

**DEVELOPMENT FRAMEWORK STRATEGY**  
**UNIVERSITY OF EAST ANGLIA**  
**UPDATED - JUNE 2019**

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## QUALITY ASSURANCE

Site name: University of East Anglia, Norwich

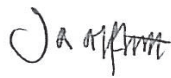
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*Note: The definition of 'University Campus' throughout this document refers to the area designated as the 'University Campus Boundary' within the City of Norwich Local Plan*

## Vision

*In order to meet its brief, the Development Framework Strategy must meet five key criteria:*

### **Local vs National and Global Success**

*To set the framework which can facilitate the growth of the University, particularly with respect to its contribution to the economic, social and cultural development of the City, the wider region, whilst acknowledging the University's UK and global reach, as it continues to work with the world's leading organisations and promotes its world-class research by tackling the big global issues, and attracts/inspires students from every corner of the planet.*

### **Need**

*To meet the current and future higher education and research needs of the University Community in terms of the physical layout and design of the Campus, as well as the provision of exceptional facilities, which are state of the art spaces and facilities for interdisciplinary research collaboration and more flexible learning and teaching spaces, which helps to grow its reputation as a leading international university.*

### **Values**

*To meet the core values of the University: Excellence, Interdisciplinarity, Creativity, Citizenship, Community and Sustainability.*

### **History**

*To respect the strong history of the University Campus and the significance of its design.*

### **Built Form and Landscape**

*To respect the University buildings and their landscape setting, particularly sensitive elements such as Earlham Park and the Yare Valley.*

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# Executive Summary

## IMPORTANCE OF UEA TO NORWICH AND THE REGION

Since its establishment in the early 1960s, the UEA has enjoyed almost 60 years of successful growth and expansion, enhancing its reputation to become a world class research university, that is ranked in the top 20 universities in the UK. (*The Times and Sunday Times Good University Guide*). There is no doubt that UEA's presence in the City has significantly contributed to Norwich's recent economic, social and cultural growth, as well as being one of the country's leading universities with a worldwide reputation for teaching and research.

The future success of the University relies on continuing development in academic activities and student numbers. This, in turn, relies on constant adaption and expansion of the University's buildings and estate in order to remain competitive with other academic institutions and continue to attract funding and skills into Norwich.

### UEA's Importance to Norwich and Beyond

UEA currently employs more than 3,800 staff (5% of all Norwich employment), around 2,800 of whom are full time. More than 1,000 members of staff are academic, including around 400 researchers. Administrators, support, technical and general staff make up just over 1,750.

UEA has an estimated annual income of some £270 million, and is estimated to be responsible for generating an economic impact of some £468 million in Norwich (equivalent to 1.5% of all Norfolk GVA) and £1.04 billion in the UK (Connecting People and Places, UEA 2019).

In 2010, the UEA had a student population of approximately 15,000 students. The UEA's student population increased to 17,195 students (2016/17 academic year). This is a significant increase from student growth forecasts in DFS 2010, which projected a modest increase in student numbers of 1,000-2,000 to 2030. This DFS is planning for increase in student numbers to 22,000 by 2036.

### UEA's Role in the Norwich Research Park

UEA is an integral element of the Norwich Research Park (NRP). The NRP is regarded as one of the Greater Norwich sub-region's most important 'engines' for growth and prosperity, reflected in its status as an Enterprise Zone.

The NRP is a co-operative of world-class research facilities, including UEA, the Norfolk and Norwich University Hospital (NNUH), the John Innes Centre (JIC), the Institute of Food Research (IFR), the Sainsbury Laboratory, the Innovation Centre, Centrum Building, the Earlham Institute, Enterprise Centre, Bob Champion Research & Education Building, Edith Cavell Building (ECB) and the Quadram Institute.

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. It is estimated to be responsible for over 5,500 direct and indirect jobs, contributing around £420 million to the local economy.

The NRP Vision is for growth. The aspiration is for NRP to continue to thrive, and retain its status as a key engine of growth for the local and regional economy. UEA's continued success and growth is essential in delivering the shared Vision.

### **UEA's Role in the Cambridge-Norwich Tech Corridor**

The Cambridge-Norwich Tech Corridor is one of Europe's most exciting tech growth opportunities. With its two world-class universities (UEA and University of Cambridge), an array of high-growth businesses and a plethora of leading research institutions, the Tech Corridor is ideally placed to play a significant role in addressing the grand challenges facing humanity, to be a role model for future-facing, tech-driven economies worldwide and to make a significant contribution to the UK economy.

Currently the Tech Corridor drives a vibrant £27.3bn economy, with growth of 13.5% since 2010, outstripping the national and regional averages. By increasing overall population and technology-based, high-value employment opportunities in the Tech Corridor, the initiative has the potential to transform the economy and enable 26,000 additional jobs, creating additional economic value of £2.75bn in real terms, boosting workers' take-home pay by an average of £1,300 per annum (also in real terms) and housing an additional 46,000 people by 2031.

To capture and realise the potential of the Tech Corridor, the Cambridge Norwich Tech Corridor Partnership is bringing together political and business leaders to build a distinct, high-value narrative, to raise the collective reputation of the region's ambitious tech businesses and help them address major global issues, improving people's lives and the country's productivity in the process.

UEA and the wider NRP are viewed as an integral element of the Tech Corridor initiative. Akin to the existing synergy between UEA and the NRP, the two world-class universities within the Tech Corridor (UEA and University of Cambridge) will 'feed' the Tech Corridor through the education of the next generation of innovative scientists and business leaders, and through the delivery of cutting-edge research.

The Tech Corridor initiative elevates UEA's importance not only to Norwich and the wider sub-region, but to national and international economic and research objectives.

## WHAT IS THE DEVELOPMENT FRAMEWORK STRATEGY (DFS)?

The DFS endorsed in November 2010, provided an invaluable framework and successful planning tool for the University, Norwich City Council and other stakeholders, which has seen the delivery of many of its long term aspirations through either site allocation or planning consent, earlier than originally anticipated. This has required its early review only 8 years after its endorsement.

The Refresh to the DFS is a process that assesses the need for growth, tests different options for accommodating it, and translates this into preferred development areas, to help inform the preparation of the Greater Norwich Local Plan.

### Why are we producing a DFS?

The DFS considers the space required to accommodate UEA's projected growth, and provides a spatial analysis of the University's Estate to select, based on the updated Strategic Development Principles, the most appropriate locations for growth to 2036. It tests the different sub-options for accommodating growth, with particular reference to their performance in delivering UEA's requirements.

The final DFS Refresh will express in one document UEA's aspirations for spatial development to 2036. It will qualify and quantify the currently known amount of development space required to meet UEA's growth ambitions to 2036, to align UEA's growth requirements with the emerging Greater Norwich Local Plan.

## WHY THE UNIVERSITY IS GROWING

The UEA has ambitious plans to continue to grow the University to ensure that it remains competitive in the higher education sector and retains its place in the top 20 of UK universities.

Historically, the UEA has been able to accommodate growth within the defined 'University Campus'. However, in recent years, as detailed in the predecessor to this document, it has been necessary to identify suitable sites outside the defined University Campus to accommodate the University's growth, notably the Enterprise Centre and Earlham Hall. Therefore, it is likely that given the limited opportunities for growth within the defined University Campus, this 'Refresh' will need to consider and identify alternative locations which may have previously been dismissed to accommodate the growth.

### What is Growth?

UEA growth is primarily related to UEA's core activities of teaching, teaching-related research, student accommodation, support, social and welfare facilities, administration, estate management and UEA Business Development.

Growth, for the purposes of the DFS, does not include that related to commercial research, the Norwich and Norfolk University Hospital (NNUH)

and 'out of Norwich' UEA related developments, such as at University Campus Suffolk.

To ensure the UEA's built environment is aligned with the teaching and research priorities, it is necessary to identify the need for additional accommodation to deliver the forecasted growth.

### What is the Need?

In order to accommodate the UEA's plan to increase student numbers from 17,195 students in 2016/17 to 22,000 by 2036, it will be necessary to provide approximately 62,000m<sup>2</sup> of additional academic, student and student welfare accommodation. Therefore, based on planning permissions of a similar nature at the UEA since 2010, it will be necessary to identify approximately 7.2 ha of land for development.

The breakdown is as follows:

TYPE OF FLOORSPACE	2036 REQUIREMENT (M <sup>2</sup> )
ACADEMIC (INC 20% CONTINGENCY)	34,315
STUDENT ACCOMMODATION	25,000
ALLOWANCE FOR STUDENT WELFARE (10%)	2,860
<b>TOTAL</b>	<b>62,175</b>

The Strategic Development Principles, produced in 2010 identified five possible scenarios for single-Campus growth. These are:

- Intensification of existing uses;
- Demolition and rebuilding at a higher density;
- Infill of under used and undeveloped areas;
- New development locations within UEA's ownership/control and within approximately 500m/five minutes walking distance of the Registry building; and
- A combination of some or all of the above.

There is no intention through this Refresh process to re-invent these principles, as they still hold true for the future development of the defined University Campus, and form the fundamental foundation of UEA's growth. Instead, these principles have been updated to reflect changes in circumstances.

Notwithstanding this, the development areas identified, need to be suitable and deliverable for the development proposed, and for this reason, this refreshed DFS needs to be realistic in its assumptions of intensifying or redeveloping existing areas of the Campus.



### What is the Baseline?

For the purposes of this DFS Refresh, the current baseline against which the extent of additional land required to accommodate the identified need by 2036 is assessed, includes the following:

- All existing University buildings and facilities;
- Buildings under construction i.e. Building 60;
- Projects with Planning Permission; and
- The Sky House.

'The Sky House' relates to emerging proposals for a circa 16,000m<sup>2</sup> new academic building. At the time of this Refresh, the project is currently at pre-planning stage with the intention, subject to securing planning permission, to commence on site in spring 2020. The rationale for including this emerging project within the baseline assumptions, is due to its primary aim of providing decant teaching space to enable the Lasdun (Teaching) Wall refurbishment. In view of the projected timeframe for completing the refurbishment of the Lasdun (Teaching) Wall, it is assumed that no net increase in academic floorspace will be achieved on Campus during the period of this DFS Refresh (i.e. upto 2036) as a direct consequence of the construction of The Sky House. This benefit will be realised post 2036, which the next DFS will be able to utilise in accommodating the future accommodation needs of the University beyond 2036.

All other emerging building projects on Campus (i.e. Building 62) are excluded from our baseline assumptions.

### Delivering the Need

Following a robust assessment of 12 potential development sites within the UEA Campus, four key sites emerged, and are considered suitable for potential University development as follows:

- 1) Walled Garden & Former Nursery Site of Earlham Hall;
- 2) Congregation Hall;
- 3) Land between Suffolk Walk & Bluebell Road; and
- 4) Grounds Depot Site.

### 1) Walled Garden & Former Nursery Site of Earlham Hall

The walled garden to the east of Earlham Hall and its outbuildings contained the former nursery, part of which was the kitchen garden to the Hall. It's northern, and parts of the eastern and western boundaries are defined by a wall approximately 2 metres high, believed to have been built in the early nineteenth century, although with more recent alterations. The southern and the rest of the western and eastern boundaries are delineated by hedges, beyond which is a memorial garden. The former nursery was completely lacking in historic features, and was previously occupied by large late-twentieth century polytunnels, large frame glasshouses and sheds.

The proposed development area identified covers the remainder of the former City Care Depot site, the walled gardens and former nursery site. The majority of the area proposed for development does not fall within the area designated as Publicly Accessible Open Space.



### HOW MUCH CAN IT DELIVER?

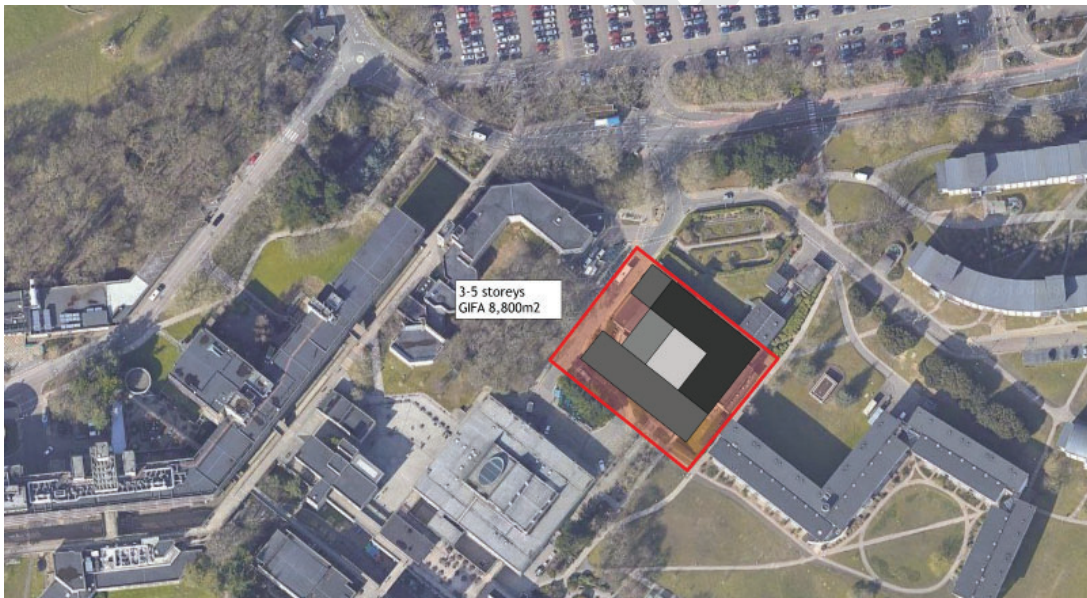
With a varied approach to building heights ranging from 1-1.5 storeys across the development area reflecting the sensitivities of the surrounding historic environment, it is assumed based on initial capacity studies that approximately 5,000m<sup>2</sup> of university related floorspace could be accommodated on this potential development area.

The quantum, layout and design of development would, as per all the potential development sites, be subject to detailed consideration at a later date.

## 2) Congregation Hall

This potential development area has been identified as an area of the existing Campus which is considered to be under-utilised, and would come available from its current use during the DFS period for redevelopment and intensification of what is an under-utilised site.

The site is located to the south of University Drive adjacent to the Registry Building, currently occupied by a small manicured park, Congregation Hall and the drama studio.



### HOW MUCH CAN IT DELIVER?

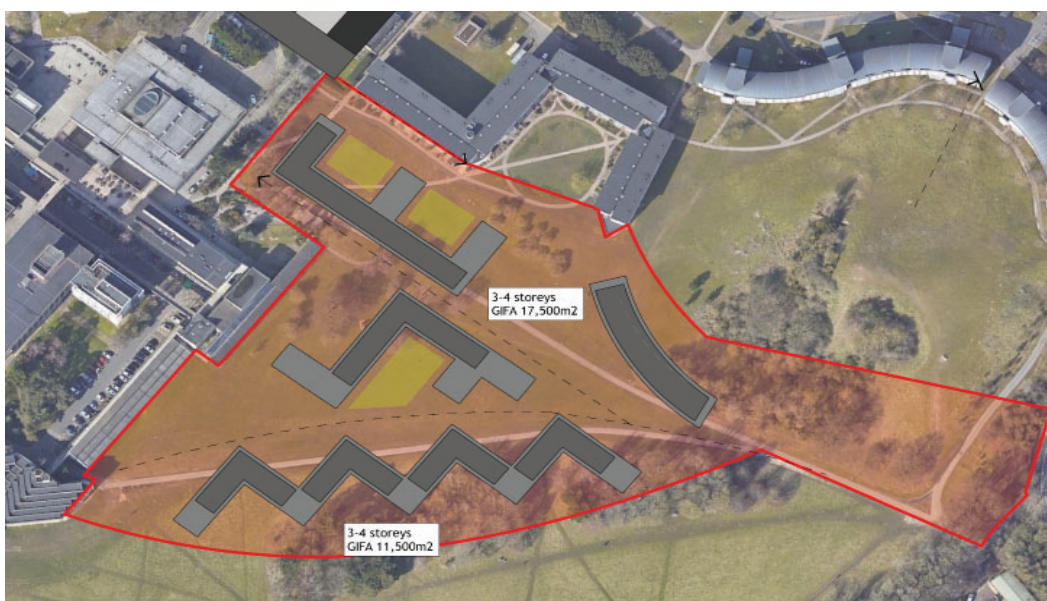
Initial capacity studies have demonstrated that a dense building footprint with varied building heights ranging from 3-6 storeys across the site could deliver approximately 8,800m<sup>2</sup> of university related floorspace being accommodated by this development area.

## 3) Land between Suffolk Walk & Bluebell Road

Situated in the south-eastern corner of the Campus, this general location was originally identified for development as part of the original Lasdun masterplan.

Part of this development area (2.85 hectares) has been previously identified in the 2010 DFS, and by Policy R41 'Land between Suffolk Walk and Bluebell Road' of Norwich City Council's Site-Specific Allocations Document. The policy allocates this land as a strategic reserve for a University Campus extension subject to it only being released subsequent to the development of the Blackdale School Site and Earlham Hall Site.





The Blackdale School site is consented and, in part, developed out for Student Accommodation, and the Earham Hall site has also, in part, been under developed, with the remainder of the Earham Hall area, now identified by Development Area 1 of this DFS.

With this in mind, to 2036 the strategic reserve is now required to take a significant amount of the University's forecasted growth, hence why the extent of this potential development area has been extended to the north, abutting existing Campus development.

### HOW MUCH CAN IT DELIVER?

The potential development area now identified, provides an opportunity to complete the southern part of the Campus, with capacity to take a significant proportion of the forecasted demand for new floorspace over the DFS period. The identification of this area, provides a key and logical extension to the Campus, bleeding into proposed development area 4; offering potential to expand the student accommodation quarter in this part of the Campus.

It is estimated that based on initial capacity studies that this development area would provide at least 29,000m<sup>2</sup> of university related development, acknowledging the number of landscape elements within this development area, with building heights ranging from 2-8 storeys.

### 4) Grounds Depot Site

Located to the south-east of the University Campus, located immediately to the east of the University Broad and wedged between the Broad and Bluebell Road, the site is currently occupied by the University's Grounds Depot comprising a mixture of storage facilities and glasshouses.





### HOW MUCH CAN IT DELIVER?

Due to the relatively enclosed landscape setting of this site, and responding to the topography of the site, initial capacity studies have indicated that accommodation of 2-3 storeys in height could be accommodated on site, taking advantage of the views over the Broad, and delivering approximately 10,500m<sup>2</sup> of student accommodation floorspace.

DEVELOPMENT AREA	AREA NAME	PROPOSED NATURE OF USE	SITE CAPACITY (M <sup>2</sup> )	SITE AREA (HA)	COMMENTARY
1	Walled Garden & Former Nursery Site of Earlham Hall	Academic	5,000	1.06	Site currently allocated under Policy 39 of Norwich City Council's Site-Specific Allocations Document. Outline consent for site lapsed for academic development, under application reference 12/02266/F.
2	Congregation Hall	Academic	8,800	0.39	Site currently within the defined Campus Boundary, redevelopment and intensification of existing Campus.
3	Land between Suffolk Walk & Bluebell Road	Academic and Non Academic	29,000	4.08	Part of site currently allocated under Policy R41 of Norwich City Council's Site-Specific Allocations Document.
4	Grounds Depot Site	Non Academic	10,500	1.40	New area for University Expansion.
<b>TOTALS</b>			<b>53,300</b>	<b>6.93</b>	

### Summary of Site Delivery

The above demonstrates that the identified need can still not be met in full on Campus due to the challenging and sensitive nature of the Campus environment.

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## 1 Introduction

The University of East Anglia (UEA) was founded in 1960 and admitted its first students in 1963. It is now a large and successful university, currently ranked 15 in the 2019 UK University Rankings table, and draws academics, students and visitors from all over the world and plays a central role in the economic and community life of Norwich and the wider area.

The mission of the University is the advancement of learning and the pursuit of knowledge, both to satisfy the aspirations of individuals and to contribute to economic, social and cultural progress at local, regional, national and international levels. The future success of UEA relies on continuing the development of academic activities and growth in student numbers and this, in turn, relies on constant adaptation and expansion of the University's buildings and estate.

The University Campus, as defined by the area designated as the 'University Campus' within the existing City of Norwich Local Plan, is compact and densely developed. To respond to this, and to inform the development of the Adopted Local Plan (2014), the first iteration of the Development Framework Strategy (DFS) was prepared in 2010. This Strategy equipped the University with a blueprint to guide the development of the built environment on Campus and to meet the University's identified future growth requirements to 2030.



Since 2010 the University has continued to thrive and grow, with numerous building projects identified in the DFS delivered to meet demand both in terms of academic space and student accommodation. As a result, much of the predicted growth of the University to 2030 has already been delivered. The University, therefore, needs to update the DFS to meet its future needs for growth through the continued rationalisation of the existing estate, and the identification of more development land beyond the tightly defined Campus Boundary set out by Policy DM26 of the Adopted Development Plan.

