

UNIVERSITY OF EAST ANGLIA

STRATEGIC DEVELOPMENT PRINCIPLES



CONSULTATION DOCUMENT

23 February 2010

Quality Assurance

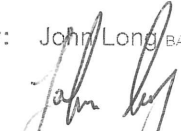
Site name: University of East Anglia

Client name: University of East Anglia

Type of report: Strategic Development Principles

Prepared by: John Long BA(Hons) Dip TP MRTPI

Signed:




Date:

25 February 2010

Reviewed by: Glyn Davies BSc(Soc.Sci) DipTP MRTPI

Signed:



Date:

25 February 2010

SUMMARY	vii
1 INTRODUCTION	1
Definitions	
Background	
UEA Future:	
2 RELEVANT AND EMERGING PLANNING POLICIES	11
Existing Policy	
Emerging Policy	
3 CONTEXT FOR OPTIONS APPRAISAL	17
4 THE STRATEGIC DEVELOPMENT OPTIONS FOR ACCOMMODATING GROWTH	21
Strategic Option identification	
5 OPTIONS APPRAISAL PROCESS (METHODOLOGY)	25
Methodology	
Option Appraisal Results	
Sustainability Appraisal	
Development Scenarios to meet the UEA Business Plan:	
1. The case for “Single campus”	
2. The Case for “Off Campus” growth	
3. The “do nothing” option	
6 CONCLUSIONS	37

APPENDIX 1: LOCAL PLAN MAP AND POLICIES	i
Main relevant (saved) City of Norwich Local Plan (2004)Policies	
Main relevant NRP Development Framework SPD Objectives and Principles	
APPENDIX 2: UEA BUSINESS PLAN	xi
APPENDIX 3: SHARED VISION	xvii
APPENDIX 4: SUSTAINABILITY APPRAISAL SCOPING REPORT (SUMMARY)	xxi

SUMMARY

SUMMARY

The DFS Strategic Development Principles Consultation document has been prepared by Bidwells on behalf of the UEA. It has been prepared in the context of the “saved” policies in the City of Norwich Adopted Local Plan (2004), particularly the Local Plan’s acknowledgement of the need for a Masterplan to consider UEA growth options beyond the existing tightly defined “University Campus”.

The document sets out the approach taken in considering the different strategic options for accommodating the University of East Anglia’s (UEA) growth targets for the next 20-30 years and beyond.

It identifies the different strategic options for accommodating growth: “Single Campus” and “Off Campus” and assesses the ability of each of these strategic options to deliver UEA’s growth ambitions. It also considers the impact of the “do nothing” option i.e. maintaining the current planning policies.

It concludes that the UEA’s preferred option for ensuring its growth targets are met is to continue the Single Campus model. This is the model that UEA’s success has been built upon, and the one most likely to ensure it maintains and enhances its position as a world class teaching and research establishment into the future.

The Single campus option provides the context for the preparation of a more detailed Development Framework Strategy (DFS) for UEA. The DFS will express in one document UEA’s ambition for spatial development for the next 20-30 years. Ultimately, the DFS will quantify the amount of development space required to meet UEA’s Business Plan growth ambitions, and identify the preferred development locations to accommodate the growth. The DFS will be subject to a Sustainability Appraisal and public consultation.

Outputs during the preparation of the Strategic Development Principles and DFS will inform Norwich City Council’s Local Development Framework (LDF) process, specifically the Site Allocations Development Plan Document. The Strategic Development Principles and DFS and Sustainability Appraisal results will provide robust evidence to inform the Norwich City Council’s decisions on the allocation of development land to meet UEA’s growth needs.

Consultation

Comments are invited on the Strategic Development Principles (Consultation Document) and the Sustainability Appraisal (methodology and results).

Copies of the document and Sustainability Appraisal can be downloaded from www.norwich.gov.uk/ueaconsultation

Comments should be sent to:

Bidwells (UEA Development Principles)

16 Upper King Street, Norwich, Norfolk, NR3 1HA.

e-mail: ueaconsultation@bidwells.co.uk.

1 INTRODUCTION

1 INTRODUCTION

1 INTRODUCTION

- 1.1 This document sets out the approach to considering the different strategic options for accommodating the University of East Anglia's (UEA) growth targets for the next 20-30 years and beyond. It identifies the different strategic options for accommodating growth and assesses the ability of each of the strategic options to deliver UEA's growth targets, as set out in the business plan.
- 1.2 It has been prepared in the context of the "saved" policies in the City of Norwich Adopted Replacement Local Plan (2004), particularly its acknowledgement of the need for a Masterplan to consider UEA growth options beyond the existing tightly defined "University Campus" (Appendix 1).
- 1.3 It provides a starting point for the preparation of a more detailed Development Framework Strategy (DFS) for UEA. The DFS will follow the endorsement of the strategic development principles. The DFS will express in one document UEA's ambition for spatial development for the next 20-30 years. Ultimately, the DFS will quantify the amount of development space required to meet UEA's Business Plan growth targets and identify the preferred development locations to accommodate the growth.

- 1.4 The Strategic Development Principles and the DFS will be subject to options testing; Sustainability Appraisal (SA); and public consultation.
- 1.5 Outputs during the preparation of the Strategic Development Principles and DFS will inform Norwich City Council's Local Development Framework (LDF) process, specifically the Site Allocations Development Plan Document. The Strategic Development Principles and DFS will provide robust evidence to inform the allocation of development land to accommodate UEA growth. The LDF will eventually replace the Adopted Replacement Local Plan.
- 1.6 The DFS will be the vehicle to weld together UEA's Business Plan with Norwich City Council's planning policy to provide an appropriately robust planning policy framework for UEA's future development and the preparation of planning applications.
- 1.7 The DFS will form a suite of documents along with the Conservation Development Strategy and the Landscape Strategy to guide and support planning applications at UEA. It will also provide the starting point for a more detailed masterplanning exercises for the identified development locations in the DFS. The first of these will be Earlham Hall.

Definitions

A) Growth

- 1.8 UEA growth for the purpose of the Strategic Development Principles and Development Framework Strategy (DFS) is growth primarily related to UEA's core activities of teaching, teaching related research, accommodation, student support, administration and estate and UEA business development. There is also a need to not only take account of the planned/known growth, but to also consider the flexibility to take account of "advancement" opportunities i.e. sudden unplanned opportunities for funding for specific purposes (new schools/faculties).
- 1.9 The growth definition excludes the growth related to commercial research, NNUH and 'out of Norwich' UEA related developments such as at University Campus Suffolk. Commercial research is not reliant on the UEA support structure in the way that UEA core activities are, and can for the purposes of the DFS, be considered a separate entity. UEA has a site safeguarded in the South Norfolk part of the NRP, the "Triangle Site", to accommodate UEA commercial research activity. Also UEA growth related directly to the Norfolk and Norwich University Hospital (NNUH), such as the School of Nursing and

1 INTRODUCTION

Midwifery (NAM), which required a location close to the hospital for operational and functional reasons is also excluded.

1.10 Similarly, a tie in with another University/ education establishment to create a new 'remote' university, such as the case with University Campus Suffolk (UCS) at Ipswich is also excluded. The UCS project was a very specific response to Ipswich's education needs and was progressed within a different and very specific funding regime. Although part of the UEA family, UCS is considered a separate teaching entity in its own right and its courses are not part of the multi-modular courses offered at UEA.

1.11 To deliver the UEA business plan's targets and to provide sufficient flexibility to take account of unexpected opportunities, approximately 10 hectares of land is estimated to be needed to accommodate UEA's growth targets for the next 20-30 years. This figure is considered to be a reasonable estimate, based on past and comparable growth delivery trends. The figure will be further tested and refined through the DFS preparation process.

B) Campus

1.12 The starting point for the definition of UEA's campus, for the purpose of the Strategic Development Principles document, is the

area defined as "University Campus" in the City of Norwich Replacement Local Plan (Adopted 2004)(see extract of proposals map at Appendix 1).

1.13 The Local Plan definition covers the core University buildings, but excludes ancillary land in UEA's ownership/control, such as the playing fields and landscaped areas, river valley and other land and buildings, including Earlham Hall and the Sportspark. The Adopted Local Plan acknowledges that the definition is tight, and that in all likelihood, UEA would outgrow the defined "University Campus" boundaries, perhaps as early as 2008.

1.14 Moving forward, the Local Plan "University Campus" definition needs to be considered in light of the original UEA single campus philosophy. The original principle being that UEA was laid out to ensure all the main buildings and teaching, research and support activities were located within a 5 minutes walking time. Over time this principle has had to adapt to take account of UEA growth. The principle now is that all main buildings and teaching, research and support activities should look to be located within a 5 minute walking time of a central point, taken to be in the vicinity of the Registry building. The

Strategic Development Principles appraisal, therefore, considers the "Single Campus", to include the land and buildings within the Local Plan "University Campus" definition and also other land and buildings in UEA ownership/control and within approximately 5 minutes walk of the Registry building.

1.15 The Adopted Local Plan indicates the need for a thorough consideration of the different growth options, and the preparation of a Masterplan to guide and inform the identification of new development land. This Strategic Development Principles document and forthcoming DFS will form the basis of the Masterplan.

Background

UEA Founding Principles:

- 1.16 The University of East Anglia (UEA) was created in 1963 with a 'Do Different' motto, which was a deliberate signal by its founders that it was going to investigate and create different ways of providing university education to that which generally existed at the time.
- 1.17 At the heart of the new approach was the concept of interdisciplinarity i.e. where related academic subjects would be studied in combination with each other so that undergraduates and research graduates would benefit from widening their areas of study and interacting with students of other disciplines.
- 1.18 In order to be effective, this interdisciplinarity philosophy requires departments, facilities and accommodation to be co-located to ensure that activities are within relatively quick and easy walking distance of each other.
- 1.19 This intention was conveyed to the original commissioning architects of the new university and their successors, who were required as part of their brief to ensure this concept was built into the design of the campus to allow this to happen.

- 1.20 Sir Denys Lasdun was appointed as UEA's original campus architect and a specific part of his brief was to produce an integrated design, which would reflect and complement the proposed academic structure specified by the founders. This resulted in a campus layout that enabled direct interaction between students to be readily achieved, and he produced a plan with the deliberate intention that no building on the campus should be more than five minutes walk away from any other. Specific manifestation of this aim was the creation of the 'interdisciplinary' teaching wall, with raised walkways connecting it to other parts of the campus. When describing the teaching wall following its completion, Lasdun commenting at the time upon the purpose of the wall stating **'the wall of teaching contains little and big rooms with backyard space. It ensures closeness of departments; economy of services; facilitates exchanges of ideas and equipment, and can cope with disciplines not yet born'**.

