, this city has proven to itself that working together makes the difference.



Let's get going with this partnership and create new stories for Norwich and the UK that we are all proud to tell.

**Andrew Dernie, Chair of Town Deal Board and Head of IT Finance Operations, Aviva**

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# Executive Summary

Norwich is a successful city, one of six fast growth cities with growth of 17% over five years, and an important member of Key Cities, a group of productive mid-sized cities driving the UK economy. We are an ambitious, 'self-made' place with a strong culture of innovation, creativity, sustainability and radical thinking. Norwich is a dynamic and entrepreneurial economy with a high business birth rate with new businesses making up 19% of active businesses in 2017. Over 500 start-ups have been created over five years from our two globally competitive universities – University of East Anglia (UEA), rated 10<sup>th</sup> for research quality, and Norwich University of Arts (NUA), top ten in the world for gaming design.

Our digital sector has grown three times faster than the national average with well-known businesses, including Aviva, Epos Now and Optimise, based here, and specialisms in gaming design and InsureTech. We have nationally significant strengths in creative and financial services and a growing science cluster at the Norwich Research Park. Norwich has strategic links to the Oxford-Cambridge Arc and is 90 minutes to London. It offers a high quality of life with a wealth of culture and heritage and proximity to natural assets, making this a fantastic place to live, study and work. But many workers in our large and significant foundational economy are on low wages and the city has significant challenges around deprivation, job security, social mobility and inclusivity.

**We will develop our modern, digital, inclusive and sustainable city economy, building on the success of our tech cluster and knowledge-based sectors, creative ecosystem and strong networks, and addressing inequalities to enable more people to contribute to and benefit from these opportunities.**

We need the city to continue to be a place that attracts people to work, study and start a business to sustain and develop the critical urban mass and demographic of the city through sustainable economic regeneration. For the city to make its full economic contribution as an extension of the Oxford-Cambridge Arc, we need this investment. Norwich needs to have a good and green economy, to tackle inequalities, enabling both longstanding residents and newcomers to achieve their potential, and combatting climate change.

In our 2040 Vision, agreed by a broad range of local partners, we set out our ambitions to lead change as an exemplar for medium-sized cities across the world, building on what we are already doing as a city:

- **A Creative City, world renowned for its creativity, leading in innovation, culture, education and invention** – nurturing our thriving cultural scene, particularly in the recovery phase, and further embedding creativity in decision-making to influence change.
- **A Liveable City, shifting to clean energy by 2040 and carbon neutral by 2050, supporting and promoting sustainable living** – encouraging the move to clean growth by building on the success of the UEA School of Environmental Sciences and the UEA

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Tyndall Centre, and tapping into the rich culture of green and community based organisations in the city.

- **A Fair City, improving the health, wellbeing and life chances of all our citizens by removing barriers to achievement and extending a high standard of living to everyone** – delivering on the work of our recently established Good Economy Commission to shape new approaches to support our residents to achieve and maintain long-term, well-paid and secure employment.
- **A Connected City, with a modern transport system, at the forefront of digital connectivity with opportunities for all residents to link with each other** – maximising recent investments in physical and digital infrastructure, including the £1.4bn Greater Anglia rail upgrade, the Transforming Cities Fund and £50m City Fibre, and strengthening our networks, collaborative approaches to cross-agency working, and community-driven initiatives and sharing economy.
- **A Dynamic City, where entrepreneurs, social enterprises, national and global companies choose to provide good jobs, prosperity and success** – continuing to tell our story and promote our distinctive strengths and assets to entice inward investment, firm relocations and new businesses to start. Success stories include visual effects firm Lexhag, digital marketing agency Fountain Partnership and software company Safepoint.

Accordingly, this Norwich Investment Plan sets out the investments, including several shovel ready projects, that we will make to drive sustainable economic regeneration to deliver long-term, clean, economic growth, which is responsive to the climate emergency. We will use delivery to build a good economy, creating opportunities for local residents. This will ensure that Norwich continues to grow and develop as a progressive, liveable, dynamic and connected city. It is an ambitious plan for an ambitious city.

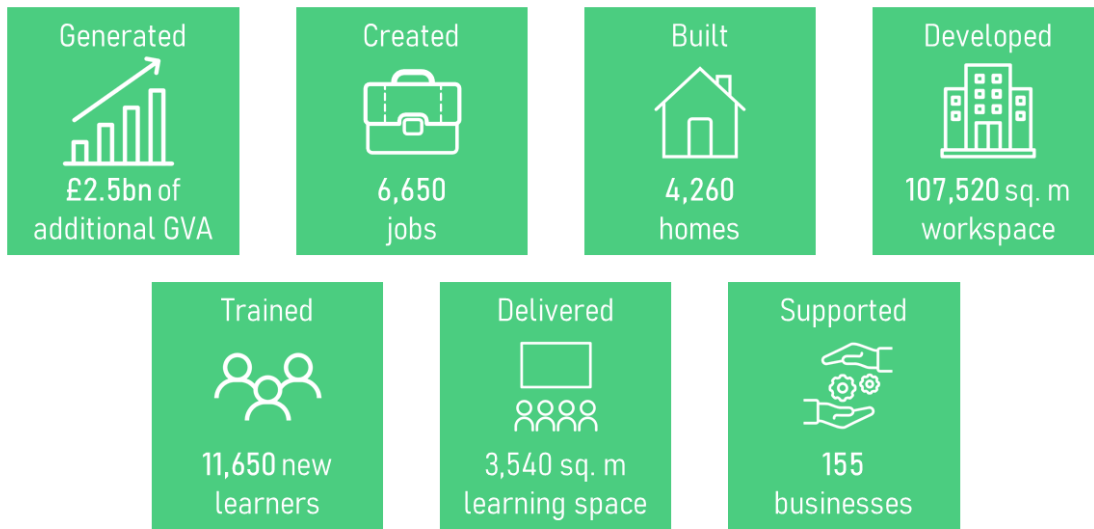
The rationale for this Plan recognises our strengths, in terms of our fast-growing economy, digital and knowledge-based sectors, strong universities and high quality of life, but acknowledges the disconnect between our residents and the opportunities in the city. Our Plan will ensure that Norwich, like other medium-sized cities, is a growth engine for the modern economy, providing an environment that allows knowledge economy firms to flourish. It will also build the foundations for inclusive recovery and good economic growth that we will need in the wake of the significant impact of COVID-19 on our residents and businesses.

We will do this by focussing on:

- **Skills and Enterprise Infrastructure** – Growing the digital and creative economy and ensuring our residents and businesses have the advanced skills in digital, construction and engineering they need to prosper.
- **Urban Regeneration** – Creating a new urban quarter by opening up East Norwich, investing in places and spaces, and communicating what we have to offer to revitalise Norwich and provide the housing and employment space the city needs.



## By 2040, the investments in this plan will have...



This Plan sits alongside and complements other funding bids, investments and strategies. This builds on the strong track record of the Council to negotiate with Government, form partnerships and deliver, for instance on the City Deal and Transforming Cities Fund, showing that the Council can be trusted to deliver for both the city and Government.

In 2013, the Greater Norwich City Deal was signed with Government, supporting new businesses, investment, 19,000 new jobs and 3,000 new homes. It complements our Transforming Cities Fund bid and CityFibre investments which will see tens of millions of pounds invested in vital new transport and broadband infrastructure. These investments in physical infrastructure, along with the Towns Fund projects, complement our investment in social infrastructure, which is key to developing an inclusive and good economy that works for everyone. There is strategic alignment between our Plan and the Norfolk and Suffolk Economic Strategy and Local Industrial Strategy, 'Together, for Norfolk' business plan, as well as the Norfolk and Suffolk and Norwich COVID-19 recovery plans.

To develop this Plan, we have collaborated with a wide range of organisations. This builds on a long history of partnership working across the city, including with our two universities, our colleges, the business community, and resident and community groups. We also work with Norfolk County Council and the New Anglia Local Enterprise Partnership (LEP). The Greater Norwich Growth Board has been established as partnership between Norwich City Council, Broadland District Council and South Norfolk Council to deliver homes, jobs and infrastructure, working with the County Council, Broads Authority and New Anglia LEP.

The Plan is grounded in extensive community and engagement carried out for the Norwich 2040 Vision, which we published in 2018. We have recently established a Good Economy Commission to help rethink the way the city works. Demonstrating our strong partnerships, collaborative approach to preparing our Investment Plan and high levels of support from the private sector, we have gathered letters of support from Aviva, Building Growth Group, Cambridge Norwich Tech Corridor, Chloe Smith MP, City College Norwich, Clive Lewis MP, Jarrold, Jobcentre Plus, NAAME Group, New Anglia Cultural Board, New Anglia LEP, Norfolk




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Chamber of Commerce, Norfolk County Council, Norwich Business Improvement District (BID), NUA, Tech East and UEA (see Appendix 7).

This is a pivotal moment to develop this Plan. COVID-19 creates enormous challenges for our businesses and residents, and our Plan supports inclusive recovery through shovel ready projects which can be easily accelerated and delivered effectively and successfully. It is essential that our Plan both retains existing and creates new jobs. This is an opportunity to rethink our approach to achieving our ambitions and to look at the long-term future of the city and its place in the UK and global economy through clean growth and by ensuring that our residents are equipped with the skills of the future, have access to good jobs with fair pay and progression, and are better connected to our growth sectors.

Therefore, this Plan is mindful of the needs of the city right now, but most importantly it aims to build a future for the city and its businesses and residents based on the principles of clean and inclusive growth. This is exactly the kind of growth that the UK needs to flourish.



	Project 	Summary 	Funding 	Timeline 	Norwich 2040 Vision 
Skills and Enterprise Infrastructure	 <b>Digital Hub</b>	A new city centre workspace with <b>start-up &amp; grow on space for digital businesses</b>	<b>£2.5m</b>	Refurbishment from <b>late 2020 to summer 2022</b> with firms moving in by <b>end of 2022</b>	A Creative City A Fair City A Dynamic City
	 <b>Norwich Make Space at the Halls</b>	A <b>state-of-the-art digital making space</b> for collaborative creative thinking and high value, cross-sector partnerships between culture, digital & tech	<b>£3.65m</b>	Procurement of new equipment during <b>2021</b> and final fit-out by <b>July 2022</b>	A Creative City A Dynamic City
	 <b>Digi-Tech Factory</b>	A <b>new skills facility</b> providing digital tech, engineering and design courses	<b>£1.5m</b>	Construction from <b>August 2020 to autumn 2021</b> with training commencing in <b>autumn term of 2021</b>	A Creative City A Fair City A Dynamic City
	 <b>Advanced Construction &amp; Engineering Centre</b>	A <b>new technological advanced training facility</b> supporting construction & engineering	<b>£3.1m</b>	Planning to begin in <b>summer 2020</b> and construction from <b>May to December 2021</b> to open in <b>January 2022</b>	A Liveable City A Fair City A Dynamic City
Urban Regeneration	 <b>East Norwich Masterplan &amp; Carrow House</b>	A masterplan for a new <b>high-quality urban quarter</b> in East Norwich and repurposing <b>Carrow House</b> for professional services & knowledge industry office space	<b>£5.1m</b>	Completion of masterplan between <b>autumn 2020 &amp; late 2021</b> and acquisition of site in <b>autumn 2020</b> and delivery by <b>summer 2021</b>	A Creative City A Fair City A Connected City A Dynamic City
	 <b>Revolving Fund</b>	<b>Unlocked brownfield sites</b> to deliver modern homes and workspaces for the growing economy	<b>£6.1m</b>	Acquisition & development of sites on an ongoing basis. First three revolutions of the fund anticipated <b>within 7 years.</b>	A Connected City A Fair City A Dynamic City
	 <b>Public Realm</b>	Enhanced <b>city centre public &amp; urban spaces</b> and improved <b>connectivity &amp; navigation</b>	<b>£4m</b>	Improvements made between <b>2021 &amp; 2023</b>	A Liveable City A Fair City A Connected City A Dynamic City
	 <b>Branding</b>	A commercial proposition for Norwich as <b>'the place'</b> for business and a city to live, learn and invest in	<b>£180k</b>	Project complete by end of <b>2021</b>	A Dynamic City

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# 1 Context Analysis

This section includes a map of the agreed town boundary and related context. The 'Why Norwich?' sub-section presents the strengths, opportunities, assets, challenges and evidence of need.

Norwich has many overlapping and extending geographies:

- **Macro level** – it is an important centre within Norfolk and Suffolk, a member of Key Cities and the Fast Growth Cities Group and an extension of the Oxford-Cambridge Arc with a strategic role in the Cambridge Norwich Tech Corridor.
- **Functional economic area** – extending beyond the local authority boundary. Norwich City Council has a long-term partnership with Broadland District Council and South Norfolk Council, for instance through the Greater Norwich City Deal and Greater Norwich Growth Board, which has produced a shared development plan for Greater Norwich.
- **Towns Fund boundary** – as shown in Figure 1, this is a predominantly urban area, but it is important to recognise that as above, the functional economic area of Norwich extends beyond this. The Towns Fund boundary overlaps with the neighbouring districts of Broadland and South Norfolk (see Figure 2). Some of the opportunities linked to skills projects in this Plan sit within these neighbouring districts, whilst the education and training facilities sit within it.

