

The Greater Norwich Development Partnership

Joint Core Strategy Submission Content

Examination in Public
May 2013

Statement of Common Ground
Between
Broadland District Council, South Norfolk District Council, Norwich City
Council, Norfolk County Council
and
Beyond Green Developments (Broadland) Ltd.

1. Introduction

- 1.1. Beyond Green Developments (Broadland) Ltd. (hereafter "Beyond Green") is the developer of the proposed development at North Sprowston & Old Catton. The proposed development comprises 3,520 dwellings; up to 16,800m² of employment space; up to 8,800m² for A-class uses; up to 1,000m² of hotel accommodation; two two-form entry primary schools and up to 2,000m² of community space, including, *inter alia*, a health centre, library and community halls.
- 1.2. An outline planning application, with all matters except for access reserved, was submitted in October 2012 following extensive pre-application consultation and engagement by Beyond Green.
- 1.3. In addition to a masterplan and supporting strategies for the application site, the planning application shows illustratively how potential development sites on land adjacent to the application site within the Growth Triangle could be integrated with the proposed development in future years.
- 1.4. If approved, the proposed development could become a key strategic component in the delivery of housing growth within the Old Catton, Sprowston, Rackheath & Thorpe St Andrew Growth Triangle as proposed within the Joint Core Strategy submission content.
- 1.5. This Statement of Common Ground covers the following issues:
 - the status of the Beyond Green application and the implications of the JCS High Court Order on the Application;
 - the position of the proposed North Sprowston and Old Catton Development in relation to the Housing Trajectory;
 - the relationship of the development to the NDR; and,
 - the viability of the Beyond Green Development in relation to the policy standards and expectations set out in Policy 10 of the Joint Core Strategy Submission Content.

2. Status of the Beyond Green Developments Application and the Implications of the High Court Order on the JCS

- 2.1. The application by Beyond Green for North Sprowston & Old Catton is in outline and has yet to be determined. In a covering letter to the submitted application, Beyond Green requested that the application remain undetermined until after the work required as a consequence of the High Court Order and the subsequent EIP has been completed. A copy of this letter is attached to this Statement at Appendix A.
- 2.2. It is agreed that the remittal of the JCS policy relating to the Growth Triangle has necessitated a cautious approach to the determination of applications within this area in order to minimise the risk of decisions being judged prejudicial to the outcome of the work required by the High Court Order.
- 2.3. Broadland District Council has already undertaken consultation on the application. This consultation included the notification of 3115 residents, the placement of an advert in the Eastern Evening News on 30/12/2012 and consultation with a range of technical stakeholders.
- 2.4. Broadland District Council expects to be in a position to determine the application in summer/autumn 2013 following the receipt of the Inspector's report in regards to the JCS Examination.
- 2.5. The details of the Beyond Green Application can be found through Broadland District Council's Website under the application number 20121516: <http://www.broadland.gov.uk/Northgate/PlanningExplorer/ApplicationSearch.aspx>

3. The Housing Trajectory

- 3.1. It is agreed that, subject to timely grant of outline planning permission, the proposed North Sprowston & Old Catton development could be begun in early 2015.
- 3.2. It is agreed that Beyond Green has set out in a Delivery and Management Statement submitted with its planning application how it intends that the proposed development would be delivered, phased and managed.
- 3.3. It is further agreed that delivery rates described in that Statement would be broadly commensurate with the Housing Trajectory (as set out in Appendix 6 of the JCS Submission Content) expectations for 1/3 of the Growth Triangle area (170 to 180 units per year of the 580 per

year set out in the Housing Trajectory in Appendix 6 of the JCS Submission Content)¹.

4. Relationship to NDR

- 4.1. The anticipated timetable for the commencement of the NDR is set out in the Norfolk County Council Report of 3 December 2012: [REF T19. This confirms the expectation that construction will be begun in 2015.
- 4.2. The Transport Assessment submitted to support the planning application provides information to support delivery of the first phase of the development of approximately 600 homes prior to the implementation of the NDR. The County Council as Highway Authority is working through the findings of the TA with the applicant and has yet to give a formal response to the application. Delivery of a first phase would be in addition to the contingency of 1,600 homes identified in section 7 of the Joint Core Strategy.

5. Viability

- 5.1. It is agreed that, if approved, the proposed development at North Sprowston & Old Catton would, as part of the scheme, directly facilitate the implementation of several of the proposals in Policy 10 including the creation of new local (and potentially a district) centre, conservation of historic parkland, creation of new green spaces and green infrastructure including connections to the countryside, locations for new school and pre-school provision, a route enabling east-west orbital movement, internal and off-site pedestrian and cycle connections, and local employment opportunities.
- 5.2. It is agreed that the Delivery and Management Statement submitted with Beyond Green's outline planning application describes an approach to the delivery and management of the proposed development that purports, *inter alia*, to reduce the exposure of development delivery to short-term viability considerations and fluctuations.
- 5.3. It is agreed that Beyond Green confirmed the viability of the proposed development based on the pre-Examination proposed Community Infrastructure Levy residential rate of £115/m² (and associated viability assumptions), and that the rate has subsequently been reduced to £75/m². It is further agreed that Beyond Green has proposed an 'open book' approach where necessary to reconcile viability and the requirements of policy, for instance in the provision of affordable housing in line with Policy 4 of the adopted JCS.

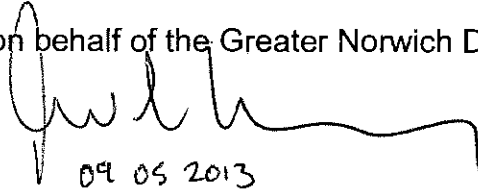
¹ The approximate development start date and annual delivery rate for the proposed North Sprowston & Old Catton development is derived from Table 2.1: Development Phases and Timescales as set out in Chapter 2 of the Environmental Statement which accompanies the application by Beyond Green Developments.

5.4. It is agreed that the proposals in Policy 10 do not represent a risk to the financial viability of development in North Sprowston & Old Catton as proposed by Beyond Green.

5.5. Beyond Green Development's Delivery & Management Strategy which was included as part of its planning application has been appended to this Statement of Common Ground.

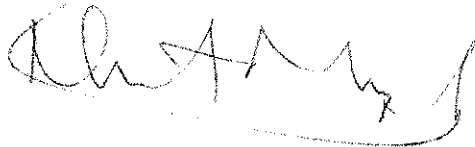
Signed on behalf of the Greater Norwich Development Partnership

Date



09 05 2013

Signed on behalf of Beyond Green Developments



Date 08 May 2013

The Greater Norwich Development Partnership

Joint Core Strategy Submission Content

Examination in Public
May 2013

Terms of Reference
between
Broadland District Council, South Norfolk District Council, Norwich City
Council, Norfolk County Council
and
Beyond Green Developments

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1. Context

- 1.1. Beyond Green Developments (Broadland) Ltd. (hereafter "Beyond Green") is the developer of the proposed development at North Sprowston & Old Catton. The proposed development comprises 3,520 dwellings; up to 16,800m² of employment space; up to 8,800m² for A-class uses; up to 1,000m² of hotel accommodation; two two-form entry primary schools and up to 2,000m² of community space, including, *inter alia*, a health centre, library and community halls.
- 1.2. The planning application, district reference 20121516 was received by Broadland District Council on 23 October 2012. The application has not yet been determined.
- 1.3. The Joint Core Strategy Submission Content seeks to establish the principle of the Old Catton, Sprowston, Rackheath and Thorpe St Andrew Growth Triangle as part of the planning strategy for Broadland, Norwich and South Norfolk.
- 1.4. If granted planning permission, the Beyond Green development could contribute to the delivery of the Growth Triangle as proposed by the Joint Core Strategy Submission Content.
- 1.5. Not being an objector who has registered to appear Beyond Green does not have the right to be heard at the Examination. However, given their experience and in depth understanding of their proposed development the Councils consider it be of benefit to the Examination to invite Beyond Green to appear as part of the Councils team at the Examination.
- 1.6. These Terms of Reference cover the appearance of Beyond Green at the JCS Submission Content Examination in Public and their relationship to the Councils examination team.

2. Purpose of Beyond Green's Appearance at the JCS Submission Content Examination in Public

2.1. The purpose Beyond Green Developments appearance at the JCS Submission Content Examination is to:

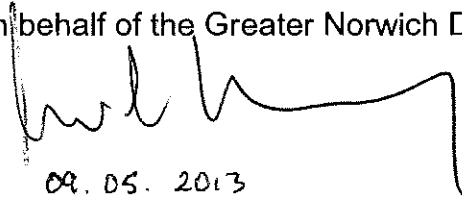
- assist the Inspector by addressing the Inspector's question 1.4 under Matter 2, which relates directly to NS&OC;
- respond to any questions or debate that might arise about the nature, timescale or deliverability of NS&OC – recognising that other parties at the table may be seeking changes to the draft Plan that might be predicated on calling aspects of NS&OC into question; and,
- draw, if helpful and relevant, on the very substantial body of evidence lying behind the NS&OC planning application to illuminate the wider discussion about the effectiveness of policy 10 sought by the Inspector's heading for Matter 2.