## PLANNING POLICY BACKGROUND

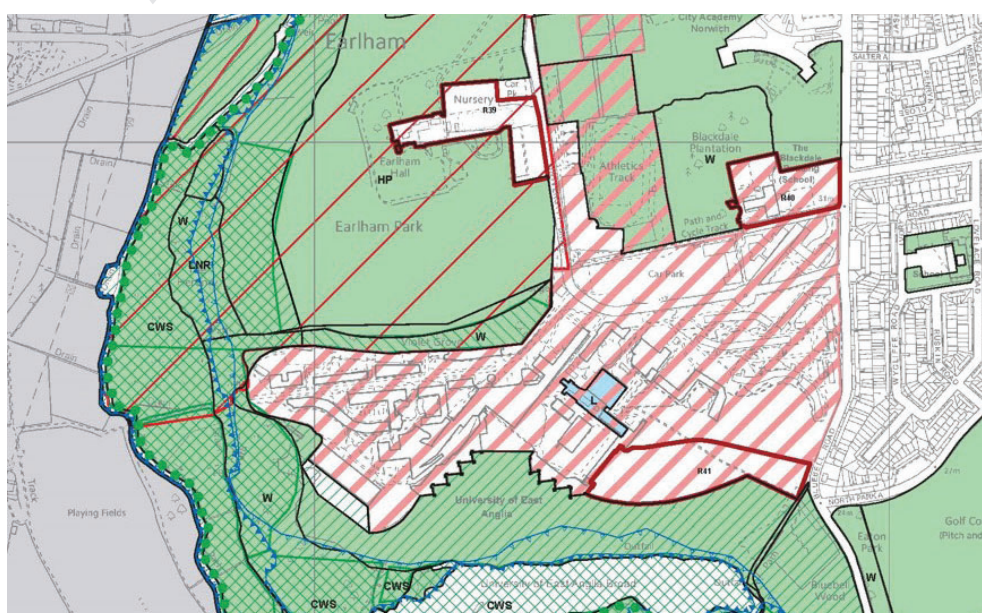
The identification of new development land will take into account the existing and emerging planning policy framework for the area. A review of the existing policies is required, including a consideration as to whether the framework is still relevant, robust and appropriate to help meet UEA's growth aspirations. Any suggested changes to the existing planning policy framework will be proposed through the preparation of this document. It is the University's intention that the DFS is endorsed by Norwich City Council and used by the Greater Norwich Local Plan Team to inform policies and proposals.

### Existing Policy

The most relevant existing planning policy framework applicable to UEA is Norwich City Council's Adopted Development Plan which comprises the following documents:

- Joint Core Strategy for Broadland, Norwich and South Norfolk (2014);
- Development Management Policies Plan (2014); and
- Site Allocations and Site-Specific Policies Plan (2014).

The Joint Core Strategy, which provides the strategic development management



Left: Extract of Proposals Map



principles for Broadland, South Norfolk and Norwich City administrative areas, acknowledges the importance of the UEA and the NRP as a key asset for the region.

The Development Management Policies Plan provides the planning policy context for proposals submitted within the City administrative area, including the UEA. The Plan seeks to support development within the UEA Campus, recognising the role of the UEA as an important asset for the City and the county.

The key Local Plan policies relevant to the UEA's future development are:

- DM26 - which allows for development within the University Campus, provided that it retains and enhances the historic and architectural significance of the Campus, whilst protecting the landscape character and biodiversity interests commensurate with its river valley setting.
- DM6 - which seeks to restrict uses within the Yare Valley Character Area to those which would not damage the landscape quality of the area.



Above: Enterprise Centre

- Policy R39 - which allocated Earlham Hall and its neighbouring land to the east for academic/business use. The allocation supported the provision of an exemplary low carbon building which has been delivered on site through the construction of the Enterprise Centre. Earlham Hall has also been sensitively upgraded to provide education space for the UEA Law School and ancillary uses. The only portion of the allocated site which has not yet been developed is the former nursery garden and redundant glasshouse area for office, research, development and educational uses.

- Policy R40 - which allocated the former Blackdale School site for a campus extension. Planning permission was obtained in 2015 for 915 student bed spaces in total across two phases. Part of the site has since been redeveloped, with Phase 1 providing 514 student bedrooms.
- Policy R41 - which allocated land between Suffolk Walk and Bluebell Road as a strategic reserve for a University Campus extension. The policy states that the site should only be released after the development of the Blackdale School site and Earham Hall site.

### Emerging Policy

The Greater Norwich Local Plan (GNLP) will guide the growth of Norwich City, Broadland and South Norfolk District Councils to 2036. The GNLP will replace the Adopted Development Plans for all the above local authority areas.

### Greater Norwich Local Plan

The GNLP 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, Norfolk County Council and the Broads Authority. The GNLP will establish the strategic policy for the three District Council areas, and include development management policies and site allocations to guide development to 2036.

The emerging GNLP is anticipated to include specific UEA policies, providing the development management framework to be applied to decision making for proposals on Campus and site-specific allocations. The GNLP is currently at the early stages of its development with a draft plan due for consultation in autumn 2019, before adoption in September 2021. This review of the DFS, therefore, is timely as it will enable the GNLP to incorporate the future growth needs of the University to 2036.

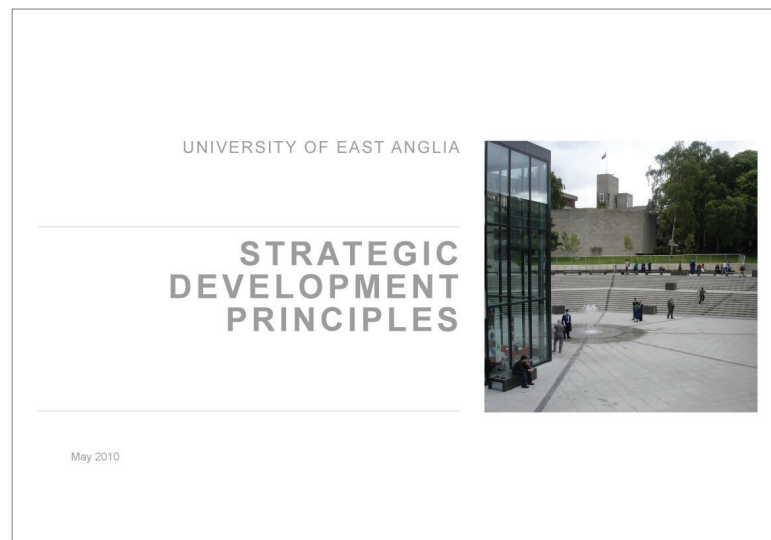
## DEVELOPMENT FRAMEWORK STRATEGY

The DFS considers the space required to accommodate UEA's projected growth, and provides a spatial analysis of the University's Estate to select, based on the updated Strategic Development Principles, the most appropriate locations for growth to 2036. It tests the different sub-options for accommodating growth, with particular reference to their performance in delivering UEA's requirements, viability and also in sustainability terms.

The final DFS Refresh will express in one document UEA's aspirations for spatial development to 2036. It will qualify and quantify the currently known amount of development space required to meet UEA's growth ambitions to 2036, and to align UEA's growth requirements with the emerging Greater Norwich Local Plan.

The DFS Refresh will identify the preferred development locations to accommodate growth, the proposed phasing of growth and potential mitigation measures.

## STRATEGIC DEVELOPMENT PRINCIPLES DOCUMENT



The UEA Strategic Development Principles Document was published in May 2010. The document sets out and explains UEA's approach to considering the different 'strategic' options for accommodating its future growth.

Two strategic options were considered and tested for their ability to meet UEA's growth needs and requirements: "Single Campus" and "Off Campus". The "do nothing" option was also considered.

The Strategic Development Principles Document's testing process concluded that the continuation of the "Single Campus" model is the most appropriate solution to deliver UEA's growth targets and allow it to remain as a nationally and internationally recognised University, following its well-established and successful interdisciplinary tradition.

In order to ensure that the 'Refresh' of the DFS is robust, the UEA's Strategic Development Principles have been reviewed to ensure they are appropriate to deliver the identified growth targets. This is covered in more detail in Section 5 of this document.

## OTHER SUPPORTING DOCUMENTS

The DFS to 2036 is informed by a suite of other documents, including the emerging Movement Strategy, Conservation Development Strategy and Landscape Strategy, which inform the UEA Development Strategy to 2036.

All of the documents build upon the UEA Corporate Plan (2016-2020) and the Business Statement – UEA Towards 2030. These contain the key vision and objectives which the Development Strategy will address.

A summary of the key documents is included below.

### UEA Corporate Plan (2016 – 2020)

The Corporate Plan sets out the Mission Statement and Vision 2030 goals for institutional success, and it then sets out key objectives and strategies to achieve that Vision. The document identifies UEA's Vision 2030 goals as:

- **Student Success:** For the UEA to pursue excellence by providing students with high-quality programmes for the digital age, equipping them with key skills for work or further study.
- **Research Success:** The UEA's focus will be on developing the quality, volume and impact of its research, especially by building our international reputation for innovation, increasing our research capacity, enhancing our facilities, and improving the training environment for our research postgraduates, including through collaboration with Norwich Research Park (NRP) partners.
- **Staff Success:** The support and development of the University's staff is critical to the UEA's vision. Investment in the Campus and buildings will be innovative, and conducive to developing a Campus culture in which staff and students can be successful.
- **Global Success:** The UEA aims to enhance its strong international reputation and become increasingly competitive in a challenging global market. It will attract talented students and staff from around the world, while being renowned for its global networks and reach.

### The UEA 2030 Vision

The UEA 2030 Vision outlines how the UEA will be both bold and innovative to ensure that the University does not stand still but responds to challenges, new technologies and competitors to ensure it creates the University of the future and retains its place in the top rank of UK universities.

To deliver The Vision, a number of core objectives are identified. These include:

OBJECTIVE	MEANS FOR DELIVERY
Investing in the Campus	The redevelopment of, and investment in, the Campus to demonstrate a commitment to modern and technologically enhanced teaching and state-of-the-art research and postgraduate research facilities.
	Around £300 million will be invested in the UEA Campus. We will generate the revenue for this primarily through expansion of our student numbers, partnerships and fund raising.
Growing on our Campus and in our city	Provide a secure future and to enable our commitment to investment in our Campus. We will undertake careful growth in our undergraduate and postgraduate student community.
	Work with partners to develop Norwich as an exemplar student city, planning our growth, extending the positive economic and cultural impact that our students have on the local community, and ensuring investment in student accommodation, facilities and services.
Growing a student community with an excellent student experience	Build on the investment in graduate outcomes support during the 2011–15 Plan by continuing to embed employability into the curriculum and encouraging innovation, enterprise and global perspectives.
	Develop the postgraduate experience for both taught and research students, taking full account of the Postgraduate Taught Experience and Postgraduate Research Experience surveys.
	Invest in wider student support and advisory services; in particular, addressing issues of mental health, diversity and access to facilities.
Increasing our research power and impact	Improve our reputation as a University that produces world-leading research commensurate with our current ranking in the top 50 in the world for research citations.
	Prioritise the development of world-leading research across all of our disciplines.
	Establish a coherent programme of strategic partnerships across the NRP, with key industrial, governmental and non-governmental organisations nationally and internationally, to improve our research and to generate impact.
Investing in our technology-enhanced learning capacity	Develop a Campus that supports technology-enhanced learning at all levels of the University, from courses that are wholly online to active learning classrooms with digital educational resources embedded in the curriculum.
Supporting and developing our staff	Ensure that we have processes in place to nurture and develop our talented academic and professional services staff at all stages of their careers and ensure equality of opportunity at all levels of the institution.
Growing our volume of staff	Increase the number of academic staff by around 100 FTE by 2020 with a further increase by 2025, maintaining a staff/student ratio of around 15:1.
Developing an enterprising Campus	With our partners on the NRP and with the help of stakeholders, such as the New Anglia Local Enterprise Partnership, the local authorities and the Biotechnology and Biological Sciences Research Council, we will re-finance the NRP Translation Fund to help develop enterprise from our innovative research.
A leader in regional economic and cultural development	As we grow, we will do so in close cooperation with our partners in local government, business and the community to ensure that both UEA and the region get maximum benefit from the cultural and economic impact of this growth.
	UEA will further develop its place as a driving force for innovation and business development in the region.
Projecting our reputation: a world-leading university at the heart of local, national and global networks	We aspire to enter the top 200 in the Times Higher Education World Rankings for teaching and research.



## UEA 25 Year Movement Strategy

To support the development of the DFS Refresh, a movement strategy that projects forward 25 years, is a crucial element. The Movement Strategy, which is currently being prepared by the UEA, aims to address the current and predicted mobility challenges on the Campus and provide short, medium and long-term solutions. By future proofing the Campus' mobility infrastructure, UEA will create the opportunity for growth and promote high standards for its Campus and an attractive quality of life for its students and staff.

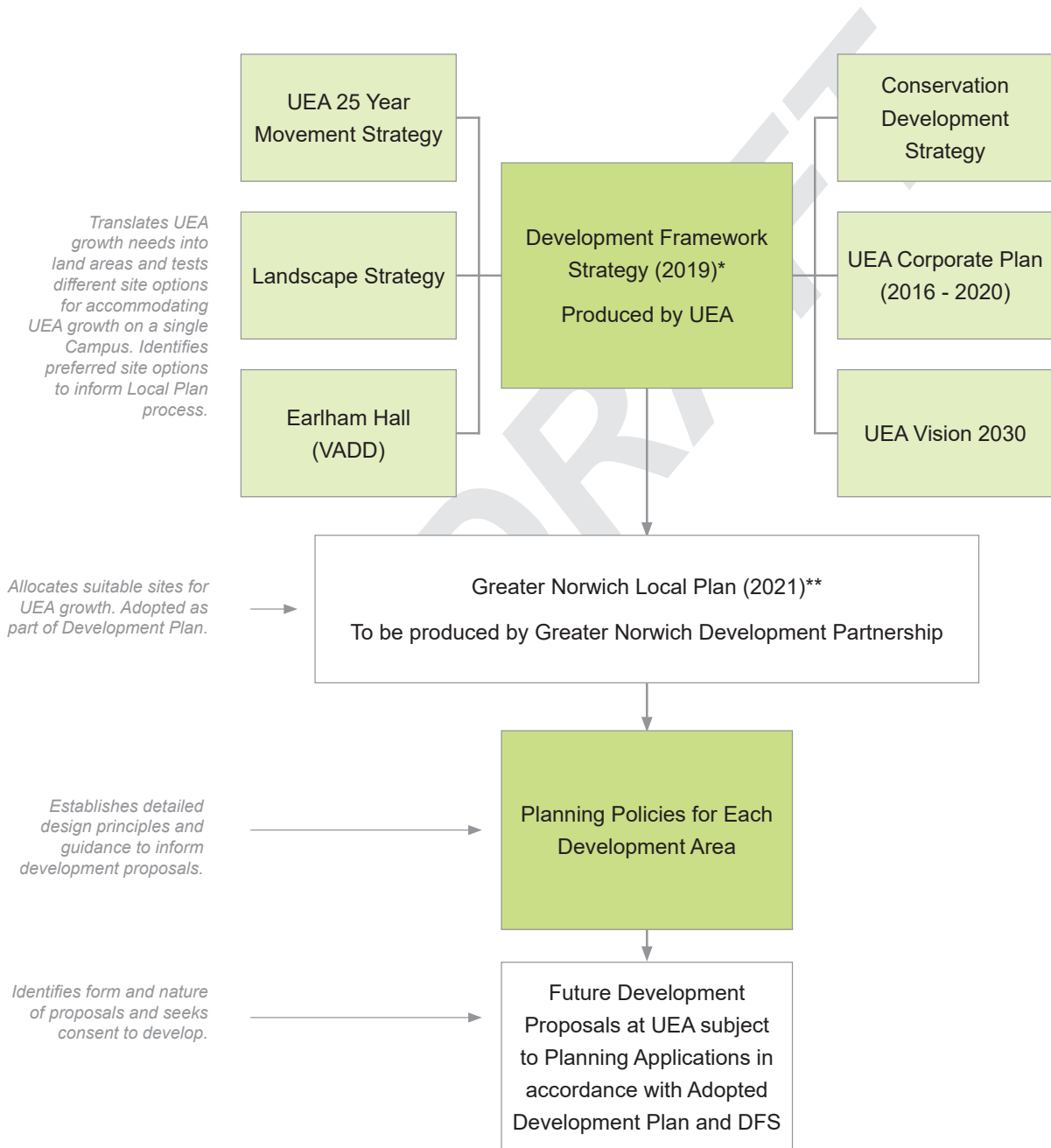
The key themes to address within the emerging Movement Strategy have been identified as:

- **Difficult wayfinding.** General lack of clarity on the internal Campus road network, coupled with a discontinuous network of on-road and off-road cycle and pedestrian paths, results in difficult wayfinding which has an adverse impact on the safety and legibility of the Campus. UEA should consider developing and implementing a new wayfinding strategy.
- **Conflict over space.** Initially designed for a much smaller population and a narrower spectrum of modes, the Campus infrastructure has been consistently put under pressure;
- **Sustainability ambition:** capitalise on the existing uptake in sustainable trips undertaken to and from the University, and primarily invest in infrastructure to increase the attractiveness of public transport, walking and cycling to access the University. Within the Campus, unnecessary motorised movements should be discouraged.
- **Adaptability over time:** the UEA single Campus model is ideal to develop a smart Campus over time. The UEA should ensure, in its short and long-term mobility and development framework strategy that the Campus and its infrastructure are flexible and adaptable to include the technology ready for implementation. It can take the form of apps, real time information and clean vehicles in the short term; it could take the form of smarter buildings and autonomous vehicles for people and goods in the longer term.

## Student Accommodation Policy

The University's current policy is that all first year undergraduates and foreign students are offered residential accommodation on Campus. Some other categories of students are also offered on Campus accommodation but most of the remaining undergraduates reside off-site. This type of accommodation arrangement is common practice at British universities as students generally enjoy moving away from the Campus as they become older and, for most, it represents the first step towards an independent lifestyle after they have left home.

## Diagram Demonstrating How the Documents Fit Together



\* Incorporating Strategic Development Principle updates

\*\* Anticipated adoption

## DEFINITIONS

For the purpose of the DFS Refresh, the following definitions have been employed:

### Growth

UEA growth for the purpose of the Strategic Development Principles Document and DFS is growth primarily related to UEA's core activities of teaching, teaching-related research, student accommodation, student support including social facilities, administration, estate management and UEA business development. There is also a need to not only take account of the planned/known growth, but to have the flexibility to take account of 'Advancement' opportunities i.e. unplanned opportunities for funding for specific purposes (new faculties and areas of research).

The growth definition excludes the growth related to commercial research, Norfolk and Norwich University Hospital (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 same 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. UEA growth related directly to the NNUH, such as the School of Nursing and Midwifery (NAM), which required a location close to the hospital for operational and functional reasons, is also excluded.

### Campus

The starting point for the definition of UEA's Campus is the area defined as "University Campus" by Policy DM26 of the Norwich City Council Development Management Policies Plan (adopted 2014).

The Local Plan definition covers the core University buildings and areas identified for expansion as part of the DFS 2010. The Adopted Local Plan acknowledges that the definition is tight and that, in all likelihood, the UEA would outgrow the defined "University Campus" boundaries.

Moving forward, the area defined in the Local Plan as 'University Campus' needs to be reconsidered 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 short walking distance. Over time this principle has had to adapt to take account of UEA growth. The principle now is that all main buildings, teaching, research and support activities should look to be located within approximately a five

minute / 500m walking distance of a central point, taken to be in the vicinity of the Registry building or on land within close proximity of the NNUH, where this facilitates the co-location of health and medical disciplines, or complimentary research facilities located on NRP.

### **Study Area**

The study explores the wider Campus area when assessing the suitability of sites for future development, incorporating land north of the Sportspark and the area as far south as, and including, University Broad and the River Yare.

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## 2 The Importance of UEA to Norwich and the Region

### UEA'S IMPORTANCE TO NORWICH AND BEYOND

Since its establishment in the early 1960s, UEA has enjoyed almost 60 years of successful growth and expansion, enhancing its reputation to become a world class research university. There is no doubt that UEA's presence in the City has significantly contributed to Norwich's recent economic, social and cultural growth.

UEA's presence has enabled Norwich to attract many young, skilled workers to the area and, importantly, helped retain them locally. UEA's graduate retention rate is one of the highest in the country at around 22% (2014/2015 academic year). It means the City has a skills base that would not otherwise be available and gives it a higher proportion of young, economically active people compared to much of the UK.

It is widely acknowledged that UEA is a world leader in creative writing and life and environmental sciences. The intellectual capital brought to the City by having UEA in it cannot be underestimated, contributing £1.04 billion to the UK economy. It has provided a rich vein of researchers and scientists, as well as talented and creative people, that have been integral to the City's growth into the knowledge economy and expansion of its creative industries. It is this intellectual capital, generated by the UEA, which places Norwich in a prime location as part of the Norwich-Cambridge tech corridor initiative. The University has also provided job and learning opportunities for local people already living in the City.

UEA currently employs more than 3,800 staff (5% of all Norwich employment), around 2,800 of whom are full time. More than 1,000 members of staff are academic, including around 400 researchers, administrators, support, technical and general staff make up just over 1,750 in total.

UEA has an estimated annual income of some £270 million, and is estimated to be responsible for generating an economic impact of some £468 million on Norwich (equivalent to 1.5% of all Norfolk GVA) and £1.04 billion on the UK (Connecting People and Places, UEA, 2019).

In 2010, the UEA had a student population of approximately 15,000 students. The UEA's student population increased to 17,195 students (2016/2017 academic year). This is a significant increase from student growth forecasts in DFS 2010, which projected a modest increase in student numbers of 1,000-2,000 to 2030.

The Campus provides accommodation for over 3,000 students, with a further 700 students at University Village; 14 students live with family at Suffolk Way Family House; 12 at Bowthorpe Family House. Around 450 international students are accommodated within the International School. Pablo Fanque House in the City Centre is managed by a private company called Homes for Students, and accommodates 244 UEA students.

All other students live off Campus with parents, or in private rented accommodation throughout the city, particularly in Bowthorpe, Mancroft, Nelson, Thorpe Hamlet, Town Close, University and Wensum wards.

## UEA IN THE COMMUNITY

The benefits UEA provides to local neighbourhoods also needs to be recognised. It provides a range of full and part time job and learning opportunities for local people. It also provides health and other facilities accessible by local people.

### Community University Engagement Office

From 2008-2012, UEA hosted CUE East, one of six higher education National Beacons for Public Engagement, created as part of the National Beacons for Public Engagement Initiative.