Figure 1. Map of Towns Fund boundary

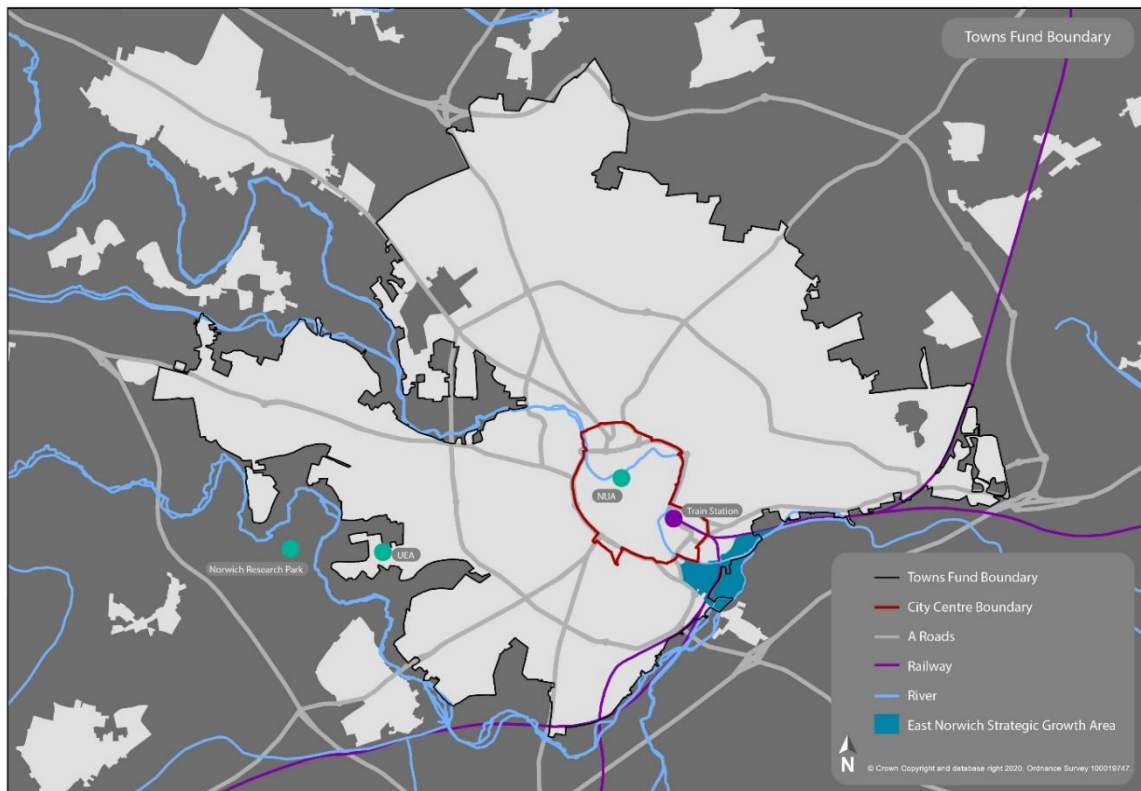
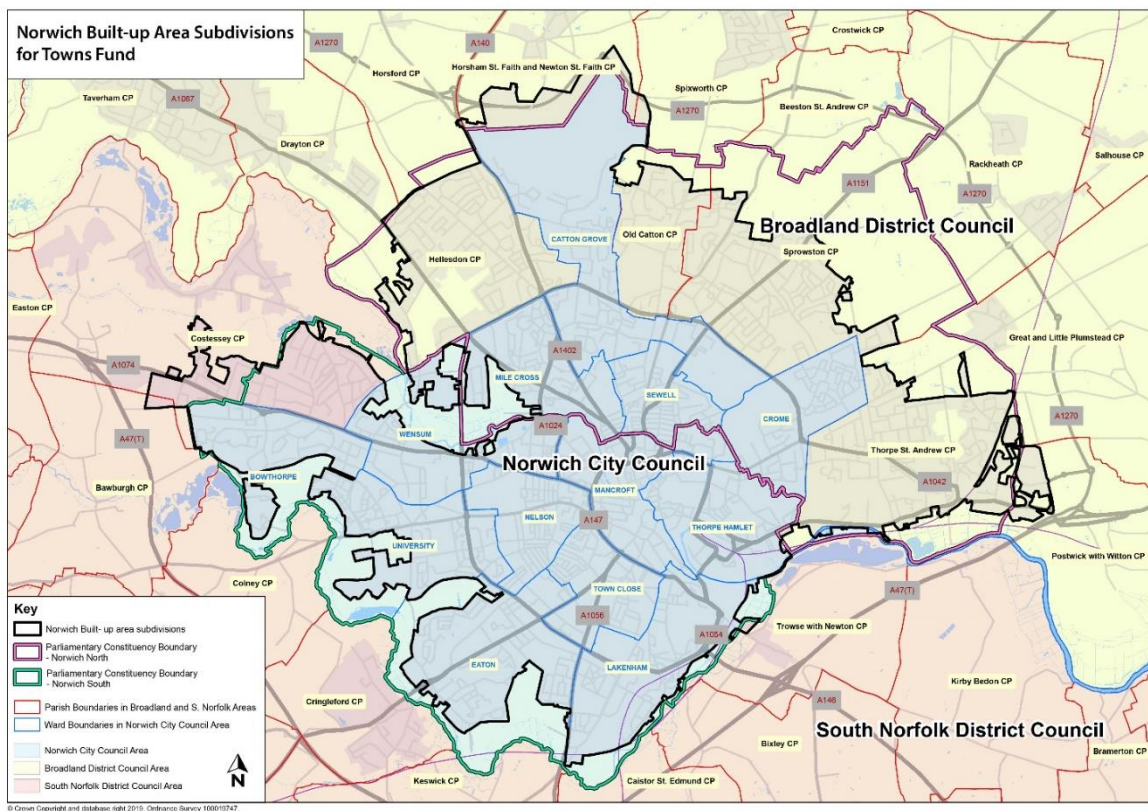


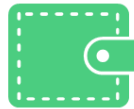
Figure 2. Map of Towns Fund boundary overlapping Broadland and South Norfolk





### A tech cluster

Job growth 3x higher than national average over 5 years with active networks



### A financial centre

Over 10,000 financial and insurance jobs



### Well connected

90 minutes to London and strategic transport links to the Oxford-Cambridge Arc



### Quality of life

Strong sense of culture & place and close to natural assets



### Strong retail centre

Top 20 UK retail centre, serving a wide catchment



### Fast growing

17% growth over 5 years, compared to 11% in UK



### Entrepreneurial

A self-made city, with a high business birth rate (19%)



### Strong universities & research institutions

University of East Anglia, Norwich University of Arts & Norwich Research Park

## Challenges



COVID-19 threatens retail, culture, leisure & tourism in particular

Insufficient supply of quality office space – 29% lost since 2008



A housing shortage, with 30,560 dwellings needed over 20 years

Pressures on the environment & climate change



Inadequate digital skills to meet the needs of business

Bottom 10% of the UK for social mobility & 8<sup>th</sup> worst affected by COVID-19



Underinvestment given knowledge assets due to insufficient recognition



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## Why Norwich?

Norwich is a successful and growing city with a £3.7bn economy<sup>1</sup>, with above average output per person of £26,500<sup>2</sup>, and fast growth of 17% over the period 2011 to 2016, compared to 11% in the UK<sup>2</sup>. We are one of six fast growth cities in England with high growth of knowledge intensive businesses – alongside cities such as Oxford and Cambridge<sup>3</sup>. Norwich has a dynamic business environment with a high business birth rate of 19%<sup>4</sup>, higher than average job growth<sup>3</sup>, and a strong culture of entrepreneurship with over 500 start-ups from our two universities over a five-year period<sup>5</sup>. Our population is growing above the national average at 10% between 2008 and 2018, compared to 7% nationally<sup>3</sup>.

This is an ambitious, ‘self-made’ place of regional significance with a radical past and significant potential. In the past and now, we have generated our own opportunities, growth and success through innovation, creativity, and radical thinking, and serve a wide rural hinterland of nearly one million people<sup>6</sup>. We continue to lead change through inclusive, fair and clean growth to ensure all citizens have access to good jobs and opportunities and recognising increasing pressures on the environment and infrastructure.

We are:

- **A diversified economy**
- **Innovative with strong universities and research assets**
- **A vibrant and attractive city with a rich history and culture and a high quality of life**
- **Well connected with improving transport links**
- **Committed to addressing challenges around deprivation and access to opportunities**

### **A diversified economy**

Norwich has a diversified economy with a fast-growing tech cluster and knowledge-based sectors, underpinned by a strong foundation.

#### ***A fast-growing tech cluster***

Our tech sector in Norwich makes a significant contribution to the city economy, generating £395m with 13,400 jobs, over 560 businesses and £70,000 turnover by employee<sup>7</sup>. This is a growing sector with over 70 new digital businesses started in 2016 and growth of 30%

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<sup>1</sup> Norwich Economic Analysis – A dynamic, resilient, growth-oriented economy (2017)

<sup>2</sup> Norwich Economic Assessment (2019)

<sup>3</sup> Centre for Cities Fast Growth Cities (2016)

<sup>4</sup> ONS Business Demography (2017)

<sup>5</sup> HESA Intellectual Property Spin off activities (2014-2019)

<sup>6</sup> ONS Population Estimates (2018); based on the population of Norfolk

<sup>7</sup> Tech Nation Report (2018)

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between 2010 and 2015, three times higher than the national average<sup>8</sup>. The city is home to well-known businesses, such as Aviva and Optimise, as well as innovative tech firms. This includes digital marketing agency Fountain Partnership, Ubisend, who pioneer groundbreaking AI bots, and Pikle Insurance, who work in specialist insurance. The Click are an award-winning design company and Immersive Studio create state of the art commercial VR applications.

Specialisms include InsureTech, spinning out of the established insurance sector, and gaming design with the Norwich University of Arts (NUA) ranked in the world's top ten for its gaming design course. The city hosts the Norwich Gaming Festival, bringing together local independent game developers to showcase their games and skills to the public. Our digital strengths also underpin other sectors, including life sciences, creative and manufacturing.

We have a strong tech community with well-established and active networks, which have played an important role in developing the cluster. Synchron Norwich, founded in 2011, has over 1,500 business members, and supports existing companies to grow and new companies to start up, for instance through its Sync the City events, a collaboration with the University of East Anglia (UEA). Other networks include HotSource, Norwich Indie Game Developers and Norfolk Developers Group.

But the cluster faces barriers to further growth. Many start-ups and growing firms struggle to find adequate space in Norwich with a 29% loss in office space since 2008<sup>9</sup>. Around 65% of firms have challenges around skills shortages<sup>10</sup>. Specifically, there are skill shortages in higher technical and management skills, requiring new pipelines of experienced graduate-level talent, for instance through Higher and Degree Level Apprenticeships<sup>11</sup>. Digital skills are in increasing demand, due to businesses rapidly digitising in light of COVID-19. Between the end of June and beginning of July 2020, there has been a 15.5% increase in demand for web designers and developers<sup>12</sup>. Poor digital connectivity is a major challenge for over 40% of start-ups<sup>13</sup>.

### ***Thriving knowledge-based sectors and a strong foundation***

We have strengths in a range of knowledge-based sectors:

- **Expertise in advanced manufacturing and engineering** – around 6,600 jobs and concentrations of activity in electronics, auto and marine<sup>14</sup>. There are a number of aerospace businesses around Norwich Airport, including Air Livery and KLM UK Engineering. Hethel Engineering Centre, which is located in South Norfolk, is a regional hub for innovation and technology. NAAME Group support the manufacturing sector and build networks through Greater Norwich Manufacturing Group, which brings Norwich

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<sup>8</sup> Norwich Economic Analysis – Future Growth Sectors (2017)

<sup>9</sup> Norwich City Council (2020)

<sup>10</sup> Tech Nation (2017) Survey of Norwich Digital Businesses

<sup>11</sup> New Anglia LEP (2017) Digital Tech: A Skills Plan for New Anglia

<sup>12</sup> Recruitment and Employment Confederation (2020) <https://www.rec.uk.com/our-view/news/press-releases/jobs-recovery-tracker-weekly-job-adverts-top-one-million-lockdown-eases>

<sup>13</sup> Tech Nation (2017) Survey of Norwich Digital Businesses

<sup>14</sup> GVA Hatch Norwich Economic Analysis (2017)

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businesses together to share best practice, develop the supply chain and collaborate. There are strong links between digital and engineering in Norwich, for instance through Productivity East at UEA. Ehab, a spinout from UEA have developed a digital tool to support communities to design eco homes of the future.

- **A thriving creative scene** – Norwich is a ‘creative challenger’, experiencing recent creative specialisation with diverse ecosystems and high-growth firms<sup>15</sup>. We have strengths in publishing, motion picture, video and production, and a cluster of digital arts companies, with over 5,300 jobs<sup>7</sup>. Major assets include the East of England Production Innovation Centre studios, Sainsbury Centre for Visual Arts at UEA, the Writer Centre, the Theatre Royal and NUA, one of a few universities offering games art and design degree courses.
- **Internationally renowned at life sciences** – with expertise in food, health, microbiome and pharmaceuticals. Norwich Research Park (NRP) in South Norfolk<sup>16</sup> is ‘one of the largest single-site concentrations of research in food, health and life sciences in Europe’<sup>17</sup>. Tropic Biosciences, a biotechnology company based at the NRP, has recently raised over £28m.
- **Leading centre in the UK financial and insurance services market** – the largest general insurance centre in the UK with supply chain companies located throughout the Greater Norwich area and 10,000 jobs<sup>7</sup>. Major companies based in the city include Aviva, Marsh, Royal Bank of Scotland, Central Trust Capital and Swiss Re.