3. Relationship between Beyond Green Developments and the Council's

3.1. Beyond Green may contribute to the examination as part of the Councils team on matters such as, but not limited to, those listed under item 2. However, Beyond Green does not represent the Councils. Any views and opinions expressed by Beyond Green are their own and do not represent those of the Councils.

3.2. Beyond Green's appearance at the examination by invitation of the Councils does not imply tacit acceptance of the Beyond Green application by Broadland District Council. The consideration of the Beyond Green application will continue to be subject to due process and will be determined in accordance with the policies and procedures of Broadland District Council.

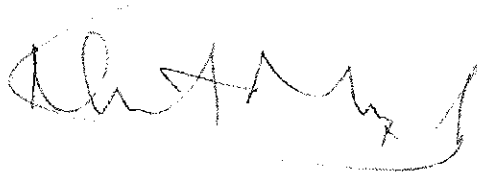
Signed on behalf of the Greater Norwich Development Partnership



Date

09.05.2013

Signed on behalf of Beyond Green Developments



Date: 08 May 2013



16. DELIVERY AND MANAGEMENT STATEMENT

NORTH SPROWSTON AND OLD CATTON

OUTLINE PLANNING APPLICATION

OCTOBER 2012

1. INTRODUCTION

This statement describes the proposed approach to delivery and ongoing management at North Sprowston & Old Catton (NS&OC), encompassing:

- Beyond Green's long-term economic model and the 'master developer' role it intends to play in the delivery of the development, including procurement of construction and other delivery partners;
- detailed design and reserved matters, including design coding;
- phasing of development, including construction strategy;
- developer contributions;
- ongoing 'estate' management, including adoption land; and
- community governance and involvement.

Given its scale and both Beyond Green's and stakeholders' ambitions for the kind of place it should become, NS&OC will be a highly complex project to deliver. Even with benign market conditions (and strategies such as diversification of tenure to increase absorption and reduce exposure to property market fluctuations; see Housing statement), the development programme is likely to take 15-20 years to complete. This will draw on a huge array of skills and capabilities not just within the development industry but in the project of populating and giving life to a place.

If the proposals are granted outline planning consent, it will be vital to move beyond the dominant (but wholly appropriate and necessary) pre-planning dynamic of the applicants as proponents, the local community as scrutineers and public bodies as regulators and assurers of the proposals so that a genuine partnership between all interested groups can be built, not so much for the delivery of a development as for the growth of a place. In this context, Beyond Green's role as 'master developer' will be less to direct development than to curate or steward a process by which, initially, existing stakeholders and communities of interest and, ultimately, the residents and users of NS&OC itself determine the outcomes development achieves. In this respect, the whole project will be a form of social enterprise on a grand scale.

Central to this process will be strong ongoing relationships with Broadland District Council as the local planning authority and other bodies with interests in the scheme both in virtue of statutory duties and because they want to see development bring about the best possible outcomes for their area. If the proposals are granted outline consent, Beyond Green will seek to explore with Broadland and other statutory partners a process – such as a joint project board – by which the timely development, scrutiny and submission for formal approval of ongoing design, development and management decisions can be considered and facilitated.

This statement is therefore, of necessity, a description of an intended process that can be envisaged with some confidence for the early years of development but will undoubtedly evolve and change as the development grows.

2. PRINCIPLES AND OVERALL STRATEGY

The following overarching principles and strategy will guide the delivery and management of NS&OC:

- **Beyond Green intends to stay involved for the long-term.** Authentically sustainable development costs more than conventional development in the short run, but will produce better long-term commercial (as well as social) returns. For Beyond Green and its investors to benefit from these greater long-term returns, they need to retain an interest in the property developed at NS&OC and ensure it is managed and maintained to a high standard – much in the way that traditional ‘landed estates’ operate. Aside from any planning-based assurance mechanisms, this aligns the developer’s economic interests with the public interest in long-lasting, attractive, functional and sustainable development.
- **Beyond Green will adopt the role of ‘master developer’**, taking an oversight of phased development, ensuring the aims, ethos and standards embodied in the application proposals are reflected in their implementation, and managing the overall development programme. But there will be a wide range of construction and other delivery partners – from different types and scales of building companies to the many enterprises either occupying space or providing services within the development, broadening its appeal and ensuring diversity of activity.
- **A Site-Wide Design and Sustainability Code will be developed** prior to the submission of the first detailed planning application setting further principles and rules governing the design and planning of development, which will be attached to all briefs and tenders for development. The Code will be ‘tight-loose’, prescribing only what is necessary to secure the strategic and design coherence of the development and otherwise inviting innovation and creativity from those involved in its delivery. There will provision to review and renew the Code at agreed points.
- **The development will be phased to reflect how places traditionally grow**, starting mainly from focal centres and points of greatest movement energy and ‘backfilling’ quieter and less active areas in later phases. The majority of non-residential development, including public services, will be delivered in the early phases but a balanced mix of housing sizes and types will be maintained throughout.
- **An Estate Management Company (EMC), funded principally by ground rents, will be established** to oversee the management of the development including the management and maintenance of retained properties (residential and commercial) and unadopted common areas and facilities, day-to-day management of on-site service providers (such as the proposed energy services company), liaison with other service providers such as parish councils and public services, and the management of non-residential tenancies. The EMC will also manage and deliver a sustainable behaviour change programme.
- **A proportion of ground rental income and of any trading profits garnered by the EMC will be set aside for funding of community development**, with further exploration to be undertaken with the community of the scope of and arrangements for community governance and programme development.

The following sections explain each element of the approach further.

3. BEYOND GREEN'S LONG-TERM BUSINESS MODEL AND THE MASTER DEVELOPER ROLE

Most modern residential development is driven by a short-term business model in which developers typically pay large sums of money upfront for land, finance development with costly short-term debt, and seek to turn over each completed project by selling freehold(s) and move on to the next one as quickly as possible. The cost of land and finance squeezes out design and build quality, and the overweening focus on sales rates to keep sites 'ticking over' breeds risk-aversion and concentrates housing supply in a 'safe' mid-market offering of bland housing forms often disconnected from amenities and social spaces. The volume house-building industry often claims it is providing what the market wants, but research¹ showing that only one-third of prospective home buyers would consider buying a new home at all – and that size, lack of character and poor access to facilities play a key part in their preferences – suggests, rather, that much new housing meets only a minority of expectations.

In contrast, Beyond Green's long-term economic model entails:

- planning from the outset to stay involved in a project throughout its development and, to some extent, in perpetuity;
- 'patient' upfront investment in a high standard of planning, design, construction and community-building, which costs more than conventional development;
- maintaining a 'carried interest' in completed property, combining retention of a stock of completed property with keen attention to management and maintenance, so that when it matures and rises in value relative to market norms this additional upfront investment is recovered;
- blending capital receipts and income streams by mixing tenures, creating a lower-risk portfolio and thereby reducing exposure of the rate of build-out to changeable market forces;
- a 'business plan for place' which recognises that property values are *hedonic*; that is, they reflect a nexus of place qualities including the public realm, amenities, townscape and public services in a community as well as the qualities of the property itself, which aligns Beyond Green's incentives with the public interest.

This long-term model is essentially the same as that operated by traditional 'landed estates' such as the Howard de Walden and Grosvenor Trusts. However, in a contemporary setting it has additional benefits:

- the need to retain freehold ownership of some residential property to 'carry' investment dovetails with the expected trajectory of the housing market in an era of low affordability, constrained access to mortgage finance and the need to accelerate the rate of housing delivery (see Housing Statement);
- there can be some cross-subsidy between different (and usually separate) parts of the development business, so, for example, residential development value can be used in the short-term to subvent the attraction of the mixed-uses essential to a functioning place earlier than those uses would be attracted by commercial logic alone;
- the 'estate' model works well with the grain of creating partnerships to deliver infrastructure and services, such as energy supply companies (ESCos), 'inset' water providers, car club operators, and food co-operatives – all of which rely on certainty to invest efficiently in new developments; and
- long-term involvement invites real commitment to working with the growing community and people and organisations in the vicinity to promote sustainable behaviour change – whether through area-wide travel planning, managed parking reduction, local food initiatives or the attraction of retail and business occupiers.

The modern estate model is not a magic recipe for better development at no cost. It places demands on all partners, including landowners and public bodies, to take a long-term 'business plan' based view of the benefits of development and the greater long-term value to be garnered from foregoing some short-term

¹ Improving Housing Quality: Unlocking the Market, RIBA

receipts. It is no different from conventional development in demanding great cost-efficiency in the procurement and construction of buildings and in sequencing infrastructure to ensure that 'sunk' costs do not run excessively far ahead of capital- and revenue-generating development. And, enabled by diversification of housing tenures to increase absorption, it demands that momentum is maintained in build-out rates so that the place takes shape quickly, income flow is established and capital values are encouraged to grow.

