

Appendix 10

Planning & Transportation Department
County Hall
Martineau Lane
Norwich
Norfolk NR1 2SG

Director : Mike Jackson

Tel: 0844 800 8020
Fax: 01603 223219
Textphone: 0844 8008011
Email: john.jones@norfolk.gov.uk

Please ask for: John Jones
Contact Number: 01603 224306

Your Ref:
My Ref: E.10/E.CON50/JMJ/DY

1 May 2009

Dear Sir/Madam

Re: Norwich Green Infrastructure Delivery Plan Stakeholder Workshops

We would like to invite you to attend a series of Stakeholder Workshops to support the drawing up of a Delivery Plan for the Norwich Green Infrastructure Study. This delivery plan is being produced by The Landscape Partnership consultancy, having been commissioned by the Greater Norwich Development Partnership. The work is being co-ordinated by Norfolk County Council, working in partnership with Broadland Council, the Broads Authority, Natural England, Norwich City Council and South Norfolk Council.

The Greater Norwich Growth Point Green Infrastructure Strategy was drawn up in 2007 by the consultants Chris Blandford Associates. It suggested a network of multi-functional 'greenspaces' and green corridors for the Greater Norwich area. The Delivery Plan will examine how this can be achieved by drawing up a methodology for prioritising projects to ensure that the funding available best achieves the aims of the Green Infrastructure Study.

It is proposed to hold three workshops. The first one will introduce and demonstrate the draft methodology for project prioritisation. After a two week period (providing those who have proposed projects with an opportunity to refine them and for new projects to be proposed), a second Stakeholder Workshop will be held so that Stakeholders can be directly involved in the prioritisation process. A third 'wash-up' session will also be held once the delivery plan has been agreed.

Continued.../

Continuation sheet to: Multiple Recipients

Dated : 1 May 2009

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We would be delighted if you or a colleague could participate in these workshops.

The first two are scheduled to take place on the following dates:

- Tuesday 12th May, 09:30 – 13:00 at Colman's Abbey Conference Centre, Norwich
- Tuesday 26th May, 09:30 – 13:00 at Colman's Abbey Conference Centre, Norwich

A buffet lunch will be provided at both of these workshops.

If you are able to attend, please could email Chris Jones at chris.jones@norfolk.gov.uk advising of any dietary or access requirements. Alternatively, you can call Chris on 01603 638123.

Yours sincerely

John Jones
(Chair of the Steering Group)
Rural Environment Strategy Manager

Planning & Transportation Department
County Hall
Martineau Lane
Norwich
Norfolk NR1 2SG

Director : Mike Jackson

Tel: 0844 800 8020
Fax: 01603 223219
Textphone: 0844 8008011
Email: john.jones@norfolk.gov.uk

Please ask for: John Jones
Number: 01603 224306

Your Ref:
My Ref:

Contact

8 July 2009

Dear Key Stakeholder

Re: Norwich Green Infrastructure Delivery Plan Stakeholder Seminar

We would like to invite you to attend a Stakeholder's Seminar to support the drawing up of a Delivery Plan for the Norwich Green Infrastructure Study. This delivery plan is being produced by The Landscape Partnership consultancy, having been commissioned by the Greater Norwich Development Partnership. The work is being co-ordinated by Norfolk County Council, working in partnership with Broadland Council, the Broads Authority, Natural England, Norwich City Council, South Norfolk Council and Norfolk Biodiversity Partnership.

The Greater Norwich Growth Point Green Infrastructure Strategy was drawn up in 2007 by the consultants Chris Blandford Associates. It suggested a network of multi-functional 'greenspaces' and green corridors for the Greater Norwich area. The Delivery Plan will examine how this can be achieved. It will include a methodology for prioritising projects to ensure that the funding available best achieves the aims of the Green Infrastructure Study.

The purpose of this Seminar is for the Landscape Partnership to show Stakeholders how the final version of the methodology for prioritising Green Infrastructure Projects will operate, and to discuss the possible 'Early Action' projects that will be put to the Directors of the Greater Norwich Development Partnership in August for commencement in September.

The draft agenda currently is as follows, however a final version will be circulated nearer the date;

- an introduction to the new mapping – together with the profiles/targets
- a description of the agreed methodology – with a quick run through against an imaginary project.
- presentation and discussion of the proposed early action projects
- an outline of the application process – where people will be able to find the maps/application material (including how projects would be assessed and by whom)

We would be delighted if you or a colleague could attend this Seminar.

It is scheduled to take place on 17th July, 09:30 in the Music Room, The Assembly House, Theatre Street, Norwich.

Please confirm your attendance to Chris Jones at chris.jones@norfolk.gov.uk or by calling 01603 638123.

Yours faithfully

John Jones
(Chair of the Steering Group)
Rural Environment Strategy Manager

Name	Organisation
Phil Wells	Age Concern Norwich
Peter Lemon	BAA member
Samantha Goodwin	Breckland District Council
Martin Peckitt	Breckland District Council
Tony Sorensen	Broadland District Council
John Walchester	Broadland District Council
Barbara Hornbrook	Broadland District Council
Susan Flack	Broadland DC, Play Strategy
Paul Harris	Broadland District Council
Sally Hoare	Broadland District Council
Kate De Vries	Broadland District Council
Raymond Walpole	Broads Local Access Forum
Jo Eames	Broads Local Access Forum
Lesley Harrison	Broads Authority
Nick Sanderson	Broads Authority
Andrea Kelly	Broads Authority, Head of Conservation
Marya Parker	BTCV
Malcolm Fisher	Churches Trust
Rachel Jackson	Costessey Parish Council
Rob Wise	Country Landowners Association
Anne Barnes	Cringleford Parish Council
Ann Williamson	Cringleford Parish Council
Steph Heywood	Diocese Trust
Steven Smith	EEDA
Greg Luton	English Heritage
Chris Strachan	Environment Agency
Alison Bramwell	Environment Agency
Keith Moore	Environment Agency
Stuart Rickards	Environment Agency, Planning Liaison Officer
Jim Smith	Forestry Commission, GI Advisor
Ruth Carey	Greater Norwich Development Partnership
Sandra Eastaugh	Greater Norwich Development Partnership
James Bowell	Greater Norwich Development Partnership
Sarah Prentice	GO East
Lisa Roberts	GO East
Sarah Moore	Green Light Trust
Nigel Hughes	GreenLight Trust
Mr I Bishop	Gt&Lt Plumstead/Thorpe End P C
Mike Loveday	HEART
Lorraine Canty	HEART
Fred Watkin	Hethersett Parish Council
Gary Wyatt	Hethersett Parish Council, Environmental Action Team
George Bell	Landowner
Mrs E Riches	Long Stratton Parish Council

Name	Organisation
John Sizer	National Trust
Lynda Foster	Natural England, Green Infrastructure
Helen Ward	Natural England
Rachel Penny	Natural England, GI and Landscape Regional Advocacy and Partnerships Team
Sally Fishwick	Natural England, Health & Environment Project Manager
Dave Weaver	Natural England, HLS
Sam Neal	Norfolk Biodiversity Information Service
Peter Barber	NCC, Countryside Access
Ann O'Leary	NCC, Adult Social Services
Helen Bates	NCC, Childrens Services
Lisa Christensen	NCC, Childrens Services
Heidi Thompson	NCC, Ecologist
David Dukes	NCC, Economic Development
Gerry Barnes	NCC, Env Ops Manager
Sue Falch-Lovesey	NCC, Head of Env & Outdoor Learning
Mike Knights	NCC, Heritage
Caroline Davison	NCC, Historic Landscape
David Yates	NCC, Landscape Architect
Gerald den Hoed	NCC, Landscape Architect
Paul Hoey	NCC, Outdoor Education
Phil Morris	NCC, Strategic Land Use Planner (GNDDP/JCS)
Ken Hamilton	NCC, Archaeological Planning
Jamie Macleod	NCC, Carbon Management
Caroline Jeffery	NCC, Mineral Planner
Chris Mitchell	NCC, Programme Management
Judith Cantell	NCC, Senior Landscape Architect
Emma Kinsey	NCC, Transport
Josie Barnett	NCC, Travel Plan
Nick Haverson	NCC
David Gurney	NLA
Alice Cattermole	NLA
Scott Perkin	Norfolk Biodiversity Partnership
Ian Sheppard	Norfolk C.P.R.E.
Jenny Gladstone	Norfolk Geodiversity Partnership
Tim Holt-Wilson	Norfolk Geodiversity Partnership
Don Saunders	Norfolk Local Access Forum
Lesley Stephen	Norfolk NHS
Lydia Smith	Norfolk Tourism Partnership
John Hiskett	Norfolk Wildlife Trust
Helen B	Norfolk Wildlife Trust
Reg Land	Norfolk Wildlife Trust and Chair of the Norfolk Biodiversity Partnerships Ecological Networks Topic Group
Mike Burrell	Norwich City Council
Chris Popplewell	Norwich City Council
Paul Holley	Norwich City Council

Name	Organisation
Bob Cronk	Norwich City Council
Mary McHugh	Norwich City Council
George Ishmael	Norwich City Council
William Stewart	Norwich City Council, Mousehold Heath Warden
Liz Brandon-Jones	Norwich City Council, Senior Landscape Architect
Tony Jones	Norwich City Council Norwich Cycling Campaign
Matt Davies	Norwich Fringe Project
Matthew Williams	Norwich River Heritage Group
Gill Ward	Norwich River Heritage Group
Janice Howell	Norfolk Rural Community Council
Sally Barber	Old Catton Parish Council
Graham Copsey	Norfolk PCT
Deborah Elliott	Norfolk PCT
Elizabeth Barnet	Norfolk PCT
Ms S Allport	Postwick w Witton P C
Samantha Singer	Princes Trust
Alan Everard	QPA member
Mrs J Whiley	Rackheath Parish Council
Mary Norden	RSPB
Fiona Taylor	RSPB
Ian Robinson	RSPB
Tim Strudwick	RSPB
Phil Pearson	RSPB, Conservation Officer
Mrs D Wyatt	Salhouse Parish Council
David Edleston	South Norfolk Council
Mikey Bentley	South Norfolk Council
Richard Cooper	South Norfolk Council
Sonja Seaton	South Norfolk Council, Ecologist
Armana Handley	South Norfolk Council, Partnerships & Neighbourhood Manager
Philip Raiswell	Sport England
Sam Sirdar	Sprowtson Parish Council
June Hunt	Sprowtson Parish Council
Malcolm Martins	Sprowtson Parish Council
Fred Newstead	Sprowtson Parish Council
Anthony Wright	Sustrans
Mrs Parkinson	Taverham Parish Council
Alec Hartley	The Norwich Society
Averil Brennan	The Norwich Society
Neil Featherstone	Thetford G.I. Board / Brecks Partnership
Gail Mayhew	Thorpe and Felthorpe Trust
Graham Allison	Thorpe St Andrew TC
Mike Hulme	UEA (Tyndall)
Steve Dalliston	Wensum Valley Trust
Trevor Gurney	Wymondham TC

Name	Organisation
Ann Roberts	WyNG
John Ayton	Yare Valley Society
June Gentle	Yare Valley Society

Appendix 11

Actual Participants**Greater Norwich Green Infrastructure Delivery Plan Workshop1****Held on: 12 May 2009****Venue: Colman's Abbey Conference Centre, Carrow,
Norwich, NR1 2DD**

