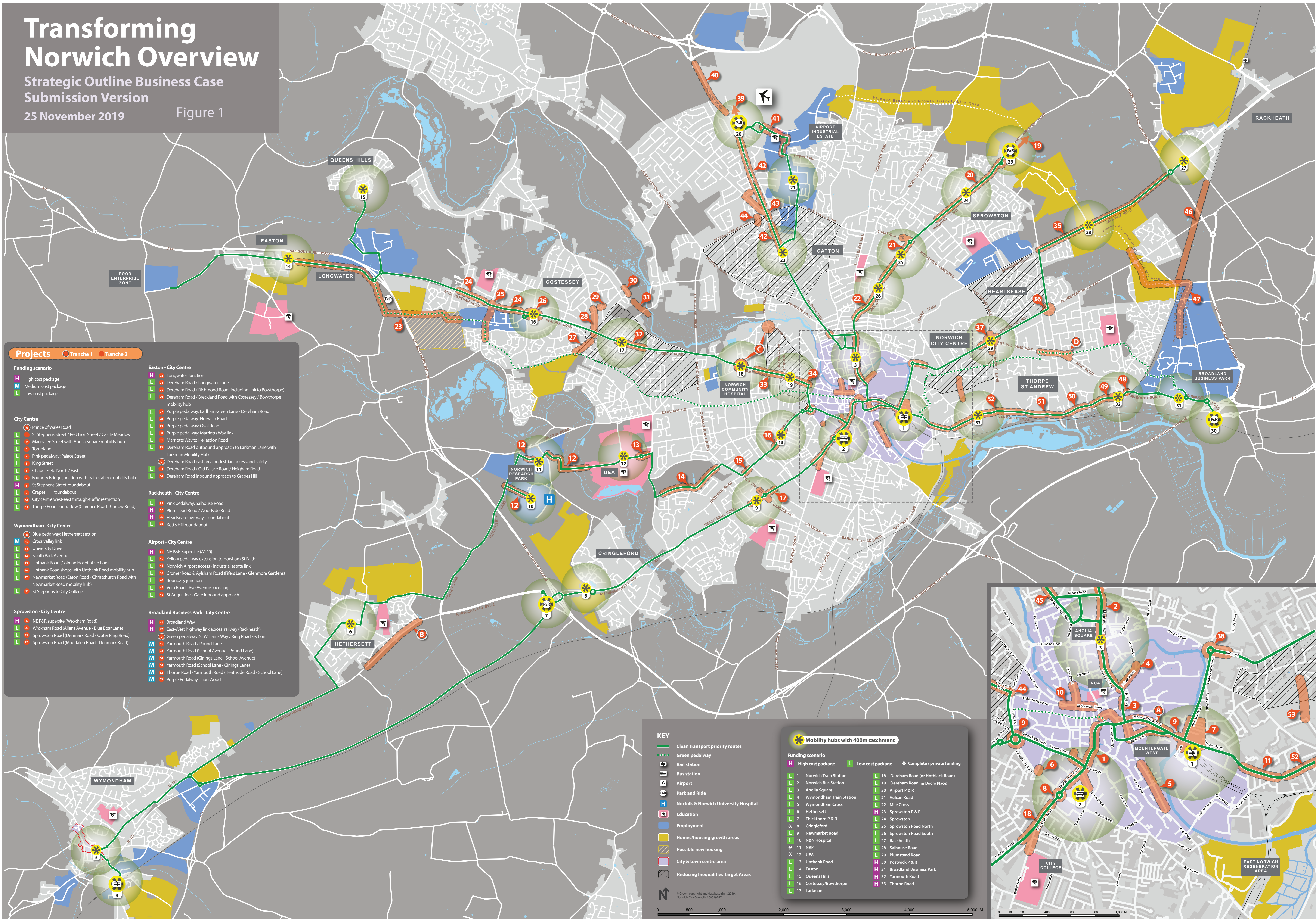


# Transforming Norwich Overview

Strategic Outline Business Case  
Submission Version

25 November 2019

Figure 1



**Projects** ● Tranche 1 ● Tranche 2

**Funding scenario**

- H High cost package
- M Medium cost package
- L Low cost package

**City Centre**

- A Prince of Wales Road
- 1 St Stephens Street / Red Lion Street / Castle Meadow
- 2 Magdalen Street with Anglia Square mobility hub
- 3 Tombland
- 4 Pink pedalway: Palace Street
- 5 King Street
- 6 Chapel Field North / East
- 7 Foundry Bridge junction with train station mobility hub
- 8 St Stephens Street roundabout
- 9 Grapes Hill roundabout
- 10 City centre west-east through-traffic restriction
- 11 Thorpe Road contraflow (Clarence Road - Carrow Road)

**Wymondham - City Centre**

- B Blue pedalway: Hethersett section
- C Cross valley link
- D University Drive
- E South Park Avenue
- F Unthank Road (Colman Hospital section)
- G Unthank Road shops with Unthank Road mobility hub
- H Newmarket Road (Easton Road - Christchurch Road with Newmarket Road mobility hub)
- I St Stephens to City College

**Sprowston - City Centre**

- H NE P&R superstore (Wroxham Road)
- L Wroxham Road (Allens Avenue - Blue Boar Lane)
- L Sprowston Road (Denmark Road - Outer Ring Road)
- L Sprowston Road (Magdalen Road - Denmark Road)

**Easton - City Centre**

- L Longwater Junction
- L Dereham Road / Longwater Lane
- L Dereham Road / Richmond Road (including link to Bowthorpe)
- L Dereham Road / Breckland Road with Costessey / Bowthorpe mobility hub
- L Purple pedalway: Earilham Green Lane - Dereham Road
- L Purple pedalway: Norwich Road
- L Purple pedalway: Oval Road
- L Purple pedalway: Marnotts Way link
- L Marnotts Way to Helleston Road
- L Dereham Road outbound approach to Larkman Lane with Larkman Mobility Hub
- L Dereham Road east area pedestrian access and safety
- L Dereham Road / Old Palace Road / Heigham Road
- L Dereham Road inbound approach to Grapes Hill

**Rackheath - City Centre**

- L Pink pedalway: Salhouse Road
- H Plumstead Road / Woodside Road
- H Heartsease five ways roundabout
- H Kett's Hill roundabout

**Airport - City Centre**

- H NE P&R Superstore (A140)
- L Yellow pedalway extension to Horsham St Faith
- L Norwich Airport access - industrial estate link
- L Cromer Road & Aylsham Road (Fifers Lane - Glenmore Gardens)
- L Boundary junction
- L Vera Road - Rye Avenue crossing
- L St Augustine's Gate inbound approach

**Broadland Business Park - City Centre**

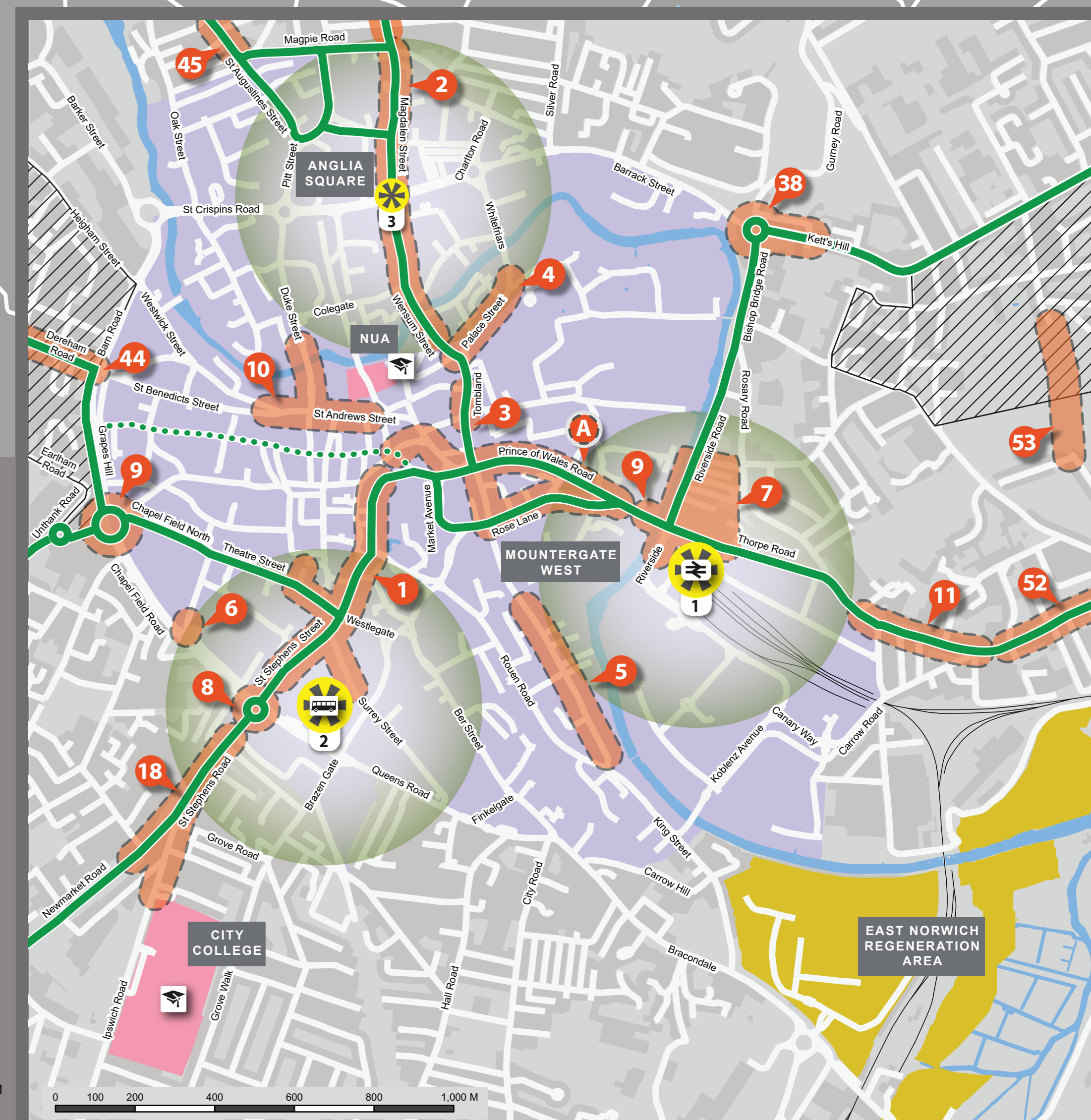
- H Broadland Way
- H East-West highway link across railway (Rackheath)
- L Green pedalway: St Williams Way / Ring Road section
- L Yarmouth Road / Pound Lane
- L Yarmouth Road (School Avenue - Pound Lane)
- L Yarmouth Road (Girtings Lane - School Avenue)
- L Yarmouth Road (School Lane - Girtings Lane)
- L Thorpe Road - Yarmouth Road (Heathside Road - School Lane)
- L Purple Pedalway: Lion Wood

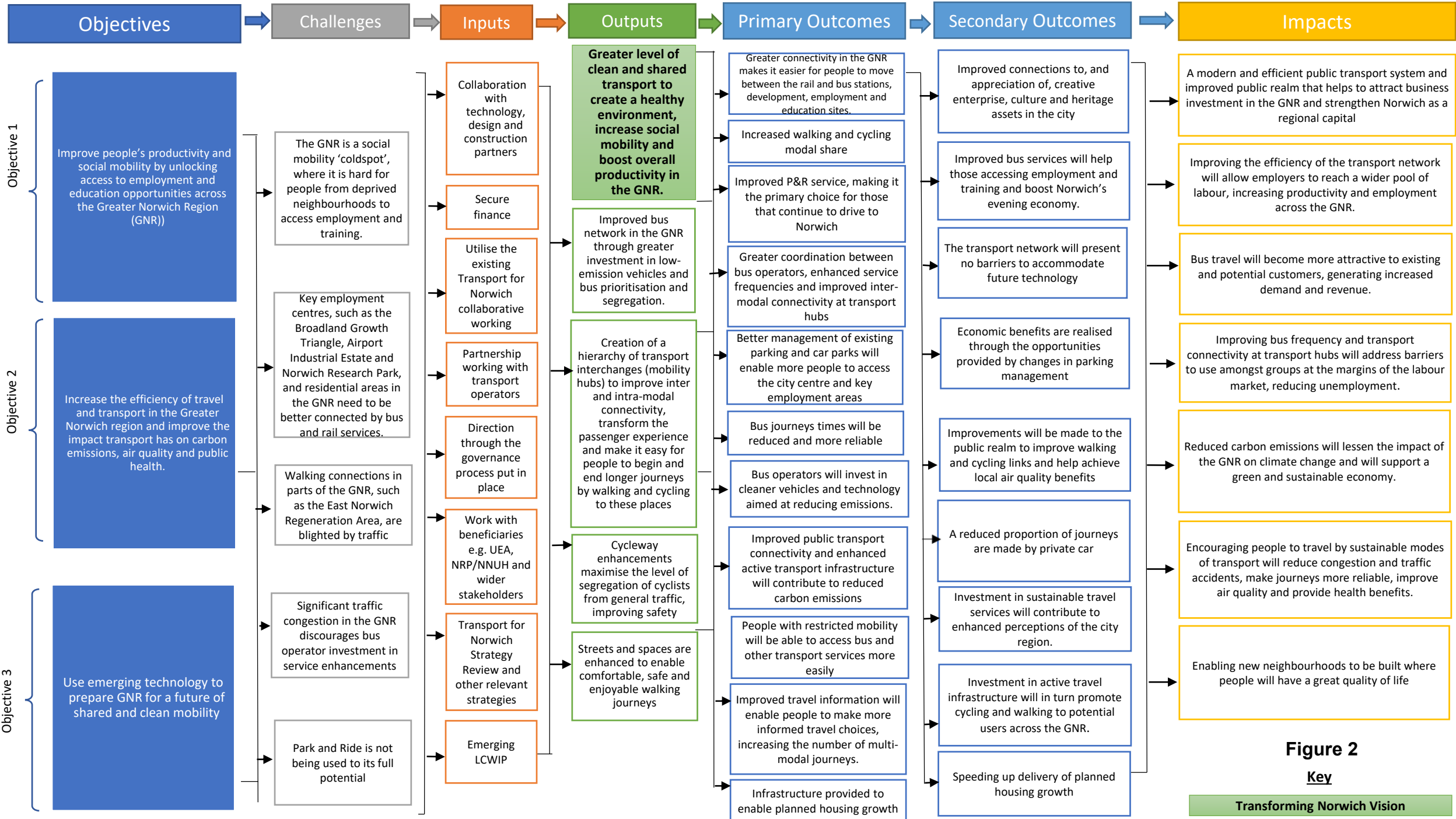
**KEY**

- Clean transport priority routes
- Green pedalway
- Rail station
- Bus station
- Airport
- Park and Ride
- Norfolk & Norwich University Hospital
- Education
- Employment
- Homes/housing growth areas
- Possible new housing
- City & town centre area
- Reducing Inequalities Target Areas

