Greater Norwich Green Infrastructure Delivery Plan

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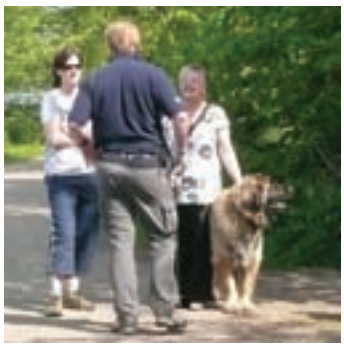
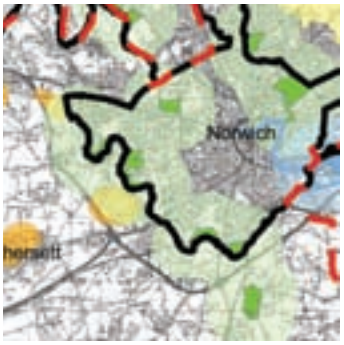

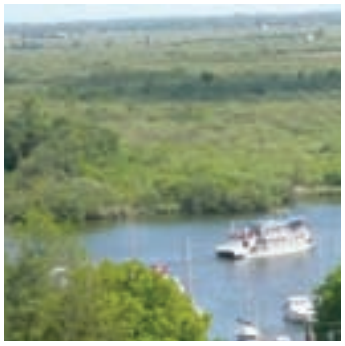


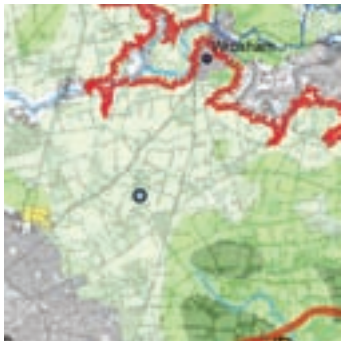



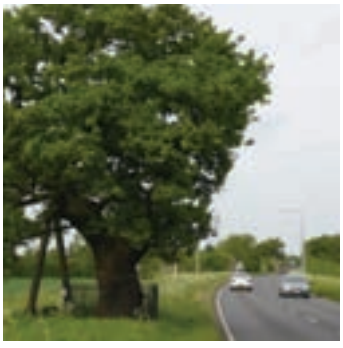
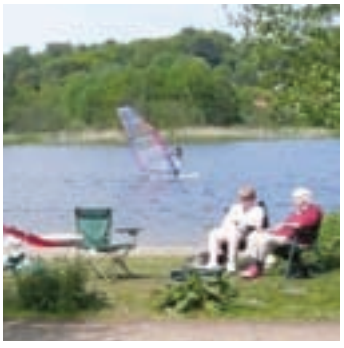

thelandscapepartnership

Quality control

Delivery Plan Report

for

Greater Norwich Green Infrastructure Delivery Plan

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Executive Summary

0.1 In 2007 the GNDP published a Green Infrastructure Study (GIS) for the Joint Core Strategy area. The study which was produced by consultants Chris Blandford Associates was undertaken at a strategic level and provides a vision for green infrastructure. The GIS is given spatial expression through a number of corridors. These include Sub-Regional and Local Green Infrastructure corridors. The GIS covers both the City of Norwich and the surrounding rural areas.

0.2 However at the time of the GIS being produced the areas for growth within the GNDP had not been identified. Therefore while the GIS provides a valid overall framework for the whole of the GNDP it does not focus on the particular areas where growth is most likely to be concentrated.

0.3 The study area for this Delivery Plan focuses on two key geographical areas, South West and North East Norwich and how they connect into Norwich City. These reflect the main areas for proposed growth as identified in the emerging Joint Core Strategy.

0.4 The Delivery Plan has also been informed by a number of relevant studies that have been undertaken since the production of the GIS. These include the Norfolk Biodiversity Information Service Mapping Project, the Norfolk Ecological Networks study and the Green Grid Project in Norwich City.

0.5 The Delivery Plan has been overseen by a Steering Group and involved a number of key stakeholders through a series of workshops to enable consensus on the development of the methodology and identification of projects.

0.6 One of the key steps in the Delivery Plan was to identify a robust methodology to prioritise Green Infrastructure (GI) projects. This would gather relevant information under a range of topics including:

- spatial fit – was the project in the right place
- the range of multi-functional benefits
- how the project would be funded, implemented and maintained
- who would be the lead and supporting partners
- when could the project be delivered

0.7 Using this approach a range of information is requested from project sponsors through a two step application form. Projects would then be assessed by an expert GI Panel using a scoring methodology to indentify the relative benefits of each scheme and assess through ‘a traffic light’ process the suitability and readiness for a project to proceed.

0.8 An important part of the process has been the identification of Green Infrastructure priority Areas (GIPA’s). These have been developed as a refinement of some of the GIS corridors in the 2007 study and have reflected the more detailed biodiversity information and the known locations for strategic growth. A detailed profile has been produced for each of five GIPA’s. These include analysis of the data available, (as illustrated by Figures 1-17 in the report,) to reflect shortfalls in provision and the

opportunities for enhancements including: landscape, bio-diversity, geo-diversity, access, open spaces and cultural heritage. The profiles will help ensure that GI projects provide a sensitive fit with the local character of the landscape.

0.9 A review of a wide range of potential projects has been undertaken and broad costs identified. The budget cost for all the current projects over the short to long term is c. £34.5mn. A list of projects that lie within the GIPA's with potential for implementation in the short term, (1-3 years) has been identified as the focus for priority action. The budget cost for these projects is £2.6mn. It is recognised that funding will need to be actively sought from a wide variety of sources to achieve the objectives.

0.10 A number of early start demonstration projects have been identified and evaluated against the detailed methodology. Two of these projects at Lakenham Common and Mousehold Heath are recommended for approval by the Directors group.

0.11 A need to have clear governance and support for the advancement and implementation of GI projects is recognised as a priority. This is to be provided through a GI Forum, including members of the current Steering Group and other appropriate organisations. The GI forum should also provide the basis for the GI Panel to assess projects. A need for a dedicated GI officer has been recognised as a priority to act as focus for co-ordination of GI delivery and assisting project sponsors. The principle for and means of funding this post still needs to be agreed.

0.12 A range of ways of engagement with the community are identified. This should include education on the benefits of GI and encouraging people to become involved in the planning, delivery and management of GI. Workshops at a parish level are promoted and working with existing environmental groups and charities. Greater dissemination of GI information through one to one contact and websites is highlighted.

0.13 The Delivery Plan reviews the existing arrangements for managing open space. It then examines the three main options for future management: local authority, private management companies and trusts. The advantages and disadvantages of the options are set out and a preference expressed to explore the trust as means of management the GI assets including those that come forward through the strategic growth sites.

0.14 Section 7 provides a list of recommendations to the Directors group covering Co-ordination and Staffing, Promotion and Communication, Planning, Project Development and Governance Options for Management.

1. Introduction

1.1 The Landscape Partnership was commissioned in April 2009 by Norfolk County Council (NCC), on behalf of the Greater Norwich Development Partnership (GNDP) to prepare a Green Infrastructure Delivery Plan for the Greater Norwich area. The project brief is provided at Appendix 18. The project was overseen by a Steering Group whose membership is listed at Appendix 17.

Context

1.2 Green Infrastructure (GI) is identified as a primary component of the government's sustainable communities and growth agenda. The concept is supported by planning policy at the national, regional and local scale. At the national level, Planning Policy Statement (PPS) 12[1] identifies Green Infrastructure along with physical and social infrastructure as key factors in determining the amount of development proposed for an area, taking account of its type and distribution. Natural England has produced a resource guide 'Green Infrastructure Guidance'[2], to explain the background and concept of GI. This document should be referenced for a fuller understanding of the benefits and applications of GI and is illustrated by a range of case studies.

1.3 At the regional level GI is strongly supported through policy ENV1 in the East of England Plan which says:

'Areas and networks of green infrastructure should be identified, created, protected, enhanced and managed to ensure an improved and healthy environment is available for present and future communities. Green infrastructure should be developed so as to maximise its biodiversity value and, as part of a package of measures, contribute to achieving carbon neutral development and flood attenuation. In developing green infrastructure opportunities should be taken to develop and enhance networks for walking, cycling and other non-motorised transport. Local Development Documents should:

- *define a multiple hierarchy of green infrastructure, in terms of location, function, size and levels of use, based on analysis of natural, historic, cultural and landscape assets, and the identification of areas where additional green infrastructure is required;*
- *require the retention of substantial connected networks of green space in urban, urban fringe and adjacent countryside areas to serve the growing communities in key centres for development and change; and*
- *ensure that policies have regard to the economic and social as well as environmental benefits of green infrastructure assets and protect sites of European or international importance for wildlife.*

[1] PPS 12 creating strong safe and prosperous communities through Local Spatial Planning (paras 2.4 & 4.8)

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

1.4 Urban regeneration, major urban extensions and growth points can be key drivers in the development of GI, bringing opportunities for revitalising existing facilities such as neighbourhood parks, the creation of new facilities and supporting wider strategic initiatives for access and biodiversity.

Green Infrastructure Strategy

1.5 In 2007 the GNDP published a Green Infrastructure Study (GIS)[3] for the Joint Core Strategy area[4]. The study which was produced by consultants Chris Blandford Associates was undertaken at a strategic level and provides a vision for green infrastructure in and around Norwich.

1.6 Green infrastructure was defined in the GIS as,

> 'The multi-functional network of 'greenspaces' and inter-connecting green corridors in urban areas, the countryside in and around towns and rural settlements, and in the wider countryside.
>
> Green infrastructure is a natural life support system providing benefits for people and wildlife. It encompasses 'natural greenspaces' (colonised by plants and animals and dominated by natural processes) and man-made 'managed greenspaces' (urban parks and designed historic landscapes), as well as their many connections (footpaths, cycleways, green corridors and waterways).
>
> The provision of publicly accessible natural greenspace is a vital component in securing benefits for communities where this can be balanced with the needs of private landowners and biodiversity
> conservation objectives.'

1.7 The GIS was set out into two parts. Part One proposed the strategy for investing in the future provision of green infrastructure within the Greater Norwich Area, based on an analysis of key issues and opportunities. The Study provides a vision for Green Infrastructure (GI) 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.

[3] NB The use of the abbreviation 'GIS' stands for Green Infrastructure Strategy. It does not refer to Geographical Information System which if relevant is used in full.
[4] GNDP Green Infrastructure Study is available at http://www.gndp.org.uk/documents

1.8 The overall vision for the GIS is set out as:

> 'The proposed Vision for Green Infrastructure in the Greater Norwich Area is for a multi-functional network of greenspaces and green links, providing an environmental life support system for communities and wildlife. The network should be high quality, bio-diverse and accessible and be widely valued by local residents and businesses, and also by visitors to the Greater Norwich Area.
>
> Opportunities to inspire local communities to adopt low carbon and healthy lifestyles based on a greater awareness of their 'environmental footprints' should be encouraged. The green infrastructure network connects Norwich, other settlements and the countryside via green corridors, particularly along the river valleys, providing sustainable opportunities for communities in towns and villages to access, enjoy and appreciate a variety of greenspaces on their doorstep and in the wider countryside. The network also connects a diverse range of wildlife habitats and provides important ecological corridors for species dispersal and migration.
>
> The green infrastructure approach should be regarded as a long-term framework for sustainable development, protecting the natural and historic environment and enhancing the distinctive qualities that give the Greater Norwich Area its special character. Green infrastructure should be delivered, protected and managed through the commitment and involvement of the public, private and voluntary sectors across the Greater Norwich Area working in partnership.'

1.9 The GIS is given spatial expression through a number of corridors. These include Sub-Regional and Local Green Infrastructure corridors. The GIS covers both the City of Norwich and the surrounding rural areas.

1.10 Four complementary green infrastructure themes have been identified:

- Theme 1 – Sustaining and Enhancing the Character and Local Distinctiveness of Riverscapes, Landscapes and Townscapes
- Theme 2 – Making Space for Wildlife
- Theme 3 – Providing a High Quality, Multi-functional and Connected Network of Accessible Greenspaces for People
- Theme 4 – Adapting to Climate Change through Sustainable Planning and Design

1.11 The second part of the Study sets out a recommended approach and Action Plan that provides a framework for the co-ordinated delivery of GI by a range of partners in the greater Norwich Area. As part of the GIS a number of possible GI schemes were put forward for consideration and further development. These have formed a basis for the consideration of projects in this report together with subsequent emerging projects.

Planning Background

1.12 At the time of the GIS being produced the areas for growth within the GNDP had not been identified. Therefore while the GIS provides a valid overall framework for the whole of the GNDP it does not focus on the particular areas where growth is most likely to be concentrated.