One in four jobs in Norwich are in the **foundational economy** (22,500 jobs)<sup>18</sup>. These jobs are essential to the quality of life in the City and the provision of amenities. There is a large retail sector of 11,000 jobs (12% of total jobs) and a further 7,000 jobs are in hospitality (7% of total jobs)<sup>11</sup>. Social care has 4,500 jobs<sup>11</sup>.

### **Innovative with strong universities and research assets**

We have two strong universities with distinctive strengths, an internationally renowned science park and a regionally significant hub for engineering.

- **University of East Anglia (UEA)** – ranked in the UK Top 25 universities<sup>19</sup> and 10<sup>th</sup> for quality of research outputs<sup>20</sup> with specialisms in computer science and systems engineering, business information engineering and environmental science, attracting 17,000 students from across the world and contributing over £1bn to the city economy with over 5,000 jobs<sup>21</sup>.

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<sup>15</sup> NESTA Creative Nation (2018)

<sup>16</sup> Please note, NRP East (the UEA campus) lies within the City Council area.

<sup>17</sup> Professor David Richardson, Vice Chancellor, UEA.

<sup>18</sup> BRES (2018)

<sup>19</sup> Complete University Guide (2020)

<sup>20</sup> REF (2014)

<sup>21</sup> UEA UEA contributes £1 billion to the economy (2019)



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- **Norwich University of the Arts (NUA)** – providing vocational education in the creative industries, with specialisms in gaming design, graphic design, digital content creation, user experience design, and supporting digital businesses to grow through its Ideas Factory Incubation Centre.
  - **Norwich Research Park (NRP)** – home to 3,000 scientists, 12,000 support staff and over 75 science and technology businesses, the park is a partnership between UEA, the Norfolk and Norwich University Hospital and four independent research institutions, the John Innes Centre, the Quadram Institute, the Earlham Institute and The Sainsbury Laboratory<sup>22</sup>.
  - **Hethel Engineering Centre** – an award-winning innovation hub serving the high-performance engineering and manufacturing sector through provision of space and supply chain support, with 5,700 businesses supported over 11 years and £3.5m delivered in added value<sup>23</sup>.

### **A vibrant and attractive city with rich history and culture and a high quality of life**

Norwich has a strong sense of culture, identity and place. We are an outward looking, progressive and inclusive city with a culture of kindness and sharing. Norwich is the first UK city to join the Sharing Cities Alliance, focusing on using digital technologies to improve efficiency, sustainability and community<sup>24</sup>. Over 40% of visitors consider the city to be welcoming<sup>25</sup> and businesses, such as Fountain Partnership, Safepoint, R Thirteen Recruitment and Indigo Swan reference the collaborative, supportive and engaged business community as key to what is special about doing business in Norwich.

Our distinctive cultural, historical, heritage, retail and natural assets attract both residents and visitors alike with Norwich ranked the 17<sup>th</sup> most visited day visitor area in the UK with 11.6 million visitors<sup>26</sup>. As the UK's most complete medieval city, Norwich has an attractive city centre, rich in history, with cobbled streets, over 1,500 historic buildings, including the Cathedral and the Guildhall<sup>27</sup>. The Wensum meanders through the city and there are green spaces, including Castle Chapelfield and Plantation Gardens. Modern day Norwich is made up of eight distinctive districts: Creative Quarter, Cathedral Quarter, Norwich Lanes, Castle & Marketplace, Chapelfield, Riverside, Kings Street Quarter, and the Business District.

The city has a diverse high street, increasing its resilience and putting it in good stead to recover from the significant impact of COVID-19. Norwich is a Top 20 UK retail centre<sup>28</sup>. The city centre has two indoor shopping centres, major high street retailers, regional flagship

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<sup>22</sup> <https://www.norwichresearchpark.com/>

<sup>23</sup> Hethel Engineering Centre Economic Statement Report

<sup>24</sup> <https://norwichsharingcity.co.uk/>

<sup>25</sup> VisitNorwich Brand tracker (2018)

<sup>26</sup> Visit Britain Annual Report (2017)

<sup>27</sup> Norwich City Council Heritage and Conservation (2020)

<sup>28</sup> Knight Frank Retail News (2017); ranked 16<sup>th</sup>

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stores & chain restaurants and cafes, alongside smaller independent shops and eateries, a large 6-day open air market and an independent department store, Jarrold.

Norwich is well known for its strong cultural and arts offer. It is home to Norwich Cathedral, hosting events, orchestral concerts and lectures, the Museum of Norwich, revealing the story of Norwich from medieval times to now, and the Sainsbury Centre of Visual Arts, presenting indoor and outdoor exhibitions. The Norwich Theatre has three venues and attracts 450,000 visitors each year. We host festivals throughout the year, including the Norfolk and Norwich festival, the fourth largest city festival in the UK, 'Sundown', attracting over 40,000 people each year, and Norwich City of Ale, UEA Literary Festivals and Norwich Shakespeare Festival. In 2012, Norwich became England's first UNESCO City of Literature, joining a prestigious network of cities worldwide, pioneering the first MA Creative Writing course and home to the National Centre for Writing.

Residents enjoy a high quality of life, benefitting from living in close proximity to beautiful countryside, including the Norfolk Broads National Park and the Norfolk Coast Area of Outstanding Natural Beauty. Norwich is unique in that it is the only city with a national park running into its centre. It is one of the most-walked cities in the UK and there is clean air and low levels of pollution with carbon emissions at 3.8 tonnes per person, compared to the national average of 5.1 tonnes per person<sup>29</sup>.

However, there are challenges around the availability and affordability of housing. There is a housing shortage across all tenures with 30,560 homes needed in the Greater Norwich area between 2018 and 2038<sup>30</sup>. Housing delivery from 2008-14 was at approximately 70% of the target<sup>31</sup>, due to a range of factors, including delays in building out approved planning permissions. Median house prices are slightly lower in Norwich than in Norfolk and Suffolk at £187,000, compared to £225,000<sup>32</sup>, but this is relatively unaffordable given local wages. Median house prices are 7.6 times higher than median earnings, where a ratio of 4 is considered to be affordable. Affordability is identified as a major barrier to home ownership in the Greater Norwich Local Plan.

### **Well connected with improving transport links**

Norwich is well connected locally, to other cities and internationally, with significant investment in recent years to improve transport links through the new £1.4bn Greater Anglia train fleet, running from Norwich to Great Yarmouth and Cambridge. Reflecting its role as a major economic centre in a wide rural hinterland, Norwich is connected by the A47 to Great Yarmouth in the east and Kings Lynn to the west, with £300m committed by Highways England to improve this strategic route.

We have good connections to London and across the Oxford-Cambridge Arc, situating us in proximity to the UK's main centres of knowledge-driven economic growth. There is a direct train to London, with a fast train taking 90 minutes to reach London Liverpool Street, offering

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<sup>29</sup> Norwich City Council The State of Norwich; People, Place, Economy, Wellbeing (2020)

<sup>30</sup> Greater Norwich Local Plan (2018)

<sup>31</sup> Greater Norwich Local Plan (2018)

<sup>32</sup> ONS (2017)

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tech and financial and insurance service businesses good access to hubs of financial and business activity. Cambridge is easily accessible via the A11 corridor and a direct rail service, taking 80 minutes. The Cambridge Norwich Tech Corridor links two key knowledge hubs with complementary strengths in scientific research, manufacturing, technology and knowledge services. This gives the city strategic links to the Oxford-Cambridge Arc, a highly productive, innovative and globally significant corridor.

Norwich is accessible to two international airports. Norwich International Airport is a 15-minute drive from the city centre and provides fast connections to and outside Europe, as well as other UK cities. London Stansted, London's third airport with 27m passengers and flights to 200 destinations, is a 90-minute drive away.

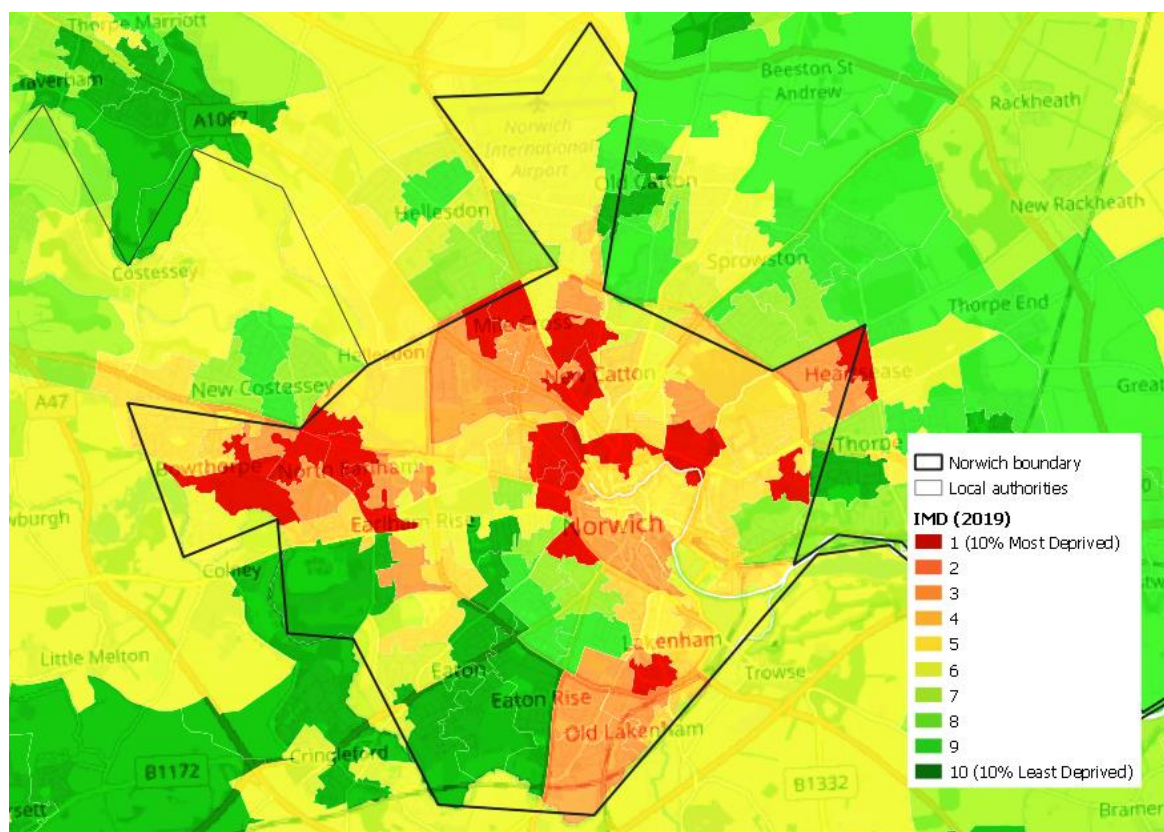
### **Committed to addressing challenges around deprivation and access to opportunities**

Some parts of Norwich have not benefited from recent success. There is a disconnect between residents and the opportunities in the city with some communities facing barriers to contributing to and benefiting from economic growth in the city. Norwich is ranked as the third most deprived local authority area in the East of England with over 20% of the city in the most deprived 10% of neighbourhoods in the country<sup>33</sup>. Deprivation is intergenerational and deeply entrenched in certain parts of the city (see Figure 3). There are particular challenges around health outcomes and deprivation amongst children.

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<sup>33</sup> MHCLG Index of Multiple Deprivation (2019)

Figure 3. Map of deprivation in Norwich



Source: MHCLG Index of Multiple Deprivation (2019)

Many residents are on low wages. Norwich has the lowest weekly pay in East Anglia for people who live in the area and is ranked by Centre for Cities as one of the ten UK cities with lowest average pay. We need to avoid increasing the differential between resident and workplace earnings, by ensuring that those that live in the city have the skills to access decent jobs and that the city itself continues to be an attractive place to live. Around 27% of employee jobs earn less than the Real Living Wage, compared to around 23% in the UK<sup>34</sup>.

Norwich has a large foundational economy, including retail, hospitality and care, which often have low wages and low job security. Low paid workers have been disproportionately impacted by the COVID-19 crisis, with two in five of the lowest paid fifth being furloughed or losing either their jobs or hours, compared to 15% of the highest paid fifth<sup>35</sup>. Rising levels of unemployment will create a pool of displaced workers, requiring re/upskilling and support back into the workplace in order to benefit from the opportunities Norwich has to offer.

Norwich is in the bottom 10% of areas in the country for social mobility, which measures the chances that a child eligible for free school meals will do well at school and get a good job<sup>36</sup>. This is primarily related to poor educational performance within the city. In recognition of

<sup>34</sup> ONS Annual Survey of Hours and Earnings (2018)

<sup>35</sup> Cominetti, N., Gardiner, L. and Slaughter, H. (2020) The Full Monty: Facing up to the challenge of the coronavirus labour market crisis. London: Resolution Foundation.

<sup>36</sup> Social Mobility and Child Poverty Commission (2016) The Social Mobility Index.

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these challenges, the Norwich Opportunity Area was launched by Government, to raise education standards and ensure every child and young person reaches their full potential. In the context of COVID-19, it is even more pertinent to address the existing gulf between residents and local opportunities, as a recent study has shown that Norwich will be the 8<sup>th</sup> most impacted local authority in England by job losses and decline following COVID-19<sup>37</sup>.