Name	Organisation
Alec Hartley	The Norwich Society
Ann Roberts	Wymondham Nature Group
Anthony White	Sustrans
Averil Brennan	The Norwich Society
Chris Jones	Norfolk County Council
Chris Mitchell	Norfolk County Council
David Yates	Norfolk County Council
Emma Kinsey	Norfolk County Council
Fiona Taylor	RSPB
George Ishmael	Norwich City Council
Gerald den Hoed	Norfolk County Council
Helen Ward	Natural England
Jamie Macleod	Norfolk County Council
Jenny Gladstone	Norfolk Geodiversity Partnership
Jim Smith	Forestry Commission
Jo Parmenter	The Landscape Partnership
John Hiskett	Norfolk Wildlife Trust
Jonathan Billingsley	The Landscape Partnership
Keith Moore	Environment Agency
Ken Hamilton	Norfolk Landscape Archaeology
Liz Brandon-Jones	Norwich City Council
Malcolm Fisher	Norfolk Churches Trust
Martin Horlock	Norfolk Biodiversity Information Service
Mary McHugh	Norwich City Council
Marya Parker	BTCV
Matt Davies	Norwich Fringe Project
Melanie Gillings	Norfolk County Council
Michael Loveday	Heritage, Economic and Regeneration Trust (HEART)
Neil Featherstone	Brecks Partnership
Paul Harris	Broadland District Council
Paul Holley	Norwich City Council
Phil Bennett-Lloyd	Norfolk County Council
Phil Morris	Norfolk County Council
Reg Land	Norfolk Wildlife Trust
Richard Cooper	South Norfolk Council
Ruth Carey	Greater Norwich Development Partnership

Name	Organisation
Sam Neal	Norfolk County Council
Sandra Eastaugh	Greater Norwich Development Partnership
Sarah Long	The Landscape Partnership
Scott Perkin	Norfolk County Council
Stephen Heywood	Norfolk County Council on behalf of Norfolk Churches Trust: Diocese of Norwich DAC
Tony Sorensen	Broadland District Council
William Stuart	Norwich City Council
<i>Apologies on day</i>	
<i>Elizabeth Barnett</i>	<i>NHS</i>
<i>John Jones</i>	<i>Norfolk County Council</i>
<i>Lisa Roberts</i>	<i>GO-East</i>
<i>Mike Burrell</i>	<i>Norwich City Council</i>

Actual Participants**Greater Norwich Green Infrastructure Delivery Plan Workshop2****Held on: 26 May 2009****Venue: Colman's Abbey Conference Centre, Carrow,
Norwich, NR1 2DD**

Name	Organisation
Alec Hartley	The Norwich Society
Alice Catermole	Norfolk Landscape Archeology
Ann Roberts	Wymondham Nature Group
Anthony White	Sustrans
Averil Brennan	The Norwich Society
Chris Jones	Norfolk County Council
Chris Mitchell	Norfolk County Council
David Yates	Norfolk County Council
Emma Kinsey	Norfolk County Council
Fiona Taylor	RSPB
Gail Mayhew	Thorpe & Felthorpe Trust
George Ishmael	Norwich City Council
Gerald den Hoed	Norfolk County Council
Helen Ward	Natural England
James Bowell	Greater Norwich Development Partnership
Jamie Macleod	Norfolk County Council
Jenny Gladstone	Norfolk Geodiversity Partnership
Jim Smith	Forestry Commission
Jo Parmenter	The Landscape Partnership
John Hiskett	Norfolk Wildlife Trust
Jonathan Billingsley	The Landscape Partnership
Judith Cantell	Norfolk County Council
John Jones	Norfolk County Council
Keith Moore	Environment Agency
Liz Brandon-Jones	Norwich City Council
Martin Horlock	Norfolk Biodiversity Information Service
Mary McHugh	Norwich City Council
Marya Parker	BTCV
Melanie Gillings	Norfolk County Council
Michael Loveday	Heritage, Economic and Regeneration Trust (HEART)
Mike Burrell	Norwich City Council
Neil Featherstone	Brecks Partnership
Nigel Hughes	Green Light Trust
Paul Harris	Broadland District Council
Paul Holley	Norwich City Council
Phil Bennett-Lloyd	Norfolk County Council
Richard Cooper	South Norfolk Council
Sam Neal	Norfolk County Council

Name	Organisation
Samantha Singer	Princes Trust
Sandra Eastaugh	Greater Norwich Development Partnership
Sarah Long	The Landscape Partnership
Scott Perkin	Norfolk County Council
Stephen Heywood	Norfolk County Council on behalf of Norfolk Churches Trust: Diocese of Norwich DAC
Stuart Rickards	Environment Agency
Tim Strudwick	RSPB
Tony Sorensen	Broadland District Council
<i>Apologies</i>	
<i>William Stuart</i>	<i>Norwich City Council</i>
<i>Ruth Carey</i>	<i>Greater Norwich Development Partnership</i>

Actual Participants**Greater Norwich Green Infrastructure Delivery Plan Seminar****Held on: 17 July 2009****Venue: The Assembly House, Theatre Street, Norwich**

Name	Organisation
Alec Hartley	The Norwich Society
Andrea Kelly	Broads Authority
Ann Williamson	Cringleford Parish Council
Chris Mitchell	Norfolk County Council
David Yates	Norfolk County Council
Fred Newstead	Sprowston Parish Council
Fred Watkin	Hethersett Parish Council
Gary Wyatt	Hethersett Parish Council
George Bell	Landowner
Gerald den Hoed	Norfolk County Council
Graham Allison	Thorpe St Andrew Town Council
Helen Ward	Natural England
James Bowell	Greater Norwich Development Partnership
Jim Smith	Forestry Commission
John Ayton	Yare Valley Society
John Hiskett	Norfolk Wildlife Trust
John Jones	Norfolk County Council
Jo Parmenter	The Landscape Partnership
John Walchester	Broadland District Council
Jonathan Billingsley	The Landscape Partnership
June Gentle	Yare Valley Society
June Hunt	Sprowston Parish Council
Kathryn de Vries	Broadland District Council
Liz Brandon-Jones	Norwich City Council
Malcolm Martins	Sprowston Parish Council
Mary McHugh	Norwich City Council
Mel Gillings	Norfolk County Council
Nick Haverson	Norfolk County Council
Paul Hoey	Norfolk County Council
Phil Morris	Norfolk County Council
Phil Pearson	RSPB
Rachel Jackson	Costessey Parish Council
Raymond Walpole	Broads Local Access Forum
Sally Barber	Old Catton Parish Council
Sam Neal	Norfolk Biodiversity Information Service
Sam Sirdar	Sprowston Parish Council
Samantha Goodwin	Breckland District Council
Sandra Eastaugh	Greater Norwich Development Partnership

Appendix 12

Name	Organisation
Sarah Long	The Landscape Partnership
Scott Perkin	Norfolk Biodiversity Partnership
Tony Jones	Norwich City Council
Trevor Gurney	Wymondham Town Council
<i>Apologies:</i>	
<i>Ann O'Leary</i>	<i>Norfolk County Council</i>
<i>Ann Roberts</i>	<i>Wymondham Nature Group</i>
<i>Bob Cronk</i>	<i>Norwich City Council</i>
<i>Caroline Davison</i>	<i>Norfolk County Council</i>
<i>David Dukes</i>	<i>Norfolk County Council</i>
<i>Elizabeth Barnett</i>	<i>Norfolk PCT</i>
<i>Gail Mayhew</i>	<i>Thorpe & Felthorpe Trust</i>
<i>Heidi Thompson</i>	<i>Norfolk County Council</i>
<i>Ian Shepherd</i>	<i>Norfolk CPRE</i>
<i>John Sizer</i>	<i>National Trust</i>
<i>Judith Cantell</i>	<i>Norfolk County Council</i>
<i>Keith Moore</i>	<i>Environment Agency</i>
<i>Martin Peckitt</i>	<i>Breckland District Council</i>
<i>Matt Davies</i>	<i>Norwich Fringe Project</i>
<i>Mike Knights</i>	<i>Norfolk County Council</i>
<i>Neil Featherstone</i>	<i>Brecks Partnership</i>
<i>Phil Wells</i>	<i>Age Concern</i>
<i>Sally Fishwick</i>	<i>Natural England</i>
<i>Sue Falch-Lovesey</i>	<i>Norfolk County Council</i>
<i>Susan Flack</i>	<i>Broadland District Council</i>

Agenda**Greater Norwich Green Infrastructure Delivery Plan****Workshop1****Held on:** 12 May 2009**Time:** 10:00 **Duration:** 3hrs**Venue:** Colman's Abbey Conference Centre, Carrow, Norwich,
NR1 2DD

Refreshments will be available from 9.30am

- | | | |
|------------|--|----------------|
| 1.0 | Welcome & Introductions (<i>John Jones, Chair of Greater Norwich Green Infrastructure Delivery Plan Steering Group</i>) | 10.00am |
| 2.0 | Review of Green Infrastructure Strategy | 10.05am |
| 3.0 | Data Collation (<i>Martin Horlock, Biodiversity Information Officer, Norfolk Biodiversity Information Service</i>) | 10.15am |
| | Scoring | 10.25am |
| 4.0 | Draft methodology & mapping developed by The Landscape Partnership (<i>Jonathan Billingsley, Director, The Landscape Partnership</i>) | 10.35am |
| | Scoring | 11.05am |
| 5.0 | Demonstration of the application of the methodology on two example projects (<i>Sarah Long, Chartered Landscape Architect, The Landscape Partnership</i>) | 11.15am |
| | Scoring – Discussion workshop | 11.30am |
| 6.0 | Conclusion and briefing on actions in advance of workshop on 26th May | 12:15am |

A buffet lunch will be provided

Agenda**Greater Norwich Green Infrastructure Delivery Plan****Workshop 2****Held on: 26 May 2009****Time: 10:00 Duration: 3hrs****Venue: Colman's Abbey Conference Centre, Carrow, Norwich,
NR1 2DD**

Refreshments will be available from 9.30am

1.0	Welcome & Introductions	10.00am
2.0	Review of the first Stakeholder Workshop and changes to the draft methodology made subsequently (<i>Sarah Long, Chartered Landscape Architect, The Landscape Partnership</i>)	10.05am
3.0	Application of the revised methodology to proposed projects (working in two groups)	10.15am
4.0	Tea and coffee break	11.00am
5.0	Application of the revised methodology to proposed projects (working in two groups)	11.15am
6.0	Conclusion and briefing on actions in advance of the submission of the Delivery Plan	12.00am

A buffet lunch will be provided

Agenda**Greater Norwich Green Infrastructure Delivery Plan Seminar****Held on: 17 July 2009****Time: 10:00 Duration: 2.5hrs****Venue: Music Room, The Assembly House, Theatre St, Norwich**

Refreshments will be available from 9.30am

- | | | |
|------------|--|----------------|
| 1.0 | Welcome & Introductions | 10.00am |
| 2.0 | An introduction to the new mapping – together with the profiles/targets (<i>Sam Neal, Norfolk Biodiversity Information Service</i>) | 10.05am |
| 3.0 | A description of the agreed methodology – with a quick run through against an imaginary project (<i>Jonathan Billingsley & Jo Parmenter, The Landscape Partnership</i>) | 10.30am |
| 4.0 | Presentation and discussion of the proposed demonstration projects (<i>Sarah Long, The Landscape Partnership</i>) | 10.45am |
| | <i>Followed by question and answer session</i> | |
| 5.0 | Closure | Midday |

Appendix 13

Stakeholder Workshop Outcomes

1. The primary approach to consultation for this project was through a series of stakeholder workshops which were held at the Abbey Conference centre in Norwich on 12th May, 26th May and at the Assembly House, Norwich on 17th July. A wide range of organizations, developers and community representatives were invited. A copy of the invitation letters are provided as Appendix 10 together with the list of invitees. Workshop 1 was attended by 43 delegates, Workshop 2 by 46 delegates and the 3rd workshop by 43 delegates (attendees are listed in Appendix 11). The agenda programme for the workshops is provided as Appendix 12.