UEA as it has Evolved:

- 1.21 Lasdun's single campus philosophy was progressed by subsequently appointed University Architects including Feilden and Mawson, Mather, Foster, and more recently LSI, and the RH Partnership, who have all

taken on and developed the single campus concept by concentrating new academic and service buildings within the built campus.

- 1.22 This 'tightlining of development' was recognised in the City of Norwich Local Plan 1995 and its replacement in 2004, which both contained a potential development area for the University restricted to a single campus, broadly along the lines conceived by Lasdun and his successor University Architects.
- 1.23 Over the years there have been some exceptions to this where development has taken place off site, but these were to cater for specific local circumstances and were still in accordance with the single campus concept.
- 1.24 Examples of off site development have been the occupation of offsite residential accommodation elsewhere in Norwich, such as at Fifers Lane (which was due to the lack of available on-campus accommodation at the time and the availability of former institutional accommodation off site) and the construction of the School of Nursing and Midwifery (NAM) at the nearby Norfolk and Norwich University Hospital (NNUH). UEA has however, been deliberately relocating dedicated student accommodation within the campus in recent years to make it more inclusive and consequently closed the residences at Fifers

- Lane, because of the distance and travel time to access the main campus.
- 1.25 NAM was sited outside of the designated campus on a vacant site on the frontage of NNUH for logistical reasons; mainly because the courses undertaken are generally on a part time or daily basis with students gaining experience on wards, and qualified nursing staff released from duties to attend CPD and refresher courses at NAM. Adjacency to the hospital therefore reduces potential lost time in getting to lessons, but even this school is within 15 minutes relatively easy walk of the main campus, and its students are able to fully participate in activities at UEA.
- 1.26 UEA has undertaken other Off Campus projects but these have mainly been involved tie ups with other higher education Institutions resulting in innovative and new types of educational and research establishments being developed. Examples of this have included the University Campus Suffolk (UCS) with Essex University, and the proposed development of the Triangle Site (NRP West). All of the Off Campus activities have been very specific projects and have developed off campus for functional and operational reasons. As such they must be regarded as distinct from UEA's main teaching and
- research philosophy of interdisciplinarity.
- 1.27 Consequently, UEA has mainly been developed to date on the basis of a single campus. The result is that UEA has become a well established and respected research intensive University, maintaining its strong interdisciplinary tradition.
- 1.28 A total of 14,854 students are currently studying at UEA - 11,601 undergraduates and 3,253 postgraduates. Of these, 1,631 are non-UK/EU students from more than 100 countries worldwide. The University employs around 2,500 staff - around two thirds of which are full time, and one third part time. More than 1,000 members of staff are academic including around 400 researchers. Administration, support, technical and general staff make up just over 1,500 in total.
- 1.29 The main campus provides accommodation for 2,600 students, with a further 700 students at University Village; 14 students live with family in Suffolk Walk family houses; 120 students live at Mary Chapman Court and 12 at Bowthorpe family houses. A further 450 International students are accommodated within the International school. All other students live off campus with parents, in shared houses/rooms or in their own accommodation etc.
- 1.30 The University offers a choice of more than 300 courses through 23 Schools. As well as this, over 160 evening and day courses are available to local people at locations throughout Norfolk - including the award-winning Science Starter programme.
- 1.31 The courses and research cover a wide breadth of academic areas from the traditional arts, humanities and social science subjects, across a broad spectrum of the experimental sciences together and a diverse range of professional areas, including medicine, law, education, social work, allied health professions.
- 1.32 UEA is a member of the '1994 Group' (a group of smaller research intensive Universities) and is consistently highly rated in external measures such as League Tables, Ofsted reviews and QAA audits. It has been placed towards the very top of the National Student Survey of student satisfaction in every year since that survey started.
- 1.33 UEA also brings significant benefits to the City and local community, including:
- Economic Factors*
- Employment of staff from a wide range of abilities;
 - Expenditure by staff in local area;

- Expenditure by students in local areas particularly in the private rented sector;
- Provision of relatively well paid employment opportunities in local economy;
- Construction Project expenditure;
- Employment of construction professionals and workers;
- Expenditure on goods and services by University in local economy;
- Payment of business rate/taxes;
- Spin offs into local and national economy of research projects;
- Provision of specialist training facilities;
- Provision of high quality residential conference facilities;
- Provision of facilities for development of seed bed ideas and their take up;
- Provision of linked courses and facilities to enhance the performance and development of nearby institutions e.g. N&N, JI, IFR;
- Attraction and development of highly qualified individuals potentially available for employment in the local and national economies and overseas;
- Availability of significant graduate labour pool continuously seeking employment as qualifications are achieved.

Social Factors

- Status of Norwich as an important university city – helping put Norwich on map!
- Attraction for significant numbers of young people with ability into Norwich;
- Attraction for significant number of highly qualified academics to Norwich;
- Attraction for students and academics from outside of UK into Norfolk;
- Retention of significant numbers of graduates in the area post qualification;
- Important centre of architectural interest –e.g. Lasdun buildings and Sainsbury centre!

Educational

- Availability of wide range of high quality internationally recognised higher educational courses;
- Development of academic and vocational schools with world class reputations;
- Development of numerous research projects of international importance;
- Availability of specialised library and research facility;
- Availability of wide range of specialist courses for part time students;
- Non vocational course provision;
- Contribution to journals, articles and debates on specialist subjects;

- Availability of qualified personnel to advise on specialist areas.

Community Involvement

- Availability of UEA facilities generally for community events;
- Availability of Sportspark and playing fields as regional and local sports, recreation and leisure facility;
- Availability of University grounds as local informal recreation facility;
- Provision of outreach courses into local community;
- Involvement of UEA academics and personnel on local organisations and bodies including local Councils and NGOs;
- Involvement of UEA based people in local community generally by virtue of their place of residence;
- Availability of major art gallery at Sainsbury Centre with internationally recognised collection and continuously changing exhibitions;
- Prime venue for rock and pop concerts in Norwich area;
- Venue for lectures and debates of local interest;
- Venue for music and cultural events and the arts generally;

Research

- Internationally renowned research, particularly on climate change and other sciences.

1.34 With its pedigree and reputation, UEA is well placed to continue to forge forward, developing, expanding and innovating over the next 20-30 year period which the DFS will cover.

UEA Future:

1.35 What can reasonably be expected?

1.36 UEA is expecting to see the concept of interdisciplinarity develop further with greater links between science, ethics and behavioural economics. For example, addressing the climate change challenge is already encompassing many different areas of study and research. In addition, as the trend towards a longer working life becomes the norm, spanning perhaps several different career paths, a wider range of intellectual knowledge and practical skills will become more relevant and the basis for undergraduate studies.

1.37 Reflecting this, UEA's ambitions are for targeted growth, focussed on the key activities of teaching, research and business. In particular, the possible development of future new faculties or schools, including Engineering and Architecture Faculties

and Dentistry and Pharmacy Schools. The ambitions are expressed in more detail in UEA's Business Plan "UEA Towards 2030": (see section 5 and Appendix 2) :

1.38 UEA has been able to accommodate its recent growth within the Local Plan defined "University Campus", but is now reaching the stage anticipated by the Local Plan when options for growth within the Local Plan defined area are extremely limited and growth locations elsewhere need to be considered. The City Council's review of its planning policies through the LDF process is, therefore, very timely, as it provides an opportunity to consider the different growth options.

1.39 In summary, UEA has been more successful than its founders could have anticipated in 1963. It is clearly well placed both academically and locationally for significant future expansion. However, in order to achieve this growth aspiration, additional land will inevitably have to be made available to accommodate additional educational buildings and support infrastructure necessary to enable UEA to grow in a planned and orderly fashion.

UEA's Role in the Norwich Research Park (NRP)

1.40 The NRP is a co-operative of world-class research facilities including the UEA, the

Norfolk and Norwich University Hospital (NNUH), John Innes Centre, the Institute of Food Research (IFR) and Sainsbury Laboratory. Collectively, the organisations provide jobs for over 9,000 staff and a further 1,000 research science students. It specialises in research into health, food, environmental sciences, computer/IT systems and chemistry. UEA forms the eastern part of the NRP.

1.41 The NRP partners, the local authorities and EEDA (the Regional Development Agency) have adopted a shared NRP Vision (included at Appendix 3). The Vision draws together the three key elements of the NRP:

- The development of science and research;
- The business application of the fruits of that science and research; and
- The spatial development of the 55 hectares that comprise the current allocation for development in the South Norfolk Local Plan.

1.42 The NRP Vision is for growth. The ambition is for NRP to become a 'Next Generation' science park and a key engine of growth for the local and regional economy, providing an additional 5,000 jobs.

1.43 UEA is a key element of the NRP and its continued success and growth is essential in

delivering the shared Vision. UEA's primary role is the development of science, teaching and research and in particular to produce the scientists and researchers and research to 'feed' the other constituent parts of the NRP. UEA is also looking to increase its role in the business application of research, through the development of its own business school and ambitions for a business centre at Earlham Hall.

1.44 Spatially, NRP comprises 2 parts; NRP East (UEA); and NRP West (NNUH, John Innes, IFR, Sainsbury Laboratory and 55 hectares of expansion land). The 2 parts although inextricably linked are different in some regards:

- NRP East (UEA) is focussed on teaching and teaching related science and research and the support for that teaching and research (student accommodation, welfare, social and health facilities, etc). The philosophy of interdisciplinarity is the primary driver for the UEA's teaching and research and is explained in more detail elsewhere in this document. The linkages to commercial research and health care provision are also described.
- NRP West's primary focus is the commercial application of science and research as well as health care provision and teaching at the

hospital.

1.45 Provision is made for the expansion of commercial research activity at NRP West through the allocation of 55 hectares of land in the South Norfolk Local Plan and the granting of permission for commercial research activity on the Triangle Site. The NRP Development Framework SPD has been adopted by South Norfolk Council to guide the development of the allocated land (see below and Appendix 1). Provision is yet to be made for the expansion of UEA.

2 RELEVANT AND EMERGING PLANNING POLICIES

2 RELEVANT AND EMERGING PLANNING POLICIES

2 RELEVANT AND EMERGING PLANNING POLICIES

Existing Policy

The East of England Plan (2008)

- 2.1 The East of England Plan provides the Strategic Spatial Policy for the region and sub-regions within it. For Norwich, Policy NR1 acknowledges the City as a Key Centre for Development and Change. It is identified as a regional focus for housing, employment, retail, leisure, cultural and education Development. UEA's importance to the area's economic strength is acknowledged and the NRP is identified as an employment growth focus.