**Mobility hubs with 400m catchment**

<span style="color: red;">H</span> High cost package	<span style="color: green;">L</span> Low cost package	<span style="color: grey;">*</span> Complete / private funding
<span style="color: green;">L</span> 1 Norwich Train Station	<span style="color: green;">L</span> 18 Dereham Road (nr Hotblack Road)	
<span style="color: green;">L</span> 2 Norwich Bus Station	<span style="color: green;">L</span> 19 Dereham Road (nr Duoro Place)	
<span style="color: green;">L</span> 3 Anglia Square	<span style="color: green;">L</span> 20 Airport P & R	
<span style="color: green;">L</span> 4 Wymondham Train Station	<span style="color: green;">L</span> 21 Vulcan Road	
<span style="color: green;">L</span> 5 Wymondham Cross	<span style="color: green;">L</span> 22 Mile Cross	
<span style="color: green;">L</span> 6 Hethersett	<span style="color: red;">H</span> 23 Sprowston P & R	
<span style="color: green;">L</span> 7 Thickthorn P & R	<span style="color: green;">L</span> 24 Sprowston	
<span style="color: green;">L</span> 8 Cringleford	<span style="color: green;">L</span> 25 Sprowston Road North	
<span style="color: green;">L</span> 9 Newmarket Road	<span style="color: green;">L</span> 26 Sprowston Road South	
<span style="color: green;">L</span> 10 N&N Hospital	<span style="color: green;">L</span> 27 Rackheath	
<span style="color: green;">L</span> 11 NRP	<span style="color: green;">L</span> 28 Salhouse Road	
<span style="color: green;">L</span> 12 UEA	<span style="color: green;">L</span> 29 Plumstead Road	
<span style="color: green;">L</span> 13 Unthank Road	<span style="color: red;">H</span> 30 Postwick P & R	
<span style="color: green;">L</span> 14 Easton	<span style="color: red;">H</span> 31 Broadland Business Park	
<span style="color: green;">L</span> 15 Queens Hills	<span style="color: red;">H</span> 32 Yarmouth Road	
<span style="color: green;">L</span> 16 Costessey/Bowthorpe	<span style="color: red;">H</span> 33 Thorpe Road	
<span style="color: green;">L</span> 17 Larkman		





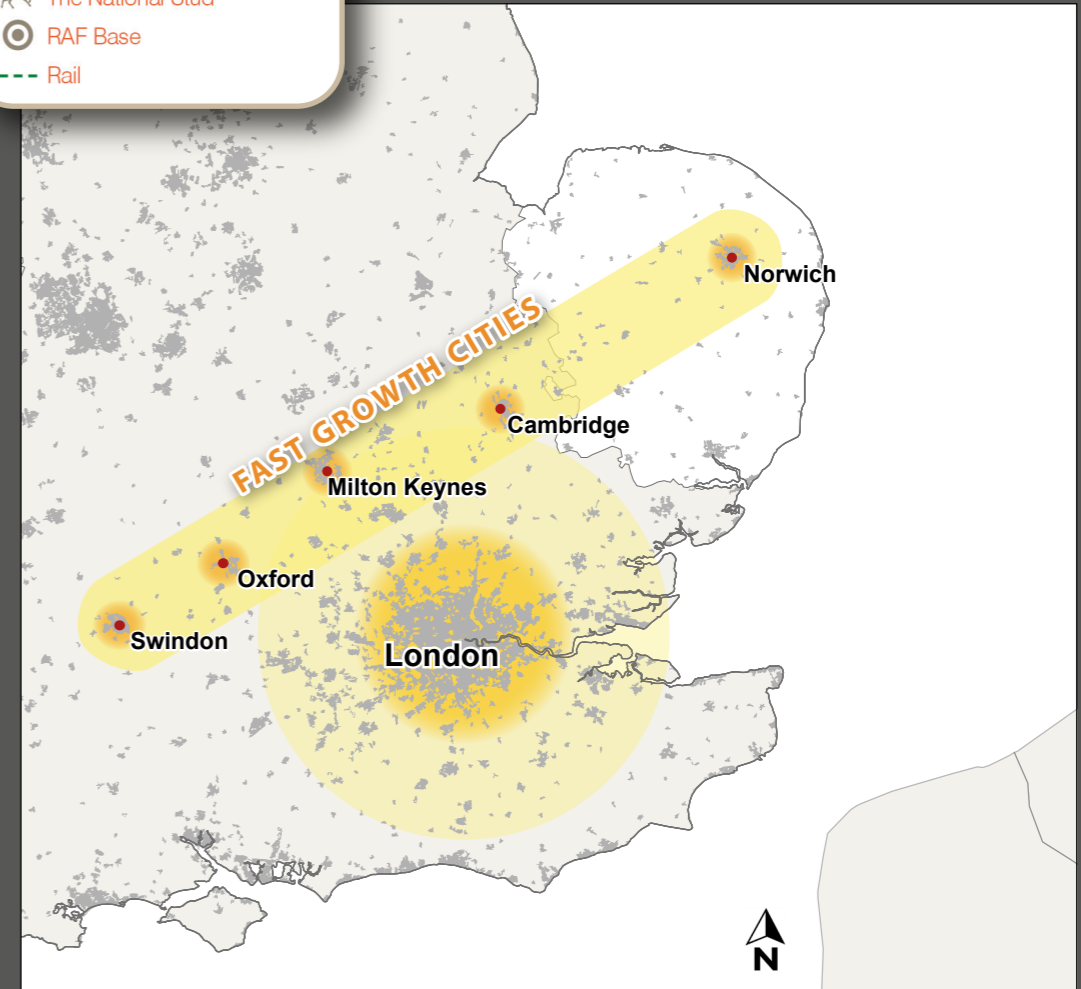
# Norwich location

Figure 3



**KEY**

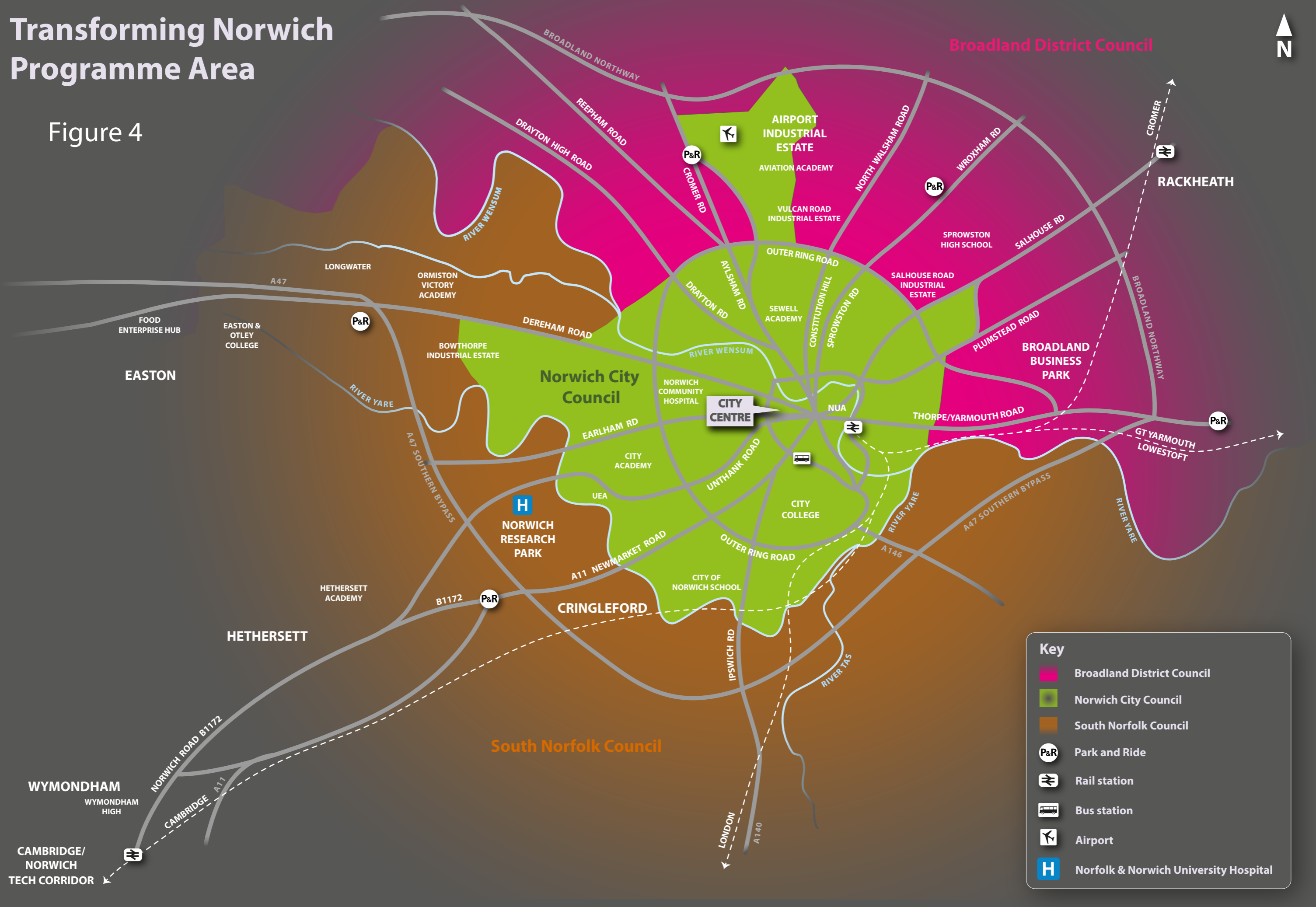
- Norwich City Region (bid area)
- Clean Energy Cluster
- Finance & Insurance Cluster
- Digital Cluster
- Life Science, Advanced Food Tech & Biotech Cluster
- Food Enterprise Zone
- University
- Enterprise Zone
- Oil & Gas Rig
- Wind Farm
- Gas Terminal
- Nuclear Power Station
- Airport
- Shipping Port
- The National Stud
- RAF Base
- Rail



From New Anglia LEP Economic Strategy

# Transforming Norwich Programme Area

Figure 4

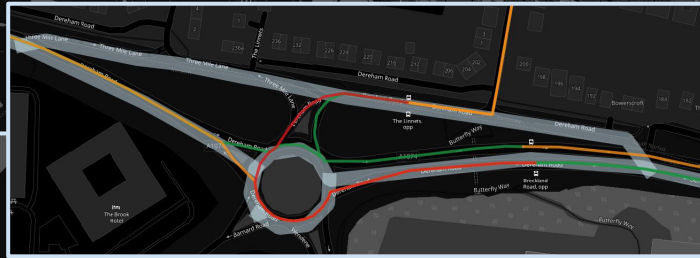
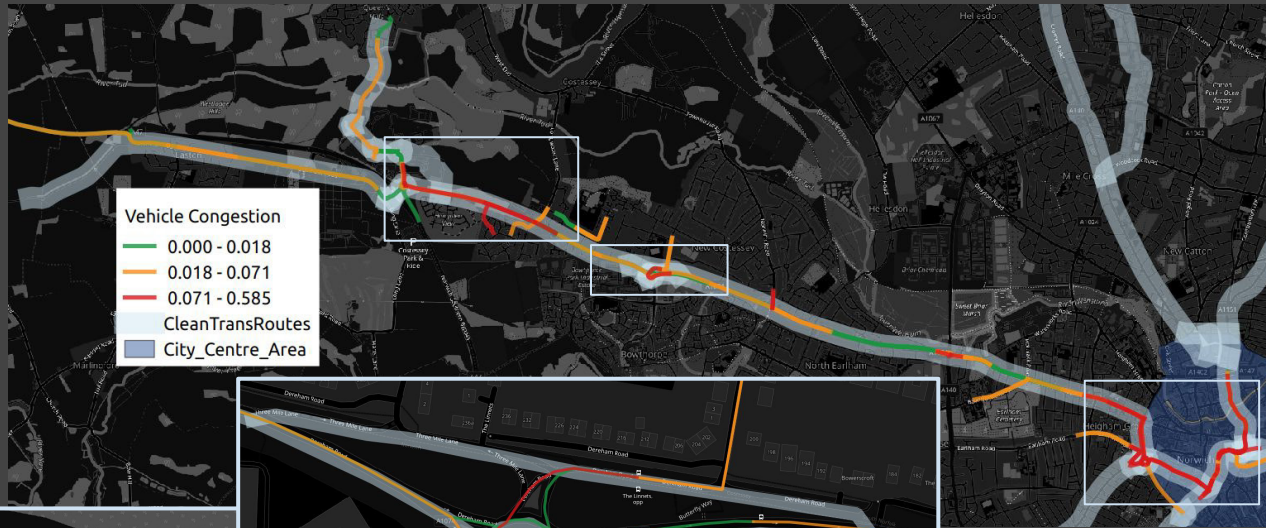


**Key**

- Broadland District Council
- Norwich City Council
- South Norfolk Council
- P&R Park and Ride
- Rail station
- Bus station
- Airport
- Norfolk & Norwich University Hospital

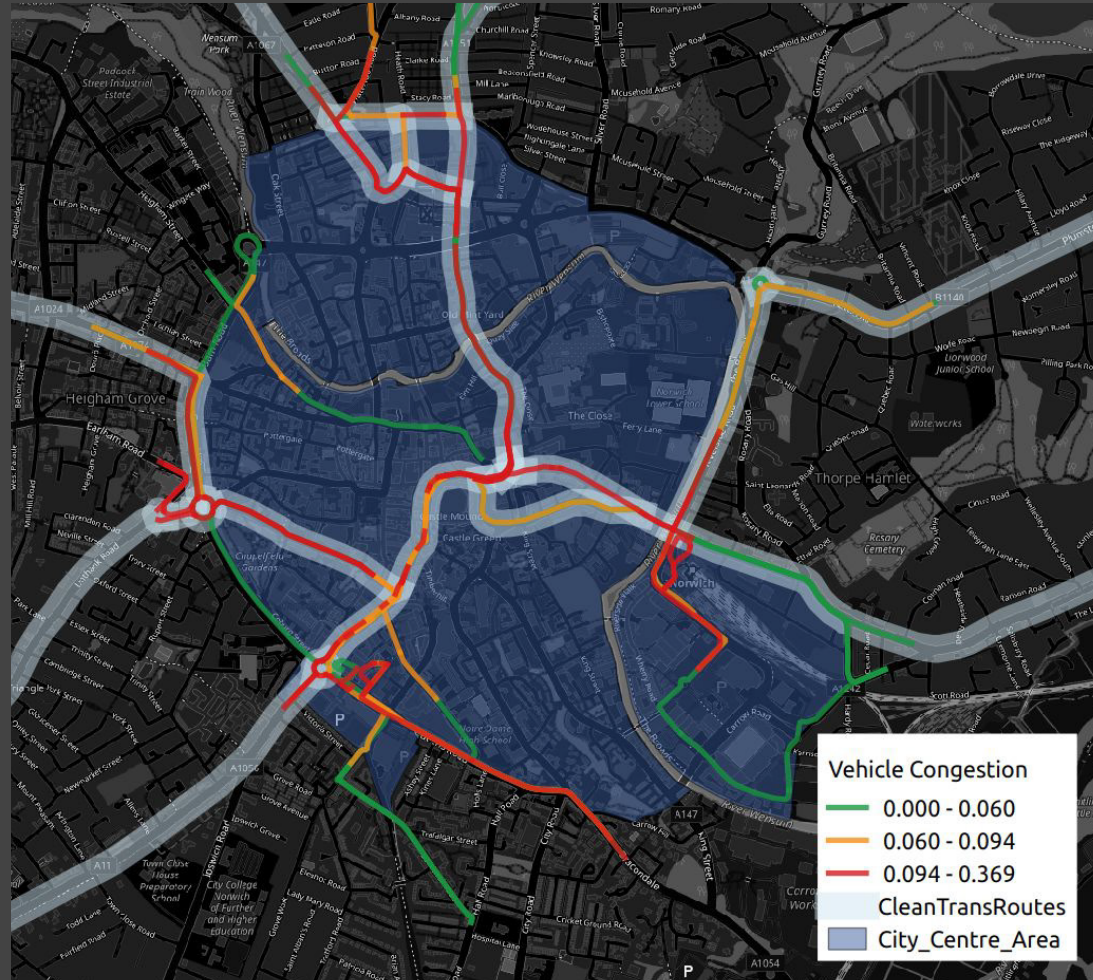
# Bus Congestion Generated Vehicle Delay - Heatmap of Dereham Road