## Evidence of need

Our Norwich Investment Plan sets out how the Towns Fund investment will fund eight distinct projects which will deliver on the priorities set out in the Norwich Vision 2040, address challenges in the economy and maximise on our potential and opportunity. Through these projects, we will develop our modern, digital, inclusive and sustainable city economy, building on the success of our tech cluster and knowledge-based sectors, creative ecosystem and strong networks, and addressing inequalities to enable more people to contribute to and benefit from these opportunities.

### Skills and Enterprise Infrastructure

Norwich has a diversified economy with a fast-growing tech cluster and knowledge-based sectors, including creative, life sciences, and advanced manufacturing and engineering. Challenges to the future success and growth in these sectors include a lack of space and skills shortages. The creation and growth of digital firms in Norwich is limited by the availability of incubation, grow on and larger space, with a 29% decline in city centre office space over a decade. This highlights the need for employment and collaboration space, as well as state-of-the-art equipment, for digital and creative firms in the city. Skills shortages are a challenge for 65% of digital firms, and digital skills increasingly underpin many other sectors. There are low levels of social mobility, with the potential for inequality to deepen, making it essential that disadvantaged communities in Norwich are empowered to take advantage of higher wage jobs based on access to skills. Investments in advanced skills facilities in future industries are key to supporting both residents and businesses to prosper.

### Urban Regeneration

Norwich has a vibrant, attractive and historical city centre, enjoyed by residents, workers and visitors. The city has a range of cultural and heritage assets, and a diverse high street. But the decline in city centre office space, which constrains the ability of the economy to grow, and the challenges facing retail and city centre footfall in light of COVID-19 threaten the vibrancy of the city centre. There are a number of brownfield sites, in and around the city centre, which are currently derelict and unused. East Norwich, a large land area of several contiguous sites in both the Norwich City Council and South Norfolk authority areas, is a significant opportunity to reposition the train station in the centre of the city and expand the city centre footprint. To ensure that businesses and people are brought back into the city centre, it is

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<sup>37</sup><https://www.socialmobilitypledge.org/news-and-blog/study-reveals-areas-facing-double-hit-in-opportunities-after-covid-19?rq=Corby>



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crucial to improve the aesthetics and functioning of key areas of the city centre, as well as regenerate brownfield land to create new homes and employment space.

Despite being a successful and attractive city to live, work and visit, with 97% of digital businesses rating the quality of life in the city as ‘good’ or ‘very good’, this success is poorly understood by those outside of the city<sup>38</sup>. In a recent survey, 32% of the UK population struggled to place Norwich on the map and 42% have no perception of Norwich<sup>39</sup>. Almost three in four companies have problems recruiting staff to come to work and live in Norwich<sup>40</sup>. For the city to continue to attract people to work, study and start a business, it is essential that we better communicate what it has to offer.

## Why now?

### Medium-sized cities are driving the UK’s knowledge sectors

Norwich is a member of Key Cities, a group of mid-sized cities in the UK, and the Fast Growth Cities Group, along with Cambridge, Milton Keynes, Oxford, Peterborough and Swindon. The Centre for Cities notes that these cities are “more successful than the UK average and are growing quickly”, performing well for productivity<sup>41</sup>. Many of the UK’s knowledge intensive jobs are concentrated in medium-sized urban centres, putting them in good stead to continue to grow in the future.

Medium-sized cities offer strong networks, where entrepreneurs, investors, and academics can connect easily, with very few degrees of separation. “Everyone knows everyone”, fostering the collaboration which is needed to unlock innovation. For newcomers to Norwich, the strength of networks, cross-agency working and knowing the key people to ‘get things done’ is noticeable. High quality universities underpin more of the city’s employment base in small cities, and where these are research intensive will lead to local spinouts. Medium-sized cities can often hone in on specific “niches” and build a reputation in that area – as Norwich has done, for example, with food science. This makes the city attractive for highly skilled professionals within those fields who want to work alongside those in the same sector.

Medium-sized also tend to offer higher quality of life. PwC’s Good Growth index, which looks at factors such as work-life balance, transport systems, good health, and adequate income levels, puts Oxford first in the country, with the other fast growth cities close behind<sup>42</sup>. In medium-sized cities communities tend to be closer, access to the countryside is easier, and in many cases there is an entrepreneurial culture. These factors make medium-sized cities attractive to a new generation of young professionals who place a high premium on quality of life. A recent Tech Nation survey showed that quality of life trumps cost of living for tech

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<sup>38</sup> Tech Nation (2017) Survey of Norwich Digital Businesses

<sup>39</sup> Visit Norwich Consumer Research, Ipsos Mori (2018)

<sup>40</sup> Visit Norwich Consumer Research, Ipsos Mori (2018)

<sup>41</sup> <https://www.centreforcities.org/blog/fast-growth-cities-why-one-size-rarely-fits-all-in-urban-policy-making/>

<sup>42</sup> PwC Good Growth for Cities 2019

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communities with Norwich given a score of 8.3 out of 10 for quality of life<sup>43</sup>, whilst in another survey Norwich tops levels of job satisfaction<sup>44</sup>.

### **A focus on clean growth brings new opportunities for shifting how we live and work in urban areas**

The world is undergoing transformational environmental change with challenges around accelerating levels of climate change, poor air quality and pollution, and declining biodiversity. As issues of growing global importance, climate change and the environment are significant national priorities with a clear commitment from Government to clean growth and the transition to net zero carbon by 2050<sup>45</sup>. These are also major local priorities with the Norwich 2040 Vision committing to a shift to clean energy by 2040 and carbon neutrality by 2050.

Norwich is a green city with a culture of sustainability and focus on buying local and organic food and drink, with many green and community-based organisations in the city, such as Norwich Food Cycle, Norwich Environmental Action Team, Bicycle Links and Active Norfolk. The city also has strong clean growth assets, such as the award-winning UEA School of Environmental Sciences, influencing policy on climate change, atmospheric and ocean science, natural resource management and biodiversity conservation, and the UEA Tyndall Centre on Climate Change Research.

It is imperative that businesses, organisations and residents in urban areas adapt their existing practices and embed principles of sustainability and clean growth into future development of the city. Goldsmith Street is a transformative high-quality, sustainable social housing scheme, winning the 2019 Royal Institute of British Architects Stirling Prize. The development comprised of 100 ultra low-energy homes built with Passivhaus principles, saving residents 70% on fuel bills and addressing fuel poverty.

New developments and refurbishments in the Norwich Investment Plan will incorporate sustainability principles into their design and construction, and improvements to the city centre will encourage active travel. The Advanced Construction and Engineering Centre will develop skills in clean and modern methods in construction and engineering.

### **The economy is digitalising – spurred on by COVID-19**

Norwich has digital specialisms and is looking to develop them further through the Norwich Investment Plan. In the UK, the tech sector grew nearly six times as fast as the economy as a whole between 2010 and 2018<sup>46</sup>. There are clear trends affecting multiple sectors, with opportunities for digital innovation, as we move towards a world of “digital by default”. The Made Smarter Review highlighted how this will impact manufacturing sectors as we begin

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<sup>43</sup> Tech Nation Report (2018)

<sup>44</sup> <https://smallbusiness.co.uk/employees-satisfied-in-roles-with-norwich-and-liverpool-workers-the-happiest-2501166/>

<sup>45</sup> In June 2019, the UK became the first major economy to pass net zero emissions law, requiring all greenhouse gas emissions to be net zero by 2050. This means any emissions would be balanced by schemes to offset an equivalent amount of greenhouse gases from the atmosphere.

<sup>46</sup> Tech Nation Report (2020)



the fourth industrial revolution. With the arrival of COVID-19, many activities have been pushed online, forcing businesses across various sectors and of all shapes and sizes to develop a digital presence.

With the significant move to work remotely and many people feeling reluctant to return to long commutes, COVID-19 has made geography no longer a barrier, offering Norwich a significant opportunity to position itself as an entrepreneurial hub, as a place for businesses and people to move, invest and grow. The digital sector being nurtured in Norwich is vital to the city’s success. But the trend towards digital life will impact all the city’s residents.

Digital skills are likely to dominate future and emerging jobs across many sectors<sup>47</sup>. Training in digital skills for those who lack them is needed if this growth is to be inclusive. Its distinctive combination of educational assets, including NUA, UEA, City College Norwich, and leading digital firms, such as Foolproof and Krow, puts Norwich in a good position to support all residents with developing digital skills. This will enable residents to access higher paid jobs, as digital jobs pay on average £10k more and digitally enabled jobs pay on average £2,800 more than non-digital jobs<sup>48</sup>.

There is a strong focus in the skills infrastructure projects in this Investment Plan on digital skills. The Digi-Tech Factory will deliver high-quality digital skills provision to meet skills shortages in this sector. This will include bringing together digital technology, engineering and design courses through hands on application of learning in robotics, machine learning, virtual and augmented reality, hardware and infrastructure engineering and electronics.

### The high street needs investment and fresh thinking

The impact of COVID-19 on Norwich city centre has been severe, in common with city centres across the country. A recent report showed that Norwich has suffered a significant hit from reduced footfall with little recovery to date, as shown in Figure 4<sup>49</sup>. The city is in the bottom ten UK cities for speed of recovery to previous levels of high street activity, driven by low recovery across weekday workers, weekend visitors and night-time visitors.

Figure 4. High street recovery



<sup>47</sup> <https://www.weforum.org/agenda/2020/01/future-jobs-and-skills-in-demand/>

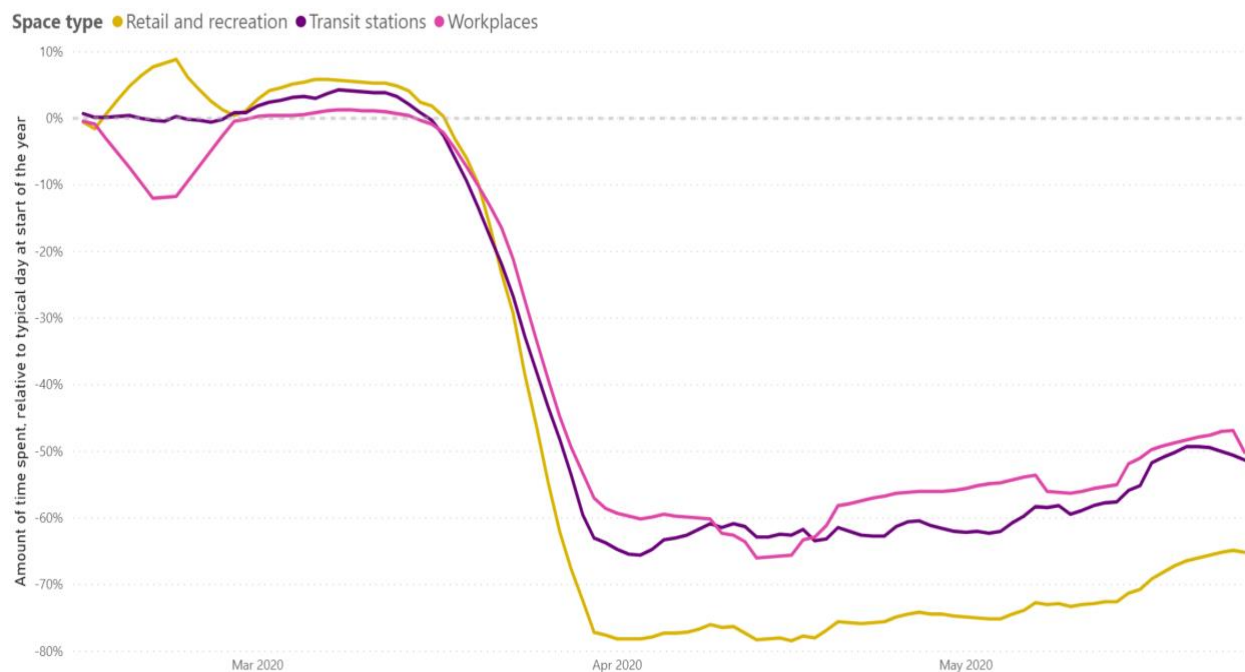
<sup>48</sup> Tech Nation (2018); average salary for digital jobs is £42,578/annum and for digitally enabled jobs is £35,227 compared to non-digital jobs at £32,477

<sup>49</sup> <https://www.centreforcities.org/data/high-streets-recovery-tracker/>

Source: Centre for Cities using mobile phone data from Locomizer

Data for Norfolk (data is unavailable at a Norwich level) shows that, since lockdown, use of retail space has fallen by almost 80%, and workplaces and transit stations by 65%. A gradual recovery has begun following the easing of the lockdown on the 10<sup>th</sup> May, but this remains very gradual (see Figure 5).