City of Norwich Replacement Local Plan (2004)

- 2.2 The City of Norwich Replacement Local Plan (2004) provides the planning policy context for proposals submitted in the City administrative area including UEA. The 'saved' policies within it, including those relevant to UEA remain in force until replaced by LDF policies (see below). The main relevant policies to UEA are included in Appendix 1.
- 2.3 These policies provide a useful context for the Strategic Development Principles and Development Framework Strategy. The principles contained within these 'saved' policies may well be translated into LDF

policies or they may even be 'saved' for a longer period. Other than policy EP12, none of the relevant policies will be replaced by the Joint Core Strategy upon its adoption and they will remain relevant beyond 2010.

South Norfolk Development Framework Supplementary Planning Document (SPD) (March 2009)

- 2.4 The Development Framework SPD was adopted by the South Norfolk Council in March 2009. It provides detailed planning guidance for the allocated areas of land within South Norfolk district (the western part of the NRP), including Colney Hall. However, its objectives and principles are relevant throughout the NRP area, including the UEA, NNUH, John Innes Centre, Institute of Food Research and the Sainsbury Laboratory. .
- 2.5 The SPD's vision is for the NRP to be at the forefront of Norwich's future development and economic growth. The NRP should be seen as an integrated campus of complementary science, research and related business activities. The NRP Campus, including the UEA will be an exemplar for sustainable development, embracing innovative design and contribute to local people's quality of life by improving provision of local services and facilities. It will make a significant local contribution to tackling climate change, and

aspire to carbon neutrality. The main relevant objectives and principles to UEA are included in Appendix 1.

2 RELEVANT AND EMERGING PLANNING POLICIES

Emerging Policy

Greater Norwich Joint Core Strategy

- 2.6 The main strategic LDF document being produced is the Joint Core Strategy (JCS). The JCS is a collaborative venture being prepared under the auspices of the Greater Norwich Development Partnership (GNDP). The GNDP comprises Norwich City, South Norfolk and Broadland District Councils, the Norfolk County Council and the Broads Authority. The JCS will establish the strategic policy for the 3 District Council areas.
- 2.7 The emerging JCS does not include a specific UEA policy, but it acknowledges the need to make sufficient provision for appropriate and accessible education opportunities including promoting the enhancement of the City's education facilities, including at UEA to help promote Norwich's role as a "learning city" (Policy 7). The JCS also anticipates significant expansion of health, higher education and in particular, science park activity at the University of East Anglia/NRP (Policy 9). The JCS is anticipated to be adopted at the end of 2010/early 2011. The JCS economy policy (Policy 5) also acknowledges the importance that the expansion of activity at the Norwich Research Park has to delivering the JCS economic growth ambitions.

City of Norwich Site Allocations and Development Management Policies

- 2.8 The JCS will be followed by a Site Allocations document and a Development Management Document, prepared by Norwich City Council, these documents will allocate new development land and include site specific and more generic development control policies. The Site Allocations and Development Management Documents are anticipated to be adopted in 2012. This Development Principles Document and the DFS will provide robust information to inform decisions on the site specific allocations document.

3 CONTEXT FOR OPTIONS APPRAISAL

3 CONTEXT FOR OPTIONS APPRAISAL

3 **CONTEXT FOR OPTIONS APPRAISAL**

- 3.1 The starting point of the options appraisal is to consider UEA’s future growth plans and targets. Following which, the option/scenario testing and Sustainability Appraisal can be undertaken.
- 3.2 UEA’s current business plan is one of sustainable growth in order to maintain and improve its position as a world class teaching and research establishment. It also aligns with National education growth targets.
- 3.3 UEA growth plans are based on the foundation of interdisciplinary and co-located research, teaching and enterprise. UEA’s single campus philosophy, located in a very high quality landscaped setting is one of its assets. However, the single campus ideals go beyond the visual aspects and convenience of movement. It is essential for the UEA’s activities to be closely located to be able to deliver its teaching, research and enterprise needs.
- 3.4 UEA’s interdisciplinary tradition is at the heart of its plans for the next 30 years. Currently, 75% of subjects are taught across more than one school of study. This enhances UEA’s competitiveness and flexibility of course delivery, research and enterprise. It responds to the sustainability agenda, by allowing

crossovers between environmental, economic and social disciplines.

- 3.5 The ability for this interchange to be seamless, through co-location and proximity is a key selling point for UEA. It further enhances the linkages between science, ethics and behaviours, particularly in relation to addressing climate change.
- 3.6 The interdisciplinary linkages with and between other parts of NRP, such as NNUH, John Innes centre and Institute of Food Research are also essential elements of UEA’s and the NRP’s Vision moving forward into the future.
- 3.7 The headlines from the Business Plan (see also appendix 2) are:

Teaching

- Modest student number growth and associated student facilities, unless successful building for new facilities such as a central school.
- Residential stock for student modest growth. Land requirements:
 - Offices for 75 staff+;
 - Science laboratory;
 - Dental school;
 - Potential engineering school
 - Student space.

Research

- Growth expectations including pharmacy and opportunities arising from synergies with NRP (west). Land requirements:
 - 330 research staff with laboratory and office space;
 - 25 support staff spaces.

Enterprise

- Growth expectations including “start up” incubators, guidance and advice, spin-out companies. Land requirements:
 - Enterprise exchange building with meeting suits and office space for 10 staff;
 - Start up incubator space for new businesses.

Advancement

- Growth expectations arising from receipts from foundations and individuals, locations to take advantage of existing environment. Possible land requirements:
 - Research centre (e.g. cancer research centre);
 - Major science building;
 - Concert/conference auditorium.

- 3.8 These growth targets set the context for the identification and testing of the reasonable options for accommodating the growth.

4 THE STRATEGIC DEVELOPMENT OPTIONS FOR ACCOMMODATING GROWTH

4 THE STRATEGIC DEVELOPMENT OPTIONS FOR ACCOMMODATING GROWTH

4 THE STRATEGIC DEVELOPMENT OPTIONS FOR ACCOMMODATING GROWTH

Strategic Option identification

4.1 Essentially, this document tests two strategic development options for accommodating UEA growth: “Single campus” and “Off campus”. It also considers the implication of a “do nothing” option. The “do nothing” option would have the affect of limiting growth opportunities to infill sites within the Local Plan defined “University Campus”. This has been the recent growth strategy but it is now close to its limits, without adversely impacting on the local UEA environment including the setting of the Listed buildings.

4.2 The two strategic development options are:

4.3 **1. “Single campus”;** i.e. growth opportunities on UEA owned/controlled land within an approximate 5 minutes walking distance of UEA Registry building.

4.4 **2.Entirely “Off campus”;** i.e. growth opportunities on land beyond an approximate 5 minute walking distance of UEA Registry building

4.5 The ‘Do nothing’ option of limiting growth opportunities to the Local Plan defined “University Campus” area would not accommodate all of the UEA growth needs for the next 20-30 years, and would limit UEA’s plans for the future. It is included in the appraisal process as a check against the performance of the other strategic options.

4.6 There is also another potential strategic option which is the complete relocation of UEA to another site in or around Norwich or another town or city in the region. However, UEA is committed to its current Norwich location and would only consider complete relocation if it was impossible to accommodate its growth needs within the City.

4.7 UEA has no current plans to partially or completely relocate, and so this option is not currently considered a reasonable option and has, therefore, not been tested. The identification of the options has, therefore, focussed on the “single” and “off” campus options and do nothing.

4.8 UEA has considered the future of student accommodation provision. Currently, all first years are offered on campus accommodation and this principle is to remain for the time being. There are around 3,300-3,400 students living on campus and at University

Village, with a further 450 at the International school. There are no current plans to move the on campus student accommodation to off campus locations as it would increase traffic movements, weaken the interdisciplinary principles and make it less attractive to prospective new students. Indeed, the UEA has, in the past, relocated off campus accommodation to the campus. The UEA has also invested heavily in its on campus student accommodation and to propose moving a lot of it off campus would not make economic or functional sense for the foreseeable future. The principle is, therefore, to keep a significant student accommodation presence on campus. The DFS will consider opportunities for further on campus student accommodation.

4.9 It is important to stress that the appraisal of strategic development options does not rule out the DFS considering and testing a combination of both options.

4.10 Within the strategic options there are a number of different scenarios for accommodating growth – i.e. various potential single campus sites; and off campus options such as:

- 1. *Single Campus scenarios:*
 - 1. Intensification of existing uses e.g. additional dual use of facilities;

4 THE STRATEGIC DEVELOPMENT OPTIONS FOR ACCOMMODATING GROWTH

2. Demolition and rebuilding at a higher density;
 3. Infill of under used and undeveloped areas;
 4. New development locations within UEA's ownership and/or control and within 5 minutes walk of the Registry building;
 5. A combination of some or all of the above.
2. *Off Campus scenarios:*
1. Sites elsewhere within the Norwich Research Park (Primarily NRP West in South Norfolk District);
 2. A new 'mini' campus off the NRP (all new growth in a new single location);
 3. Satellite sites off the NRP (growth spread to a number of locations around Norwich or further afield);
 4. A combination of some or all of the above.

5 OPTIONS APPRAISAL

5 OPTIONS APPRAISAL

5 OPTION APPRAISAL PROCESS (METHODOLOGY)

5.1 The appraisal process considered the performance of the different strategic development options and development scenarios in delivering the UEA's business plan ambitions and education/research attainment targets. It also considered the implication of the "do nothing" option.

5.2 In order to do this, the different strategic options and development scenarios have been assessed for their likely performance and impact under a set of key criteria. These have been identified as follows:

- **Deliverability** - is it an economically viable proposition? Is there sufficient, suitable and affordable land realistically available in the development timeframe?
- **Academic and social** – will it deliver UEA's academic requirements (including providing multi-modular courses and linked teaching and research)? Will it meet staff and students social needs and requirements?
- **Accessibility** – will it enable UEA sustainable travel objectives to be met (including the stated aim of the UEA travel plan to reduce the need to travel, particularly by car, and can the activities and facilities be reached on foot within 10mins).

- **Estate Functionality** - will it enable UEA to be managed sustainably and function effectively (including efficiently providing essential services, maintenance, and ensuring staff, student and visitor welfare?).

5.3 These factors are not all mutually exclusive and have different relative importance with regards to the future strategy chosen for the development of UEA. Assigning weights to this relative importance is, however, very subjective and hence has been avoided in this stage of the analysis. It is, however, possible to make a direct comparison of each of the factors for each strategic option once each has been fully considered against each of the criteria.

5.4 This appraisal does not extend to the detailed 'finer grained' appraisal of testing the different "On or off Campus" growth options. These options will be considered, if the strategic principle of "Single campus" Growth is adopted, and will take the form of a **Development Framework Strategy (DFS)** for UEA.

Consultation

5.5 The results of the appraisal process are now published for comment. All comments will be considered in preparing the final Strategic Development Principles document.