Figure 5



# Bus Congestion Generated Vehicle Delay - Heatmap of City Centre

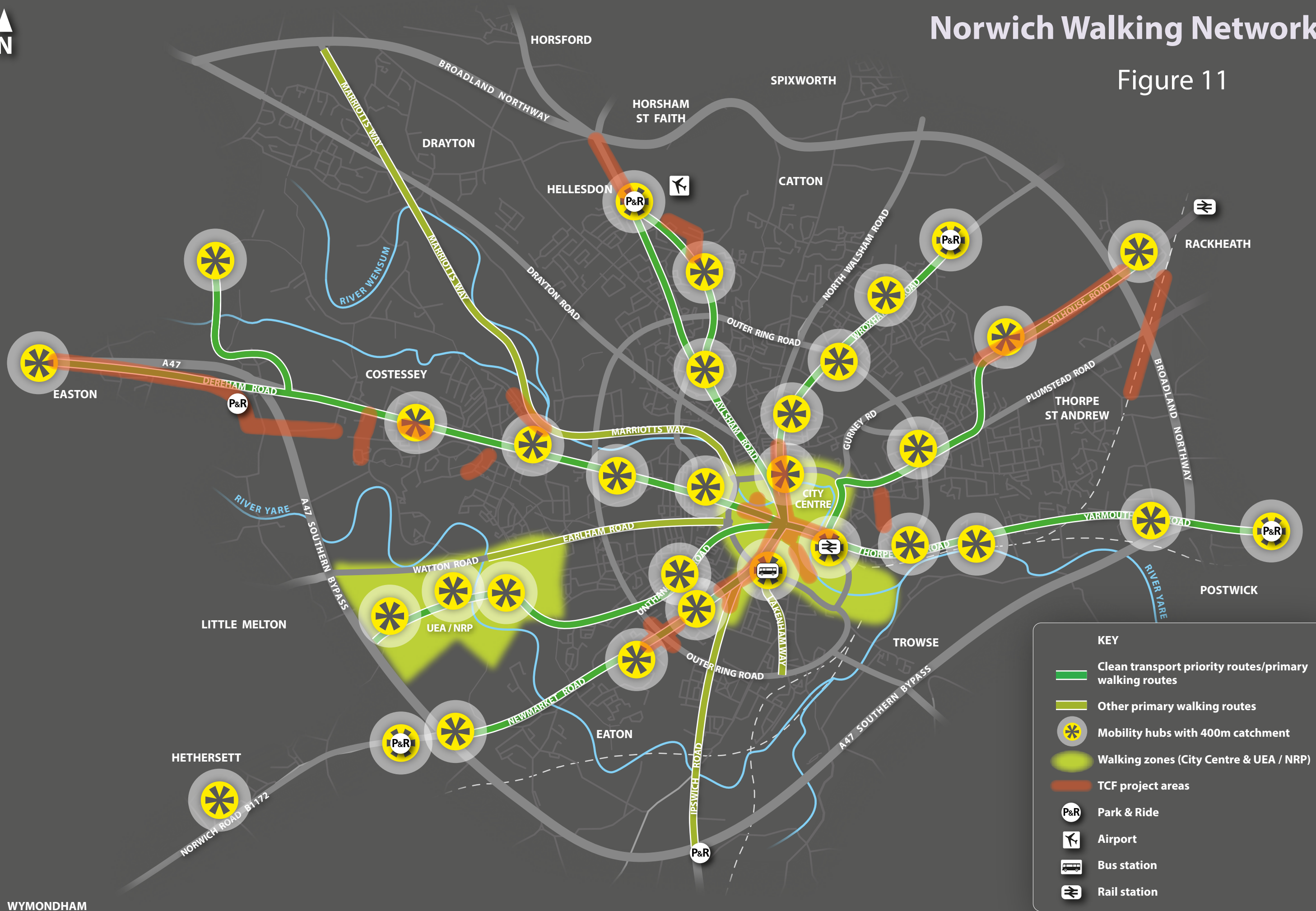
Figure 6





# Norwich Walking Network

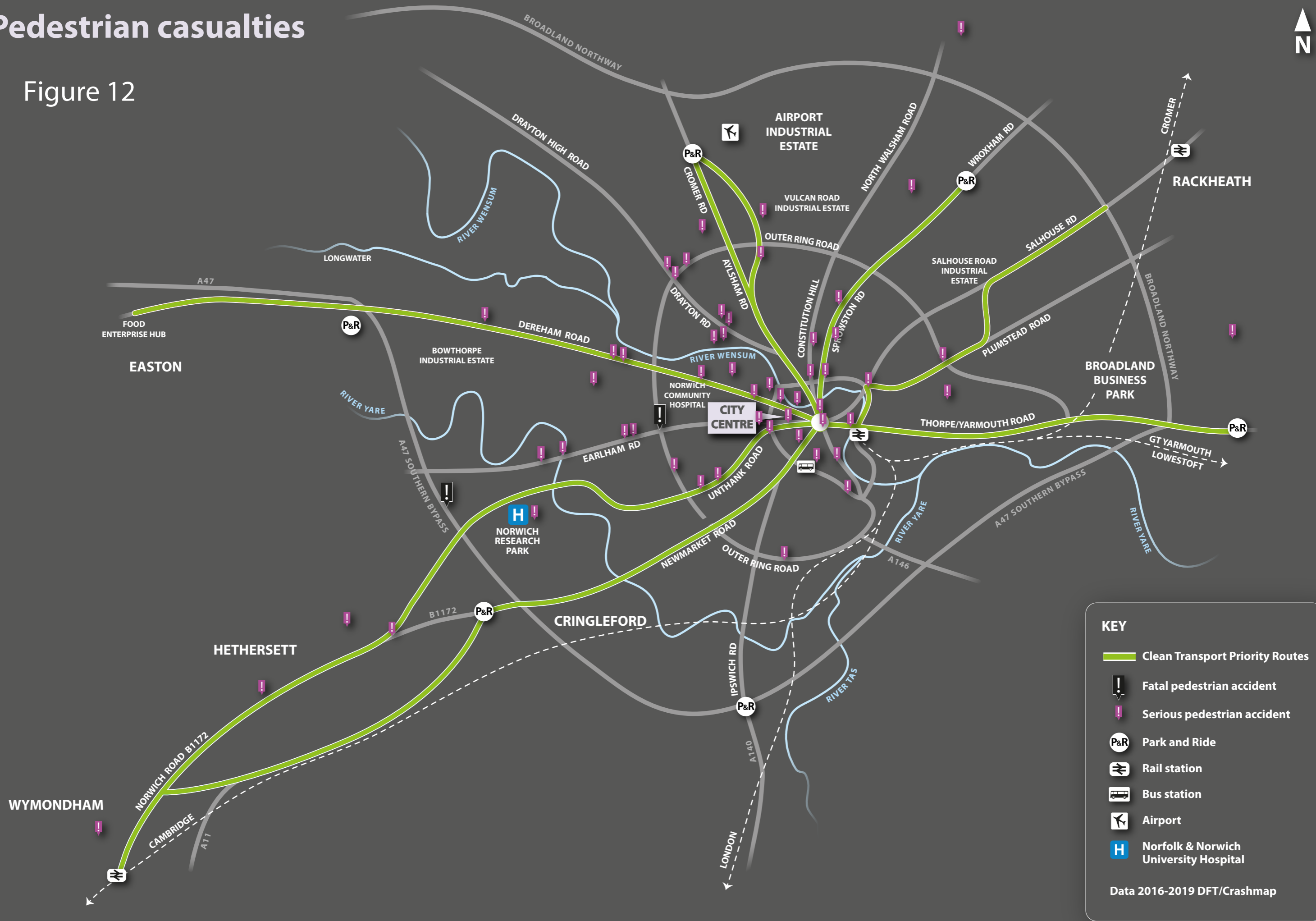
Figure 11



WYMONDHAM

# Pedestrian casualties

Figure 12



**KEY**

- Clean Transport Priority Routes
- Fatal pedestrian accident
- Serious pedestrian accident
- Park and Ride
- Rail station
- Bus station
- Airport
- Norfolk & Norwich University Hospital

Data 2016-2019 DFT/Crashmap

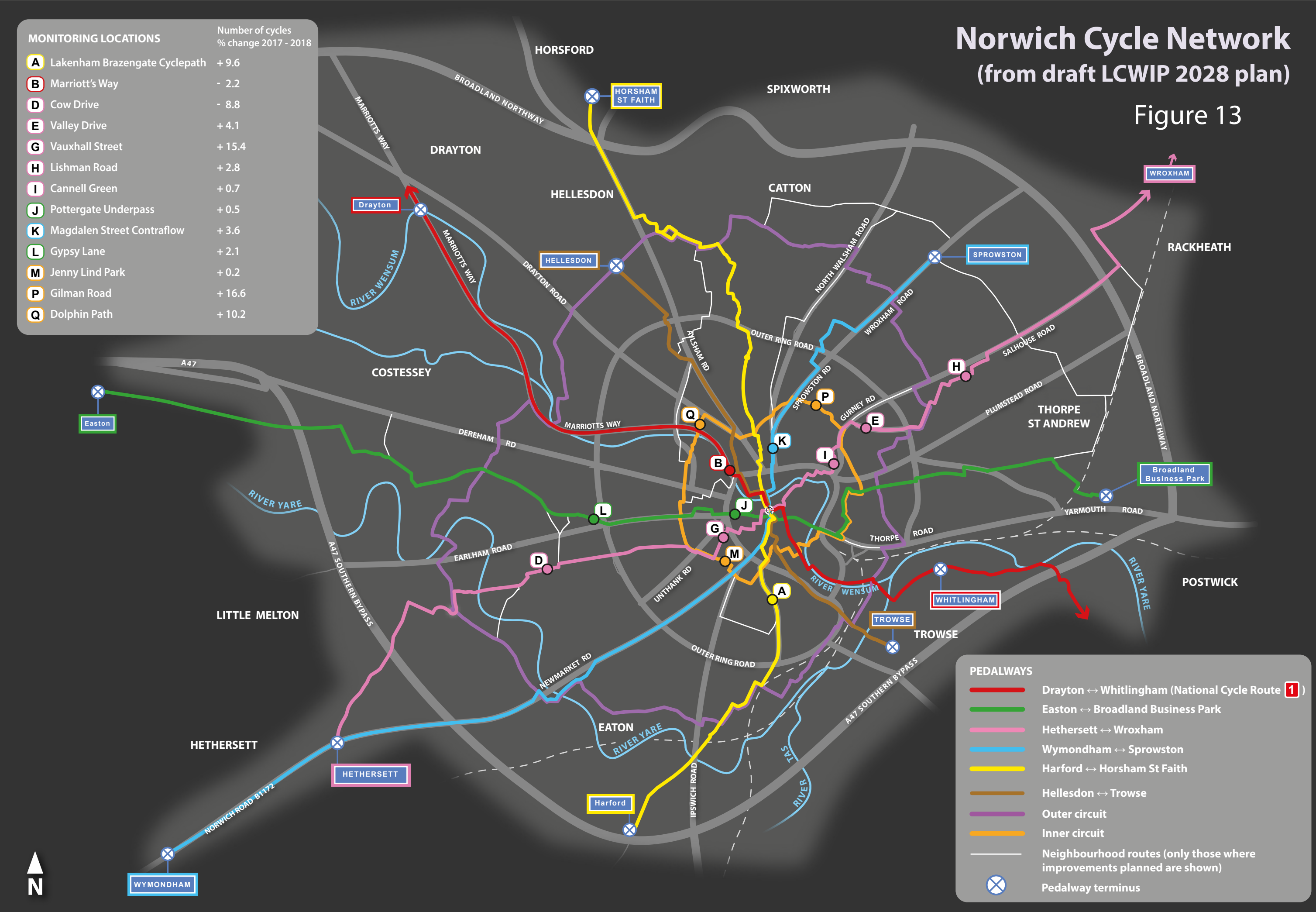


# Norwich Cycle Network (from draft LCWIP 2028 plan)

Figure 13

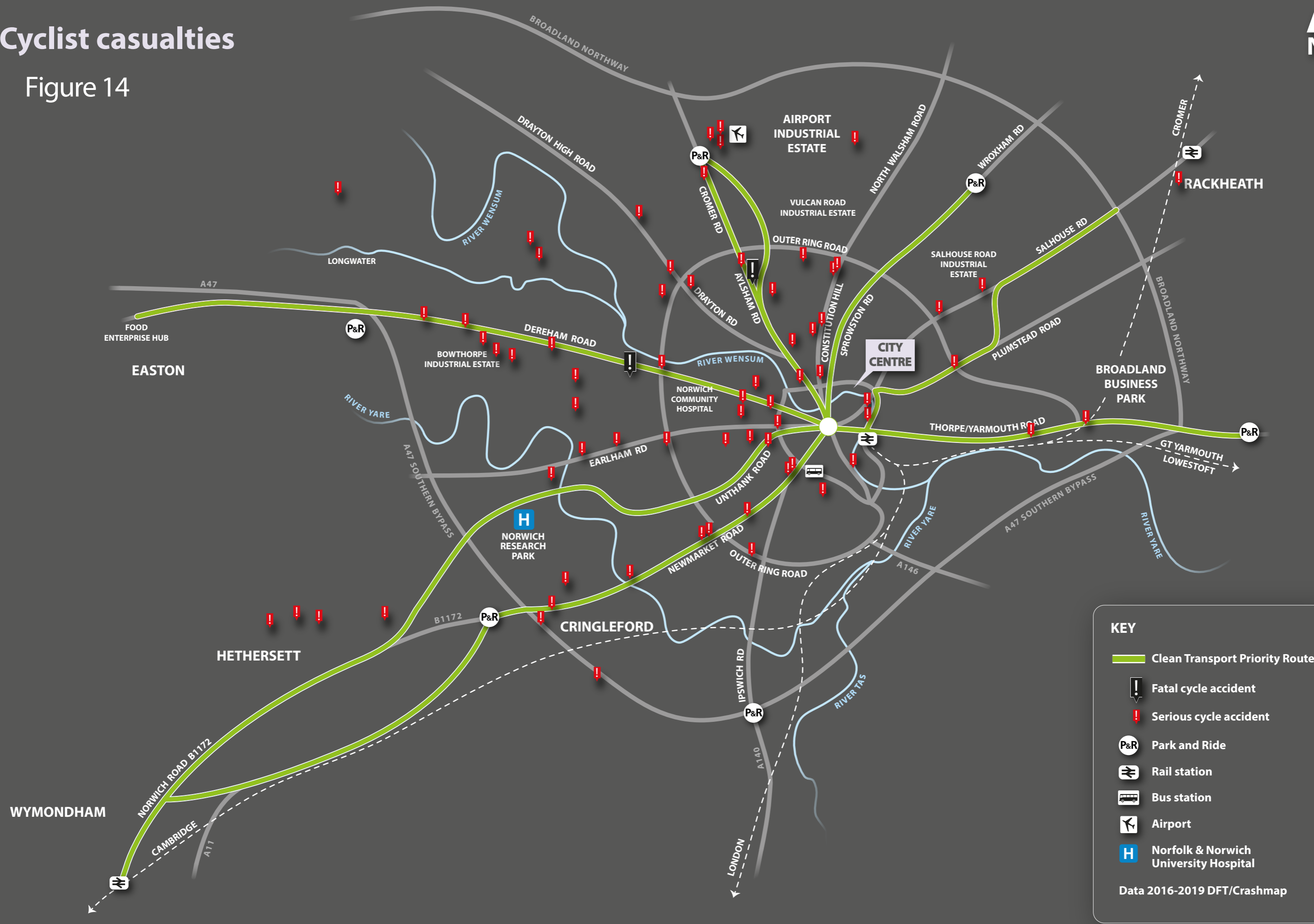
MONITORING LOCATIONS	Number of cycles % change 2017 - 2018
<b>A</b> Lakenham Brazengate Cyclepath	+ 9.6
<b>B</b> Marriott's Way	- 2.2
<b>D</b> Cow Drive	- 8.8
<b>E</b> Valley Drive	+ 4.1
<b>G</b> Vauxhall Street	+ 15.4
<b>H</b> Lishman Road	+ 2.8
<b>I</b> Cannell Green	+ 0.7
<b>J</b> Pottergate Underpass	+ 0.5
<b>K</b> Magdalen Street Contraflow	+ 3.6
<b>L</b> Gypsy Lane	+ 2.1
<b>M</b> Jenny Lind Park	+ 0.2
<b>P</b> Gilman Road	+ 16.6
<b>Q</b> Dolphin Path	+ 10.2