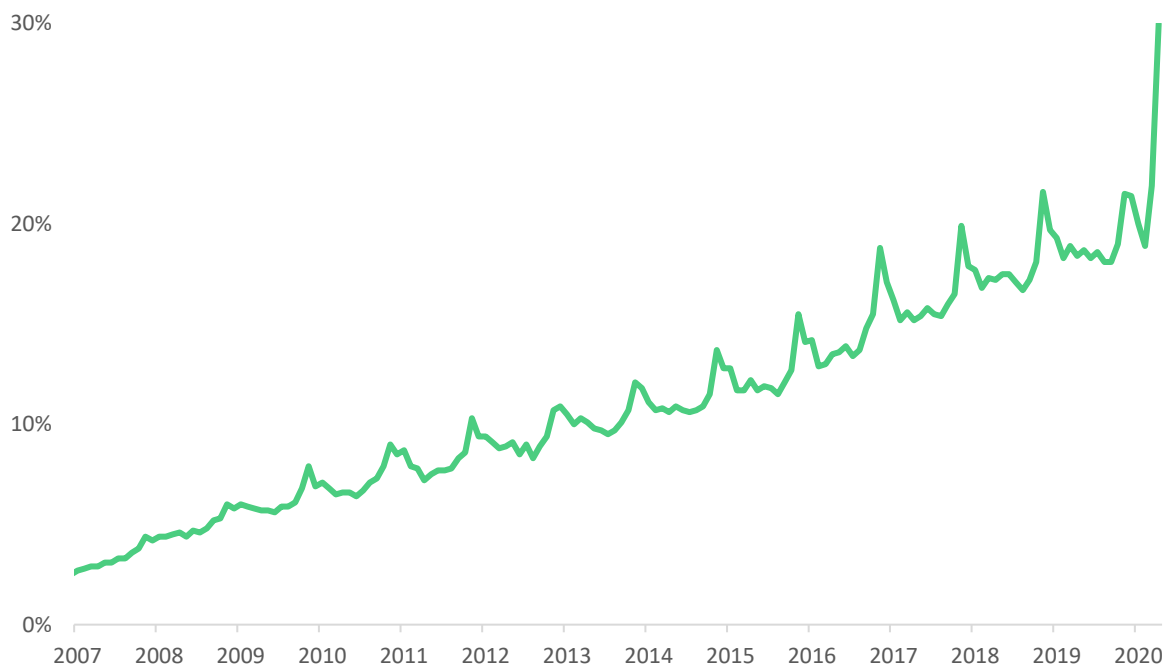
**Figure 5. Use of different categories of space in Norfolk**



Source: Google Community Mobility data

A decline in footfall and increase in businesses trading online has resulted in a large spike in the amount of shopping being done online (see Figure 6), with the ONS finding that internet sales as a percentage of total retail sales had spiked to 30% in April 2020. Having adopted new habits, it is likely that many will continue to shop online more than they did before the pandemic.

**Figure 6. Internet sales as a percentage of total retail sales in Great Britain, 2007 - 2020**



*Source: ONS series J4MC*

As the online shopping data makes plain, high streets will need to adapt. In the immediate term, existing uses need to be made safe, through interventions to support social distancing, and regular cleaning of surfaces to prevent spread. This will not only prevent further outbreaks but give people confidence to return to the city centre. Longer term it is likely in many centres that traditional retail will play a smaller role than it does currently. Norwich may be better insulated from these trends because of its importance as a retail centre with a large catchment area, but there will still be challenges caused by the abrupt impact of COVID-19. People will continue to enjoy the vibrancy of city centres, but it will be more important than ever to support high streets by bringing employment close to city centres (in particular, professional workers with higher disposable income) and increasing the number of dwellings within walkable distance of the centre.

In response to these challenges, the Norwich Investment Plan sets out how to bring businesses, workers and visitors back into the city centre by creating a Digital Hub, repurposing and redeveloping brownfield land for employment space and housing, and enhancing public spaces and connectivity. These initiatives are needed to guarantee the strength of Norwich's city centre into the long-term.

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## 2 Strategy

This section outlines the vision and headline outcomes for 2040, before summarising the projects and Towns Fund funding requested. It sets out the strategic plan, including the objectives, targets and priority areas, and a spatial strategy, showing the distribution of impact across the town geography and demographics, as well as regional and national impact. The relationship and alignment of all existing strategies, partnerships, programmes and investments relevant to the vision and strategy is discussed.

### Norwich 2040 Vision

In our Norwich 2040 Vision, co-developed and agreed by a broad range of our local partners and residents, we set out our vision for Norwich to lead change and be perceived as an exemplar for medium-sized cities across the world. It is a vision for the future of the city, its people, businesses, and institutions with ambitions to be:



#### A Creative City

World renowned for its creativity – a leader in innovation, culture, education & invention



#### A Liveable City

Shift to clean energy by 2040 & carbon neutral by 2050, supporting & promoting sustainable living



#### A Fair City

Improve the health, wellbeing & life chances of all our citizens by removing barriers & extending high living standards



#### A Connected City

A modern transport system, at the forefront of digital connectivity with opportunities for all residents to link with each other



#### A Dynamic City

A place where entrepreneurs, social enterprises, national & global companies choose to provide good jobs, prosperity & success

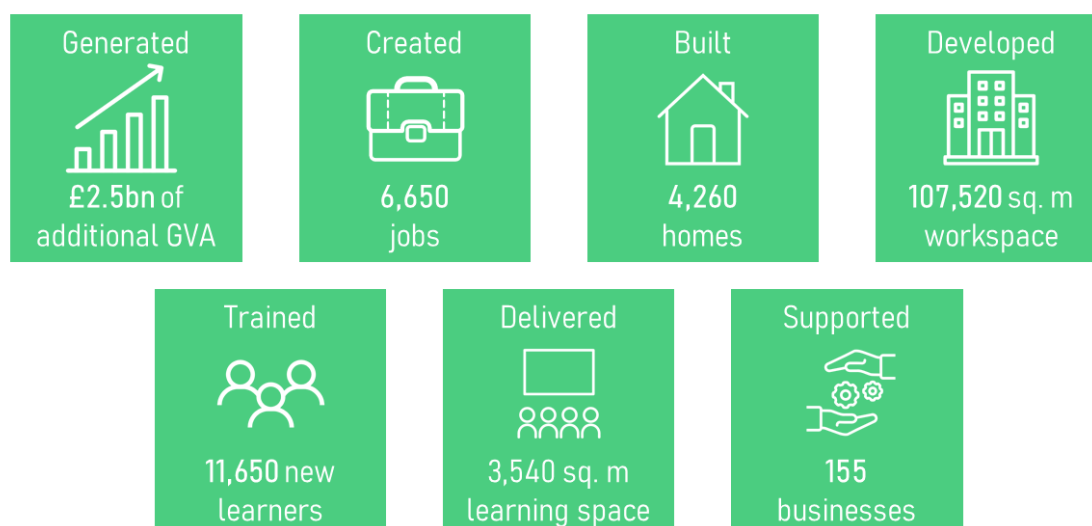
Delivering our ambitions means developing our modern, digital, inclusive and sustainable city economy, building on the success of our tech cluster and knowledge-based sectors, creative ecosystem and strong networks, and addressing inequalities to enable more people to contribute to and benefit from these opportunities.

## Summary of headline outcomes

By 2040, through our Towns Deal projects, we will have:

- Developed a stronger digital and creative cluster with start-up, grow on and collaboration space
- Provided greater opportunity for local residents and graduates to develop advanced skills in digital, construction and engineering through better local training provision
- Delivered a new high-quality urban quarter for East Norwich, repositioning the train station in the centre of the city and expanding the city centre eastwards
- Regenerated brownfield land and brought it back into economic and social use, and created the public spaces and connectivity the city needs
- Marketed Norwich as ‘the place’ for business and one of the best places in the world to live, learn, work and succeed

By 2040, the investments in this plan will have...



## Summary of projects





Our proposed projects address two core themes of the Towns Fund: Skills & Enterprise Infrastructure, and Urban Regeneration (Outline Business Cases are included in Section 2 of the Norwich Investment Plan and Long-form Business Cases are provided in Appendix 1). The third Towns Fund theme – Connectivity – is addressed by our Transforming Cities Fund bid (the final bid document is provided in Appendix 5) and the CityFibre Broadband project.

**Our total ask of Towns Fund is £26.63m.** This includes £500,000 to support programme management over the life of the programme which represents considerable value at less than

2% of the fund value. We have prepared indicative BCR estimates which indicate that all projects have either high or very high value for money (VfM) (see Appendix 1).

### Skills and Enterprise Infrastructure

This package of projects support 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.

	<b>Digital Hub</b> – A £2.5m new city centre workspace with start-up and grow on space for digital businesses
	<b>Norwich Make Space at the Halls</b> – A £3.65m state-of-the-art digital making space for collaborative creative thinking and high value, cross-sector partnerships between culture, digital and tech
	<b>Digi-Tech Factory</b> – A £1.5m new skills facility providing digital tech, engineering and design courses
	<b>Advanced Construction and Engineering Centre</b> – A £3.1m advanced training facility, applying tech (including Industry 4.0) and clean growth to construction, manufacturing & engineering

### Urban Regeneration

These regeneration and development projects offer opportunities for significant levels of housing growth and employment space creation to accommodate the needs of a growing city. With these developments, there is a good opportunity to promote the city.

	<b>East Norwich &amp; Carrow House</b> – A £5.1m investment to accelerate the development of a new high-quality urban quarter in East Norwich through masterplanning and repurposing Carrow House for professional services and knowledge industry office space
	<b>Revolving Fund</b> – A £6.1m revolving fund to unlock brownfield sites to deliver modern homes and workspaces for the growing economy
	<b>Public Realm</b> – Investing £4m in enhancing city centre public and urban spaces and improving connectivity and navigation
	<b>Branding</b> – Communicating what the city has to offer through a £180k project to develop a commercial proposition for Norwich as 'the place' for business and a city to live, learn and invest in

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## Note on accelerated funding bid

Alongside our Investment Plan, we are also bidding for £1m of accelerated funding to support immediate investment in the City. Some of this funding relates to two of the above projects. Specifically:

- **Digital Hub:** £250,000 of the accelerated funding bid is for investment in Townshend House to improve the EPC rating of the building through better-insulated windows.
- **The Halls:** £224,000 of the accelerated funding bid is for investment in improved seating in the Halls.

In both cases, accelerated funding will bring forward a segment of the investment that is otherwise planned for as part of this bid. Therefore, if this funding is awarded, the amount of accelerated funding received would be deducted from the total Towns Fund money sought for these projects respectively. Please note: that the remainder of the accelerated funding bid does not directly relate to any of the projects in our Investment Plan.

## Strategic plan

### Objectives, targets and priorities

The Norwich economic strategy 2019-2024 provides a five-year framework for the development of the sustainable and inclusive growth of Norwich's economy. It underpins our Norwich Investment Plan by setting the strategic direction for investment in Norwich.

Based on an in-depth understanding of the Norwich economy described in the 2018 Norwich Economic Assessment and monthly Norwich Economic Barometers, this strategy identifies the strengths, opportunities and challenges of the city. It supports the 2040 Vision for Norwich to be a creative, liveable, fair, connected and dynamic city through four strategic objectives and priorities for Norwich:

1. **Productivity and competitiveness** – to lead, invest resources and leverage partnerships and external funding to drive the competitiveness of the city's economy and create the environment to increase productivity and growth
2. **Skills and employment** – to ensure that local people have the skills and ambition to capture the opportunities of growth and to participate fully in the economic and cultural life of the city
3. **Infrastructure for business** – to develop the necessary physical infrastructure to unlock economic growth whilst maintaining and improving quality of life
4. **Profile and investment** – to raise the profile of Norwich as a high-quality city to invest and do business in, and to work, live and visit

Our ambitions and strategic objectives have directed and shaped the projects which have been developed for this Investment Plan.



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## Spatial Strategy

### *Setting the scene*

Modern day Norwich is a compact and walkable city with a vibrant and attractive city centre, strong cultural offer and diverse high street. Part of its charm and appeal is its rich 1,000 year long history. It is the UK's most complete medieval city, with cobbled streets and over 1,500 historic buildings, including the Cathedral and the Guildhall. Many of the buildings have multiple functions and deep cultural resonance, including the Halls, National Centre for Writing and Castle. Streets and squares enable people to move around the city, as well as take in and enjoy the beautiful buildings. Visitors, workers and residents enjoy open and green space with the Wensum meandering its way through the city and the Norfolk Broads National Park running into the centre.

Many of the historical buildings are embedded within a thriving shopping area. Many shoppers are drawn to Norwich for both its retail quality and the experience of exploring and discovering the city. Retail is concentrated in a web of streets forming an arc to the north, west and south of the Castle, and along routes extending to old gateways into the city. The Prince of Wales Road links the main shopping area to the railway station, which sits just across the river from the city centre. To the east of the train station is a large area of underutilised land.

### *Our strategy*

The Norwich Investment Plan focuses on two parts of the city. Firstly, the historic **City Centre** and location of major cultural, heritage and retail assets. Secondly, the large area of disused brownfield land in **East Norwich** to the east of the train station.

In the **City Centre**, we aim to infill development and enhance the existing offer. As the map on page 32 shows, the majority of Towns Fund projects are located within or just beyond the main shopping area (in pink on the map). Projects, such as the Digital Hub and developments brought forward by the Revolving Fund, will attract businesses back into the city centre, reversing the hollowing out of the commercial office market in recent years. Through enhancements to public spaces and connectivity, we will improve the aesthetics and functioning of key areas of the city, helping to bring people back into the centre following COVID-19 and supporting our shops and cultural assets. Further, our skills infrastructure projects at City College Norwich will bring young people and other residents into the city centre.