3.1 The 'master developer' role

If the proposals are granted outline consent, Beyond Green will act as master developer of NS&OC. The master developer is, in effect, a combination of development manager – overseeing the process and procurement of phased development and construction – and asset manager, stewarding a portfolio of pipeline development and future development land on behalf of the 'estate' vehicle described above (and complementing the Estate Management Company as the steward of completed, occupied development), including making phase-by-phase and ongoing decisions on issues such as tenure mix and pricing. The master developer will fulfil, among others, the following functions:

- oversight and overall management of the development programme;
- liaison and relationship management with Broadland Council, parish councils and other statutory bodies, stakeholders and the community on the development programme;
- overall responsibility for meeting the terms of the planning consent including the discharge of planning conditions, Section 106 terms and CIL payments as they apply to the development phase;
- development and assurance of the Site-Wide Design and Sustainability Code;
- co-ordination and assurance of all reserved matters applications and maintenance of the phasing programme;
- direct delivery of some development, particularly in early phases;
- allocation of land parcels and preparation of development briefs for land to be developed by third parties;
- initial procurement of site-wide development partners including direct construction partners, infrastructure providers and service providers; and
- marketing and facilitation of self-commissioned and self-build housing.

3.2 Construction procurement

Beyond Green recognises that it is neither possible nor desirable that every building or facility at NS&OC be designed and built by the same people. Even with sound design principles and good intentions, this could make for a place that, rather than having diversity within a unity of character, would simply be too uniform. Rather, the parameters of this application plus the proposed Site Wide Design and Sustainability Code will create a set of clear rules and principles to which the outcomes sought from development will be served best by applying many hands to the further design and building of the place, including a wide range of designers, engineers, builders, businesses and social entrepreneurs from Norfolk and beyond, not to mention the thousands of people who will eventually live and work here many of whom could play a role in designing their own home or building and as a community will shape the development throughout.

It is expected that key components of the delivery of development will include:

- **a phased infrastructure programme co-ordinated by the master developer** which will create serviced blocks (as shown in the masterplan diagram) ready to be developed. Installation and operation of the infrastructure will be by a mix of statutory undertakers (e.g. Anglian Water) and 'communities' such as an energy supply company (ESCo) created specifically for the development and/or the wider Growth Triangle area, and a main contractor for the development who will construct the street network;

- **a substantial level of direct development by the master developer in partnership with a main contractor.** Beyond Green Developments expects to partner with a major building company to deliver a significant proportion of development directly, engaging teams to produce designs for phases, blocks and individual buildings (and taking oversight of all reserved matters applications) which would then be constructed to specification by the main contractor. It is likely that this mechanism will be used to deliver most development in and around the centres of the scheme, ensuring direct control over these vital gateways and focal points;
- **block and subdivision sales and ventures.** Some whole blocks and parts of blocks in each phase will be sold outright, or let on long leases, to other developers or contractors for delivery, or progressed through joint ventures with the main contractor. These will be subject to development briefs as well as the Site Wide Design and Sustainability Code and other planning conditions, and design response will form an important part of the selection process. Depending on scale, some such development may be subject to its own free-standing reserved matters applications. Some affordable housing may be delivered in this way; and
- **row and plot sales and self-commissioning/building.** Individual plots of land, particularly those for standalone or 'special' buildings, and short rows of plots will be sold to local builders and those wanting to build their own home. These will be subject to the Site Wide Design and Sustainability Code and in some cases may also benefit from some reserved matters having been settled, but it is likely that the master developer will provide a service to administer planning applications for small scale and self-build projects, enabling party-wall and other wider issues to be dealt with efficiently.

Dovetailing with established and/or wider programmes as appropriate, the master developer will work with public bodies, local education and training centres, industry bodies, contractors and the wider supply chain to establish a Local Workforce and Skills Programme with the aim of maximising the amount of construction labour and skilled trades that can be recruited locally. With 15-20 years of development in prospect – a significant proportion of a working life – this will have a particular focus on young people and on understanding the ethos and skills in sustainable development (design, construction and management) which are of ever-growing relevance and value in the development industry. It is proposed that a plan for this Programme be developed and submitted for approval alongside the Site Wide Design and Sustainability Code (see below).

4. DETAILED DESIGN

As an outline planning application with all matters except access reserved, this application defers many aspects of detailed design to be resolved through reserved matters, as is appropriate for a scheme of this nature. However, far from being a 'bare' outline the application contains a significant amount of design information to guide this design, including:

- a masterplan diagram which reflects the intended layout of blocks, streets and spaces and is not simply 'illustrative' of a possible layout; and
- a transect plan and parameters which describe aspects of the design of each block and a street hierarchy setting parameters for each street, which collectively provide a level of information typically reserved to design coding, including the relation of building heights to street dimensions, setbacks and the treatment of parking.

It is expected that a number of conditions will be attached to any grant of planning permission, some of which will require a response on a site-wide basis alongside or prior to the submission of a first reserved matters application. It is anticipated that as many site-wide issues as possible would be dealt with prior to or as part of a detailed application for the first phase of development, with subsequent applications therefore focusing on the detailed design of the relevant phase alone.

4.1 Design and Sustainability Coding

A Site-Wide Design and Sustainability Code will be developed prior to the submission of the first reserved matters application for use by all involved in the detailed design of development at NS&OC. It is intended that this will be prepared in consultation with stakeholders and the local community, extending the process of collaboration developed in work on the project to date.

A design code is a document that set rules for the design of a development. It operationalises the design principles and rationale for the development, giving instructions of varying degrees of precision to designers later in the process on how to implement them. Its purpose is to ensure that the initial design aims of a development are realised in its final state. Codes can apply at a range of scales, from urban design codes that deal primarily with the block, vista or urban structure to architectural codes that specify aspects of building elevation or materials. Typically they include both written rules and visual information such as diagrams explaining key design requirements.

Design codes have a mixed track record in practice. They can be destructive as well as constructive, stifle as well as channel design excellence, and lead to undesirably standardised designs. The most successful design codes are:

- permissive, focusing on what is required or desirable rather than what is prohibited;
- not unduly stylistically prescriptive; and
- explain why the rules are necessary so that users can respond creatively rather than perceiving them as dry technical standards.

It is also vital that a design code carries some weight in the planning process; at NS&OC, it is proposed that all detailed design proposals will need to demonstrate adherence to the Code (or clearly justify departure in terms of improved design outcomes), with this also being a condition attached to any land sales or joint ventures. Consideration could be given by the local authority to adopting the Code as supplementary planning guidance.

A formal scoping exercise will be undertaken prior to work commencing on the NS&OC Design and Sustainability Code, but it is likely that it will cover the following:

- **more detailed block-by-block coding of layout** including scaling of building height to street width, ground floor heights, building line and setbacks, continuity of frontage, plot size and assembly, building types, parking treatments and identification of 'special' plots;
- **articulation of the street hierarchy and public realm** including cycle lane and parking design, surfacing, sightlines, kerb details, street lighting, street furniture, planting and on-street parking;
- **coding of green infrastructure typologies** including green streets, SUDs, distributed parks and play areas;
- **architectural design coding** including aesthetic principles, adaptability, use of materials, and some more detailed aspects such as window dimensions and roof treatments; and
- **sustainable building coding**, including thermal performance standards, materials specification, incorporation of renewable energy technologies, dual water supply and specification of fit.

Although the Site-Wide Code will be 'tight' only where necessary, allowing for great variety to emerge in detailed design albeit within clear parameters, it may designate specific parts of the plan – typically a 'special' plot or group of plots – to be 'off code' in some or all respects in order to allow unregulated commissions to emerge and so include elements of surprise and departure within the place. Likewise, it may prescribe the need for a further level of detailed architectural coding where a street, block or building is deemed to need stricter design control.

Once the Code is in place it is proposed that a community design review panel, which would draw representation from stakeholders and the public (and after occupation specifically from residents of NS&OC) as well as from the Norfolk design community be established to steer detailed design proposals in accordance with the Code.

5. PHASING AND CONSTRUCTION

Subject to planning, construction of NS&OC could commence at the end of 2014, with occupation of the first dwelling in mid-2015. Thereafter the construction process is expected to take approximately 15-20 years, dependent on market conditions and the absorption rate for housing for market sale. This would entail construction of, on average, between 175 and 235 dwellings a year.

Optimising the phasing of a development of the complexity of NS&OC is challenging, involving the balancing of a range of factors:

- **the desire to make a statement with initial phases of development** and create a centre for the community as quickly as possible;
- **the desire to grow the place in as 'natural' a way as possible** (i.e. around junctions and along primary routes first) whilst ensuring development progresses efficiently from a construction and site management perspective and protecting early residents from the perception of living on a construction site;
- **the need to maintain a balanced mix of uses and housing** types and tenures throughout all phases whilst responding agilely to changing market signals; and
- **the need for physical, green and social infrastructure to be in place** to serve completed development but not to run so far ahead of the development programme that it incurs insupportable 'sunk' cost.

It is proposed that the development be brought forward in six approximately equal-sized 'broad' phases of around 550-610 units each. Detailed planning consents may be sought for whole phases or for parts thereof, and more detailed within-phase arrangements appropriate to and taking account of detailed design opportunities will be set out in detailed applications.

The aim of the proposed phasing scheme is to allow the growth of the development to mirror that of traditional town expansion. This means commencing at and close to key nodes and connections, spreading along key routes, and finally 'backfilling' away from those routes into quieter areas as the development is completed. In this way, the phasing scheme:

- **quickly establishes a critical mass of development around the Main Square** that will become the main focal point within the development, as well as early presence at the Church Lane link to Sprowston, at the secondary centre off Wroxham Road and at the proposed entrance to Beeston Park near Red Hall Farm;
- **delivers the new alignment of the North Walsham Road in Phase 1** and the east-west link between this and the Wroxham Road during Phase 2, establishing the core structure of primary roads relatively quickly;
- **enables a mixed-use environment to be provided from the outset**, with a significant amount of the proposed retail and business space delivered relatively early;
- **provides access to a primary school site within the first phase** and to the second before the first would be filled; and
- **allows local green infrastructure to proceed apiece with development** and strategic green infrastructure to be developed gradually across multiple phases.