As a cultural change programme, CUE East made significant progress and helped to shape the next phase of the engagement at UEA. Individual engagement practitioners, who had been active long before the Beacon began, no longer had to work 'below the radar', as their contribution became increasingly recognised and rewarded. CUE East (steered by UEA's senior academics and community partners) enabled UEA to provide a dedicated support service for staff and students with associated individual awards for excellence and a professional development programme which effectively 'raised the game' for engagement in all disciplines. In July 2012 UEA established a permanent Community University Engagement Office, supporting a dedicated Engagement Executive and refreshed Corporate Plan.

The Community University Engagement Office carries through the principles established by CUE East, undertaking the following forms of community engagement:

- **Community knowledge and enriching cultural life**

E.g. public lectures, media work writing for the non-specialist, exhibitions, show casing academic know-how, pro-bono schemes, communicating research to the public, acting as the lead for major festival themes, contributing to the organisations and delivery of engagement activities.

- **Providing a service and being in dialogue with the public and communities**

E.g. volunteering, promoting and employing user involvement in research and the co-production of research, forums, focus groups, seminars and debates that involve the public, pro-bono schemes, drama outreach, museums, continuing education and lifelong learning, contributing to the organisation and delivery of engagement activities. For instance, UEA and NRP plays an integral role in the organisation of the annual Norwich Science Festival.

- **Being in dialogue with the public and policy-makers**

E.g. Governmental committees involving the academic as the 'expert' such as expert panel, Government-led public consultation and task forces and active membership of professional bodies.

Excellence in engagement is formally recognised by the University in the academic promotions scheme (the 'Green Book') and is publicly celebrated via the annual Engagement Awards that are presented at an awards reception hosted by the Vice-Chancellor. Engagement is recognised in national schemes and is a standard requirement of much research funding.

### **City Academy Norwich**

Earlham High School was a community comprehensive for children aged 12 to 18. In 2007 it was one of the worst-performing schools in England (BBC, 2007). The University became a co-sponsor, alongside City College Norwich, Norfolk County Council and Norwich School, to transform the High School into an Academy. UEA provided academic support for the Academy's specialisms, English and Digital Technology, and worked with City College Norwich to encourage as many of the students as possible to make the transition to university and further study.

### **UEA Sportspark**

The Sportspark is an extremely successful venture, accommodating 1.3 million visitors per year, including students and the general public. The Sportspark

is recognised as one of the most successful sports facilities in Britain and continues to be entirely self-financing (Norwich Evening News, 4th April 2010).

### **The Sainsbury Centre for Visual Arts**

The Sainsbury Centre is a museum and gallery housing the Sainsbury Collection and set in a distinctive building, designed by Sir Norman Foster. The Sainsbury Centre is open to the general public and attracts approximately 80,000 visits per year.

### **UEA's Role in the Norwich Research Park**

UEA is an integral element of the Norwich Research Park (NRP). The NRP is regarded as one of the Greater Norwich sub-region's most important 'engines' for growth and prosperity, reflected in its status as an Enterprise Zone.

The NRP is a co-operative of world-class research facilities, including UEA, the Norfolk and Norwich University Hospital (NNUH), the John Innes Centre (JIC), the Institute of Food Research (IFR), the Sainsbury Laboratory, the Innovation Centre, Centrum Building, the Earlham Institute, Enterprise Centre, Bob Champion Research & Education Building, Edith Cavell Building (ECB) and the Quadram Institute.

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. It is estimated to be responsible for over 5,500 direct and indirect jobs, contributing around £420 million to the local economy.

NRP comprises two parts: NRP East (UEA, Enterprise Centre) and NRP West (NNUH, John Innes, IFR, Sainsbury Laboratory, the Innovation Centre, Centrum, Earlham Institute, Bob Champion, ECB, Quadram and 52 hectares of expansion land). The two parts, while inextricably linked, are different in some regards:

- NRP East (UEA) is focused 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. UEA's primary role within the NRP is the development of science, teaching and research and, in particular, to produce the scientists and research to 'feed' the other constituent parts of the NRP. Since DFS 2010, the UEA has also increased its role in the business application of research through the development of its own business school and the establishment of the Enterprise Centre.
- NRP West's primary focus is the commercial application of science and research as well as health care provision and teaching at the hospital.

The NRP partners and the local authorities have adopted a shared NRP Vision. The Vision draws together the three key elements of the NRP:

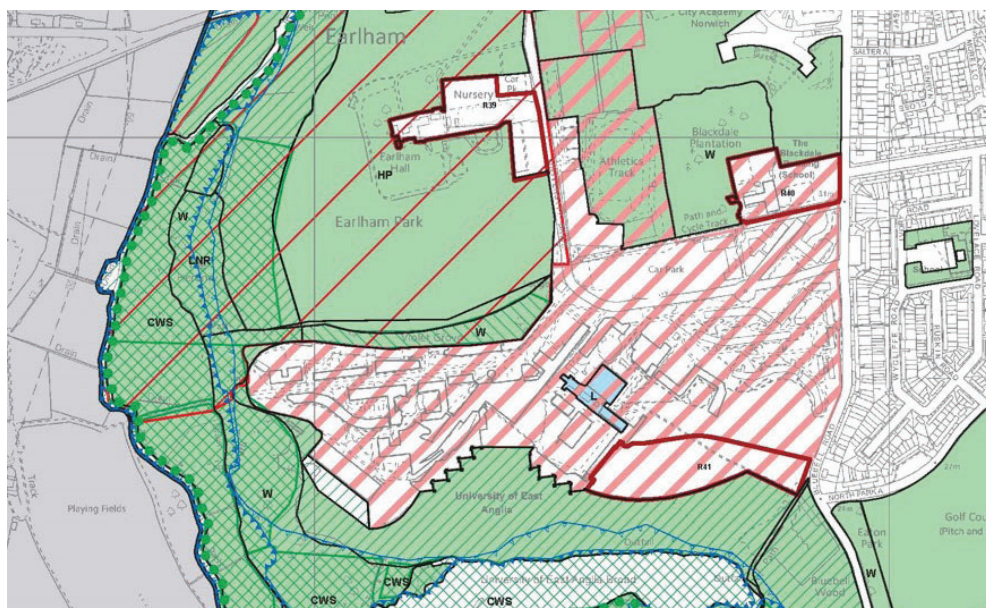
- The development of science and research;
- The business application of the fruits of that science and research; and
- The spatial development of the 55 hectares that form the current allocation for development in the South Norfolk Local Plan (Policies COL 1, COL 2 and COL 3).

The NRP Vision is for growth. The aspiration is for NRP to continue to thrive, and retain its status as a key engine of growth for the local and regional economy. UEA's continued success and growth is essential in delivering the shared Vision.

Provision is already made for the expansion of commercial and commercial-linked research activity at NRP West through the allocation of 55 hectares of land in the South Norfolk Local Plan. The development of this allocated land has been partially realised since DFS 2010 through the delivery of Earlham Institute, Bob Champion, ECB and Quadram, though the majority of the NRP's expansion land is yet to be developed.

Provision for the expansion of UEA is currently set out within DFS 2010, and relevant policies and site allocations within the Norwich City Council Local Plan. This masterplanned approach to development at the UEA Campus has enabled NRP East to continue its role in focusing on teaching and teaching-related science to 'feed' constituent parts of the NRP, through the emerging Building 60 science faculty building. The delivery of the Enterprise Centre has enabled UEA to enhance its role in the business application of research. However, provision is yet to be made for the future expansion of UEA, which will be the consideration of the Greater Norwich Local Plan review process.

Right: Extract of  
Proposals Map





## UEA's Role in the Cambridge-Norwich Tech Corridor

The Cambridge-Norwich Tech Corridor is one of Europe's most exciting tech growth opportunities. With its two world-class universities (UEA and University of Cambridge), an array of high-growth businesses and a plethora of leading research institutions, the Tech Corridor is ideally placed to play a significant role in addressing the grand challenges facing humanity, to be a role model for future-facing, tech-driven economies worldwide and to make a significant contribution to the UK economy.

Currently the Tech Corridor drives a vibrant £27.3bn economy with growth of 13.5% since 2010, outstripping the national and regional averages. By increasing overall population and technology-based, high-value employment opportunities in the Tech Corridor, the initiative has the potential to transform the economy and enable 26,000 additional jobs, creating additional economic value of £2.75bn in real terms, boosting workers' take-home pay by an average of £1,300 per annum, also in real terms, and housing an additional 46,000 people by 2031.

To capture and realise the potential of the Tech Corridor, the Cambridge Norwich Tech Corridor Partnership is bringing together political and business leaders to build a distinct, high-value narrative, to raise the collective reputation of the region's ambitious tech businesses and help them address major global issues, improving people's lives and the country's productivity in the process.

NRP and UEA are viewed as an integral element of the Tech Corridor initiative. Akin to the existing synergy between UEA and the NRP, the two world-class universities within the Tech Corridor (UEA and University of Cambridge) will 'feed' the Tech Corridor through the education of the next generation of innovative scientists and business leaders and through the delivery of cutting-edge research.

The Tech Corridor initiative elevates UEA's importance not only to Norwich and the wider sub-region but to national and international economic and research objectives.

## CONCLUSION

UEA's importance to Norwich, the wider sub-region, the local community and national growth initiatives can be summarised as:

### Economic Factors

- Employment of staff from a wide range of abilities;
- Expenditure by staff in local areas;
- Expenditure by students in local areas, including in the private rented sector;
- Provision of well-paid employment opportunities in the local economy;
- Construction project expenditure;
- Employment of construction professionals and workers;

- Expenditure on goods and services by the University in the local economy;
- Payment of business rates/taxes;
- Spin-offs of research projects into the local and national economy;
- 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. NNUH, JIC, IFR, ECB, Bob Champion, Earlham Institute, Quadram;
- Attraction and development of highly qualified individuals potentially available for employment in the local and national economies, including the burgeoning Cambridge-Norwich Tech Corridor, and overseas;
- Availability of significant graduate labour pool continuously seeking employment as qualifications are achieved; and
- Provision of business space for innovative start-up ventures at the Enterprise Centre.

#### **Social Factors**

- Status of Norwich as an important university city;
- Attraction of significant numbers of young people with ability into Norwich;
- Attraction for significant numbers of highly qualified academics to Norwich;
- Attraction for student and academics from outside of UK into Norfolk;
- Retention of significant numbers of graduates in the area post qualification; and
- Important centre of architectural interest e.g. Lasdun buildings and Foster's Sainsbury Centre.

#### **Educational**

- Availability of a 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 facilities;
- Availability of a wide range of specialist courses for part-time students;
- Non-vocational course provision;

- Contribution to journals, articles and debates on specialist subjects; and
- Availability of qualified personnel to advise on specialist areas.

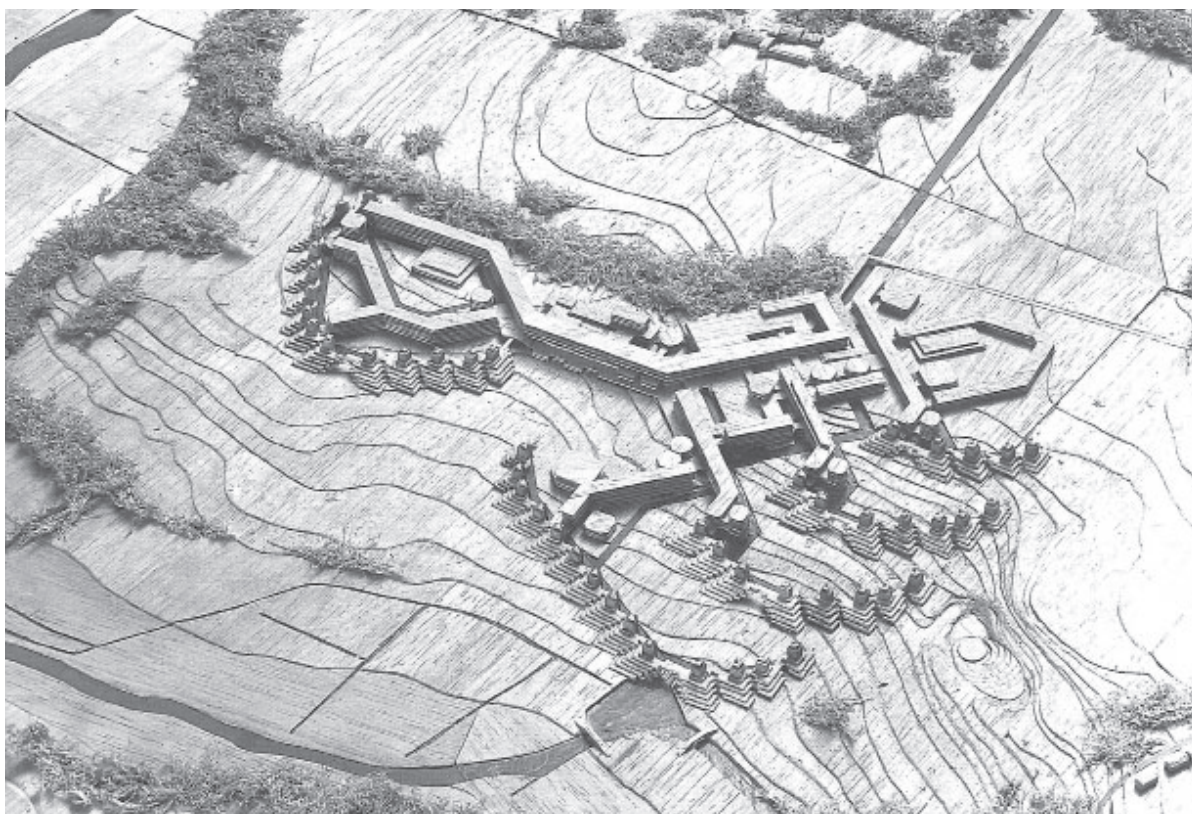
### **Community Involvement**

- Availability of UEA facilities generally for community events;
- Availability of Sportspark and playing fields as regional and local sports, recreation and leisure facilities;
- Availability of university grounds as local informal recreational facilities;
- Provision of outreach courses into the local community;
- Involvement of UEA academics and personnel on local organisations and bodies including local Councils and Non-Government Organisations;
- Involvement of UEA based people in local community generally by virtue of their place of residence;
- Availability of a major art gallery at the Sainsbury Centre with internationally recognised collection and continuously changing exhibitions;
- Ambition to involve the local community and organisations with innovative new construction projects e.g. Institute of Productivity;
- Venue for lectures and debates of local interest;
- Venue of music and cultural events and the arts generally;
- Student volunteering projects to local schools;
- Teacher training placement to County schools; and
- University volunteering projects relating to environmental matters in and around Norwich.

### **Research**

- Internationally renowned research, particularly on climate change and other sciences. With its pedigree and reputation, UEA is well placed to continue to forge forward; developing, expanding and innovating over the period to 2036 and beyond.

It is evident that the UEA is not only important, but essential to a thriving Norwich. For UEA to continue in this role, provision must be made to allow it to grow, expand and adapt to enable it to cement and enhance its reputation as a world class university.



*Above: One of the first drafts of the masterplan, showing the lines of Ziggurats extending down the slope to the river.*

### 3 Design Background

The University of East Anglia (UEA) was founded in 1960, receiving permission to build a permanent campus on the Earlham Golf Course the same year. Denys Lasdun was chosen as the first architect for the University. He devised a scheme for a campus university with the buildings concentrated on the higher ground forming an 'urban core' with a naturalistic, valley landscape surrounding them, a landscape which was designed by Brenda Colvin.

Building work began in 1961. The core university buildings, designed by Denys Lasdun, were first opened in 1966. Over time, the University has been added to by numerous architects whilst maintaining the 'compact campus' form as designed by Lasdun. Bernard Feilden added the 'square' to the site in 1968. The 1970s saw the addition of the UEA Broad and Union House as well as the Sainsbury Centre for Visual Arts, the latter designed by (Sir) Norman Foster. The UEA Sportspark was opened in 2000 and the INTO building was introduced to the site in 2007. Since then more recent additions have included the Enterprise Centre and regeneration of Earlham Hall, development of the former Blackdale school site for Student Accommodation and construction of new science and engineering academic buildings along Chancellors Drive.

UEA has been built on a vision, a strong design concept that has made its place in the history of architecture and campus design. Great names have added to that vision over time, sometimes successfully, sometimes less so, but they have all helped UEA to evolve to what it is today. By its nature, the development of a university campus is never static; it is constantly evolving and adapting to meet the new challenges placed upon it by a partly transient, and increasingly demanding, student population and to be agile to the ever-increasing demands for academic teaching and the student experience.

In the face of this constant pressure to change, visions may become lost over time, their product changing so much that they reflect little or nothing of the original ethos. It would be unfortunate if this were allowed to happen, particularly in a campus of such architectural and landscape significance as UEA. Needs have grown and changed and ideas about the demands of users and the nature of architectural design and building techniques are very different from those of the 1960s and 70s. Notwithstanding this, there are central elements of the original vision which are relatively timeless and which should, in UEA's opinion, be preserved lest the resulting campus design fail to meet its original objectives and lose its significance.

### **Interdisciplinarity and the Compact Campus**

A founding principle of UEA was interdisciplinarity, i.e. where related academic subjects are studied in combination with each other so that undergraduates and researchers could benefit from widening their areas of study and interacting with students of other disciplines. Currently, 75% of subjects are taught across more than one school of study. The ability for this interchange of knowledge to be seamless, through co-location and proximity, is a key selling point for UEA within its physically compact campus. In order for this to be effective, departments, facilities and accommodation must all be within easily accessible distance of each other.

The first appointed University Architect at UEA was Denys Lasdun. A specific part of his brief was to produce an integrated design which would reflect the academic structure proposed by the founders. The resulting masterplan proposals were compact and concentrated onto the higher areas of ground away from the river valley. The masterplan was anchored around the interdisciplinary Teaching Wall which formed a strong spine running through the Campus. Lasdun summarised his key principles behind the concept of the Campus as:

- Concentration – a compact university where destinations are connected directly and where all activities are within a five minute walking distance;
- Limitation of the spread – to protect the valley landscape from encroachment and to maintain 'a cohesive whole';
- Linkage and movement – use of elevated walkways to allow concentration of pedestrian traffic and make use of the changes in levels;



*Above: Denys Lasdun (1914-2001)*



- Student living – creation of small communities within the whole;
- Materials – use of unfinished concrete due to its neutral colour that would not detract from the natural landscape; and
- Growth – the creation of a central nucleus from which growth could spread as the needs of the University changed.

Although many of the needs of the University and its staff and students have changed, these key principles (although perhaps not the methodology of implementing them) are still valid and should be fundamental, where practical, to any future design decisions made for the Campus.

Lasdun was succeeded as University Architect by various practices, many of which were local, including Feilden and Mawson, Rick Mather, (Sir) Norman Foster, LSI, Hawkins Brown and RH Partnership. These Architects have all added to the UEA masterplan but have generally kept to its founding principles of a compact campus with interdisciplinarity.

### THE HERITAGE OF THE CAMPUS

*Right: Lasdun's Teaching Wall.*



*Right: The Ziggurats*





Significance of the built form is a key issue when considering any alterations to the University Campus and is a core theme running through the Conservation Development Strategy.

*Above: View across the harbour between the Ziggurats from the roof of the Teaching Wall.*

### THE PARKLAND SETTING

The original decision to concentrate the Campus buildings onto the higher ground allowed the greatest amount of space being able to remain undeveloped. The resulting Campus was compact and set within a wider landscape. The success and the significance of the buildings is reliant on their relationship to this wider landscape.

Brenda Colvin was chosen to undertake the design of the Campus landscape. Colvin was one of the founders of the Institute of Landscape Architects, now the Landscape Institute.

The relationship between Lasdun's compact campus and Colvin's semi-natural landscape has been compared to the setting of a country estate in parkland.



Above: Brenda Colvin (1897 - 1981).

The landscape setting, therefore, is just as important a part of the overall masterplan design as the listed buildings within the complex, as well as the illusion that the landscape is limitless.

It is the contrast between the densely compact built area of buildings and the open and 'seemingly limitless' parkland that perhaps makes UEA truly special and of great architectural and landscape significance.

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## 4 Assessment of Need

### BACKGROUND

As detailed earlier in this document, since it was founded in 1963, the UEA has grown considerably. This growth has helped the University be ranked in the top 20 universities in the UK. As outlined earlier in this document, the UEA has ambitious plans to continue to grow the University to ensure that it remains competitive in the higher education sector and retains its place in the top rank of UK universities.

By way of background, the 2010 DFS identified that there was a requirement for an additional 55,000m<sup>2</sup> (NIA (net internal area)) of floorspace by 2030. In addition, the document stated that there is likely to be a requirement for 25,500m<sup>2</sup> (NIA) of additional space required for new schools, together with 'Advancement' opportunities, potentially extending beyond the period to 2030.

It was concluded in the 2010 DFS that whilst approximately 30,000m<sup>2</sup> (NIA) of the identified need could be accommodated within the existing Campus, either through the implementation of extant planning permissions (10,000m<sup>2</sup> (NIA)) or delivery of what were termed 'aspirational buildings' (20,000m<sup>2</sup> - 25,000m<sup>2</sup> (NIA)) of new floorspace, along with the new school and advancement opportunities, another 25,000m<sup>2</sup> (NIA) would need to be accommodated outside the defined University Campus. In short, new sites outside the Campus



boundary needed to be identified to meet the UEA's requirements during the period to 2030.

The Development Areas identified to accommodate this growth have, in part, been developed to meet this need. More specifically, the Enterprise Centre has been developed at Earlham Hall (3,381m<sup>2</sup>) and the former Blackdale School site has been developed to provide student accommodation. Whilst the Blackdale planning permission provided consent for approximately 24,000m<sup>2</sup> (gross), only approximately half of the consented floorspace has been delivered.

In total, the Development Areas identified in the 2010 DFS have provided approximately 15,000m<sup>2</sup> (gross) of floorspace, which is used for both academic and student accommodation purposes. This excludes land between Suffolk Walk and Bluebell Road, which whilst identified as a Development Area in the 2010 DFS, was allocated as a Strategic Reserve in the adopted Local Plan and which has not yet been developed.