1.13 The strategy for the overall growth in the GNDP area is expressed through the Joint Core Strategy (JCS). The GNDP is producing a JCS for the constituent Districts' LDFs which include Norwich City Council, Broadland District Council and South Norfolk District Council. The JCS demonstrates how significant growth will be delivered. Current plans identify locations to deliver 36,500 homes between 2008 and 2026 of which 33,000 will be in the Norwich Policy Area. Nearly 14,000 of these dwellings are already permitted or allocated in existing plans, so the JCS identifies new locations for around 23,000 homes (21,000 in the NPA). These emerging plans have been the subject of a series of consultations in 2007-2009. In 2008, the GNDP undertook a targeted Regulation 25 consultation on Issues and Options for Growth with a range of technical consultees and then between March -June 2009 a further Regulation 25 consultation for the JCS.

1.14 The Core Strategy will include reference to GI through policies, supporting text and with reference to diagrams and illustrations. GI will be required to support new development proposals and will also be delivered through public investment.

1.15 Subsidiary planning policy documents, including Area Action Plans, will provide more detailed guidance on the protection, enhancement and creation of green infrastructure.

1.16 The proposed development of new sites is intended to be concentrated in the following locations:

- Redevelopment within the urban area including brownfield sites (3,000 homes in Norwich City plus a significant proportion of a 3,800 allowance for smaller NPA sites in Broadland and South Norfolk)
- The area to the south west quadrant of Norwich (which includes Easton/Costessey 1,000 homes, Cringleford 1,200 homes, Hethersett, 1,000 homes, Wymondham 2,200 homes, Long Stratton 1,800 homes)
- The Old Catton – Sprowston - Rackheath - Thorpe St Andrew Growth Triangle Area within Broadland District. (7,000 homes to 2026 rising to c. 10,000 by 2031)
- A range of more modest developments in other villages in the NPA to deliver the rest of the 3,800 smaller NPA sites

1.17 There is also a current proposal for an Eco town – Rackheath Eco Community which would provide c. 4- 4,500 homes. The proposals for the Eco- Community were one of four schemes nationally that were approved in principle by the government in July 2009 as part of the 'Eco- Towns' initiative. If this proposal proceeds these homes would be part of the 10,000 referred to above with the Old Catton – Sprowston - Rackheath - Thorpe St Andrew Growth Triangle.

1.18 The Norwich Northern Distributor Road is a proposed highway scheme that will begin from the A47 Postwick Junction in the south east, running south of Rackheath, north of Norwich Airport and connecting with the A1047 west of Taverham.

1.19 The extent of the proposed development has informed the study area for this Delivery Plan and focuses on two key geographical areas, South West and North East Norwich, both connecting to and including Norwich City, (see Fig 01).

1.20 The area to the south-west of Norwich encompasses part of the South Norfolk Claylands character area west of the A140 and a portion of the Mid Norfolk character area to the south of the A47 and includes a section of the Rivers Yare and Tas and their tributaries, which creates an intricately undulating topography before flattening out into the plateau landscape of the claylands. Much of the nature conservation interest of this area is associated with the hedgerows, common land and woodlands of the claylands and there is currently only limited opportunity for public access to the countryside, although it is well-served by the footpath and rights of way network.

1.21 The area to the north-east of Norwich incorporates part of the Central North Norfolk and North East Norfolk character areas to the east of the A140 and north of the A47 respectively, and a section of the Broads character area along the course of the River Bure. The main wildlife sites are associated with the River Bure floodplain and include internationally important fen and carr woodland. This area has a relative paucity of public rights of way, and again, opportunities for public access are limited.

1.22 Within the city of Norwich the river valleys of the Wensum and Yare constitute a blend of landscape types. The riverbanks of the Wensum through the city centre are almost entirely artificial while the Yare, as it runs downstream through Norwich, is more characteristic of the Broads. Upstream on the Yare and the Wensum, the landscape is more typical of the wide river valleys of Mid Norfolk. The woodlands and heaths that typify the Central North Norfolk area show their presence on the higher land on the northern side of Norwich. Mousehold Heath and remnants of the Thorpe wooded ridge are important features to the east of the city.

1.23 It should be emphasised that within the remainder of the GNDP the existing GIS remains entirely valid and that proposals for GI protection, enhancement and creation within these other areas are to be strongly encouraged whether as part of or independent from any associated development.

1.24 The north east part of the study area for the Delivery Plan adjoins the Broads. Policy ENV1 in the East of England Plan specifically includes the Norfolk and Suffolk Broads as an asset of regional significance for the retention, provision and enhancement of GI. The Broads lies adjacent but outside of the north east of the study area. However its presence is of significant relevance to the planning of GI schemes and linkages. Close co-ordination and consultation with the Broads Authority should undertaken for projects than lead to or would have an effect on the Broads. Projects would need to support the Water Cycle Strategies currently in place.

1.25 Furthermore the internationally designated habits including RAMSAR, SAC and SPA sites within the Broads necessitate the consideration of Appropriate Assessments (AA) to be undertaken for any projects or works that may have a significant effect on these sites. This may include not only direct but indirect impacts e.g. arising from

changes in water level or quality and increased pressure arising from recreation. Consultation with Natural England should establish when significant impacts from infrastructure projects including GI projects are anticipated and suitable mitigation agreed and undertaken.

Further studies and initiatives

1.26 A number of studies have been carried out since the production of the GIS in 2007 which are of relevance to this Delivery Plan. Some of the main initiatives are outlined below and should be referred to in more detail for a fuller understanding of their context.

Greater Norwich Infrastructure Needs and Funding Study

1.27 EDAW have produced a report for the GNDP to guide the requirements for a range of infrastructure in association with the growth agenda. Green Infrastructure and Open Space is considered at Section 10 of the report. Existing standards in the local authorities and the levels of provision and need against a typology of facilities used in the PPG 17 studies is provided. Based on anticipated growth and population an assessment of the demand is made. The report highlights that the greatest shortfall is for areas of natural and semi-natural open space which relates well to the needs for GI. The study provides an overview of likely costs each category in the open space typology but is not spatially focused to sites or locations. The need to integrate the delivery of GI and Open Space is highlighted in the EDAW report and therefore the GI Delivery Plan and its recommendations will help to achieve this objective.

Norfolk Biodiversity Information Service (NBIS) Mapping Project

1.28 In 2008 the GNDP commissioned work through NBIS to map and analyse habitats in the two main study areas. This 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. The result of this work is illustrated on Fig 03.

1.29 Ground-truthing of the work undertaken by NBIS was carried out by Norfolk Wildlife Services (NWS) in 2009. This field work has identified broad ecological enhancement corridors in each of the areas surveyed. These corridors were used to help in the identification of the Green Infrastructure Priority Areas (GIPA's). A copy of the NWS report is included as Appendix 15.

Norfolk Ecological Networks and Biodiversity Action Plans

1.30 The Norfolk Wildlife Trust (NWT) has prepared information on Norfolk Ecological Networks, the Norfolk 'Econet', for the Norfolk Biodiversity Partnership[5]. This sets the background 'vision' for habitat creation within the County and is a useful context for the more detailed NBIS work. NWT have also produced specific document in 2009, 'Proposals for Green Infrastructure around Wymondham' which will be able to inform the potential for projects in and around the town.

[5] Norfolk 'Econet', available at http://www.norfolkbiodiversity.org.

Norfolk Biodiversity Action Plan

1.31 The Norfolk Biodiversity Action Plan (BAP)[6] provides considerable detail on the habitat and species to be promoted within the County. For each Species and Habitat the BAP provides a commentary on the existing situation, objectives and targets for a 5 and 10 year period and proposed actions within a given timetable. The BAP provides guidance on the requirements for heathland, wood pasture and other areas of habitat creation.

Green Grid Project

1.32 The Green Grid project was also commissioned by the GNDP in 2008 as an early GNDP project, identified in the GI Study Action Plan. This predominantly desk based study has identified a series of spaces within the urban areas of Norwich City which are currently undeveloped and where there is potential for enhancement and linkage. The Green Grid is in addition to the network of existing designated parks, open spaces and wildlife sites and includes e.g. areas of undeveloped brownfield land, verges, and amenity areas. The information for the sites is available in a Geographical Information System as point data in an associated database which details the approximate size (the longest side) and key features. The information will be used to map and inform potential for development proposals through the JCS.

Rights of Way Improvement Plan

1.33 The Norfolk Rights of Way Improvement Plan[7] (ROWIP) was published in 2007. It is acknowledged that the ROWIP sits within the broader aims of the GIS and in the context of the Local Transport Plan and that it can effectively contribute to the enhancement of the rights of way network. The ROWIP concentrates on seven generic objectives within the Statement of Action for the network. It does not identify specific proposals apart from a number of issues raised during the consultation (Appendix 3 of ROWIP). In contrast there is a more detailed and specific Action Plan for the Broads with specific locations. However many of the general objectives in the ROWIP strongly support the GIS looking for improvement and promotion new of rights of way particularly where they can be used by as many people as possible.

Broads Authority Action Plan

1.34 The Broads Authority has produced a Biodiversity Action Plan in 2009. This is a five year Action Plan, and follows on from the 2008 Broads BAP Framework Document. The Action Plan has been developed in consultation with internal and external partners and outlines biodiversity projects and habitat opportunity mapping.

Landscape Character Assessments

1.35 Landscape character studies have been carried out for Broadland District Council (Chris Blandford Associates: May 2008) and South Norfolk Council (Land Use Consultants: 2001 and 2006[8]). These provide detail on the character of the local landscape within the districts and are based on the broader national character areas. The assessments have been used in this study to inform the profiles and consequent targets for the main GI corridors identified in section 2. Earlier studies were also

[6] Norfolk Biodiversity Action Plan see http://www.norfolkbiodiversity.org/actionplans/habitat/
[7] Norfolk Rights of Way Improvement Plan
http://www.norfolk.gov.uk/consumption/groups/public/documents/article/ncc056115.pdf
[8] South Norfolk Landscape Assessment 2001 & 2006. www.south-norfolk.gov.uk/landscapestudies

undertaken for Norwich Fringe (1991) and Norwich River Valleys Strategy (2000). These assessments help to identify the local characteristics and sensitivities of the landscape and to provide guidelines for their management and have been used in developing the Green Infrastructure Priority Area Profiles (see Section 2)

Historic Landscape Characterisation

1.36 In 2009 sensitivity mapping of the Historic Environment and the interpretation of historic landscape character has been undertaken by Norfolk County Council for the two main study areas. This has concentrated on the locations where growth is planned to take place.

Purpose of this study – Green Infrastructure Delivery Plan

1.37 In the context of the above planning background and relevant studies the Delivery Plan brief was established to carry out the following tasks:

a) Review of spatial information. This included data gathered in the Green Infrastructure Strategy, (2007), and additional Geographical Information Systems 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 within the study areas to identify:

- Areas of existing biodiversity, heritage and landscape value
- Areas of opportunity for creating green infrastructure
- Enhancements to the public access network

b) An action plan to identify :

- A robust methodology for prioritisation of projects
- A number of early demonstration Projects
- A range of short medium and longer term projects
- Guidance on future public engagement
- Mechanisms for delivery and future management
- Recommendations on the way ahead

The Delivery Plan was also to involve key stakeholders through a series of workshops to enable consensus on the development of the methodology and identification of projects.

2 Method for identifying Priority Projects

2.1 The Green Infrastructure Study (GIS) identified a number of corridors and projects that together could form a network on GI in the GNDP and also further link to adjacent growth points at Kings Lynn and Thetford and also with Broads as a nationally and regionally important recreation area. However it is also clear that building such a network will take many years and involve significant resources of time and money. However as both finances and time are in limited supply there is therefore a clear need to soundly evaluate potential projects so that the ones that are promoted, funded and implemented make the maximum contribution towards the GIS both in terms of functionality and spatial fit.

2.2 The first key step therefore was to develop a methodology to take the schemes from concept to reality.

Methodology

2.3 The approach taken ensures that the following fundamental questions are addressed for each project :

Purpose

- **Where** is the project located ?
- **What** are the benefits?

Delivery

- **How** will it be funded, implemented and maintained?
- **Who** will be the lead and supporting partners?
- **When** can the project be delivered?

2.4 To answer the above questions a robust methodology was developed that could demonstrate the purpose of a project through its value in terms of its location and the range of multifunctional benefits provided. The second stage identified how the project would be implemented, by whom and within an achievable timescale.

2.5 To guide the relative merit of any proposed projects a scoring mechanism was devised for the two 'Purpose' criteria to evaluate the contribution of scheme against a range of key criteria (see Appendix 3). The 'Delivery 'or implementation criteria were assessed on a three point traffic light system to identify progress towards the project being achievable.

2.6 The methodology has developed through discussion with both the Steering Group and constructive consultation with a range of stakeholders who attended the Workshops held between May and July 2009. Details of the stakeholder meetings and the outcomes are included in Appendices 10 - 13.

Spatial planning - Where?