One effect of the proposed phasing scheme is to concentrate the first 7-10 years of development east of the existing North Walsham Road, with development to the west towards Old Catton not commencing until Phase 4. This delay could have both positive and negative aspects for the existing community, but is likely to be preferable to spreading out development such that all parts of the community experience protracted construction activity. The potential to generate activity earlier in the process, for example through small-scale frontage development on the Spixworth Road, or by opening access to the proposed recreation ground including cricket pitch in advance of development, can be explored.

Table 1 provides an overview of the phasing of the main land uses. (The phasing of green infrastructure is explained in the Green Infrastructure Statement.)

Phase	no.	1	2	3	4	5	6	Total
Housing units	no.	590	610	577	588	575	580	3,520
Business	sq m	5,400	2,750	8,650	0	0	0	16,800
Retail	sq m	2,450	5,050	800	200	200	100	8,800
Community	sq m	3,000*	1,000	300	2,700*	0	0	7,000

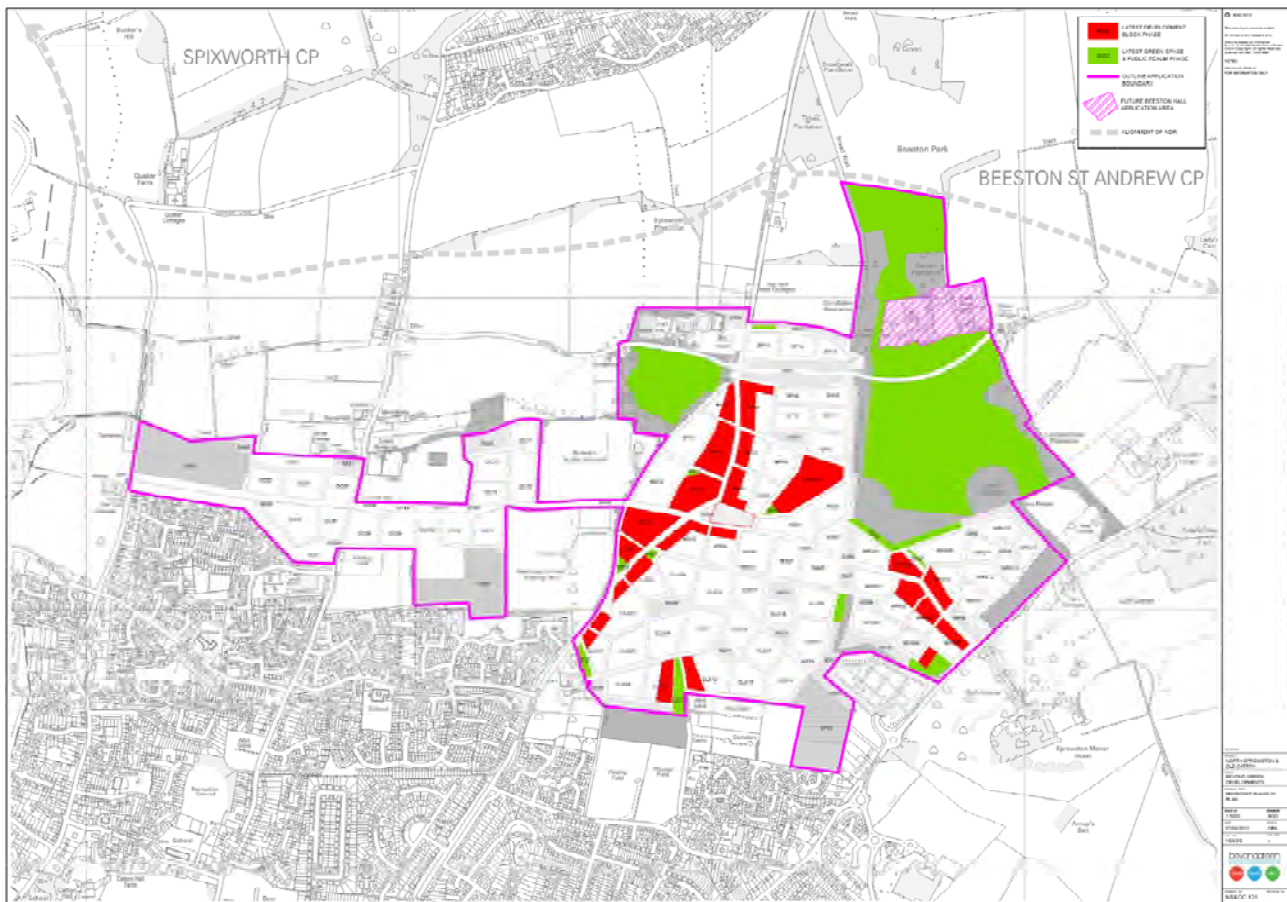
*includes 2,500m² each for a primary school

Table 1: Phasing overview

The following subsections explain each phase in further depth alongside the relevant phasing diagram.

5.1 Phase 1

Phase 1 focuses on establishing the new alignment of the North Walsham Road, providing frontage development along its length by developing approximately a half-block either side. By so doing, access to the Main Square itself is opened up, including access to a first serviced school site and a first tranche of commercial and retail space as well as housing, and the greening of the old North Walsham Road is allowed to begin. The diversion of the B1150 is complete by the end of Phase 1, providing a new gateway into Sprowston (and to NS&OC itself) for through traffic.



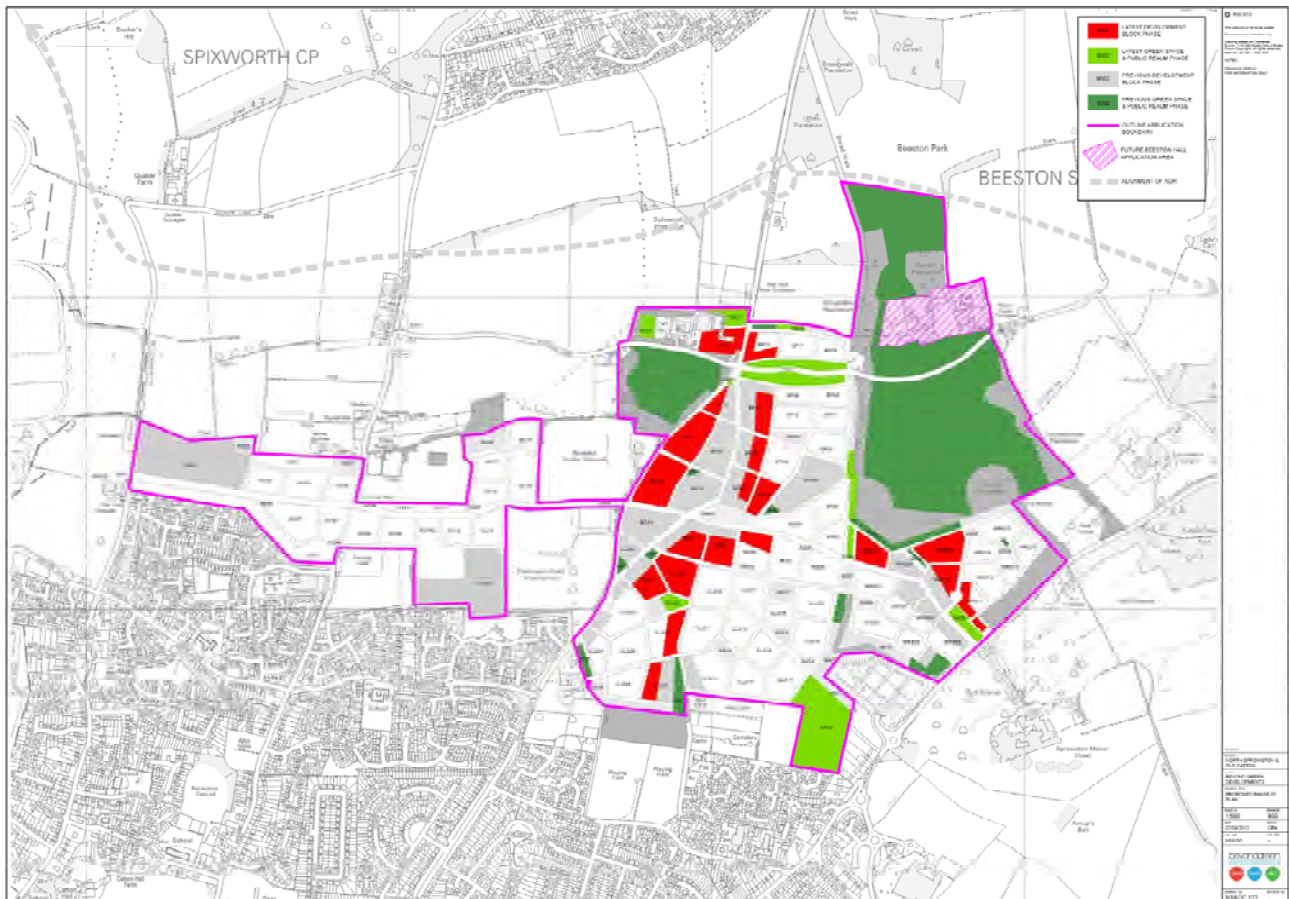
Initial development, also a half-block deep, also takes place from the Wroxham Road Square access either side of the east-west route, forerunning the establishment of a connection between these two centres by the beginning of Phase 3 (and thus of the key primary movement routes), and providing a second gateway. The

energy centre is also constructed close to this access, and adjacent to the newly-established construction compound. There is also development of two blocks at the Church Lane South connection, enabling this important connection and the new green open space fronting it to be quickly established.