In terms of development within the Campus since the 2010 DFS was produced, the following developments have taken place:

- New lecture theatre, north of Chancellors Drive (2,251m<sup>2</sup>) (previously referred to as School of Medicine Phases 2b and 3);
- Building 60 (7,150m<sup>2</sup>) (previously referred to as Academic Building West);
- Central Library (1,750m<sup>2</sup>) (Phase 3 only).

In total, approximately 11,150m<sup>2</sup> (gross) of new floorspace has been delivered within the Campus through the implementation of what in the 2010 DFS were identified as 'buildings with planning permissions.' (This includes new consents, such as Building 60, that were subsequently granted on the identified sites.)

The 2010 DFS stated that approximately 20,000m<sup>2</sup> (NIA) could be delivered through the development of 'aspirational buildings' within the Campus. The sites identified included:

- Science Research Exchange;
- Extension to Estates and Building Division;
- Arts Research Exchange;
- Congregation Hall Centre;
- Teaching Wall Extension;
- Alumni Tower Block; and
- Pool Extension.

Of these sites, only the Alumni Tower Block has been developed. The site was developed to provide the Chrome Court Student Accommodation Block (5,908m<sup>2</sup> m (gross)).

This, as detailed elsewhere within this document, is a result of it becoming evident to the UEA that it would not be practical or feasible to deliver additional floorspace through the intensification of existing buildings / sites. For example, through feasibility work it has become evident that the extension of the Estates and Building Division is not practical or viable due to the presence of significant utilities infrastructure below ground. The building is identified as having capacity to deliver 5,200m<sup>2</sup> (GIA) in the 2010 DFS. These sites are no longer considered deliverable and, therefore, their potential contribution to meet the future need of the UEA will not be realised.

In summary, approximately 32,000m<sup>2</sup> (gross) of new floorspace has been delivered by the UEA since the preparation of 2010 DFS, against a target of 55,000m<sup>2</sup> (NIA). All Development Areas identified in the 2010 DFS, with the exception of land between Suffolk Walk and Bluebell Road and part of the Earlham Hall site, have been developed.

As detailed above, sites within the Campus previously identified as having potential to deliver approximately 20,000m<sup>2</sup> (NIA) are, based on evidence that has become available since the 2010 DFS, no longer considered suitable and therefore available for development.

On this basis, it is necessary to consider how the need identified in the 2010 DFS and which has not yet been met, can be accommodated. In particular, consideration needs to be given to whether additional land needs to be identified to accommodate the UEA's current and future requirements. Given that the 2010 DFS concluded that to meet future growth requirements land would need to be accommodated outside the Campus Boundary, and the work undertaken by the UEA since has indicated that, with the exception of Congregation Hall, there are limited, if any, opportunities for further intensification of sites within the Campus, any additional land required is likely to be outside the Campus boundary as identified in the Adopted Development Plan.

However, before consideration is given to the identification of sites to identify the UEA's requirements, it is, in order to ensure the DFS Refresh is based on a robust and credible evidence base, considered necessary to review the need identified in the 2010 DFS. This will ensure that the need identified is based on the latest evidence available in relation to the UEA's existing estate, reflecting changes that have occurred in the operation of the estate since 2010, and, crucially, reflecting changes in the University's aspirations, notably the 2030 Vision (see Section 1, page vii).

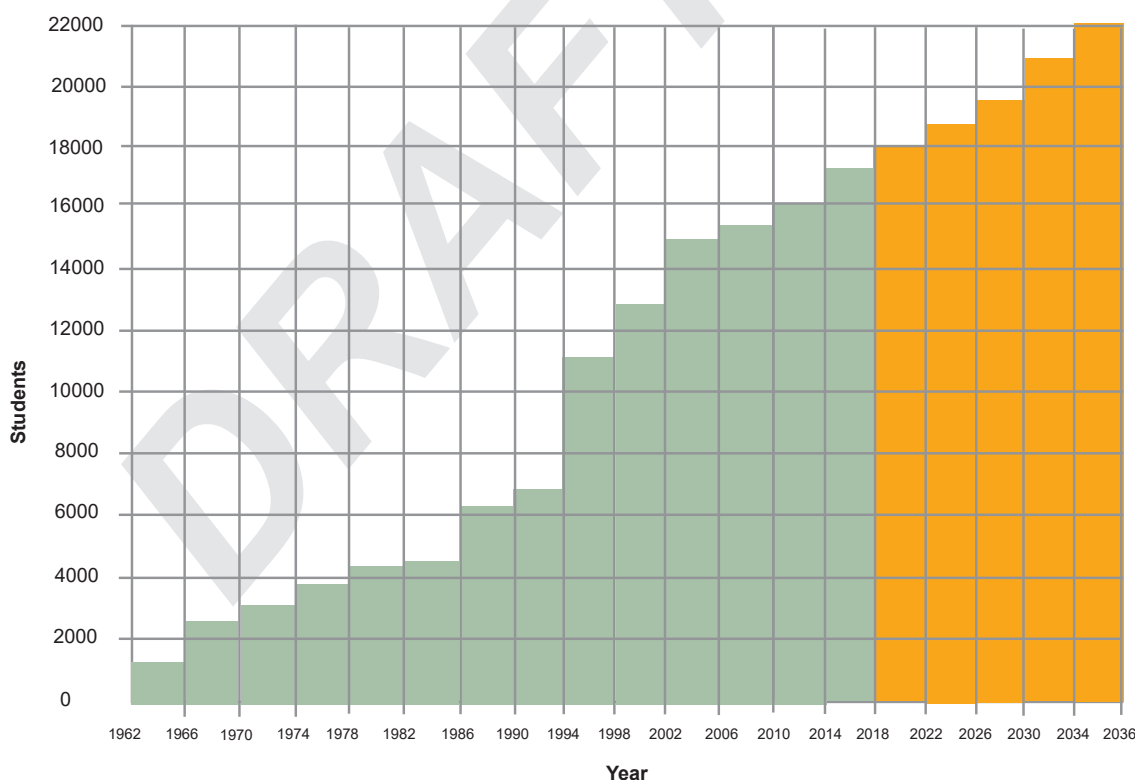
A review of need will also ensure that the DFS Refresh can be extended to cover the period to 2036; ensuring that the document is consistent with the plan period of the emerging Greater Norwich Local Plan.

## STUDENT NUMBERS

In terms of student numbers, these have grown considerably since the first students were admitted in 1963. In 2016 / 17 there were 17,195 students at the UEA<sup>1</sup>. Based on the UEA's growth forecasts, this number will increase to 22,000 by 2035 / 36; an increase of 22% (a net increase of 4,805 students in approximately 20 years).

To put this into context, the number of students at the UEA increased by in excess of 2,000 between 2010 and 2016. (It should be noted that the predecessor to this document had envisaged growth at the University between 2010 and 2030 of between 1,000 to 2,000 students). This demonstrates both the scale of growth the UEA has experienced and that, whilst conservative, the forecast growth up to 2036 is realistic.

The table below demonstrates the actual and forecast growth in student numbers from 1963 to 2036.



## EDUCATIONAL OFFER

The growth in student numbers will be facilitated by an expansion of the UEA's educational offer. Whilst the UEA's Vision is likely to change during the period up to 2036 in response to changing priorities / educational demands, the current objective is for the University to expand its offer at all levels (undergraduate, post graduate and research) through development of faculties, including:

- An Institute of Productivity;

1 Source: \*Higher Education Student Data 2016-17 \*\* UEA Growth Forecasts

- Informatics;
- Artificial Intelligence and Cyber Security;
- Further development of Social Sciences / Humanities;
- Increased growth in STEM disciplines; and
- Increased growth in Pharmacy.

The forecast growth will also result in a need for what may be termed student welfare facilities i.e. administration and retail facilities.

## ACADEMIC ACCOMMODATION REQUIREMENTS

Based upon the increase in student numbers, it is necessary to understand and identify the need for additional floorspace, both in terms of academic space and student accommodation, that results from the forecast growth numbers.

To convert the forecast growth in student numbers into academic floorspace requirements, work has been undertaken by CPB Projects Ltd; a leading Space Planning and Consultancy advising the Education Sector.

Based on the UEA's forecast growth rates, the following Table provides an estimate of the need, based on the current use of the UEA's estate, for academic floorspace during the period up to 2036. The table is broken down into the principal space categories of academic accommodation. Whilst these may vary depending on the exact nature of growth at the UEA, it provides a robust evidence base from which to identify future need.

SPACE CATEGORY	CURRENT ESTATE (M <sup>2</sup> )	2036 REQUIREMENT (M <sup>2</sup> )
General Teaching Space	13,531	25,094
Specialist Teaching Space	6,237	11,969
Research Space	14,321	18,030
Open Access Facilities	1,467	4,138
Offices	15,269	15,087
Local Administration	2,056	2,603
Central Administration	12,421	8,010
Resources	9,846	16,090
Site Services	2,268	2,268
Commercial Space (inc Entrepreneurship/ Innovation & Business Start Ups)	19,789	21,789
Total Net Usable Area	97,205	125,078
Balance Space (inc Communication, Plant & Circulation)	52,883	53,605
<b>Approximate Gross Internal Area</b>	<b>150,088</b>	<b>178,683</b>

Source: CPB Projects Ltd 2018

The Table identifies that based on the UEA's growth forecasts up to 2036, it will be necessary for approximately 28,500m<sup>2</sup> (GIA) of new academic floorspace to be provided.

It is, however, considered prudent to apply a contingency to the identified figure to ensure that the DFS Refresh is sufficiently robust to allow it to respond to

changing circumstances during the plan period. This is particularly pertinent given that, as detailed above, the growth targets identified in the 2010 DFS were met by 2016. A contingency of 20% is considered appropriate.

It should be noted that the figures identified in the Table are Gross Internal and relate to academic floorspace only. The 2010 DFS included a figure of approximately 180,000m<sup>2</sup> (NIA) for the entire estate, including student accommodation.

For the purposes of the DFS Refresh, it was considered appropriate to provide a distinction between academic and student accommodation floorspace, given the differing nature and requirements of the two uses.

## ESTABLISHING THE BASELINE

As the above table illustrates, the approximate Gross Internal Area (GIA) of the current estate is 150,088m<sup>2</sup>. For the purposes of this DFS Refresh, the current baseline against which the extent of additional land required to accommodate the identified need by 2036 is assessed, includes the following:

- All existing University Buildings and facilities;
- Buildings under construction i.e. Building 60;
- Projects with Planning Permission; and
- The Sky House.

'The Sky House' relates to emerging proposals for a circa 16,000m<sup>2</sup> new academic building. At the time of this Refresh the project is currently at pre-planning stage, with the intention, subject to securing planning permission, to commence on site in spring 2020. The rationale for including this emerging project within the baseline assumptions, is due to its primary aim of providing decant teaching space to enable the Lasdun (Teaching) Wall refurbishment. In view of the projected timeframe for completing the refurbishment of the Lasdun (Teaching) Wall, it is assumed that no net increase in academic floorspace will be achieved on Campus during the period of this DFS Refresh (i.e. upto 2036) as a direct consequence of the construction of The Sky House. This benefit will be realised post 2036, which the next DFS will be able to utilise in accommodating the future accommodation needs of the University beyond 2036.

All other emerging building projects on Campus (i.e. Building 62) are excluded from our baseline assumptions.

## STUDENT ACCOMMODATION

The UEA currently provides 4,500 bed spaces on Campus (approximately 95,000m<sup>2</sup> (GIA). As detailed earlier in this document, the University seeks to offer all first year undergraduate and foreign students residential accommodation. The University is not, unfortunately, able to meet this aspiration, with a current shortfall of 1,210 units.



As detailed above, the increase in student numbers during the period up to 2036 is 22% (4,805 students). This growth rate would, based on the number of existing bed spaces on Campus, result in a requirement for an additional 990 additional bed spaces on Campus i.e. 5,490 bed spaces on Campus by 2036. The total requirement, including the existing shortfall of 1,210 units, is 6,700 student bed spaces on Campus.

In order to identify the quantum of floorspace required to meet the identified number of bed spaces, consideration has been given to the industry guideline in respect of the space required to accommodate an additional bed space (25.2 m<sup>2</sup> per bed space).

On this basis, an additional 24,948 m<sup>2</sup> of student accommodation is required to meet the requirement for an additional 990 bed spaces (990 x 25.2m<sup>2</sup>). This would not, however, address the existing shortfall of 1,210 units.

It should be noted that, as with any forecast, there are a number of factors which could influence the actual level of growth. These factors include, for example, demographic changes, particularly in relation to international students, competition between universities and tuition fees.

In terms of the type of student accommodation required to meet the identified need, the UEA remain committed to the delivery of Purpose Built Student Accommodation (PBSA), such as Blackdale. In developing student accommodation, the UEA will seek to adhere to PBSA guidelines, providing UEA managed accommodation, including welfare facilities such as 24hr staffing, to ensure the student experience is maximised.

The UEA will also work closely with Norwich City Council to ensure that any proposals for new student accommodation meet the needs of their students, having regard to, amongst other things, amenities, tenure and cost. In terms of cost, UEA will seek to deliver affordable bed spaces.

## STUDENT WELFARE

The increase in student numbers and the subsequent need for additional academic floorspace and student accommodation, gives rise to a demand for additional student welfare facilities i.e. an expanded student union. To identify the need, CPB Projects have advised that an allowance of 10% of the additional academic floorspace required is considered robust.

Based on the identified figure of 28,595m<sup>2</sup>, it can be assumed that 2,860m<sup>2</sup> of additional floorspace is required to meet future student welfare requirements.

The following Table provides a summary of the identified Need.

TYPE OF FLOORSPACE	2036 REQUIREMENT (M <sup>2</sup> )
Academic	28,595
Academic Contingency (20%)	5,720
Student Accommodation	25,000
Allowance for Student Welfare (10%)	2,860
<b>TOTAL</b>	<b>62,175</b>

## THE NEED FOR ADDITIONAL LAND

In order to understand the extent of land required to accommodate the forecast growth, it is necessary to convert the identified requirement from m<sup>2</sup> to hectares.

To do this, in a robust and credible manner, consideration has been given to planning permissions for academic and student accommodation development secured by the UEA since 2010. Through an assessment of relevant developments in the identified period, it is possible to identify the average quantum of floorspace accommodated on a hectare of land at the UEA.

Between 2010 and 2018, the UEA secured planning permission for 48,110m<sup>2</sup> of additional accommodation. The floorspace was accommodated on 5.56ha of land. Therefore, it can be assumed that, on average, each hectare of land can accommodate approximately 8,652m<sup>2</sup> of floorspace.

On this basis, it can be assumed that, to accommodate the forecast growth of 62,175 m<sup>2</sup> it is necessary to accommodate approximately 7.2ha of land.

Whilst it is acknowledged that both the use, i.e. student accommodation, and site specific considerations, will influence the quantum of floorspace that can be delivered on each site, the approach adopted is considered appropriate for the purposes of the DFS.

## SUMMARY OF NEED

It is evident that in order to accommodate the UEA's plan to increase student numbers from 17,195 students in 2016/17 to 22,000 by 2036, it will be necessary to provide approximately 62,000 m<sup>2</sup> (GIA) of additional academic, student and student welfare accommodations. Therefore, based on the grant of planning permission for developments of a similar nature at the UEA since 2010, it will be necessary to identify approximately 7.2ha of land for development.



## 5 Strategic Development Principles

In 2010 the UEA prepared a document titled Strategic Development Principles. The document considered the different strategic options to accommodate the UEA's growth targets for the next 20-30 year period and was used to inform the preparation of the predecessor to this document.



The different strategic options considered comprised:

1. Single campus;
2. Off campus; and
3. Do nothing.

It was concluded in 2010 that the preferred option to meet the UEA's growth targets was to continue the single campus model. The single campus option had been a fundamental foundation of the UEA's growth and crucially promoted interdisciplinary and co-located research; a factor which helped the University enhance and maintain its position as a world class teaching and research establishment. The single campus approach meant that, in the main, land required for development was in the ownership of the UEA, which was key to ensuring that development was financially viable and inefficiencies created by a dual campus could be avoided.

In identifying land to accommodate future growth, the key guiding principle identified in the Strategic Development Principles was the need to ensure that sites were within a 5 minute walk of the University's Registry Building. This meant that the wider NRP was dismissed as a location for growth. NRP was also considered unsuitable as it was viewed as location for applied and commercial research, whilst the UEA Campus, as defined by the existing Campus designation within the City Council's Development Plan, was seen as a location for teaching, learning and collaborative research. As a result, the growth within the Campus was to be accommodated through a combination of:

- Intensification of existing uses;
- Demolition and rebuilding at a higher density;
- Infill development; and
- New development within a 5 minute walk of the Registry Building.

*Below: Bob Champion Building*



As part of the preparation of this document the Strategic Development Principles have been reviewed. To inform this review regard has been given to how the identified Strategic Development Principles have evolved since 2010 in response to the changing requirements of the UEA.

A key change is that since 2010 the UEA have developed on the wider NRP; what may be termed the western Campus. More specifically, the UEA has developed both the Bob Champion building, a research and education building, and Edith Cavell, which provides specialist laboratories for staff and students from the School of Health Sciences. These buildings have been located on the wider NRP in order to be situated in close proximity to the Norfolk and



Norwich University Hospital, as well as the complimentary facilities that the wider Research Park provides. This represents a significant change given that, due to a change in the nature of research and education undertaken, the UEA have sought to utilise the support network of the NRP, whilst ensuring that development is within close proximity of the main UEA (Eastern) Campus.

In relation to student accommodation, as detailed in Section 4, it has not been possible for the UEA to accommodate all their requirements on the Campus as defined within the City Council's Development Plan. To address this need a number of student accommodation developments have been constructed by private companies in Norwich City Centre. Accordingly, in order to meet the demand for student accommodation, it may be necessary for some student accommodation required to meet the UEA's demand to be located outside the main Campus, notably in Norwich City Centre.

On this basis, whilst the key Strategic Development Principle will continue to be the identification of growth opportunities for all types of development on land within an approximate 5 minute walk of the UEA Registry Building, a degree of flexibility needs to be introduced to recognise that, in certain circumstances, it may be necessary to identify sites on the NRP where they are within close proximity of the NNUH and would facilitate the co-location of health and medical disciplines, or be complimentary to existing research facilities.

Based on the above, the updated Strategic Development Principles can be summarised as:

### **UNDERGRADUATE, POSTGRADUATE AND RESEARCH ACCOMMODATION**

- Growth opportunities on land within an approximate 5 minute walk of the UEA Registry Building; and
- Growth opportunities on land within close proximity of the NNUH.

### **STUDENT ACCOMMODATION**

- Growth opportunities on land within an approximate 5 minute walk of the UEA Registry Building; and
- Growth opportunities within Norwich City Centre.

### **ROLE OF EXISTING SITE INTENSIFICATION**

As detailed above, the 2010 Strategic Development Principles identified that growth would be accommodated through a range of development scenarios, including intensification of existing uses and infill development within the Campus. As detailed earlier in this document, the University's development experience on Campus since 2010 has shown that it would not be practical or



feasible to rely on delivering additional floorspace through the intensification of existing buildings. Whilst this has been explored by the University, and relevant opportunities have been identified later within this document, those that remain have significant constraints which will limit their potential going forward to provide for future development. This is primarily a result of such development not being considered feasible. More specifically, development of this nature would be likely to result in existing UEA operations being significantly compromised, have an adverse impact on listed buildings and be impractical or financially unviable. Therefore, it is envisaged that growth within the Campus will be accommodated through a combination of:

- Demolition and rebuilding at a higher density; and
- New development.

If existing sites unexpectedly become available during the period to 2036 and are capable of accommodating higher density development, these will be classed as 'windfall developments'. To refresh this DFS on any other alternative strategy which places reliance on such sites to meet the growth requirements of the UEA would potentially undermine the ability to meet the identified need, and from experience of the current DFS, prompt an early review.



## 6 Opportunities and Constraints

This chapter identifies opportunities to improve the current design of the Campus and constraints to the implementation of the overall vision. The Landscape Strategy (2010) and Conservation Development Strategy (2006), documents which are under review, include detailed analysis of the University buildings and landscape and identify detailed and specific issues for redress. This chapter documents how the UEA has evolved since 2010 in relation to the opportunities and constraints on campus, and will identify opportunities for improvement to 2036.

### ACCESS AND CIRCULATION

Access to, from and within the UEA Campus is an important consideration in the DFS, given its location on an important commuter route on the edge of Norwich and the numbers of students, employees and visitors attending the University each day, particularly during term time. Internal circulation on the Campus, to ensure the safe and efficient operation of all modes of transport, is also essential, particularly given the emphasis on the continued evolution ‘the compact campus’ principle, and the need to reduce carbon emissions.

## The Existing Situation

The main Campus at UEA has a number of entrances, but presently has two main vehicular accesses with junctions onto Earlham Road to the north and Bluebell Road to the east. The junction onto Earlham Road is recognised as the busiest vehicular link within the Campus.

*Left: Earlham Road*



University Drive is the main distributor road through the Campus, connecting the two access points. The section of road from Earlham Park northwards is in the ownership of the City Council and also accommodates traffic generated by Earlham Park and the Sportspark.