Sustainability Appraisal

5.6 Following on from the initial strategic options appraisal, the strategic development options have been assessed to determine their ability to achieve wider sustainability objectives. The strategic development options have been considered against the sustainability objectives and framework identified through the Council's Local Development Framework. The sustainability objectives and framework have been subject to independent scrutiny through the Joint Core Strategy process. This included public consultation and an audit by Scott Wilson to interrogate the sustainability principles of the objectives and framework. The methodology presented in Appendix 4 has been tested and is considered appropriate to use to identify the positive and negative impacts of the strategic development options at UEA. This work has been led by Officers at Norwich City Council and the result will help to inform decisions on the preferred strategic development locations.

5.7 The results of the Sustainability Appraisal are also published alongside the Strategic Development Principles document and comments on the methodology and results in preparing the final Strategic Development Principles document will also be considered.

Option Appraisal Results

Development Scenarios to meet the UEA Business Plan:

1. The case for “Single campus” growth including extending the Local Plan defined “University Campus” to adjacent UEA land

5.8 The status quo at UEA is development on a single campus and this is the starting point for the option appraisal. An assessment of the Single campus option’s performance against the key criteria is set out below:

Deliverability

5.9 UEA will need to plan for its growth in an ever tighter funding regime. Recent Government announcements on cuts in university funding have been well documented. If UEA is to grow and flourish or even maintain its current status, it needs to ensure its growth plans are affordable. Clearly, developing on UEA owned land avoids the diversion of funds for land purchase. Land purchase can and has in the past tipped the balance between affordable and unaffordable schemes. It must be recognised that affordability will always be a prime determining factor in any decisions over where and when UEA growth will occur.

5.10 UEA has a limited off Campus land holding which is generally constrained in any

significant form of development possibility. If growth is to take place outside of UEA current land holdings, land/buildings would need to be either gifted to the university or purchased. If the former, it would need to be in an appropriate location for the use proposed. Site values can be prohibitively expensive given the potential for other competing and higher value uses. The financial burdens of Off Campus land purchase would seriously impair the ability to acquire such sites, assuming suitable locations became available.

5.11 As well as land purchase costs, duplication of the costs involved in operating off campus sites in replicating support services would inevitably place a heavy financial burden on the University. The Higher Education Funding Council for England (HEFCE) measuring tool, the Estates Management Statistics, confirm that total property costs/m² increase in proportion to the number of sites and, therefore, a split campus would be more costly to operate. Such a potential increase in costs would be difficult to accommodate, particularly at a time when University finances are under pressure from central government.

5.12 Consideration also needs to be given to land ownership and availability. The University’s land holding is primarily at the University

Plain campus. Single campus growth is likely to be more affordable because it does not require further land purchase UEA’s strong preference is to use its own landholdings for University core activity related development rather than seek suitable alternative land elsewhere, which would be costly and potentially difficult to obtain. This would not only ensure the reinforcement of the single campus philosophy developed over the last 40 years but also enable UEA to maintain flexibility for future teaching and learning developments and common teaching space and efficiencies of space use.

5.13 UEA probably has sufficient potential land within its ownership/control to accommodate its anticipated needs for the next 20-30 years and beyond. There is also need to consider the potential for unexpected growth through advancement (i.e. growth expectations arising from receipts from foundations and individuals). In particular, UEA is considering the potential for new schools and faculties, including Engineering and Architecture Faculties and Dentistry and Pharmacy Schools.

5.14 The single campus approach also fits best with the existing and emerging national and local planning and transport policy, particularly in

relation to ensuring sustainable development that reduces the need to travel.

Academic and Social

- 5.15 Since its founding in 1963, staff and students at UEA have enjoyed the flexible learning, networking and the research collaboration benefits of a single campus.
- 5.16 In June 2003, the former Chairman of the Higher Education Funding Council for England (HEFCE), Sir Howard Newby, encouraged the University of East Anglia to remain a single campus, remarking that it was a hallmark of the university and one of its considerable strengths underpinning its reputation, for inter-disciplinarily in both teaching and research.
- 5.17 This strong interdisciplinary tradition will give the University an increasing competitive edge as boundaries between disciplines increasingly continue to need to be crossed – for example, to meet the agenda of achieving greater economic and social impact from higher education and research.
- 5.18 The single campus philosophy adopted by UEA from the outset ensures, and will continue to ensure, that there is an effective and efficient deployment of academic and support staff whilst carrying out their duties.
- 5.19 Another benefit of the close proximity of

teaching rooms and laboratories is the improved utilisation of these spaces, a performance indicator that is monitored. UEA has spent significant amounts of capital investment on its teaching laboratories and it is now common for the laboratories to be shared by different schools. UEA typically offers as many as 20 courses that are multi-schooled, and which would be totally impractical to run for both resource and logistical reasons, unless they were delivered on a single campus.

- 5.20 UEA's philosophy of interdisciplinarity between courses and between, teaching, research and commercial activity is realistically only achievable through Single campus growth.
- 5.21 Furthermore, UEA has continued to invest in the quality of the student experience based on its single campus philosophy. There has been for example, significant investment in improving the staff to student ratios, by employment of additional teaching staff across the four faculties, which has led to smaller classroom cohorts and improved contact time for the student with the lecturer. UEA has also invested in its student accommodation over recent years to ensure it is fit for purpose for the medium to longer term. The single campus has also greatly assisted the development of

a substantial student support mechanism, which can operate efficiently, and without the duplication that would be inevitable on a split campus, particularly if located beyond reasonable walking distance.

- 5.22 UEA has a well established social network and support facilities in place. Social interaction between students is more likely on a Single campus than off.
- 5.23 UEA is also committed to offering all first year students on campus accommodation, a principle which is to remain for the foreseeable future. It is important for the campus to maintain a student accommodation element to offer choice for students and to help create a vibrant and active campus. There are no plans to move existing accommodation off campus.
- 5.24 UEA also acknowledges its responsibility towards wider social aspirations including integration of UEA activity with the local community. It provides jobs for local people and learning opportunities including "open" lectures for the community to attend. The single campus growth option will help to build on and improve the existing relationships. Growth will also provide more local job opportunities and facilities for use by the wider local community.

Accessibility

- 5.25 The location of UEA within a Single campus means that it is possible to minimise the need for vehicular transportation and particularly the use of the private car. This fits neatly within the ethos of the University's green travel plan where emphasis is placed on not having to make a journey in the first instance and individuals are asked "is your journey necessary" as a starting point. Only once this is established is the individual asked to look at modal choice with foot, cycle or public transport considered ahead of the car. The fact that students can walk from "home" (Halls of Residence) to their place of study in minutes; attend different lectures on foot, and that staff and students are able to meet and visit day to day facilities such as medical facilities, shops, banks, post offices etc. on site greatly assists the aspirations of the travel plan. It would almost certainly be much more difficult to encourage students, staff and visitors not to resort to the private car and keep journeys to a minimum if UEA were situated on a split site necessitating intercampus vehicular travel.
- 5.26 Within the campus, although Lasdun's five minute maximum walking time ideal has now been adapted to up to a 5 minutes walking time from a central point, as the University

campus has developed in size, it is still possible to easily walk or cycle to all locations within it, and few students or staff have any need to do otherwise. The sheer number of staff and students at UEA also means that it is viable to run a frequent bus service to and from the campus to Norwich City centre and beyond and this has resulted in the campus becoming one of the most important public transport destinations in Norwich, outside of the City centre.

- 5.27 The availability of a good bus service and the ability to walk or cycle anywhere within the campus has meant that UEA has been able to implement its travel plan for the campus, which positively encourages the use of walking; cycling and public transport and considerably restricts the possible use of the private car. This was one of the first travel plans to be implemented in Norfolk and has been widely recognised for its innovative approach and its effectiveness. Its success has undoubtedly been considerably helped by UEA's single campus structure.

Estate Functionality

UEA to provide info on benefit of Estate management and maintenance (buildings and grounds).

- 5.28 The presence of the majority of buildings at UEA in relatively close proximity to one another has created the potential for the introduction of sustainable energy generation facilities and the reduction in CO2 emissions. UEA has been at the forefront of the development of energy saving buildings in recent years and is currently commissioning a biomass energy plant that will supply 'sustainably derived' energy across the campus when fully operational. This is in addition to the existing Combined Heat and Power plant on the campus, which has been in operation for a number of years now. UEA is also increasing its network of infrastructure across the campus in order that future developments can feed into the existing systems and be constructed in as sustainable manner as possible. Such systems would not be nearly as viable and quite possibly impractical if a split campus were to be developed. The single campus model will enable the new development to intergrate into the Renewable Energy District Heating Scheme being developed at UEA. This would not be possible with off campus growth.
- 5.29 Accommodating future growth in a single campus also helps the UEA to manage its impact upon the water environment more effectively. UEA already has an effective

surface water attenuation scheme and new growth could help provide a Sustainable Urban Drainage Scheme to accommodate surface water, ensure protection of the Broad's water quality and help to also provide water to the Fen area, which is sensitive to changes in the water environment.

5.30 UEA takes its local environment responsibilities very seriously, and has developed a Landscape Strategy which is a key tool in managing the UEA estate. The Landscape Strategy will inform the DFS and help ensure the consideration of development locations is done within the context of an overall landscape plan. The single campus model provides the most effective way for the UEA to manage its environmental and landscape impact.

5.31 UEA takes staff and student security very seriously and has invested £250k recently on upgrading the CCTV system to enhance campus security. The single campus set up at UEA greatly assists the effective, efficient and economic operation of the security system which would be significantly more costly and difficult to achieve on a split campus.

Comparison with other Universities

5.32 The development of comparable Universities to UEA, such as at Sussex, Lancaster, and Essex have been characterised by

development based on their single campus origins. There has also been a general trend within British Universities, where given this type of opportunity has arisen, to revert back to single campus status, mainly for the reasons covered in this paper.

Disadvantages

5.33 There are disadvantages concerning the single campus option, some of these are already present. However, with appropriate mitigation measures their impacts can be minimised or offset: The single campus option could mean:

- A further concentration of traffic in a single location, impacting on local roads, including the 5 ways roundabout. Mitigation could be to ensure enhancement and full implementation of the UEA's green travel plan;
- The potential use of greenfield sites in environmentally sensitive locations. Mitigation could be to ensure use of brownfield opportunities first, and if greenfield sites are necessary to ensure they are in the least environmentally sensitive locations. This testing and appraisal will be part of the DFS exercise;
- An impact on local services and facilities,

including local housing availability. Mitigation could be to ensure sufficient services, facilities and accommodation are provided within the single campus;

- A restriction of the potential use of the development locations for alternative 'non-university' uses. Mitigation could be to consider other locations for alternative 'non-university' uses. This testing and appraisal will be part of the DFS exercise; and
- A restriction for passive "town and gown" interaction. Mitigation could be to have more pro-active opportunities and mechanisms for local community involvement.
- An increase in student and staff population around the University and an impact on housing need. Mitigation could be to ensure land is made available on the single campus option to provide for further student accommodation, if required.