Summary of Workshop 1

2. The purpose of the first workshop was to summarise and review work undertaken to date on the Norwich GIS Delivery Plan and present the results of ongoing data collation.
3. The Workshop contained presentations on the work undertaken to date on the project, including an update of the NBIS mapping work, a review of the multifunctional benefits of green infrastructure an outline of the proposed scoring process by which candidate projects might be evaluated.
4. The draft methodology was then described and trialled for example projects, and comments invited from participants by means of a scoring workshop, which sought to identify any appropriate changes to the methodology and develop a scoring mechanism by which candidate projects might be evaluated.
5. Stakeholders were then invited to provide feedback upon the weightings attached to various elements of the scoring system and, where appropriate, to suggest any themes or subject areas/issues against which candidate schemes should be assessed. Additional comments and issues raised were invited through a comments section, and these are included in Appendix 10.
6. Stakeholders were asked to give their own personal rating to the importance of the various multi-functional criteria at three stages throughout the workshop to guide the development of the weightings. The results of how stakeholders 'valued' criteria and how the weightings have been revised to reflect the views of stakeholders is provided in Appendix 11. The average scores obtained through this process have been expressed as a proportion of 100.
7. A revised scoring mechanism was produced through this process and was presented at Workshop 2.

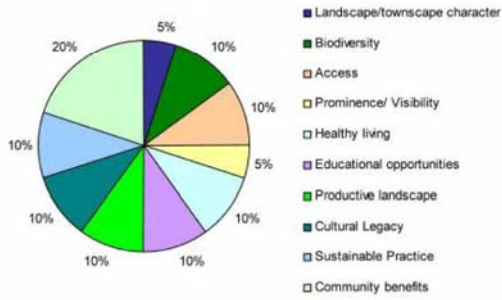
Multifunctional benefits – What?												
Issue		Score MAX	Guidance on scoring	Score Pre-presentation			Score Post-presentation			Score Following group discussion		
				Avg	Max. score	Min. Score	Avg	Max. score	Min. Score	Avg	Max. score	Min. Score
1	Landscape/Townscape character	5	1= minimal/peripheral contribution 3=average 5=exemplary	9.5	50	0	7.3	20	3	7.5	20	0
2	Biodiversity	10	1= minimal/peripheral contribution 5=average 10=exemplary	14.9	50	0	12.2	50	0	12.2	40	0
3	Access	10	1= minimal/peripheral contribution 5=average 10=exemplary	11.2	30	0	12.4	40	1	12.7	30	1
4	Prominence/Visibility	5	1= minimal/peripheral contribution 3=average 5=exemplary	3.3	10	0	5.1	15	0	5.9	15	0
5	Healthy Living	10	1= minimal/peripheral contribution 5=average 10=exemplary	7.2	25	0	8	20	0	7.4	20	0
6	Educational Opportunities	10	1= minimal/peripheral contribution 5=average 10=exemplary	6.7	20	0	8.1	20	0	8.3	20	0
7	Productive Landscape	10	1= minimal/peripheral contribution 5=average 10=exemplary	6.1	20	0	5.3	15	0	5.3	15	0

8	Cultural Legacy	10	1= minimal/peripheral contribution 5=average 10=exemplary	8.7	40	0	9.5	30	0	9.3	30	0
9	Sustainable Practice	10	1= minimal/peripheral contribution 5=average 10=exemplary	10.9	30	0	9.8	20	0	9.5	20	0
10	Community Benefits	20	1= minimal/peripheral contribution 10=average 20=exemplary	14	30	0	15	25	6	15.3	30	5
TOTAL SCORE FOR MULTI FUNCTIONAL BENEFITS		100								93.4		

Multifunctional benefits – What? Scores adjusted to total of 100 including additional 2 categories				
Issue		Previous maximum Score (weight)	Revised maximum Score (weight)	Final maximum Score (weight)
1	Landscape/Townscape character	5	7.25	7
2	Biodiversity	10	11.75	12
3	Geodiversity	-	5.00	5
4	Access	10	12.25	12
5	Prominence/Visibility	5	5.75	6
6	Healthy Living	10	7.00	7
7	Educational Opportunities	10	8.00	8
8	Productive Landscape	10	5.00	5
9	Cultural Legacy	10	9.00	9
10	Sustainable Practice	10	9.25	9
11	Community Benefits	20	14.75	15
12	Population Benefits	-	5.00	5
TOTAL SCORE FOR MULTI FUNCTIONAL BENEFITS		100	100	100

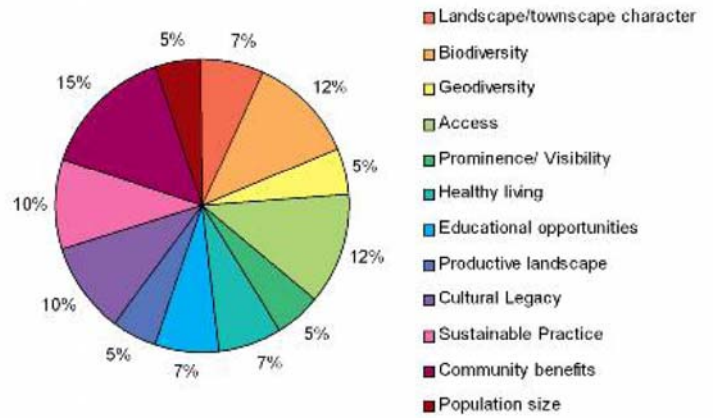
Multifunctional benefits Breakdown

As presented at stakeholder workshop 12.05.09



As proposed following on receipt of comments:

Breakdown of Multifunctional benefits



Summary of Workshop 2

8. The second workshop presented the revised scoring mechanism following Workshop1 and attendees were then divided up into two sub-groups, one for the north eastern sector and one for the south western sector, and asked to score a series of 20 example projects in order to trial and fine-tune the methodology. This part of the workshop was chaired by representatives from the consultant team and steering group.
9. The list below gives the 20 projects scored in Workshop 2, and their reference numbers from the Green Infrastructure Strategy. These projects were selected for their focus on the Norwich, Northeast and Southwest sectors respectively. The bracketed numbers are the 'Project Reference No' from the schedule of potential projects originally include within the GIS, where U = Norwich Urban, F = Norwich Fringe and T = Thematic project.

NE Norwich sector:

1. Norwich Crossings & Bridges – Whitlingham Phases 1/2 (U4/U8)
2. The Wensum River Parkway – (U5)
3. Norwich Green Gateways – (F4)
4. Community Woodlands Scheme (F11)
5. Mid Yare NNR (F12)
6. New Mousehold Heath (extension) Country Park (T2b)
7. The Sanctuary Project (T4)
8. Norwich to the Broads via Yare Valley Blue Way (F15)
9. Greater Norwich Community Landmarks project (T8)
10. Greater Norwich Area Waterway Crossings & Gateways Projects (T6)

SW Norwich sector:

1. South Norwich Cycle Loop (U6)
 2. N&N Hospital Health Woods (F3)
 3. Norwich Green Gateways (F4)
 4. Yare River Parkways Phases 1 & 2 (F6/U11)
 5. Yare & Wensum Valley Link masterplan (F9)
 6. Lakenham Way F10)
 7. Tas Valley Blue Way (F14)
 8. Norwich-Wymondham -Thetford Greenway (F15)
 9. New Colney/Bawburgh area Country Park (T2c)
 10. Mulbarton/Swardeston Green Way (U9)
-
10. Workshop 2 identified a requirement for scoring to be more strongly linked to distance-related and map-based criteria under Stage 1: Spatial Aspects, in order to ensure consistency of scoring. For example a project might score 5 if it lies within a Sub Regional Green Infrastructure Corridor or 0 if it lies above a certain distance from that corridor.
 11. Following Workshop 2 it was agreed that a Project Pro forma should be produced which would enable the necessary information required for the scoring to be provided in a consistent standardised format. The Pro forma is provided at Appendices 1 & 2.

Summary of Workshop 3

12. Workshop 3 was used as an opportunity to present the results of the mapping exercise and explain how it had evolved from the work undertaken by Chris Blandford Associates in 2007 to provide a basis for prioritisation of potential Green Infrastructure projects for further development and funding. It was explained that 5 Green Infrastructure Priority Areas had been identified linking the known areas of development with Norwich and with existing areas of green space.

13. The attendees discussed ways of further refining and enhancing the GIPAs, including highlighting the sensitivity of wetland areas within the corridors, the potential for inclusion of the Broads Access Plan, ways of linking the study to the Water Cycle study, consideration of potential impacts on high quality arable land, consideration of 'honey pot' visitor destinations and the need to ensure some areas are protected from public access. It was noted that most of these will already been captured in some form by the mapping and the scoring methodology.
14. It was suggested that the Water City GIPA be widened to include Whittingham rather than including this in the Norwich to Long Stratton Corridor.
15. Following the workshop the GIPAs were refined in order to meet these additional factors.
16. The scoring methodology and application process was then presented, using four projects that have proposed as demonstration projects for early delivery and a fifth, imaginary project, to demonstrate how the process would operate. The demonstration projects presented were:
 - a) Site of the former Harford Tip – operational til 1980s then capped early 1990's and still restricted at the moment. Near to Lakenham and Tuxwood and railway runs nearby.
 - b) Burlingham Woods
 - c) Mousehold Heath – toilet block/visitor centre, interpretation. Would need permissions but could possibly extend to the site opposite on Roundtree Way, the pitch and putt, or family life centre. Work could also include changing the prison grounds. It was suggested that enlisting the work of the prisoners may help with management issues.
 - d) Yare Valley – Colney/Bawburgh – close to areas of high deprivation. Would improve access and wildlife corridors right round to Trowse, from Colney Lakes, Bawburgh and into city. Stage one of this would be early actions providing enhanced access from Bowthorpe to the UEA and Cringleford. Stage 2 would be identifying new links, plus creation and designation of parks along the route.

Appendix 14

Habitat and opportunity mapping methodology

In order to inform the development of priorities for green infrastructure in the Greater Norwich Growth Point, Norfolk Biodiversity Information Service (NBIS) was commissioned to undertake a desktop survey of habitats and landuse, and to use this to produce a map of opportunities for habitat creation. This opportunity map would then be used to help design the priority green infrastructure corridors for the green infrastructure development plan.

The desktop survey was undertaken using GIS to map the extent of BAP habitats, other semi-natural habitats and all other landuse. See Figure A. These were identified using aerial photography and existing habitat survey data. Where appropriate the habitats were mapped to the standards used by Natural England in producing the national habitat inventories and in the main development areas the desktop survey was verified by ground-truthing. This ground survey helped to identify the type of difficult habitats such as grassland, and also allowed for the mapping of hedgerows with information on their species composition. It also recorded a number of ponds not identified by the desktop survey.

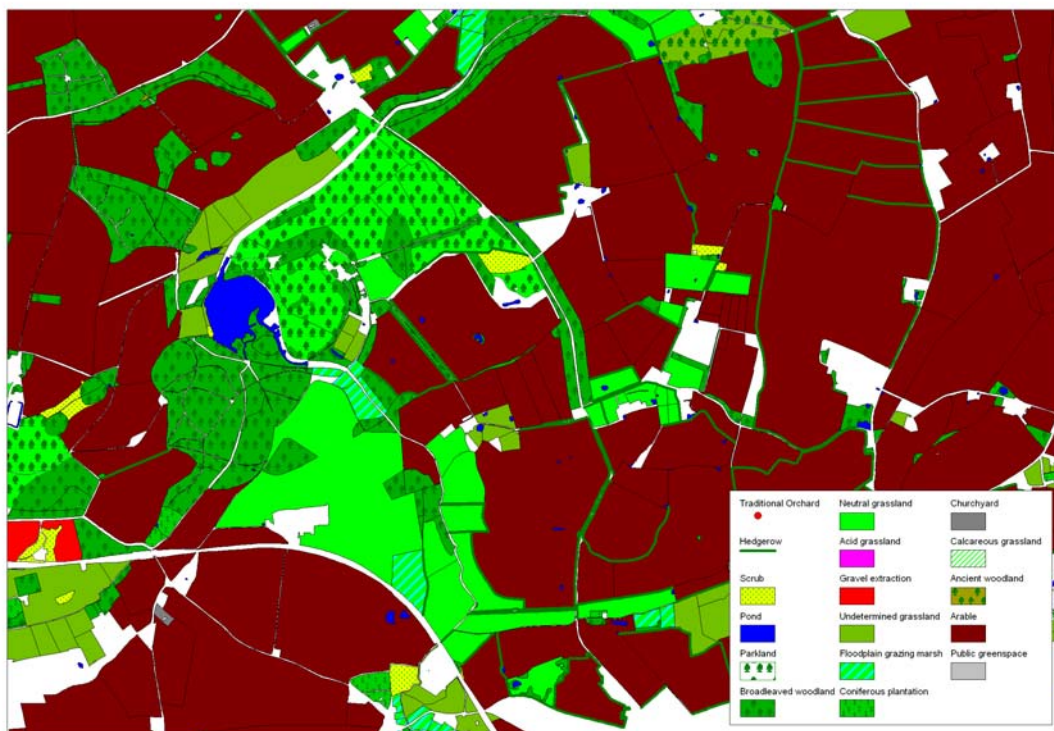


Figure A. Habitat and landuse map

Once the baseline habitat and landuse mapping was complete it was used to produce an opportunity map. This map was designed to identify the areas most suitable for habitat creation based on specific set of criteria with the criteria being developed from those used by the East of England Heathland Opportunity Mapping Project. The first step was to identify the areas which

would be considered as potential sites. It was decided that these would be made up of the parcels of land mapped as arable, undetermined grassland and floodplain grazing marsh. These land parcels were then assessed as to their potential for habitat creation. The assessment was undertaken using a scoring system which awarded points for the criteria outlined below.