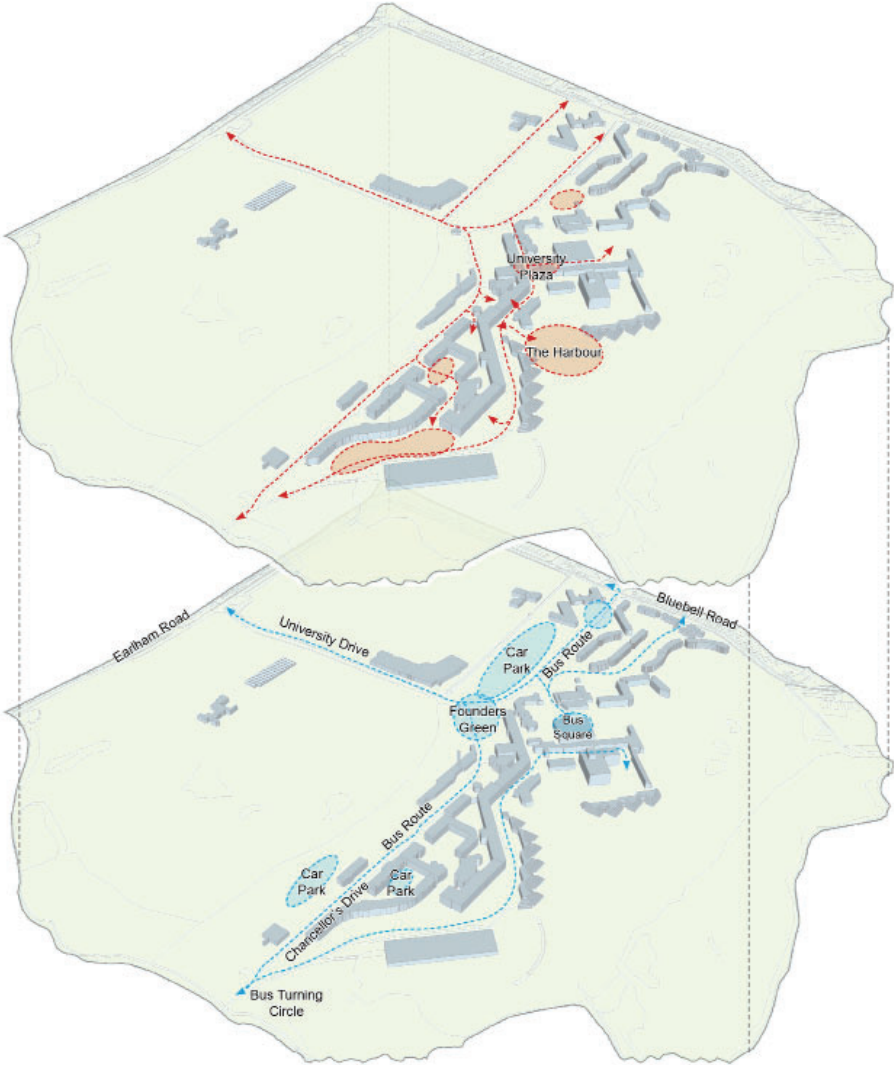
*Left: University Drive*



The remainder of the Campus is accessed internally via Chancellor's Drive, a road that runs from a junction with University Drive to a bus turning circle adjacent to the River Yare Fen. This road also provides the vehicular access route to the Sainsbury Centre and to the University playing fields, from where there is a restricted access road through to the Institute of Food Research.



Right: Key pedestrian routes and spaces.



Right: Key vehicular routes and parking places.

There is specific provision within the main Campus for each of the various modes of transport:

### Public Transport



The UEA is well served by buses, with up to 141 buses entering the site via University Drive North and 154 via University Drive East daily. These are distributed throughout the day, with flows peaking at about 32 buses in peak hours. These services offer frequent connections to Norwich City Centre and Park and Ride services.

In addition, National Express and Megabus services pick up/drop off at different locations. Every day up to 13 coaches depart the University to reach London and other UK destinations.

The UEA also has the potential to benefit from wider transport initiatives delivered through funding secured via the Transforming Cities bid. Whilst no route or means of delivery has been confirmed this could, for example, include a Cross Valley Link.

### Cars

Cars are able to use both entrances to UEA; off Earlham Road and Bluebell Road, as well as all internal circulation roads within the Campus.

There are approximately 1,500 permanent parking spaces available on the Campus, with over half of these spaces located on the main car park, and a further 700 spaces on temporary car parks at Blackdale School and the Triangle Site (also referred to as the Park & Stride). Located further from the Campus, Costessey Park and Ride offers over 1,000 additional car parking spaces, with real-time information and a free bus service to the University (511 service) and the NRP and NNUH (510 service) every 15 to 20 minutes. The Sportspark has 245 car parking spaces, shared between staff and visitors.

When the DFS 2010 was published, UEA had obtained planning permission for a decked car park and biomass Combined Heat and Power (CHP) plant on the existing main car park off University Drive (application reference: 07/00236/F). The planning permission was implemented through the construction of the biomass plant. Accordingly, the decked car park element of the permission remains extant. Due to funding constraints, and the UEA Movement Strategy's ambition to reduce the number of private car journeys to and from the Campus, UEA does not wish to provide substantial new car parking infrastructure that would encourage unsustainable transport modes.





### Cycles

Cycling is an important and popular means of transport on the Campus and cyclists use vehicle entrances, plus dedicated cycle routes from the Norwich Research Park to the end of Chancellor's Drive and along Cow Drive and Bluebell Road. The Pink Pedalway cycle route bisects the Campus, following the route from Colney Lane, across UEA playing fields, and through Chancellors Drive and Cow Drive, before continuing to the City Centre to the east, and NNUH to the west.

Traffic surveys undertaken, as part of the emerging UEA Movement Strategy, identified the University Drive/Chancellors Drive mini roundabout as a key interface for cycling on campus. The implementation of emerging proposals for The Sky House will address the identified need for improvements around this junction.

As part of the Sky House Development, the existing cycle storage will be relocated within the garden area of Congregation Hall, as part of a permanent cycle hub facility for this part of the Campus with capacity for its future expansion.

### Pedestrians

Pedestrian access into the Campus is available via informal footpaths through Earlham Park, from Earlham Road, from Colney Lane, and from Bluebell Road to the Broad, in addition to the above vehicular and cycle routes.



## Policy Considerations and Mitigation

The five primary aims of UEA's transport policy remain unchanged from DFS 2010:

- To reduce car journeys to the University site;
- To maximise the limited car parking resources that are available;
- To reduce congestion in and around the University;
- To prevent unauthorised use of university car parks; and
- To ensure the continuing ability of the University to deliver its core business.

### The Reduction in Car Journeys

A significant number of persons attending or visiting UEA live beyond easy walking distance of the University and, therefore, are reliant on vehicles to gain access to the Campus. This need for vehicles has, to an extent, been minimised by the location of all academic departments within a single campus, and the location of a significant amount of student accommodation upon it. Nevertheless, there remains a need to accommodate vehicle-borne visitors to and from the Campus.

It is the University's aim, as set out in its Travel Plan Strategy 2017-2022 and emerging Movement Strategy, to reduce the number of those travelling by car to reduce traffic congestion and parking need in and around the University. This is being achieved by a 'carrot and stick approach' in the Travel Plan; the carrot being the provision of a good value and efficient bus service to the Campus, whilst the stick is the limited availability of car parking on the Campus, which is allocated on a permitted needs basis and charged to discourage non-essential usage.

The DFS 2010 highlighted the key constraint to the delivery of an efficient bus service as being traffic congestion on Earlham Road and the Fiveways Junction. To assuage these issues, the direct bus route from the Campus into Norwich City Centre (Numbers 25/26) bypasses the Fiveways Junction entirely, and travels via The Avenues instead, thereby decreasing congestion and increasing the efficiency of the service.

It is the University's intention to retain and enhance the frequency and quality of its bus service to and from Norwich City Centre and beyond. This is particularly salient for the long-term development of the University, with more first-year students living off campus in Purpose Built Student Accommodation (PBSA) in the City Centre.

### To Reduce Congestion in and Around the University

The University has worked closely with the City Council to contribute financially to the creation of controlled parking zones in the residential areas close to the Campus to discourage off-site parking.

### **To Prevent Unauthorised Use of University Car Parks**

UEA employs a rigorous parking charging and enforcement regime to ensure that only authorised vehicles park on the Campus.

### **To Ensure the University Can Deliver its Core Business**

The efficient operation of the University requires numerous daily transportation movements to and from it, and it is inevitable that these will have to involve a variety of modes of transportation, including the private car. The Travel Plan is, therefore, tailored to ensure that the University is able to deliver its core business whilst minimising vehicle movements, particularly those resulting from use of the private car. This is a process that requires continuous monitoring and the review of transportation needs and supply, to ensure the correct balance is retained. It is essential, on a campus as large as UEA, that public transport access points are efficiently located for relative ease of access by potential users, particularly where it involves visitors to specific facilities or events.

### **Internal Circulation**

The main vehicular circulation within the Campus is orientated around University and Chancellor's Drives. These form the 'backbone' to the University circulation system and all other routes stem from them, they also form prime pedestrian routes through the Campus and the design of these spaces should reflect their importance. However, Chancellor's Drive, particularly, is vehicular dominated and is characterised by degraded paving materials and planting. This contributes to the sense the Campus is 'back to front' and contributes to the poor legibility of the space.

Pedestrian access through the Campus is primarily in the form of dedicated foot paths and cyclepaths, including raised walkways designed by Lasdun. This reduces the amount of conflicts between pedestrians and vehicles.

### **Legibility and the Sense of Arrival**

Legibility is the ability by which people can understand the layout of a place and the ease by which they find, and remember, the route to the places for which they are looking. Different elements contribute to legibility, such as landmarks, views and clear routes. The Campus has evolved since the original masterplan completed by Lasdun in the 1960s and 70s. A line of notable architects have added their mark to the Campus layout, changing external spaces and routes. Planting has matured and been adapted over time, changing views and visibility. As a result, some of the spaces within the Campus suffer from poor legibility, making the Campus difficult to negotiate, particularly for visitors and new students.

To respond to this, UEA obtained planning permission in 2010 and 2012 for a comprehensive wayfinding strategy, comprising a range of site entrance signs, Campus map signs and directional fingerpost signs to aid the legibility of the

Campus for pedestrians, cyclists and vehicles alike. While the signage strategy has been implemented, some of the spaces within the Campus still suffer from poor legibility, making the Campus difficult to negotiate for visitors and new students.

Perhaps the most important space is the approach from Earlham Road down to the area around the Lodge, which currently lacks a sense of arrival. The location could accommodate a flagship building which will deliver an important new landmark into the University, while delivering a unique sense of arrival.

Elsewhere on the Campus, the colonnade on the eastern end of the Teaching Wall was originally intended to mark the entrance into the Campus, but this has been lost behind subsequent planting.



*Left: The area around the Lodge lacks legibility and a sense of arrival into the University, despite being the main entrance point to the Campus.*

### Recommendations

Continue to enhance the frequency and efficiency of public transport services and routes through Campus, and enhance the safety and legibility of the Campus for cyclists and pedestrians.

Create a sense of journey and arrival when approaching the University from Earlham Road. The area between the Lodge and the Registry should be redesigned, to provide a landmark for legibility and to create a sense of journey and arrival when approaching the University from Earlham Road.

Seek to utilise opportunities to better integrate the UEA with the NRP and the City through initiatives.

### The Built Form

#### New Buildings

The University is constantly subject to change and in need of the addition of new buildings. Therefore, it could be said that the Campus will never be 'finished', irrespective of need, but constantly adapting as needs change. However, there are certain areas of



the Campus that could be considered 'unfinished' and that would benefit from completion, in accordance with the Landscape and Conservation Development Strategies.

When considering any new addition to the Campus, the primary considerations are to the significance and setting of the existing key buildings, particularly those that are listed and the landscape setting of the Campus as a whole. This is a key theme running throughout the Conservation Development and Landscape Strategies. The Conservation Development Strategy includes a section regarding the strategy for the detailed preservation and development of the Campus. This should be considered in all proposals for development on the Campus.

Lasdun's original vision was for a compact campus in a parkland setting, an urban typology compared to an Italian hill town. There was to be a distinct contrast between the compact, dynamic, urban campus and the open, rural parkland surrounding it. There was to be no 'suburban'. There is now generally a strong contrast between the two areas, as originally conceived, with a strong built edge along most of the southern boundary of the Campus in the form of the Ziggurats and the Sainsbury Centre. The Ziggurats were Lasdun's 'cliffs' around his 'landlocked harbour' looking out over the landscape.



The Sainsbury Centre is Foster's later interpretation and continuation of that edge. However, the eastern portion of the southern boundary remains incomplete, as the later phases of Lasdun's Ziggurats were never built due to cost issues. These would have formed the remainder of the strong edge to the Campus, facing out across the parkland and the Broad. The incomplete nature of the southern edge means that the built form lacks the strong definition originally envisaged to contain the urban campus and to reinforce its contrast with the parkland setting.



The Teaching Wall was intended to be, and still remains, the strong spine that tied the University Campus together. It forms the single consistent feature running through the Campus forming an aid to orientation and a backdrop to the Campus when viewed from areas to the south. The Teaching Wall was never completed and Lasdun's contemporary spiral staircases still remain at various points, including at the western end. In the original masterplan drafts, the Teaching Wall continued across University Drive to the area now occupied by the car park. This would have provided definition to the northern edge of both University Drive and the Campus.

At present, Chancellor's Drive and the eastern part of University Drive lack a sense of space. Lack of enclosure of the space by the built form, in certain parts, results in a space that is poorly defined and does not provide an aid to legibility or reflect the status of the space in the overall masterplan. The creation of a strongly defined space in this northern part of the Campus, to be delivered through the emerging proposals for The Sky House, will result in the creation of an area reflecting the importance of the northern edge of the development as the entrance into the Campus.



Above: 'Temporary' spiral staircases show where the Teaching Wall was intended to be extended.

#### Replacement Buildings

Many of the buildings at UEA are starting to age and are undergoing a programme of repair and maintenance. For instance, a major strategic driver for the UEA's Vision 2030 is the refurbishment of the Teaching Wall.

It is acknowledged that other buildings on Campus do not make efficient use of space or do not reflect the architectural importance of the University. Opportunities to replace these buildings is kept under continuous review, to be replaced when funding allows. Another key constraint to delivering replacement buildings on Campus is the disruption to the function of the University that such works would cause. For instance, while it is acknowledged that the Estates Office building does not make efficient use of space, the location of many of the University's critical facilities within the building (i.e. district heating plant) precludes its redevelopment potential. Accordingly, whilst the Strategic Development Principles detailed earlier in this document, recognise that there may be opportunities for the demolition of existing buildings and their redevelopment at higher densities, then opportunities are likely to be limited.

Meanwhile, Congregation Hall and the old Sports Hall, represent a key location to deliver a replacement building. The Hall occupies an important location off the eastern part of University Drive and it is an important focal point as it hosts many ticketed events that are open to the public. This means that, for many people, Congregation Hall is the only building they will visit on the Campus. However, the building does not relate well to the road or reflect its importance as an event venue. The DFS Refresh continues to support the recommendation of the replacement of Congregation Hall with a more suitable building that reflects the importance of its location and its function within the University Campus.



Above: Images of The Teaching Wall.

### Recommendations

The southern edge of the Campus should be defined and completed as originally envisaged by Lasdun. However, the location and design of the edge will be reviewed in this document to reflect the current context.

The Teaching Wall will be refurbished, in line with the Vision 2030 strategy, while Congregation Hall should be replaced by a more suitable structure.

Utilise opportunities to redevelop buildings that are of low architectural value and which do not make efficient use of space to provide a high quality, well designed development.

Below: Tatlin's Tower.



## LANDSCAPE

### Parkland

The Broad was a key feature of Colvin and Lasdun's vision for the University's parkland setting, despite being suggested in a different location. The Broad is a central landmark within the Campus, forming a reference point in several key views. The relationship between the Campus buildings and the Broad is an important part of the landscape setting, but this is being lost due to the succession of the planting along the banks. This is also having an impact upon availability of habitats for various nesting birds. This vegetation needs to be managed appropriately in accordance with the Landscape Strategy.

### Tree Planting

There are many areas of tree planting within the defined University Campus, some with historic significance and subject to TPO's. These are highlighted within the Landscape Strategy, along with recommendations for their management and protection. There are many trees within the Campus that are not of significant historic importance, such as the areas of tree planting south-west of the Prospect, which are remnants of the municipal golf course.

Trees are a positive element within the Campus, providing seasonal colour, shading and interest in both the built and parkland areas of the Campus. However, their location and planting should be carefully considered with regards to potential impact on spaces, views, legibility and the overall design concept of the landscape masterplan. Over time trees have been planted in inappropriate locations, or have outgrown their places limiting important views and vistas, and these should be reviewed.

### Urban Rooms and Streets

The key streets running through the Campus are University and Chancellor's Drives which form the entrance into the site and the main east-west route across the northern edge. Despite being the main routes within the site and the key entrance points, they do not provide the sense of approach that might be expected at an important institution such as UEA, giving the impression that the Campus is 'back-to-front'. Reviewing the built form along both of these roads, in addition to paving and planting, will create a sense of importance within the road spaces and reinforce their position as the gateway to the University Campus.

The Campus benefits from a series of 'urban rooms' and green spaces that sit between the buildings, providing break out spaces and breaking up the built form. Many of these spaces are arranged around historic groups of trees, such as the Spanish Copse, a group of Spanish Chestnuts to the rear of the Registry.

#### Recommendations

Maintain the distinction between the urban Campus and the open, rural parkland setting through the definition of the south-east edge of the Campus.

Identify opportunities for the replacement or removal of shrub planting where appropriate

Ensure developments are well landscaped in accordance with a strategic landscape plan for the Campus.

#### Summary

New built form should be used to define key edges and spaces, in particular the south-eastern edge of the Campus and University and Chancellor's Drives.

Planting, hard landscaping and signage should be used to improve the quality of the key pedestrian routes into and within the Campus, particularly Chancellor's and University Drives, and the area between the Lodge and the Registry to aid legibility and frame key landmarks (e.g. The Sky House, the Registry Building).

Planting should be reviewed in line with a Campus wide Landscape Strategy.

DRAFT





## 7 Site Selection

Once UEA's growth requirements to 2036 have been established, in tandem with an understanding of the baseline opportunities and constraints to development on Campus and the Strategic Development Principles, a robust methodology has been developed and employed to both identify and assess the potential of sites in the defined study area in a systematic manner.

The methodology can be summarised into three key stages:

- **Stage 1:** Identification of potential development sites;
- **Stage 2:** Preparation and population of Site Selection Matrix; and
- **Stage 3:** Selection of the Preferred Sites through preparation of a more detailed Site Evaluation Proforma, using the baseline knowledge gained from the Matrix in consultation with Norwich City Council and the Greater Norwich Local Plan Team.

This chapter details the process employed at each stage to evaluate each site, providing the rationale for the discounting of certain sites and the selection of others as preferred locations for the expansion of the UEA Campus to 2036.

## STAGE 1: POTENTIAL DEVELOPMENT SITES

Based upon the Study Area, the Strategic Development Principles and identified need, a number of potential site options were identified. These sites included:

1. Congregation Hall;
2. Land adjoining Sainsbury Centre;
3. University Drive North;
4. Land South of Suffolk Walk (Strategic Reserve);
5. Grounds Depot Site;
6. Bluebell Road;
7. Triangle Site;
8. Land South of Broadview (extension to Strategic Reserve);
9. Sportspark Car Park;
10. Colney Lane Plantation;
11. Earlham Park Frontage; and
12. Earlham Hall Nursery Site.

Sites that are included within the existing University's baseline (as detailed in Section 3 of this document), or which were occupied by existing buildings were, with the exception of Congregation Hall, not considered as potential development sites. Congregation Hall was, given the opportunities it presented and the significance of its location, considered to provide a potential development site. Consideration was also given to land, which whilst allocated in the Adopted Development Plan, had not been developed.

## STAGE 2: SITE SELECTION MATRIX

In consultation with Norwich City Council and the Greater Norwich Local Plan Team, a Site Selection Matrix was prepared to systematically evaluate each potential development site, both within UEA Campus and within the wider UEA Estate.

The Site Selection Matrix was based upon the methodology adopted for the Greater Norwich Local Plan Sustainability Appraisal process, to ensure that key planning constraints were captured and assessed accordingly in relation to each site. Each site would be scored against a number of criteria with a figure between 1-5, with 1 being most constrained and 5 being least constrained. Those sites with the highest scores would be considered to be the most appropriate to accommodate UEA's growth to 2036.

This systematic approach to site evaluation was an inherently iterative process, and certain elements of the scoring criteria were altered, in consultation with Norwich City Council and the Greater Norwich Local Plan Team, as the site selection process progressed. For instance, certain elements of the Greater Norwich Local Plan Sustainability Appraisal methodology required tailoring to ensure that the site selection criterion related directly to UEA Campus and the wider UEA Estate.

The table below outlines each of the criteria used within the Site Selection Matrix, alongside a summary of the process used to evaluate each criterion, and amendments made to the baseline GNLP Sustainability Appraisal methodology:

SITE SELECTION CRITERIA	SUMMARY OF THE EVALUATION PROCESS	SUMMARY OF MODIFICATIONS IN CONSULTATION WITH NCC/GNLP
Topography	Sites with steep terrain, with extreme differences in elevation, and within a prominent position within the local context scored 1, while those sites based on flat land outside of a prominent or elevated position scored 5. Sites with varying degrees of undulation scored between 2-4.	No modifications made to the GNLP Sustainability Appraisal methodology.
Buildings and Structures	Sites with immovable structures scored 1, while sites bereft of buildings or physical structures scored 5.	NCC and GNLP commented that the presence of buildings or structures should not be regarded as constraint to UEA development, as such structures could present an opportunity for reuse/refurbishment. This criterion was subsequently deleted.
Physical Features	Sites with trees/hedges/dense boundaries/watercourses or TPOs that cannot be removed scored 1, while unconstrained sites scored 5.	NCC and GNLP commented that the presence of pre-existing high quality green infrastructure ought to be an opportunity to enhance the design quality of development. Through this, the scoring criteria was modified to allow sites adjoining watercourses/TPO trees to be elevated from scoring 2 to 3.
Noise Sensitivity	Sites within an area of average anytime noise levels from road above 65dB(A) or industrial uses within 0-10m scored 1, while those sites with average daytime noise levels from roads of 0-54.9Db(A) and no industrial uses within 100m scored 5. Scores from 2-4 varied between the above noise and distance parameters.	It was agreed with NCC/GNLP that issues concerning road noise and industrial uses were immaterial to site evaluation at UEA. Sites were therefore evaluated in terms of their distance to roads and proximity to noise sensitive uses (i.e. student accommodation and residential properties).