2. The Case for “Off Campus” growth

A) *Sites elsewhere on the NRP Campus*

Deliverability

5.34 Other than the Triangle site, which has the benefit of consent for commercial research related activities, NAM and playing fields, UEA does not own or control land elsewhere on the NRP Campus. Other land would either need to be purchased, or gifted to the UEA. Land purchase costs significantly impact on scheme viability. UEA is not considering the relocation and development of its playing fields as they are an important ‘selling point’ of the University so this has been ruled out as a reasonable option. Similarly, UEA is not considering the relocation and development of its on campus student accommodation as again it is an important “selling” point as well as helping create a vibrant and vital campus.

5.35 There is enough allocated land at NRP West in other ownership to accommodate UEA’s growth needs in the foreseeable future. However, UEA would need to purchase that land at development value, or be gifted it. On top of the land purchase costs, duplication of the costs involved in operating off campus sites in replicating or stretching support services would inevitably place a heavy financial burden on the University.

5.36 The HEFCE measuring tool, the Estates Management Statistics, confirm that total property costs/m2 increase in proportion to the number of sites and, therefore, off campus sites would be more costly to operate. Such a potential increase in costs would be difficult to accommodate, particularly at a time when University finances are under pressure from central government.

5.37 Furthermore, any proposals would need to be linked into a more comprehensive scheme for the expansion area. It is unlikely that South Norfolk Council would entertain piecemeal development, particularly given the current lack of any infrastructure. Therefore, any scheme for UEA is dependant upon a scheme for the wider allocation or at least a significant part of it. This limits the UEA’s flexibility to respond to funding allocation rounds when they happen.

5.38 There is also an existing adopted policy framework (South Norfolk Local Plan (2003)) requiring that the NRP allocation and NRP contingency reserve is to be developed for B1(b) research and development uses and hospital and/or hospital related uses. Any alternative uses such as education and education related research would be outside of the allocation’s scope and require a change

in policy, if it was to be supported by the development plan.

Academic and social

5.39 The concentration of specific, targeted applied research being practised at NRP is sympathetic and in many ways complimentary to the University’s ultimate drive towards the development of applied and commercial research solutions to global problems. UEA and NRP are not the same, however, in the way that their respective research models operate. The NRP model is largely based upon specific applied and commercial research whereas UEA’s model is based upon teaching, learning and collaborative research mainly undertaken on an interdisciplinary basis. Hence expansion of UEA at the NRP would run counter to this philosophy, which would be detrimental to the University’s development for the reasons given in this note.

5.40 Hence while NRP and University collaboration is important for future applied research, they can readily coexist on nearby sites with UEA functioning on a single campus basis, concentrating on teaching and research informing academic and collaborative studies that can be transferred if appropriate to the NRP. This approach has already been adopted by the plans for the area of UEA owned land

situated on Colney Lane adjacent to NRP (the triangle site), which has recently been granted planning permission for ‘seedbed’ commercial research related development that has been supported by EEDA.

- 5.41 Although, not ideally located and some distance away, a site elsewhere on NRP could be served by exiting UEA social facilities. It would also help interaction between teaching and related researchers, and scientist and commercially orientated researchers and scientists. There is also scope to link into any new social support facilities to support NRP west.

Accessibility

- 5.42 The Triangle site is too far from some of the main UEA teaching, research and accommodation areas to achieve the 10 minute walk time needed to enable the interdisciplinarity philosophy to operate. Similarly, other locations on NRP West would fail against this criterion, unless there was an almost continuous (5 minute frequency) bus service linking the two parts, which is unlikely.

Estate functionality

Estate management costs for a site elsewhere on NRP would be higher than those associated with a single campus location, but there is potential for cost to be shared with other NRP

West users.

- B) *A new ‘mini’ campus off the NRP (all new growth in a new single location);*

Deliverability

- 5.43 UEA does not own sufficient land or buildings elsewhere in or around the City to create a mini-campus. Other land would either need to be purchased, or gifted to the UEA. Land purchase costs significantly impact on scheme viability.
- 5.44 As with sites elsewhere on the NRP Campus, duplication of the costs involved in operating off campus sites in replicating support services would inevitably place a heavy financial burden on the University. Such a potential increase in costs would be difficult to accommodate, particularly at a time when University finances are under pressure from central government.
- 5.45 As with other “off campus” options, certain locations will be constrained by National, Regional and Local Planning policies, limiting the potential use of land. If the potential off campus uses are deemed to attract a large number of people, they will be subject to policies on sequentially preferential sites related to the town centre and public transport nodes.

Academic and Social

- 5.46 UEA’s strong interdisciplinary tradition cannot be easily continued with off campus growth, unless the proposal can be self sustaining in terms of its management/support and function, and/or is linked to another facility such as NAM and the NNUH, or UCS. Without the single campus philosophy, UEA’s ability to maintain and improve its position as a world class research and teaching establishment based on its existing philosophy would be undermined.
- 5.47 The provision of courses would be more limited on a new mini campus and opportunity for interdisciplinarity teaching and research restricted.
- 5.48 Duplicating social support network and welfare facilities in a new mini-campus would be prohibitively expensive, unless the scale of the mini-campus is such that it could sustain the facilities.

Accessibility

- 5.49 A location for a new mini campus would fail the 5 minute walking distance principle. For a new a mini-campus to work, it would need to be separate from the rest of the courses,

and facilities of the UEA which would negate the interdisciplinary approach unless for a completely stand alone discipline.

Estate functionality

5.50 Estate management costs for a new mini campus would be higher than those associated with a single campus location. ,

C) *Satellite sites off the NRP (growth spread to a number of location around Norwich or further afield).*

Deliverability

5.51 UEA does not own significant land or buildings elsewhere in or around the City or further afield. Sites would either need to be purchased, or gifted to the UEA. Land purchase costs significantly impact on scheme viability.

5.52 Duplication of the costs involved in operating off campus sites in replicating support services would inevitably place a heavy financial burden on the University. Such a potential increase in costs would be difficult to accommodate particularly at a time when University finances are under pressure from central government.

Academic and social

5.53 UEA's strong interdisciplinary tradition cannot be continued with off campus growth, unless

the proposal can be self sustaining in terms of its management/support and function, and/ or is linked to another facility such as at NAM and the NNUH, or UCS.

5.54 Providing a support social network and welfare facilities in a spread out university would be prohibitively expensive.

5.55 As with other "off campus" options, certain locations will be constrained by National, Regional and Local Planning policies, limiting the potential use of land. If the potential off campus uses are deemed to attract a large number of people, they will be subject to policies on sequentially preferential sites related to the town centre and public transport nodes.

Accessibility

5.56 Spreading the growth throughout the City or further afield will not meet the 5 minute walking requirement, therefore, would not fulfil UEA's ambition to maintain the interdisciplinary philosophy.

Estate functionality

Estate management costs to service a range of sites around the City or further afield would be higher than those associated with a single campus location and are likely to be

prohibitively expensive.

3. The "do nothing" option

5.57 The "do nothing" option would have the affect of limiting growth opportunities to infill sites within the Local Plan defined "University Campus". This has been the recent growth strategy. However, infill site opportunities within the Local Plan "University Campus" area are limited. There may be some scope for further infill, but there are insufficient opportunities to meet all of UEA's growth needs for the next 20-30 years. Furthermore, there are important environmental capacity considerations to take account of in seeking further infill development opportunities, particularly in relation to the impact of the setting of the UEA's listed buildings.

5.58 There are two main potential implications of the "do nothing" option, which are not necessarily mutually exclusive. The first is a possible degradation of the UEA's environment through overdevelopment of the Local Plan defined "University Campus"; and the second would be a potential throttle of UEA's growth ambitions, which inevitably would have an impact on the UEA's standing and educational/research capabilities and potentially impact on the economic success and growth of the NRP.

6 CONCLUSIONS

6 CONCLUSIONS

6 CONCLUSIONS

- 6.1 The UEA's business plan is one of sustainable growth. The UEA's growth plans are based on a foundation of interdisciplinary and co-located research, learning and business, the UEA single campus being the focus of the growth. This has always been one of the UEA's strengths and, therefore, is the starting point for the strategic options appraisal.
- 6.2 The single campus model has served the UEA well in the past and it is a fundamental foundation of its plans for the future. The options appraisal demonstrates that it is the only realistic solution to deliver UEA's growth targets and remain as a nationally and internationally recognised University, following the interdisciplinary tradition.
- 6.3 It is, therefore, essential for UEA to capitalise on and preserve its ability to work from a single integrated campus which fosters and enhances discussion and exchange of ideas in a human rather than electronic context. The expansion aspirations also take into account UEA's position within an integral and wider NRP campus.
- 6.4 The single campus option aligns well with the wider NRP ambitions and the linkages and access between all NRP elements is an essential element of the UEA Business Plan, and also the NRP Vision. If the UEA and the NRP are to become an engine of growth in the Norwich sub-region, it needs to have growth focussed there and not diluted by distributing growth around the City or other locations.
- 6.5 There are also practical reasons why the single campus option works better than alternative development scenarios, not least financial and operational reasons. Furthermore, the UEA does not retain any 'off campus' land holdings and has in the past rationalised off campus facilities, including student accommodation back 'on campus' in order to better achieve the interdisciplinary research, learning and business aims. There are no guarantees that the UEA would find available, affordable and appropriate sites 'off campus'. The UEA needs to be able to control its own destiny if it is to deliver its growth ambitions.
- 6.6 To disaggregate the UEA's teaching, research and business facilities to 'off campus' locations would undermine the fundamental principle of co-location and interdisciplinary research and learning, and be contrary to the Business Plan's aims and limit the ability of the growth ambitions to be realised. Off campus growth could have a negative impact on the ability of the UEA to meet its Business Plan Aims and act as a throttle on the UEA's ability to maintain and better its position as a leading edge research and learning facility.
- 6.7 UEA aims to continue the principle of offering on campus student accommodation to all first year students. It has invested heavily in its student accommodation to ensure it is fit for purpose for the medium to longer term. It has no current intention of relocating accommodation to off campus locations and considers on campus student accommodation as a key element of a vibrant and attractive campus based on interdisciplinary principles.
- 6.8 The single campus option also performs well in the Sustainability Appraisal. The Sustainability Appraisal's results demonstrate that the single campus option provides the best opportunity to address a number of sustainability objectives, particularly in terms of social and economic objectives, including transportation and access. However, the Sustainability Appraisal highlights that a number of environmental objectives can only be considered once the potential site options are known. The Sustainability Appraisal includes a series of recommendations, which can inform the site identification process and be a key part of the Development Framework testing process.
- 6.9 The single campus option should, therefore,

6 CONCLUSIONS

provide the context for the Development Framework Strategy (DFS). The DFS will investigate and test the different options for delivering growth under the single campus model. It will consider and test opportunities for further infill, and also options for accommodating growth on UEA owned/controlled outside of the Local Plan defined “University Campus” and within a 5 minute walking distance of the Registry building. The DFS will inform the Norwich City Council Site Allocations Process and provide robust information to underpin the allocation of land for development and other uses.