- Proximity to designated sites
- Proximity to semi-natural habitat
- Ability to link, bridge or form stepping stones between existing areas of semi-natural habitat
- Proximity to the Broads Authority area
- Within the historical extent of Mousehold Heath
- Within an area of heathland soil
- Presence of archaeological sites

In the final map the heathland and archaeological aspects were left out, but are available for answering the specific questions of where to create heathland habitats or for identifying areas which can be used for protecting heritage sites. When the scores are summed for each individual land parcel a map can be produced which identifies the highest scoring, and therefore highest opportunity areas for habitat creation (See Figure B).



Figure B. Opportunity map

Appendix 15

Norwich Growth Area: Green Infrastructure Ground-truthing Desk Top Habitat and Habitat Potential Maps

Introduction

As part of developing an overview of land use associated with identified Growth Areas around Norwich, Norfolk Biodiversity Information Services (NBIS) have carried out a large-scale mapping exercise on land associated with potential development areas. This desk top mapping work highlighted possible areas of higher ecological interest, where future enhancement work could take place.

However, the desk top work required a field survey to ground-truth the mapping work and assist in providing further context for potential ecological enhancement corridors.

Norfolk Wildlife Services Ltd. was contracted to carry out the ground-truthing work during May 2009.

Methodology

The following maps, prepared by NBIS were used as the baseline for the field survey:

- Potential mapping for NE and SW Norwich
- Habitat mapping for NE and SW Norwich

Ground-truthing the mapped data took place within the following areas outside identified Growth Areas, linking into the wider countryside:

1. Rackheath linking to The Broads
2. Mousehold Heath to woodland County Wildlife Sites via an industrial area
3. Wymondham northwards to Wrampingham/Barford
4. Wymondham to Hethersett
5. Easton north to the Wensum and south to the Yare
6. Hethersett linking towards Cringleford

The ground-truthing width of land covered was set at a minimum of 2km wide for areas 1, 3. and 4. within the broader identified area, and coverage was undertaken for the whole area for 2, 5. and 6. The ground-truthing work included those key habitats identified from the desk top as semi-natural habitat, as well as other sites indicated as being of lesser quality or with unidentified status.

Each field for each survey was coded using the 1km² grid references combined with sequential numbers going from west to east, south to north. This enabled easy identification of each field for survey on the ground and for transferring information from paper maps for digitisation. Each parcel of land was listed on an Excel spreadsheet, with its Phase 1 habitat code attached, including any specific target notes.

Access routes were identified prior to surveyor going on site, although not all sites were accessible from roads or public/permissive paths. Parcels of land not accessible from public rights of way or permissive paths were included on the spreadsheet as 'not surveyed'.

The surveyor confirmed the habitat type using standard Phase 1 codes given in the NCC England Field Unit manual (1990). In particular this separated out grasslands ie semi-natural from improved grassland, with Phase 1 codes. The quality of hedgerows was difficult to determine during the desk top mapping work, and these were categorised where possible during the ground-truthing work, again according to Phase 1 coding.

The presence and quality of ponds was confirmed and added to the maps if not recorded through the desk top map work.

The final products from the ground truthing work were:

- Paper maps at 1:25 000 scale with Phase 1 codes for NBIS to digitise
- Spreadsheet with numeric sites list, assessment and any target notes.

Summary of Ecological Enhancement Corridors

The ground-truthing field work revealed broad ecological enhancement corridors in each of the areas surveyed (Maps 1-6 and 2a and 2b). These are described below in relation to the area of land surveyed.

1. Rackheath linking to the Broads (Map 1)

Summary

Mainly an arable landscape.

a. Broads extension including Crostwick

- Brings the Broads into the wider countryside towards Norwich suburbs
- Associated with a minor stream, starting from The Springs (TG 269141) that becomes Dobb's Beck flowing north to join the River Bure
- Well-wooded to the north within the Broads Executive Area, particularly around Wroxham Hall with tree-lined streams to the south
- Older woodland (TG 268154) with abundant scrub south and around the water courses
- Good woodland relicts, creating connective habitat
- Connection to planted woodland around Crostwick War Memorial and church. This area includes neutral/acidic grassland (TG 257157)
- Crostwick Beck passes through SSSI at Crostwick Marsh (TG 262166) with neutral grassland to the north and broadleaved and mixed woodlands

b. Woodlands east of A1151

- Bear's Grove and Weildon Wood with hedgerows.

2. Mousehold Heath to woodland County Wildlife Sites via an industrial area (Map 2)

Summary A more detailed survey identified possible links from Mousehold through to County Wildlife Site woodlands.

a. Mousehold Heath to Cottage Plantation (Map 2a)

- Map 2a shows two routes, which utilise the rough ground/scrub on both sides of the road at the rear of the Roundtree Way Industrial Estate buildings as linking habitat to reach the Falcon Road woodlands.
- The scrub-like nature of these edge habitats that makes them valuable local habitats. Maintaining this scrub-like nature is important, whilst stretches which are less 'linked' could be enhanced.
- There is no current solution to the separation of habitats by Mousehold Lane (with 4 or 6 lanes of traffic at this point) and Falcon Road, which would need to be crossed by ground-dwelling wildlife. In addition, Blue Boar Lane lies between Cottage Plantation and Harrison's Plantation.
- The Falcon Road woods are linked to Cottage Plantation by a continuous line of trees and shrubs alongside a footpath, some of them conifers. In places buildings are situated close to the path.
- The industrial estate would be less busy through the evening and night, allowing movement of wildlife able to take this opportunity.
- Houses and gardens, and a school playing field, lie adjacent to the northerly route, on the northern side, providing some open space for wildlife movement.

b. The Breck to Racecourse Plantation (Map 2b)

- An arc of trees and shrubs extends around the back of the pub 'The Racecourse'.
- Salhouse Road lies between the 2 main areas.
- Grassland lies west of the linking belt of trees.

3. Wymondham northwards linking to Wrampingham/Barford (Map 3)

Summary

A largely arable landscape, hedges prevalent, also with some losses evident.

a. Park landscape around Kimberley

- Extensive woodlands, neutral grassland, horse grazing old buildings and grassland around Kimberley Park estate
- Broadleaved woodland strips along roads (TG 102043 and TG 074038)

- River Tiffey part of the landscape, flowing north to Kimberley Hall, then north-east to join the River Yare towards Great Melton. A narrow corridor of grazing meadows with riverside trees stands between the river and minor road in Wrampingham
- Woodland links along road joining Kimberley Park to Crownthorpe.

b. Tiffey valley

- Broadleaved woodlands beside the river at Carlton Bridge, with damp grazing meadows (TG 099063 and TG 103062) under Countryside Stewardship
- Tiffey Trail follows river northwards from Wymondham, through grazing meadows. Two species-rich grasslands (TG 097032 and TG 094034)

c. Tiffey tributary

- Small stream running into River Tiffey. Old and new woodlands grazing meadows, with arable fields.

4. Wymondham to Hethersett (Map 4)

Summary

Mainly arable landscape with most fields hedged.

a. Stream from Wong Farm to Church Farm, Market Lane

- With damp, neutral grassland corridor
- Small wooded areas both old and secondary woodlands with diverse ground flora
- Hedge bottoms retain old ground flora

b. Stream from Ketteringham Lane

- Small wooded areas both old and secondary woodlands with diverse ground flora
- Hedge bottoms retain old ground flora

5. Easton north to the Wensum and south to the Yare (Map 5)

Summary

Three rivers cross the area from west to east, more or less parallel; Wensum to the north, Yare south and Tud in middle reaches

a. Easton meadows linking to sand and gravel pits

- Botanically-rich meadows of CWS quality north of the River Yare in the ground of Easton College
- Meadows are linked through to sand and gravel pits (TG 146103) with potential for restoration to include wildlife habitats
- Sand and gravel pits areas requires a link across the Dereham Road, Easton and A47 to connect to the hills above the River Wensum

b. Hills above River Wensum

- River Wensum SSSI with mosaic of wooded hills and open farmed land above
- Green link would be required across the A47 and Dereham Road, Easton to link Wensum Valley through to River Yare.

6. Hethersett linking towards Cringleford (Map 6)

Summary

Area of high development to east of A47 Norwich southern by-pass.

a. Cringleford development area

- Largely arable land where no development. Large balancing ponds presented a link to potential development. No ecological enhancement corridor put forward.

b. Hethersett Hall valley

- Small stream with grassland connecting to woods and parkland at Thickthorn Hall
- Small stream to north-west corner, with grazing.

c. A11

- Wide planted broadleaved woodland along A 11.

Wymondham Ecological Concept Map: Compatibility

Maps 3 and 4 show potential ecological enhancement corridors based on the NBIS mapping and NWS ground-truthing field work. In October 2008, NWS produced a document setting out Ecological Concept Statements and a case study of Wymondham Town (NWS October 2008).

The outputs relevant to the north of Wymondham from the Ecological Concept Statement work are compared here against the findings of the ground-truthing work to establish compatibility between the two approaches.

Table 1: Compatibility between Ecological Concept Statement and proposed ecological enhancement corridors for north Wymondham

Ecological Concept Statement (Principle example in brackets)	NWS Ground-truthing ecological enhancement corridors	Comment on Compatibility
(H) Large scale woodland planting north of Crownthorpe carr to link Kimberley Park and Wymondham Plantations	Located in Area 3a Park landscape around Kimberley Hall	Compatible habitat creation within ecological enhancement corridor
(F) Buffering Groundsel Wood CWS to the east of Wymondham Town	Located in Area 3a Park landscape around Kimberley Hall	Compatible habitat creation within ecological enhancement corridor
(K) Creation of large area of parkland to the north of Wymondham in a currently arable area to increase natural open space	Links directly to 3c Tiffey tributary	Creation of parkland would link into ecological enhancement corridor along River Tiffey tributary stream
(L) Creation of an open area of ‘common’ to the east of the town with woodland copses and ponds	Not included within Area 4a	Proposal for habitat creation (L) in area of currently low ecological value and therefore not included in Area 4a identifying existing areas of ecological value.
(P) Pond creation within areas of habitat creation (L) for example	Not included within Area 4a	As above.
Ecological connectivity via new and existing grassland and woodland along a River Tiffey tributary stream and north-east through Kimberley Park	Links directly to 3c Tiffey tributary and to 3a Park landscape around Kimberley Hall	Compatible habitat creation within ecological enhancement corridor

It appears that the two approaches work well together, with key ecological areas being identified, and appropriate habitat enhancements proposed within ecological enhancement areas, or directly linking to them.

References

Norfolk Wildlife Services (October 2008) Ecological Concept Statements and a Case Study of Wymondham Town

Nature Conservancy Council (1990) Handbook for Phase 1 habitat survey: Field Manual. NCC, Peterborough.

