

# Unlocking opportunities for the Severn Regional Growth Zone

Rivers Severn, Wye, Teme and Warwickshire Avon



# River Severn Partnership

Welcome to the River Severn Partnership. A transformational partnership bringing together multiple organisations, resources and skills to **drive resilient and sustainable economic growth along Britain's longest river network**, creating the Severn Regional Growth Zone.

We recognise **the unique role of this river network** both as a wonderful natural asset but also as the foundation and indeed catalyst for resilience and wellbeing.

It is well known for its beautiful historic riverside locations, World Heritage river-based assets, four Areas of Outstanding Natural Beauty, strong agricultural base dependent on the water environment, and the multiple tourist attractions driven by the river, not least the Severn Bore.

The river network impacts on us all, both directly and indirectly, but is fundamentally the one thing that binds us all together. Harnessing this unifying strength, we believe the River Severn Partnership offers a huge opportunity.



**Mike Grimes**

*River Severn Partnership Joint Chair and Area Director  
Environment Agency West Midlands*

We are all faced with significant challenges from natural events such as flooding and drought which are increasing with climate change. Policy implications around leaving the European Union will mean we need greater reliance on good regional agricultural performance and food production. And of course we have an urgent need to bounce back from the Covid-19 pandemic.

We recognise **we are at a turning point**. We need a new, truly collaborative approach with Government which provides the catalyst to enable us to build back better, ensure infrastructure works harder to deliver more and that we harness the wealth of academic and innovation opportunities that this functional area provides.

Our integrated masterplan for the Severn Regional Growth Zone will create a strong platform for certainty, growth and stability. It will also enable us to better protect and enhance the natural environment for the future.

We have the vision, commitment and evidence of opportunity and now need **£9.7 million** to develop an integrated masterplan and investment plan that enables the Partnership to act, unlocking the potential of the region.

This investment will identify capital projects and programmes worth in the order of £1 billion which will deliver benefits in excess of £100 billion GVA over the next 20 years.



**Mark Barrow**

*River Severn Partnership Joint Chair and Executive Director of Place  
Shropshire Council*



“The River Severn Partnership is a unique and exciting collaboration of partners working together to achieve shared outcomes. As Chairman of the Wyre Forest ReWyre Board I recognise the immense opportunity this project offers to act as a catalyst to drive further economic growth along the entire geography of the partnership area.”

**Neil Morris, Commercial Director,  
OGL Computer Services Group and Chairman of ReWyre Board**

# The Opportunity

Our partnership creates a platform for **year-on-year sustainable economic growth** that is underpinned by a strategic approach to water management.

We have completed a comprehensive, holistic review across the economy of the counties who are existing partners in the River Severn Partnership.

There are close to **600,000 people** living in major settlements along the length of the rivers contributing a combined **annual GVA of £30.8 billion**.

We believe that it is possible to bring an **additional 36,000ha of land** back into economic contribution directly adjoining the rivers to contribute to economic growth rising to an additional **£11.16 billion of GVA per annum**.

We can demonstrate how our ambition for growth is enabled by integrated planning and delivery of infrastructure to manage winter flooding and summer droughts.

Not only will land be made available for growth through a programme of integrated infrastructure, but confidence in investment in the region will be strengthened.

We will harness the unique attributes of Britain's longest river network, including its heritage and recreational assets, its diverse habitats and its climate adaptation potential as a heat and cooling resource.

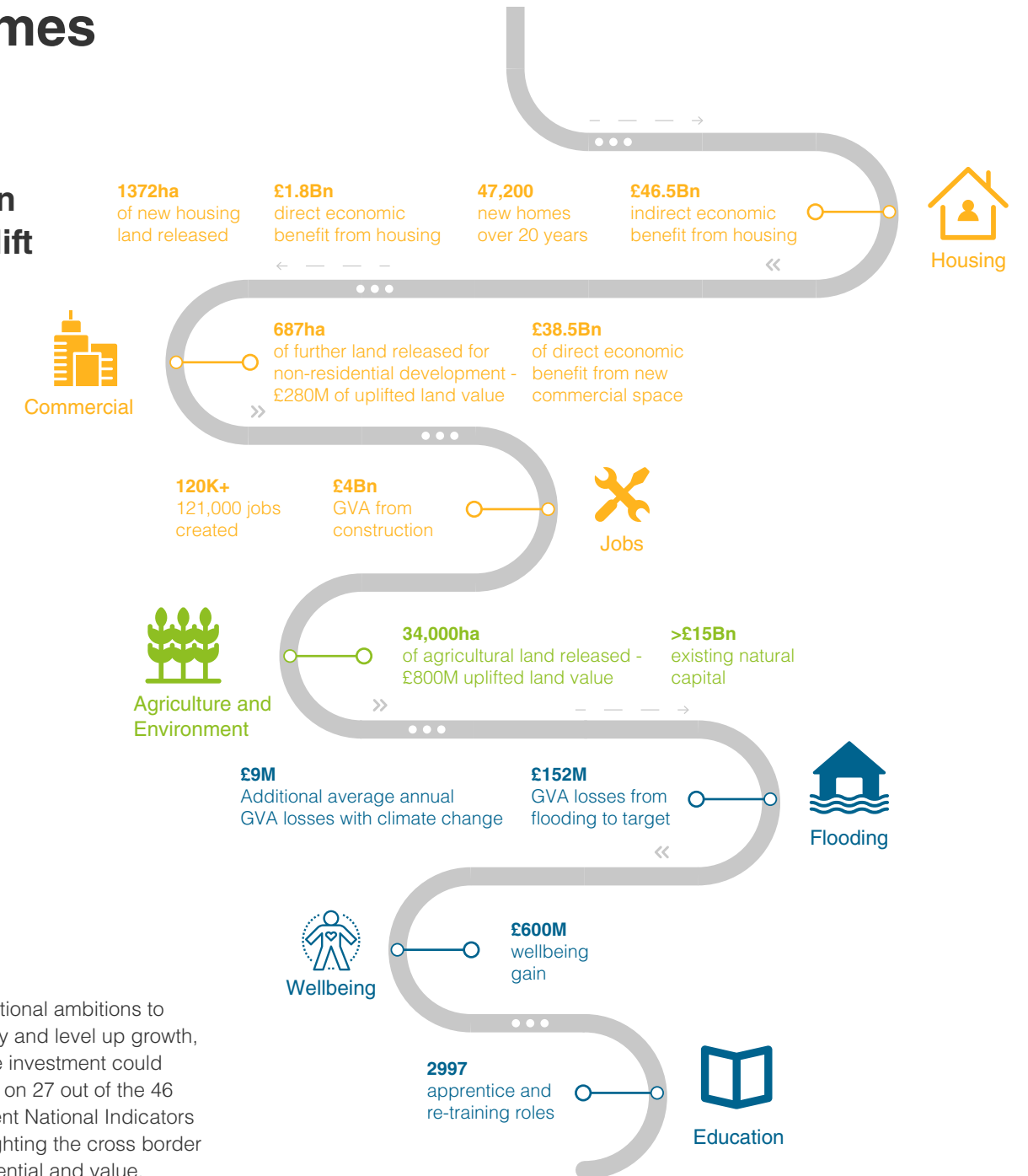
The wider local, regional, national, indeed the overarching societal economic benefits far outweigh the investment in infrastructure projects needed to create these sustainable growth conditions.