6.10 In order that the Development Framework Strategy (DFS) process reflects the initial Sustainability Appraisal results, the relevant recommendations from the SA provide useful checks and balances in the consideration of potential new single campus development locations. They are key considerations for the DFS process. The key SA recommendations relevant to the DFS are:

- To consider how the water quality of the broad will be maintained with additional campus growth.

Comment: The potential impacts upon water quality from growth is from surface water drainage (The UEA sewerage system feeds

into the existing city sewerage network). The DFS will consider how a Sustainable Urban Drainage System associated with growth could enhance the existing surface water attenuation system and also help to enhance the Fen area, which is currently vulnerable to a lack of water.

- To consider how impacts upon biodiversity and geodiversity can be avoided, minimised and mitigated.

Comment: The DFS will relate to and need to reflect the UEA Conservation and Landscape Strategies, which in themselves consider the interests of biodiversity.

- To ensure the design of any development maintains and enhances landscaping, townscapes and the historic environment, including listed buildings on campus.

Comment: The DFS will relate to and need to reflect the UEA Conservation Strategy that has been prepared with English Heritage and other parties and is an existing mechanism to ensure design issues are at the forefront of any proposals coming forward.

- To ensure that the design of development ensures measures are taken to reduce energy consumption, use renewable energy and reduce the impacts of climate change on people, land and property.

Comment: The DFS will relate to and reflect the UEA Environment Strategy, which has, at its core the principles of energy use reduction, renewable energy and climate change. The introduction of the Boimass facility and the ability to provide a district heating scheme further justifies the single campus model.

- To ensure that the location of development is located at lower risk flood zones.

Comment: The DFS testing process will ensure that flood risk issues are considered in the site selection process and that high flood risk areas are avoided or mitigation included.

- To consider how single campus growth ensures accessibility to the campus can be improved and access from campus to local services and facilities reduces private car use.

Comment: The DFS will relate to and reflect the UEA Travel Plan. The single campus option provides the best basis upon which to implement and enhance the UEA Travel Plan. A key benefit from single campus growth is that it should limit the need to travel by private motor car and maximise use of public transport.

- To identify how expansion of the UEA campus would not have an adverse impact on local

communities, in particular through potential increase in traffic.

Comment: The single campus model provides the best basis upon which to implement and enhance the UEA Travel Plan. In particular, by co-locating activity, achieving 5 minutes walking distance should help to reduce the need to travel by private motor car.

- Ensure continued support to indigenous and small business growth.

Comment: The DFS will need to consider an appropriate location for a business enterprise centre, the purpose of which will be to help support indigenous and small business growth.

- To identify how additional people will access healthcare and encourage healthy lifestyles.

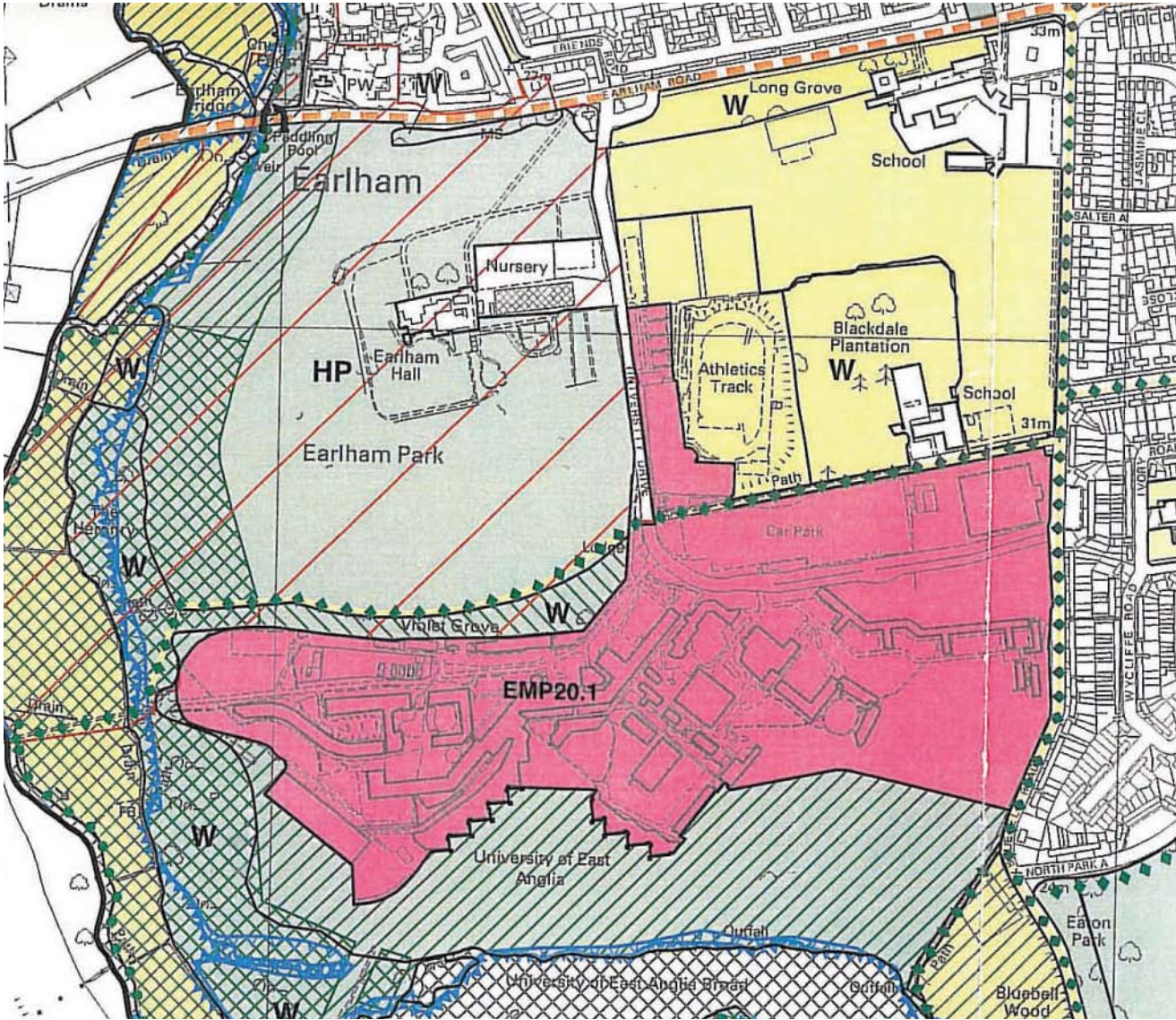
Comment: The DFS will consider the impact of single campus growth on the on campus' doctor's surgery and whether the facilities will need to be expanded/changed. The DFS will also consider how people move around the campus. It will consider how to improve legibility, particularly for pedestrians and cyclists. The role of public open space will also be considered.

6.11 The Sustainability Appraisal also includes recommendations that whilst not being in

the gift of the DFS to address are important issues for UEA to consider. For instance, design matters and building operations (water efficiency etc) are more relevant to the preparation of detailed planning briefs and planning applications. Most are already embedded within the UEA's Estates department philosophy for commissioning new buildings.

6.12 Other recommendations, particularly in respect of the social issues such as addressing deprivation and increasing lifelong learning opportunities, ensuring graduates occupy appropriate jobs, impact on housing need, antisocial behaviour and addressing unemployment etc are important issues for UEA to address. Some can be considered through the preparation of the DFS and will form part of the option appraisal process. Others through other means, including CUE East for instance. CUE East was established in 2008 to increase engagement between the University and the public. Through CUE East, specific programmes have been established to integrate UEA life and work better with the local community (www.cueeast.org).

APPENDIX 1: LOCAL PLAN MAP AND POLICIES



- W** Woodland (Policy HE2)
- Site of Special Scientific Interest/Special Area of Conservation (Policy NS.4)
- Other Site of Nature Conservation Interest (Policy NE7)
- HERITAGE AND BUILT ENVIRONMENT**
- Scheduled Ancient Monuments (Policy HBE1)
- Cultural Precinct and Areas of Sensible Remains (Policy HBE2)
- Area of Main Archaeological Interest (Policy HBE3)
- Conservation Areas (Policy HBE6)
- Churchyards and Cemeteries (Policy HBE10)
- Gateways to the City (Policy HBE14)
- ENVIRONMENTAL PROTECTION**
- Concentrated Land or Former Landfill Sites (Policy EP1)
- HSE Consultation Sites (Policy EP3)
- Flood Risk - Functional Floodplain (EP11)
- Flood Risk - 1 in 100 Year Risk (EP12)
- Renewable Energy Sites (Policy EP15)
- EMPLOYMENT AND BUSINESS**
- Prime Employment Areas (Policy EP16)
- General Employment Areas (Policy EP18)
- Areas for Vehicle Showrooms (Policy EP19)
- Single Occupier Employment Sites (Policy EP17)
- Proposed Employment Sites (Policy EP19 - 13)
- University Campus (Policy EP20)
- Area for Full Freight Users (Policy EP19)
- HOUSING**
- Concentrated Housing Sites (Policy HO4)
- Housing Allocation Sites (Policy HO2 - 13)
- ARTS, ENTERTAINMENT AND COMMUNITY**
- Site for Health Care Facility (Policy ACE4.1)
- Site for Education Facility (Policy ACE4)
- SPORT AND RECREATION**
- Urban Greenspace (Policy SA3)
- Policy Accessible Recreational Open Space (Policy SA3)
- Proposed Public Recreational Open Space (Policy SA3)
- Historic Parks and Gardens (Policy SR)
- Adherance (Policy SR)
- Sandhenge Southern Park (Policy SR16)
- Riverside Walk (Policy SR1)
- Riverside Walk Proposed (Policy SR1)
- Green Links Network (Policy SR12)
- Green Links Network Proposed (Policy SR12)
- TRANSPORTATION AND ACCESSIBILITY**
- Strategic Cycle Network (Policy TRA1)
- Strategic Cycle Network Proposed (Policy TRA1)
- Major Road Network (Policy TRA1)



Proposals Map designed and produced by Norwich City Council, Director of Development, City Hall, Norwich NR2 1NR. Letters and numbers refer to policies in the Regulation City of Norwich Local Plan.