PEDALWAYS	
	Drayton ↔ Whittingham (National Cycle Route 1)
	Easton ↔ Broadland Business Park
	Hethersett ↔ Wroxham
	Wymondham ↔ Sprowston
	Harford ↔ Horsham St Faith
	Hellesdon ↔ Trowse
	Outer circuit
	Inner circuit
	Neighbourhood routes (only those where improvements planned are shown)
	Pedalway terminus



# Cyclist casualties

Figure 14



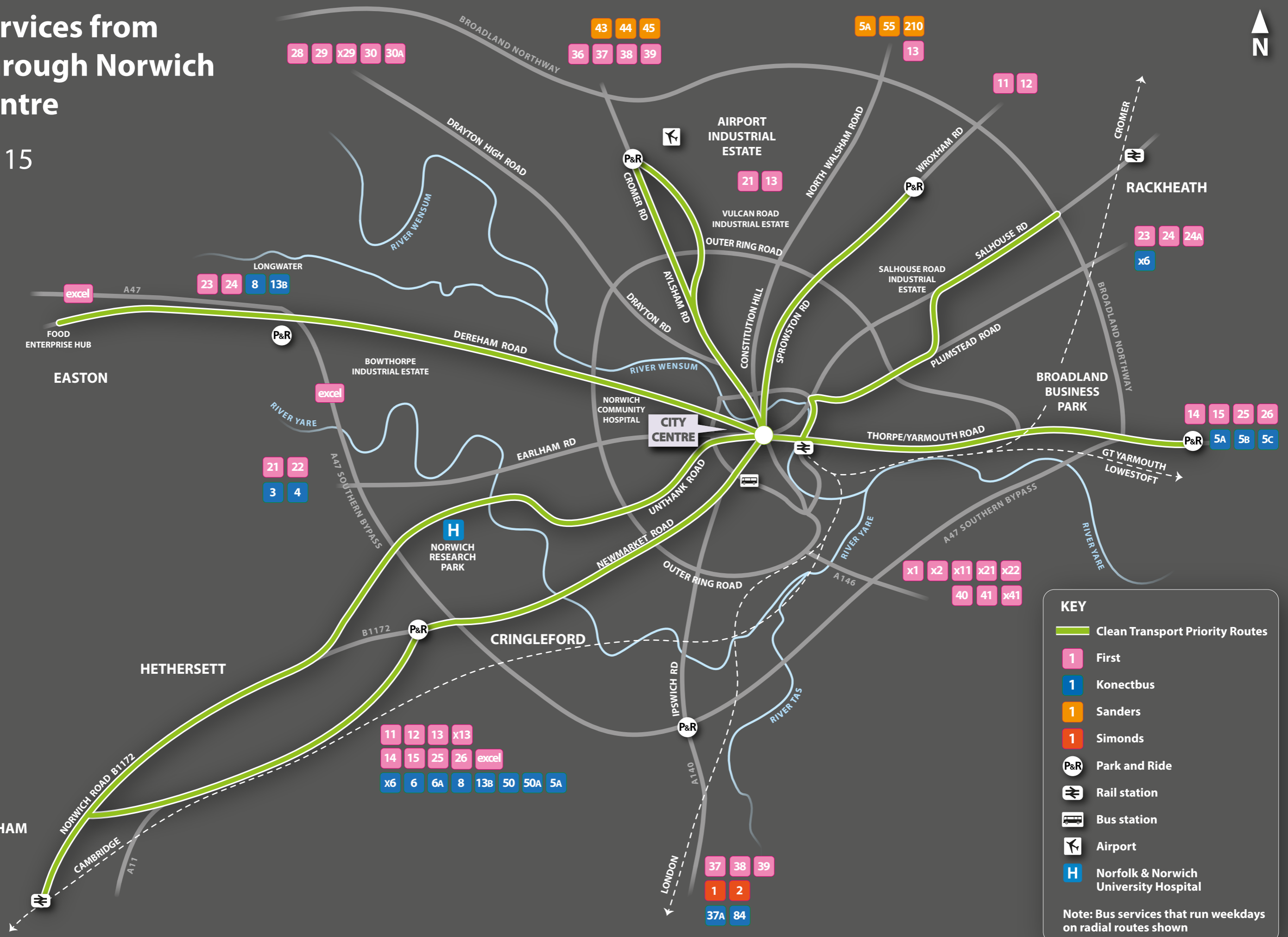
**KEY**

- Clean Transport Priority Routes
- Fatal cycle accident
- Serious cycle accident
- Park and Ride
- Rail station
- Bus station
- Airport
- Norfolk & Norwich University Hospital

Data 2016-2019 DFT/Crashmap

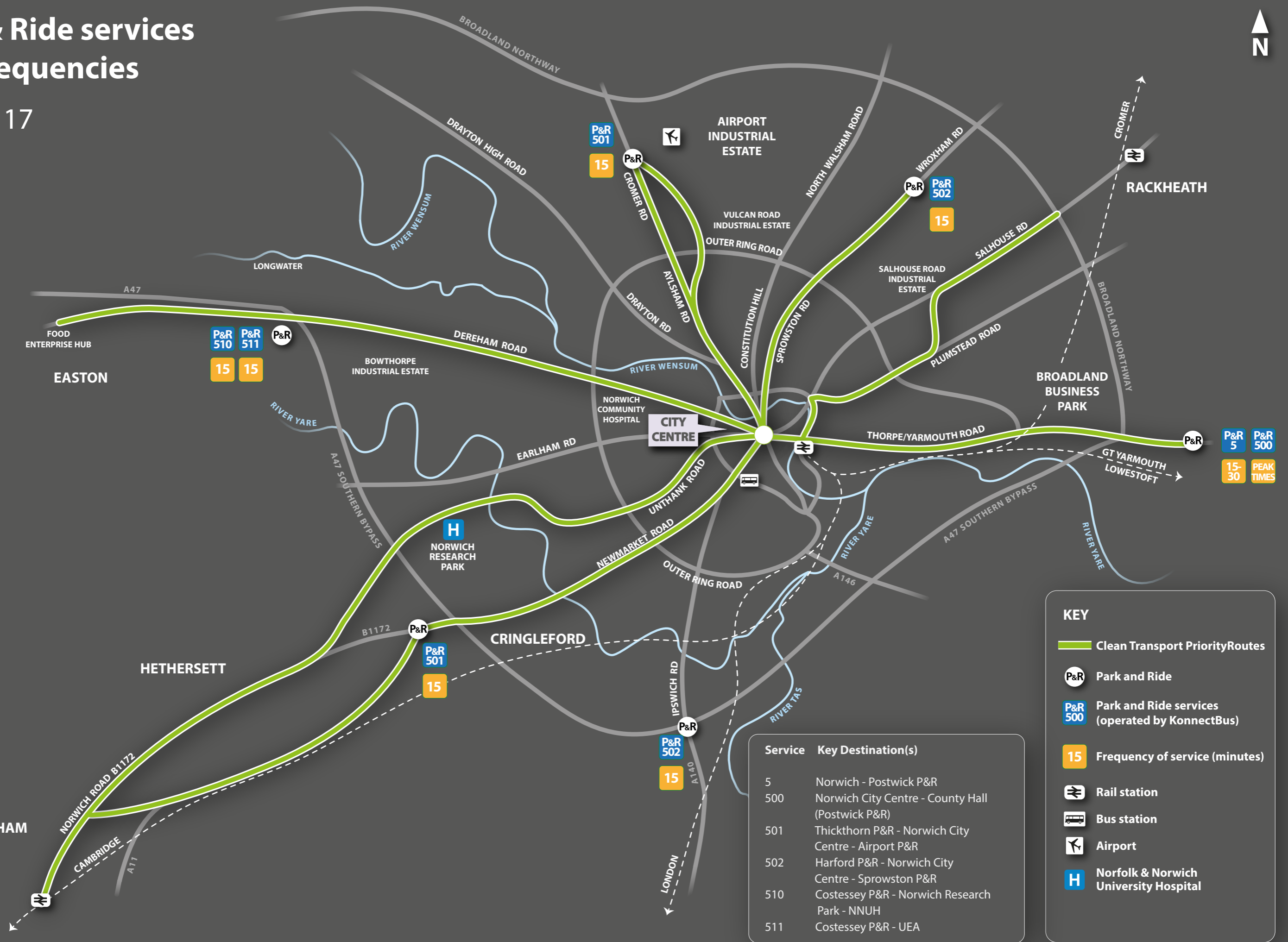
# Bus services from and through Norwich city centre

Figure 15



# Park & Ride services and frequencies

Figure 17



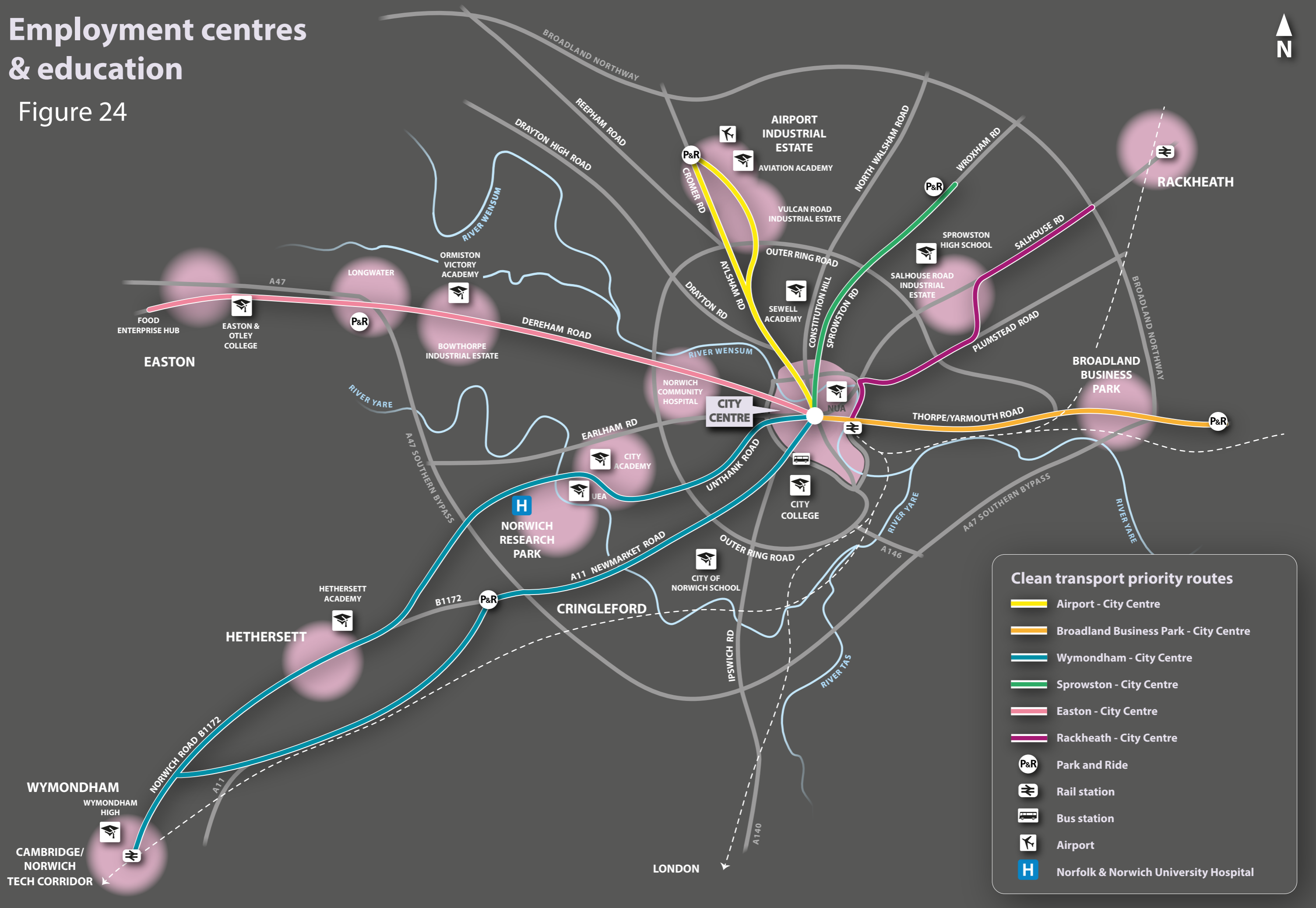
Service	Key Destination(s)
5	Norwich - Postwick P&R
500	Norwich City Centre - County Hall (Postwick P&R)
501	Thickthorn P&R - Norwich City Centre - Airport P&R
502	Harford P&R - Norwich City Centre - Sprowston P&R
510	Costessey P&R - Norwich Research Park - NNUH
511	Costessey P&R - UEA

**KEY**

- Clean Transport Priority Routes
- Park and Ride
- Park and Ride services (operated by KonnectBus)
- Frequency of service (minutes)
- Rail station
- Bus station
- Airport
- Norfolk & Norwich University Hospital