Benefits from our integrated infrastructure programme across the Severn Regional Growth Zone will include:

- The direct benefit of bringing more than **2,000 ha of land** back into use to promote economic growth across all sectors of the economy.
- Direct economic benefits generated by the **major infrastructure programme** of works itself.
- Indirect benefits created by **increased investment and investor/developer confidence**, resulting from flood risk certainty. This will accelerate the development and delivery of new projects planned by all partners in the River Severn Partnership.
- Improvements across the board in terms of local community performance driven through **greater health, wellbeing and prosperity outcomes**.

# Outcomes

By 2040 in excess of **£100 billion** in GVA uplift



Alongside the national ambitions to boost productivity and level up growth, this infrastructure investment could positively impact on 27 out of the 46 Welsh Government National Indicators for Wales, highlighting the cross border joint working potential and value.



# Our Vision

The Severn Regional Growth Zone presents an **unprecedented opportunity** for Government to capitalise on an established union of partners with a shared ambition for resilient growth.

*Our Vision: to make the Severn Catchment Britain's most vibrant and resilient river network; where an exceptional quality of life, prosperous local economies and an outstanding natural environment is driven by a programme of innovation to reduce flood risk, secure water resources and improve and deliver shared natural assets.*

In the context of the Climate Emergency, the challenges and opportunities presented by leaving the European Union and the pressing need for a green recovery from Covid-19, by working together, we will realise a **£11.4 billion GVA** per annum uplift.

This will be achieved by delivering a programme of enabling, water management infrastructure. This will unlock existing and new opportunities for growth, enhance natural assets and improve habitat and biodiversity.

The Severn region has a long history of growth which has traded on the river network, from historic riverside locations, industrial heritage, diverse agriculture, and important tourism assets. The river network, however, also poses many challenges.

The region suffers significant and recurring flooding, most recently in February 2020, as well as water resource challenges to support agriculture and other sectors, both of which will be exacerbated under future climates.

In addition, as a rural economy, the region faces challenges around low levels of productivity, and how to unleash the full potential of our people and communities to thrive. In addressing these challenges, the Partnership will move from reactive risk management to proactive asset management, recognising the positive role of the river network.

We support an holistic, ecosystem approach to resilient place based growth which provides a strong foundation for environmental resilience and collaboration.

Our integrated masterplan for the Severn Regional Growth Zone will identify an accelerated programme of integrated water management infrastructure which will address constraints and target areas of mutual benefits across housing, energy, transport, agriculture and other sectors.

In turn, the delivery of our masterplan will unlock the potential of the Severn Regional Growth Zone, creating resilient and vibrant places to live, work and enjoy.

The River Severn Partnership integrates delivery around climate resilience, Local Industrial Strategy ambitions and key objectives of the 25 Year Environment Plan, well-being goals of Wales and United Nations Sustainable Development Goals.



“The River Severn Partnership represents a truly exciting and innovative opportunity to provide a long term programme of skills development in water management. I can see the Partnership acting as a significant catalyst for apprenticeships, degree apprenticeships and other learning. The impact and reach of this work could well lead to a national transformation of skills in water management. This represents a really important response to the climate change agenda and towards achieving the UN SDGs in building capacity for dealing with water related issues, such as flooding and drought.”

**Professor David Proverbs, Birmingham City University**



# Key themes

## Environment

Our region has a unique system of natural landscapes, Areas of Outstanding Natural Beauty, and incredible habitats. Enhancing the natural capital which is the foundation for our region and its prosperity, we will showcase low carbon infrastructure options and create accessible country parks and wetlands that promote biodiversity and improved health and wellbeing.

## Economy

A long-term infrastructure led economic plan for the Severn Regional Growth Zone will enable us to build back better through a green recovery. Integrating water management with other investments will unlock the project pipeline, reduce barriers to business growth, and create jobs across all sectors.