2.7 The GIS covers the full extent of the GNDP. Within this area there are a number of corridors promoted at both the Sub-Regional and Local scale. These corridors highlight in strategic terms the scope to enhance and in some cases create new corridors to benefit connectivity of biodiversity, public access and open space. Within the wider GNDP area it was important to ensure that proximity to these corridors for proposed GI projects is seen as a priority and weighted accordingly.

2.8 The Delivery plan study concentres on the two main sectors to the north east and south west of Norwich where growth is planned to primarily be located. However even these two sectors are extensive areas and in many case too distant from the planned areas of growth to provide for sustainable opportunities for recreation. Through gap analysis of the wide range of data available in Geographical Information Systems and by reference to past studies areas for more targeted provision of Green Infrastructure have been derived.

2.9 The range of information assessed is illustrated by Figs 02 - 14 and covers the following topics :

- Biodiversity – Sites of habitat/biodiversity value/potential (Figs 02 & 03)
- Public Rights of Way and Access Network (Fig 04)
- Landscape and heritage features (Fig 05)
- Indices of multiple deprivation for wards and parishes (Fig 06)
- Area of open space identified through PPG17 sites (Fig 07)
- Agricultural land quality and Environmental Stewardship (Fig 08)
- Area of existing accessible Green Infrastructure at sizes up to 2ha, 20ha, 100ah and 500ha (Figs 9-14)
- Future Growth Areas

The data included the above topics illustrates the patterns of existing features and facilities within the study area. Analysis of some of the key patterns are summarised below and more targeted analysis is provided in Appendix 5.

2.10 The pattern of biodiversity as shown on Figs 02 and 03 and illustrates the importance of the river corridors and the Broads as the key locations for existing biodiversity interest and linkage. These include a number of internationally and nationally designated sites. Elsewhere within the study area the position is more fragmented, with a scattering of County Wildlife sites but very few statutorily designated sites within the more extensive arable landscapes to the north east and south west of Norwich.

2.11 In regards to access Fig 04 illustrates there is currently a considerable variation in the number of rights of way. For example there is good provision west of Long Stratton and between Wroxham and Aylsham, however there is a dearth of routes north east from Norwich and Sprowston and likewise between Wymondham, Hethersett and Norwich.

2.12 The heritage mapping shown on Fig 05 identifies the Historic Parks and Gardens, Ancient Woodlands, Conservation Areas and Ancient Monuments in the study Area.

There is a cluster of Parks and Gardens to the north east of Norwich but these are still mainly in private ownership with limited access. Ancient woodland cover is fragmented and mainly to the south of Wymondham.

2.13 The information showing the Index of Multiple Deprivation Fig 06 identifies that more deprived areas based on a range of factors including: income, employment, health, education, housing access to services and child poverty, are located in the urban areas of Norwich City. The information is based on wards and parishes and indicates that the more deprived locations are to the north, parts of the centre and to the south east of the city. The information illustrates that there is relatively limited variation in rural areas which are typically much less deprived.

2.14 Fig 07 illustrates the provision of open space as recorded in the PPG 17 studies carried out by the District and City Councils. The data shows that most of the open space provision is within and adjacent to the urban areas, however there is still a shortfall of publicly accessible open space of significant size throughout parts of the city and towns. There is only one Country Park to the south east at Whitlingham which is a relatively low provision for a City the size of Norwich. There are a number of facilities for outdoor sport within the rural and urban areas but a number of these e.g. golf courses are not fully accessible to the general public. There are a number of sites of semi- natural greenspaces but most of these are less than 20ha in size. The shortfalls in natural and semi-natural open space are also highlighted in the EDAW Greater Norwich Infrastructure Needs and Funding Study (2009).

2.15 Figs 09 -14 illustrate the provision of 'accessible natural green space' within the study area. Each drawing shows the sites over a selected size namely 2ha, 20ha, 60ha, 100ha and 500ha together with a distance from each site of a given size. These measurements and thresholds are based on the Accessible Natural Green Space standards (ANGS) that are promoted by Natural England as aspiration targets that every home should be:

- Within 300m of a site over 2ha (Neighbourhood scale)
- Within 1.2km of a site over 20ha (District scale)
- Within 3km of a site over 60ha (Country Park scale)
- Within 5km of a site over 100ha (City Scale)
- Within 10km of a site over 500ha (Sub-Regional Scale)

2.16 The ANGS drawings show the provision of sites over the range of sizes. Sites over 2ha are best provided for in urban areas, in association with the river corridors, in the Broads Authority and selected parts of the rural areas including between Norwich and Long Stratton and to the north west towards Taverham. Provision to the north east of the city is poor particularly in proximity of the Strategic Growth Location.

2.17 Over 20ha the main facilities in the study area are in Norwich City including Mousehold Heath. Sites close to Norwich include facilities at Caistor St Edmund and along the River Yare including Whitlingham Country Park while the Broads to the north east and east of the study area are more extensive. However it should be noted that while the Broads are in one respect accessible access is restricted to those in boats for a large proportion of the area and is hence shown in different category graphically on Figs 10-14. There are also additional rights of way in the Broads Authority area that

are not shown on the drawings as data used is restricted to rights of way in the main study area.

2.18 Mousehold Heath is the only site over 60ha in the study area apart from those associated with the Broads and the River Yare. Over 100 and 500 ha the Broads and River Yare are the only sites over the threshold which emphasises their importance not just at the District and City Scale but also at the Sub-Regional scale. In addition the Horsford Woodlands outside the study area to the north of Norwich has an influence at these larger sizes highlighting its importance from the city scale upwards as a recreational resource.

2.19 Information of agricultural land Fig 08, shows that the majority of the study area is either Grade 1, 2 or 3 agricultural land with most of the Grade 1 and 2 (best and most versatile) being located to the east of Norwich towards Acle and to the north between Wroxham and Aylsham. Conversely there is a concentration of Environmental Stewardship and Countryside Stewardship schemes on the majority Grade 3 land including a notable concentration around Wymondham and Hethersett. This provision should be able to address the lack of access by rights of way in this area.

Green Infrastructure Priority Areas

2.20 The analysis has also enabled a number of priority areas to be identified through the combination of the following factors.

a. The habitat mapping and subsequent opportunity mapping carried out by NBIS suggesting areas where high quality habitat should be protected and enhanced.

b. Strategy locations and corridors identified in the GIS. These general locations have been refined to fit more closely to the opportunities evaluated by NBIS at a more detailed field based scale.

c. Selecting areas where the proposed growth is to be located or would provide linkage between areas of growth and existing urban areas and settlements.

d. Providing connectivity with areas of existing accessible green infrastructure and areas of cultural/ landscape importance or potential, including those in urban areas.

2.21 The locations and form of the Green Infrastructure Priority Areas (GIPA's), were tested in consultation with the Steering Group and wider Stakeholders at Workshop 3. As a result a number of adjustments were made to reflect the presence of existing features and potential corridors.

1. Norwich to the Broads (Norwich to Acle and Norwich Wroxham)
2. Long Stratton to Norwich
3. Five Rivers (Tas/Tiffey/Yare/Tud/Wensum)
4. Wymondham to Norwich (Wymondham-Hethersett-Cringleford)

5. 'Water City' (Yare and Wensum)

2.22 Each of the GIPA's have been mapped, (see Figs 15, 16 & 17). The form of the GIPA's vary in width and form to reflect the detailed analysis of the data and consultation. However it should be recognised that the outer boundary does not necessarily mean that projects crossing boundaries or outwith the areas would not be considered for GI schemes. It should also be noted that there is some overlap of GIPA's 2, 3, 4 and 5 where they cross each other.

2.23 Within each GIPA a written profile is provided which includes together with an overall summary details of:

- landscape and historic character key characteristics – (drawn from existing landscape character assessments and historic sensitivity studies)
- bio-diversity and geo - diversity key characteristics
- analysis and issues – (including more targeting review of the analysis drawings summarised above)
- priorities and actions for:
    - Landscape character
    - Biodiversity and geodiversity
    - Culture and heritage
    - Access and open space

2.24 The written profiles which are provided at Appendix 5 should be used to guide the type of GI schemes and elements to be promoted within a given GIPA's. The purpose of these profiles is to ensure that the GI provision and enhancement is locationally sensitive to the particular character of the area such that local distinctiveness is enhanced in the GNDP area.

2.25 It is also intended that the GIPA's are identified within the Joint Core Strategy as key target areas for green infrastructure provision in connection with the growth locations. New developments will be expected to contribute towards the realisation of the objectives for each GIPA. This will involve providing facilities and funding in sympathy with the area profiles. Such provision could be both on and /or offsite.

2.26 Two of the GIPA's 'Water City' and 'Norwich to the Broads' extend into Norwich City. It is recognised that there are clear needs and opportunities for GI within Norwich City and that these should link with the GIPA's within and to the edge of the city. Some 3,000 new houses are planned within the urban area infilling gaps including brownfield sites. The Green Grid (see para 1.32 above) has mapped sites of biodiversity interest. The Delivery Plan recognises the need to take advantage of the opportunity mapping identified via the Green Grid study and to connect these to the GIPA's to provide a co-ordinated network. GI Opportunity Corridors have been mapped connecting the principal areas of existing open space, areas of existing biodiversity interest and those with potential and these are shown on Fig 16. Fuller descriptions of the Opportunity

Corridors within Norwich are provided at Appendix 6 together with additional mapping derived from the Green Grid Study.

2.27 It should be emphasised that while the priority for GI provision will be focused on the GIPA's that other projects within the GNDP will also be encouraged. Experience from other parts of the UK shows that there should be a degree of realism and pragmatism to the delivery of GI. Should opportunities and willing partners come forward then the scope to create positive enhancements and contributions towards the wider GI Study should be welcomed. It is anticipated that these projects should not detract but support the primary focus of providing high quality GI in the main target areas and in association with the planned growth.

Multifunctional Benefits - What ?

2.28 Green Infrastructure projects are encouraged to provide multifunctional benefits. The wider number or significance of benefits the greater the potential value of the project. The range of benefits criteria that were identified and included in the assessment are listed below and detailed more in the Guidance notes, (see Appendix 3).

a. Landscape/townscape character
b. Biodiversity
c. Geodiversity
d. Access
e. Prominence/Visibility
f. Healthy living
g. Educational opportunities
h. Productive landscape
i. Cultural Legacy
j. Sustainable Practice
k. Community enrichment
l. Population size

Application forms

2.29 To identify the relative value and progress of a GI project a standardised approach has been developed. This includes two steps A and B as follows:

Step A – Preliminary proforma: preliminary information to ascertain the broad nature of the project prior to more detail being prepared by the project sponsor to ensure overall suitability. (See Appendix 1)

Step B – Full proforma: a more detailed consideration of a full range of data incorporating the project information and the applicant's assessment against the multifunctional criteria. (See Appendix 2)

2.30 The Preliminary Application Form – Step A, is intended to be straightforward yet provide sufficient detail to the assessment panel to consider if full application is merited and relevant. The preliminary form was developed from an application form which the GNDP is required to complete for funding bids to the Homes and Communities Agency (HCA) as part of the Integrated Development Programme (IDP). This information is required from all Growth Areas and Growth Points to assess funding buds for a range of projects including social, physical and green infrastructure projects. Information for Step A includes:

- Project title
- Applicant /Agent details
- Lead Contact/Project Manager
- Location of the project
- Outline description of the project
- Requirement for the project
- Ownership details of the site
- Details of landowner permission
- Current use of the site
- Predicted costs and amount of funding sought
- Proposed timescales
- Details of project partners

2.31 The Full Application Form – Step B (Appendix 2) is designed for completion by project sponsors with a variable range of experience to provide fuller details of the project in terms of benefits and viability. Support on completion of the form should be provided by specialist staff which would ideally include a Green Infrastructure Officer (see section 5). The information required in addition to the preliminary stage includes:

- Size in hectares
- Multifunctional benefits (as listed in 2.27 above)
- Relevant permissions
- Design details
- Details of associated initiatives
- Mitigation of potential impacts
- Health and safety issues
- Information on implementation costs
- Details of funding sources and status
- Monitoring & evaluation
- Long term funding & maintenance
- Management structure for the project.
- Previous experience
- Publicity & consultation undertaken
- Project timescale & milestones
- Risk management

2.32 After submission of the detailed application it would be assessed by a Green Infrastructure Panel. The members of the panel should be drawn from organizations represented on the current Steering Group and other organisations with experience in

the planning and management of Green Infrastructure. The assessment provided by the GI Panel will include the use of the scoring system as set out below.