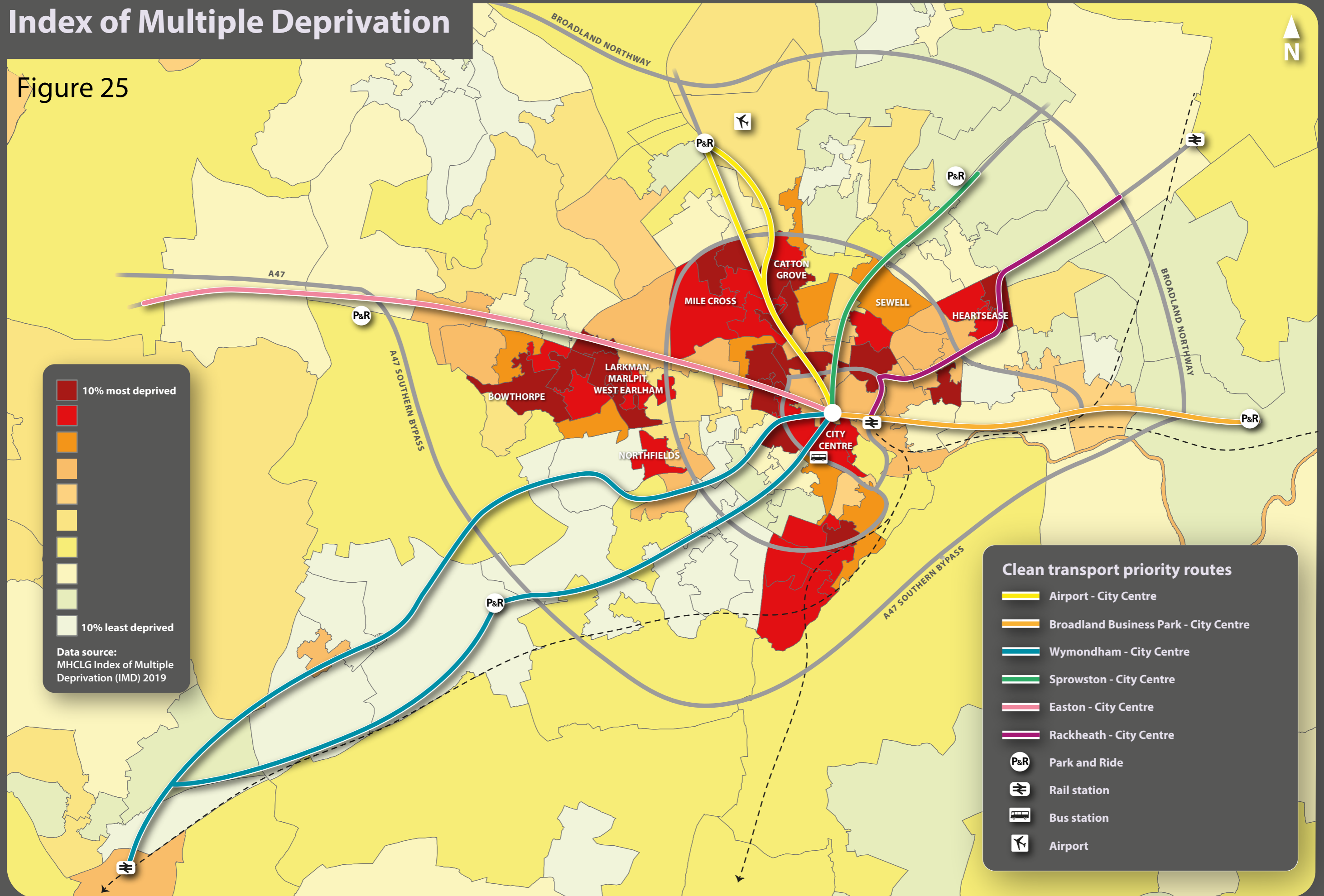
# Employment centres & education

Figure 24



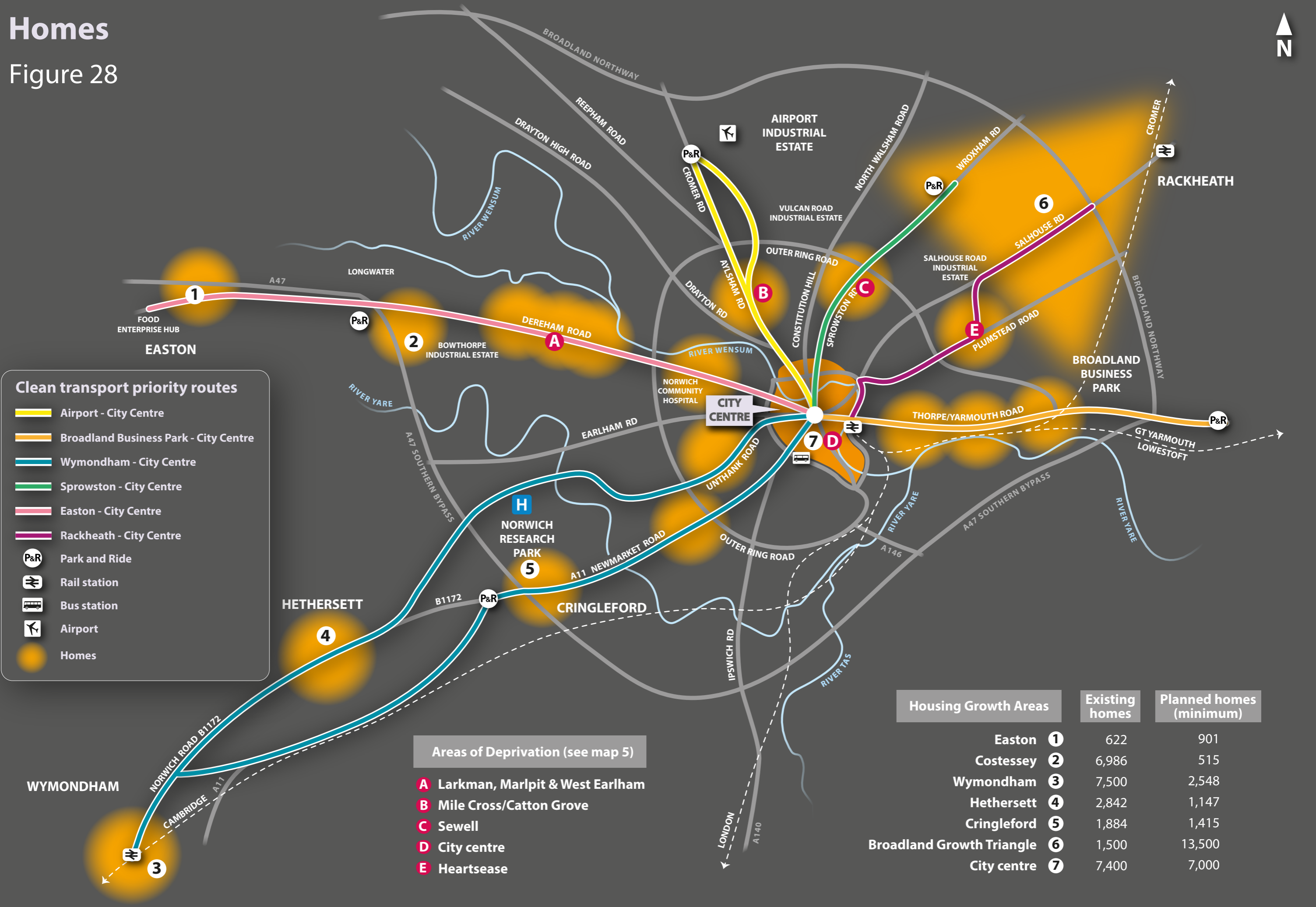
# Index of Multiple Deprivation

Figure 25



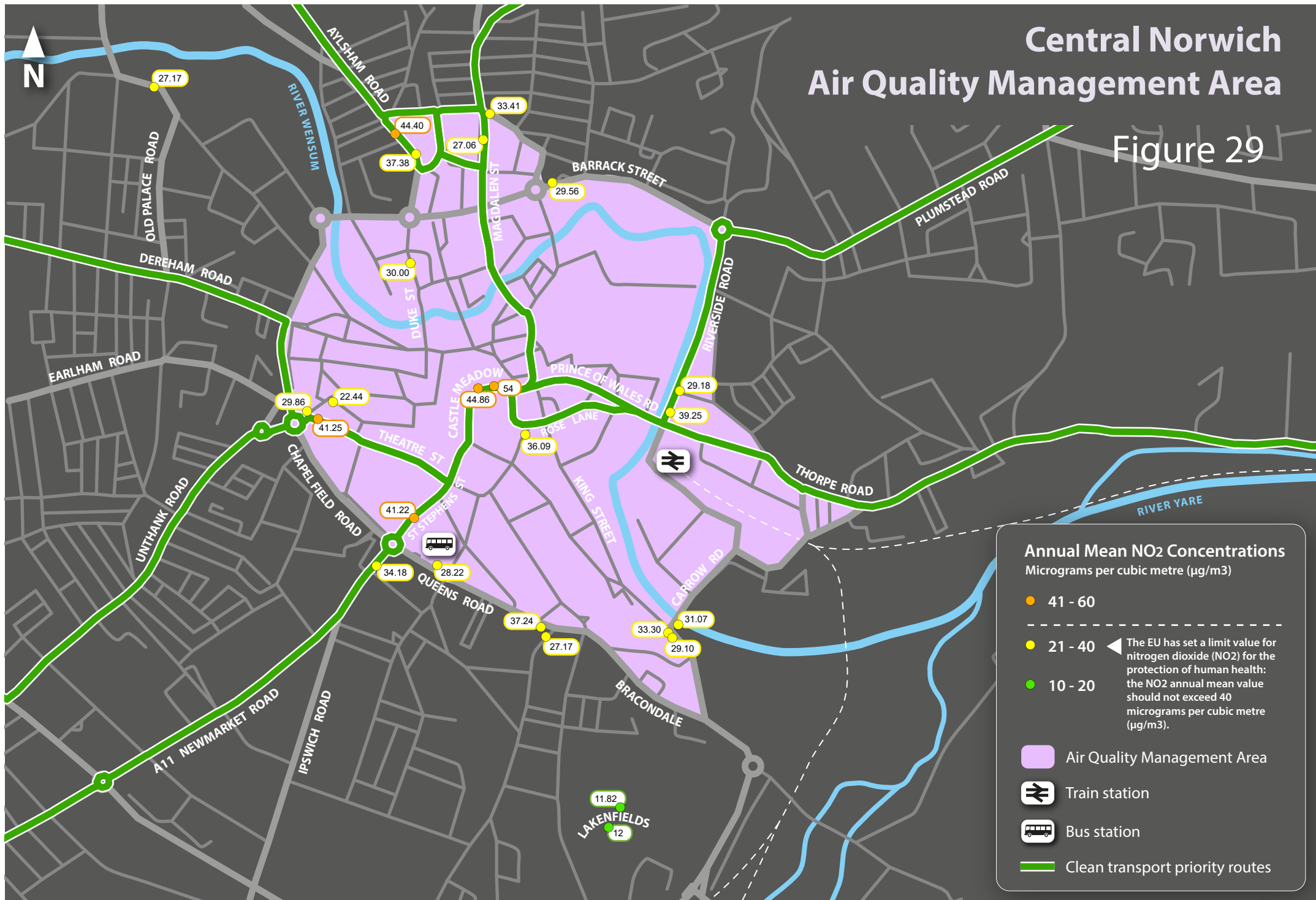
# Homes

Figure 28



# Central Norwich Air Quality Management Area

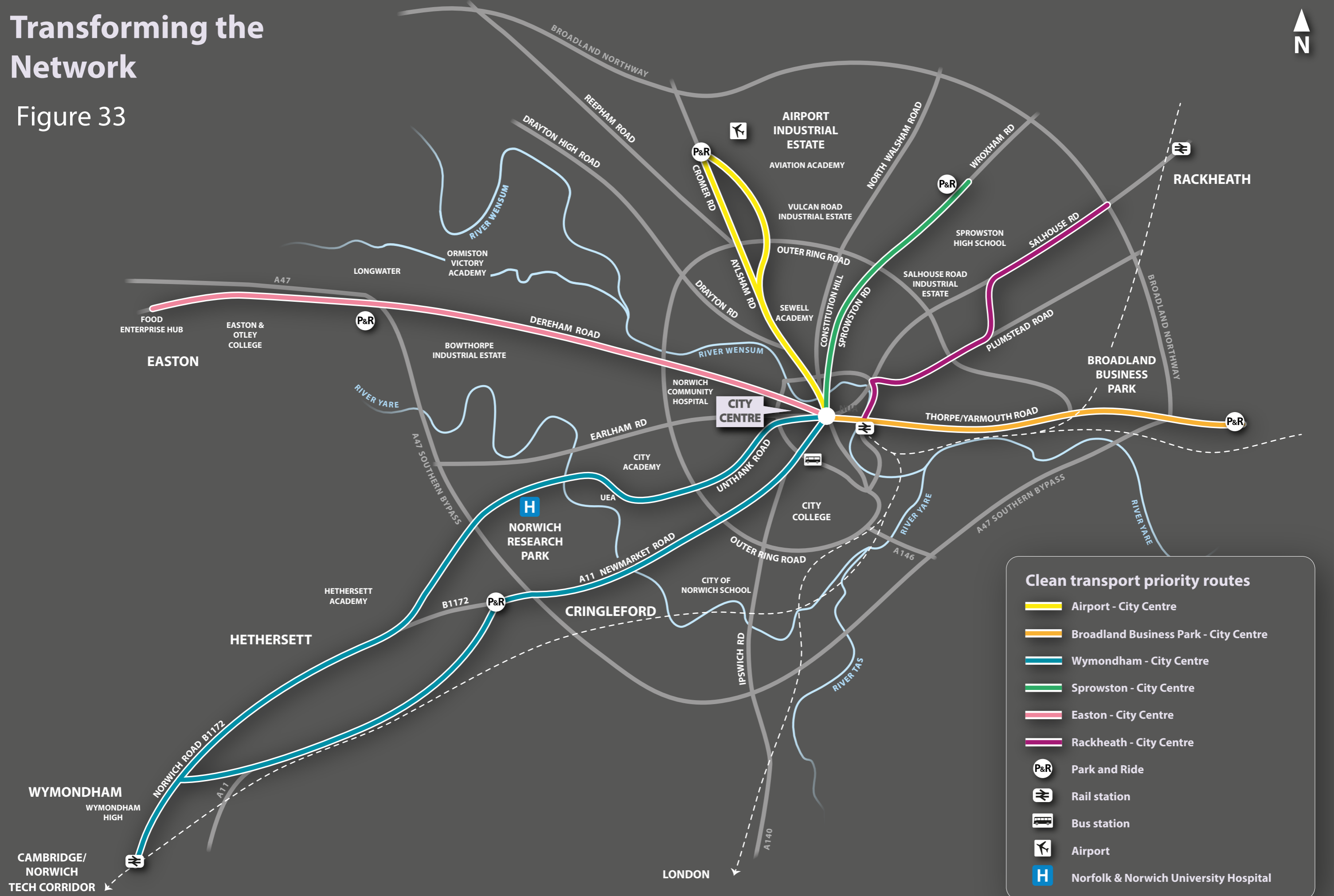
Figure 29





# Transforming the Network

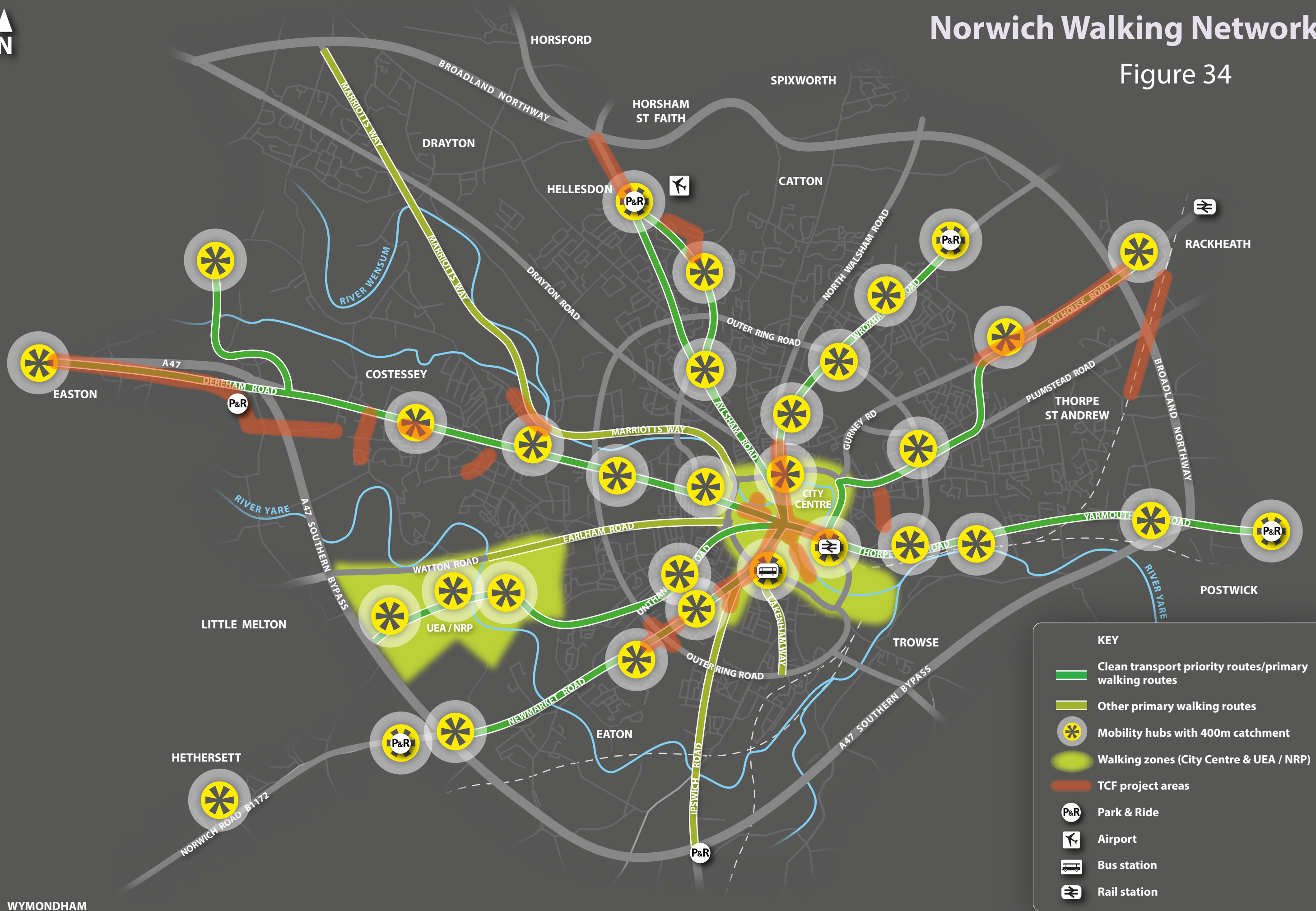
Figure 33



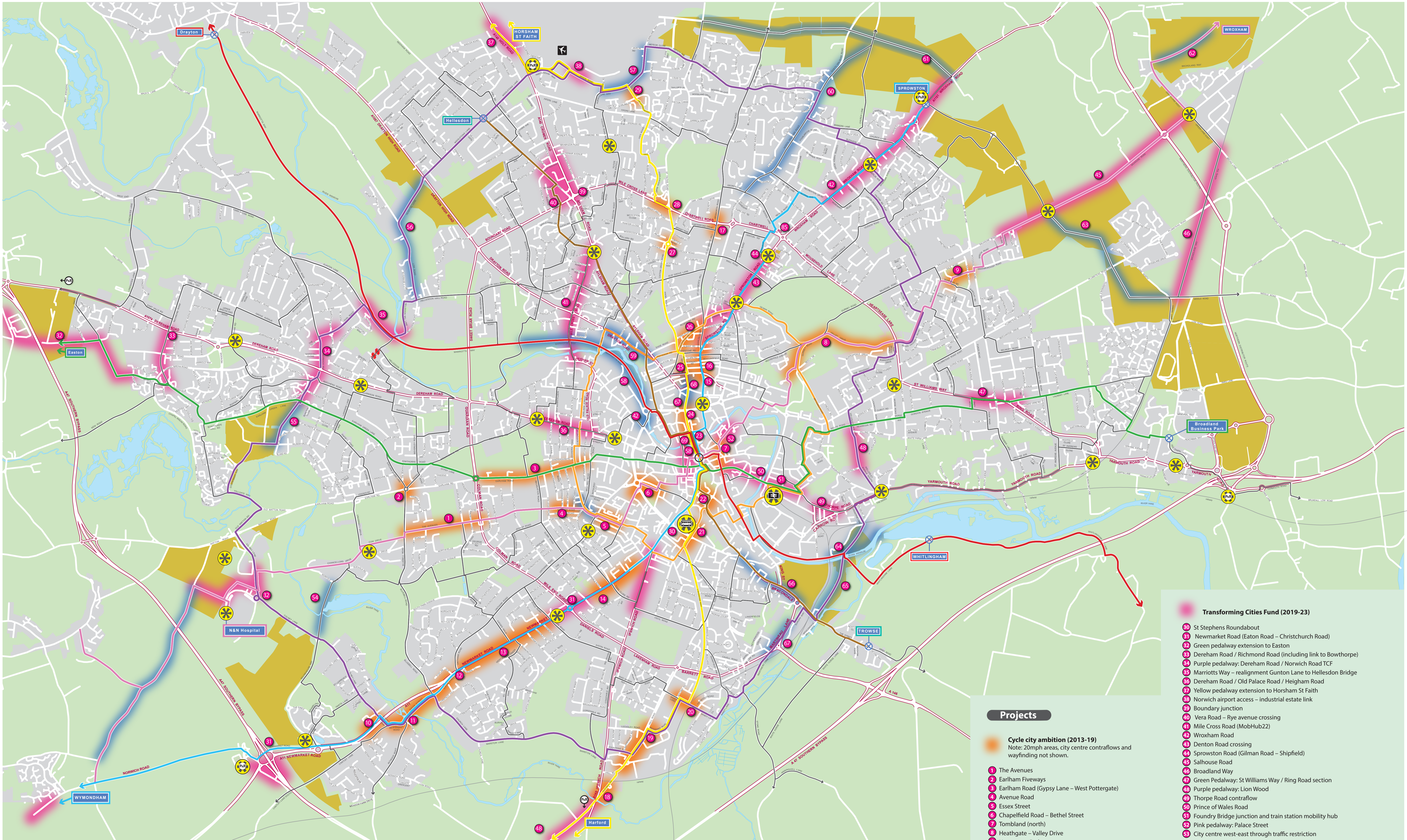


# Norwich Walking Network

Figure 34



WYMONDHAM



# Local Cycling and Walking Infrastructure Plan

Proposed 2028 cycle network and infrastructure improvements (Completed and planned)  
DRAFT 30.10.19

Figure 35

- Pedalways**
- Drayton ↔ Whittingham (National Cycle Route 1)
  - Easton ↔ Broadland Business Park
  - Hethersett ↔ Wroxham
  - Wymondham ↔ Sprowston
  - Harford ↔ Horsham St Faith
  - Outer circuit
  - Inner circuit
  - Hellesdon ↔ Trowse
  - Neighbourhood routes
  - ⊗ Pedalway terminus
  - ⊗ Mobility hub (cycling accessibility and parking improvements)
  - Development area

### Projects

**Cycle city ambition (2013-19)**  
Note: 20mph areas, city centre contraflows and wayfinding not shown.

- 1 The Avenues
- 2 Earlham Fiveways
- 3 Earlham Road (Gypsy Lane – West Pottergate)
- 4 Avenue Road
- 5 Essex Street
- 6 Chapelfield Road – Bethel Street
- 7 Tombland (north)
- 8 Heathgate – Valley Drive
- 9 Heartsease Park
- 10 Cringleford A11 north slip road
- 11 Centre of old Cringleford to Eaton Hill
- 12 Newmarket Road crossing
- 13 Newmarket Road (Unthank Road – Eaton Road)
- 14 Newmarket Road (Christchurch Road – Hannover Road)
- 15 Magdalen Street contraflow
- 16 Magdalen Road
- 17 Chartwell Road crossing
- 18 Old Hall Road access
- 19 Hall Road (Old Hall Road – Bessemer Road)
- 20 Sandy Lane
- 21 Brazengate
- 22 Cattle Market Street / Farmers Avenue
- 23 Colegate