## Flooding and drought

We can reduce the estimated £230 million of annual damages to infrastructure and protect better the health and livelihoods of the people who live in our region. Through a focus on water at the catchment scale we can manage both flood and drought in an integrated way, as part of the supply chain, to support resilient communities and businesses.

## Agriculture

We will create accelerator hubs for skills and innovation which support the agri-tech industry as we leave the European Union, helping to promote sustainable local, regional and national food security.

## Using the river

We are developing opportunities to leverage the huge positive potential of the river network by unlocking land for growth, optimising water resources, creating jobs, harnessing the energy of a large aquatic heat source, supporting transportation and providing revenue generation through visitor tourism.

## People

An accelerated programme of integrated infrastructure will create opportunities for everyone, creating new skills for the future and ensuring health and wellbeing across the region.

## Housing

Releasing land for development and providing the integrated infrastructure the region requires will support planning authorities to deliver above and beyond their existing sustainable housing aspirations. The right housing mix will support the diverse workforce needed to deliver sustainable economic growth.



# Offer and Ask

Our Partnership is **innovative, dynamic and collaborative** in its approach. We want Government to support and mirror our approach to innovate, accelerate and maximise the potential of the Severn Regional Growth Zone.

## Our offer - We will:

**Act as national pilot and showcase**, focussing on interdependencies between water, as a key natural asset, and the wider delivery of housing, employment, skills, transport and green infrastructure.

**Harness the scale of this opportunity** to establish the Severn Regional Growth Zone, enabling our communities to react to current and future challenges through an holistic and cross-departmental approach.

**Deliver an holistic programme of integrated infrastructure** and accelerated projects that deliver rapid benefit, that are transformative in scale and which will be game-changing for the region.

**Create system level stewardship** across Britain's longest river network, with a shared commitment to delivering environmental and biodiversity gains that addresses benefits and risks and provides the certainty and confidence to unlock investment.

**Coalesce sources of funding** for delivery, by exploring how our approach provides uplift and new financing leverage to deliver economic growth and prosperity.

**Provide established local leadership** to navigate a green recovery from the Covid-19 pandemic and our departure from the European Union.

**Lead collaboration** and community participation.

## Our ask - We are seeking:

**Investment of £9.7 million** to deliver a place-based integrated masterplan and business case for the Severn Regional Growth Zone. In turn, we anticipate that existing investments, and future public and private investment in a combined **c£1 billion** integrated programme of infrastructure will deliver benefits in excess of **£100 billion GVA over the next 20 years**.

**Flexibility to challenge outdated practices, innovate, and accelerate** the delivery of an integrated programme of infrastructure.

**Empowerment to enable joint working** between English and Welsh governments.

This Government support will:

- Establish the evidence base that enables the Partnership, through its local leaders, to take the masterplan forward into action.
- Identify an accelerated programme of activities and integrated infrastructure investments which unlock growth across the region.
- Enable us to achieve benefit to cost ratios in excess of those that could be achieved by sectors working in isolation.
- Create the governance, management and engagement platform to ensure delivery of the programme.



“The River Severn is a one of the major natural assets in the Marches. Its contribution and impact on the economy of the Marches has for too long been unrecognised. We welcome the setting up of the River Severn Partnership to enable us all to work together to maximise its benefits and put in place measures to benefit our communities and businesses along the course of the river.”

**Mandy Thorn MBE DL, Chair, Marches LEP**

# The Partnership

The River Seven Partnership has united local authorities, local enterprise partnerships, water companies, Water Resources West, the Environment Agency and Natural Resources Wales around a **shared vision and common agenda**.

We are a new form of partnership, based on a functional relationship, and unified by the transformational opportunities the Severn and associated network of rivers in the region provide. We are committed to delivering a series of overarching aims for the region.

We will deliver a long-term programme which unlocks growth by addressing interdependencies between water management, housing, employment, transport and other infrastructure delivery.

We are a structured and accountable body which will support the development of a robust and adaptive masterplan.

The Severn Regional Growth Zone occupies a region of strategic importance and crucial link between Wales and England, the West Midlands, South West and South East. It seeks to complement other growth initiatives such as the Gloucester City Region by helping to provide resilience and adaptation to existing environmental risks.

As our Partnership grows and evolves, we anticipate the geography of the Severn Regional Growth Zone will also evolve to reflect the regional opportunities we create.

For example, Natural Resources Wales is supporting the Partnership through cross border catchment work on the Water Framework Directive, the Water Resources West partnership (the regional group providing strategic oversight and coordination of water resources), and catchment based approaches to flood risk management.

Discussions are now beginning with other key Welsh organisations to bring them into the partnership.

The Severn Regional Growth Zone currently includes the regions supported by the rivers Severn, Wye, Teme and Warwickshire Avon, reflecting the way these areas collaborate to drive growth.