Extract from the adopted Norwich Local Plan

Main relevant (saved) City of Norwich Local Plan (2004) Policies

Currently, development proposals within the University campus are generally covered by policy EMP20, which states:

‘Within the University campus at Bluebell Road, development for the University will be permitted in accordance with an overall masterplan for the campus, provided that; (i) the visual amenity of the parkland setting of the University is safeguarded within the development area, especially views north from Constable Terrace towards Violet Grove and views south from Norfolk and Suffolk Terraces and from Union Square; (ii) the visual setting of the southern elevations of ‘The Prospect’ are protected when viewed from the river valley and Bluebell Road; (iii) an appropriate amount of new accommodation is provided for any additional student numbers attracted to Norwich in association with the development’.

The policy refers to the preparation of a ‘masterplan’. It was originally proposed that an Area Action Plan (AAP), would be prepared jointly by the Norwich City Council and South Norfolk District Council to include a masterplan covering the entire Norwich Research Park (NRP) area. The AAP would provide the context for further significant expansion within the NRP, including

the UEA campus and allocate new development locations. However, this idea has been superseded by events and there is no longer an intention to prepare a joint Area Action Plan (AAP).

Instead, separate masterplans will be prepared for the UEA and also for the South Norfolk parts of the NRP, which will be linked by a set of Strategic Principles. The separate masterplans will be linked to new allocations proposed through each respective Council Site Allocation development plan documents. The UEA Development Framework Strategy currently being prepared is the first stage of producing the University’s masterplan

There are also other policy designations affecting the UEA campus. They are often restrictive of development, unless they comply with certain criteria. For instance, the whole of Earlham Park including the Earlham Hall and its curtilage is designated as within the Earlham Conservation Area. It is therefore subject to policy HBE8 which states:

‘Proposals for development within Conservation Areas will be considered in relation to the following criteria: (i) demolition of buildings or structures, including ancient walls, will only be permitted if they make little or no contribution to the area’s character and appearance, and are accompanied by acceptable and detailed plans of appropriate new

development, contributing to the enhancement of the conservation area; (ii) every effort to conserve and retain the features which contribute to the area’s character can be demonstrated. Where historic features cannot be maintained in situ, arrangements should be made, for their salvage and reuse or transfer to a suitable location. (iii) its design respects and is sympathetic to the form and character of the area’s development including any extent historic plot boundaries and in particular takes account of the Conservation Area Appraisal for the area in terms of the built form and materials which are of significance for its character; (iv) sufficient detail is provided to demonstrate the townscape implications in relation to neighbouring buildings’.

Earlham Hall itself is a Grade 2* listed building and subject to policy HBE 9 which states:

‘Consent will not be granted for the demolition of, or inappropriate modification to a listed building, unless: (i) it can be demonstrated that efforts have been made to retain the existing use or identify a new use for the building, including its preservation by a trust or community organisation, if appropriate, and these efforts have been unsustainable; or (ii) The building has deteriorated to a condition where it would be difficult or impossible to maintain it; and (iii) proposals are submitted in acceptable and

sufficient detail to show that its replacement will be to a high standard of design and sensitive to its surroundings; and (iv) The listed building's features and appearance are recorded and any important elements are removed and stored, if feasible. Alterations to a listed building will be considered in relation to a) the special architectural or historic interest of the building; b) the significance of the alteration or extension to the viability of the use of building; c) the design of the extension or alteration and its sensitivity to the character of the building. Any new development near to such buildings should respect their setting, style character and materials, where the development would have a visual impact on the listed building. In addition, change of use to a listed building will be carefully assessed against the above criteria to determine whether it can be undertaken without significant detriment to the special architectural and historic character and interest of the building'. This policy specifies the type and character of development that can occur at the Hall and the need for any development in its vicinity to respect the setting, style, character and materials of it where it might have a visual impact upon the listed building.

The Hall and the adjoining nursery and public car park and part of the CityCare site are identified as 'white land' in the Local Plan indicating they are part of an

existing developed area. It should be noted that the southern area of the CityCare site used for green waste composting is not included within the 'white land' of the Local Plan map.

The area of Earlham Park surrounding the Hall and the walled garden and land to the north towards the Earlham Road and land along the river valley along the broad is designated as publicly accessible recreational open space and/or Urban Greenspace policy SR3 which states:

'Development leading to the loss of existing sports pitches, sporting or recreational facilities or children's play areas will not be permitted unless; (i) An alternative facility of equivalent sporting or recreational value is provide and (ii) There is no overriding amenity or biodiversity interest that would be lost or damaged. Proposals for development within other areas of publicly accessible recreational open space or urban greenspace (as shown on the Proposals Map) will not be permitted if there is an overriding amenity or biodiversity interest in retaining the site in its existing form. Where there is no overriding amenity or biodiversity interest, proposals for development on publicly accessible recreational open space or urban greenspace (whether on sports pitches, children's' play areas or not) will be evaluated for their contribution to the amenity

of the local community and biodiversity, to a qualitative improvement to any remaining open space and (if involving the loss of open space) their contribution to the standards in policies SR1 and SR2. Such proposals will also be permitted where they involve an indoor leisure use, for which a demand has been identified, if that use cannot be located within a more sustainable location and development would not result in a significant detrimental impact on existing or proposed leisure facilities that are in a more sustainable location'.

The Earlham Hall and Park area is also designated Historic Parkland under policy SR8 which states: **'The character and historic form of the historic parks and garden (as shown on Proposals Map) will be protected from any developments that would adversely affect their character. Development in or adjoining these locations will only permitted if it: (i) Assists their conservation, while retaining their historic form, or (ii) Increases community use and enhances biodiversity, while not adversely affecting their character'..** Both policies are both very restrictive towards new development. Policy SR8 also specifies that developments adjoining Historic Parks will only be permitted if they:

- **Assist their conservation and historic form**
- **Increase community use, enhance**

biodiversity without adversely affecting their character.

Land to the South of the built up area of the campus, towards the broad is also designated River Valley under policy NE1, which states:

Within

(i) the valleys of the River Yare and Wensum

(ii) Mousehold Heath; and

(iii) areas providing green wedges into the City from the surrounding countryside including parkland and woodland:

Development proposals will only be permitted where they are for the purpose of:

- **Agriculture and forestry;**
- **Essential facilities for outdoor sport and recreation, cemeteries, or other uses appropriate to the purpose of this policy; or**
- **The limited extension, alteration or replacement of existing dwellings**

And they would not damage the environmental quality or landscape character of the city, or the areas in which they fall.

Development which is outside these areas but is

likely to harm their visual amenity or ecological value will not be permitted

Areas of land around the Blackdale School, along the river valley and adjacent Earham Road include designated Woodland and subject to Policy NE2, which states that:

Planning permission will not be granted for development that would result in the loss or damage of existing woodland as defined on the Proposals Map.

Parts of the river valley are designated Other sites of Nature Conservation Interest under policy NE7, which states:

Developments which would be detrimental to designated and proposed sites of regional and local importance for nature conservation and geological interest, including local nature reserves and county wildlife sites, will only be permitted where it can be demonstrated that there are reasons for the proposals, which outweigh the need to safeguard the nature conservation interest of the site. In such cases the proposal will include an assessment of the impact and appropriate mitigating measures that will be undertaken.

Parts of the river valley are also designated Flood Risk areas (Functional Floodplain – Policy EP11; and 1 in

100 year risk – Policy EP12) which state:

Development will not be permitted in the functional flood plain except in wholly exceptional circumstances where it is:

- i) for a suitable amenity, conservation, sport or recreational use;**
- ii) for essential transport and utilities infrastructure**

such infrastructure should be designed and constructed so as to remain operational at all times and result in:

- **no net loss of floodplain storage or impedance of flood flows;**
- **no increase in flood risk elsewhere**
and

Developments within the 1 in 100 year high risk area will be accepted, provided that:

- (i) any residential or publicly accessible floor area is raised above the flood protection level for that area of the City or**
- (ii) if the ground level of the site is raised, the developer contributes to the creation of compensatory flood storage capacity elsewhere within the floodplain and to any other necessary flood mitigation measures**

and

(iii) they are accompanied by a flood risk assessment.

A riverside walk is designated alongside the river, Policy SR11 applies:

Where redevelopment or other changes are proposed along the river frontage, the completion of the Wensum Riverside and Yare Valley Walks will be sought by safeguarding land for the riverside walks and (as appropriate) cycle paths as defined on the proposals map.

The Council will seek agreement with the developer, or where appropriate, landowner, to secure the implementation of the appropriate stretch of Riverside Walk and public access to it.

A section of the Green Link Network runs east to west through the site. Policy SR12 is relevant:

The City Council will seek to use development opportunities to ensure that open spaces, including river valleys, woodland and wooded slopes, are, as far as possible, connected through a network of green links. Where development is permitted in locations within or adjoining such a linkage or adjoining an area of open space as defined on the proposals map, maximum practicable provision will be made for:

(i) The safeguarding and enhancement of natural features of importance and wildlife habitats, and

(ii) For new planting using native species, if practicable, and where appropriate,

(iii) Enhanced public access,

(iv) The opportunity to extend the Green Links network where appropriate.

A strategic Cycle Network also follows the same line as the Green Link Network. Policy TRA 15 is relevant:

The quality of the cycling environment will be enhanced by the completion of the strategic cycle network throughout the urban area through area wide strategies, other transport programmes, and development proposals. Measures will include in appropriate locations:

(i) cycle routes which enhance direct access to local facilities;

(ii) traffic calming where strategic cycle routes share the carriageway with vehicles on minor roads;

(iii) the inclusion of cycle priority measures at junctions where the cycle network coincides with major vehicular routes;

(iv) the installation of ‘toucan’ pedestrian/

cycle crossing facilities where strategic cycle routes cross major roads;

(v) designated on and off road cycle lanes designed and constructed to minimise conflict with other road users and to be coherent, direct, attractive and safe;

(vi) signing of the strategic cycle network.

The Earlham Road is designated a Major Road Network Policy TRA 18 applies:

The major road network, as defined on the Proposals Map, will provide for the principal element of private vehicle movement within the City. New access directly to the major road network will not be permitted unless there is no practical alternative.

Main relevant NRP Development Framework SPD Objectives and Principles

The SPD's objectives are to:

- Implement the South Norfolk Local Plan allocations (55 hectares);
- Provide developer and landowner certainty over future development
- Enhance the efficiency and certainty of the planning process
- Ensure integration between existing, new and future areas of the NRP
- Promote exciting buildings and landscape design of international quality
- Fully utilise opportunities presented by the physical aspects of the site
- Promote the sustainable development of the extension to the NRP and
- Encourage viable development for which there is a demand and which is compatible with the whole of the NRP cluster

The SPD's Key Development Principles are:

- Sustainability: An exemplar of sustainable, energy efficient development (aspiring to carbon neutrality)
- Access: Encourage non-car use access and pedestrian movement. Enhanced linkages between the UEA and the other parts of the

campus is seen an essential in delivering the Vision).