Appendix 16

Review of alternative models of paying for maintenance of Green Infrastructure (see also Table A)

1 Traditional Local Authority Funding

- 1.1 Funding for the management of established open spaces in many situations is currently obtained from a combination of general tax funds, raised through the Community Charge (and including the Parish Precept), government transfers and also some albeit limited income generating aspects. However, resources made available for the management of green space are vulnerable to fluctuation from year to year due to competition for funds from other departments and varying allocations from central government. In addition as open space provision is a non-statutory duty it places them at a potentially lower priority politically when resources are limited.
- 1.2 Additional open space associated with new developments could be managed by the local authority subject to and following the transfer of land and payment of a suitable commuted sum. This sum would typically be based on the arrangements set in Planning Obligation Strategies established by the Councils through their LDF. However the current Planning Obligation Strategies in place for the three local authorities in the GNDP do not provide for a comprehensive method of calculating commuted sums for all types of open space. There is better coverage for formal sports facilities and play areas however there is a limited method for assessing cost for informal open space areas and natural green space where the sums would currently need to be individually negotiated on a case by case basis rather following an established and approved method. This potentially weak position could lead to inadequate funding and should ideally be rectified through a review of the SPD's for open space provision.
- 1.3 Historically some local authorities worked on the premise, (when interest rates were in excess of 10%) that commuted sums should when invested be able to provide sufficient regular income to maintain an open space /facility in perpetuity. However, with lower rates of return in recent years commuted sums have been less able to provide the recurring revenue required for the sites in the long term. In these circumstances the responsibility for the financial upkeep of open spaces would typically revert in the medium term (c. 10-20 years dependent on the terms of the Section 106 agreement) back to the Council who would then need to raise the additional resources through local taxation. For this reason local authorities may have quite reasonable reservations about taking on ever increasing areas of large open space if there are likely to be inadequate resources to manage them.
- 1.4 However in contrast to the financial situation, the positive value of the creation of high quality public open spaces as a recreational asset for the

authority should be emphasised. These assets have the potential to add value to the whole community not just in environmental terms but also by adding to the economic and social benefits¹ and for this reason should be retained in their control. The use of traditional funding via the Council Tax is the established means by which many important local services are provided in the long term and the population typically expect the council to provide and maintain these facilities.

- 1.5 In the light of the above situation it is therefore recommended that adequate resources arising from Section 106 Agreements and (if utilized in GNDP) the Community Infrastructure Levy are set aside and ring fenced in a protected fund for the future management of any new open spaces and green infrastructure assets that are transferred to local authority ownership in and around the GNDP. If any sites become the responsibility of the local authority then they should have access to this identified funding and use it for its intended purpose. A key part of the Government's requirement to accommodate housing growth in the GNDP area is the inclusion of high quality open space and not just in the short term but also in a sustainable manner for the longer term. Furthermore if these funds are combined and invested there is scope to build additional resources and revenue to contribute to the ongoing management of open spaces.

2 Multi Agency public sector partnerships

- 2.1 Partnerships can be an essential element in the delivery of successful open space, including multi functional use of land. Partnerships between government organisations and local authorities can be a powerful means of pooling resources and addressing a range of cross cutting objectives. A multi agency application for green space projects may be more successful in receiving grant aid due to the range of benefits whether economic, social or environmental. These partnerships can draw on the skills of national bodies with responsibilities or programmes impacting on green space e.g. RSPB, Sport England, Environment Agency Groundwork, CABI, Natural England and the Forestry Commission. This model can also involve a wide range of voluntary, charity groups and landowners as part of the partnership.
- 2.2 Local Strategic Partnerships (LSPs), can include measures for green space enhancement based on the needs and opportunities of the local area and can be linked to other initiatives for social and economic measures, such as

¹ NE176 - Natural England's Green Infrastructure Guidance.
<http://naturalengland.etraderstores.com/NaturalEnglandShop/Product.aspx?ProductID=cda68051-1381-452f-8e5b-8d7297783bbd>

crime and disorder reduction and public health improvements, e.g. there are schemes for ex-offenders being involved in landscape management and maintenance activities. A legal structure may be required for effective partnership working under Local Area Agreements (LAA's) and will therefore need the political will and drive to work between authorities. It is also critical that the different cross sector organisations can identify and support the potential synergies in regard to the development and use of green spaces e.g. Primary Care Trusts (PCT's) fund healthy walks and exercise referral schemes which recognise the benefit of open spaces and exercise in health promotion and stress relief. This will apply from the policy level to the operational level and engagement with local groups and stakeholders.

3 Taxation Initiatives

- 3.1 There are examples from outside the UK, including USA and Australia, where local taxation can be directly channelled into the management of open spaces effectively ring fencing funds. Whilst this is desirable from a green space perspective in the medium to longer term the current regulations would seem to restrict this approach in the UK at this point in time. One possible exception is through Business Improvement Districts (BID). BID's can generate funding but are normally applicable to failing urban areas and require the consent of the local business population who are then levied through the business rates. Furthermore, BID's typically relate to town centre locations and as much of the future development is taking place in urban fringe locations there is less transferability of the approach.

4 Planning and development opportunities

- 4.1 It is expected that new developments arising from the planned growth will make the most significant and substantial contribution to the provision and management of new and improved green spaces and green infrastructure. In addition, there is also the scope to upgrade existing facilities and wider aspects of the green infrastructure network both within the city and into adjacent rural areas through the use of the Community Infrastructure Levy.
- 4.2 Planning guidance at the national and local level informs the quantity of open space provision. The minimum standards of open space provision in terms of the areas and associated facilities are usually set out in the local planning authority's Planning Obligations Strategies. These strategies also set out the requirements for minimum commuted sum payments for a range of facilities, both on site and off site. The commuted payments required by the Councils are based on a maintenance term of range from

10- 20 years, (South Norfolk District = 10 years, 15 years in Norwich City and 20 years in Broadband District).

- 4.3 In addition most schemes would be expected to produce a management plan to be submitted and adhered to as part of a set of binding planning conditions. This plan should be followed by the developer until the point, if applicable, that the sites are transferred to the Local Authority. Where income is received as part of a Section 106 agreement there is the advantage that the legal agreement will require that the sums are spent on open space management. Annual interest arising from the commuted sums should ideally be used to fund future management. However it is current practice in many authorities that after an allowance for inflation is made that the balance of interest is transferred into the Councils general revenue budgets. It is important though that there is a clear audit trail to show that Section 106 monies have been utilised for their specific purpose.
- 4.4 The scope for funding the management and maintenance of new and future open spaces is also informed by Government Guidance in Circular 05/05 on Planning Obligations. This guidance states that payments can be made through a lump sum, endowment or on a phased basis. The Circular states in para B18 that it may be appropriate to require a commuted sum to cover in perpetuity maintenance for areas of open space that are 'predominately for the benefit of the associated development'. However it goes on to say in para B19, that for assets provided for wider public use (e.g. country parks), that after a period of funding to 'pump prime' the facility, the costs for management should normally rest with the body or authority in whom the asset is vested. There is no guidance in the Circular for the number of years that may be appropriate for the 'pump priming' element, however it cannot be assumed that all developments will fund the management of the more publicly accessible open spaces in perpetuity through this source alone. The scope and applicability of whether an area of open space is 'predominantly for the benefit of the users of the development' would also need to be tested in each individual circumstance to establish where the line is drawn between local and strategic resources.
- 4.5 Commuted sums are typically transferred in one payment. While this may be preferable to some developers and Councils it can also represent a substantial outlay to the developer at one time which may influence his negotiations on the size of the commuted sum. An alternative model could be explored which is more a partnership between the developer and the local authority which gives a clear entry and exit strategy. This would allow for a phased transfer of funds from an agreed total. Monies would be paid annually to the local authority (or an independent Trust if established) for the management of the open spaces based on the costs (index linked) for actually managing the areas. Over a 20 year period this could apply as follows:

- Year 1 -5 Developer responsible for 100% of costs
- Year 6-10 Developer responsible for 75% of costs
- Year 11-15 Developer responsible for 50% of costs
- Year 16-20 Developer responsible for 25% of cost
- Year 21 + Local authority responsible for 100% of cost

- 4.6 The above approach could have attractions to the developer in that they would have a tapered financial outlay and could invest the balance of the fund elsewhere in the intervening years. They would also have a stake in the continued management of a large site as it was built out which would particularly apply to larger sites. This approach would also be an attraction to developers in difficult market conditions where raising funds may be difficult. However there would be a need to have a bond in place to protect the adopting authority should the developer become insolvent.
- 4.7 The potential benefits for the Local Authority are that there would be a longer contribution period and at the point of 100% responsibility the level of management would be relatively less. The scheme would also ensure that monies were allocated to the open spaces for a 20 year period and that additional resources from the Council Tax could be more readily supported as the population in a given development grows.
- 4.8 It is however also important to note that Circular 05/05 specifies what local authorities can require, not what they must accept. It is considered that planning obligations and planning conditions associated with planning permissions should work in parallel to deliver the required infrastructure which is relevant to an individual development. Therefore in cases where a major piece of open space is integral to the vision for the development, it could be entirely appropriate for a local planning authority to negotiate enhanced commuted sums and/or longer term funding arrangements with the developer who is promoting the scheme to ensure the vision set out in the LDF and the application materials is realised in a sustainable way. Strategic areas of open space will usually require additional levels of funding to achieve their objectives. This approach will apply to a number if not all of the growth sites in GNDP.
- 4.9 A new means of funding Green Infrastructure is likely to come from the Community Infrastructure Levy (CIL). This was enacted in Planning Act 2008 (ss 205 to 225) and is planned to be introduced April 2010. The CIL Regulations will set out the infrastructure that can be funded and the developments to which CIL can apply. Consultation on the draft regulations is due to start in late July 2009. It is anticipated that there will be formula based and relate to the amount of floor space/ number of units and a charging schedule will form part of the LDF documents and be subject to

public examination. The application of CIL will not be mandatory but Local Authorities will require an up to date development plan. Unlike Section 106 agreements the monies can be used to fund infrastructure to serve new development but will not have to relate to a specific permitted development. However if used then Section 106 provisions will be 'scaled back' to site specific requirements and affordable housing. The CIL will also enable a wider range of development types to be include, except for individual householder applications. It is envisaged that the sum would be payable upon the start of development, although it may be possible to offset by the provision of works or services.

5 Bonds and commercial finance

- 5.1 In the USA finance can be raised from bonds to fund the development of open spaces. However UK authorities are currently not able to raise funding in this manner and therefore this approach is not applicable to the GNDP. Furthermore there would need to be a steady income stream to enable the loans to be paid off over a 20-30 year period and as most of the sites will involve large areas of informal open space this is unlikely to be a viable option for the GNDP sites.

6 Income generating opportunities

- 6.1 Revenue funds can be generated by a number of means from the use of open spaces. These can include licensing and franchising, e.g. cafes in parks, car park charges or access to specialist facilities, e.g. museums or activity based features such as tree top aerial walkways located within a park. Some sports facilities can also have a charge, e.g. tennis courts or for pitches to be levied through sports clubs. In addition, individual features, e.g. pavilions or community buildings can be hired for event hire. There is also potential for using open spaces for seasonal festivals, however, such activities rarely generate much, if any income, for the landowner.
- 6.2 The trend is that income opportunities are typically greater for facilities closer to town centres. In contrast open spaces located to the perimeter of urban areas are generally quieter by nature and cater for more informal activities with fewer income opportunities. Entry charges can be made for access to nature reserves etc. but this can disenfranchise the public. Furthermore it is more difficult to introduce revenue generating facilities within established spaces with existing patterns of use. Open space facilities should generally be made freely accessible to all regardless of age and socio-economic background. This is particularly the case for locations where regular, even daily, return trips are encouraged, such as a local park.