“We are pleased to be a key partner in the River Severn Partnership. Recent flooding events have demonstrated the need for a cooperative and collaborative approach in reducing one of the most devastating impacts of climate change on local residents and one of the region’s most important visitor attractions.” **Cllr Shaun Davies, Leader of Telford & Wrekin Council**

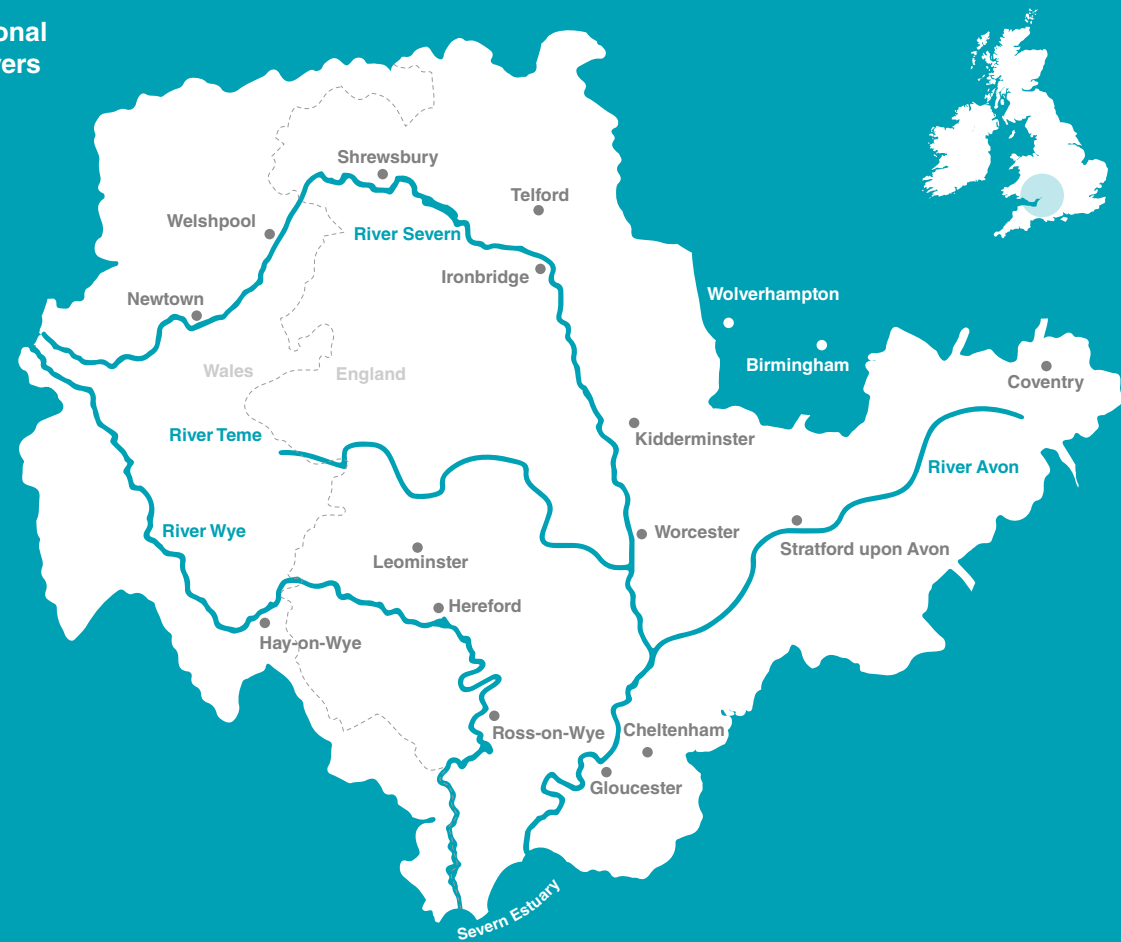
“The Severn is at the heart of the region covered by Water Resources West. Working collaboratively with the Partnership ensures we can collectively achieve our mutual goals and ambitions and ensure a truly integrated plan.”

**Richard Blackwell, Director, Water Resources West**

“The Partnership puts the natural environment at the heart of decision-making for the mutual benefit of the economy, wildlife and people, and represents an exemplar of partnership working and strategic systems-thinking. We wholeheartedly support this approach.”

**Matt Whitney, Partnership Manager, Gloucestershire Local Nature Partnership**

The Severn Regional Growth Zone covers an area of 6,000 square miles



## Partners

- Environment Agency
- Shropshire Council
- Telford and Wrekin Council
- Herefordshire Council
- Worcestershire County Council
- Wychavon District Council
- Wyre Forest District Council
- Malvern Hills District Council
- Worcester City
- Gloucestershire County Council
- Tewkesbury Borough Council
- Marches LEP
- Worcestershire LEP
- Gloucestershire LEP
- Greater Birmingham & Solihull LEP
- Water Resources West
- Severn Trent Water
- Natural Resources Wales
- Severn Rivers Trust
- Local Nature Partnerships
- Wildlife Trusts

## Wider Engagement

- National Farmers Union
- Homes England
- Midlands Connect
- Natural England
- Forestry Commission
- Dŵr Cymru Welsh Water
- Powys County Council



# Case for change

This is a **once in a generation opportunity** to transform the 6,000 square miles which make up the Severn Regional Growth Zone.

**The partnership is thinking, working, acting and responding differently** to the multiple and diverse challenges the region faces at an ever-increasing pace, building a stable platform for growth. This will not only be measured in economic or prosperity terms, but in enhanced community health, life chances and wellbeing performance.

**We have a growth plan** that first and foremost respects and enhances the environment. It provides a resilient approach that respects and capitalises on the historic, heritage and landscape features that make the Severn Regional Growth Zone a beautiful place to live, work and relax and a place of amazing opportunity.

**We cannot continue to take a reactive approach** to events that shape our present and our future. The impact of climate change indicates this river system could experience a 850mm increase in peak river levels over the next 30 years. Annual average GVA losses could increase by £9 million.

**A bigger, more comprehensive, panoramic approach** is needed, one that enables us to take full stewardship of our systems; that enables us to get on the front foot.

This is not just a response to climate change, but also a recognition of the seismic shifts resulting from the Covid-19 pandemic and our departure from the European Union. **We are building a sustainable long-term programme of measures** that responds to these impacts and enables us to create new opportunities.