SITE SELECTION CRITERIA	SUMMARY OF THE EVALUATION PROCESS	SUMMARY OF MODIFICATIONS IN CONSULTATION WITH NCC/GNLP
Flood Risk	Sites entirely within Flood Zone 2/3 scored 1, while sites entirely within Flood Zone 1 scored 5.	NCC and GNLP commented that Flood Zones 2 and 3 should not be regarded as presenting an equivalent constraint as, in normal circumstances, only a location within Flood Zone 3b, (the functional floodplain) would preclude development entirely. Additionally, the criterion did not account for surface water flood risk. From this, the site evaluation criteria was amended so sites within Flood Zone 3b scored 1, and surface water flood risk was incorporated within the scoring criteria.
Landscape and Visual Impact	Sites within a high sensitivity landscape, where development would cause significant harm, scored 1, while sites within a low sensitivity landscape, with ability to absorb development, scored 5.	In conjunction with NCC and GNLP, it was determined that landscape matters are very subjective. In assessing sites for landscape impact, matters such as boundary tree screening have been accounted for.
Ecology	Sites with statutorily designated ecology sites located on them (SSSI, RAMSAR, SAC) scored 1. Sites with no statutorily designated sites within 2km and no locally designated site within 1-2km, scored 5.	UEA Campus is constrained by a range of adjoining County Wildlife Sites. Employing the GNLP Sustainability Appraisal Methodology would mean that most sites would score an artificially low score, as most sites are within 0-500m of a CWS, which should not preclude the development of sites within Campus. The scoring criteria was therefore modified to reflect the spatial proximity of UEA Campus to CWS's.
Historic Environment	Sites within a Conservation Area, or with a Listed Building on site, scored 1. Sites with no Conservation Area within 2km and no Listed Buildings within 1km scored 5.	If a building is in a Conservation Area/ adjacent to a Listed Building, this does not preclude development (i.e. The Enterprise Centre is located within Earlham Conservation Area). Similarly, most sites on UEA Campus are located within proximity to Listed Buildings. The scoring criteria was therefore updated to reflect the local context of UEA Campus.

SITE SELECTION CRITERIA	SUMMARY OF THE EVALUATION PROCESS	SUMMARY OF MODIFICATIONS IN CONSULTATION WITH NCC/GNLP
Archaeology	Sites with Scheduled Monuments located on them scored 1, and sites with no known archaeological finds within 500m of the site, and no locally designated archaeological site within 500m scored 5.	No modifications made to the GNLP Sustainability Appraisal methodology.
Public Rights of Way	Sites with PROWs on site which could not be reasonably diverted scored 1, while sites without PROWs on the site or on the boundary scored 5.	No UEA sites are encumbered by PROWs, though well used existing footpaths are located through some of the sites. From this, the criterion was amended to incorporate established walking routes within the evaluation process.
Residential Amenity	Sites with residential uses surrounding the site scored 1. Sites with no residential dwellings or residences bordering the site scored 5.	Criterion expanded to consider student accommodation.
Accessibility	Considers the connectivity of sites to walking and cycling routes. Sites were ranked from excellent, very good, acceptable and poor. Sites scoring 1 were located away from safe walking or cycling opportunities.	No modifications made to the GNLP Sustainability Appraisal methodology.
Accessibility to UEA Services	This criterion assessed sites based on walking distance from the UEA Registry Building. Sites within 5 minutes walk of the Registry scored 5, due to their adherence to the key Strategic Development Principles, with scores cascading in 5-minute intervals (i.e. sites within 15 minutes walking distance scored 3).	Criterion added to relate directly to a key Strategic Development Principle.
Site Ownership	Sites not owned by, or under lease to, the University, with no prospect of land being made available for University use within the DFS period to 2036, scored 1. Sites within the ownership of the University and readily available for University related development scored 5.	No comment.

### STAGE 3: DETERMINING THE PREFERRED SITES

Once the Site Selection Matrix was agreed, a Site Evaluation Proforma was prepared for each of the identified sites to allow an appropriate score for each of the criteria to be given. The Proforma was informed by an assessment of key planning constraints, planning history and planning policy designations relating to each site.



The initial scores generated by the Site Scoring Matrix and Site Evaluation Proformas are listed below:

SITE	SCORE
Congregation Hall	56
Land south of Broadview (extension to Strategic Reserve)	55
Land south of Suffolk Walk (current Strategic Reserve)	53
Earlham Hall	52
Grounds Depot Site	49
Triangle Site	49
Sportspark Car Park	49
Bluebell Road	48
Land adjoining Sainsbury Centre	47
Colney Lane Plantation	43
University Drive North	41
Earlham Park	41

From this appraisal process it was evident that all sites scored relatively similarly, within a score range of 40-55, which indicates that many of the potential development areas for this DFS period are not obvious/clear candidate sites. This reflects the constrained nature of the Campus, the limited development opportunities and the challenges some of these sites have in accommodating the future growth of the University over the DFS period. The scores within the Matrix were discussed and, following amendments, agreed with both Norwich City Council and the Greater Norwich Local Plan Team.

Following consideration of the above, four key sites emerged as being suitable for development, and have been considered potentially suitable for University development:

- Walled Garden & Former Nursery Site of Earlham Hall;
- Congregation Hall;
- Land between Suffolk Walk & Bluebell Road; and
- Grounds Depot Site.

Copies of the Site Scoring Matrix and Site Proformas, which contain a detailed justification for the selection, or otherwise, of a site are attached as **Appendix 2 and 3 respectively**.



## 8 Development Areas

This Section of the DFS Refresh considers the potential capacity of the sites identified in the previous section to accommodate the identified need.

## DEVELOPMENT AREA 1: WALLED GARDEN & FORMER NURSERY SITE OF EARLHAM HALL

The site comprises the walled garden to the east of the Hall and its outbuildings which contained the former nursery, part of which was the kitchen garden to the Hall. It's northern, and parts of the eastern and western boundaries, are defined by a wall approximately 2 metres high, believed to have been built in the early nineteenth century, although with more recent alterations. The southern and the rest of the western and eastern boundaries are delineated by hedges, beyond which is a memorial garden. The former nursery is completely lacking in historic features and was previously occupied by large late-twentieth century polytunnels, large frame glasshouses and sheds.



### Current Situation

The site identified above was purchased by UEA in 2010 from the City Council, which included Earlham Hall, the nursery garden/glasshouses area and the former City Care works depot. The site currently forms part of the allocation covered by Policy R39 of the City Council's Site Specific Allocations Document. The site formed part of a hybrid planning application in 2012 covering Earlham Hall and its environs, including the Walled Garden, Car Park & former Nursery and Depot Sites. Permission was granted in July 2013, with full permission for the construction of the now completed Enterprise Centre (total 3,381m<sup>2</sup> for business, research and educational uses), outline consent for phase 2 which comprises approximately 6-7,000m<sup>2</sup> of future buildings for business, research and educational uses on the site of the nursery garden, courtyard spaces between University Drive and Earlham Hall, alongside a pedestrian route between University Drive and Earlham Hall. The outline element of this consent lapsed in July 2018, due to the unviable nature of the consented scheme which was sub-terranean development.

Earlham Hall is currently occupied by the University's School of Law which



forms part of the Faculty of the Social Sciences (SSF). The proposed development area identified above, which was the former nursery garden area/walled/kitchen garden and the remainder of the former City Care Depot site, not occupied by the Enterprise Centre is now cleared, unoccupied and available for development.

It is acknowledged that whilst the development at and within the grounds of Earlham Hall has a distinct difference in character to the main Campus, which is reflected by the recent developments which have taken place, the function of the buildings within Earlham Hall now very much form part of the main Campus.

### **Potential Development Area**

The proposed development area identified covers the remainder of the former City Care Depot site, the walled gardens and former nursery site. The majority of the area proposed for development does not fall within the area designated as Publicly Accessible Open Space.

The previous consent secured on the site, alongside the Earlham Hall Area Vision and Development Document (VADD), both responded to the Earlham Hall Guidance Note issued by Norwich City Council in May 2010 concurrently with the work undertaken by the UEA on its Strategic Development Principles. The intention of the document was to set out Officer guidance on the policy background and issues to be addressed through future applications at Earlham Hall and its immediate environs.

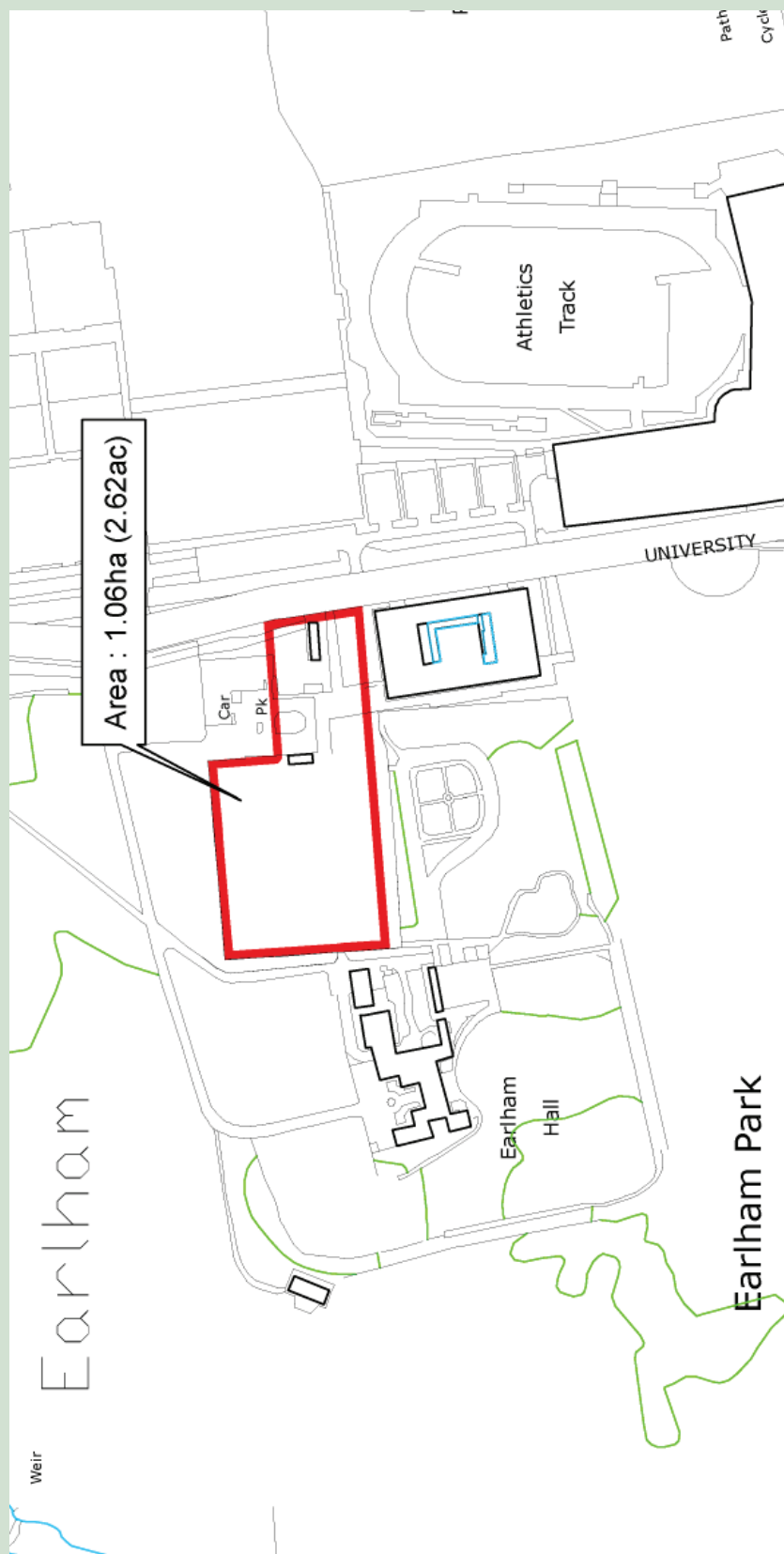
The Earlham Hall VADD was prepared by Bidwells on behalf of the UEA in September 2011. The VADD established the vision for the Earlham Hall area and the development and design parameters to guide future development proposals with the requirement for approximately 10,000m<sup>2</sup> of additional floorspace for B1a, B1(b), D1 and associated uses to be provided within the Earlham Hall area. The provision, as consented and envisaged through the VADD, was additional to the floorspace provided at Earlham Hall and its courtyard buildings (approx. 1,200m<sup>2</sup>). Whilst the Enterprise Centre is now complete (3,381m<sup>2</sup>) the additional 6-7000m<sup>2</sup> of floorspace is left to be accommodated on the former nursery garden and glasshouses site.

The intent and vision of the VADD remains and holds true in the development of the remaining site area within the wider Earlham Hall area. The guidance offered through this development will be considered further in the design, siting and height of buildings that are developed within the potential development area and will need to be carefully considered at the detailed design stage to ensure that the setting of the Grade II\* Listed Earlham Hall and the adjacent historic Earlham Park is not adversely affected.

With the above history in context, with a varied approach to building heights ranging from 1-1.5 storeys across the development area reflecting the sensitivities of the surrounding historic environment, it is assumed at this stage that 5-6,000m<sup>2</sup> of university related floorspace can be accommodated on this potential development area. This has been demonstrated by the initial capacity studies that have been undertaken. The quantum layout, and design will, as per the other identified Development Sites, be considered at a later stage.

The reduction in the quantum of development on the site from the Site Specific Allocations Document is a result of any sub-terrane development being excluded.

Earlham Hall – Walled Garden & Former Nursery Site





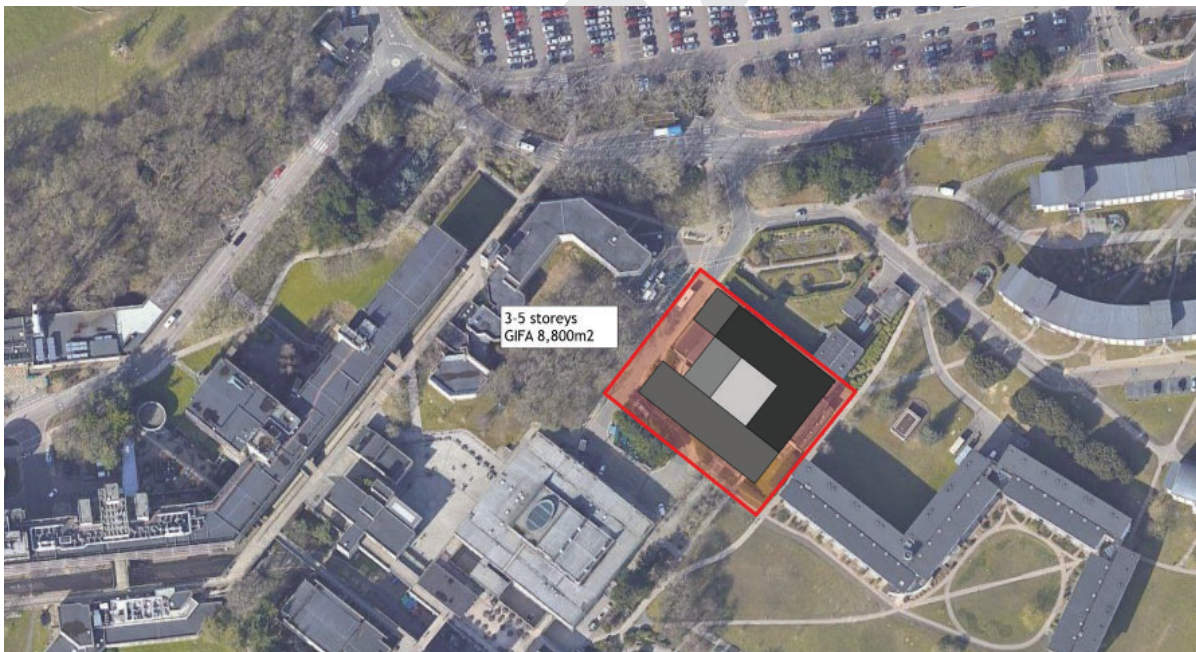
## DEVELOPMENT AREA 2: CONGREGATION HALL

This potential development area has been identified as an area of the existing Campus, which is considered to be under-utilised, and would come available from its current use during the DFS period for redevelopment and intensification.

The site is located to the south of University Drive adjacent to the Registry Building, currently being occupied by a small manicured park, Congregation Hall and the drama studio.

### Current Situation

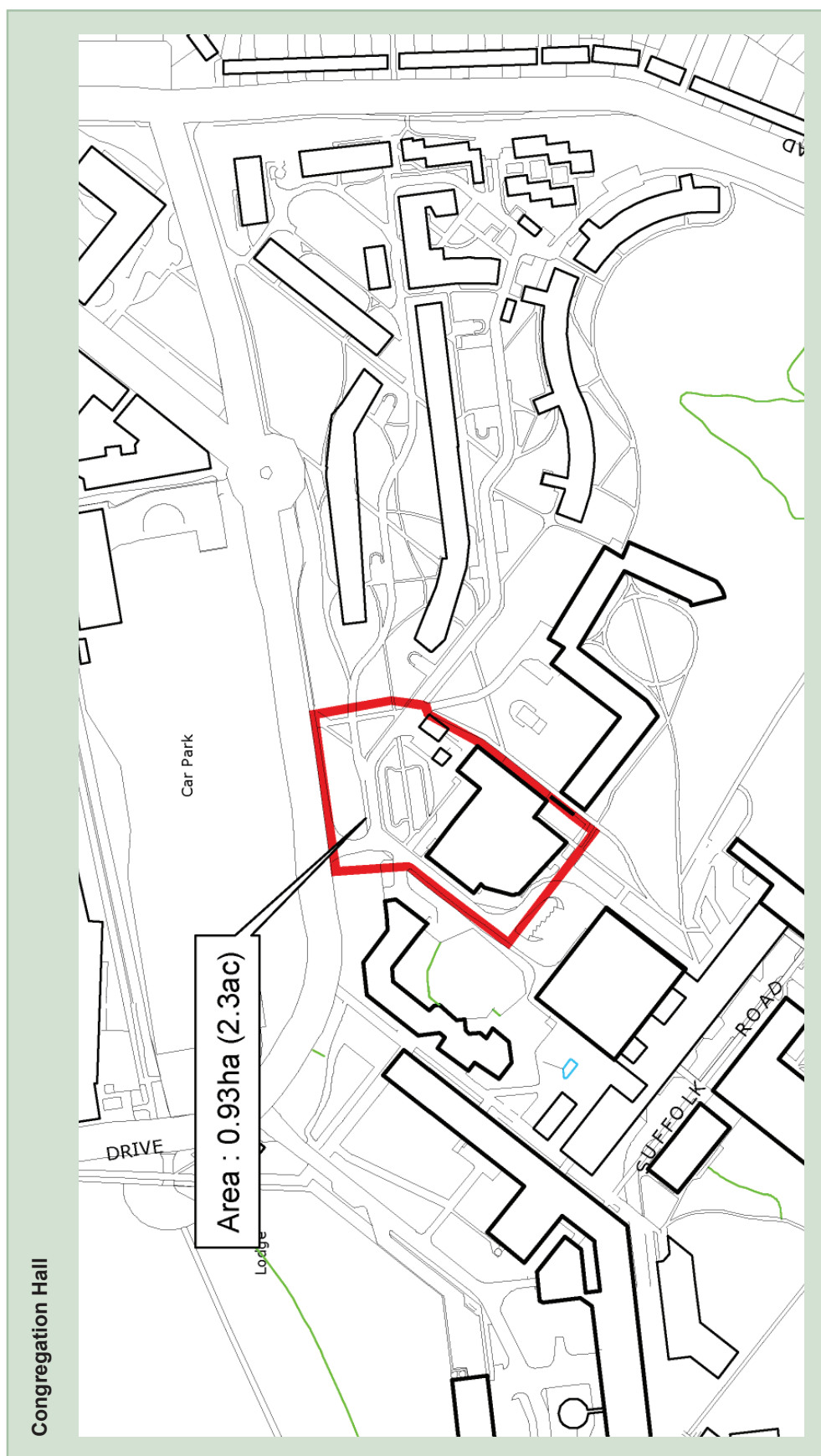
Subject to securing planning permission for the proposed Sky House in 2019, the Drama Studio will be transferred to and accommodated as part of this project, leaving a large part of this site redundant, coupled with the requirement for a larger high-quality congregation facility in the long term. The University offers this existing developed area of the Campus for re-development during this DFS period up to 2036.