In **East Norwich**, we will develop a new high-quality urban quarter, revitalising a long-standing under-utilised and disused part of the city (see page 33). Part of this site is within the City Council area and part of it falls within the South Norfolk Council area. This will provide Norwich with the employment space and homes it needs to grow. This large-scale regeneration project will have a transformational impact on Norwich, reshaping the city, expanding the city centre eastwards and putting the railway station at the centre of the city. Our investment in Carrow House will kickstart this wider development, as well as providing high-quality employment space for the professional services sector.

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### *Local, regional and national impact*

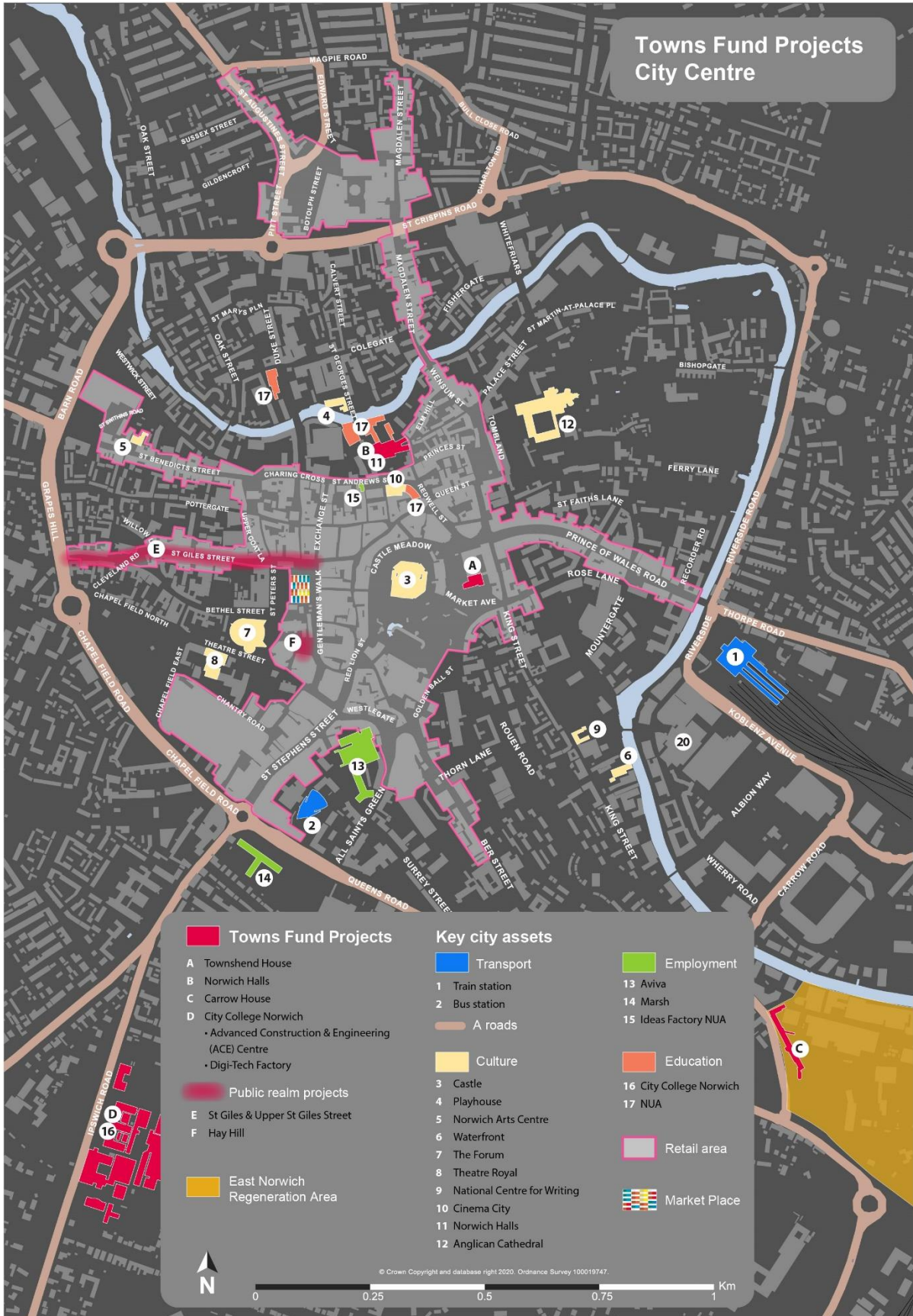
The projects put forward in this Norwich Investment Plan are focused on enhancing the creativity, liveability, connectivity, accessibility and inclusivity of the city centre, which is a common asset that is shared by both Norwich residents and the wider region. By being located relatively centrally, these projects and investments are relatively close to the station and public transport, increasing their accessibility.

- The focus of the development, repurposing and regeneration projects are to improve the availability and quality of employment space in the city centre and reverse the trend of loss of office space over the last decade.
- Creating a new urban quarter will reposition the train station in the centre of the city, expanding the city centre eastwards and ensuring the city is fit for the 21<sup>st</sup> century.
- Investments in the public realm will create the right spaces, places and connections to ensure that people can easily enjoy and move around the city centre.
- New and improved skills facilities will ensure that all Norwich residents, particularly those further away from or relatively recently displaced from the labour market, are able to access the opportunities that this growing city has to offer.

Norwich is a regionally significant city of over 140,000 people, serving a significantly larger rural population of almost one million people. With a direct train link and good road connections, the city has close economic ties to Cambridge and beyond to the Oxford-Cambridge Arc with sectoral similarities and strong relationships between knowledge intensive firms. Both Cambridge and Oxford are tightly bounded cities with restrictions on their ability to expand, whereas with the East Norwich development, Norwich has a transformational opportunity to expand its city centre footprint and create a high-quality urban quarter with new housing and employment space.

We believe that the opportunity at East Norwich is nationally significant. The scale of the city centre expansion opportunity is unrivalled amongst similar sized cities and gives us the opportunity to create a strong ecosystem of high value companies anchored by our existing knowledge assets and high quality of life. Our transport links to the City of London offers residents and firms good access to a hub of business and cultural activity, whilst benefiting from the high quality of life that Norwich offers. These strengths have only become more relevant following the COVID-19 pandemic.

# Towns Fund Projects City Centre







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## Aligning the Towns Fund with our strategies, partnerships, programmes and investments

In 2013, we signed the **Greater Norwich City Deal** with central Government and our local partners, Broadland District Council and South Norfolk Council. There are three strands to the City Deal: enterprise, skills and infrastructure. The City Deal aims to support new businesses, secure private investment, create 19,000 new jobs and build 3,000 homes. This has been the first step in revitalising our city.

Following this, we have published our **Norwich Economic Strategy 2019-2024**, which is focused on productivity and competitiveness, skills and employment, infrastructure for business, and profile and investment. We have also codeveloped our **Norwich Vision 2040** with a broad partnership of local stakeholders. This sets out our ambition to be a creative, liveable, fair, connected and dynamic city. Our Norwich Investment Plan builds on and aligns with these strategic objectives and core ambitions, and has utilised and strengthened our strong local partnerships.

Our Plan also supports our commitment to a green and sustainable economy in recognition and response to the climate emergency. We have recently developed and agreed our **Environment Strategy 2020-2025**, which prioritises lower carbon emissions, greater reuse and recycling, increased energy efficiency of housing stock, sustainable development and transport, the low carbon economy, protection of the natural environment, and a more sustainable society. Our projects will follow sustainable design and construction principles and will encourage active travel, whilst the Advanced Construction and Engineering Centre will develop skills in clean and modern methods in construction and engineering.

The urban regeneration projects in our Norwich Investment Plan are supported by local planning policy. East Norwich is identified as a strategic regeneration area on the Key Diagram in the Draft **Greater Norwich Plan**, as it has the long-term potential to create a new urban quarter for the city. The Greater Norwich Plan emphasises brownfield development to promote physical and economic regeneration in areas of long-term decline, as well as to protect and enhance the local character of the city. It also highlights the underlying demand for high-quality office and employment space in Norwich.

In delivering the Towns Fund, we will build on this long history of strong partnership working across Norwich. We have **several active partnerships, including the Town Deal Board, Norwich 2040 Vision Board, East Norwich Partnership, Greater Norwich Growth Board and Good Economy Commission**. We actively collaborate with our two universities, colleges, businesses, and resident and community groups, as well as with Norfolk County Council and the New Anglia LEP to bid for and deliver projects. For instance, the £3.5m Ideas Factory, opened in 2016 at Norwich University of Arts, was a joint bid to the (former) Higher Education Funding Council from NUA, New Anglia LEP (including the Creative Sector Group) and Hot Source, which has delivered around 80 new businesses. We will ensure that the universities interact with Towns Fund projects, for instance by bringing Sync the City into The Halls and by linking UEA's £7.4m state-of-the-art Productivity East to

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the Digi-Tech Factory and Advanced Construction and Engineering Centre at City College Norwich.

At the regional level, our Plan delivers key priorities in both the **Norfolk and Suffolk Economic Strategy and Local Industrial Strategy**, specifically around the ambition to grow and secure the information and communication technology (ICT) and creative clusters, as well as driving business growth and productivity, inclusion and skills. The Digital Hub is a key action in the Local Industrial Strategy to maximise the ICT and digital creative opportunities. The Digi-Tech Factory is also referenced as a key investment to support the closing of skills and labour gaps, especially in digital and technical skills, and to provide upskilling opportunities for residents of all ages.

Our Investment Plan also aligns with the **‘Together, for Norfolk’** business plan, which focuses on growing the economy, encouraging people to thrive and creating strong communities. Many of our skills related projects support the emerging priorities in the digital skills strategy being developed by Norfolk County Council, as well as the **New Anglia LEP Digital Tech Skills Plan**.

Through its emphasis on shovel ready projects, supporting growth sectors, developing advanced skills and revitalising the city centre, our Investment Plan will build the foundations for inclusive recovery. It supports both the **Norwich Recovery Plan** and **Norfolk and Suffolk Economic Recovery Restart Plan**. We will also share learning and best practice with the Fast Growth Cities Group on COVID-19 recovery.

We will deliver on our Vision and Strategy by integrating investment from a range of public and private sources, including the **Towns Fund, City Deal, Transforming Cities Fund and CityFibre**, alongside local investment.



# Theory of Change

Towns Fund theme	Skills and Enterprise Infrastructure				Urban Regeneration			
<b>Context</b>	<p>Norwich has a strong digital sector and digital creative sector. To take the next step in nurturing a stronger cluster, we need to develop the skills that are relevant to the sector, as skill shortages are a challenge for 65% of digital firms. We need to ensure that firms can start and grow in Norwich, addressing a steep reduction in office accommodation with a 29% decline since 2008. We also need to create opportunities in our digital cluster for local residents and equip residents of all ages with the skills to access these opportunities.</p>				<p>Norwich is a city with more than 1,000 years of history. We have a long history of high quality design and thoughtful management of public spaces. We want to ensure that the city centre continues to support the growth of the city by providing high quality homes and commercial space. We have a nationally significant development opportunity in the shape of the East Norwich masterplan area. We also need to address specific challenges to improve the aesthetics of the city, including dilapidated/neglected sites and specific public realm projects. These developments provide the opportunity to better promote Norwich and raise the profile of the city.</p>			
<b>Project</b>	<b>Digital Hub</b>	<b>Norwich Make Space at the Halls</b>	<b>Digi-Tech Factory</b>	<b>Advanced Construction &amp; Engineering Centre</b>	<b>East Norwich Masterplan &amp; Carrow House</b>	<b>Revolving Fund</b>	<b>Public Realm</b>	<b>Branding</b>
<b>Rationale</b>	<p>Office space provision affected by general uncertainty in the market and shift to permitted development. Vital to act now to provide workspace that will help the sector grow.</p> <p>Active professional management of the Digital Hub will enable it to be a focal point for the sector, supporting networking and investment.</p>	<p>Digital creative sector requires state-of-the-art equipment to support employment amongst smaller creative firms, and to retain talent within Norwich.</p> <p>Size of firms means that this will not be provided by the private sector.</p>	<p>Skills shortages in digital.</p> <p>Risk faltering recent high growth in the cluster.</p> <p>Other sectors also require digital skills to make productivity gains.</p> <p>Communities face barriers to accessing digital skills needed to take advantage of opportunities.</p> <p>Digi-Tech Factory will provide infrastructure needed to meet shortages.</p>	<p>Supports application of digital skills (inc. Industry 4.0) and sustainable practices to manufacturing, engineering &amp; construction supply chain.</p> <p>These are key sectors in the Norfolk &amp; Suffolk Local Industrial Strategy.</p> <p>Facility will provide skills needed and reverse decline in engineering and manufacturing technology apprenticeships.</p>	<p>Masterplan will ensure development will create a new and distinctive urban quarter, which creates long-term value.</p> <p>Strong partnership of local landowners is ready to progress this.</p> <p>Carrow House is an opportunity to catalyse development of East Norwich, as it is owned by Norfolk County Council and is well suited to house high value professional services.</p>	<p>Fund will allow us to repurpose derelict and unused brownfield sites that would otherwise be a drag on investment and bring down local land values.</p> <p>Can unlock sites that the private sector can then develop. COVID-19 will create some opportunities to purchase and reuse sites which otherwise might not have been available - and this will create long-term value.</p>	<p>Two public realm schemes have the potential to improve the aesthetics and functioning of key areas of the city centre.</p> <p>Enhance the liveability and connectivity of the city, and will help to attract people back into the city centre following COVID-19.</p>	<p>Norwich's profile is not as strong as it could be.</p> <p>Norwich Investment Plan projects provide good opportunity to promote the city, building on our City of Stories brand. COVID-19 creates an opportunity as people and businesses will be re-thinking their location decisions.</p>



Continued on next page and included in full in Appendix 6.