Scoring mechanism

2.21 Details of the scoring methodology is provided within the Guidance at Appendix 3.

Stage 1 – Purpose

2.22 The first part of scoring methodology considers the spatial aspects of a proposed scheme. These factors are not specifically requested from the applicants as they can be more easily assessed by the GI Panel who have ready access to the data and information. However applicants can have access to the scoring methodology to understand how and what spatial factors would benefit their projects. The following factors would be considered:

- Does it lie within or adjacent to a Green Infrastructure Priority Area
- Does the project lie within or immediately adjacent to a Sub Regional Green Infrastructure Corridor?
- Does the project lie within or immediately adjacent to a Local Green Infrastructure Corridor?
- Does the project address a spatial or quality deficit in existing Green Infrastructure sites?
- Does the project address a spatial deficit in regard to future Green Infrastructure requirement due to growth?
- Does the project deliver a significant element of the Primary Movement Network (i.e. rights of way, cycleway, waterways etc?)
- Does the project deliver a significant element of the Secondary Movement Network (i.e. rights of way, cycleway, waterways etc?)
- Would the project contribute to safeguarding the Ecological Networks Core Areas of High Biodiversity?
- Would the project contribute to delivering a significant element of the Ecological Networks Habitat Enhancement and Creation Areas?
- Would the project contribute to delivering a significant element of the Ecological Networks Priority Corridors?
- Scale of Project?

2.23 The multifunctional benefits listed above are then considered in the Step B Detailed Application. The text provided by the applicant would be assessed and given a score by the GI Panel.

2.24 Scores are given against the spatial aspects and multifunctional criteria in Stage 1 and a weighting applied in order to achieve an overall score for the project out of 250. A maximum total of 125 points is available for the Spatial Aspects, 100 for the Multifunctional Criteria and a further 25 discretionary points for a project which provides particular or specific benefits. The scoring system is as follows:

Explanation of scoring		
Score	**Category**	**Comments**
0	No contribution	
1	Contribution unknown/minimal	No data to evaluate OR Isolated and peripheral provision in type or extent
2	Small contribution	Modest provision in type or extent
3	Average	Fair provision in type or extent
4	Good	Good provision in type or extent; of value at County scale OR of significance to GNDP growth point
5	Excellent	Good provision in type or extent; of Regional or National value OR of major significance to GNDP growth point

Stage 2: Deliverability

2.25 The first part of Stage 2 of the scoring mechanism considers practical issues including:

- Land ownership
- Scheme Design
- Scheme Delivery
- Funding for Implementation
- Funding for management
- Compliance with Planning Policy

2.26 The next part of Stage 2 the scoring mechanism considers project management and any partnership arrangements which may be in place. It also looks at the level of consultation which has been undertaken.

- Lead Partner - implementation
- Associated Partners - implementation
- Lead Partner - maintenance / management
- Associated Partners - maintenance / management
- Consultation

2.27 Scores are given against the criteria in Stage 2 using a three point 'traffic lights' system which seeks to identify the extent to which various key aspects of the project have been developed, and the degree to which the project is immediately deliverable. This system also allows rapid comparison against other candidate projects and helps both the GI Panel and project sponsors to identify where further work is required to progress the project.

2.28 The final part of Stage 2 identifies the timescale over which a project might be delivered, for example would it be possible to deliver the project immediately, or would further development be needed.

- Immediate
- Short Term 0-2 years
- Medium term 2- 10 years
- Long term > 10 years

Scoring methodology summary

2.29 The final part of the scoring process requires the completion of a summary table, which scores the project for Stage 1 out of a total of 250 points and provides an 'at a glance' indication of the extent to which the project has been developed against the numbers of red, ambers and green lights.

SUMMARY			
		MAX POSSIBLE SCORE	PROJECT SCORE
Stage 1 - Purpose	Spatial criteria sub-total	125	
	Multifunctional criteria sub-total	100	
	Discretionary Points	25	
TOTAL SCORE FOR GI PRIORITISATION		/225	
Stage 2 - Deliverability	Implementation criteria sub-total	no. green	
		no. amber	
		no. red	
	Leadership criteria sub-total	no. green	
		no. amber	
		no. red	
	Timescale criteria sub-total	no. green	
		no. yellow	
		no. amber	
		no. red	

3 Projects and Budget Costs

3.1 A substantial number of potential projects have been proposed to help realise the overall strategy. These range from projects in urban locations - enhancing existing facilities, to new projects for countryside management and enhanced access. These include projects put forward as part of the 2007 GIS study, additional projects that have subsequently been proposed e.g. through the stakeholder workshops as part of the Delivery Plan process and in bids to GNDP in response to a call for projects to receive government funding. It is noteworthy that due to the preliminary stage or unknown nature of proposed growth locations not many projects have been promoted in close association with the actual growth sites. However it is envisaged that each of the developments will in turn bring a significant contribution to the GI network both on site and offsite. The contribution of the growth sites is also recognised and broadly quantified in the EDAW Greater Norwich Infrastructure Needs and Funding Study.

3.2 There are currently some 64 projects which fall into the following categories

Urban schemes	13no.
Urban fringe projects	14no.
Urban fringe environs projects	14no.
Thematic projects	23no.

3.3 The current schedule is provided at Appendix 7. All the projects proposed to date are included. The location of the projects where specific are illustrated on Fig 17. An estimate to the cost of the individual projects and explanation as to how the costs have been derived has been made and is provided at Appendix 8. The total cost of the projects is of the order of £34.5 MN. It is clear that this level of funding is not currently allocated or budgeted for in the Government's Growth Agenda. It is likely that the projects will need to be developed and promoted over a number of years and with funding sources from a wide variety of means. For some of the larger and more strategic projects there will be a need to carry out feasibility studies to establish the viability and how they are best progressed. The sources of potential funding are frequently changing constantly and a list of current sources is provided within Natural England's Green Infrastructure Guidance document[9].

3.4 As a means of prioritising all the projects a key step is to verify the current status of the projects. This will involve the following steps:

a. Contact the lead partners for all existing projects to establish they are still will to be project sponsors.

b. Invite a Step A Application from all existing projects and a call for any new projects.

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

c. GI Panel to carry out an initial review of the project returns ideally within 1 month of the return date. To amend details compared to the project details currently held in Appendix 7 and then if appropriate invite a Step B application.

d. Lead Partners to complete the Step B application with support as required.

e. GI Panel and review Step B application and apply scoring ideally within 2 months of returns.

f. GI Panel to report back to individual sponsors with feedback and comments for any improvements required to the application.

g. Final list of priority Projects Posted on GNDP web site

3.5 The project brief required that the Delivery Plan identify projects broadly within an initial budget figure of £2MN for delivery in the short term. The total sum identified below is £ 2.6MN. This process has involved identifying all the 'short term' projects from Appendix 7 that lie within the GIPA's. Where a project appears to lie partially within a GIPA a proportion of the funding required is allocated. For some larger strategic projects e.g. Tas Valley Blue Way and Mousehold Heath and north-east Norwich Heathlands the sums indicated are for first Phases of a larger project which will extend into the medium and long term category. Demonstration projects are detailed in Section 4 are also included. One project not currently indicated on the summary schedule is 'Norwich Crossings and Bridges to Whitlingham' which has a sum of £1.5MN indicated. While this is a necessary and important project it would take up most of the £2MN budget and is suggested that alternative funding sources should be sought for this project.

3.6 It should be noted that due to the lack of information currently available on each project the Delivery Plan has not attempted at this stage to carry out a Step B application and scoring as the results could be potentially misleading. However the preliminary outline cost and priorities from this process have identified the following priority projects. The results should be tested at the earliest opportunity using the full methodology set out in Section 2.

Table A Short Term GI Projects

Ref No.	Project Name	Total Estimated Funding Cost		Value of Works (£) within Green Infrastructure Priority Area				
		Study	Works	Water City (Green)	Five Rivers (Blue)	Norwich to Wymondham (Purple)	Long Stratton Norwich (Red)	Norwich to the Broads (Black)
Norwich Urban Area Projects								
U5	The Wensum River Parkway	£50K	£360K	£410K				
U6	The South Norwich Cycle Loop	£50K		£50K				
U7	City Centre Community Gardens		£300K	£150K				
N3	Churchyards Health & Heritage Walks		£100K	£25K				
N4	Lakenham Common (Ph 1)		£15K	£15K				
N27	Riverside Walk - Oak Street		£190K	£190K				
Norwich Fringe Projects								
F1	Norwich Fringes Wooded Ridge Project		£250K					£25K
F3	Norfolk and Norwich Hospital Health Woods		£100K	£100K				
F5	Whitlingham County Park Eastern Cycle Links		£100K				£50K	
F6 & F6A	The Yare River Parkway (Ph 1 & 2)	£50K	£38K	£88.5K				
F7 & F7A	Mousehold Heath and north-east Norwich Heathlands (Ph 1 and 2)	£50K	£315K					£365K

Ref No.	Project Name	Total Estimated Funding Cost		Value of Works (£) within Green Infrastructure Priority Area				
		Study	Works	Water City (Green)	Five Rivers (Blue)	Norwich to Wymondham (Purple)	Long Stratton Norwich (Red)	Norwich to the Broads (Black)
F8	South West Norwich Ecological Networks – (Ph 1)		£200K			£160K		
F9	Yare and Wensum Valley Link		£200K		£200K			
F10	Lakenham Way Enhancements		£300K	£30K				
N6	Yare Valley Boardwalk – UEA to Eaton		£100K	£100K				
Norwich Fringe Environs Projects								
F13	Marriotts Way Route Enhancements		£750K	£100K				
F14	Tas Valley Blue Way (Ph 1)	£50K	£950K				£500K	
F15	Norwich Wymondham Attleborough Thetford Green Way	£50K			£25K	£25K		
Total				**£1.258 MN**	**£225K**	**£185K**	**£550K**	**£390 MN**
								Total within GIPA's = £2.608MN

3.7 It should be noted that the above schedule of projects excludes the Thematic Projects as these are not geographically specific and cannot therefore be assessed against the GIPA's.

3.8 To guide applicants on the typical costing of projects, information is provided at Appendix 4. This is drawn from previous studies and covers figures for implementation and management for range of facilities from the low cost to more intensive.

4 Demonstration Projects

4.1 As part of the Delivery Plan study a sum of £30K of funds was identified as being available in 2009 for development of early action projects. This figure was subsequently reduced to £20K of GNDP funding.

4.2 The brief initially asked for consideration to two projects but in discussion this was widened to provide a spread of projects within the study area. Key criteria were that the projects should also be ready for implementation commencing in September 2009. However the projects should also ideally be part of a wider vision for delivery of GI and as such they would be likely to be the first Phase of a long lasting and more extensive project. Projects have been selected to serve as a clear demonstration of the benefits of GI. It is also desirable that each of the projects involve opportunities for community engagement e.g. through education, publicity and practical activity through work parties with members of the local community. All the Demonstration Projects have been proposed and assessed against the methodology as agreed.

4.3 Projects were identified to represent sites in Broadland District, South Norfolk District and Norwich City. All of the projects selected also form part of a larger project with later stages. The projects were first presented to the Steering Group in July 2009. In the light of the responses received one further project was added and one project deleted. The project removed was for a GI Officer post. Although this was seen as being of very high priority it would need to be funded from Revenue and not Capital resources which were providing the monies for the demonstration projects. Project details and images, together with summaries of the scoring as per the agreed methodology, are included at Appendix 9.

4.4 Summaries of the suggested Demonstration Projects are as follows:

1. Lakenham Common and Yare Valley connections (N4A)

- **Applicant details:** Norwich City Council; South Norfolk Council; Norwich Fringe Project
- **Lead Contact/Project Manager:** George Ishmael – Norwich City Council; Matt Davies – Norwich Fringe project
- **Location of the project:** land formerly known as Harford Tip, Hall Rd/Ipswich Rd, Norwich. The site was formerly the main municipal dump for Norwich as well as taking waste from further afield.
- **Description of the project:** A project with several strands to provide a new element of multifunctional green infrastructure to the south of Norwich:
- **Phase 1:** Providing public access to the western end of the main tip site, from the closed section of Old Hall Road, for use by the residents of for adjacent communities at Tuckswood, Eaton and Lakenham. The access provides a route to a previously closed section of the River Yare, with opportunities for a jetty/slipway to launch kayaks - providing links with the Wensum and Tas valleys downstream. Creation of a short section of footpath along the river that skirts the site to the southwest, to the edge of the capped tip, to provide a hint of a potential country park for the site in the future. The scheme includes the re-alignment and design of fences to the landfill site, until future phases are agreed and completed. The project has the potential for

publicity and the design/installation of information panels to explain the history of the landfill site, the nature of what was tipped over the years, the background to the capping project 20yrs ago, and the current arrangements for waste treatment.