- 24 St Crispin's crossing
- 25 Edward Street – Heath Road
- 26 Waterloo Road
- 27 Woodcock Road roundabout
- 28 Mile Cross Lane
- 29 Heyford Road – Hurricane Way link

### Transforming Cities Fund (2019-23)

- 30 St Stephens Roundabout
- 31 Newmarket Road (Eaton Road – Christchurch Road)
- 32 Green pedalway extension to Easton
- 33 Dereham Road / Richmond Road (including link to Bowthorpe)
- 34 Purple pedalway: Dereham Road / Norwich Road TCF
- 35 Marriotts Way – realignment Gunton Lane to Hellesdon Bridge
- 36 Dereham Road / Old Palace Road / Heigham Road
- 37 Yellow pedalway extension to Horsham St Faith
- 38 Norwich airport access – industrial estate link
- 39 Boundary junction
- 40 Vera Road – Rye avenue crossing
- 41 Mile Cross Road (MobHub22)
- 42 Wroxham Road
- 43 Denton Road crossing
- 44 Sprowston Road (Gilman Road – Shipfield)
- 45 Salhouse Road
- 46 Broadland Way
- 47 Green Pedalway: St Williams Wood / Ring Road section
- 48 Purple pedalway: Lion Wood
- 49 Thorpe Road contraflow
- 50 Prince of Wales Road
- 51 Foundry Bridge junction and train station mobility hub
- 52 Pink pedalway: Palace Street
- 53 City centre west-east through traffic restriction

### Transport for Norwich (2019-28)

- 54 Roundhouse Way – UEA
- 55 Bowthorpe Three Score link
- 56 Middletons Lane
- 57 Hurricane Way
- 58 Marriott's Way: Sloughbottom Park – Barn Road
- 59 Drayton Road (Dolphin Path to St Martin's Road)
- 60 North Walsham Road
- 61 Growth triangle orbital route (St Faiths to Wroxham Rd)
- 62 Broadland Way extension
- 63 Growth triangle orbital route (Salhouse Road to Middle Road)
- 64 Utilities site link
- 65 Deal ground link
- 66 Bracondale
- 67 St George's Street
- 68 Edward Street
- 69 Missing link: Wensum Walk

Sustainable urban drainage, eg rain garden

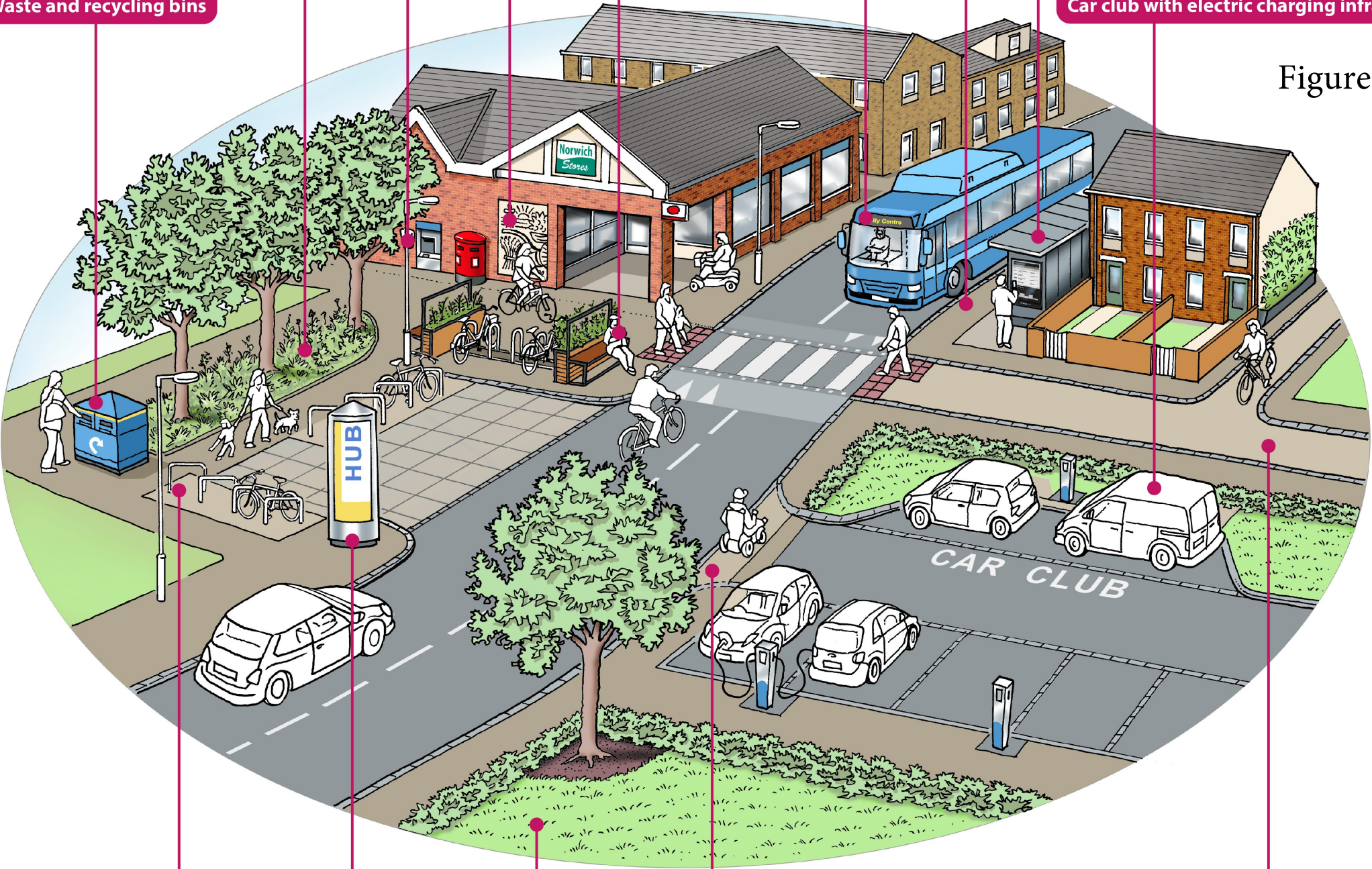
Spacious bus shelter with real time information