Our partnership area has been hit disproportionately by increases in unemployment reflecting the large number of self-employed and micro businesses. For Shropshire alone, the caseload increase of universal credit claims as a result of the Covid-19 pandemic was 89%. Unemployment claims in April 2020 increased by more than 100% as compared to April 2019.

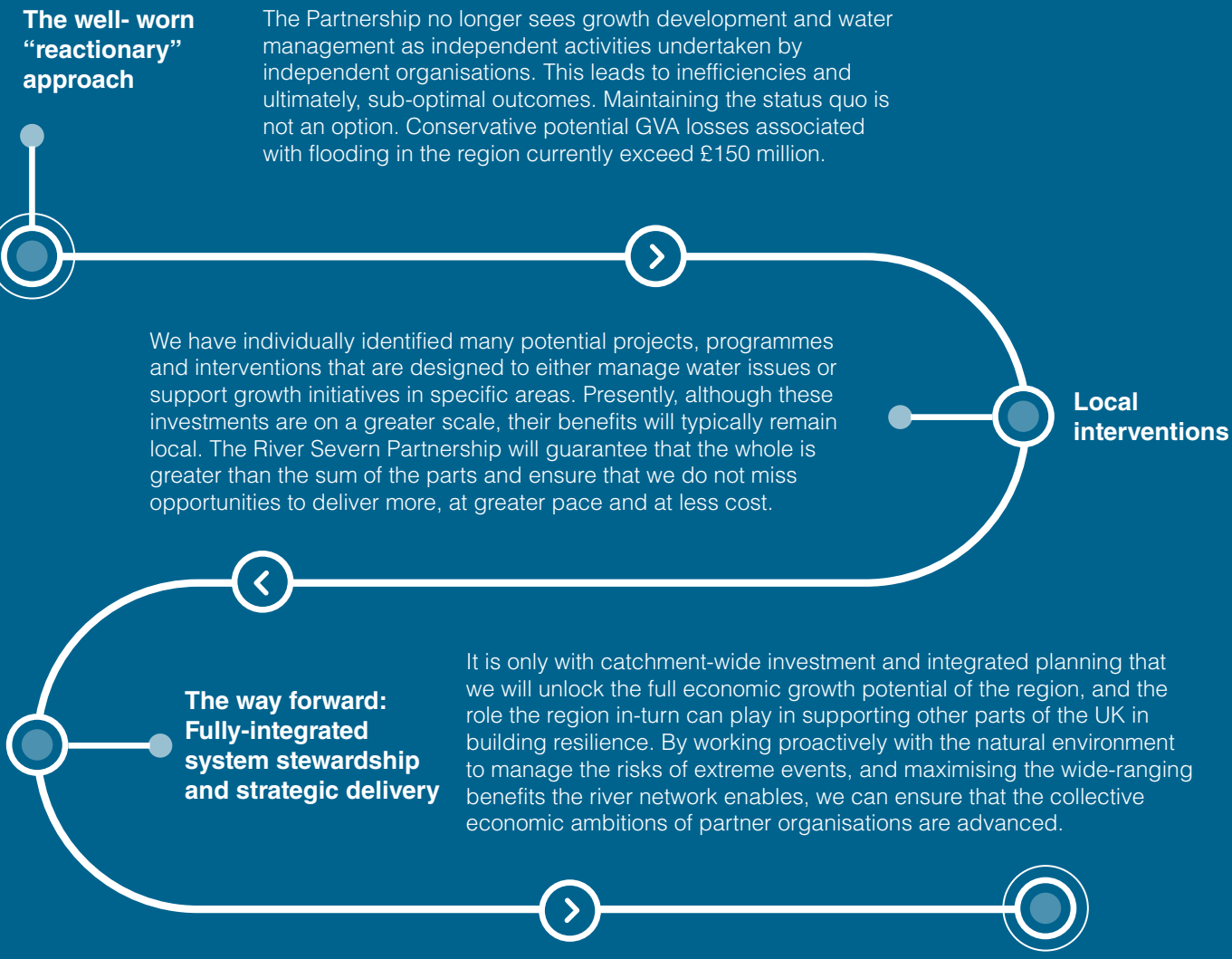
Our plan proactively deals with the change needed to rapidly evolve our employment sectors into those required for future resilience. We will:

- Build additional skills and capacity in the agri-tech sector. This will place us at the forefront of UK food production.
- Use the digital economy as a catalyst for change.

“Economic recovery packages should be designed to “build back better”. This means doing more than getting economies and livelihoods quickly back on their feet. Recovery policies also need to trigger investment and behavioural changes that will reduce the likelihood of future shocks and increase society’s resilience to them when they do occur. Central to this approach is a focus on well-being and inclusiveness.”