- **Requirement for the project:** providing access to the Yare valley in an area of planned growth, with linkages to the countryside to the south of Norwich for the existing communities to the south of Norwich. Potential for links to the Tas Valley and Caistor Roman Town/Whitlingham Country Park beyond.
- **Ownership of the project land:** Norwich City Council Council (which has been monitoring the site since capping in 1990/91). NCC searched for and found no signs of radioactivity (the waste had of course been lead-wrapped). The capping method was nevertheless designed bearing all these issues in mind to minimise risk. Since capping, the tip has been monitored for landfill gases and the river has been monitored for leachate contamination. Env Agency advice is that the tip was operated by the old Norwich County Borough Council prior to local government reorganisation in 1974 when the tip closed. Responsibility for the site was retained by Norwich City Council who are therefore responsible for the maintenance and monitoring. NCC also owns the site adjacent to the main landfill area, where Phase 1 works are planned, where fences are maintained to secure the site from trespass. This area formed the site compound for the duration of the capping works to the tip, and has none of the issues associated with a former landfill site.
- **Details of landowner permission:** initial discussions offer no issues regarding permissions/consents. Infrastructure present at site entrance, as the basis for works undertaken during both Phase 1 and subsequently. Proposed scheme addresses regular management issues relating to trespass/stock grazing.
- **Current use of the project land:** fenced grassland and woodland (with regular public trespass) with annual inspection of vents. Other than monitoring the site has been left alone since capping. The public have been prevented from accessing the tip due to the high levels of landfill gas that are vented via boreholes around the periphery of the site. The key principles of managing the site are not to penetrate the capping layer in any way - tree roots, foundations, general damage and to prevent standing water - ponds, depressions, wear and tear of the surface.
- **Predicted costs and amount of funding sought:** £10-£15k for Phase 1 - opening the non-tipped section of the site (fencing & gates; vegetation management at site entrances; signage; interpretation & publicity) and constructing a section of footpath leading to a platform / slipway for launching craft..
- **Proposed timescales:** September 2009 for creation of public access to the western end of the site. interpretation on the former use of the site; construction of an access platform / slipway for launching craft onto the river; creation and improvement of linkages to adjacent communities via Old Hall Road
- **Details of project partners:** Yare Valley Society; Residents Forum; Norwich City Council; Norwich Fringe Project

2. North East Norwich Community Woodlands (F11A)

- **Applicant details:** Norfolk County Council
- **Lead Contact/Project Manager:** Gerry Barnes
- **Location of the project:** farmland bordering South Walsham

Description of the project: planting a new wood at Burlingham Road, South Walsham, forming part of a programme for the re-creation of former woodlands to the north-east of Norwich, with the objectives of opening the woods for public

access, growing quality hardwoods and enhancing the wildlife value of the broader area. The project embraces sound management, in order that the woodlands offer the fullest potential to wildlife. Enhancements to public rights of way to reinforce the network of Burlingham Woodland Walks. Project aspects include:

- new woodland of 3.5ha (2500 trees), including an orchard of 30 trees.
- access path of 800M to link with existing routes.
- interpretive material.
- community engagement and involvement
- tactile sculptures.
- new bench

- **Requirement for the project:** enhancing existing woodlands and creating new sites, to improve public access, grow quality hardwoods and enhance wildlife value to land to the north east of Norwich.
  The project is in the centre of a group of villages that are identified for growth in the emerging JCS:
  - Acle, Blofield and Brundall are all "Key Service Centres"
  - Blofield Heath, Lingwood and South Walsham are "Service Villages".

  The total allocations in these villages could be in the region of 300-400 dwellings, with unallocated "windfall" development adding to this. This modest project matches this planned level of growth.
- **Ownership of the project land:** County Farms
- **Details of landowner permission:** agreement in place
- **Current use of the project land:** agriculture
- **Predicted costs and amount of funding sought:** £10-12k
- **Proposed timescales:** Autumn 2009 for initial planting works ongoing for access improvements in line with the Burlingham Woodlands and Walks project
- **Details of project partners:** NCC with County Farms

3. Mousehold Heath (F7A)

Mousehold Heath is a unique 88ha area made up of woodland, heathland and recreational open space within Norwich. The site has played an important part in the history of Norwich and it is a designated Local Nature Reserve. It is important both for it's wildlife and as a place for people to enjoy.

- **Applicant details:** Norwich City Council; Mousehold Heath Conservators
- **Lead Contact/Project Manager:** Paul Holley/George Ishmael – Norwich City Council
- **Location of the project:** a wedge-shaped area of heath and woodland land lying northeast of Norwich city centre, just inside the city ring road leading towards the urban fringes. Central grid reference is TG245104.
- **Site status:**
  - Local Nature Reserve
  - County Wildlife Site
  - St. Williams Chapel is a Scheduled Ancient Monument
  - Heathland is a National Biodiversity Action Plan priority habitat

  The current Norwich Local Plan defines Mousehold Heath as a publicly accessible open space, and local plan policies NE7 and NE8 provide protection for the site's nature conservation and geological interest. The Mousehold Heath Management Plan (2008), which has been adopted by the Mousehold Heath Conservators and Norwich City Council, provides a framework for the management of the site.

- **Description of the project:**

  With new developments proposed to the north east of Norwich, there may be opportunities to re-create heathland over parts of the historic extent of Mousehold Heath, and establish a connecting habitat corridor with the existing Mousehold Heath site. Although the full development of this link might take many years (much of the land concerned is now occupied by built development), the proposal is supported by the Norfolk Biodiversity Partnership and many of its constituent members (see references).

  This project proposal aims to both increase the remaining area of heathland on the existing Mousehold Heath site, and to investigate the possibilities for extending this habitat to the north east of the current site through working with other partners. The two main strands of the project are as follows:

  Existing Mousehold Heath site

  Much of the previously existing heathland habitat at Mousehold Heath has been lost through lack of management leading to scrub encroachment. This strand of the project aims to re-create heathland on areas where it formerly occurred; the emphasis will be on areas capable of being restored to heathland, as identified in the Mousehold Heath Management Plan (2008), on the northern boundaries of the current heathland area. The main objectives will be:

  (i) To extend heathland habitat north-eastwards, in order to eventually link with newly re-created heathland on areas formerly occupied by the historic Mousehold Heath.

  (ii) To increase the overall sustainability of heathland at Mousehold, by re-creating new areas of heathland and linking together existing fragments. The expansion of this threatened habitat will safeguard existing populations of heathland species known to occur at Mousehold, and enable them to expand their ranges.

  (iii) To demonstrate and evaluate a range of heathland restoration and management techniques, including tree/scrub removal, soil stripping, and natural regeneration versus re-seeding. All these techniques have been proven in heathland restoration schemes elsewhere in the UK.

  (iv)To create more open, accessible areas to visitors, and to raise public awareness of the value of heathland and the techniques in managing it.

  Land adjacent/near to existing Mousehold Heath

  Several areas adjacent or close to the existing extent of Mousehold Heath might be suitable for re-creating heathland, or other types of semi-natural habitat. These include the extensive grounds of both the Open Academy and the Norwich Family Life Church on Heartsease Lane, and areas of land managed by Norwich City and Broadland District Councils. The main objective of this strand of the project will be to:

  (i) Establish contact with relevant landowners, and assess the possibilities of creating heathland or other habitats on land within their control.

  (ii) Raise the profile of heathland, and the possibility of creating a habitat corridor stretching north eastwards towards new proposed developments beyond the existing built up area.

- **Requirement for the project:** In line with the objectives of the management plan, to:
  - ensure that the area is managed as effectively as possible to maintain and enhance its wildlife and historic value
  - promote and enhance people's access to, and enjoyment of, the site

- **Ownership of the project land:**
  - Norwich City Council Council for the existing heathland
  - Broadland DC for the Roundtree Industrial Estate
  - Mousehold Academy (new/refurbished High School on Mousehold Lane)
  - Mount Zion Family Life Centre on Mousehold Lane, site of former church building, destroyed by fire)
- **Details of landowner permission:** The land in question is owned by Norwich City Council and managed by the Mousehold Heath Conservators, so it will not be necessary to obtain other permissions/consents prior to commencing the above works
- **Current use of the project land:** publicly accessible grassland/heath/woodland – with associated sports pitch; play area; pitch & putt course; car parking; tracks for orienteering; public viewpoint.
- Predicted costs and amount of funding sought:

Carrying out heathland restoration work on existing site:	£5000-8000
New heathland creation demonstration area*	£2500-4500
Consultancy time:	£750
Publicity & promotion:	£1,750
Total:	**£10,000-15,000**

*This will be dependent on both suitable land being available for heathland creation and the co-operation of the landowner(s). If this does not materialise, it is proposed that any funding remaining is spent on further heathland restoration work on the existing site.

- **Proposed timescales:** Autumn 2009 onwards
- **Details of project partners:** Mousehold Heath Conservators; Residents Forum; Norwich City Council; Norwich Fringe Project. Works and technical advice on heathland restoration will be overseen by Norwich City Council, with the Mousehold Heath Wardens organising site management works. Norwich City Council will be involved in consulting and liaising with landowners; with the Mousehold Wardens assisting with liaising with other parties.
- **References:**
  - Report of Ecological Network Mapping Project for Norfolk, Land, Reg 2006. Norfolk Wildlife Trust for Norfolk Biodiversity Partnership.
  - Action Plan for Local Indicator 4.5: Ecological Networks (Local). Norfolk County Council & Norfolk Biodiversity Partnership, 2009.
  - Mousehold Heath Management Plan 2008 – 2013. Mousehold Heath Conservators & Norwich City Council, 2008.

4. Yare Valley Parkway: Phase 1 (F6A)

- **Applicant details:** Norwich City Council; South Norfolk Council; Norwich Fringe Project
- **Lead Contact/Project Manager: Matt Davies – Norwich Fringe Project**
- **Location of the project:** Yare Valley (Earlham & Bowthorpe)
- **Description of the project:** Phase 1 of a project which aims to develop the unifying concept of a River Parkway, a linear country park based on the Yare river corridor between Bawburgh and Whitlingham Country Park. The Parkway would comprise a

linear corridor of linked green spaces along both banks of the river. The Yare River Parkway concept would:

- be considered as a single entity for the management of wildlife, recreation and people movement (for recreation, commuting, shopping visiting etc) on foot, on cycle, and on water
- be promoted to raise awareness of its significance and links with residential areas, centres of employment and education, the hospital, local shopping etc, and the surrounding countryside
- have a clearly identified spinal walk (e.g. The Yare Valley Way), comprising a continuous off-road link connecting with the various circular walks in the valley and with the urban and rural links
- connect with, or link to, the existing open access areas and parks such as Bowthorpe South Park, Earlham Marshes and Earlham Park
- link with the proposed Wensum River Parkway at Whitlingham Country Park
- be linked with the proposed South Norwich Cycleway Loop
- improve the links with local destinations - e.g. the Hospital, Sportspark, Norwich Research Park, UEA, Sainsbury Centre, Caistor Roman town and local superstores
- be linked into an adjacent urban and rural network of footpaths and cycleways – such as The Avenues/Cow Lane Cycleway and The Lakenham Way
- be a recreational waterway for unpowered boats to extend water activities at Whitlingham Country Park/etc

Much of the path is already in existence, but the following key sections of the route remain to be put in place:

- Bawburgh Mill to Bowthorpe Southern Park
- Cringleford Mill to Keswick Mill
- Marston Marsh (eastern end) to Harford Bridge
- Harford Bridge to Lakenham Bridge
- Trowse Bridge to Whitlingham Country Park (possible off-road route incorporated into the Deal Ground Site re-development scheme)

- **Phase 1 – Earlham & Bowthorpe**

Improve existing links along the Yare Valley walk from Bowthorpe to the UEA and Cringleford. Links that have been identified as being in most need of some form of management or repair work include:

- The existing path through Earlham Millennium Green, well used by local people to gain access from the West Earlham housing estate (Bevan Close) to Earlham Marshes, Earlham Road and Earlham Park. The path has suffered from extreme water damage and has been washed out in a number places. The proposal is to resurface the path with a more rigid material to provide better access for all.
  Estimated costs: £30,000
- A desire line runs from Tollgate roundabout and takes walkers away from the road and into an area of young woodland. The grassland path runs parallel to Dodderman Way and links walkers from Bowthorpe Southern Park to the network of paths, which provide access to Chapel Break, Clover Hill and West Earlham. The proposal is to surface the path with a suitable material which will improve access for all.
  Estimated costs: £6,000
- An existing desire line used by people to get access to the Yare Valley walk on Bowthorpe Marshes from the road bridge on Tollgate Bowthorpe. This involves people walking down a steep slope causing erosion problems and also health & safety issues. To resolve this we would put in a series of wooden steps which

would be built by BTCV's mid week volunteer Group involving volunteers from the community.

- **Estimated costs: £2,500** for labour and material costs

- **Requirement for the project:** providing access to the Yare valley in an area of planned growth.
- **Ownership of the project land:** various
- **Details of landowner permission:** n/a
- **Current use of the project land:** existing footpaths/wetland/grazing marsh
- **Predicted costs and amount of funding sought:** Phase 1: £38,500.00 (see cost breakdown above)
- **Proposed timescales:** Autumn 2009 for Phase 1 (access improvements); ongoing for Phase 2 (linkages in this part of the river valley)

Details of project partners: Norwich City Council

4.5 From assessing the four projects against the methodology the projects delivered the following scores and ranking:

	Project	**Stage 1 Score**	**Stage 2 Score**	
1	Lakenham Common	139/250	Green Amber Red	6 3 3
2	North East Norwich Community Woodlands	129/250	Green Amber Red	6 4 2
3	Mousehold Heath	131/250	Green Amber Red	9 2 1
4	Yare Valley Parkway: Phase 1	139/250	Green Amber Red	5 6 1

4.6 From the above results and after presentation to Stakeholder Workshops and the Steering Group it is recommended to progress with Projects 1 and 3 above based on an equal split allocation of £10-15K for the two projects. This recommendation is included in Section 7 and will come before the GNDP Directors group in August 2009 for their approval of the available funding.