Bike share docking stations

Car club with electric charging infrastructure

Waste and recycling bins

Figure 37










Mobility hub branding

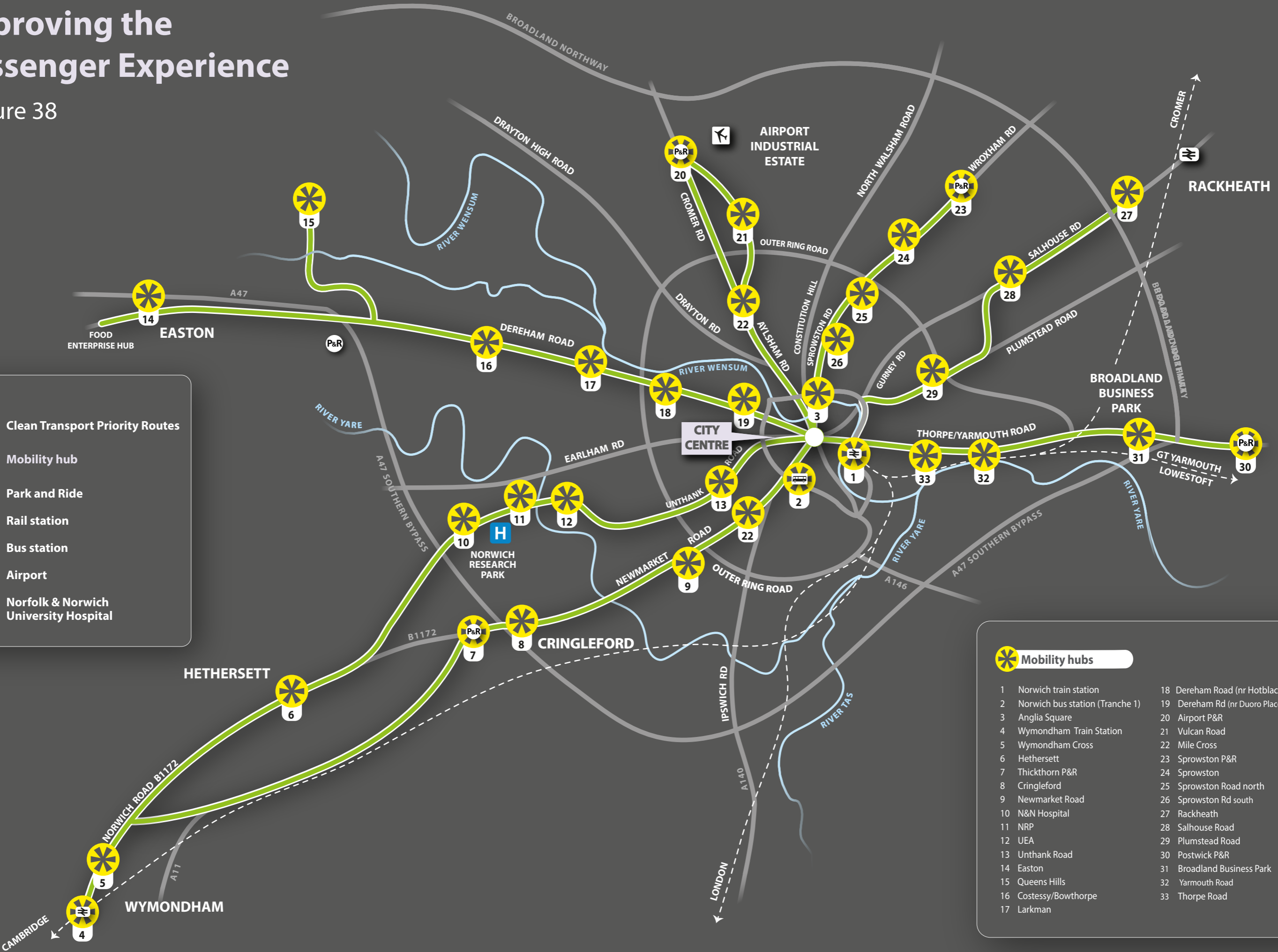
Good cycling and walking routes within 400m of mobility hub

# Improving the Passenger Experience

Figure 38

**KEY**

-  Clean Transport Priority Routes
-  Mobility hub
-  Park and Ride
-  Rail station
-  Bus station
-  Airport
-  Norfolk & Norwich University Hospital



**Mobility hubs**

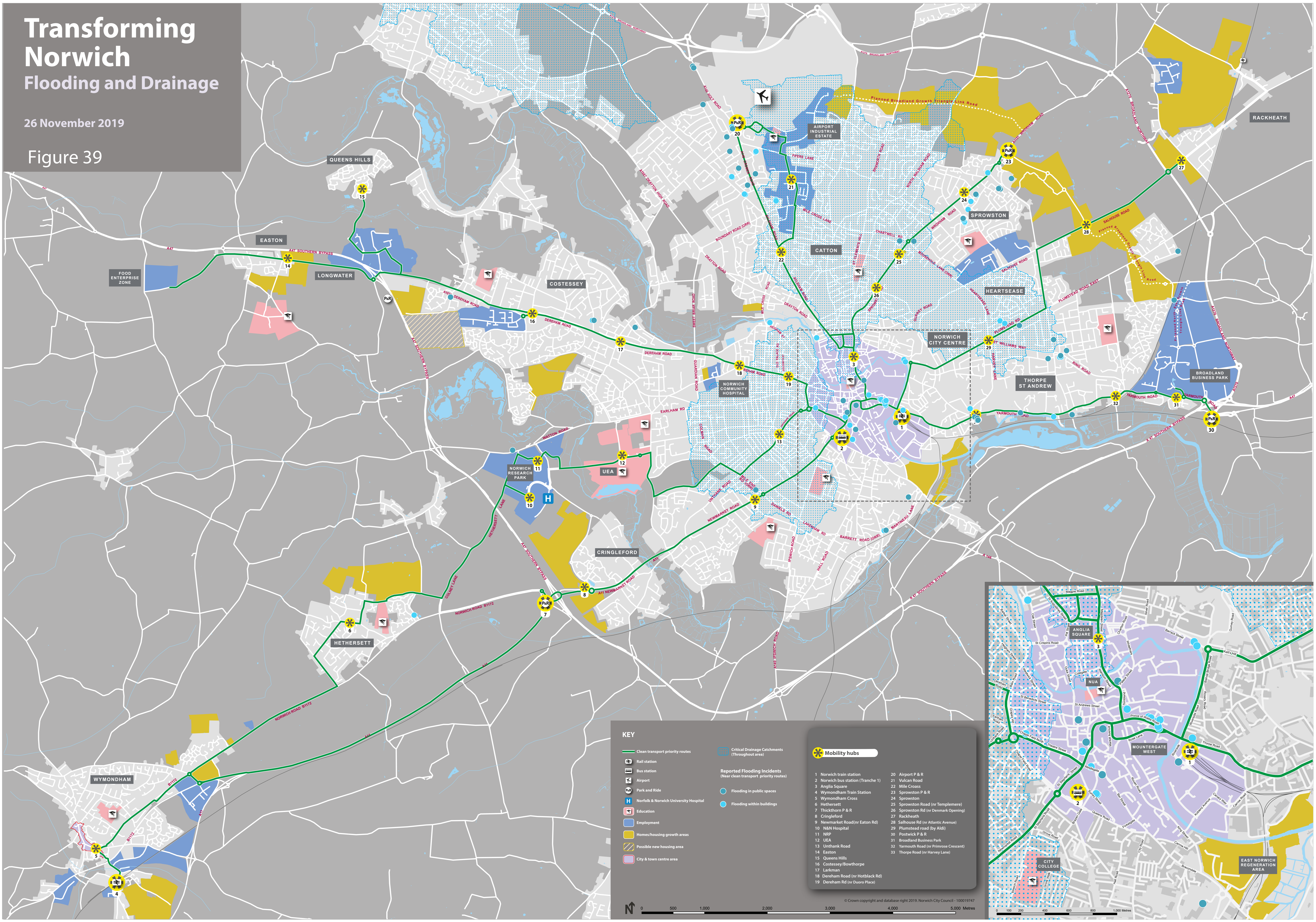
1 Norwich train station	18 Dereham Road (nr Hotblack Road)
2 Norwich bus station (Tranche 1)	19 Dereham Rd (nr Duoro Place)
3 Anglia Square	20 Airport P&R
4 Wymondham Train Station	21 Vulcan Road
5 Wymondham Cross	22 Mile Cross
6 Hethersett	23 Sprowston P&R
7 Thickthorn P&R	24 Sprowston
8 Cringleford	25 Sprowston Road north
9 Newmarket Road	26 Sprowston Rd south
10 N&N Hospital	27 Rackheath
11 NRP	28 Salhouse Road
12 UEA	29 Plumstead Road
13 Unthank Road	30 Postwick P&R
14 Easton	31 Broadland Business Park
15 Queens Hills	32 Yarmouth Road
16 Costessy/Bowthorpe	33 Thorpe Road
17 Larkman	

# Transforming Norwich

## Flooding and Drainage

26 November 2019

Figure 39

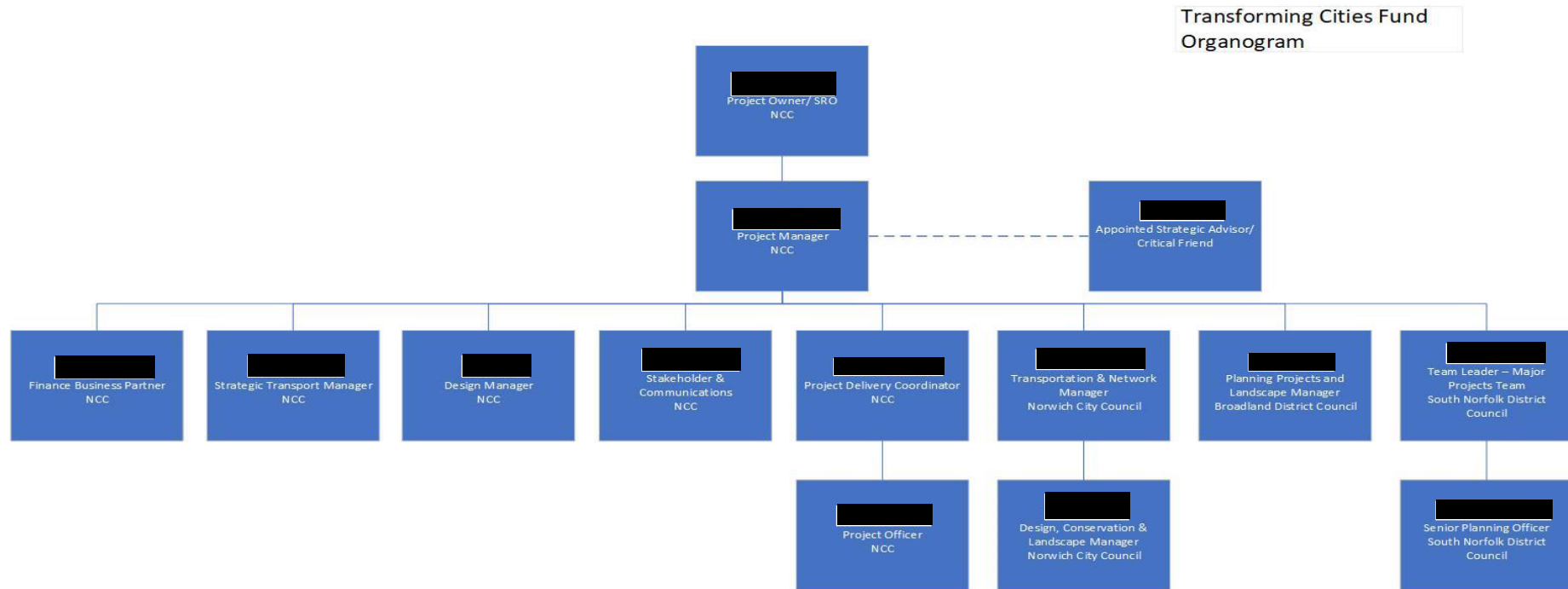


**KEY**

- Clean transport priority routes
- Rail station
- Bus station
- Airport
- Park and Ride
- Norfolk & Norwich University Hospital
- Education
- Employment
- Homes/housing growth areas
- Possible new housing area
- City & town centre area
- Critical Drainage: Catchments (Throughout area)
- Reported Flooding Incidents (Near clean transport priority routes)
- Flooding in public spaces
- Flooding within buildings

**Mobility hubs**

- Norwich train station
- Norwich bus station (Tranche 1)
- Anglia Square
- Wymondham Train Station
- Wymondham Cross
- Hethersett
- Thickthorn P & R
- Cringleford
- Newmarket Road (nr Eaton Rd)
- N&N Hospital
- NRP
- UEA
- Unthank Road
- Easton
- Queens Hills
- Gossey/Bowthorpe
- Larkman
- Dereham Road (nr Hotblack Rd)
- Dereham Rd (nr Duoro Place)
- Airport P & R
- Vulcan Road
- Mill Cross
- Sprowston P & R
- Sprowston
- Sprowston Road (nr Templemere)
- Sprowston Rd (nr Denmark Opening)
- Rackheath
- St-house Rd (nr Atlantic Avenue)
- Plumstead road (by Aldi)
- Postwick P & R
- Broadland Business Park
- Yarmouth Road (nr Primrose Crescent)
- Thorpe Road (nr Harvey Lane)



V1.3

Figure 48: Transforming Cities Fund Organogram

Risks-Project-Open

Transport for Norwich (incorporating Transforming Cities)

