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Glossary of Abbreviations and Defined Terms

AMAT	Active Mode Appraisal Toolkit
AQMA	Air Quality Management Area
ASR	Appraisal Specification Report
BCR	Benefit Cost Ratio
BBP	Broadland Business Park
CCAG	Cycle City Ambition Grant
DfT	Department for Transport
DM	Do Minimum
DS	Do Something
EHA	Eastern Highways Alliance
EoI	Expression of Interest
EV	Electric Vehicle
FBC	Full Business Case
GNLP	Greater Norwich Local Plan
GNR	Greater Norwich Region
GVA	Gross Value Added
IAA	International Aviation Academy
IMD	Index of Multiple Deprivation
INSET	Investment Sifting and Evaluation Tool
JCS	Joint Core Strategy
LEP	New Anglia Local Enterprise Partnership
LIS	Local Industrial Strategy
LVU	Land Value Uplift
MaaS	Mobility as a Service
NATS	Norwich Area Transportation Strategy
NCC	Norfolk County Council
NNUH	Norfolk & Norwich University Hospital



NPA	Norwich Policy Area
NRP	Norwich Research Park
NUA	Norwich University of the Arts
OBC	Outline Business Case
P&R	Park & Ride
PTDM	Public Transport Data Management
RAG	Red/Amber/Green (assessment)
SOBC	Strategic Outline Business Case
FMZ	Future Mobility Zone
TCF	Transforming Cities Fund
TfN	Transport for Norwich
UEA	University of East Anglia
UTMC	Urban Traffic Management Control
WEI	Wider Economic Impacts



1 Introduction

1.1 Purpose of this document

- 1.1.1 This document forms the Strategic Outline Business Case (SOBC) for the 'Transforming Norwich' programme of investment under the Transforming Cities Fund (TCF). The document has been prepared in line with all relevant guidance issued by the Department for Transport (DfT) and includes the five cases of Strategic, Economic, Financial, Commercial and Management.
- 1.1.2 We have worked with the Department for Transport (DfT) on the co-development of this SOBC since the short-listing of cities was announced and have found this approach to be beneficial and worthwhile. A draft SOBC was submitted to DfT in June 2019 and feedback was provided - Annex 9 provides information on how this feedback has been noted and incorporated in our final submission.
- 1.1.3 This is a programme level SOBC submission regarding three different programmes of measures, with funding brought together from the DfT, local government sources, plus significant contributions from the private sector. The three different programmes of low, medium and high funding have overall values of £83.96m, £99.59m and £167.84m respectively.

1.2 Structure of the document

- 1.2.1 As a programme level SOBC submission, the structure and contents of the document are as follows:
- Chapter 2 – Strategic Case: outlining the challenges and opportunities for transport in Norwich, as well as option generation and defining the low, medium and high funding options
 - Chapter 3 – Economic Case: demonstrating the economic benefits of the low, medium and high funding options
 - Chapter 4 – Financial Case: providing an overview of the cost allocations for the programme
 - Chapter 5 – Commercial Case: outlines the proposed procurement opportunities for delivery of the programme; and
 - Chapter 6 – Management Case: sets out the proposed programme governance arrangements, risk management, and monitoring and evaluation approach
- 1.2.2 Annexes are provided at the end of this document, providing background information to support this application. In addition, Appendices of supporting reports are provided. An overview plan of our SOBC submission can be found in Figure 1.