5 Implementation and Community Engagement

Implementation

5.1 The development of the GIS and GI Delivery Plan are the first stages in the realisation of tangible projects. There are a number of important steps that should be taken to move these documents forward. One of the primary activities is to get the appropriate structures in place.

GI Forum

5.2 The current Steering Group, (see Appendix 17) provides a wide range of experience and expertise from a number of organisations. Members have provided invaluable guidance in preparing project brief and steering the GIS and GI Delivery Plan process. It is considered essential that such a body is maintained to provide oversight of GI as part of a programme of balanced development co-ordinated by the GNDP. The membership of the Steering Group should be reviewed regularly (e.g. annually or as requested by the GNDP Director's Group) to ensure there is a representative range of members both in terms of geographic responsibility and thematic experience. The role of the Steering Group should include the following:

- To form the basis of a GI Panel to assess review Step A and Step B application forms for GI projects and use the methodology set out at Section 2 and Appendix 3. This Panel could include additional co-opted members with expertise on GI delivery projects as .
- To monitor the overall, progress of the GI Study and Delivery Plan
- To provide guidance on the main planning applications within the GNDP
- To provide management and oversight of the GI Officer (see below)

GI Officer

5.3 Success of the implementation of the GI Study and Delivery plan will in many respects be dependent on having sufficient resource for promoting GI at all levels. One option for addressing this issue would be through the appointment of a Green Infrastructure Officer. Such a post should have the specific purpose of focussing on the delivery of the Strategy. Experience has shown elsewhere in the UK that where such an appointment is made that more effective progress is made in implementing GI. This has taken place so far in Cambridge, Bedfordshire/Luton and Buckinghamshire. However in Greater Norwich there is no such position and this is a significant weakness in ensuring GI is progressed as part of the growth agenda. A decision will need to be made on how such a post could be funded. The Steering Group identified potential funding sources as the partnership local authorities, external funding agencies, or through building project management costs into Green Infrastructure funding bids. It is also possible to review current officer responsibilities to provide one post that is dedicated to the delivery of GI.

5.4 The specific duties of a GI Officer can vary depending on the nature of the Growth Area and Growth point in question and the scale and type of growth. In some locations the position can be very much strategic while in others there is scope to become more involved in advising on individual projects. However for the GNDP the proposed role should include the following aspects:

- To provide input into GI Policy development across the GNDP partner Authorities., including contributions towards relevant emerging strategies, including LDF's , CIL, Planning Obligation Strategies etc

- To provide an overview delivery programme of GI projects from feasibility, planning implementation and project management. To maintain project plans, provide a risk register and advise on issues to overcome and improvements required in consultation with Project sponsors. To provide reports to the GNDP Board as required.

- Provide input through a formal role for requirements for GI within emerging developments. To ensure the inclusion of GI, strategic open space, enhanced access and biodiversity conservation are accounted for in all major developments connecting to adjacent areas.

- Provide up-to-date knowledge and resource of good practice in GI and available funding opportunities for GI schemes.

- Provide central role for facilitating GI projects and building partnerships. To be point of reference to connect local authorities, developers, environmental charities, landowners and volunteer groups to enable GI projects.

- To provide advise and education to local organisations e.g. Town and Parish Councils, local amenity societies e.g. Yare Valley Society and Wensum Valley Project on the benefits of GI and how they can become involved in delivery.

Community Engagement

5.5 There is considerable scope to engage with the local population to promote the benefits of GI and how communities can be involved in the planning, development and management of both existing and new GI assets. Following the development of the GIS and the GI Delivery Plan there is still a clear need to provide information and education about GI and how it fits with the Greater Norwich Growth Point. Although there has been a measure of consultation to date there is now a requirement to inform and update communities on the current strategies and how they can be involved with the delivery. This can be achieved through the following methods:

GI Workshops – Programmes on a parish scale basis should be rolled out focusing initially on the parishes within the GIPA's and where development is likely to take place. These workshops should be capable of being understood by a lay audience. This should provide a clear statement of the planning context with the Growth Point and then explain what GI is, how the GI Study and GI Delivery Plan have been developed and the role that local partners can now play. The workshops should also

outline the process for the GI application forms, information about potential funding and how local groups can be involved.

Community Needs Review – There is a need to establish the priorities and needs of local communities in respect of GI. This could be particularly helpful in terms of identifying potential projects which could include e.g. scope for health walk initiatives, new access routes and points, biodiversity enhancement projects, local history and cultural heritage interpretation and education opportunities. The information could be gathered through survey forms or gained from the GI Workshops. It should also include PPG17 information to verify the comments. Other methods for engagement with more difficult to reach groups should be used too e.g. youth. This should be innovative and include a range of IT measures such as 'blogs' and 'notice boards' to gather ideas and opinions about GI.

GNDP Website – All existing studies for GI within the in GNDP areas should be posted on their web site Information. Guidance on completing Step 1 and 2 Application Forms should be provided together with suitable mapping to identify the Green Infrastructure Priority Areas (GIPA's) and the priorities within these areas to guide the type of projects that are required. The web site should also be used to provide information about the wide range of potential sources of funding for GI and provide information through a regular newsletter reflecting GI issues.

Parish and Town Plans – The development of town and parish plans can provide for the inclusion of GI as an integrated part of an action plan for the communities. This method should be encouraged as a vehicle for promoting GI objectives and action.

Planning Support - There should be particular advice where areas of open space and GI are potentially being proposed for transfer to Parish and Town Councils after implementation. Alternatives for the long term management should be explored with the advantages and disadvantages explained.

Project development - as projects emerge from local communities and receive support there will be a need to provide close contact with the local community and its representatives. As projects are developed through the feasibility, design and if required planning applications stages there should be opportunities through public exhibitions and public meetings to review proposals to ensure they reflect the needs, aspiration and concerns of local residents e.g. neighbour concerns and methods for long term management. Experience from Catton Park can provide a useful example of how the community were engaged. As projects progress on the ground opportunities to include local people in suitable implementation and maintenance work should be explored. This should be done in association with existing organisations that have experience of volunteer labour.

GI Support - A mechanism for ongoing support and a network of other agencies, environmental charities, delivery organisations, Local Access Forum etc. should be provided. The initial focus and co-ordination should be through the GI Officer as identified above.

Community GI Liaison Representative – It is considered that specific responsibility for promoting GI at the local parish and town council level should be encouraged.

There are currently Tree Wardens and Parish Path representatives. A GI representative should be identified in each council as a focus for ideas and action.

5.6 There is also considerable potential to involve local schools and community groups through education and the design and development of open spaces. This may extend to individual groups developing and promoting projects in association with specialist community groups e.g. BTCV, The Greenlight Trust and Norwich Fringe Project.

5.7 Developing a communications strategy with new residents forming part of the new communities is also widely recognised as an important part of engaging with and building the sense of community. Issuing residents with information packs in GI, providing newsletters and connections to relevant web sites will all prove an important part of the communications and marketing strategy.

5.8 Focusing actions on physical projects in existing and new communities can be important in building a sense of community. In particular it is desirable for the demonstration projects to be a means of raising the profile of GI with local communities at the heart of the process and opportunities to involve the public in 'work days ' should be include as an integral part of the project delivery.

6 Management and aftercare of Green Infrastructure

Existing arrangement for landscape management

6.1 A number of organisations are actively involved in landscape management within the GNDP study area. Each demonstrate a diverse experience and employ a range of methods and approaches. Consultation during the preparation of this report with the main organisations has helped to establish the context of the situation which is summarized below.

Norfolk County Council

6.2 The County Council provide advice on a number of countryside projects and initiatives including the Claylands project located south of Norwich and the Burlingham Woodland Walks Project to the east of Norwich near Acle. The County also provide the official Rights of Way service for the county advising on designated routes and are charged with implementing the Rights of way Improvement Plan. Norfolk Biodiversity Information Service is located within the County Council and builds on the work of the Norfolk Biological Records Centre, holding over one million records of habitats and species.

Norwich City Council

6.3 The City Council has an established track record of managing open spaces through their Green Spaces team. This currently maintains 23 parks (over 131 ha), 95 open spaces (over 59 ha) and around 200,000 Council owned trees. It has responsibility for a wider range of equipped play areas over 60 sports pitches and 10 allotment sites. It also looks after Mousehold Heath (74 ha) the largest natural open space in Norwich in conjunction with The Mousehold Heath Conservators, who oversee the management and protection of the heath. In addition the Council look after some 50 natural areas and woodland sites including eight Local Nature Reserves and about 20 County Wildlife Sites

Broadland District Council

6.4 Although the planning authorities determine the requirements for open spaces in developments the District Councils have more limited direct responsibility for managing the sites. Most of the sites are transferred to the Town and Parish Councils. However some sites are managed by the District Councils. In Broadland these include Cottage Plantation, Horsford Woods and sections of the Bure Valley Railway.

South Norfolk District Council

6.4 South Norfolk mange a number of sites through their Countryside Team which a Park Ranger. These sites include in the Poringland Wood, Dunston Common, East Hills Wood, Mulbarton Common. A number of the sites are managed jointly with other partners e.g. Norwich Fringe Project, Parish Councils and Natural England and Whitlingham Country Park which is also managed by Whitlingham Charitable Trust, the Broads Authority. The Council also oversees a number of Countryside projects including The Wensum Valley Project. Established in 1988, the Project aims to conserve wildlife, landscape and heritage, improve countryside access and promote community action and involvement in the Wensum Valley. Most of the other sites that

come through as part of planning applications are transferred from the developers to the Town and Parish Councils.

Broads Authority

6.5 The Broads Authority is the Local Planning Authority for the Broads area and is responsible for controlling most forms of development within the Broads and for preparing local planning policies. They work with local communities, stakeholders and the surrounding District Councils to protect the special qualities of the area while allowing for appropriate development. Practical projects relate to conservation, land and water management, recreation and visitor management. They usually involve several organisations or individual people working together and are often jointly funded by these organisations with grants from other sources as well.

Town Councils and Parish Councils

6.6 The parish and town councils in the South Norfolk and Broadland Districts have the responsibility for managing many of the open spaces and amenity areas. The management works are funded in part through the parish and town council precepts from the Community Charge and also on new sites from commuted sums from developers and applicants.

The Norwich Fringe Project

6.7 The Norwich Fringe Project responds to issues which affect the area's wildlife, landscape and recreational value. The project area extends to a four mile radius from the centre of Norwich to the fringe. The Project works with local communities, parish councils, schools, societies and youth groups, protecting and enhancing wildlife areas, encouraging visitors, leading health walks and providing and improving information about the area. The Project was set up by and hosted by Norwich City Council but actively works with all the local authorities in the study area.

Norfolk Wildlife Trust

6.8 The Wildlife Trust managed a number of wildlife sites throughout Norfolk. In the study area these include the 700 year-old Hethel Old Thorn, the oldest hawthorn on record in East Anglia and Lower Wood Ashwellthorpe one of Norfolk's few remaining ancient woodlands.

6.9 Other organisations are involved with management usually in partnership with a number of the above bodies and include the BTCV and the RSPB and the Broad Authority.

Private landowners

6.10 Private landowners comprise the single largest group responsible for the management of the landscape particularly in rural areas and represent a major player in the management and potential delivery of GI. Environmental Stewardship (ES) provides a range of opportunities to enhance the land for biodiversity and access. A number of the landowners including estates and farmers have entered into agreements with Natural England for Countryside Stewardship and Environmental Stewardship and these locations are shown on Fig 08. These include sites with some access and

others with open access. In rural locations there is typically a lower provision of 'accessible natural green space' so schemes such as ES can make a vital contribution to the delivery of the network of GI in the countryside and linking to settlements.