Towns Fund theme	Skills and Enterprise Infrastructure				Urban Regeneration			
Project	Digital Hub	Norwich Make Space at the Halls	Digi-Tech Factory	Advanced Construction & Engineering Centre	East Norwich Masterplan & Carrow House	Revolving Fund	Public Realm	Branding
Inputs	£2.5m Towns Fund investment matched by £630k business rates pooling funding from Norwich City & Norfolk County Councils	£3.65m Towns Fund investment matched by £1m public sector, Arts Council and charitable sector funding	£1.5m Towns Fund investment matched by £9m LEP & CCN funding	£3.1m Towns Fund investment	£5.1m Towns Fund investment matched by £455k masterplanning funding from partners	£6.1m Towns Fund investment with £42.3m build cost of private developments & £3.54m investment of HRA retained right to buy receipts	£4m Towns Fund investment with £75k Transforming Cities Fund & £100K County Council Local Transport Plan funding	£180,000 Towns Fund investment
Outputs	21,530 sq. ft high quality, affordable commercial floor space	High quality cultural venue & digital maker space; 1,000 independent artists supported; 51 organisations engaged	2,780 sq. m new teaching & learning space; 68 businesses supported; 12 digital studios; 5 elabs; 3 pilot T levels	757 sq. m across 4 advanced training areas; 4 areas with new equipment; 3 new T level pathways, 2 new awards for employers; collaboration with 12 new employers	5,070 sq. m high quality commercial floor space	260 units quality residential space; 464 sq. m commercial space	2 new public spaces; 482m widened footpaths; sustainable urban drainage; pedestrian crossing; 420 sq. m café seating	8 District Business Strategies; InvestNorwich brand platform; InvestNorwich Campaign Strategy; Toolkit for staff recruitment / retention
Outcomes	10-25 enterprises utilising high quality, affordable and sustainable commercial spaces 200 high skilled jobs	35,000 additional visits to The Halls; 4 direct jobs & 25 indirect jobs	477 new learners assisted/annum; £2.84m salary uplift/annum; 134 NVQ Level 3 students	170 learners assisted /annum; 170 learners gaining experience /annum	6,420 new jobs; 4,000 quality homes; 100,000 sq. m commercial floor space	Higher land values; improved perception of place by residents	1,268 extra walking trips per day; higher land values; improved perception of place by residents	Increase national awareness by 10%; attract/support 50 businesses
Impact	These investments will help develop a stronger digital sector with a focal point for networking and investment and high quality, dedicated office space in the city centre. New skills infrastructure will support more opportunities for local people and enable local firms to hire the skills we need. This will also help us retain skilled graduates in the region. These projects will support the UK economy by providing a strong, sustainable cluster with a strong supporting skills ecosystem.				With a regenerated urban core and a new urban quarter for the City, Norwich has the potential to improve awareness and perceptions of the high quality of life that it offers. This will make it easier to attract and retain skilled residents and high value businesses. It will provide new opportunities for a high quality of life for local people. The regeneration opportunity in East Norwich is relatively unique and is of national significance, providing the high quality housing and employment space that the city needs to grow.			
Overall Impact	A modern, 21st Century liveable city built upon high value digital and creative services sectors, with the skills infrastructure to 'grow our own' and support improved employment opportunities and pathways for local residents. Having a strong digital sector will help us support improved productivity across the wider economy. At the heart of our success will be a high quality of life exemplified by good homes and jobs, in a beautiful and well-designed city.							

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## 3 Engagement and Delivery

This section evidences buy-in from local businesses and communities with a description of engagement in developing this Plan and how this will be continued. It also demonstrates commitments from private-sector players and ambitions for private-sector investment going forwards. A high-level plan of business case development and appraisal is outlined for each project and a high-level delivery plan with justification of deliverability is summarised.

### Engagement with local businesses and communities

Our Investment Plan builds on the extensive engagement carried out with businesses, organisations and residents across Norwich when we developed our 2040 Vision.

The 2040 Vision, published in November 2018, identified five themes (see preceding section). 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.

We hold an annual 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 aged between 11 and 24 years of age. The events have been held at the Norwich City Football Club, co-hosted by the Leader of Norwich City Council and the Chair of the Norwich Youth Advisory Board. They provide vision stakeholders with project updates, the opportunity to network and shape future work, and help with the delivery of our shared Vision. Further engagement is carried out with partners and stakeholders via e-newsletters, thematic project groups, partner events and a series of forthcoming community conversations.

As a result of COVID-19, scheduling of the annual conference is on hold but we hope to organise a number of smaller events possibly in the autumn. People are being asked to rediscover Norwich [City of Stories](#) and, over the coming months, Vision partners want to hear from residents and local groups about their experiences during the pandemic to understand what is happening and what matters to communities in our city.

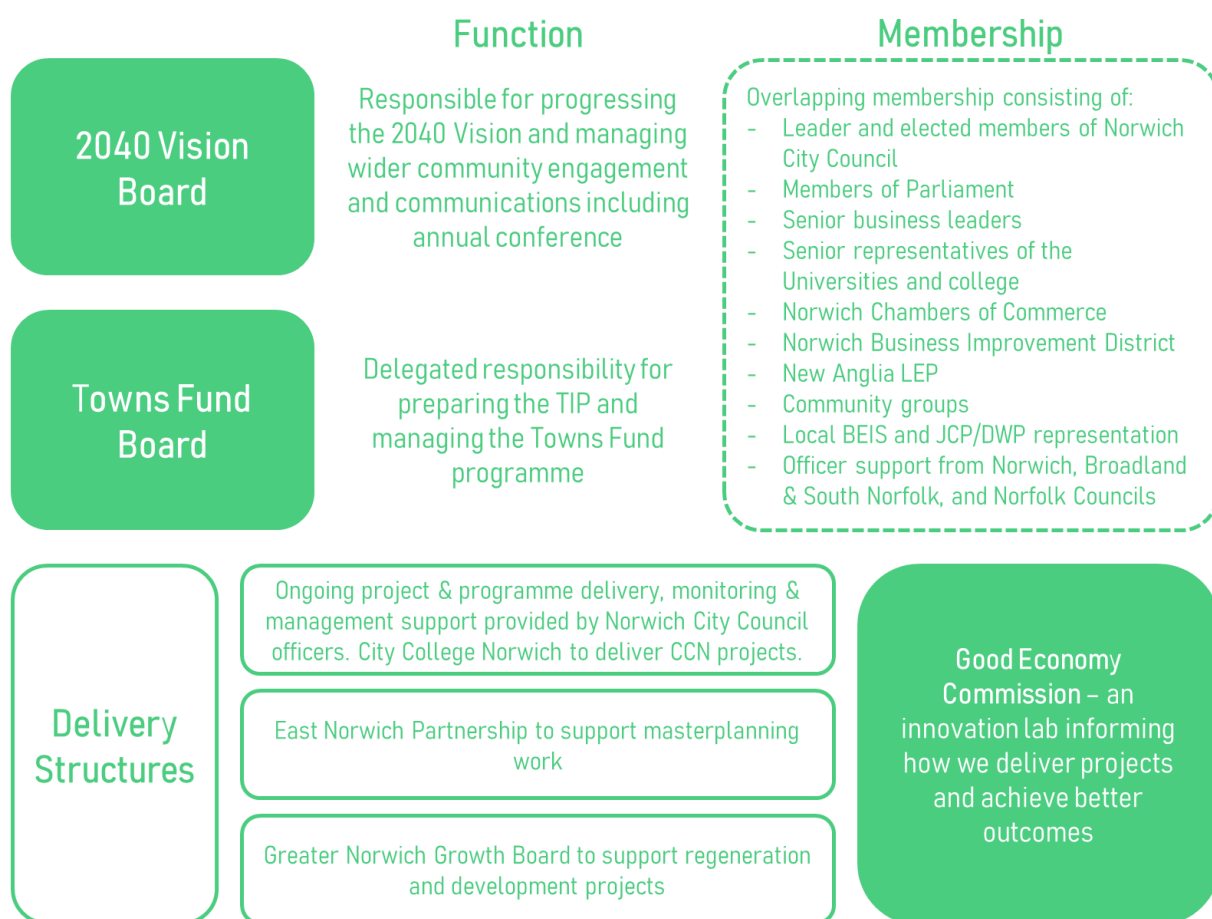
We recognise the need to engage widely with diverse groups and stakeholders across the city and the opportunity that technology can bring if deployed correctly. Our work on the Good Economy Commission has further emphasised the importance of engaging with residents across the city to understand their view of what a good economy is and understand their lived experience.

We also 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.

In all, our engagement over the past few years has involved hundreds of residents, community groups, businesses and other stakeholder organisations. This gives us significant confidence that the proposals in this Investment Plan meet the needs of a wide range of stakeholders and partners, and will address the opportunities and challenges that Norwich faces.

An Outline Stakeholder Engagement Plan for further developing the Norwich Investment Plan projects is provided in in Appendix 2.

## Strong governance structures



We established the Norwich 2040 Vision Board in 2018. The Vision Board is a strong stakeholder group with a diverse range of representatives (full list of member organisations is provided in Appendix 3). The Vision Board meets regularly, to ensure that we deliver on our Vision for Norwich.

To support the development of the Norwich Investment Plan, we established a Town Deal Board in autumn 2019, chaired by Andrew Dernie of Aviva, with members from business,

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local and national government (including both Norwich MPs), universities, and other organisations (full list of Board members is provided in Appendix 4). The Town Deal Board membership overlaps with and reports to the 2040 Vision Board, ensuring that the aims and objectives of the 2040 Vision, and the insights from the consultation / engagement, are fully fed into the preparation of our City Investment Plan.

The representatives on our Town Deal Board bring to the Board 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 ensures that the voices and views of businesses, organisations and communities across the city are reflected in our Investment Plan. The Town Deal Board has in its Terms of Reference the ability to revisit membership and add additional expertise once there is confirmation of the projects which are funded. For instance, this could include a representative from City College Norwich or the Youth Advisory Board.

The East Norwich Partnership 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.

The Greater Norwich Growth Board 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.

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.

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.

### **Commitments from private sector partners**

Both the 2040 Vision process and the Towns Fund Board have had private sector involvement and engagement. The Towns Fund Board is chaired by Andrew Dernie of Aviva,

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with the Norwich Chamber of Commerce and the Norwich BID represented on the Towns Fund Board, as are Jarrold, Norwich's flagship independent department store operators. The involvement of key local businesspeople in these important initiatives demonstrates the commitment of important local businesses to this process and to the City's long-term objectives.

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.

Demonstrating our strong partnerships, collaborative approach to preparing our Investment Plan and high levels of support from the private sector, we have gathered letters of support from the Aviva, Building Growth Group, Cambridge Norwich Tech Corridor, Jarrold, NAAME Group, New Anglia Cultural Board, Norfolk Chamber of Commerce, Norwich BID and Tech East (see Appendix 7).

## Developing this Plan

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

The process for developing this Investment Plan has included:

- Developing our Readiness Checklist in October 2019 which we shared with Government. This set out a broad package of priorities based on our Vision work and our then understanding of the Towns Fund.
- Subsequent work to develop and sharpen our propositions:
  - Undertaking a more formal options appraisal process (summarised in Appendix 8), assessing a long-list of potential interventions.



- Undertaking outline business case preparation work with relevant officers and partners. This has included financial modelling and risk assessment, and commissioning relevant supporting studies to strengthen our understanding of the strategic rationale for investment. We have worked extensively with Norwich City Council and Norfolk County Council officers to develop the relevant proposals, including experts in: regeneration and development finance, planning, commercial development, skills and skills infrastructure, housing, and public realm. We have also worked with partners to develop proposals and gain expert insight.
  - Working with partners to ensure complementarity with other funding streams and investment initiatives – particularly the Local Industrial Strategy,
  - Working with Government representatives to test our priority projects against the Government guidance as this has emerged.
- Testing our propositions with the Towns Hub via a Challenge Session and responding to comments arising from this session.

This Plan has therefore been developed as a true, city-wide partnership. The Plan has been approved by the Towns Fund Board on the 27<sup>th</sup> July and has been approved by Norwich City Council at cabinet meeting on July 29<sup>th</sup>, ensuring that it has received full democratic scrutiny.

## Business case development and appraisal plan

We have undertaken the development of outline business cases that support Section 2 of our Investment Plan. We are confident that, once Heads of Terms are agreed with Government, that we can proceed rapidly through Phase 2 of the Towns Fund process – i.e. developing and signing off full business cases for each project. The table below identifies the current position of the business case for each project and what further work is needed to develop a full business case. We anticipate that the majority of this work will be completed by the end of September 2020.