**OECD Building Back Better: A Sustainable, Resilient Recovery after Covid-19: July 2020**

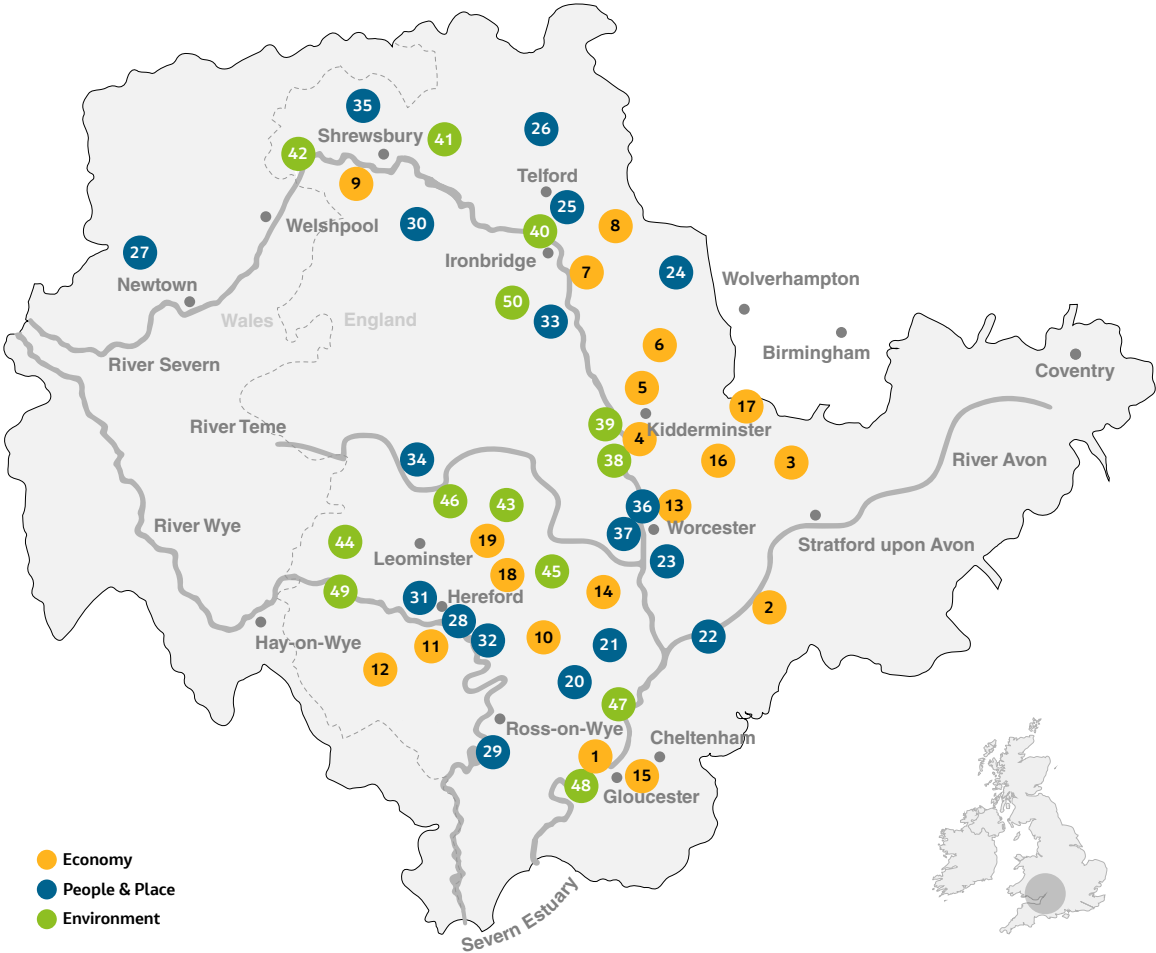
# A new approach





# Project showcase

The Severn Regional Growth Zone will integrate projects across traditionally discrete sectors to **transform the economy and create vibrant places** for people to enjoy and thrive in. A systems approach to water and environmental management is a fundamental enabler for the region, supporting investments in Economy, People and Place.



The projects shown on the map are in various stages of development and illustrate the diversity of initiatives the integrated masterplan for the **Severn Regional Growth Zone** will seek to support. By bringing organisations together to work collaboratively and efficiently, further projects and programmes will be identified, developed and delivered.

## Projects

Economy	People & Place	Environment
1 Gloucester City regeneration and resilience	20 River based regional park	38 Stourport floodplain meadows
2 Vale of Evesham agri-tech water security	21 Gloucestershire agri-tech hive	39 Severn Thames Transfer
3 Redditch Town Deal resilience	22 Tewkesbury riverside regeneration	40 Ironbridge World Heritage Site resilience
4 Stourport marina	23 Worcester Riverside Quarter and connectivity	41 Shropshire Groundwater Scheme
5 Kidderminster Future High Street Fund	24 River based regional park	42 Shropshire natural flood management
6 A46 trade corridor resilience	25 Telford Town Deal environmental enhancements	43 Herefordshire natural flood management
7 Ironbridge power station smart water 5G test bed	26 Future growth (Strine catchment)	44 River Lugg catchment management
8 M54 growth corridor resilience	27 Cross border transport route resilience	45 Worcestershire natural flood management
9 Shrewsbury integrated transport and water management	28 Hereford Town Deal environmental enhancements	46 Tenbury Wells resilience
10 Cyber Valley site and connectivity resilience	29 Ross on Wye Enterprise Zone resilience	47 Severn Ham floodplain meadows
11 Hereford Enterprise Zone resilience	30 Shropshire energy network upgrades	48 National Trust and estate owner wetland creation and woodland planting
12 Wye Valley tourism	31 Hereford City Centre transport and water management	49 Wye Catchment Partnership
13 Worcestershire Parkway	32 Hereford Riverside Quarter	50 Unlocking the Severn
14 A4440 road improvements	33 Bridgnorth market town growth and resilience	
15 A40 upgrade and resilience	34 Ludlow market town growth and resilience	
16 Bromsgrove growth and resilience	35 Shrewsbury Big Town Plan - Nurturing Natural Shrewsbury	
17 A38 connectivity and resilience	36 Worcester City Heart	
18 A417 connectivty and environmental net gain	37 Worcester cultural development and creative industries	
19 Herefordshire Destination Business Improvement District		



# Projects

## Supporting wider national growth

### Severn Thames Water Transfer

United Utilities, Severn Trent Water and Thames Water are collaborating to examine the option of a water transfer from the Severn to the Thames. This could bring around £1.3 billion of water infrastructure investment into the region, and facilitate wider economic, environmental and resilience benefits.