- 6.3 It is considered that the scope for income generation from green infrastructure in the GNDP is relatively limited. It is however also important to identify ways of effectively reducing running costs in addition to raising additional funds. In urban fringe locations this can include a review of the landscape management operations such as changing grass cutting regimes or introducing livestock grazing. In some case it may also be appropriate to have agricultural tenants to care for some of the land. In addition there is scope to promote bio-fuel crops, which could realise enhanced returns from the land, however these activities would need to be in keeping with the landscape and biodiversity objectives. These alternative uses should be explored for their financial and environmental benefits.
- 6.4 It is important to identify the additional contributions that other sources of grant aid may add to the creation of and management of green spaces. This can include e.g. funding of woodland creation from the English Woodland Grant Scheme (EWGS), which is still available to developers and landowners and monies from the agri-environmental sources.

7 Endowments

- 7.1 Provision of a long-term income generating fund through property or investments can deliver regular income, to facilitate the ongoing maintenance of open spaces and any associated facilities. This model has been achieved with considerable success within Milton Keynes and Peterborough where the Development Corporations transferred a range of income generating assets, including commercial properties and some farm holdings, to provide rental income to fund the recurring revenue costs for the parks within the new towns. It is however essential that the endowment is of suitable size to ensure a regular fund is generated and that this is also future proofed to provide for the ongoing management and eventual upgrading of facilities. The type and size of fund should also be able to deal with potentially adverse market situations.
- 7.2 Section 106 Obligations can be drafted allowing developers to make a financial endowment to a council or alternatively to an independent charitable Trust to manage the green space/s. The endowment must be used for its intended purpose and this could involve investment of the fund with the returns used for the ongoing management and maintenance. Financial expertise is required to maximise the value of the funds. Obtaining assets of sufficient value can present a major challenge, as large sums of money are required to generate relatively small returns for the necessary maintenance and management.
- 7.3 Within the GNDP growth sites there is the need to identify the scope for potential endowments including property. Within the larger sites there

should be scope that commercial properties could be included as part of an endowment to fund the future management of the open spaces. However in smaller sites the scope will be more limited. However it is feasible that some residential property could form part of an endowment to generate regular income. This could potentially include ownership or a stake in areas of social housing. These options should be explored further with the developers.

8 Voluntary sector involvement

- 8.1 The not-for-profit sector can make a very valuable contribution to the provision and management of open spaces. Trusts are also often in a strong position when applying for grant aid applications e.g. from lottery and regeneration funding and can benefit from tax benefits.
- 8.2 Management by a charitable Trust can offer considerable scope for community involvement. These organisations can also play a valuable role in the engagement of the local population through; inclusion within the governance of the sites/organisations, practical management works on the ground and wider environmental education opportunities. Voluntary groups can own or lease land or property through an established legal structure. In the GNDP context organisations which can also bring specialist experience and knowledge include the Norwich Fringe Project, Norfolk Wildlife Trust, Woodland Trust and RSPB.
- 8.3 The process for the establishment of a Trust varies from one situation to another. However, good practice suggests that a successful approach will be one that accommodates the views and needs of a variety of stakeholders, along the following lines:

Stage One	Initial consultation meeting with all relevant stakeholders, including principal local authorities and parish councils, private sector representation, voluntary and community sector participants and other public sector bodies involved (e.g. Natural England, the Environment Agency and the Forestry Commission). This wider group should be briefed as to the reasons for the proposed establishment of a Trust, and consensus sought as to the decision to proceed. A smaller working group should then be appointed.
Stage Two	Second workshop (plus third workshop if necessary) with smaller working group to consider models and look at best legal structure to fit objectives. Practical discussions around membership and directorship of the Trust, aims, meetings and other administration. First draft constitution prepared following these discussions. Alongside the constitutional work, business plan development should take place looking at key activities, funding models including revenue and capital streams, grant funding from charitable Trusts and other sources, likely costs, staffing and other resource issues.
Stage Three	Working group meet to consider proposed constitution and make any necessary changes.
Stage Four	Trust registered as a new legally recognised body. Business plan finalised. Where applicable, the Trust applies to the Charity Commission for charitable registration. Other documentation considered around Trust constitution to protect interests of parties involved, such as minority protection agreements. Governance structure finalised.
Stage Five	Trust adopts business plan and becomes operational.

- 8.4 The time taken to establish a Trust should also be carefully considered. There is a legal minimum of 4 weeks, but practically it would take at least 2-3 months and would potentially be longer dependent on the number of partners and the need to secure approval from the range of potential Trustee organisations and representatives.
- 8.5 A charitable Trust would require an appropriate sum of money or endowment at the outset to establish and manage any open spaces to fulfil their aims for the benefit of their Trustees and the wider public.
- 8.6 Charitable Trusts may be established to manage an individual project or a wider range of facilities. Partnerships for management of open spaces may

be formed with a number of Voluntary groups, businesses and the wider public. The voluntary and community sector can also be encouraged to share management and maintenance responsibilities, contributing time and labour, in addition to raising funds.

9 Service Charges

- 9.1 In addition to the eight models set out by CABE, another option is to consider for funding open space is through revenue obtained through service charges to individual households within new developments. However, for this option to be feasible there needs to be a significant number of residents related to an overall development. This approach has often been used where a residential or commercial scheme includes areas of common open space or amenity land which relate directly to that development. This may include for example a shared but private community garden. Revenue income is normally secured by a service charge or levy drawn from the occupiers to pay for the upkeep. There will usually be scope to increase the service charge over time.
- 9.2 A management company is usually established to administer the service charge and provide the management services required. Such a body can cover shared built facilities as well as open spaces and they are typically able to provide a high standard of maintenance. However, if a management company manages a green space through services charges, then opportunities for wider local involvement are reduced and rights of public access are likely to be permissive, unless there is a clear legal/planning agreement to the contrary. This approach has historically been applied to smaller areas of open space, such as communal gardens within residential developments. It has generally historically been considered to be a less suitable approach for more extensive areas of open space with wider public benefit however a number of larger schemes are now being considered in some of the other growth areas in UK.

Table A
Summary review of CABE's Models from 'Paying for Parks'

CABE Models	Main advantages	Main disadvantages	Suitability for Growth Sites	Issues for Broadland DC and South Norfolk DC	Issues for Norwich City Council	Other Comments
1. Traditional Local Authority Funding	<ul style="list-style-type: none"> • Strategic planning possible on city/district wide basis • Use of established experience and skill base in the City, District and Parish Councils • Regular tax raising powers through Council Tax/Parish Precept • Use of commuted sums are effectively ring fenced 	<ul style="list-style-type: none"> • Revenue expenditure for established sites needs to compete with other services • Long term planning difficult due to variable budgets • Commuted sums/endowments typically insufficient for long term • Open Space provision is a non statutory duty 	<p align="center">Yes</p> <p>Subject to sufficient commuted sums</p>	<p>Less likely that larger open spaces will be adopted by Parish Councils</p> <p>District Councils to review if they will begin to take direct responsibility for large open spaces</p>	<p>Need to be assured that adequate resources are in place for long term funding</p> <p>Prefer to be able to build separate source of funding for maintenance</p>	<p>Strong cross authority political leadership is required to solve existing contrasting approaches in City Council and districts</p> <p>Potential wider use of specialist management and labour teams outside authority boundaries including Norwich Fringe Project</p>
2. Multi-agency public sector funding	<ul style="list-style-type: none"> • Diverse cross agency funding sources available • Builds cross authority and cross disciplinary action • Provides wider economic and social benefits 	<ul style="list-style-type: none"> • Competing resources • Requires buy in and vision from a number of organizations at a range of levels from policy to management and to projects on the ground 	<p align="center">Yes</p> <p>Needs clear commitment from a number of players. Growth Area funding bids could encourage this through 'Green Infrastructure Strategy' submissions</p>	<p>Would seem to fit well with current position and existing initiatives</p>	<p>Need to develop links with adjacent District Councils and other partners</p>	<p>Possible application of Local Strategic Partnerships to increase funding potential for open spaces</p> <p>Need to explore and monitor the full range of funding sources to supplement any shortfall's in s106 monies</p>
3. Taxation initiatives	<ul style="list-style-type: none"> • Ring fenced funding of open spaces • Can raise profile and quality of open space • Can build ownership of open spaces with contributing residents/businesses 	<ul style="list-style-type: none"> • UK Local authorities have limited scope to introduce new taxes • Revenue would still be subject to other demands unless isolated to a specific open space fund 	<p align="center">Unlikely</p> <p>Limited scope within GNGP Review scope for – 'BID' scheme</p>			<p>More suitable to major city centre parks and where business community have identified and endorse a requirement to enhance the local environment</p>
4. Planning and development Opportunities	<ul style="list-style-type: none"> • Schemes can be developed by local authority and developer as part of the planning application process to meet a variety of aims and objectives • Commuted sums are allocated to the specific open spaces or if offsite into a pooled fund for local enhancements • Commuted sums can be in perpetuity for local facilities 	<ul style="list-style-type: none"> • Funds e.g. Section 106 and Roof Tax subject to competition from other facilities inc, roads, schools etc. • Securing appropriate sums can be part of extensive negotiations • Planning Obligations Strategies show minimum requirements and do not allow for all circumstances 	<p align="center">Yes</p> <p>Major tool to secure new quality green infrastructure</p> <p>Community Infrastructure Levy also possible source of income for GI</p>	<p>Concern that Parish Councils will not be in position to adopt the larger areas of open space</p> <p>Review of Planning Obligation Strategies for commuted sums and offsite contributions and ensure match with requirements of development and PPG17 studies</p>	<p>Agreement of suitable Section 106 funds, particularly with regards long term management</p> <p>Possible review of Supplementary Planning Document for commuted sums and offsite contributions</p>	<p>Ensure funding for maintenance period is for sufficient period.</p> <p>Review justification for any GI levy</p> <p>Demonstrate how open space can be multifunctional and play a role in social, economic and environment issues</p>
5. Bonds and commercial finance	<ul style="list-style-type: none"> • Access to commercial finance • Large initial source of finance for investment 	<ul style="list-style-type: none"> • UK authorities are not permitted to issue voter approved bonds • Returns from informal open space are generally limited 	<p align="center">No</p>			

Table A
Summary review of CABE's Models from 'Paying for Parks'

CABE Models	Main advantages	Main disadvantages	Suitability for Growth Sites	Issues for Broadland DC and South Norfolk DC	Issues for Norwich City Council	Other Comments
6. Income generating opportunities	<ul style="list-style-type: none"> Generates income Involves local business Regular outgoings can be reduced e.g. by involving agricultural tenants Grant aid opportunities can be source of income 	<ul style="list-style-type: none"> Difficult to ring fence income if local authority manages land Over commercialization may compromise or adversely affect some sites Best opportunities are closer to town centre, historic sites or in relation to other major facilities Paying for use of parks not generally accepted as should be free at point of delivery service Income likely to be seasonally affected 	<p align="center">Yes</p> <p>Limited potential. Assets in the open spaces will only top up rather than provide major contribution to running costs.</p>	Possible agricultural tenancy of land could bring in income (or reduce outgoings).	<ul style="list-style-type: none"> Use of sports fields let to clubs Hire of facilities for events 	<ul style="list-style-type: none"> A Trust could be more effective with income generating opportunities Consider some more commercial letting properties within/near park or rental of land.
7. Endowments	<ul style="list-style-type: none"> Steady income Investment in property can grow and develop potential for improvements within parks 	<ul style="list-style-type: none"> Need to secure large initial endowment (c. 20 times annual maintenance costs) Need expertise in managing investment as value of investments can rise and fall 	<p align="center">Yes</p> <p>Subject to size and provisions of the endowment. Could be part of sum required by a Section 106, or linked to other income and grant funding</p>	In current situation District Councils are unlikely to be holders of endowment. Possibly in partnership with others including existing and potentially newly configured parish councils.	City Council unlikely to be sole holders of endowment on any split cross authority sites. Possibly in partnership with others.	<ul style="list-style-type: none"> Would suit Land Restoration Trust or new independent local Trust as overall umbrella organization Possible land/property acquisition/gifting could be included
8. Voluntary sector involvement	<ul style="list-style-type: none"> Charitable status brings tax benefits Charity/Trust status aids grant applications Can promote local 'ownership' of facilities Funding is ring fenced for purpose Scope for practical 'hands on' involvement of community and educational benefits 	<ul style="list-style-type: none"> Funding will need to be secured Sources of funding may vary over time Accountability possibly an issue between partners and public 	<p align="center">Yes</p> <p>Strong local presence with Wildlife Trust, BTCV, Norwich Fringe Project</p>	Would fit well with current approach of partnership	Would fit well with current approach in certain locations	Would fit with possible involvement of the Land Restoration Trust or new independent Trust as overall umbrella organization
Additional Models						
A. Services Charges	<ul style="list-style-type: none"> Revenue raised directly from residents/commercial properties No initial commuted sum Asset managed independently Promotes local 'ownership' of facilities Potential to use across the Sub-region for all new houses as a means of part funding a Trust 	<ul style="list-style-type: none"> Concerns about wider public use/ownership Residents who contribute may be protective of open space/ may resent management charge if wider use Enforcing management standards may be difficult – need to be done via a clear landscape management plan as a planning condition for a long fixed term with regular reviews to monitor progress/compliance 	<p align="center">Yes</p> <p>If developers and Local Authorities /local partners cannot agree way forward then an alternative route if linked with suitable planning conditions</p>	May fit with existing approach politically in terms of keeping costs down in parish but still concern regarding lack of public ownership/control of strategic open space	Concern regarding lack of public ownership/control of strategic open space	Could be short term solution for individual sites until umbrella organization established