The first stages of the opening of Beeston Park and Red Hall Park to the public also occur, and, as in all subsequent phases there is development both of local green space adjacent to (and in step with) developed areas, and of essential SUDs infrastructure both within and away from these areas.

5.2 Phase 2

Phase 2 continues to develop the primary movement network, extending development east into the Main Square and west from Wroxham Road, with the east-west carriageway completed during this phase. The secondary movement network is also extended with frontage development on one side of the length of Church Lane, providing an overlooked route to the Main Square, and on the direct access to Beeston Park from Wroxham Road Square, which also has its frontage completed.



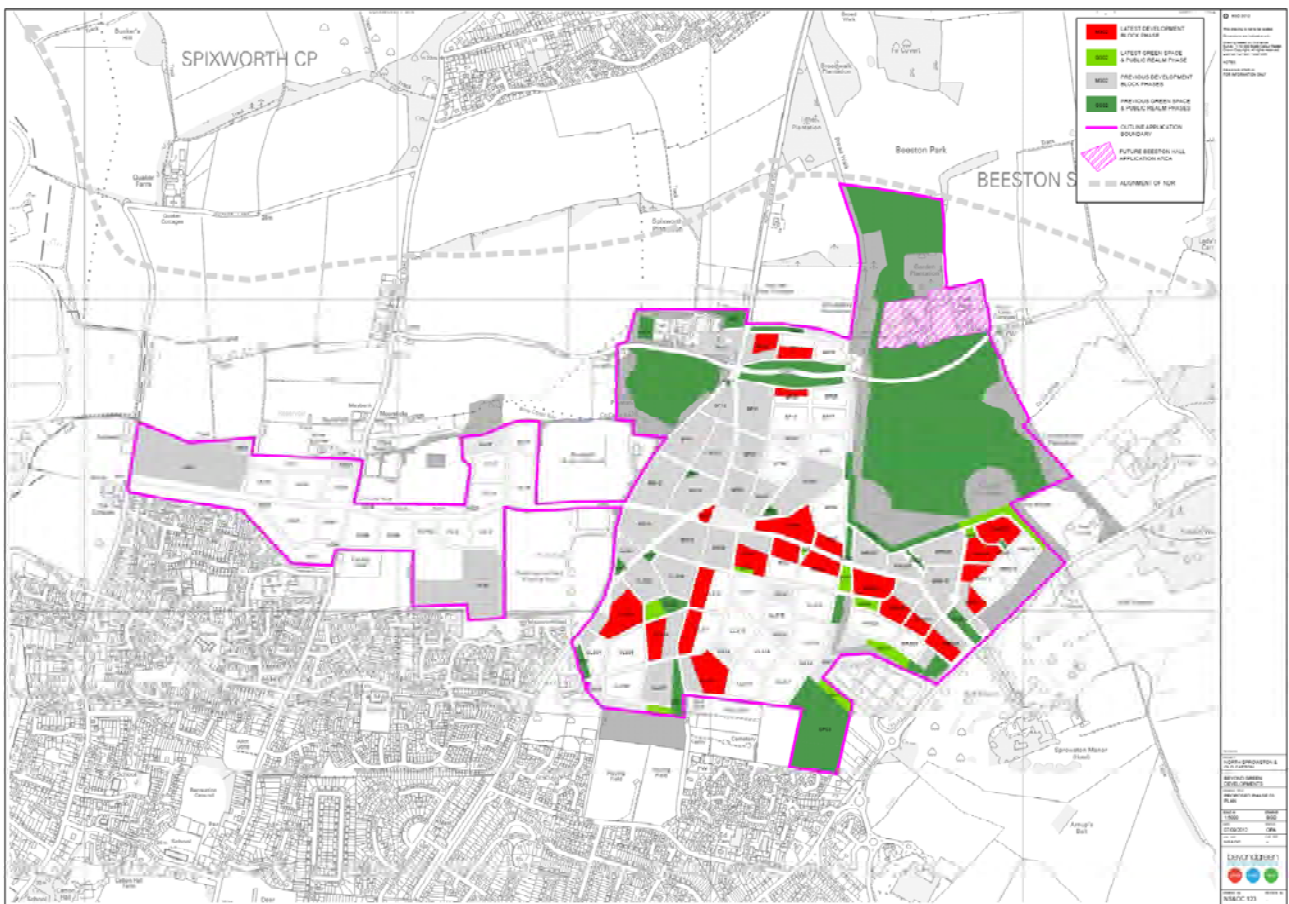
Blocks commenced in Phase 1 are completed in Phase 2, 'backfilling' from the primary north-south route, increasing the critical mass of population around the Main Square and completing development between the old and new North Walsham Roads. Additionally, the redevelopment of the Red Hall Farm outbuildings into a visitor and rural economy centre takes place.

The landscaping of the linear park connecting Beeston and Red Hall Parks commences, along with a first stage of development fronting it, and a first formal recreation ground south of the Park and Ride at Church Lane South (SP03) is opened. SP03 will be laid out in a manner to continue to permit agricultural access

around and/or over the area between Wroxham Road and land to the north west of SP03 until such time as agricultural use ceases.

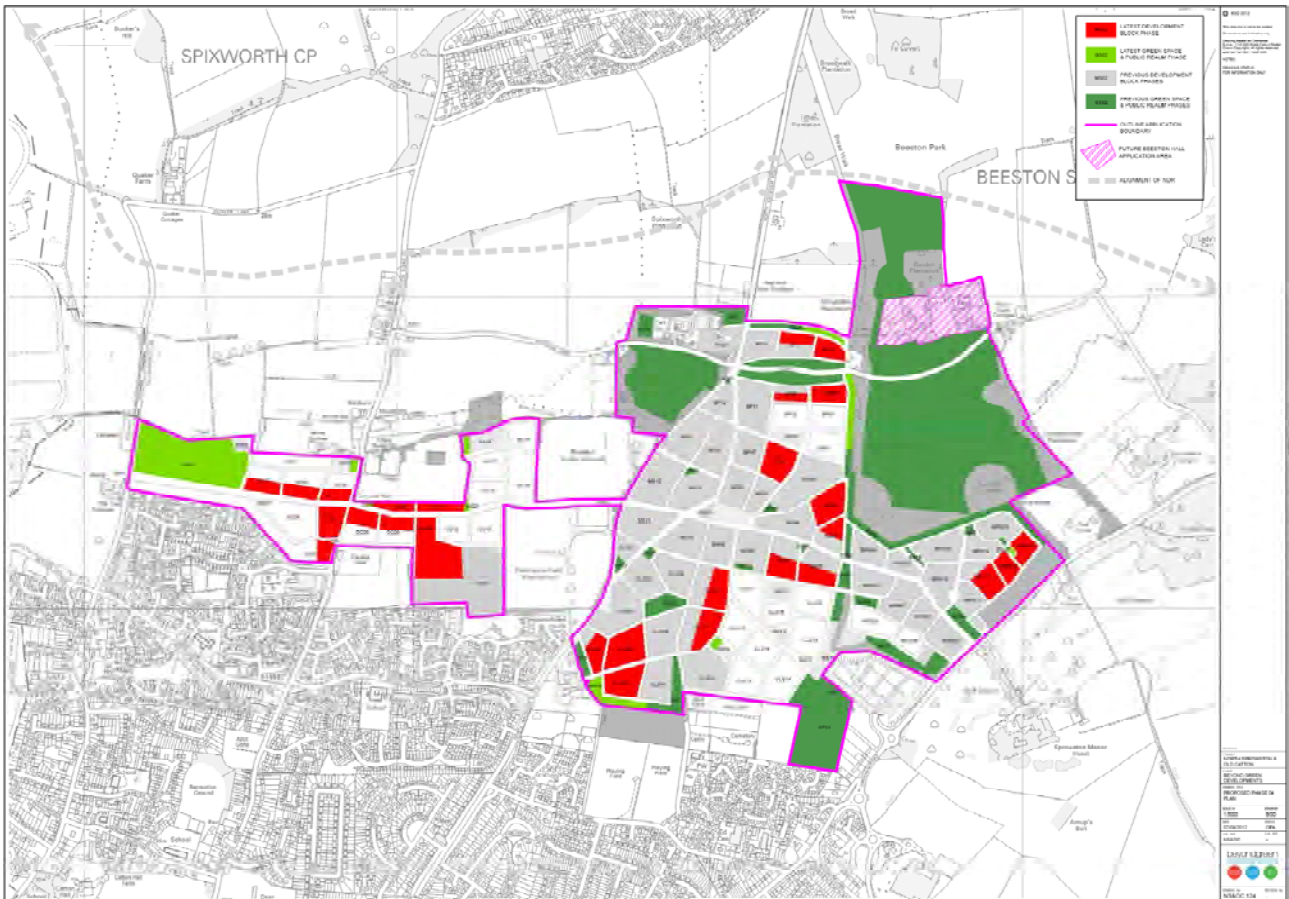
5.3 Phase 3

In Phase 3, development is completed a half-block back along both sides of the primary east-west street connecting the Main Square and Wroxham Road Square, enabling through movement of buses and other vehicles and providing a safe overlooked route for cyclists and pedestrians along its length. 'Backfilling' development from this east-west route and from Church Lane continues to build up walkable neighbourhoods around these centres, with blocks commenced in Phase 2 being completed and frontages around the Main Square and to the southern side of Beeston Park completed. The linear park is finished, with further frontage development along its length providing overlooking, enabling Beeston and Red Hall Parks to be fully connected.