**We will:** align with Water Resources West, to develop strategic scale options for integrated water management infrastructure to deliver resilience in the region and nationally.

## Improved Water Quality

### Water quality on the River Wye

Water quality within the River Wye catchment area is a critical environmental issue. The river is a designated Special Area of Conservation and parts of its catchment have phosphate levels which already exceed the conservation targets required to allow development.

**We will:** develop innovative solutions which improve water quality and enable sustainable housing growth.

## Underpinning sector based growth

### Gloucestershire agri-tech hive

Gloucestershire aims to create an innovation cluster to support a food and agriculture sector valued at nearly £1.5 billion. Harnessing the skills and ideas generated through the agri-tech hive will create a circular economy in food and farming that is good for the planet, sustains natural capital and improves health.

**We will:** identify ways that water management infrastructure can underpin the resilience and growth aspirations of the agri-tech sector.

## Unlocking riverside regeneration

### Worcester City Centre Masterplan

This is an ambitious 20-year work programme to transform the Riverside Quarter in to a destination for leisure, living and work. An £11 million investment will boost connectivity via a pedestrian cycle bridge across the River Severn and a new cycle / pedestrian connection from Worcester City Centre to Worcester Urban Extension. The broader Worcester City Centre Masterplan will deliver £385 million of additional GVA per year once fully developed.

**We will:** identify and deliver the enabling water management infrastructure which will unlock new opportunity zones.

# Case Study 1

## Joint infrastructure delivery

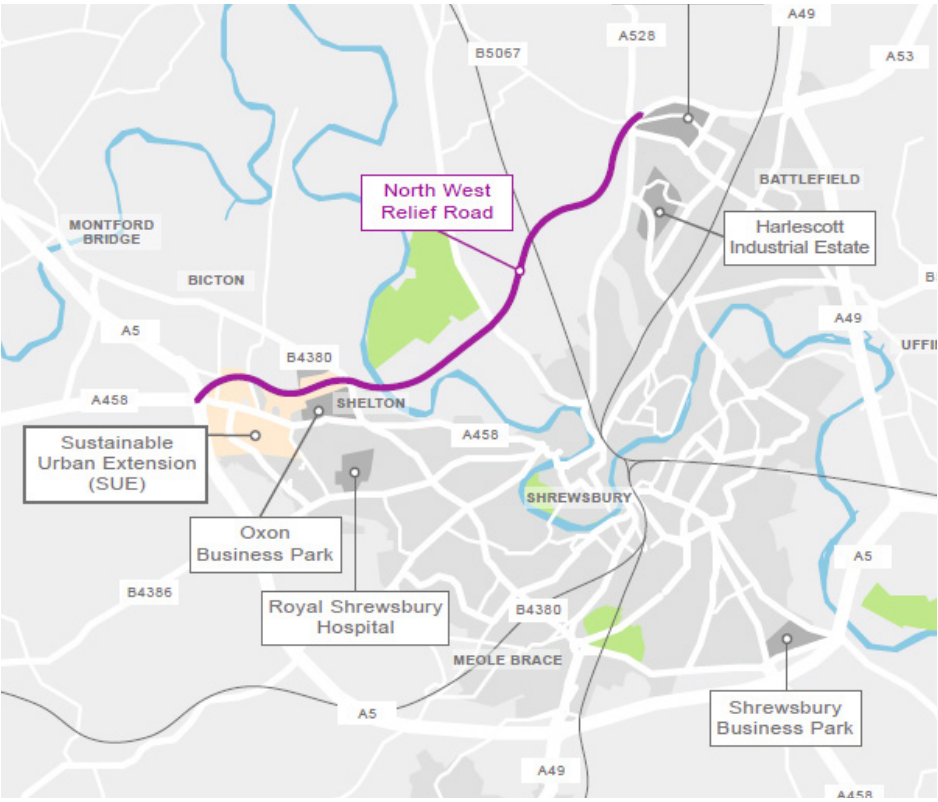
### Shrewsbury North West Relief Road

The Shrewsbury North West Relief Road will provide a new, single carriageway road addressing a traffic bottleneck to enable the town to develop and grow. The road will include a new bridge over the River Severn and its floodplain.

We are exploring the potential of safely storing high flows upstream of the bridge.

This will enable us to protect existing homes and businesses, de-risk developments currently proposed and open up new areas for development.

With the right level of investment, this intervention will also address issues of sustainable water supply for agriculture in Shropshire, Powys and further down the river network.



**Direct benefits** ➔

- **121ha** of urban and suburban land taken out of flood risk
- **30ha** of Shropshire Council owned land taken out of flood risk
- **7 out of 37** publicly owned land parcels protected
- **3 of the top** Shropshire businesses protected (combined GVA of £37million)
- Reduction in **£4million annual loss of GVA across 291 business**



# Case Study 2

## Attracting Investment Tewkesbury, Spring Gardens

Tewkesbury is a historic medieval riverside town in Gloucestershire, located on two major rivers: The Severn and the Avon.

Market perception in Tewkesbury around land values is lower than what should be expected given its historic nature and location.

This is due to the risk of flooding creating a vulnerability to development, not only in the areas directly affected but in surrounding areas, too. This has been demonstrated through the marginal viability of the Spring Gardens project.