Alternative models for paying for the maintenance of green infrastructure

6.11 There are many different ways of funding green space. This relates to both the implementation and maintenance. The CABE space publication 'Paying for Parks' (2006) identifies a number of different approaches and provides case studies from both the UK and around the world. A number of the sources of funding are well established, e.g. Section 106 Obligations, whilst others are evolving as a result of government initiatives and experience from outside the UK. A detailed review of these alternatives and other models and their applicability to the maintenance of Green Infrastructure in the GNDP is provided at Appendix 16 and is also summarised in Table A., (Appendix 16). The main alternatives considered relevant to GNDP are:

- Traditional Local Authority Funding
- Multi Agency public sector partnerships
- Planning and development opportunities
- Income generating opportunities
- Endowments
- Voluntary sector involvement
- Service Charges

Management and governance options

6.12 It is widely recognised that arrangements for the management and maintenance of green infrastructure and in particular publicly accessible open spaces and their respective funding is the key issue to resolve in providing sustainable and high quality green space in the long term. This section identifies the main relevant options for the management and governance of the open spaces which are likely to come forward as part of the GNDP growth area. The options discussed below relate in the main part to the management of the open spaces that will come forward as a result of the planned growth in the GNDP. These elements of green infrastructure may be specifically related to new development sites or involve allocation of funding for improvement of existing resources or creation of new facilities outside the sites. However it should be underlined that to realise the Green Infrastructre Study as a whole there will need to be a much wider network of projects, partners and maintaining organisations to supplement the assets that will be more directly funded by the planned growth itself.

6.13 It should be noted that the most suitable management and governance option may vary between sites. Furthermore certain options may only be viable if a number of sites can be managed in the same manner. It is also possible that within each site there could be a number of preferred management options or partners for individual facilities or assets which will relate to the expertise of the potential partners in the GNDP area.

Option 1 – Local Authority Management

6.14 The default option for the management of the future open spaces is to continue with the local authority adopting the open spaces. Although each authority uses different methods the open spaces could be transferred into public ownership and funded in the long term by local taxpayers. The relevant advantages and disadvantages of retaining the existing system of public ownership are set out below.

Advantages

i. Track record of managing a wide variety of open spaces.
ii. Existing structure of depots, plant and staff.
iii. Economies of scale arising from a city wide organisation.
iv. Accountability to residents through local elections.
v. Future funding can be raised through Council Tax and/or parish precept.
vi. Strategic overview of the recreational needs e.g. from PPG17 studies
vii. Commuted sums for maintenance arising from S106 obligations contribute to the management cost after adoption.
viii. Potential for using and combining off-site commuted sums from a number of other sites for strategic open space facilities.
ix. Existing involvement as planning authority which includes the negotiation and approval of the design and landscape management plans for open spaces as part of the planning application process and clearance of relevant conditions.

Disadvantages

i. Open space management is not a statutory service.
ii. Funds for open space management from the Council budget will always be under pressure from competing services. This can affect medium and long term planning of open spaces. NB: The parish precept will relate more directly to the Parish services of which open spaces are clearly an identifiable service in their budgets. However there is still a risk that the Parishes may choose to manage the open spaces in a way that minimises expenditure rather than focuses on quality of provision and as such there is a risk in this approach to landscape management.
iii. Size of commuted sums or endowments provided in accordance with the relevant Council's Planning Obligations Strategies may be insufficient.
iv. Certain sites may cross authority boundaries.

v. Potentially fragmented approach to the management of open spaces where Town and Parish Councils can take different approaches.

vi. Concern over the risks associated with new and larger open spaces e.g. water features and SUD's.

vii. Certain Town and Parish Councils may not wish to take on the responsibility for some of the larger new sites, particularly where the facilities serve a more strategic role.

viii. There could be a range of landscape contractors operating on sites to variable standards of performance.

6.15 The minimum size of commuted sums for the maintenance of open spaces would typically not be adequate to provide an investment return sufficient to manage the sites in perpetuity. In these circumstances and in the absence of other sources of maintenance income there will be an inevitable increase in the funds required to maintain adopted areas over time and this cost is likely to fall at least in part upon the Council Tax payers. However, as the developments will by their nature lead to an increase in local residents many who will be contributors to local taxation then it can reasonably be argued these increased payments should be used in part for the upkeep of the open spaces. It should be noted that if concerns about the long-term management are not resolved at the planning stage then local authorities do not have to adopt areas of open space from the developer.

6.16 Recommendations on the Local Authority Model

i. Local authorities should take a robust stance in the negotiation of commuted sums. They should identify circumstances where additional contributions over and above the minimums set out in the Planning Obligations Strategy should apply. This could include the inclusion of property as part an endowment linked to a development to help fund future maintenance.

ii. The Councils should review the length of time for which commuted sums are meant to cover and consider extending the period to provide more secure funding for the future management of open spaces. This should involve aligning the time period with the longest which is currently 20 years for Broadland Council.

iii. The Councils should consider the use of a Community Infrastructure Levy to contribute towards the provision and management of open spaces and green infrastructure coming forward from the growth areas. If this approach is acceptable the service charge should ideally be diverted to an Independent Trust to administer (see Option 3) to safeguard the long term funding.

iv. The Councils should review how Section 106 monies and endowments are allocated and used. All interest from such sums should be retained within the same cost centre to help with the future management of open spaces.

v. The Councils should review the models by which Section 106 monies are transferred from the developer. They should explore a progressive partnership approach where the developer pays for a proportion of the maintenance cost on a descending scale over time and the local authority likewise increase their contribution to meet the balance as the sites mature.

vi. The Councils should consider creating 'protected budgets' for open spaces adopted as part of the growth agenda and that this approach is also considered to be extended to existing open spaces at the City, town and parish level.
vii. The Councils should actively seek additional sources of grants and funding for implementation and management projects.

Option 2 - Private Management Company

6.17 The contrasting alternative to Option 1 is where the management responsibilities are retained by the landowner/developers, with the potential that they may be transferred either in part or wholly to the local residents related to the development rather than the wider community. Transfer to the residents would normally be arranged through a management company set up after the development or each phase thereof was complete. Such a body would have clear objectives to manage certain areas of open space to a set specification and to achieve this it would normally place a service charge on the local residents. The calculation of this sum would vary between properties dependent on size or access to the facilities, e.g. a detached house overlooking a park may pay more than a smaller terrace property two streets away. The approach can be used for areas of semi-private open space and larger areas of strategic areas. Resources could be drawn from e.g. funds that would otherwise have contributed to a commuted sum and/or some form of income generation such as returns on property within the development retained by the developers. It is envisaged that in most cases the open spaces would have to be funded in perpetuity.

Advantages

i. No large endowments or commuted sums are required of the developer at the outset.
ii. The developer can retain responsibility for managing the open spaces to their required standard to attract new customers during all phases of the build programme.
iii. Local authorities do not have any financial responsibility for the open spaces and therefore there is no impact on Council Tax.
iv. Local authorities do not have to manage or maintain the areas of open space.
v. Local authorities do not have any liability for the open spaces, which may include, e.g. SUD's or water features.
vi. Local community groups could be included as part of the management subject to the agreement of the developers/landowners.
vii. A competitive management cost can be established and maintained through a market let contract system.

Disadvantages

i. Public access to some or all of the sites may have restrictions which could limit the value of the green spaces to the wider community.

ii. Resentment may occur on behalf of the residents who pay a service charge, particularly if there is general access from other residents in the area who do not pay the charge.

iii. The control of the standards of management may be more difficult to enforce if the sites are not maintained by them. However a management plan could be required by the planning authority under a planning condition or as part of a 106 agreement. Such an arrangement could be closely monitored and reviewed on site, say on an annual basis.

iv. Depending on the composition of the Management Company there may be limited if any voice from residents and therefore a potential lack of accountability for the management of the open spaces. Although local residents groups could be involved in such companies the local population living outside the development would not have a direct voice in the management of the open spaces which is particularly significant when they are fulfilling a more strategic function.

v. Registered Social Landlords (RSL's) and tenants of social housing may be unwilling or unable to pay the management charge. This could create tensions within the community. However experience from the new settlement at Poundbury in Dorset indicates this does not need to be a problem as here the Guinness Trust has picked up responsibility for the service charge.

vi. The management company/developer would have a long term responsibility/liability subject to increasing costs.

vii. If the management company fails then the land and responsibility would revert to the next closet organisations i.e. Local Authority or suitable Trust.

6.18 In summary Option 2 represents a viable and attractive option in financial terms to local authorities with an apparent 'no cost' implication for the wider Council Tax payer. It is critical that to work a clear legal obligation is required to ensure that the strategic elements of the open space are available to the public and not just the residents of the local development.

6.19 Recommendations on the Private Management Company Model

i. That applicants and landowners are discouraged from retaining the ownership of the areas of strategic open space and that they are rather transferred together with an agreed commuted sum and endowment to either the appropriate local authority or a Trust.

ii. If ownership is retained privately then a clear and binding Section 106 agreement should be secured prior to the commencement of development allowing for unrestricted public access in perpetuity across the areas of open space. These areas shall be made available in accordance with an agreed phasing plan and timescale.

iii. A fully detailed landscape management plan and specification is required to be approved by the local authority/s before works commence. That provision is made within this plan for the regular monitoring by the local authorities and if required enforcement taken to ensure that the agreed programme of management is met.

Option 3 – Trusts

6.20 The Trust approach is the third main option that could be employed. This represents a middle ground approach and has the scope to involve a number of partners with an interest in the open spaces working together for a common purpose. Within this option two alternative approaches are outlined as 3A and 3B.

6.21 A Trust refers to the use of a not-for-profit separately registered body set up to hold assets (in this case, the open space /public realm) in perpetuity. The legal model for such a body has normally been a charitable company limited by guarantee, although increasingly the community interest company is being seen as a viable alternative. Both models share the essential characteristic of protecting assets that are held by the organisation and ensuring that those assets are held for the long-term benefit of the community.

6.22 It is acknowledged that many of the best known and most effective examples of the use of a Trust relate to one of two specific scenarios, namely:

a. For a new settlement. In these circumstances the role of the Trust can be "built in" from the beginning, by ensuring that sufficient assets are available to produce a return to ensure long term sustainability or alternatively a recurring service charge mechanism can be created; or

b. where a Trust is created with a wider remit than simply the management of a single green space/asset.

6.23 Those who need to be involved in the process will vary according to whether the Trust has a neighbourhood, ward, city or sub-regional remit but should always include the relevant local authorities, the other statutory sector agencies involved, the voluntary sector and the community, although the exact form of community involvement will vary.

6.24 Public sector organisations often, and on many occasions rightly, have concerns about the governance and accountability of third sector bodies when the latter are managing public assets. As such, if a Trust model is adopted, it is recommended that a number of key components are put in place to address these concerns:

a) that there are clear and transparent mechanisms for agreeing how Board members are appointed, including a term of office and a system for dealing with vacancies;
b) that there be at least some local authority representation on the Board (bearing in mind the constraints of Part V of the Local Government and Housing Act 1989, and accepting that there will not be a local authority controlling interest - unless this is clearly in the local authority's best interest);
c) that local authorities have the right to select their Board members (i.e. that appointments cannot be vetoed by the Trust);
d) that appropriate legal advice is taken during the process to ensure that the final documentation reflects these aims.

6.25 Trusts could in principle operate on a single site or apply to a combination of sites within a wider portfolio. In the context of GNDP, it is proposed that the type of Trust which should be promoted is larger in structure and able to provide a more strategic overview and function as a viable alternative to Option 1 and 2 as set out above. A larger organisation could bring considerable economies of scale to the management and running of the sites.

Advantages

i. Funding and resources can be effectively ring fenced to give surety of future income.

ii. A governance structure can be established to reflect various interest groups and this can be structured to vary as the role of different groups changes over time.

iii. A Trust would have a set of clear aims and objectives.

iv. A Trust should be largely free from local political influences.

v. Trustees could appoint staff and/or let contracts to undertake the main aims of the Trust.

vi. Trusts with charitable status could be exempt from certain charges and tax.

vii. Trust could apply for a variety of grant aid either independently or as part of a diverse partnership.

viii. A Trust is more likely to effectively involve the local community through the work of volunteers in practical maintenance tasks, education, fund raising and administration.

Disadvantages

i. A sizeable endowment and/or commuted sum would be required to make the approach viable. NB: This could be supplemented by other means, including grant aid and income generating ideas.

ii. There needs to be clear support from the main partners who will provide representatives for the Board of Trustees.

iii. If the Trust fails then the resources are likely to revert back to the closest similar organisation , which is likely to be the relevant Local Authority.

iv. Local accountability may be under question where there are no clear opportunities for local representation.

v. There will be setting up costs to establish a new organisation .

vi. It will take time to establish a new Trust.

6.26 Within the context of the GNDP context two variations on the Trust approach have been identified as follows:

Option 3A- Land Restoration Trust

6.27 English Partnerships established the Land Restoration Trust (LRT)[10] with a view to providing surety for the ownership and management of open spaces. The Trust is planning to acquire a balanced portfolio of sites with a mix of risk including both greenfield and brownfield site across the UK. By acquiring a large portfolio of sites they can build a significant body of endowments which together will be able to deliver higher rates of financial return than smaller individual endowments could achieve. The LRT prefers to acquire the freehold of a site but will consider the leasehold (usually there is a minimum term of 99 years but currently a lease of 25 years is being considered) with the potential for say a local authority to retain the freehold. By holding the freehold the Trust has the ultimate responsibility for the land should there be any issue with management in the long term. Methods additional to endowments are currently being negotiated to partly fund the future management costs of sites. These include service charges, income earned from activities on site and from letting of commercial properties. In addition, the scale of the operation should be able to bring considerable economies of scale in the management structure.