18 November 2019

															Red	Significant concerns with one or more risk controls. Requires consideration of the Board/Management Team and immediate action taken.				
															Amber	Some concerns with one or more risk controls but confident that actions taken will address problem.				
															Green	On schedule to meet target score by target date.				
															Blue	The target risk score has been reached, target closed.				
Risk Number	Author	Date Identified	Risk Description (Lack of.... Failure to....)	Risk Impact (Leads to.... Results in....)	Pre-Counter Measure				Risk Mitigation / Counter Measures	Progress with Mitigation / Counter Measures	Post-Mitigation / Counter Measure				Prospect of hitting target score	Target Resolution Date	Risk Owner	Lead Officer	Date Reviewed	Status
					Likelihood	Impact	Risk Score	Risk Level			Likelihood	Impact	Risk Score	Risk Score following mitigation						
NATS1a		25 Oct 18	Lack of staff resource (Design & Construction) to deliver funded programme.	Leading to lack of skills and experience to enable team to respond to key requests and issues (at any stage). Loss of reputation.	3	4	12	Medium	Consider resourcing availability across all design / Major Projects teams to ensure resourcing is efficiently allocated across the agreed project delivery. Ensure appropriate use is made of WSP / MM and other external consulting to deliver funded programme. Ensure resourcing is matched against agreed delivery programme and associated prioritisation. Ensure external resource suppliers have contingency arrangements.	Regular resourcing meetings (full and interim) are arranged across design teams and WSP/Tarmac with good attendance. Resource planning being carried out based on emerging Transforming Cities programme. Resources being reviewed on a monthly basis	1	4	4	Low	Amber	31 Mar 20			20 Nov 19	Open
NATS2		05 Mar 15	Loss of Current Funding Streams	Leading to the inability to build the programmed schemes through lack of funding.	2	5	10	Medium	Government funding has been secured together with NCC, Norwich City Council and other local districts. TCF Tranche 2 funding award announcement in Q1 2020 Contingency arrangements are in place should the funding position change.	Monthly financial monitoring has been developed through the programmes and reported to the TIN board. Financial reporting for county held funds, city finance arrangements now in place and reports being produced. LGF updates also being improved to ensure LEP are confident re spend profile/achievement. Closer involvement with CIL funding now in place. In principle agreements in place with external funding providers for TCF (Frist etc.)	1	5	5	Low	Amber	01 Mar 20			20 Nov 19	Open
NATS3a		12 Nov 18	Lack of Stakeholder support for individual schemes.	Leading to a lack of buy in to individual schemes.	4	5	20	High	Development of a robust communications strategy, identifying key stakeholders for regular proactive distribution. Work with stakeholders throughout the development and consideration of schemes being funded through the Transforming Cities Fund. Undertake appropriate consultation with stakeholders and the public. Additional Stakeholder team resources required to support TCF process	The Transport for Norwich comms resource remains in place. TCF Stakeholder meetings established and working well. 1:1 discussions being held with stakeholders as required. Public consultation held for schemes funded through TCF. Additional support to stakeholder team is required once TCF funding is awarded.	2	2	4	Low	Green	01 Apr 20			20 Nov 19	Open
NATS3b		20 Nov 19	Failure to obtain planning consent for the larger TCF interventions (e.g. scheduled monument consent for Castle Meadow improvement / planning consent for Cross Valley Link Project / Planning Consent for Thickthorn P+R site extension)	Missed opportunity to deliver parts of our TCF programme, leading to a reduction in the overall benefits of the programme	4	5	20	High	Each of the >£5m construction cost schemes will have their own delivery programme that will set out the steps necessary to achieve validation of the necessary planning / consent applications.	Cross Valley Link project programme in place. Schedule Monument Consent requirement date is in the overall TCF delivery programme. Action required to liaise with Highways England for the planned Thickthorn P+R improvement given the HE's aspiration to carry out junction improvement he A11/A47 on Thickthorn Interchange.	2	4	8	Medium	Amber	01 Apr 20			20 Nov 19	Open
NATS5		02-Apr-15	Lack of availability of future NATS/TIN funding	Failure to deliver the remaining unfunded elements of the NATSIP and provide support funding to TCF	3	4	12	Medium	NCC, City & Districts to continue working closely together. Continue to provide staff resource to secure future funding schemes. Scheme progress reporting and post implementation reporting.	Good relationships with partner authorities, LEP & DfT. Currently in final year of 3 year Access Fund (revenue) from DfT to support delivery of capital schemes in Norwich. AtoBetter revenue secured from housing developers being used to support sustainable travel in Norwich. Secured City Deal. Continuing to actively seek grants through partnership agency's. Feasibility work being progressed to ensure schemes are 'ready to go' using parking / bus lane enforcement surplus from city. Closer involvement with CIL funding underway. Further funding being secured through CCAG programme. HIF bid submitted to support housing infrastructure - outcome awaited.	3	2	6	Medium	Amber	Apr-20			20 Nov 19	Open
NATS6		05-Feb-16	Loss of political support for individual schemes within the NATS / TCF programme due to political sensitivity	Inability to gain necessary approvals to implement projects and therefore programme does not deliver the full benefits expected	3	4	12	Medium	NCC, City & Districts to continue working closely together to ensure all members are kept updated on scheme development and implementation. Comms resource to ensure wider strategy messages are promoted.	Comms resource secured and monthly briefings being held with key members and wider stakeholders. Continual need to brief new MPs and Members.	3	2	6	Medium	Green	Apr-20			20 Nov 19	Met
NATS6a		25-Oct-18	Loss of political support for TCF programme by those who think they are less affected by it	As much of the improvement works will be outside the Norwich City boundary, there is a need to ensure there is sufficient political support across the different District administrative boundaries for schemes to progress. Inability to gain necessary approvals to implement projects and therefore programme fails to be delivered.	3	4	12	Medium	Astrong delivery governance already in place through the Transport for Norwich delivery mechanism. NCC, City & Districts to continue working closely together to ensure all members are kept updated on scheme development and implementation. Comms resource to ensure wider strategy messages are promoted.	Transforming Cities Joint Committee established, which has representation from Greater Norwich District Councils. Cabinet being used to approve funding applications. Cabinet Member for Transport briefed on a regular basis.	3	2	6	Medium	Green	Apr-20			20 Nov 19	Open
NATS9		19-Apr-17	Target construction costs exceeding budget	Inability to build the programmed schemes through insufficient funding being available. Potential reputational damage from negative media coverage and relations with stakeholders.	3	4	12	Medium	ECl meetings and regular dialogue with contractors and scheme designers. Careful consideration needed regarding approach to traffic management and use of materials. TCF delivery programme will seek to place some "sacrificial" schemes at the end of the delivery programme. These can be cut if costs run over on earlier, more beneficial, projects. Contingency and risk currently allowed for within TCF funding request	Regular dialogue underway with contractor. Tarmac have a new Programme Manager in place. Regular briefings and reminders issued to all involved of the importance of this issue. 2 ECl workshops have been held with Tarmac and City/County representatives, which have been positively received. Increasing evidence of Project Engineers successfully challenging Traget Costs and working more closely with Tarmac to deliver Target Costs that are more consistent with expectations.	3	2	6	Medium	Green	Apr-21			20 Nov 19	Open
NATS10		13-Dec-17	Failure to implement a satisfactory review of the TIN strategy review	Inability to undertake the review within required timescales. Inability to generate sufficient quantity and quality of feedback to make meaningful decisions from. Missed opportunity to grasp the full benefit of TCF	3	4	12	Medium	Engagement with GNDP project team relating complementary link with review of Local Plan. Engagement with NCC Comms in terms of questionnaire design and analysis. Establishment of NATS Review Working Group. Engagement and Sign-Off of strategy review consultation and analysis through TIN Board	NATS Review Working Group established and has a membership covering different teams at NCC. The first stage of the TIN Strategy consultation is complete with over 1,500 responses. Revised Guiding Principles and Themes approved at EDT Committee (Jan 2019). Public consultation planned for late-2019/early-2020	2	3	6	Medium	Green	Apr-20			20 Nov 19	Open



Definition	Value
The event is expected to occur in most circumstances	5
The event will probably occur in most circumstances	4
The event might occur at some time	3
The event is not expected to occur	2
The event may occur only in exceptional circumstances	1

Likelihood	Impact				
	5	4	3	2	1
5	25	20	15	10	5
4	20	16	12	8	4
3	15	12	9	6	3
2	10	8	6	4	2
1	5	4	3	2	1

Costs	Performance / Quality	Value
<1% of budget	Cosmetic impact only	1 Insignificant
1%-<2%	Some minor elements of objectives affected	2 Minor
2%-<8%	Significant areas of some objectives affected	3 Moderate
8%-<12%	Wide area impact on some objectives	4 Major
>12% of budget	Significant failure resulting in the project not meeting its objectives	5 Extreme

Risk Level Tolerances	
Band	Risk Treatment
High 20-25 (Red Risks)	Risks analysed at this level are so significant that risk treatment is mandatory
Medium 6-16 (Amber Risks)	Risks analysed at this level require a cost/benefit analysis to take place to determine the most appropriate treatment
Low 1-5 (Green Risks)	Risks analysed at this level can be regarded as negligible, or so small that no risk treatment is required

↑	Improved 'Risk Score' or 'Prospect of Hitting Risk Score' since previous review of Risk Register
↓	Decreased 'Risk Score' or 'Prospect of Hitting Risk Score' since previous review of Risk Register

Cost Definition	Value
Outlay for new controls will be less than anticipated savings across the organisation	1
Cost neutral	2
Minimal costs, including an appreciation of resource time and provision of facilities. Not exceeding £25,000	3
Significant costs, in terms of resources, finance, provision of facilities etc. Above £25,000 but not exceeding £100,000	4
Costs would be a serious concern to the recommendation's viability.	5
Costs would be very heavy so very clear tangible benefits would need	6

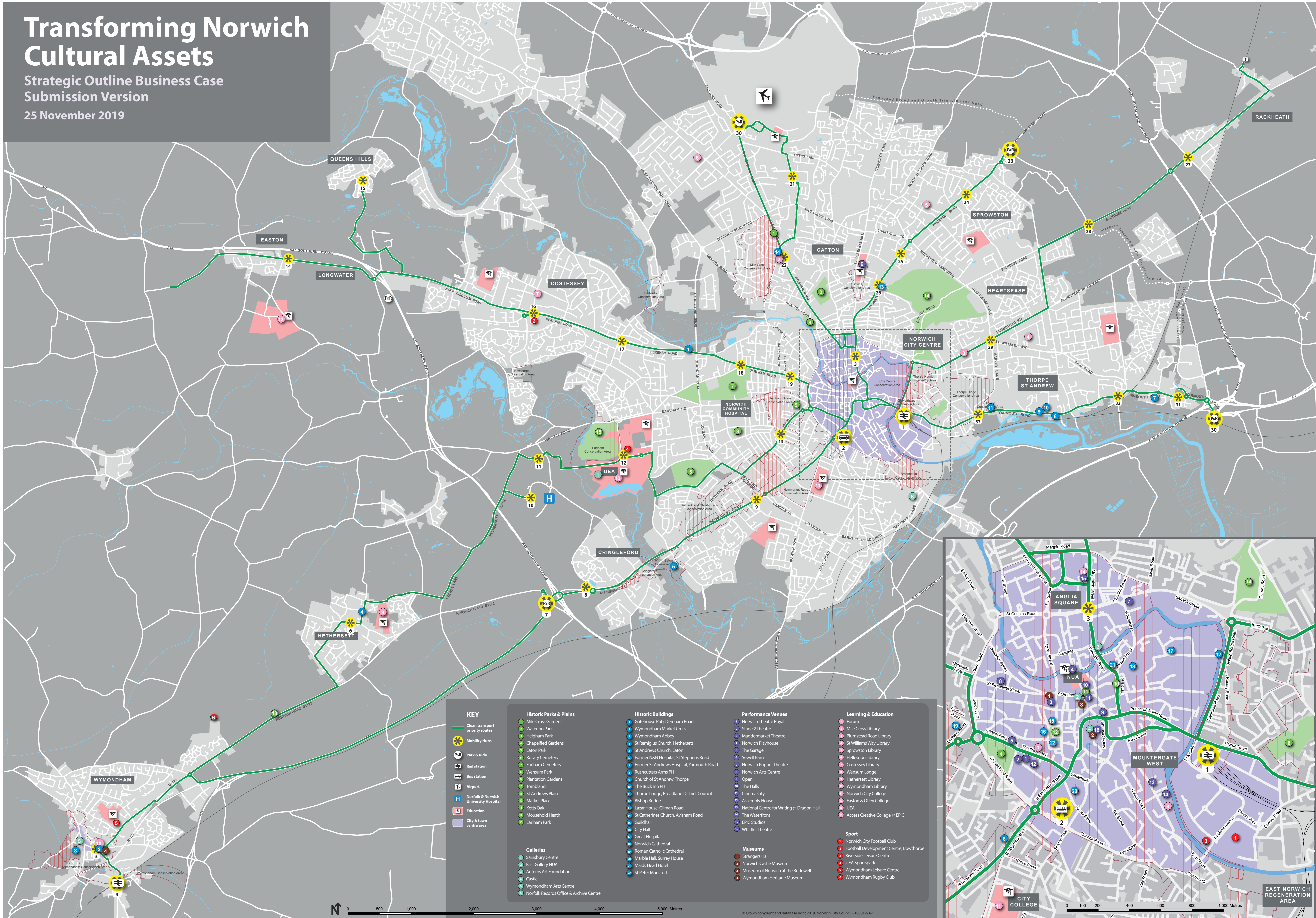
Cost	Benefit		
	1	2	3
1	1	2	3
2	2	4	6
3	3	6	9
4	4	8	12
5	5	10	15
6	6	12	18

Benefit Definition
<b>Must Do:</b> There is a legal requirement for this control action to be done, or the control action will assist the Council in the delivery of all its corporate objective/s in a clear and tangible way, which can be easily demonstrated
<b>Should Do:</b> The control action is not legally required but it does constitute best practice, or the control action will assist the Council in the delivery of one or more of its objective/s in a clear and tangible way, which can be easily demonstrated

Risk Level Tolerances	
Band	Risk Treatment
Green 1-4	Controls cost little and benefits are high, control should be pursued.
Amber 5-10	Control costs are significant and have some benefits. A decision should be made as to whether to proceed or not based on local factors.
Red 12-18	Control costs outweigh the benefits and should not be pursued.

# Transforming Norwich Cultural Assets

Strategic Outline Business Case  
Submission Version  
25 November 2019



KEY	
	Clean transport priority routes
	Mobility Hubs
	Park & Ride
	Rail station
	Bus station
	Airport
	Norfolk & Norwich University Hospital
	Education
	City & town centre area

Historic Parks & Plains	
1	Mile Cross Gardens
2	Waterloo Park
3	Heigham Park
4	Chapelstead Gardens
5	Eaton Park
6	Rosary Cemetery
7	Earlham Cemetery
8	Wensum Park
9	Plantation Gardens
10	Tombland
11	St Andrew's Plain
12	Market Place
13	Ketts Oak
14	Mousehold Heath
15	Earlham Park

Historic Buildings	
1	Gatehouse Pub, Dereham Road
2	Wyndham Abbey
3	St Remigius Church, Hethersett
4	St Andrew's Church, Eaton
5	Former N&N Hospital, St Stephens Road
6	Former St Andrew's Hospital, Yarmouth Road
7	Rushcutters Arms PH
8	Church of St Andrew, Thorpe
9	The Buck Inn PH
10	Thorpe Lodge, Broadland District Council
11	Bishop Bridge
12	Lazar House, Gilman Road
13	St Catherine's Church, Aylsham Road
14	Guildhall
15	City Hall
16	Great Hospital
17	Norwich Cathedral
18	Roman Catholic Cathedral
19	Marble Hall, Surrey House
20	Maid's Head Hotel
21	St Peter Mancroft

Performance Venues	
1	Norwich Theatre Royal
2	Stage 2 Theatre
3	Maddermarket Theatre
4	Norwich Playhouse
5	The Garage
6	Sewell Barn
7	Norwich Puppet Theatre
8	Norwich Arts Centre
9	Open
10	The Halls
11	Cinema City
12	Assembly House
13	National Centre for Writing @ Dragon Hall
14	The Waterfront
15	EPIC Studios
16	Whiffler Theatre

Learning & Education	
1	Forum
2	Mile Cross Library
3	Plumstead Road Library
4	St Williams Way Library
5	Sprowston Library
6	Hellesdon Library
7	Costessey Library
8	Wensum Lodge
9	Hethersett Library
10	Wyndham Library
11	Norwich City College
12	Easton & Otley College
13	UEA
14	Access Creative College @ EPIC

Galleries	
1	Sainsbury Centre
2	East Gallery NUA
3	Anteros Art Foundation
4	Castle
5	Wyndham Arts Centre
6	Norfolk Records Office & Archive Centre

Museums	
1	Strangers Hall
2	Norwich Castle Museum
3	Museum of Norwich at the Bridewell
4	Wyndham Heritage Museum

Sport	
1	Norwich City Football Club
2	Football Development Centre, Bowthorpe
3	Riverside Leisure Centre
4	UEA Sportspark
5	Wyndham Leisure Centre
6	Wyndham Rugby Club

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