Appendix 17

Organisation	Contact	Email
Broadland D.C.	Barbara Hornbrook	barbara.hornbrook@broadland.gov.uk
	Tony Sorenson	tony.sorenson@broadland.gov.uk
	John Walchester	john.walchester@broadland.gov.uk
Broads Authority	Andrea Kelly	andea.kelly@broads-authority.gov.uk
	Erica Murray	erica.murray@broads-authority.gov.uk
Natural England	Helen Ward	helen.ward@naturalengland.org.uk
NBIS	Martin Horlock	martin.horlock@norfolk.gov.uk
Norfolk Biodiversity Partnership	Scott Perkin	scott.perkin@norfolk.gov.uk
Norfolk County Council	Judith Cantell	judith.cantell@norfolk.gov.uk
	Gerald den Hoed	gerald.den-hoed@norfolk.gov.uk
	Phil Morris	phil.morris@norfolk.gov.uk
	David Yates	david.yates@norfolk.gov.uk
Norwich City Council	Liz Brandon Jones	lizbrandon-jones@norwich.gov.uk
	Mary McHugh	mary.mchugh@norwich.gov.uk mary.mchugh@virgin.net (pls use both)
South Norfolk D.C.	Richard Cooper	rbcooper@s-norfolk.gov.uk

Appendix 18

Greater Norwich Green Infrastructure Delivery Plan

Consultants Brief

Summary

Norfolk County Council (NCC), on behalf of the Greater Norwich Development Partnership (GNDP), is seeking to engage a suitably qualified and experienced consultant to prepare a Delivery Plan to implement part of the Greater Norwich Development Partnership's (GNDP) Green Infrastructure Strategy (2007).

The work will concentrate on two main delivery areas, North East and South West Norwich, and a connecting segment of Norwich City (See Appendix A). The two main areas have been identified as the main focus for future development and a Plan is needed to identify and prioritise areas of opportunity for creating a network of multi functional green spaces and links to serve the needs of a growing area. In addition the Plan must also provide an Early Actions Plan that selects and costs a range of 'demonstration' projects. The Plan will identify up to £2 million worth of projects in these areas to be implemented over a period of two years from April 2009 to April 2011. The Plan should cover a range of projects but should include one significant demonstration project in each area.

The target cost for producing the Delivery Plan is **£20,000 to £25,000**. The timetable for the work is given in Appendix B and the outputs required are given below.

Outputs

The Plan should deliver the following outputs:

1. Further spatial information (to that gathered in the Green Infrastructure Strategy, 2007), based on GIS data gathered and analysed by the Norfolk Biodiversity Information Service (NBIS) in collaboration with the City of Norwich and other information provided by members of the project Steering Group for each of the study areas which shows:
 - Areas of opportunity for creating green infrastructure, identifying these areas as a series of discreet projects
 - Areas of existing biodiversity, heritage and landscape value with any buffer zones required to protect these areas
 - A public access network, building on existing routes and places; well integrated with the public transport system
2. An action plan to deliver a range of short medium and longer term projects which:
 - Identifies and involves key stakeholders and identifies a named project lead for each project
 - Provides a robust methodology for prioritisation of projects

- Provides a methodology for public engagement
- Provides project costs and mechanisms for delivery and future management

1. Background Information

Norwich Growth Area Green Infrastructure Strategy

The GNDP is the body through which Broadland District Council, Norwich City Council, South Norfolk Council, Norfolk County Council, and the Broads Authority are working together to manage delivery on the Government's housing and job growth targets.

In 2007 the GNDP published a Green Infrastructure Strategy for the Norwich Growth Area. This was undertaken at a strategic level and provides a vision for green infrastructure which should accord to the following principles:

- Safeguard and protect valuable green infrastructure resources
- Integrate green infrastructure into development schemes and existing developments
- Secure new and enhanced green infrastructure before development proceeds where there is a clear need for provision
- Enhance green infrastructure where of low quality, in decline or requiring investment to realise its potential to meet future demands
- Mitigate potential adverse effects of development, new land uses and climate change
- Create new green infrastructure where there is an identified deficit, or growth is planned and additional provision or compensatory measures are needed.

The strategy sets out a proposed network of green infrastructure and includes an action plan for delivery which comprises possible projects. The implementation of the Green Infrastructure study will form an integral part of the emerging overall GNDP Delivery Plan. Consultants should familiarise themselves with the Strategy in its entirety and develop their tender proposal to build in this work; but it is suggested the particular attention is given to those sections highlighted in Appendix E to this brief.

The Strategy can be downloaded from the GNDP website at

<http://www.gndp.org.uk/cms.php?pageid=76>

Norfolk Biodiversity Information Service (NBIS) Mapping Project

In 2008 the GNDP commissioned work through NBIS to map and analyse habitat in the two main study areas. This has used aerial photographs and information held within the information service to build a set of GIS layers which assess areas of existing habitat and land use and identifies opportunities for suitable habitat creation and public access. These will form the base for developing the Green Infrastructure network. In the NE project area this is to include 100 ha of heathland or woodpasture. The GIS layers will be available to the Consultant at the start up meeting on the 25 March 2009.

Norfolk Ecological Networks and Biodiversity Action Plans

The Norfolk Wildlife Trust has prepared information on Norfolk Ecological Networks for the Norfolk Biodiversity Partnership. This sets the background 'vision' for habitat creation within the County and is a useful context for the more detailed NBIS work. Similarly information within the Norfolk Biodiversity Action Plans will provide guidance on the requirements for heathland, wood pasture and other areas of habitat creation.

For more information on the above contact Scott Perkin on 01603 222112 or scott.perkin@norfolk.gov.uk

Historic Landscape Characterisation

Sensitivity mapping of the historic environment has been provided by Norfolk Landscape Archaeology and is included within the NBIS data layers. In addition to this, the NCC Heritage and Landscape team has recently collated data on historic landscape character in the two main study areas. A further short project is currently being proposed by the GNDP to draw this data together, identify historic character zones, and identify degrees of sensitivity for these zones. If commissioned, this work will be completed by the end of May and so its conclusions would become available during this project. Contact Caroline Davison 01603 222706, caroline.davison@norfolk.gov.uk

Greater Norwich Development Partnership Joint Core Strategy (JCS)

The GNDP is producing a Joint Core Strategy for the constituent Districts' LDFs. The JCS will have to demonstrate how significant growth will be delivered. Current plans require at least 32,000 dwellings in the Norwich Area between 2008 and 2026. In 2008, the GNDP undertook a targeted Regulation 25 consultation on Issues and Options for Growth with a range of technical consultees. Information on this consultation and a policy statement indicating preferred locations for growth can be downloaded from the GNDP website at

<http://www.gndp.org.uk/cms.php?pageid=79>

Further work is also being under taken as part of the Broadland Local Development Framework. This concentrates on the Broadland site allocations and the Old Catton - Rackheath - Thorpe St Andrew Growth Triangle Area Action Plan Development Plan Documents. John Walchester (on the Steering Group and at john.walchester@broadland.gov.uk) is the main point of contact for this work.

Additional information on key service centres, schools etc within the study area, together with information on existing linkages is being mapped as part of the NBIS mapping project. This information will be available to the consultant at the end of March 2009.

Potential Projects

Members of the Steering Group have undertaken some consultation with local stakeholders and have identified a range of potential projects for each study area. This information will be provided to the Consultant by means of a database which provides:

- An outline description of the project
- A map of the area where relevant
- Landownership details where known
- Information on key stakeholders

2. Profile of the Successful Consultant

The successful consultant should be able to demonstrate that he/she has experience of the implementation of a green infrastructure project delivery plan on time and to budget. They should be experienced in partnership working and have conducted successful public engagement campaigns. The submission should set out the named individuals who would be involved, their relevant skills and experience, and the name of the person managing the project.

They will need to demonstrate the following key skills:

- Ability to work with GIS
- Ability to present ideas succinctly in a clear graphical way
- Ability to prepare public exhibition material suitable for a wide audience
- Ability to engage with stakeholders and facilitate stakeholder workshops
- Ability to work with focus groups covering a wide range of interests
- Ability to work within time constraints and budget

3. Project Management

The consultant will work to a Steering Group made up of members of the partner authorities (Broadland District Council, Norwich City Council, South Norfolk Council, Norfolk County Council, Broads Authority and Natural England). See Appendix C

The Steering Group will brief the Consultant, steer the project through its development phase and approve the draft plan. The GNDP Master Planning Group and possibly the JCS Planning Sub Group will also need to be engaged with the process and endorse the content of the Delivery Plan.

Two members of the Steering Group (one for each of the main areas) will act as a key point of contact for the Consultant. A third member of the group will also be able to provide additional information on the connecting area of Norwich. They will provide available background information on the study areas and information on key stakeholders. See contact list, Appendix D

The steering group will have its own secretariat for arranging meetings etc

4. Timetable Tasks and Outputs

Briefing

The successful Consultant will be appointed by **20 March 09** and will be expected to attend an initial briefing meeting on Wednesday **25 March 2009**.

Methodology

The Consultant will need to prepare a draft methodology for the project by the briefing meeting on **25 March 09**. A final version should be prepared and circulated to Steering Group Members for agreement by **09 April 09**. This should include information on:

- Analysis of existing information
- Identification of any gaps in information and a mechanism to fill those gaps
- A method for engaging stakeholders and a wider public audience on project development
- An approach for the preparation and presentation of the project delivery plan

Draft Delivery Plan

The initial draft should be circulated to the Steering Group by **04 May 09**. It should be spatially expressed and will form the basis for discussion at the stakeholder workshop. It should contain additional information on delivery mechanisms and draft costs.

The draft plan should identify a demonstration project in each study area. This project should demonstrate an approach to delivering multi functional green infrastructure over the wider Norwich Growth Area and should include information on methods of public engagement, assembling appropriate land parcels, delivering the project aspects by more than one agency and methods for managing and monitoring the success of the project in the longer term.

The draft plan should also include information on a range of projects which can be delivered in the study areas over the short, medium and long term.

The value of projects to be delivered over the first two years of the plan should equal **two million pounds**. This cost can include project development work and public consultation. Whilst many of the projects would result in physical works relating to the enhancement of biodiversity, landscape, cultural heritage and public access, information based projects can also be considered. These should aim to increase a wider understanding of existing environmental assets and to provide a catalyst for further works in the public and private sectors within the study areas.