6.28 In terms of site management and maintenance the LRT always look to find a local partner or partners to manage the site/s in a given geographical location. Such partners are required to 'bid' for the management of the sites and demonstrate their suitability to carry out the work. The LRT are particularly keen on the inclusion and engagement of local community groups and activities as part of the management of the sites. It is highly possible that the expertise of certain groups will relate better to some types of sites more than others and the LRT would look to exploit these specialisms.

6.29 In the event that no suitable local partners come forward or are found for the management of the sites, then the LRT would undertake to appoint a suitable landscape contractor to manage the areas until such local partners are identified. Local steering groups have been established where appropriate.

6.30 Further specific individual advantages and disadvantages with the LRT are identified below:-

Advantages

i. Independent Trust with ability to manage large asset base
ii. Ring fenced funding
iii. Low overall management costs
iv. No significant impact on local taxation
v. Work with a wide range of existing or new local partners
vi. Promotes community engagement in management
vii. Responsible for sites in perpetuity
viii. Experience in developing strategy
ix. Experience in costing models and negotiating S106 agreements

[10] http://www.landrestorationtrust.org.uk

x. As an established Trust could be part of negotiations at an early stage

xi. Backed by the government and English Partnerships

Disadvantages

i. A significant endowment is required to manage the site 'in perpetuity', (LRT will consider lesser lengths but 'in perpetuity' is their preference). Endowments could be reduced if additional methods of funding are included

ii. Loss of local governance

iii. Lack of local representation on the LRT board

iv. Potential loss of freehold

v. Minimum 99 year lease (although 25 years is being considered)

vi. Management standards need to fit LRT model to be viable

vii. Young organisation still to be proven, (plans to become Registered Charity by 2008)

6.31 The LRT prefer to secure a number of sites in an area rather than one or two smaller sites. If successful this arrangement could provide a suitable platform for wider acquisitions in the GNDP area which could include some of the smaller to medium sized sites which may not be a viable option in their own right. This process could is suitable include open spaces within the City, towns or parishes.

Option 3B – GNDP Green Infrastructure Trust

6.32 One main disadvantage with the LRT model is that the ownership of the areas would pass outside GNDP. This could result in the sense of loss of ownership/involvement and democratic accountability. The Councils could address this concern by retaining the freehold and agree a lease with LRT e.g., for 99 years. However the endowments costs required by the LRT are likely to be the same as providing them with the freehold. The question of ownership is an issue of governance, ownership and independence and ultimately a political decision will need to be made. As an alternative to Option 3A, a specific Trust for GNDP could be established. The remit of such a new organisation could encompass not only the overall management of the open spaces associated within the growth area sites but also to look for related initiatives in support of the creation of the wider Green Infrastructure Strategy. Individual sites would need to be acquired by negotiation and involvement with the planning permission and Section 106 agreement process. It is considered that to work most effectively Option 3B would require the local authorities to be in support of and represented on the Trust Board.

6.33 More specific advantages and disadvantages of a GNDP Green Infrastructure Trust are set out below:-

Advantages

i. Local identity

ii. Scope to include a number of key local partners on the Board of Trustees

iii. Ability to effectively tackle schemes that straddle the district boundary

iv. Ability to develop wide portfolio of sites

v. Independent Trust with ring fenced funding derived from endowments and Section 106 agreements

vi. Experience of using the expertise of many existing local partners

vii. Ability to promote the strategic objectives of the Green Infrastructure Study in offsite locations where acquisition may not be necessary or desirable

viii. Scope to bid for additional funding from a wide range of sources for use in GNDP area

Disadvantages

i. Need to establish governance and structure

ii. Resources to create team and provide a base/s for operations

iii. Significant endowment required to provide basis for viability

iv. Potential conflict between existing partners and local authorities

v. Limited direct accountability to general pubic

6.34 Within a GNDP Green Infrastructure Trust the actual mix of board members should reflect the relative 'weight' of the representation of each stakeholder and the role they will play within the Trust. It should be noted that if the portfolio of sites within a GNDP Trust was geographically dispersed then achieving the correct local community representation may also be more difficult to achieve from a number of more scattered local communities.

6.35 In conclusion, a Trust could provide a more independent base both in terms of governance and finance than either Options 1 or 2. The LRT bring the support of a national organisation and experience of managing large areas of open space, together with a strong commitment to include local partners and community groups. However, the ownership and ultimate control moves away from the local area, at least in terms of the leasehold. A new Local Trust as proposed in Option 3B would require the establishment of a new organisation with cross authority and organisation co-operation to oversee the management of the open spaces. It also has the potential to build on the overall vision for the Green Infrastructure Study in the GNDP involving many of the local partners in the board of the Trust.

6.36 The main area of uncertainly for all the Trust variants however remains how to address the potential lack of sufficient funds from commuted payments and/or endowments to secure the interest of a Trust in the first place. All potential Trustees will need to be assured that a new Local Trust is financially viable in the medium to long term. Any shortfall in funding should be resolved before the planning applications for the first development sites are granted and associated planning obligations are signed off. There needs to be an understanding that any sites which fall under the responsibility of a Trust can be effectively managed in the long term under a secure

financial model. However the scope for alternative additional funding should also be rigorously explored.

6.37 **Recommendations on the Trust model**

i. That the Trust model is explored as a preferred option for the management of significant new open spaces that are to be provided through the growth agenda, particularly where there are no other agreed alternatives .
ii. That a GNDP Green Infrastructure Trust is accepted as the most favourable way forward for the growth sites and other green infrastructure assets, subject to agreeing the legal basis and constitution of the Trust and the contribution and role of each partner.
iii. That a wide range of local partners are included within a Trust comprising representation from the public, private and voluntary sector.
iv. That the GNDP take the joint lead in establishing the Trust, with support from all the Councils.
v. The Trust should be established at the earliest opportunity and play an active role to champion Green Infrastructure in the development of planning policy including the emerging Joint Core Strategy, LDF's and the Community Infrastructure Levy.
vi. The Trust should be fully involved in the negotiation of commuted sums with developers of planning applications that come forward where the sums would be transferred to a Trust. They should identify circumstances where additional contribution over and above the minimum levels set out in Planning Obligations Strategies should apply. The Trust should also strongly promote the inclusion of property as part an endowment linked to a development to help fund future maintenance.
vii. That a Trust actively seeks additional sources of funding from a comprehensive range of sources for implementation and management of projects within its portfolio of sites.
viii. That the scope of the Trust be extended include by negotiation existing and new sites in the urban fringe and countryside to help co-ordinate and deliver the Green Infrastructure Study and Delivery Plan.

7 Conclusions and Recommendations

7.1 It is anticipated that this Delivery Plan will help begin to translate the existing Green Infrastructure Study from concept to reality. The Delivery Plan now takes into account key growth locations (as articulated through the JCS), which were not available at the time the 2007 GIS was produced. This additional information has enabled a greater focus upon these key areas of change.

7.2 Constraints on funding for projects in the short term at least have led to the need to closely look at devising a method for assessing the priority of individual projects that delivers the best range of benefits and in the most appropriate location related to growth and existing shortfalls in GI.

7.3 A number of Demonstration projects have been considered for early implementation in September 2009. These have each been reviewed to "road-test" the methodology and demonstrate the effective application of the framework. The projects have been graded to produce a recommendation for the GNDP Directors group.

7.4 The implementation of the GIS will involve close partnerships between landowners, developers, local authorities, statutory authorities and the local community at all stages. Critical to this process is the appointment of a dedicated GI Officer with specific remit to delivery and monitor progress of the GIS.

7.5 Appropriate mechanisms for short, medium and long-term management are also critical to the successful and sustainable delivery of the GI through individual projects. A range of potential approaches have been reviewed and recommendations made.

7.6 It is envisaged that this report will be an important document that will be able to guide the local community and developers working in the area in partnership with the various agencies, organisations and local councils to focus attention on the key priorities for the delivery of green infrastructure in the short term, over the next 2 years and then to provide a framework over the next 5 -10 years and longer term in support of the Growth Agenda. The delivery plan will inform the Integrated Development Programme, and provide the basis for developing funding bids.

7.7 It should also be recognised that this Delivery Plan and the accompanying Appendices and Drawings should be a living document that will be added to and/or amended as projects are promoted and completed. Available funding and partner support will also change which may affect the progress of the Delivery Plan and the individual project priorities. Some schemes may be delayed while others will be brought forward as new funding and partners emerge. There is therefore a need for flexibility and realism along with positive and proactive drive to achieve the desired outcomes, particularly around the identification and sourcing of appropriate funding streams. The project Steering Group or its successor will need to 'own' the Delivery Plan, with, it is hoped various other bodies and management trusts leading on the co-ordination of its full implementation.

Recommendations

7.8 Arising from the findings of the report and consultation responses received the following recommendations are made to take the delivery plan forward.

Co-ordination and Staffing

i. That the GNDP Steering Group/ Forum should continue to take the responsibility for the promotion and realisation of the Green Infrastructure in the GNDP until such time as an Independent Trust is established.

ii. That the membership of the GNDP GI Steering Group be regularly reviewed to ensure there is appropriate representation, which is likely to include local authority officers, environmental organisations, local community groups, landowners and developers. Also, that procedures for information dissemination are formally set out to ensure good communications and joint working are implemented and then maintained.

iii. That the GNDP investigates resourcing a dedicated Green Infrastructure Officer as a priority to co-ordinate the delivery of the GI projects. Duties should include implementation of the relevant policies, preparation & submission of funding bids, and providing project management support to a wide range of GI partners and project sponsors to realise the Green Infrastructure ambitions of the growth agenda.

Promotion and Communication

iv. That a programme of communication with community groups is established to promote a clear understanding of GI to encourage communities to become involved in the planning, implementation, enjoyment and maintenance of GI, (as set out in Section 5.5 above).

Planning

v. That in the negotiation of any Section 106 Agreements with developers the requirements for both the implementation and future management of GI are given full representation by GI specialists from an early stage and that adequate resources are secured for the long term maintenance.

vi. To promote the inclusion of the Green Infrastructure Study and the Delivery Plan through the Local Development Frameworks for each local authority. The relevant objectives and recommendations for providing GI should also be translated at the appropriate scale into site specific allocations Area Action Plans, development briefs and individual planning applications.

vii. That the Green Infrastructure Priority Areas (GIPA's) , (as indicated on Fig 15 and described in Appendix 5) are reflected in the Joint Core Strategy as areas for focusing GI delivery as part of the Strategic Growth Locations.

Project Development

viii. That the proposed methodology for identifying priority GI projects is agreed by the GNDP Directors group.

ix. That the approach is actively promoted alongside the benefits of GI to developers, town and parish councils, community groups, other amenity and environmental groups.

x. That all project sponsors for the projects currently proposed (see Appendix 7) are contacted and asked to submit a Step A and (if then suitable a) Step B Application. The project applications should be assessed by a GI Panel drawn from representatives of the GI Steering Group and other suitably experienced organizations and individuals.

xi. All projects shall have a sponsor/s who is/are signed up in principle to leading the project before a project is submitted. Support partners will be encouraged and welcomed.

xii. That the Short Term GI Projects set out in Table A – (see Section 3 above) form the focus of initial attention for delivering GI within the GNDP. These projects should be assessed using the proposed methodology to identify their priority for future funding bids, implementation and maintenance.

xiii. Subject to the projects submitting acceptable Step A and Step B Applications that the need for feasibility studies is accepted as a means of establishing how some of the larger strategic projects can be achieved. Funding for such studies will need to be investigated from a range of potential sources.

xiv. That funding is allocated for two early start 'demonstration projects' for a sum of £10-15k each to deliver works from September 2009. The recommended projects are Lakenham Common & Mousehold Heath. (The projects have been selected from a short list as set out at Section 4 of this report and detailed at Appendix 9).

xv. That projects are reviewed annually to establish progress in the delivery of the GIS.

xvi. That the proposed methodology is reviewed to ensure it is effective in gaining targeted information and encourages applications for funding and GI delivery.

xvii. To establish specific measurable targets for biodiversity and access enhancements based on further analysis of data available through Geographical Information Systems.

xviii. That all project documentation is provided in a format suitable to be included into the GNDP's Integrated Development Programme (IDP).

Management of GI

xix. That the three options for future management of GI associated with the growth agenda (as set out in Section 6) namely: local authority, private management company or trust be carefully considered by the GNDP and its partners. It is the recommended preference of this report that an Independent Management Trust be identified as the means for managing GI assets in GNDP in a co-ordinated manner. The scope to work with existing organisations should be actively considered as part of this review. A clear timetable should be agreed by the main partners to explore this option and establish the potential constitution, extent of interest and funding base and role of the Trust. As an alternative the potential role of the Land Restoration Trust should be explored as part of the Trust model.