Project	Actions required to finalise business cases
<b>Digital Hub</b>	<ul style="list-style-type: none"> <li>● Undertake detailed design and preparation work</li> <li>● Put in place the management structure</li> </ul>
<b>Norwich Make Space at the Halls</b>	<ul style="list-style-type: none"> <li>● Appoint project manager and finalise management and delivery plan</li> </ul>
<b>Digi-Tech Factory</b>	<ul style="list-style-type: none"> <li>● No further action needed</li> </ul>
<b>Advanced Construction &amp; Engineering Centre</b>	<ul style="list-style-type: none"> <li>● Undertake detailed planning work</li> <li>● Carry out more extensive employer engagement to align proposals to industry training requirements</li> </ul>

Project	Actions required to finalise business cases
East Norwich Masterplan & Carrow House	<ul style="list-style-type: none"> <li>Develop detailed business case by end of September</li> </ul>
Revolving Fund	<ul style="list-style-type: none"> <li>Value and assess each site for delivery options</li> </ul>
Public Realm	<ul style="list-style-type: none"> <li>Carry out in-depth engagement with stakeholders</li> </ul>
Branding	<ul style="list-style-type: none"> <li>Identify and mobilise networks to ensure that the business case reflects city business aspirations</li> </ul>

### Accountable body

The accountable body for Towns Fund investment will be Norwich City Council. Prior to submitting the Phase 2 submission (full business cases) to Government, the City Council will review all business cases in line with usual procedure for similar investment, to ensure value for money and appropriate scrutiny of plans. Once awarded, the release of funding to delivery partners will be fully compliant with the City Council’s code of governance, and will only be released once Government and the Council are satisfied that the conditions of the Heads of Terms have been met.

In line with the Towns Fund guidance, the City Council will put in place monitoring and evaluation procedures to ensure that there is transparency and that progress is communicated to partners and to Government. Subject to agreeing the Heads of Terms with Government, regular reporting (at least every six months) will cover details on current and forecast expenditure and outputs for each project, as well as written update of progress and any change to the risk profile of projects.

### Delivery plan

The table below sets out the key milestones for delivery in outline for each project along with a brief explanation of why we are confident of meeting these timescales for delivery. In all cases we are able to proceed quickly and we are confident of delivery due to either existing ownership of assets or a high degree of confidence that we can acquire assets quickly, as well as an existing track-record of delivering similar developments (see below).

Project	Delivery Plan
Digital Hub	<p><b>Delivery Lead:</b> Norwich City Council</p> <p><b>Key Delivery Milestones:</b></p>

Project	Delivery Plan
	<ul style="list-style-type: none"> <li>- Refurbishment of Townshend House from late 2020 to summer 2022, with occupation thereafter by digital firms.</li> <li>- Appointment of Digital Hub co-ordinator in early 2022 to provide management support.</li> </ul> <p><b>Why these milestones are achievable:</b> Townshend House is owned by the Council and can be made available quickly to begin refurbishment as the current tenant is Norwich Property Services. In terms of the service offer that the Hub will provide, we are in discussion with potential operators who might run the building as a focal point for the digital sector in Norwich.</p>
<p><b>Norwich Make Space at the Halls</b></p>	<p><b>Delivery Lead:</b> Norwich City Council</p> <p><b>Key Delivery Milestones:</b></p> <ul style="list-style-type: none"> <li>- October 2020 – May 2022 - Appointment of project manager</li> <li>- November 2020 - Commission specialist advice on sound-proofing &amp; acoustics, Lighting, technical fit out, listed building consent</li> <li>- February 2021 - Submit Planning and Listed Building Consent Applications</li> <li>- February - March 2021 - Tender contracts for specialist equipment / lighting / seating</li> <li>- July – August 2021 – Installation of equipment, and improvements to flow, frontage of building, making spaces</li> <li>- January – July 2022 - Installation of Black Box studio</li> </ul> <p><b>Why these milestones are achievable:</b> The Halls is owned and run by the City Council. The ‘black box’ structure to be developed will be semi-permanent and will not make any structural changes to the building. The pre-Application Planning Consent Advice has been concluded, planning permission will be required and there are no significant planning issues associated with the proposal.</p>
<p><b>Digi-Tech Factory</b></p>	<p><b>Delivery Lead:</b> City College Norwich</p> <p><b>Key Delivery Milestones:</b></p> <ul style="list-style-type: none"> <li>- Construction August 2020 – autumn 2021</li> <li>- Commencement of training – autumn term 2021</li> </ul> <p><b>Why these milestones are achievable:</b> The existing premises are owned by City College Norwich. Project is at a mature stage of</p>

Project	Delivery Plan
	development, with a full business case prepared. Other funding for development is secured.
<b>Advanced Construction &amp; Engineering Centre</b>	<p><b>Delivery Lead:</b> City College Norwich</p> <p><b>Key Delivery Milestones:</b></p> <ul style="list-style-type: none"> <li>- August 2020 - May 2021 – detailed planning and procurement phase</li> <li>- May 2021 – Dec 2021 – construction and commissioning phase on site</li> <li>- Jan 22 – opening and commencement of training in ACE centre</li> </ul> <p><b>Why these milestones are achievable:</b> The existing premises are owned by City College Norwich. No planning consents are required for this work as it involves refurbishment of an existing building.</p>
<b>East Norwich Masterplan &amp; Carrow House</b>	<p><b>Delivery Lead:</b> Norwich City Council</p> <p><b>Key Delivery Milestones:</b></p> <p>East Norwich Masterplan:</p> <ul style="list-style-type: none"> <li>- Procurement (under the Homes England multidisciplinary framework): July to September 2020</li> <li>- Appointment of consultants: late September / early October 2020</li> <li>- Contract start date: October 2020</li> <li>- Stage 1 masterplan preparation: October 2020 to March 2021</li> <li>- Stage 2 masterplan preparation: April 2021 to late 2021</li> <li>- Stage 3 of the masterplanning work (advice on appropriate delivery and funding mechanisms to bring the sites forward) will be considered – if required – at the end of Stage 2.</li> </ul> <p>Carrow House:</p> <ul style="list-style-type: none"> <li>- The acquisition of the site is expected to be completed by autumn 2020. It is anticipated that the site will be able to be delivered by summer 2021, providing a relatively quick impact.</li> </ul> <p><b>Why these milestones are achievable:</b> We are confident that the timescales for the East Norwich Masterplan are realistic and in keeping with the scale of work required. Carrow House is currently in the ownership of Norfolk County Council and we have an initial</p>

Project	Delivery Plan
	agreement to acquire this building. Timescales for refurbishment work are realistic and based on previous experience.
<b>Revolving Fund</b>	<p><b>Delivery Lead:</b> Norwich City Council in partnership with private developers on specific sites.</p> <p><b>Key Delivery Milestones:</b></p> <p>(Note: the milestones below are indicative based on a notional profile of three potential sites and also that the timescales are dependent upon whether CPO is required. The advantage of the revolving fund is that we have flexibility in choosing sites to ensure maximum deliverability and impact based on the specific context at any given point in time).</p> <ul style="list-style-type: none"> <li>- The initial phase will involve acquiring Site 1 through the Revolving Fund. The timeline will vary based on whether the site will go to a CPO enquiry. If the process of acquisition goes via a CPO, it is estimated that Site 1 will be possessed and sold off to a confirmed developer in 2022 Q3. The delivery of site 1 will be completed by 2023 Q4.</li> <li>- Activity on the second site will be triggered by the receipt of phase 1 monies. If the site goes to a CPO, the site is estimated to be acquired and sold onto another developer by 2024 Q4. The delivery of site 2 is expected in 2026 Q2.</li> <li>- The process of acquiring the third site will acquisition will be 2026 Q3 and sale of site to developer will be Q2 2027. The development will be 2029 Q1.</li> </ul> <p><b>Why these milestones are achievable:</b> The milestones above assume that CPO is required which is the most conservative scenario. As we have a long-list of potential sites we can open negotiations with several landlords at once and proceed where there is an opportunity for direct sale where the site meets our strategic criteria. This gives us flexibility in how to proceed and greatly enhances deliverability.</p> <p>It is important to note that the Revolving Fund requires some revenue funding to meet the cost of CPO expenses in the unlikely event that CPO is unsuccessful. This is essential as the City Council will be unable to proceed with CPOs if this funding is not in place.</p>
<b>Public Realm</b>	<p><b>Delivery Lead:</b> Norwich City Council</p> <p><b>Key Delivery Milestones:</b></p>



Project	Delivery Plan
	<ul style="list-style-type: none"> <li>- St Giles/Upper St Giles street improvements will take place 2021-23 (latter is candidate for accelerated funding)</li> <li>- Hay Hill open space redesign will take place 2021-2023.</li> </ul> <p><b>Why these milestones are achievable:</b> These timescales are realistic given the level of work required and are based on experience of previous similar works.</p>
<b>Branding</b>	<p><b>Delivery Lead:</b> Norwich BID</p> <p><b>Key Delivery Milestones:</b></p> <ul style="list-style-type: none"> <li>- Business consultation &amp; district strategy development – August 2020 – October 2021</li> <li>- Create Invest Norwich Platform – August 2020 – November 2020</li> <li>- Populate Platform – ongoing from November 2020 to December 2021 (but with platform functional from late 2020)</li> </ul> <p><b>Why these milestones are achievable:</b> BID has strong experience of working with companies and delivering marketing activity online from our successful City of Stories campaign.</p>

## Using delivery to build a Good Economy

The package of investments we have set out in this Plan will create thousands of jobs in high quality commercial areas, as well as thousands of construction jobs to build the homes and workplaces we envisage. They will lead to the construction of thousands of new homes.

It is important that these developments not only grow our economy and improve the city, but that they tackle inequalities and create opportunities for local residents, including those that have been adversely affected by the economic implications of the COVID-19 pandemic, and those that face long-term challenges that pre-date COVID-19. These opportunities need to ensure that residents are supported to access long-term opportunities that create sustainable pathways into meaningful employment, to create a fairer place as envisaged in our 2040 Vision.

At the same time, there is an opportunity to use these developments to build in a greener and more sustainable way, that enhances the resilience of the city. Lastly, we want the legacy of this Plan to contribute to the long-term future of Norwich, helping to create workplaces, homes and places that are attractive and support the high quality of life that residents expect.

Our Good Economy Commission has had its inaugural meeting in June 2020. It will be undertaking a range of work in partnership with employers, residents and other prominent organisations to consider how best to create a Good Economy. The Good Economy

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Commission will inform our approach to delivery, but is itself a continuation of values and approaches the Council and partners have pursued over many years. The successful ongoing Norwich Living Wage campaign with the City Council, Aviva and others encourages Norwich businesses and organisations to become Real Living Wage employers. There is the ongoing development of the Council's social value framework for procurement and Community Employment Plan guidance for developers working in Norwich to maximise local and inclusive employment opportunities. These provide evidence and starting points for the work of the Good Economy Commission.

As we develop more detailed business cases in Phase 2 of the Towns Fund process, we will provide more details about our approach. Nonetheless some principles are clear. Specifically, we will:

	Work with developers to create job, training & skills opportunities for residents in construction phase & after
	Help residents access training in growth sectors – Digi-Tech Factory and Advanced Construction & Engineering Centre
	Work with digital firms to link new skills provision and local opportunities
	Work with schools to highlight new opportunities for young people
	Embed principles of sustainability into new developments, refurbishments and East Norwich masterplan
	Ensure new developments & refurbished buildings are attractive & complement the city

### **Our strong track record of delivery**

We will build on our considerable experience of devising, managing, and delivering multimillion-pound regeneration programmes, as well as working with others to make things happen in Norwich. The Council has been influential in underpinning the success of the city through a series of strategic development projects including:

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- **The Forum** – a highly acclaimed £62m partnership project, and one of only a handful of successful millennium projects in the country
  - **Norwich Peddalways** – the £14.1m scheme to provide the city with seven new cycle routes
  - **Goldsmith Street** – a multi award winning development and the first social housing development to win a prestigious RIBA Stirling Prize for design quality

Norwich City Council was the first local authority to enter into a partnership with Homes and Communities Agency (now Homes England) which brought £8m investment to Norwich. This 10-year partnership ended in 2019, with the council having delivered all the required outcomes. These programmes included a range of capital projects, including public realm improvements, eco-retrofit of council homes, and provision of new affordable homes. The council was responsible for programme management of these schemes, working and reporting to partnership boards.

The council's finance team are experienced in managing finances so that external funding is held in separate accounts and producing regular finance reports on expenditure and forecasts.

In terms of specific projects, the council has project-managed the delivery of major physical infrastructure and other projects including:

- Delivery of new affordable housing including Pointers Field
- A new river crossing, the Lady Julian Bridge: a new pedestrian and cycle bridge providing an important link that supports improved connectivity between the rail station and the city centre.
- The Three Score strategic infrastructure: spine road and infrastructure to serve a development of 1,000 new homes.
- Compulsory purchase of the former Kings Arms pub site for development to deliver new affordable housing.
- Our £30m+ per year Housing Revenue Account-funded social and affordable house building programme.

Where the council does not have the specific technical skills in-house it has considerable experience of commissioning and managing consultants to provide specific advice on project delivery.

Our delivery partners, City College Norwich, also have a strong track record in delivering high quality educational facilities. Relevant recent projects have included:

- A significant scheme of circa £3.1m to replace the roof and windows on the largest building on the Ipswich Road site which was managed to time and budget across an 18 month

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period without cancelling a single class or receiving any complaints about disruption or noise.

- The award-winning circa £6m Creative Arts Building on time and budget involving considerable liaison with neighbouring property owners as it is close to the College boundary.
- The demolition of a single storey extension to our main teaching block, without disrupting teaching, to enable a circa £2.9m new build of specialist facilities for students with profound and multiple learning difficulties.
- The construction of a new modular building in the middle of our site.

All projects have been completed on time and to budget and City College Norwich has the governance arrangements and planning and project management capacity to ensure that these projects are also delivered on time and to budget, with minimal disruption to students learning.