The total value of the Project Plan can exceed two million pounds as money could be drawn down from other sources. It should include a robust methodology for prioritising projects over the study area. This should take account of (amongst other factors):

- The degree of public benefit to be derived from the project
- The number of desired objectives the project meets
- Its ease of delivery and strength of commitment and capability of project leaders to see projects through
- The degree to which the benefits of the project can be sustained over the longer term
- An equitable distribution of projects in terms of both geographical areas but also in benefiting a wide range of stakeholder and public aspirations

Stakeholder Workshop

In addition to holding one to one meetings with members of the steering group and other key stakeholders, identified by steering group members. The Consultant will be required to provide facilitators for and run one stakeholder workshop in each of the two main study areas on **18 and 19 May 2009**. The purpose of these workshops will be to refine and validate the draft project plan.

NCC will organise and meet the costs of the venue for these workshops and provide the secretariat to issue invitations etc.

Following the workshop the Consultant should allow for meeting with a further four focus groups (two in each of the main areas), which should ensure young people below the age of 21 inclusive are well represented. The purpose of these would be to further define and validate the plan. The groups would be arranged by NCC and this work should be priced as a provisional item within the Consultant's tender.

Public Engagement

The method of wider public engagement required (if any) is to be agreed by the Steering Group. The consultant should, in their methodology provide ideas for and cost out options for wider public engagement. In doing this the Consultant should take account of the time period available and the target cost for the work.

Delivery Plan (final version)

Using the information received at the stakeholder workshops, the Consultant should prepare the first draft of the Delivery Plan to be submitted to the Steering Group by **29 May 2009**.

Following the feedback received both from the Steering Group and GNDP Master Planning Group and the information received from the focus groups and any other public representations, the Consultant should prepare the final version of the Delivery Plan by **31 July 2009**.

Steering Group Meetings

The Consultant will be expected to attend a minimum of four Steering Group meetings in Norwich, including one joint meeting with the GNDP Master Planning Group. In the submission the Consultant should indicate a provisional cost for attending any additional meetings, this may include a Member Meeting of the GNDP.

Outputs

The Consultant will provide the Delivery Plan which will comprise two discrete elements.

The first element will comprise spatial information. This will be based on GIS data gathered and analysed by the Norfolk Biodiversity Information Service in collaboration with the City of Norwich and other information provided by members of the project Steering Group, for each of the areas, which shows:

- Areas of opportunity for creating green infrastructure (both green spaces and links), identifying these areas as a series of discreet projects
- Areas of existing biodiversity, heritage and landscape value with any buffer zones required to protect these areas
- A public access network, building on existing routes and places; well integrated with the public transport system

The second element will be an action plan to deliver a range of short, medium and longer term projects, which:

- Identifies and involves key stakeholders
- Provides a robust methodology for prioritisation of projects
- Provides a methodology for public engagement
- Provides project costs and mechanisms for delivery and future management

The information will be provided in the following format:

- 6 CD Rs or DVDs of the spatially expressed project delivery plan
- 6 Paper copies of the plan
- Exhibition material to explain the delivery plan to a wider audience (to fit on 2 A1 panels (unless otherwise agreed).

The copyright of all materials will be held jointly with partner authorities on the steering group.

5. Tender Information and Evaluation

The Consultant should return their quotation to:

John Jones
Department of Planning and Transportation
Norfolk County Council
County Hall
Martineau Lane
NORWICH
NR1 2SG

by **18 March 2009**. The quotation should be supported by the following information:

- Information on the Consultants skills and experience related to the recent successful delivery of similar tasks
- The names, addresses and contact numbers of two referees
- Evidence of their ability to deliver projects on time and to an agreed budget
- An outline methodology for delivering the Project Plan
- A timetable for delivering the Project Plan, see provisional programme described in Appendix B
- An overall cost for delivering the Project Plan, clearly identifying any contingency/provisional items
- Role, time allocations and costs for all the team members involved with the project
- Role, time allocations and costs for all the team members involved with the project
- Information on experience and qualifications of each member of staff to be involved in the project
- Costs for any additional expenses and/or sundry items not included within the overall cost above.

Tender Evaluation

The tender will be evaluated on a quality/price basis in the ration of 60%quality/40%price.

The quality element of the tender will be evaluated as follows;

Evidence of similar experience	10%
Provision of a clear methodology for the task, taking account of the timetable provided	35%
Evidence of successful previous project delivery	15%

the %values given are for guidance only and may be amended at the discretion of the steering group.

Queries

If you have any queries related to this brief or wish to discuss the project in more detail before submitting your quotation, please contact:

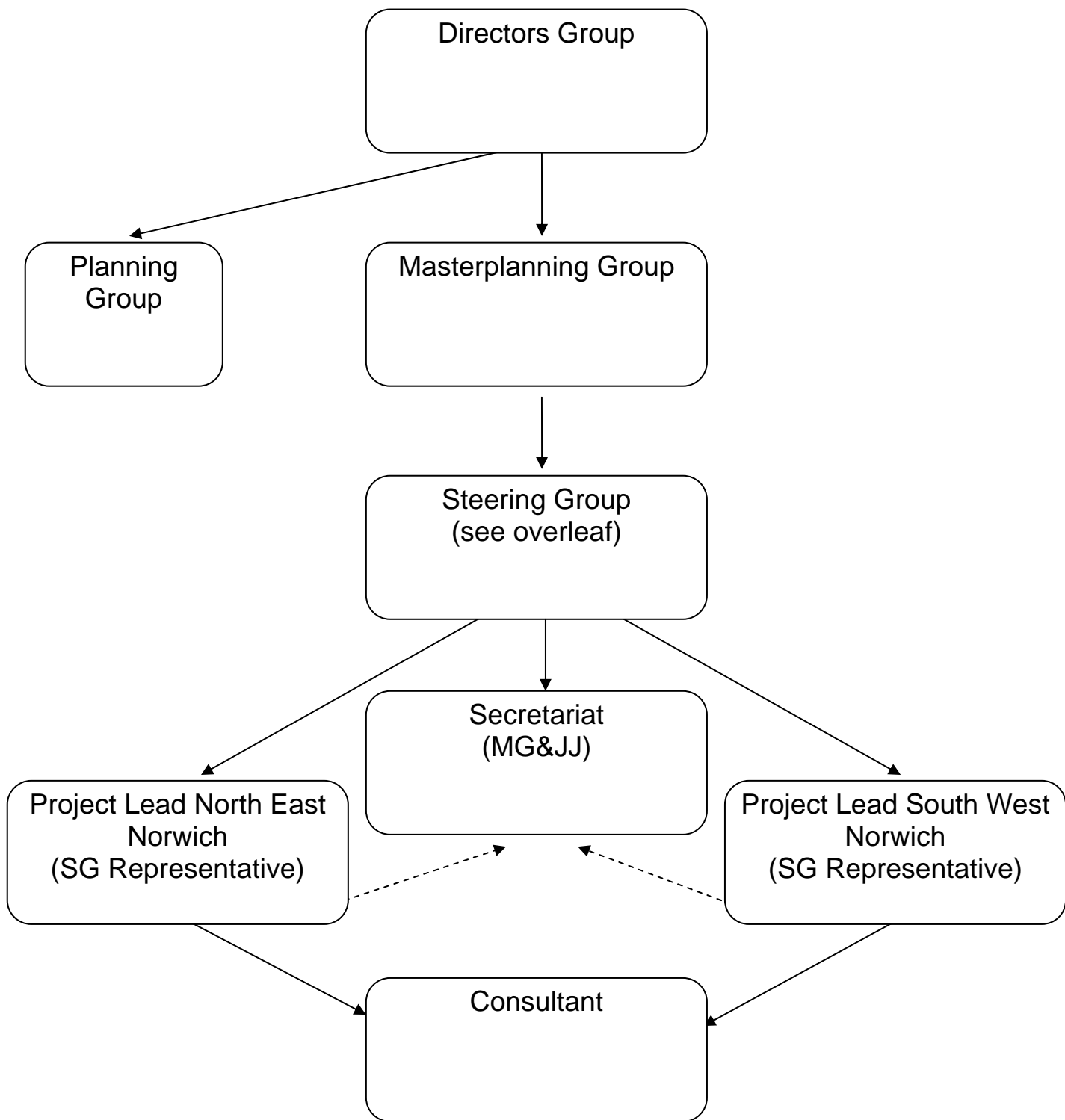
John Jones 01603 224306, john.jones@norfolk.gov.uk

Judith Cantell 01603 222768, Judith.cantell@norfolk.gov.uk

Appendix A & Appendix B

Shown as separate documents

Appendix C - Project Management Structure





Appendix D

Please note; a fully comprehensive list of key stakeholders/contacts will be available to successful consultant on 25 March 2009.

Steering Group

Member	Name	Organsiation	Email	Tel
SG	Tony Sorenson	Broadland DC		01603 431133
SG	John Walchester	Broadland DC	john.walchester@broadland.org.uk	01603 431133
SG	Barbara Hornbrook	Broadland DC	barbara.hornbrook@broadland.gov.uk	01603 431133
	Susan Flack	Broadland DC, Play Strategy	susan.flack@broadland.gov.uk	01603 431133
	Lesley Harrison	Broads Authority	lesley.harrison@broads-authority.gov.uk	01603 610734
	Nick Sanderson	Broads Authority	Nick.sanderson@broads-authority.gov.uk	01603 610734
SG	Andrea Kelly	Broads Authority, Head of Conservation	Andrea.Kelly@broads-authority.gov.uk	01603 610734
	Steven Smith	EEDA	stevensmith@eeda.org.uk	
	Greg Luton	English Heritage	greg.luton@english-heritage.org.uk	
	Chris Strachan	Environment Agency	Chris.strachan@environment-agency.gov.uk	08708 506506
	Alison Bramwell	Environment Agency	alison.bramwell@environment-agency.gov.uk	08708 506506
	Stuart Rickards	Environment Agency, Planning Liaison Officer	stuart.rickards@environment-agency.gov.uk	08708 506506
	Giles Brockman	Forestry Commission	Giles.brockman@forestry.gsi.gov.uk	
	NRCC	Janice Howell	janice@norfolkrc.org.uk	01326 698216
	John Sizer	National Trust	John.sizer@nationaltrust.org.uk	
	SG	Lynda Foster	Natural England, Green Infrastructure	lynda.foster@naturalengland.org.uk
Helen Ward		Natural England	Helen.ward@naturalengland.org.uk	01603 674946
Rachel Penny		Natural England, Green Infrastructure and Landscape Regional Advocacy and Partnerships Team	rachel.penny@naturalengland.org.uk	07900 608468

	Sally Fishwick	Natural England, Health & Environment Project Manager	sally.fishwick@naturalengland.org.uk	
	Dave Weaver	Natural England, HLS	dave.weaver@naturalengland.org.uk	01603 674955
	Peter Barber	NCC Access	peter.barber@norfolk.gov.uk	01603 222774
	Heidi Thompson	NCC Ecologist	heidi.thompson@norfolk.gov.uk	01603 222773
	Paul Hoey	NCC Outdoor Education	paul.hoey@norfolk.gov.uk	01603 223824
	Sue Falch-Lovesey	NCC Head of Env & Outdoor Learning	susan.falch-lovesey@norfolk.gov.uk	01553 774023
	Gerry Barnes	NCC Env Ops Manager	gerry.barnes@norfolk.gov.uk	01603 222764
	Mike Knights	NCC Heritage	michael.knights@norfolk.gov.uk	01603 222709
SG	David Yates	NCC Landscape Architect	david.yates@norfolk.gov.uk	01603 222771
SG	Gerald den Hoed	NCC Landscape Architect	gerald.denhoed@norfolk.gov.uk	01603 222767
SG	Judith Cantel	NCC Senior Landscape Architect NCC Strategic Land Use Planner	Judith.cantel@norfolk.gov.uk	01603 222768
SG	Phil Morris	(GNDP-JCS)	phil.morris@norfolk.gov.uk	01603 222730
	Caroline Jeffery	NCC Planner Minerals & Waste	caroline.jeffery@norfolk.gov.uk	01603 222193
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Appendix E

<http://www.gndp.org.uk/cms.php?pageid=76>

We would like to draw your attention to these particular sections within the strategy.

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