This mixed-use regenerative opportunity in the heart of Tewkesbury Town Centre will secure transformational community change, strengthen the High Street, provide new jobs and opportunity, attract families and young people to the town and deliver major economic benefit to Tewkesbury.



### Direct benefits →

- **£124.7 million** of economic and social value
- **£49 million** NPV wider economic benefit (over 30 years)
- **214 new jobs** and apprenticeships created

# Projects

## Net Zero Carbon River Based Regional Parks

Discussions are already underway around ambitions for a shared regional park creating areas of mixed broad leaf woodland, offering the opportunity to capture carbon at a rate of 270 tonnes per ha.

This creates the potential to offset wider water infrastructure delivery so that our water management work can itself be net zero.

**We will:** promote systems based initiatives for catchment management to reduce flood risk, secure water resources, achieve net zero carbon, deliver visual and recreational amenity, and enhance biodiversity.

## Resilient Infrastructure National Centre of Cyber Security

The River Severn region is setting itself up as a hotbed of innovation in nationally and internationally significant research fields, including Cyber Valley which is focused on becoming the UK's largest cluster of cyber-tech and digital activity outside London.

**We will:** build flood resilience at key sites, such as the £9 million centre of excellence located at Hereford's Skylon Park alongside the River Wye.

## Technology and Innovation 5G and AI test bed

Conversations are already underway with private developers and academic institutions within the region to look at the opportunity for test beds and research centres along the river network to harness the power of advances in digital infrastructure, particularly 5G and artificial intelligence.

**We will:** build a wider commercial case and a skills trading opportunity. Partnership conversations have already identified novel ideas such as water-based Enterprise Zones to help drive innovation forward.

## Resilience for connectivity Trans Midlands Trade Corridor

The Trans Midlands Trade Corridor is one the country's most important trade routes connecting major towns and cities including Tewkesbury, Stratford-upon-Avon, Coventry, Leicester, Nottingham, Lincoln, Grimsby and Hull.

**We will:** continue conversations with Midlands Connect around aligning work and building climate resilience into strategic transport schemes, simultaneously meeting connectivity, flood risk and wider climate adaptation agendas.



# Taking the Masterplan Forward

We have put in place the structures, tools and systems to develop a comprehensive masterplan and **unlock economic potential**. We need a truly collaborative approach with Government which enables us to build back better, to drive resilient and sustainable growth along Britain’s longest river network.

## Checklist

- ✓ We have a **structured and accountable body** with the right partnership and governance arrangements to support the development of a robust and adaptive masterplan. Our partners have access to a number of delivery frameworks presenting opportunities for savings through efficient procurement and delivery.
- ✓ Our partners have made an **early capital financial commitment** of £300,000 and invested extensive resources to developing the strategic vision for the Severn Regional Growth Zone.
- ✓ Government funding of **£9.7 million**, including an initial £1 million, is required to unlock this growth potential, to enable the Partnership to develop a comprehensive masterplan, supported by a business case for its delivery. Our focus will be on **diversifying sources of infrastructure investment** by exploring how water management across the river network provides new financing leverage.
- ✓ A **Severn Regional Growth Zone business case** will show how different opportunities have been evaluated, set out how the preferred projects and priorities in the masterplan will be delivered and funded, explain the outcomes they will deliver and detail how partners will be mobilised to achieve them.
- ✓ With an immediate investment of £1 million, we have identified a programme that will see delivery of a **Strategic Outline Case in 2020**. Our first task will be to finalise governance and agree the implementation approach. We will then undertake a phased approach of collating baseline evidence that will be used to identify and compare delivery opportunities. This will inform the prioritised list of investments justified in a Strategic Outline Case. We will ensure ongoing engagement - working closely with communities, businesses, universities and other organisations - throughout the development of the integrated masterplan.

# Our Plan

Our plan accelerates the delivery of key infrastructure to ensure **our masterplan provides immediate benefit**. Integrated programmes of infrastructure will **unlock efficiencies** that **enable rapid growth**.

	>> 2020	>> 2021	>> 2022	>> 2023	>> 2024
Task	<ul style="list-style-type: none"><li>• Governance framework</li><li>• Baselineing (economy, health, energy, water, natural capital)</li><li>• Sustainability appraisal</li><li>• Finance and funding, approvals planning</li></ul>	<ul style="list-style-type: none"><li>• Identification of programme elements</li><li>• Option appraisal</li><li>• Focus on innovation clusters and skills development</li></ul>	<ul style="list-style-type: none"><li>• Preferred options development</li><li>• Finance and funding, approvals</li><li>• Skills strategies</li></ul>	<ul style="list-style-type: none"><li>• Business case finalisation</li><li>• Programme delivery planning</li></ul>	<ul style="list-style-type: none"><li>• Maintaining accelerated and agile programme delivery</li></ul>
Outcome	<ul style="list-style-type: none"><li>• Initial <b>business case complete</b></li><li>• Existing asset enhancement</li><li>• A focus on key projects for acceleration</li></ul>	<ul style="list-style-type: none"><li>• <b>Programme of accelerated projects</b>, ready for delivery</li><li>• Integrated delivery mechanisms with partner programmes</li></ul>	<ul style="list-style-type: none"><li>• <b>Strategic programme of integrated infrastructure</b>, ready for delivery</li></ul>	<ul style="list-style-type: none"><li>• <b>Programme delivery</b></li><li>• A focus on whole of region, <b>systems driven schemes</b></li></ul>	<ul style="list-style-type: none"><li>• Programme delivery</li><li>• <b>Trading our research and skills</b></li></ul>



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