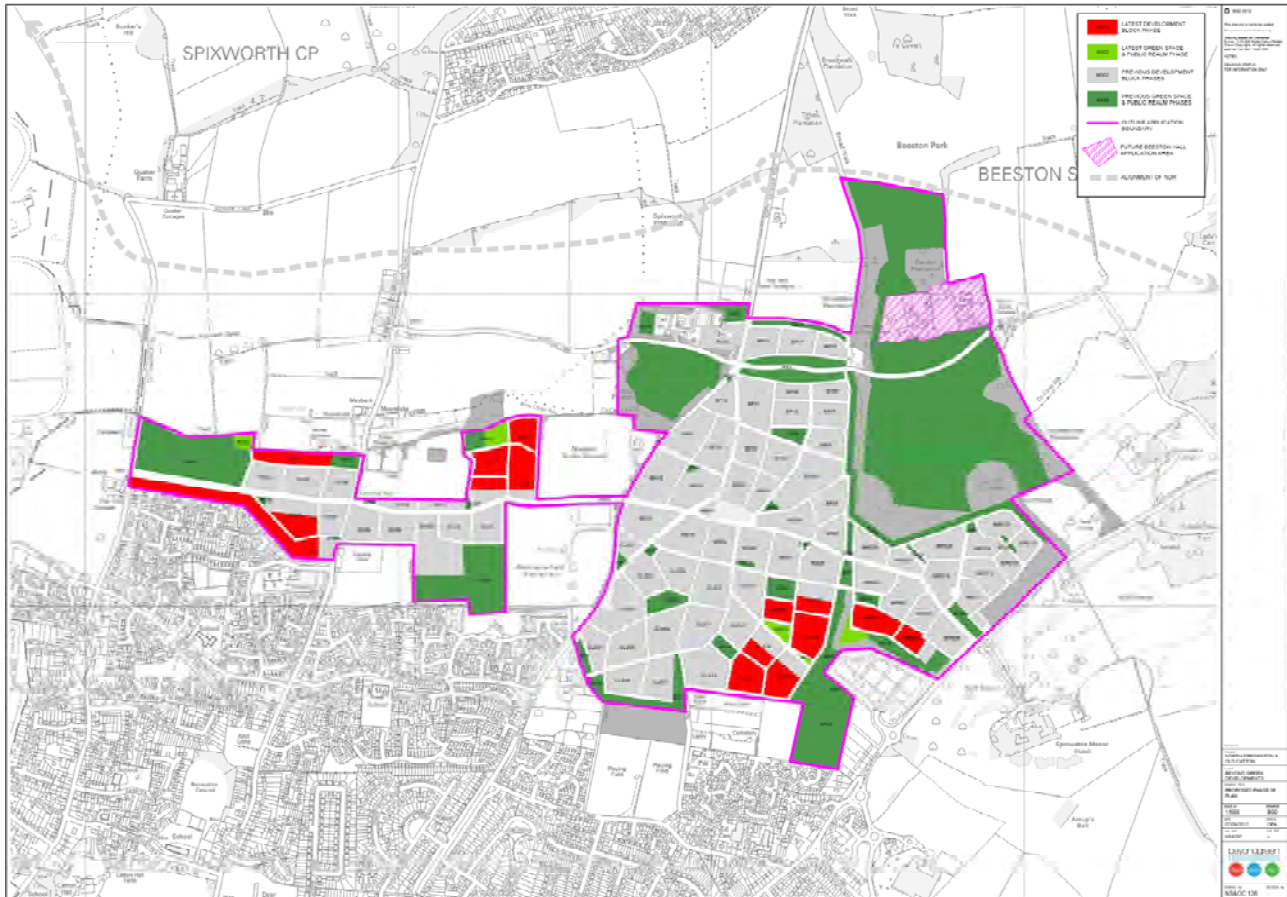
5.4 Phase 4

Phase 4 sees the completion of the Main Square neighbourhood, of the Wroxham Square neighbourhood except for the construction village site, and of the eastern part of the Church Lane South neighbourhood. Development one block either side of the linear park to the north is also completed; leaving relatively orthogonal areas in the Church Lane South and Beeston Park neighbourhoods to be 'backfilled' around mostly tertiary street networks in Phases 5 and 6. Development commences in the Old Catton area with both north-south frontage to the Spixworth/ Buxton Road and east-west between the new recreation ground (which is also opened up to use) and the second primary school site completed.



5.6 Phase 6

Phase 6 completes the development by ‘backfilling’ onto block and plots furthest from the centres of the development, including around the Park and Ride site and on the site of the construction village. If the neighbouring land at Norwich Rugby Club and, further west, just east of the Spixworth Road has been completed this will also serve to complete a tertiary street network between the Spixworth Road and the Main Square, further assisting the east-west integration of the development.



5.7 Construction management

It is proposed to establish a contractors’ compound (or “construction village”) on the site which will exist for the duration of the development without needing to be moved between phases. This is anticipated to be located north of the Sprowston Park & Ride site and west of the proposed location for the Energy Centre, close to the A1151 Wroxham Road, from which all materials will enter the site. The location will allow the compound to minimise visual or noise intrusion to existing and new residents nearby and benefit from access to the Park & Ride; workers commuting to the site will be encouraged to use public transport. It will also allow the construction set-up to connect to existing utility services and, once completed, to the neighbouring Energy Centre. Immediately inside the construction access entrances, a wheel wash facility will be set up.

Within the site, construction traffic would make use of the emerging street network, especially the east-west link road which will be completed between Wroxham Road and the old North Walsham Road early in Phase 3 and the route of which will be laid with a temporary surface to enable it to be used for construction movements to earlier phases. A green transport system (e.g. electric shuttle bus service) will be used to move the workforce around on-site. In addition to the main compound, there will be a number of smaller local set-ups within phase development sites incorporating toilets and drying rooms. Deliveries to the site will be on a

just-in-time basis, minimising the extent to which materials need to be stored on site. Where materials or plant need to be laid down close to work-in-progress, roads not yet in public use will be used.

All construction traffic entering and leaving the application site will be closely controlled. Vehicles making deliveries to the application site or removing spoil will travel via designated routes, which will have been previously agreed with the Council and other relevant bodies.

6. DEVELOPER CONTRIBUTIONS

Developer contributions play a vital role in funding and providing the physical, social and green infrastructure essential to a successful place. The system of developer contributions in the GNDP area is in a period of transition from a purely Section 106-based negotiated approach to a mixed system in which the majority of contributions are via the Community Infrastructure Levy (CIL) system, with a residual Section 106 element to cover affordable housing and development-specific issues such as off-site highway improvements. Because of the period it is expected to take to determine this application, Beyond Green is working on the assumption that a CIL charging schedules will have been adopted in Broadland by the time the application is determined and that, therefore, North Sprowston & Old Catton will be subject to CIL.

In the past the negotiation of Section 106 contributions has often been fraught, because any developer with a short-term business model, no interest beyond the construction and sale of units and no mission apart from the purely commercial has an incentive to contribute as little as possible, particularly when any inadequacies in the quality or quantity of supporting infrastructure will fall on the public sector to make good. CIL can be seen in part as a response to the failings of Section 106: it puts responsibility for determining an adequate level of infrastructure onto the local authority working with other public service providers (rather than for site-by-site negotiation) and places developers in the role of funders (in whole or part) through a simple and transparent tax on built space.

This is a welcome change. However, from the perspective of the delivery of a complex place where the developer intends to maintain a vested interest and would not wish to abdicate responsibility for infrastructure provision – indeed quite the reverse, given its importance to the long-term success of a place – there are risks that CIL could be less amenable; for example, it may make the seamless physical integration of space for public services into the built form (for example through the provision of space in kind) more difficult. There are also complicating factors introduced by the scale of NS&OC: for example, the likely expectation that land for the two primary schools will be provided for free whereas, for a similar scale of development delivered through multiple smaller schemes none large enough to provide a site in its own right, such land would probably be regarded as payment-in-kind of CIL.

However, these are minor issues in the context of a ‘business plan’ for place and, through close working between Beyond Green, Broadland Council as CIL charging authority and local planning authority, and the many other parties and partners with an interest in the success of NS&OC, they can be managed and an effective shared programme on infrastructure investment conceived and delivered. Moreover, given the relative novelty of CIL and lack of practical experience of how it works (combined with the scale and complexity of NS&OC), it is recognised that some discussion and negotiation will be required about what is to be delivered as core elements of the scheme secured by planning conditions, what falls to be funded through CIL under the Local Investment Plan and Programme (LIPP) and what, in turn, by in-kind payments in lieu, and what to be covered by residual Section 106 payments or contributions in-kind. A table setting out the physical, social and green infrastructure likely to be entailed by the development of NS&OC, and a provisional allocation of funding methods between CIL, Section 106 and conditions as a basis for discussion, is at Appendix 1.