### Potential Development Area

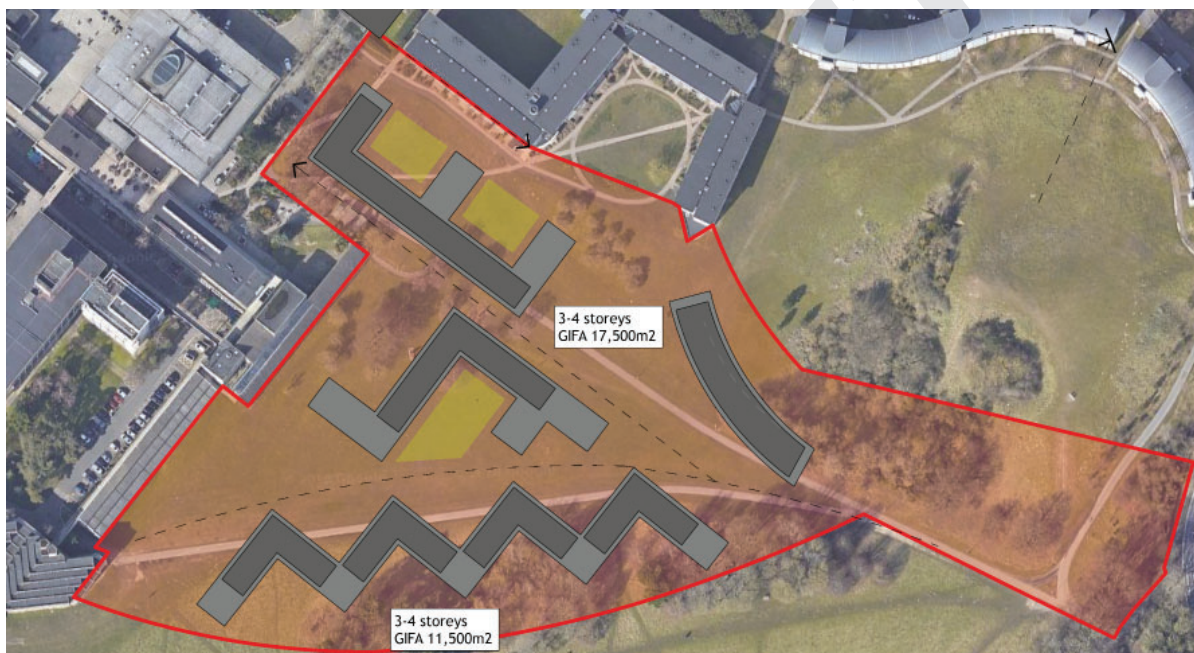
Following some preliminary site analysis, including some opportunities and constraints mapping by LSI architects, it is considered that this part of the existing Campus provides a good opportunity to increase the density of development and building height in this location without impacting significantly upon the setting or key views of other more sensitive parts of the existing Campus.

Initial capacity studies have demonstrated a dense building footprint with varied building heights ranging from 3-5 storeys across the site, which could deliver approximately 8,800m<sup>2</sup> of University related floorspace on the site.



### DEVELOPMENT AREA 3: LAND BETWEEN SUFFOLK WALK & BLUEBELL ROAD

Development Area 3 has been identified in the south-eastern corner of the Campus. This general location was originally identified for development as part of the original Lasdun masterplan. For this DFS it is not considered appropriate to develop as far south as the Broad.



#### Current Situation

Part of this development area (2.85 hectares) has been previously identified in the 2010 DFS, and by Policy R41 'Land between Suffolk Walk and Bluebell Road' of Norwich City Council's Site-Specific Allocations Document. The basis of the policy allocates this land as a strategic reserve for a University Campus extension subject to it only being released subsequent to the development of the Blackdale School Site and Earlham Hall Site.

The Blackdale School site is consented and in part developed out for Student Accommodation. The Earlham Hall site has been under development, with the remainder of the Earlham Hall area now identified by Development Area 1 of this DFS.

With this in mind, the strategic reserve is now required to take a significant amount of the University's forecasted growth to 2036; hence why the extent of this potential development area has been extended to the north, abutting existing Campus development, whilst excluding future development from around the Prospect due to its local perceived landscape/heritage value.



There is a fall in the land over the length of the site from 33m AOD in the north east to 9m in the south (not including the Prospect). The highest part of the site is the Prospect, a man-made spoil heap which forms a distinct landscape feature within the eastern part of the Campus. The following is an extract from the Landscape Strategy, describing the area:

*'The Prospect is a striking grassy man-made mound which rises up to 12metres above the surrounding Campus parkland, with gradients of up to 1:2. Its visual and landscape significance is reflected in its inclusion in The Norwich City Council Local Plan Policy on development at the University, which specifically requires any development to respect the visual setting of The Prospect when viewed from the south. It is a popular spot for students to relax and enjoy the view, or for other recreational activities such as tobogganing on rare snowy days.'*

### Potential Development Area

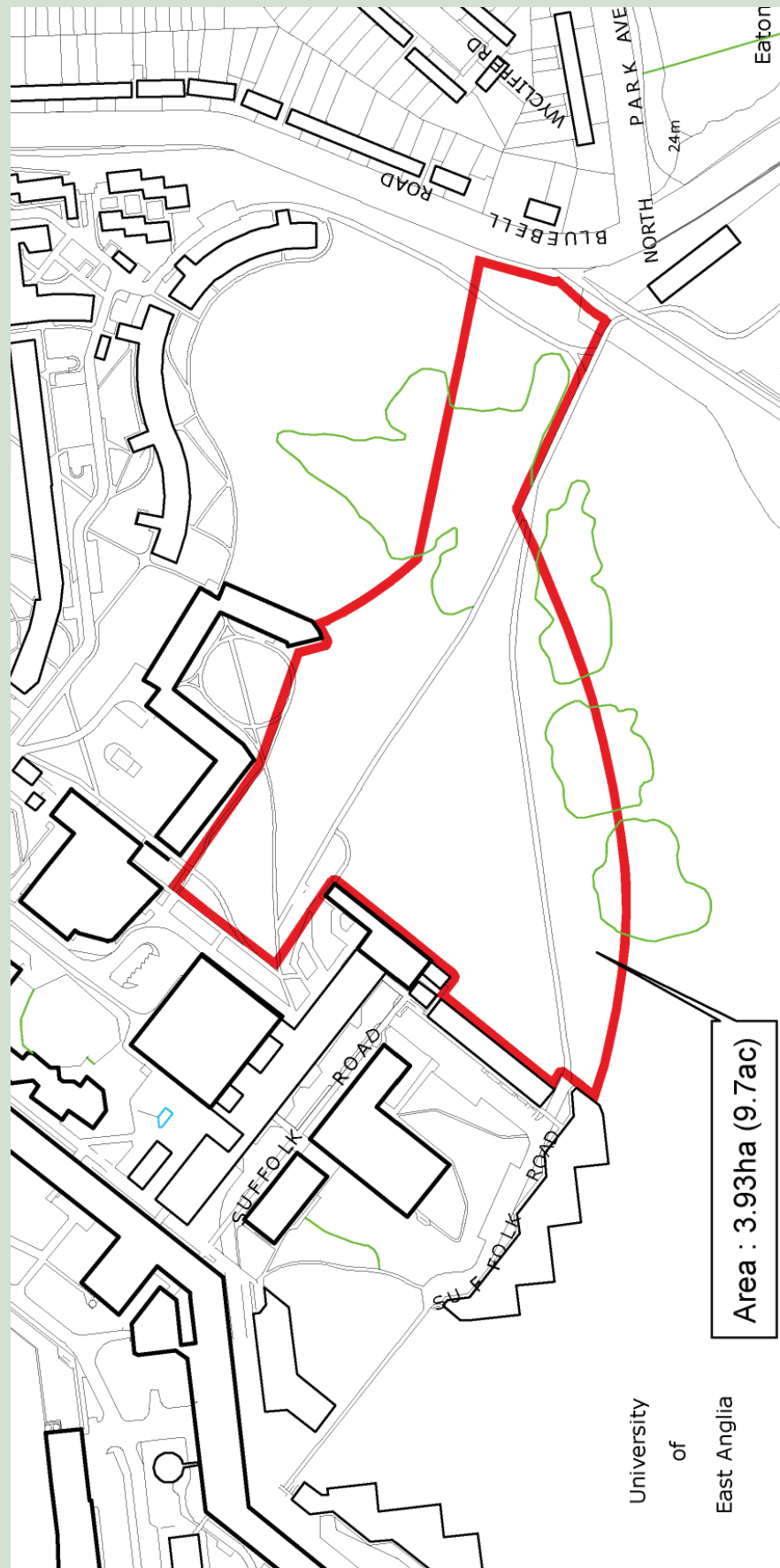
The assessment of the urban design of the Campus has highlighted that the southern edge of the development is 'incomplete' and lacks definition. This definition of the southern edge was envisaged in the original Lasdun masterplan for the Campus. Although it is no longer considered appropriate to recreate the Lasdun masterplan, there are certain aspects which should be applied to any new development in this area. Key themes to consider in development of the area are:

1. The setting of the Prospect;
2. The sloping topography of the site;
3. The setting of the adjacent listed buildings;
4. The need to define the southern edge of the Campus;
5. Protecting existing planting where appropriate.

The potential development area now identified provides an opportunity to complete this southern part of the Campus, with its capacity to take a significant proportion of the forecasted demand for new floorspace over the DFS period. The identification of this area provides a key and logical extension to this part of the Campus, bleeding into the proposed development area 4, offering potential to expand the student accommodation quarter in this part of the Campus.

It is estimated, based on initial capacity studies, that this development area would provide at least 29,000m<sup>2</sup> of University related development, acknowledging the number of landscape elements within this development area, with building heights ranging from 2-6 storeys set against a context of the ziggurats which range between 7-8 storeys.

Land Between Suffolk Walk & Bluebell Road





## DEVELOPMENT AREA 4: GROUNDS DEPOT SITE

Development Area 4 is located to the south of the defined University Campus, immediately to the east of the University Broad and wedged between the Broad and Bluebell Road.



### Current Situation

The site is currently occupied by the University's Grounds Depot and includes a mixture of storage facilities and glasshouses.

### Potential Development Area

This development offers an opportunity to utilise an area of the University landholding which, due to its topography and landscape character, is a relatively enclosed site when viewed from outside the University from Bluebell Road. Development of this area also offers the potential to improve pedestrian/public access to the wider green infrastructure within the locality and ownership of the University.

A significant part of the University's growth also relates to provision of additional floorspace for student accommodation. As can be seen from earlier sections of this DFS, the ability to accommodate significant student accommodation on Campus in this DFS period will be limited, due to the constrained nature of the Campus and the importance to prioritise the accommodation of academic floorspace. With this in mind, the University's desire to accommodate first year undergraduate students on Campus in purpose built student accommodation may need to change moving into this DFS period.

Development Area 4 is the only development area which has been identified as potentially solely suitable for student accommodation, extending what is already a student accommodation quarter at the south eastern end of the Campus, with Colman House (blocks F&G) wrapping around the Prospect.

Due to the relatively enclosed landscape setting of this site, and responding to the topography of the site, initial capacity studies have indicated that development of 2-3 storeys in height could be accommodated, taking advantage of the views out into the Broad, on the site achieving approximately 10,500m<sup>2</sup> of student accommodation.



## Summary

The four development areas identified either form part of the existing Campus Boundary or have been previously identified as potential areas for strategic expansion of the Campus as follows:

DEVELOPMENT AREA	AREA NAME	COMMENTARY	POTENTIAL CAPACITY (M <sup>2</sup> )
1	Walled Garden & Former Nursery Site of Earlham Hall	Site currently allocated under Policy 39 of Norwich City Council's Site-Specific Allocations Document. Outline consent for site lapsed for academic development, under application reference 12/02266/F.	5,000
2	Congregation Hall	Site currently within the defined Campus Boundary, redevelopment and intensification of existing Campus.	8,800
3	Land between Suffolk Walk & Bluebell Road	Part of site currently allocated under Policy R41 of Norwich City Council's Site-Specific Allocations Document.	29,000
4	Grounds Depot Site	New area for University expansion.	10,500

It is envisaged that the Greater Norwich Local Plan will include policies for each of the sites to guide development.

It is also suggested that, alongside these policies, a Campus wide policy is adopted to control development across the Campus. The Campus wide policy can replicate 'Policy DM26 supporting development at the University of East Anglia' of the current Adopted Development Plan.

## EXEMPLAR BUILDING

If during the period of this DFS there is the opportunity to create an exemplar building somewhere on the Campus to accommodate new accommodation requirements or investment into the University demands such a response or, alternatively, previous leading architects on the Campus have specific interests. In these scenarios the location of such an opportunity will be dependent upon the nature and type of the proposal. Two potential locations for consideration could be the area surrounding the Sainsbury Centre or the University Drive frontage of Earlham Park, along with a wider assessment of other sites within the wider area, including the City Centre.



## 9 Summary & Recommendations

Since its establishment in the early 1960s, UEA has enjoyed almost 60 years of successful growth and expansion, enhancing its reputation to become a world class research university and is currently ranked 15<sup>th</sup> in the 2019 UK University Rankings league table. The UEA draws academics, students and visitors from all over the world. There is no doubt that the UEA's presence in the City plays a significant and central role in the economic and cultural life of Norwich and the wider area.

The mission of the University is the advancement of learning and the pursuit of knowledge, both to satisfy the aspirations of individuals and to contribute to economic, social and cultural progress at local, regional, national and international levels. The future success of UEA relies on continuing the development of academic activities and growth in student numbers and this, in turn, relies on constant adaptation and expansion of the University's buildings and estate.

Since 2010, the framework for growth of the University has been outlined in the Development Framework Strategy (DFS). This document has proved an invaluable tool in assisting discussions with key stakeholders, such as Norwich City Council, and informing the delivery of growth aspirations through allocations within the Development Plan and the submission of planning applications.

A refresh of the DFS is required to ensure that the University's spatial development plans reflect their updated aspirations i.e. the 2030 Vision, consider practical experiences of the last 8 years and, crucially, are based on an updated assessment of need for the period to 2036.

## THE NEED TO EXPAND WITH ENHANCED FLEXIBILITY & ADAPTABILITY

It is evident that in order to accommodate the UEA's plan to increase student numbers from 17,195 students in 2016/17 to 22,000 by 2036, it will be necessary to provide approximately 62,000m<sup>2</sup> of additional academic, student and student welfare accommodation. Therefore, based on developments of a similar nature at the UEA since 2010, it will be necessary to identify approximately 7.2ha of land for development.

This DFS Refresh considers the space required to accommodate UEA's projected growth to 2036, with an increase in student numbers to 22,000, and provides a spatial analysis of the University's Estate to select, based on the updated Strategic Development Principles, the most appropriate locations for growth to 2036, with the intention to align UEA's growth requirements with the emerging Greater Norwich Local Plan.

TYPE OF FLOORSPACE	2036 REQUIREMENT (M <sup>2</sup> )
Academic	28,595
Academic Contingency (20%)	5,720
Student Accommodation	25,000
Allowance for Student Welfare (10%)	2,860
<b>TOTAL</b>	<b>62,175</b>

When considering that the planned growth of the University Campus forecast to 2036 will, in part, be making provision for academic space for subjects/faculties that do not currently exist, there needs to be a degree of flexibility built into the growth assumptions, hence the conclusion that a contingency allowance to be built into the strategy to enable the University to adapt and respond to changes in circumstances, rather than having to update the DFS prematurely, is appropriate.

## THE APPROACH

In order to meet the identified need, a methodology has been developed and can be summarised into three key stages:

- Stage 1:** Identification of potential development sites;
- Stage 2:** Preparation and population of Site Selection Matrix; and
- Stage 3:** Selection of the Preferred Sites through preparation of a more detailed Site Evaluation Proforma, using the baseline knowledge gained from the Matrix; following engagement with the City Council and the Greater Norwich Local Plan Team.

In identifying potential sites, consideration has been given to a range of issues



relating to the Campus. The principal consideration was that whilst the 2010 DFS concluded that in order to accommodate the UEA's growth requirements it would, as well as developing sites within the Campus, be necessary to allocate land outside the defined University Campus, in the period since 2010 it has become evident that the opportunities for development within the Campus are extremely limited, meaning that any unmet and future need will need to be accommodated outside the existing Campus Boundary.

Adopting this methodology, and utilising other professional planning judgements, four key sites emerged as being suitable for development. They are:

- 1) Walled Garden of Earlham Hall;
- 2) Congregation Hall;
- 3) Land between Suffolk Walk & Bluebell Road; and
- 4) Grounds Depot Site.

A summary of the development potential of the sites, which has been informed by initial capacity studies, is detailed in the table below.

DEVELOPMENT AREA	AREA NAME	PROPOSED NATURE OF USE	SITE CAPACITY (M <sup>2</sup> )	SITE AREA (HA)	COMMENTARY
1	Walled Garden & Former Nursery Site of Earlham Hall	Academic	5,000	1.06	Site currently allocated under Policy 39 of Norwich City Council's Site-Specific Allocations Document. Outline consent for site lapsed for academic development, under application reference 12/02266/F.
2	Congregation Hall	Academic	8,800	0.39	Site currently within the defined Campus Boundary, redevelopment and intensification of existing Campus.
3	Land between Suffolk Walk & Bluebell Road	Academic and Non Academic	29,000	4.08	Part of site currently allocated under Policy R41 of Norwich City Council's Site-Specific Allocations Document.
4	Grounds Depot Site	Non Academic	10,500	1.40	New area for University Expansion.

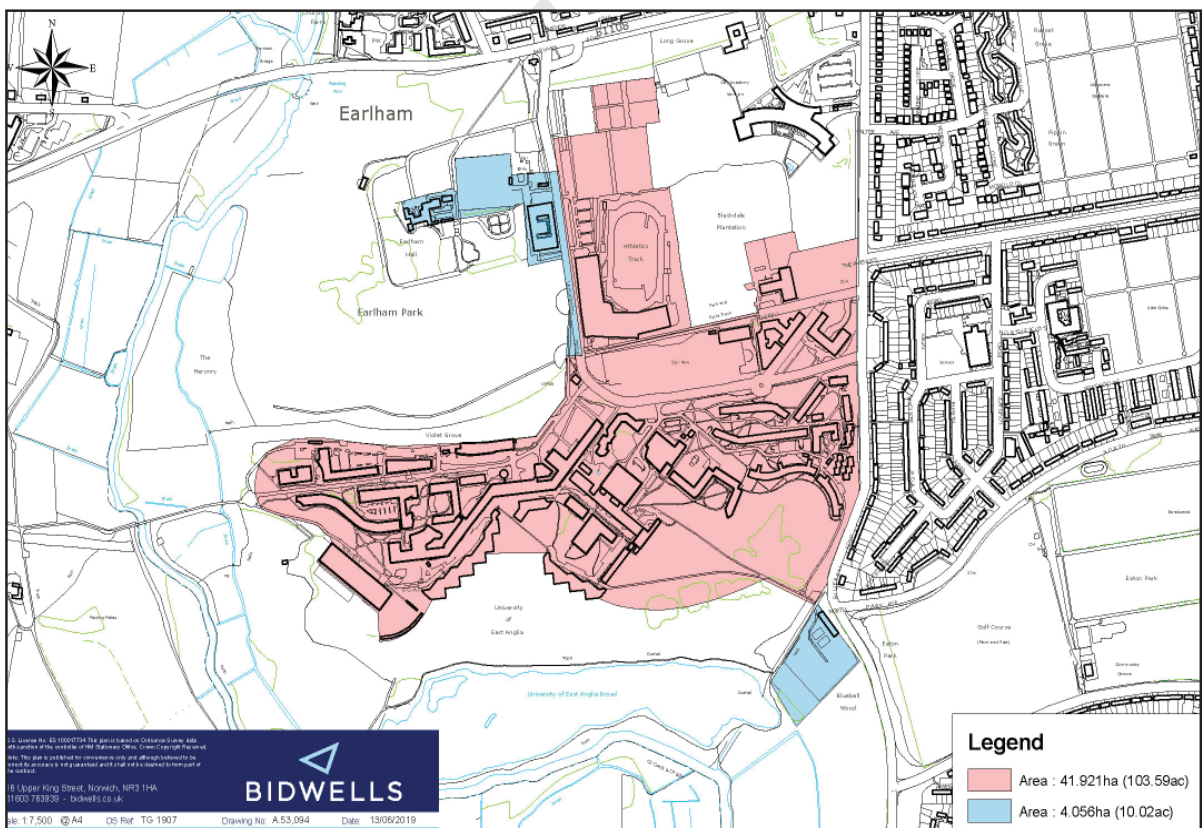
#### Exemplar Building

If during the period of this DFS there is the opportunity to create an exemplar building, somewhere on the Campus to accommodate new accommodation requirements or investment into the University demands, such a response, or alternatively previous leading architects on the Campus have specific interests. In these scenarios the location of such an opportunity will be dependent upon the nature and type of the proposal. Two potential locations for consideration could be the area surrounding the Sainsbury Centre or the University Drive frontage of Earlham Park, along with a wider assessment of other sites within the wider area, including the City Centre.

## RECOMMENDATION: PROPOSED REVISIONS TO THE DESIGNATED CAMPUS AREA

The DFS Refresh is seeking allocation of the identified development areas.

It is recommended, as part of the Greater Norwich Local Plan, that the DFS is utilised as evidence to inform the extension of the existing defined Campus Boundary. It is recommended that the area defined as the 'University Campus' within the existing City of Norwich Local Plan be revised to include the areas as shown below, and a new defined area is as illustrated on the following plan.



Above: proposed revisions to UEA Campus Development Boundary.

Area identified in red is the existing designated Campus Boundary within the City of Norwich Local Plan.

Areas in blue are identified to be included within a revised Campus boundary.

## CAMPUS CAPACITY VERSUS NEED

TYPE OF FLOORSPACE	2036 REQUIREMENT (M <sup>2</sup> )	PREFERRED SITES CAPACITY (M <sup>2</sup> )	+/- M <sup>2</sup>
Academic (0% contingency)	28,595	31,300	+2,705m <sup>2</sup>
Student Accommodation	27,860	22,000	-5,860m <sup>2</sup>
<b>Total</b>	<b>56,455</b>	<b>53,300</b>	<b>-3,155m<sup>2</sup></b>

TYPE OF FLOORSPACE	2036 REQUIREMENT (M <sup>2</sup> )	PREFERRED SITES CAPACITY (M <sup>2</sup> )	+/- M <sup>2</sup>
Academic (0% contingency)	34,315	31,300	-3,015m <sup>2</sup>
Student Accommodation	27,860	22,000	-5,860m <sup>2</sup>
<b>Total</b>	<b>62,175</b>	<b>53,300</b>	<b>-8,875m<sup>2</sup></b>

The above demonstrates that the identified need can still not be met in full on Campus due to the challenging and sensitive nature of the Campus environment.