- International Quality Design: Maintaining the exemplar of architecture and landscape at the UEA throughout the NRP

The rest of the document primarily provides specific planning and design guidance for the South Norfolk development areas. It establishes a set of Masterplan Principles:

- Integration with the existing NRP and UEA (New development areas will be integrated with all other parts of the campus. Attempts to create segregated or isolated areas of development will be strongly discouraged).
- Creating a sense of place: High Quality Buildings and Spaces (overall design concept, legible hierarchy of buildings, quality and safe public realm, landmark buildings, outward looking to public/semi-public open space, strong frontages, unifying design features).
- Central Hub (mixed use and socialising area)
- Landscape Strategy (Integrated landscape strategy, suds, wildlife corridors)

These principles are supported by detailed sustainability and design considerations:

- Sustainable development and carbon reduction (carbon neutrality, energy efficiency, energy audits, water efficiency)

- BREEAM (aspiration for buildings to achieve "excellent" rating. "very good" will be a minimum)
- Drainage (SUDs)
- Parking
- Security and lighting
- Landscape Design (landscape strategy, planting)

APPENDIX 2: UEA BUSINESS PLAN

TEACHING:

It is probable that student number growth – at least of the traditional full-time, live-in variety will be relatively modest. The education (including post qualification education) of the professions will increase and some areas of the professions which are not yet all graduate entry can be expected to become so.

Some growth in student numbers (with the need for associated student facilities) will be inevitable and UEA will be ready to seek, foster and respond to opportunities that are a good fit with its mission, and particularly regional needs. To do this it will need appropriate growth both in terms of human resources and necessary capital plant.

It is conceivable that one or two significant distinct boosts to student numbers will arise – for example one could easily envisage UEA bidding for, and securing, a Dentistry and/or Pharmacy School within the planning period (and requiring the necessary teaching and support infrastructure). Consideration of the feasibility of an Engineering and Architecture Faculties is also ongoing and may come forward during the planning period.

It is unlikely that our residential accommodation will need significant expansion: the current stock is large, new and of good standard.

What does this imply?

60 extra academic staff needing offices;

10 – 15 support staff needing space, including laboratory technicians

At least one large science laboratory

A bespoke dental School

Potential engineering school

additional seminar space

additional student social and meeting space.

RESEARCH:

UEA's track record is very good, and it benefits strongly from the subject mix and the development of the Norwich Research Park of which it is a member. Many of its interests – preventative medicine, diet and health, cancer research, climate change and international development are areas of current and doubtless continuing scientific, social, economic and political importance. Improvement in facilities, recruitment of talented staff and the rapid and successful development of new subject areas such as Pharmacy, all indicate that we should expect research to grow – and with that growth will come a need for new specialist facilities, additional staff and workspace for them. The income from research grants and contracts in 2007-08 was £27.621m. It would not be surprising to see that double in the planning period – particularly so as the NRP synergy develops further.

What does this imply?

300 – 330 additional research staff with need for laboratory and office work space

20 – 25 associated support staff particularly technicians

ENTERPRISE AND ENGAGEMENT

Universities are increasingly recognised as potential economic powerhouses. They certainly realise this when their skills and interests are harnessed by enterprise and engagement involving business and the community. Start-up incubators, provision of advice and guidance, spin-out companies all present opportunities for realising the synergy between ideas and active economic development. This development will require further infrastructure by way of offices and meeting and thinking spaces.

What does this imply?

An “Enterprise Exchange” building with meeting suites and office space for about 10 staff

Start up incubator space for new ventures

ADVANCEMENT:

In these difficult economic times it is easy to overlook the future of 'advancement' – engagement by the community in giving to advance the work of the University and its partners. High on the list here must be not only the likelihood of significant receipts from Foundations for specialist science facilities, but shared projects between the University and other stakeholders in, for example, the establishment of the prestigious Concert/Conference Auditorium that the region so desperately needs and richly deserves. UEA has outstanding potential locations and a venue with scenic lake vistas, balancing those of the Sainsbury Centre would draw international recognition and interest.

What does this imply?

A significant research Centre build (e.g. Cancer Research Centre)

A major science build for Pharmacy part funded by donation e.g. from Pharmaceutical companies

A major prestigious concert/conference auditorium

APPENDIX 3: SHARED VISION

A3: SHARED VISION



Norwich Research Park Vision

By 2021 the NRP will be:

- A thriving community of research groups and high quality new businesses providing an additional 5000 jobs on a 55 ha allocation, to be created by 2021 with significant further job growth anticipated in the longer term. These jobs will be created through maximising the commercial potential of intellectual property emanating from the research and innovation taking place there and through attracting inward investment
 - A primary driver of the local and regional economy, recognised as a world-leading centre for research and innovation in
 - Earth and Life Systems Science
 - Food, Diet and Health
 - Plant and Microbial Natural Products
- working collaboratively, with strong linkages to other significant local international strengths in digital and creative industries and international development.
- An innovation powerhouse, working closely with industry, addressing the global challenges of food security, low carbon innovation, (bio)energy, healthy ageing, and living with environmental change and providing ground-breaking solutions to them.
- An outstanding “Next Generation” science park, integrated with the community to provide an excellent place to work and do business as well as being an attractive and cost effective destination for inward investment:
 - developed to international standards of sustainability and design
 - fully accessible with public transport links
 - incorporating ancillary uses such as restaurants, accommodation, medical, educational, leisure and conference facilities set within superbly landscaped public spaces and recreational areas.
- Delivering significant wealth creation and prosperity across this key Engine of Growth through:
- providing easy access to the best quality, specialist, tailored expertise and knowledge that will help to significantly improve business performance.
 - improved access to and ability to recruit from the graduate employment base.
 - Increasing and making available the pool of trained technologists and entrepreneurs.



APPENDIX 4: SUSTAINABILITY
APPRAISAL SCOPING REPORT
(SUMMARY)

A4: SUSTAINABILITY APPRAISAL SCOPING REPORT (SUMMARY)

**DEVELOPMENT FRAMEWORK STRATEGY
FOR UEA
SUSTAINABILITY APPRAISAL SCOPING
REPORT**

1.0 INTRODUCTION

1.1 This Sustainability Appraisal (SA) has been prepared to consider the sustainability implications of the proposed Development Framework Strategy (DFS) at the University of East Anglia. For a strategy of this nature a SA is not considered to be mandatory. It is however being prepared on a non-statutory basis and will be used to inform the Local Development Framework Site Allocations Plan and any sites and policies within this plan relating to the university. Although the sustainability appraisal is not statutory it will broadly follow the principles of government guidance.

1.2 The Sustainability Appraisal will enable the consideration the strategy in light of sustainable development objectives. The SA will highlight the likely significant environmental, social and economic impacts of a plan. It is a continuous process that informs all stages of the production of the DFS. It aims to identify potential adverse impacts and how to avoid or mitigate them where possible. A SA is carried out alongside preparing

a policy or plan to ensure environmental, social and economic impacts are considered appropriately. The primary purpose of a SA is to promote sustainable development through considering sustainability objectives through the preparation and adoption processes of plans.

**2 SUSTAINABILITY APPRAISAL
PROCESS**

2.1 There are 5 stages to the sustainability appraisal, which are:

1. Setting the context and objectives, establishing the baseline and deciding on the scope;
2. Developing and refining options and assessing effects;
3. Preparing the SA report;
4. Consulting on the preferred options of the policy and SA report; and
5. Monitoring the significant effects of implementing the plan.

2.2 The sustainability objectives and baseline information have been established through the Norwich Local Development Framework. The sustainability objectives and baseline information has been established through work on the Joint Core Strategy through the Greater Norwich Development Partnership

and the Site Allocations Plan. Using the same framework and baseline information will enable a consistent approach to be used to appraise options, which has been widely consulted on and will help to integrate the Development Framework Strategy into the Local Development Framework for Norwich.

2.3 The process of appraising the Development Framework Strategy at UEA is an ongoing iterative process, which will be reviewed as the options develop. The ongoing process will enable data gaps to be identified, sustainability issues to be raised and recommendations to be made to mitigate against any potential adverse impact on social, environmental or economic considerations.

3 SETTING THE CONTEXT

3.1 A review of relevant plan and policies has been carried out and is attached (Appendix 1). There are also plans locally relevant to UEA that will need to be considered. These may be relevant in providing mitigation measures against any negative impacts that are identified through the sustainability appraisal. These are the Conservation Development Strategy for UEA, the Environment Policy, the UEA Travel Plan and the Norwich Research Park Vision.

3.2 Baseline evidence has been compiled throughout the formulation of the Joint Core Strategy and the Site Allocations Development Plan Document. This appraisal looks in more detail at the area immediately surrounding the University of East Anglia and the wider context. A detailed consideration of the baseline information is attached in Appendix 2. A summary of this information is presented below.

3.3 Issues arising from baseline information at a Norwich-wide scale:

- as the population grows and ages, the need to supply facilities and services, and in particular the access to them will become increasingly pressing;

- the retention and attraction of young people through jobs provision and access to the housing market will be a key priority;
- the character/quality of natural and built environments must be preserved and enhanced whilst being faced by widespread development pressure;
- the Norwich area is part of the principle access to the Broads national park, and has a critical role in promoting tourism, preserving character and protecting the environment through its spatial policies;
- reducing contributions to, and mitigating against the impacts of, climate change will be crucial to the long-term viability of Norwich as a place to live and work, to visit and to invest in;
- reliance on the car should be reduced through improved access to public transport and improved cycling and walking links to local facilities/services;
- creating balanced and integrated communities will be an essential aspect of providing new development, through design benefits, for example;
- promoting healthy lifestyles will be important

- throughout policy;
- lifelong learning opportunities should be increased for all members of society, particularly in providing vocational training for school leavers;
- difficulties in accessing the housing market must be minimised;
- housing of all types and tenures is essential for mixed communities;
- employment businesses, particularly in rural areas, need support to diversify. This will be particularly important to strengthening the tourism industry, although promoting the tourism product of the area will need to be done in a sustainable way.

Through the appraisal of the development options sustainability issues will be raised and recommendations to mitigate these issues made. These will help to address these issues identified from the baseline information.

4 SUSTAINABILITY APPRAISAL FRAMEWORK

4.1 The sustainability appraisal framework and objectives are set out for stakeholder comment. The objectives will be the main way of assessing the sustainability of the DFS. The

framework is attached (Appendix 3).

5 CONCLUSION

- 5.1 The next stage is to test development options put forwards against the sustainability appraisal framework to consider the positive and negative effects of the different options.

Jo Negus

Planning Officer

Norwich City Council

February 2010

A copy of the full SA Scoping Report and SAresults is available at www.norwich.gov.uk/ueaconsultation/