An important factor to consider is the in-combination effect of CIL and Section 106 on viability. Assumptions have been made about the levels of affordable housing and other residual Section 106 contributions a scheme can sustain given certain land values, build costs and CIL rates, with affordable housing provision becoming, in effect, the ‘balancing item’ in a viability assessment. Although Beyond Green believes a policy-compliant level of affordable housing provision can be achieved, there are risks to this particularly in relation to the costs of finance, open-market sales values, abnormal infrastructure costs and most especially the potential costs of non-housing residual Section 106 contributions. As well as looking at contributions in the round, therefore, it is proposed to adopt a ‘cascade’ approach to affordable housing

provision which allows for the possibility that full compliance with adopted policy on affordable housing will not be possible in every phase. Open-book appraisal will be used where necessary to reach an agreed position.

6.1 Community Infrastructure Levy receipts

Based on the schedule of accommodation and anticipated housing units sizes, it is expected that the development of NS&OC will produce a CIL liability of approximately £29.6m based on the rates incorporated in the draft Charging Schedules published for examination in autumn 2012. This based on 2,358 market homes (accounting for 99% of the liability), 16,800m² of commercial employment and 8,800m² of retail space.

6.2 Section 106 Heads of Terms

Based on the analysis at Appendix 1, the heads of terms set out in Table 8 below are intended as an indication of the proposed covenants to be included in Section 106 planning obligation, to be completed contemporaneously with (or shortly before) a grant of planning permission for the NS&OC by Broadland District Council. The detailed terms of the Section 106 agreement will be finalised as the application proceeds.

Issue	Covenant
Transport	<p>The Owner will covenant to make a financial contribution towards improved bus services for an agreed period.</p> <p>The Owner will covenant to make a financial contribution to the cost of off-site highways improvements necessary to enable the development.</p>
Affordable housing	<p>The Owner will covenant to provide 33% of the total number of housing units as affordable housing in a ratio of 85% affordable rented and 15% intermediate tenure in each phase of development, subject to viability assessed on a phase-by-phase basis. The agreement will require the involvement of one or more Registered Provider(s) in the provision and/or future management of the affordable housing. The timing of provision of the affordable housing will be related to occupation of the private housing.</p> <p>Where such provision is not viable, where a Registered Provider is unable to purchase units within agreed timescales, or as otherwise agreed with the Local Authority, the following cascade mechanism will be applied:</p> <ul style="list-style-type: none"> • adjustment of the ratio between affordable rented and intermediate provision to reduce the former and increase the latter; • provision of a proportion of the affordable housing in private rented tenure in perpetuity at rates not exceeding the Local Housing Allowance, with nomination rights for tenancy accruing to the Local Authority; • the Local Authority is given the opportunity to purchase affordable housing units; and • a reduced level of affordable housing is provided.
Public buildings	<p>The Owner will covenant to make available suitable buildings and/or spaces within buildings for acquisition through the Local Investment Plan and Programme to facilitate the delivery of essential services including a library, health centre, community halls, civic offices and other services as may be agreed.</p> <p>Where not deemed a payment-in-lieu of CIL, the Section 106 agreement will provide for the</p>

	transfer of land or other suitable mechanism for the development of other necessary community infrastructure.
Green Infrastructure	<p>The Section 106 agreement will contain provisions for the development of Beeston Park as a country park open to public access.</p> <p>Where not deemed a payment in kind of CIL, the Section 106 agreement will make provision for land for recreation grounds and play spaces.</p> <p>The Owner will covenant to provide for the maintenance of green infrastructure on site insofar as not adopted by public authorities.</p>
Environment and heritage	The Owner will covenant to provide such on-site improvements as the Local Authority may require.
Environmental enhancements	The Developer will provide such infrastructure as may be required by the Council. The section 106 agreement will contain further details once these are agreed with the Council.
Management company	The Owner will covenant to establish a Management Company to provide services for the benefit of residents and users of the development such as an Energy Services Company (ESCo), car club, cycle hire and associated community facilities, and to manage and maintain the development.

Table 8: Section 106 Heads of Terms

In addition to the provisions set out above, it is intended that the Section 106 Agreement will contain a number of procedural provisions commonly found in such agreements, including the following:

- The agreement will not take effect until implementation of the planning permission (save for conditions precedent).
- Any party to the agreement shall be released upon parting with its interest in the site (or part thereof).
- Nothing in the agreement will prevent or limit development of the site in accordance with any further planning permission.
- No liability will attach to individual residential occupiers with the Development.

The proposed agreement will contain provisions for return of any financial contributions which are unexpended within an agreed period.

7. ESTATE MANAGEMENT

An Estate Management Company will be established to secure and co-ordinate the management and maintenance of NS&OC in perpetuity. With a permanent core staff and management suite on-site, the EMC is fundamentally an asset management body for completed development whose responsibilities will incorporate:

- **management and maintenance of unadopted public realm areas** including green spaces, squares, parking and streetscene;
- **maintenance and enhancement of the green infrastructure network** including green roofs, walls and planting;
- **co-ordination and contract management of on-site service providers** including Registered Providers of affordable housing, utilities providers and car club(s);
- **administration of the flexible parking pool** and parking leasing scheme;
- **management, leasing and marketing of mixed-use space** including the maintenance of a suitable retail mix and administration of enterprise incubators and the 'hub';
- **provision of a Travel Plan Co-ordinator** and administration of the area-wide travel plan;
- **liaison and relationship management** with Broadland Council, parish councils and other statutory bodies, stakeholders and the community on matters relating to management and governance;
- **overall responsibility for meeting the terms of the planning consent** as they apply to occupied development;
- **promoting community activity, including events, festivals and markets** (see section 8 below); and
- **provision of advice, guidance and services** that enable residents to adopt progressively more environmentally sustainable lifestyles, including a personal 'footprinting' service and practical facilities such as a delivery consolidation service for bulky goods.

At base, the EMC will be a commissioning body: it will deliver services 'in-house' only where doing so would be more efficient – measured broadly against quality of outcome not simply cost – than alternatives. Most of the services described above will be procured from local companies and service providers, or established as independent private or social enterprises, subject to contract management discipline under service level agreements, with terms and contracts lengths varying according to the investment horizons of the business (so, for example, an energy services company will need a long incumbency to make the necessary upfront investment in plant viable). This will expand the economic multiplier of the development and invite innovation; particularly in areas not traditionally regarded as business opportunities, such as green infrastructure management. Generally, the EMC will operate an open-door 'community right to challenge', so that residents and local entrepreneurs can take over estate management services where it would increase community satisfaction relative to cost. It may also be the case that some of these services will be procured from statutory bodies, including parish and town councils.

The EMC will be funded from a combination of ground rents set at reasonable levels (the vast majority of its income), royalties from any surplus profits on the fulfilment of contracts, and any trading profits. Ground rents can be controversial, particularly if people feel that they are paying twice for the same service (i.e. through ground rent and council tax), and, if not clearly linked to commensurate benefits, commercially self-defeating. However, they are an essential aspect of any active estate management model, of a part with the higher quality of place such a model enables, and will be transparent and upfront in the marketing of NS&OC to potential residents and occupiers. Moreover, because there is expected to be a substantial level of residential rental and shared ownership at NS&OC (see Housing Statement), ground rents will form part of a 'total cost of occupation' which will be competitive on cost alone compared with other housing choices available in the market.

7.1 Adoption land

The scope and funding of estate management is closely related to decisions on the scope of land adoption by statutory undertakers, including the local authority, highways authority and parish and town councils. The approach to adoption needs to balance a range of considerations, including the potential efficiency of the ‘horizontal integration’ of facilities at NS&OC into existing management and maintenance systems but also the risk to a commercial model predicated on long-term value growth of a standardised approach and/or the ever-present threat to public bodies of rising expectations coupled with tightening budgets. Ideally, as part of a long-term plan for the growth of a place as described in the introduction to this statement, there will be seamless integration of management and maintenance, with public funding and funding from ground rents and elsewhere being fully aligned in the pursuit of agreed outcomes; although with CIL yet to be adopted and to bed in, and unprecedented public sector cuts under way, key uncertainties remain. There is also a possibility that some normally adoptable facilities, such as parks and recreation grounds, could be owned and/or managed by a trust, community interest company or other arms-length management body, which in turn depends on future decisions, such as whether Beeston Park is to be designated (and procured) as part of a strategic green infrastructure resource for the wider area.

Table 9 below gives an indicative overview of the possible management arrangements for adoptable land, including those aspects to which further consideration needs to be given as part of wider discussions about developer contributions, implementation of the LIPP and other management-related matters. It is anticipated that detailed plans of land proposed for adoption would form part of each detailed planning application.