It is clear from the DFS that current UEA policy to accommodate first year undergraduate students on Campus, within UEA student accommodation, will not be possible in future with the growth forecasted. Therefore, the UEA policy will be amended to reflect this and seek to fulfil this requirement through university managed accommodation off Campus. In view of this, from the preliminary modelling undertaken and capacity analysis of identified development areas on Campus, we anticipate approximately 30-40,000m<sup>2</sup> of student accommodation will need to be provided off Campus within the City Centre by third party providers up to 2036 (as well as meeting the identified need for the period to 2036 for student accommodation, this figure includes the existing shortfall on Campus of 1,210 bed spaces).

The UEA have ambitious plans to grow the University to ensure it retains its position as one of the top ranked universities in the UK and becomes a world class research university. The DFS Refresh has identified that to accommodate the forecast increase in student numbers by 2036, it will be necessary to provide an additional 62,000m<sup>2</sup> of floorspace for both academic and student use. The Development Areas identified in this document to meet the forecasted growth are, in the main, a repeat of sites identified in the 2010 DFS as being suitable for development, albeit coupled with a modest increase in the extent of the defined University Campus Boundary of 9.7% (4ha).



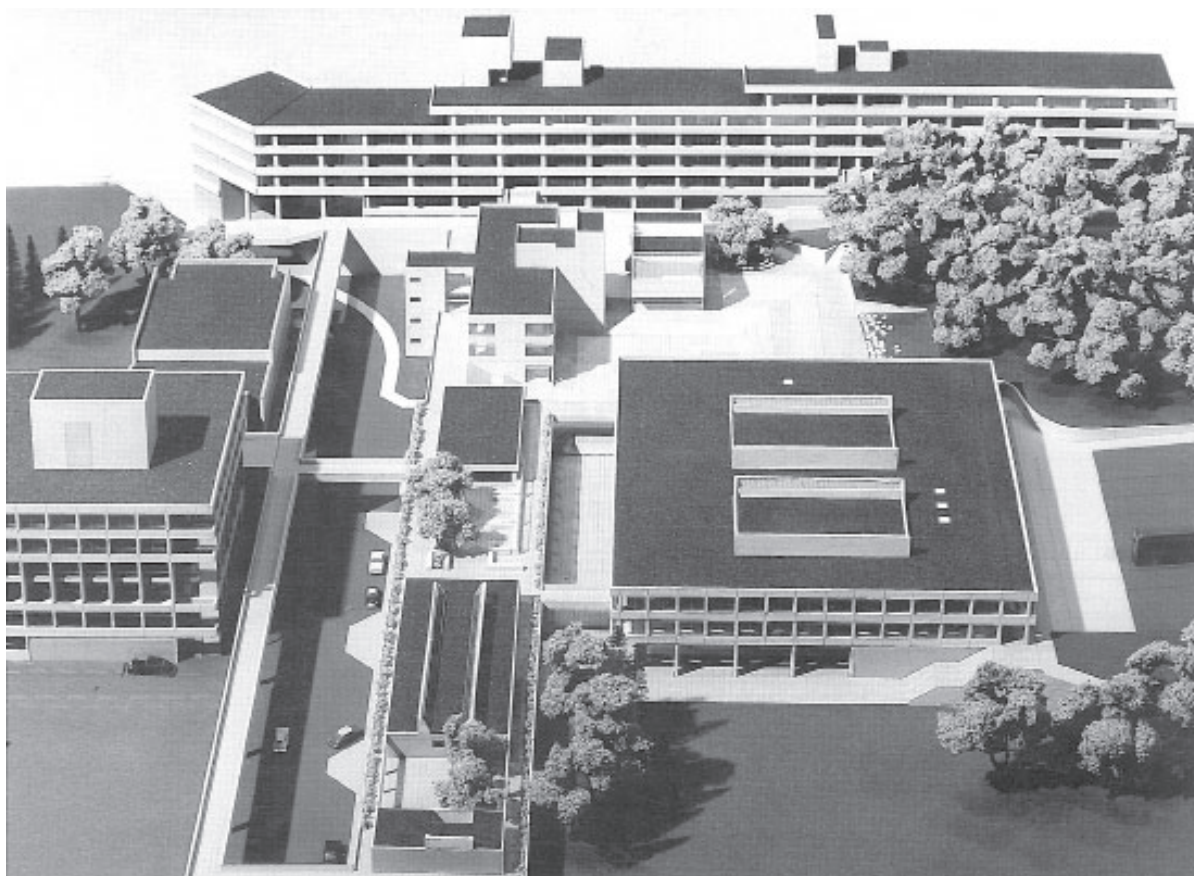
## Appendices

1. Summary of Historic Development
2. Site Matrices
3. Site Proformas

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## 1 Summary of Historic Development

The creation of a university in Norwich began in the summer of 1960 when the University Grants Committee appointed an Academic Planning Board. In July 1961, they selected the first Vice Chancellor, Frank Thistlethwaite (1915 - 2000), a Historian at Cambridge University. He was a specialist in American history and had worked at American Universities. Thistlethwaite took up his post in October 1961 and held it until his retirement in 1980. His distinctive vision of the University was to loosen traditional subject area boundaries and move to more interactive, interdisciplinary teaching. Whilst disciplines were grouped into schools of study and contact between the schools was encouraged, seminar teaching was promoted. The University was to be a single community in which networking would be maximised. These educational and social ideas fed directly into the physical plan of the University.

At the embryonic University of East Anglia, it was clear that permanent buildings on the new Earlham site could not be ready for some years. The University leased Earlham Hall and a temporary University Village was built on a nearby site between December 1962 and July 1963. The first undergraduates (112) arrived in October 1963. One of the first tasks of Frank Thistlethwaite when he took up the post, was to make arrangements for the University's permanent buildings.

To do this, various architectural practices were interviewed. After the process of selection was carried out, Denys Lasdun and Partners (DLP) were appointed in March 1962. The initial brief between Thistlethwaite and Lasdun on the nature and needs of the University discussed the academic and social implications of centralised facilities, as opposed to separate colleges, and the need to bring disciplines together. It was agreed that a tight grouping of buildings to minimise distances and to create an urban quality to the University would be best suited. Lasdun was tasked with planning a university of 3,000 units to be built over 10 years, with scope for further expansion to 6,000 units.

Lasdun's exceptional achievements are best exemplified by three remarkable buildings:

- The Royal College of Physicians;
- The National Theatre; and
- The University of East Anglia itself.

The Project Team drew up different ideas for the University Masterplan and their ideas were strongly influenced by the topography of the site, with buildings being concentrated on the higher ground towards the northern boundary. In the first design studies, the central group of buildings was located towards the west of the built-up zone, looking down the steep hillside to the bend of the River Yare, with the remaining accommodation extending towards the east. Lasdun saw the opportunity of moving the main focus to a central provision, with eastward and westward patterns of growth divided by a "harbour". This was the generating idea which led to the masterplan.

Two important themes emerged in the studies: firstly, the zigzagging residential blocks appeared at an early stage, forming a boundary between the open site and the teaching accommodation. Secondly, multi-level solutions, with raised decks and walkways were a constant feature throughout the design development. Lasdun's scheme was developed over a number of years, according to some generating principles:

- Concentration – the University was seen to be compact, a place where activities emerged and where the individual can sense identity within the whole place. All activities were to be located within five minutes' walking distance and linked by continuous pedestrian routes;
- Limitation of spread – to protect an area of publicly accessible open space;
- Linkage and movement – elevated walkways carrying services and running horizontally against the natural slope of the buildings were designed. This was to give a degree of concentration otherwise obtainable only by the more extensive use of lifts, allowing the separation of pedestrians from vehicles and encouraging chance encounter;



*Sir Denys Lasdun.*

- Student living – the accommodation was designed to fully integrate with the University as a whole and to be capable of fostering small groups within the larger community;
- Materials – Concrete, in its natural grey state, was chosen as it was deemed best to enhance the colours of the landscape to their greatest advantage. It was important that there should be a predominance of this material, with a range of neutral colours; and
- Growth – A central nucleus was quickly established within the design proposals that would allow growth to extend away from it towards the east and west.

The design language of UEA is best expressed by looking at Lasdun's revised Development Plan (Draft 3) produced in September 1963. In this diagram, it can be clearly seen that the original concept was for a double section Teaching Wall, separating the parkland to the north from the University to the south and for there to be an edge to the southern side of the University of the Ziggurat style buildings fronting onto the Broad, including a location much closer to the edge of the existing water than currently occurs.

There are a number of important key themes contributing towards the understanding of the architecture of Lasdun at UEA:

- Firstly, urban quality - Lasdun was determined to provide a university which would be more like a city than a suburb. The unbroken continuum of teaching and living spaces form an architecture of urban landscape rather than a collection of disparate Campus buildings;
- Secondly, segregation of pedestrians and vehicles. Interestingly enough, the pedestrian route was not integrated into the linear Teaching Wall, but built as a separate walkway alongside, but detached from, the face of the building. This was to create an intermediate element, which is neither building nor landscape and Lasdun wished to emphasise the sloping site, meaning that the raised walkways connect to ground level at the entry point to the Campus. The walkways themselves provide many of the best views of UEA's architecture, like those between the Ziggurat roof towers and the narrow space between Norfolk Terrace and the Teaching Wall;
- Thirdly, Lasdun believed that concrete was the definitive material of the 20th Century and its blander colour allowed the landscape itself to speak more loudly than the buildings; and
- Fourthly, there was an integration between the landscape and the "harbour concept" that Lasdun envisaged. For Lasdun, the harbour was a crucial design idea opening up the area between Norfolk and Suffolk Terraces, bounded the Library, the Lecture Theatres and the Computing Centre.

There are a number of key buildings, which were part of Lasdun's Stage 1 Development Plan and these were listed as buildings of special architectural or historic interest in 2003.





**Ziggurats** (listed Grade 2) – two of the ranges of residential accommodation, Norfolk and Suffolk Terraces, soon came to be known as the Ziggurats due to their distinctive form. They were a fundamental part of the landscape for UEA and the idea of fringe residences facing south over the landscape was fully developed in the first Development Plan draft in April 1963. The Ziggurats that were built were completed in 1965-1967. The UEA residences were an extreme case of the stepped section, both in terms of the large scale impact when seen from a distance and the ingenious three dimensional packing that was achieved. Each comprises 5, 6 or 7 habitats of 12 rooms (10 single and 2 double) each with a kitchen, utility, shower room, bathroom and toilets.

The idea of student groupings of this size had been established in the early discussions between Thistlethwaite and Lasdun. Each Ziggurat is 32 metres long set in a linear block that appears saw-tooth in plan. The setback between levels allows very low ceiling heights in the corridors and service areas, reducing the overall height of the building.

*Above: View from the Ziggurats towards the Broad.*





*Above: The Teaching Wall.*

**Teaching Wall** (listed Grade 2) – the idea of a linear ‘spine’ for the University’s academic space emerged in Lasdun’s design studies during 1962. The Stage 1 Teaching Wall, as completed by Feilden + Mawson, is 460 metres long. Lasdun envisaged a longer wall with a second parallel wall to the north, connected by linking blocks. The Arts spur is the only one of these linking blocks to have been built.

**Library** (listed Grade 2) – the library was constructed in two phases, between 1965-1967 (west part) and 1971-1974 (east part). A blank temporary wall closed off the first phase.

Although the library was sited to permit growth, proposals for expansion have proved controversial. Feilden and Mawson completed the second phase to the southwest in a language indistinguishable from Lasdun. Approved in 2004, Shepherd Epstein Hunter designed the third and fourth stages.

When Denys Lasdun and UEA parted company in 1968, the University turned to a Norwich based practice, Feilden + Mawson, and over the next five years they oversaw the completion of Stage 1 of Lasdun’s development plan, with various adjustments.

Feilden + Mawson departed more radically from the Development Plan in the central area where Lasdun's ideas proved over optimistic and unaffordable. The Union House, the restaurant building, the Chaplaincy, the shopping street, Congregation Hall (the former sports hall), Council House and the Registry were all new designs by Feilden + Mawson and other architects, mostly from Norwich and East Anglia. Continuity with the Lasdun buildings is helped by the consistent use of concrete. Whilst these buildings do not seem to be as memorable as Lasdun's, they are subsidiary and do not detract from the architectural impact of Lasdun's original work. They were essential for making the new Campus at UEA a complete and viable university. Accordingly, as an ensemble, they are a significant statement.

**Sainsbury Centre for Visual Arts** - Another notable building on UEA Campus is, of course, The Sainsbury's Centre, which is one of Foster's early masterpieces, comprising a single storey flat roof "shed-like" architecture. This architectural theme first brought him to prominence. The Sainsbury's Centre is the ultimate refinement of the shed, where the geometry is no more than an absolutely plain box with infinite care and effort into material and detailing. Although the large-scale geometry is simple, the Sainsbury's Centre provides a powerful impact, both externally and internally. However, the layout of accommodation for the School of World Art and Musicology seems to have been determined more by the architectural concept than the users' preferences. The Sainsbury's Centre is seen as one of the most important buildings of the 1970s. The Crescent Wing is less prominent and less significant, even though it is designed and built to a higher standard.

In 1982, Norman Foster recommended that Rick Mather be taken on as the Architect for the University's new building projects. His first design was for a new education building, completed in 1984, and was funded by the sale of

*Below: The Crescent Wing extension to the Sainsbury Centre.*







*Above: The Library extension.  
Below: Feilden and Mawson's  
design for the area around  
University Square.*



Keswick Hall, a teacher training college that merged with UEA. Mather also designed new buildings for the Climatic Research Unit and Systems. He was then asked by UEA to prepare a 20 year Development Plan and appointed as consultant architect from 1988-1994. One decision made was that Lasdun's Development Plan for the Teaching Wall and the Ziggurats would not be continued since buildings of such a scale, character and costs were now impossible. Equally, the raised walkways were abandoned and circulation in new buildings would be at ground level. Mather planned Chancellor's Drive as the generator of the new urban form in the area to the north of the Teaching Wall and suggested it should continue across the River Yare and form a new access route into the Campus, but this was not possible.

A new building programme started in 1989. The sale of the University village site financed new student residences at Constable Terrace and Nelson Court and a new drama studio to replace the small theatre in the University Village. These buildings were all designed by Mather and completed in 1994. At the same time, the Department of Health financed a new building for occupational therapy and physiotherapy. This was the Queen's Building, designed by John Miller and Partners and completed in 1993. The Elizabeth Fry Building, also designed by John Millers and Partners, was completed in 1995. All these developments follow the principles set out in Mather's Development Plan.

The Sportspark was the outcome of a joint venture between the Local Authority and UEA to establish a regional sports centre. Most of the funding for this was from the Sports Council. It is located just outside UEA site boundary on Local Authority land but managed by UEA. It was designed by the RH Partnership and completed in 2000.

In recent years, new academic buildings have been added: phase 1 of the School of Medicine, Health Policy and Practice, which was designed by RMJM and completed in 2003, Zuckerman Institute for Connective Environmental Research (ZICER) completed in 2003, the circular Biophysical Chemistry Building designed by RH Partnership and completed in 2002 and an extension to the School of Biological Sciences, designed by RH Partnership and completed in 2005.

In 2012, refurbishing work began on Earlham Hall and its Courtyard to bring them back into use for university purposes and to improve public access. The Earlham Hall and Courtyard plans followed the preparation of, and are in accordance with, a Vision and Development Document (VADD) for the Earlham Hall area, which was endorsed by Norwich City Council in October 2011.

These works have been undertaken across three phases, with the final phase commencing in February 2018.

Other new build academic buildings on Campus during this period have included:

- Julian Study Centre - opened in 2014 one of the most environmentally advanced buildings on the Campus;
- Bob Champion Research & Education Building - opened in November 2014 on the wider Norwich Research Park, where the building is managed by the University in partnership with the Norfolk and Norwich University Hospital.
- The Enterprise Centre - opened in 2015, was the first large scale building to achieve both Passivhaus Certification and BREEAM Outstanding, one of the UK's most sustainable buildings, taking the accolade of one of Britain's greenest and most sustainable university buildings in Europe.



Left: Bob Champion Research & Education Building



Left: Enterprise Centre

In terms of student accommodation, two major additions have been made to the Campus accommodation capacity in recent years in the form of both Chrome Court and delivery of Phase 1 development on the former Blackdale School site, creating the Hickling House and Barton House.

With the prevailing pace of change within the higher education sector, there is a need now to give the University an opportunity to review and plan its future in line with its 2030 vision, and prepare a Development Framework Strategy which assists as a tool for planning policy formulation and determination of planning applications, to help transfer this vision into a reality.

*Right: Chrome Court Student Accommodation.*



*Right: Hickling and Barton Student Residences*





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## 2 Site Matrices

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## INITIAL SCORING MATRIX

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# FINAL SCORING MATRIX

	Score = 1	Score = 2	Score = 3	Score = 4	Score = 5
<b>Topography</b>	Steep terrain with extreme differences in elevation across the site and within a prominent position in the local context	Major undulations and within a prominent position in the local context	Minor undulations, but sits well within the local context	Relatively flat with minor differences in elevation and not within a prominent or elevated position in the local context	Flat and not within a prominent or elevated position in the local context
<b>Physical Features</b>	Contains trees/hedges/dense boundaries, watercourses or TPOs that cannot be removed and retention would constrain development.	Contains trees/hedges/dense boundaries that will require removal, AND/OR watercourses within the site that can be retained, AND/OR TPOs within the site that can be retained	Contains trees/hedges/dense boundaries that can be retained and put to use, AND/OR watercourses along boundaries that can be retained, AND/OR TPOs along boundary that can be retained	Contains trees/hedges/dense boundaries that can be retained and put to use, AND no watercourses, AND no TPOs anywhere within the site or along the boundary	No trees/hedges/dense boundaries within the site, AND no watercourses, AND no TPOs anywhere within the site or along the boundary
<b>Noise Sensitivity</b>	More than half of the site contained in an area with average daytime noise levels from roads above 65.0dB(A), or industrial uses (B2, B8 and specific sui-generis) within 0-10m.	More than half of the site contained in an area with average daytime noise levels from roads of 0-65.9dB(A), or industrial uses (B2, B8 and specific sui-generis) within 10-25m.	More than half of the site contained in an area with average daytime noise levels from roads of 0-59.9dB(A), or industrial uses (B2, B8 and specific sui-generis) within 25-50m.	More than half of the site contained in an area with average daytime noise levels from roads of 0-54.9dB(A), or industrial uses (B2, B8 and specific sui-generis) within 50-100m.	The entirety of the site contained in an area with average daytime noise levels from roads of 0-54.9dB(A), AND no industrial uses (B2, B8 and specific sui-generis) within 100m.
<b>Flood Risk</b>	All of site in Flood Zone 3b/high risk of surface water flooding.	More than half of site in Flood Zone 2/3 and/or at high/medium risk of surface water flooding.	Between a quarter and half of the site located within Flood Zone 2/3 and/or at high/medium risk of surface water flooding.	Flood Zone 2/3 and/or high/medium risk of surface water flooding borders the site or encroaches into no more than a quarter of the site.	Flood Zone 1 and/or isolated areas of low risk of surface water flooding on or bordering the site.
<b>Landscape &amp; Visual Impact</b>	High sensitivity landscape where development would cause significant harm	Medium to high sensitivity landscape where development would cause moderate harm	Medium sensitivity landscape with the ability to absorb development with minor at worst harm	Low to medium sensitivity landscape which has the ability to absorb development	Low sensitivity landscape with the ability to absorb development
<b>Ecology</b>	Statutorily designated ecology site (SSSI, RAMSAR, SSI) located on the site.	Site adjoins a statutorily designated ecology site OR Locally designated site (CWS/LNR) located on the site OR known evidence of more than two protected species on site	Site is within 0-250m of a statutorily designated site OR site adjoins a locally designated site (CWS/LNR) OR known evidence of more than one protected species on site	Site is within 0-250m of a Locally designated site (CWS/LNR).	Statutorily or locally designated site within 500m of the site/over 500m of the site.
<b>Historic Environment</b>	Site adjoins a Grade I/II* Listed Building	Site adjoins a Grade II Listed Building and/or is within/adjacent to a Conservation Area.	Site is within 0-250m of a Listed Building, with potential for sight lines through to heritage assets.	The site is within 0-500m of a Listed Building, with potential for sight lines through to heritage assets.	No Listed Buildings or Conservation Areas within 0-500m of the site. with limited/no sight lines to heritage assets.
<b>Archaeology</b>	Scheduled Monument on the site	Scheduled Monument adjacent to the site	Known archaeological finds on the site or a locally designated archaeological site within 100m	Known archaeological finds within 500m of the site or a locally designated archaeological site within 500m	No known archaeological finds within 500m of the site and no locally designated archaeological site within 500m
<b>PROW</b>	PROW over the site that could not be reasonably diverted	PROW or established walking route that dissects the site that would require diversion	PROW or established walking route within the site that could be retained	PROW or established walking route along the boundary of the site that could be retained	No PROW or established walking routes affecting development
<b>Residential Amenity</b>	Residential uses surrounding the site	Residential uses on three sides of the site	Residential uses on two sides of the site	Residential uses on one side of the site	No residential dwellings bordering the site
<b>Accessibility</b>	No existing safe walking or cycling opportunities. No obvious vehicular access from the street	Poor: minimum routes for people walking or cycling with little or no provision of infrastructure and associated facilities. Difficult vehicular access	Acceptable: convenient routes for people walking or cycling. Potential for vehicular access.	Very good: safe and convenient routes for people walking or cycling with adequate provision of infrastructure and associated facilities. Good vehicular access potential	Excellent: safe, direct, convenient and fast dedicated routes for people walking or cycling with good provision of infrastructure and associated facilities. More than one direct vehicular access point

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## FINAL MATRIX SCORES

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### 3 Site Proformas





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