Land	Proposed for adoption	For adoption or estate management, to be agreed	For estate management	Possible trust-based management
Streets & spaces	Carriageways and pavements of primary, secondary and some tertiary streets	Other tertiary streets Public squares	‘Flex’ zones On-street parking Courtyards Back lanes	n/a
Green infrastructure		Recreation grounds Distributed green spaces Beeston & Red Hall Parks	Green streets Green walls & roofs Street trees	All

Table 9: Indicative management options for adoptable land

8. COMMUNITY DEVELOPMENT AND GOVERNANCE

A separate but related matter to estate management is community development and governance. Although high quality urbanism is, by definition, conducive to the emergence of the common mores and norms of community over time – and indeed it is arguably a hopeless task to try to ‘create’ community where poor design defeats it – the evidence is clear that in ‘new’ places that grow rapidly there can often be a deficit of community life early on. Moreover if community activism can be inculcated in a place from the outset it is more likely to sustain in a lively community life as the place matures. It is also more likely to fulfil an important secondary function of community-based institutions which is to hold the development and estate management bodies shaping the area to account and steer how later development is shaped.

The Parish and Town Councils in whose territories NS&OC will sit will have a vital ongoing role to play, particularly in integrating new with existing communities and drawing new residents into the life of the wider area. However, it is questionable whether they alone would be able to fulfil the community development needs of the area given their statutory functions. A further possibility, which was discussed extensively with stakeholders at the Community Planning and Design Workshops, is the creation of a community development trust as a body to activate community life. It was suggested that this could:

- **be a mutual body** in which every household and business occupier would have a share and a vote;
- **be endowed** with a combination of some or all of: core funding from the Estate Management Company, small-scale property assets, a profit-share from some types of development, and income from trading activities;
- **have core functions** such as the organisation of festivals, events and attractions and scrutiny of the EMC;
- **be able to provide grants and microloans** for local initiatives or social enterprises;
- **promote sustainable lifestyles**; and/or
- **be, or work alongside, a trust** responsible for the management and development of shared assets such as parks and recreation grounds.

However, there was a degree of scepticism about the merits of a community development trust being established by the same party behind the development, particularly given what was seen as an unresolved relationship with other organisations such as Parish and Town Councils, the clear intention that a trust would not be a substitute for long-term management and involvement by Beyond Green, and the lack of an identified proponent or organiser within the community. Beyond Green continue to think some form of community development organisation independent of master development or estate management arrangements is desirable, and will continue to work beyond the submission of this application to facilitate an appropriate structure, scope, and agency from within the community and stakeholders.

APPENDIX 1: PROVISIONAL ALLOCATION OF INFRASTRUCTURE PROVISION BETWEEN FUNDING MECHANISMS

Theme	Sub-theme	Provision		CIL		S106		Secured by condition
		Requirement	Proposed	Funding	in-kind (in lieu of CIL)	funding	in-kind	
Education	Pre-school/ nursery	296 places	5x 60-place nurseries		Provision of suitable buildings for up to 5x 60-place nurseries			
	Primary	894 places	2x 420-place schools	Provision on-site	Land for 2x primary schools			
	Secondary	493 places	n/a	Provision off-site				
	Post-16	99 places	n/a	Provision off-site				
Healthcare	GPs	4.56 GPs	Integrated Care Centre?	Provision of a suitable building for an integrated health centre				
	Dentists	4.10 GPs	Integrated Care Centre?					
	Acute bed	12 places	n/a	Provision off-site				
	Geriatric bed	23 places	n/a	Provision off-site				
	Maternity bed	1 place	n/a	Provision off-site				
	Mental illness bed	4 places	n/a	Provision off-site				
	Learning difficulty bed	1 place	n/a	Provision off-site				
Community	Community hall	500m ² (300m ² min/ size)	2 x min. 300m ² halls		Provision of suitable buildings for 2x community halls			
	Library	217m ² (300m ² min/ size)	1 x min 300m ² library		Provision of a suitable building for a library			

Theme	Sub-theme	Provision		CIL		S106		Secured by condition
		Requirement	Proposed	Funding	in-kind (in lieu of CIL)	funding	in-kind	
	Sports hall courts	2.29 courts	Sports Hall?	Provision either on-site on land for recreation grounds, or off-site			Provision of land would be covered by provision of recreation grounds	
	Swimming pool	1.53 lanes	n/a	Provision off-site				
	Police	3x SNTs across Growth Triangle	tbc		Provision of a suitable building(s) for police use			
	Fire	tbc	n/a	Provision off-site				
Housing	Affordable Housing	33% affordable housing of which 85% social rented and 15% intermediate	Policy compliant subject to viability; agreed minimum in any phase				Provision of up to 33% affordable housing, subject to viability, on an 85:15 social rented to intermediate ratio	
Economic Development	Provision of employment space	n/a	16,800 sq m incl up to 1,000 sq m incubation					✓
	Construction employment scheme	n/a	Local employment training scheme				✓	
Energy	Grid reinforcement	Tbc	tbc					Possible Grampian condition
	On-site energy centre & network	n/a	Gas-fired electric-led CHP system					✓

Theme	Sub-theme	Provision		CIL		S106		Secured by condition
		Requirement	Proposed	Funding	in-kind (in lieu of CIL)	funding	in-kind	
	Energy Supply Company	n/a	On-site ESCo					✓
Water	Potable supply	n/a	n/a					Possible Grampian condition
	Non-potable supply	n/a	Grey or greenwater system					On-site infrastructure
	Sewerage/treatment incl. SUDS	n/a	SUDs system including 6.2ha attenuation space; possible WWTW upgrades					SUDS network
Waste	On-site recycling	n/a	n/a					✓
	HWRC (if required)	1 across growth triangle	n/a	Provision off-site				
Telecoms	Off-site exchanges	n/a	Upgrade to fibre-enabled exchanges	✓				
	On-site network	n/a	On-site fibre network					✓
Transport	Accesses	n/a	5x accesses onto highway network					✓
	Internal streets including east-west primary link	n/a	East-west primary routes and grid of connected secondary and tertiary streets					✓

Theme	Sub-theme	Provision		CIL		S106		Secured by condition
		Requirement	Proposed	Funding	in-kind (in lieu of CIL)	funding	in-kind	
	Bus services	n/a	Various bus enhancements, potentially including enhanced service 10 via North Walsham Road and extended P&R express service	Part - capital costs of additional bus infrastructure i.e. buses or off-site bus lanes, stops etc		Part - revenue costs of subsidy to cover low initial passenger numbers		
	Off-site cycle improvements	NATS	Various					
	Off-site highway improvements	n/a	tbc	Part - to the extent that necessary improvements are partly contingent on the NDR and/or would not be covered by S106/278 if development came forward in smaller parcels		Part - agreed offsite highway works necessary solely because of the scale of scheme		
	Travel Plan & co-ordinator	n/a	AWTP and co-ordinator			✓		

Theme	Sub-theme	Provision		CIL		S106		Secured by condition
		Requirement	Proposed	Funding	in-kind (in lieu of CIL)	funding	in-kind	
Green Infrastructure	Strategic ecological mitigation	Mitigation of visitor impact on Broads	Beeston Park (29.5ha)	Improvement works to Beeston Park to accommodate/attract visitors (if designated as strategic GI via AAP)	Transfer of Beeston Park to public ownership (if designated as strategic GI via AAP)		Improvements to Beeston Park to facilitate local public visitation and ecological enhancement. Management regime for Beeston Park.	Provision of public access to Beeston Park
	Local ecological mitigation/enhancement	30.7ha natural and semi-natural space	37.6ha natural and semi-natural space				Management of habitat space	✓
		Off-site hedgerow mitigation	tbc				✓	
	Recreation grounds	13.1ha formal sport & recreation	3x recreation grounds totalling 13.8ha	Equipment & management/maintenance of recreation grounds			Transfer of land for recreation grounds and for any facilities not within recreation grounds	
	Sports pitches	12.3x football pitches plus 8.2x bowling greens	12x pitches and 8x greens within recreation grounds	Laying out and management/maintenance of pitches and greens				
	Courts	8.2x pair tennis courts	8x pair tennis courts	Layout and management/maintenance of courts				

Theme	Sub-theme	Provision		CIL		S106		Secured by condition
		Requirement	Proposed	Funding	in-kind (in lieu of CIL)	funding	in-kind	
	Changing facilities	8x changing facilities	8x changing facilities	Construction, management & maintenance				
	Recreational parking	8x 40-space parking areas	8x 40-space parking areas					
	Distributed local green spaces	5.9ha formal and informal amenity space	31 distributed green spaces totalling 14.1ha	Construction/provision and maintenance of play space and equipment			Management of green spaces excluding play areas	✓
	LAPs	33x LAPs	23x LAPs within distributed green spaces plus space for 10 more				Transfer of land for play areas.	
	LEAPs	16x LEAPS	7x LAPs within distributed green spaces plus space for 9 more					
	NEAPs	3x NEAPS	5x NEAPS					
	MUGAs	8x MUGAs	7x MUGAs plus space for 1 more					
	Allotments	1.3ha of allotments	26.5ha allotments plus 0.3ha community gardens				✓	
Heritage	Interpretation	tbc	tbc	Off-site interpretation boards / trails		On-site interpretation boards / trails		

Theme	Sub-theme	Provision		CIL		S106		Secured by condition
		Requirement	Proposed	Funding	in-kind (in lieu of CIL)	funding	in-kind	
Management	On-site management company	n/a	Estate Management Company				✓	