



**CLARION**  
HOUSING GROUP

# Honingham Thorpe

Addendum to response to site specific document of  
Regulation 18 consultation of Greater Norwich Local Plan

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July 2020



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# Introduction

Further to the Site Specific Representations submitted during the recent Regulation 18 Consultation period, this document seeks to provide additional information regarding the deliverability of Honingham Thorpe.

Demonstrating deliverability is fundamental in order to achieve sustainable, well-planned development. As has been evidenced with Local Plans across the country, proposed allocations, particularly those for large-scale housing, can falter where it is considered that sufficient work has not been undertaken to robustly demonstrate their viability or deliverability.

To date, Clarion have sought to engage with the Greater Norwich Development Partnership (GNDP) through the preparation of the Greater Norwich Development Plan (GNLP) and has supplied information on delivering a new settlement at each stage of the Plan. There has been some preliminary engagement with local groups, stakeholders, and local politicians to provide details of our proposals and it is intended that this will continue. Engagement has also been undertaken with Highways England in order to identify the opportunities to link Honingham Thorpe to the highway network via the committed Highways England A47 trunk road improvements, and associated grade separated junction intended to service the Food Enterprise Park which would be delivered directly north of the site.

Clarion remain fully committed to delivering a new settlement at Honingham Thorpe and has commissioned further technical work to be undertaken to support their proposals. It is also seeking a Planning Performance Agreement (PPA) to confirm the technical work is suitable and can be used to support further submissions to the District Councils.

Provision of a new settlement provides the opportunity to deliver an infrastructure-led community, properly planned to meet the needs of future residents. Clarion have significant experience, scale and financial strength that enable them to deliver a new settlement at Honingham Thorpe which would overcome the issues and challenges of traditional housing development. As such, the proposed development could come forward quickly and achieve a significant delivery rate throughout, with a realistic prospect that the entire community could be delivered within the Plan period.

To underline their commitment to early delivery, and to demonstrate their ability to deliver should Honingham Thorpe be allocated through the Local Plan, Clarion is preparing an outline planning application for the whole site together with a full planning application for the village centre and first phase of housing.

This first phase of development is key to ensuring an attractive and truly sustainable community is created, as such it would comprise flexible spaces providing community, commercial, and employment uses, temporary primary school and nursery, open space, green infrastructure and access to the Country Park, together with affordable and market housing.

As has previously been stated, it is the intention of Clarion to deliver Honingham Thorpe within the plan period. As the UK's largest Registered Provider Clarion are uniquely placed to be able to provide a range of tenures, as such it is not anticipated that the current ongoing pandemic would adversely impact upon delivery rates. On the contrary, Clarion would look to switch tenures in the initial phases of delivery to include more Rented and Shared Ownership properties, allowing for earlier release of funds compared to traditional private sale, which subsequently aid cashflow and viability for the early delivery of community and commercial facilities.

Clarion are engaging with a number of other trusted developers and have received significant interest in the proposals for Honingham Thorpe, including Hill Residential and Hopkins Homes, who would like to take early housing phase land parcels. This would bring in a land receipt and further assist the viability of early delivery of facilities.

Furthermore, Clarion are used to incorporating Meanwhile uses in order to enable a Place First approach to development. Such uses bring activity and life to a community prior to the completion of permanent development, and can help to provide the local community with a platform and voice to shape proposals. Meanwhile uses provide a valuable prototype of the area and its character and provide an interim income stream, as well as enhancing the attractiveness of the area for potential future tenants.

Year	Completions Per Annum
2022/24	100-200
2025/26	250-300
2027/28	300-350
2029/30	350-450
2031/32	450-500
2033/34	350-400
2035/36	250-300
2037/38	100-150

# Ethos

Honingham Thorpe is first and foremost about the creation of a community; the delivery of a high quality public realm and infrastructure from day one to create a truly sustainable, vibrant and healthy community which meets the challenges of the housing crisis, climate change and pressures on local infrastructure. In order to achieve this, Clarion believe it is essential to provide social infrastructure, green infrastructure, and employment opportunities in advance of, or in parallel with tenure-blind housing.

As the country's largest housing association and a registered charity, Clarion have an exemplary record for quality, social and environmental responsibility, delivery at scale and an unrivalled commitment to legacy, stewardship, and community issues. They recognise that quality and social purpose must be at the heart of development, and that the opportunity to develop on a large scale brings with it both exceptional opportunity and substantial responsibility.

Clarion would be Master Builder and Master Developer, delivering all site infrastructure, community buildings, and at least 50% of the residential units. They would retain tight control over the sale and development of the remaining site to ensure high design quality and place-making is maintained, creating, and implementing a strict Design Code to be adhered to by like-minded developers/builders. This approach would provide opportunities for a range of development partners to get involved, including Council Development Companies along with local, regional, and national developers.

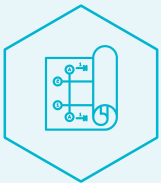
## As Master Developer, Clarion has and will continue to:



Develop their vision for Honingham Thorpe as a truly sustainable, vibrant, and healthy community;



Create a Masterplan and Business Plan which will encompass and enable innovative development providing flexible spaces to accommodate all uses from employment to community facilities, allowing for the organic growth of the settlement and provision of essential services from day one;



Work with a design team dedicated to delivering an exemplar settlement which embodies the traditional Norfolk settlement, supports the region's world-renowned Agri-Tech corridor, considers the UK's commitment to reduce carbon emissions to net zero by 2050, and would therefore design flexibly, helping to place the area at the forefront of the transition to a post-carbon economy;



Build trust and long-term relationships with the Council, County Council, local community, and other stakeholders to reflect our commitment to work with them constructively and respectfully and to deliver on our promises.

Details of the proposals were provided within the most recent Site Specific Representations submission, for clarity Appendix 1 of that document is attached as Appendix 1 of this document.

# Delivery

The Letwin Review studied the issue of large-scale site delivery and identified several key factors as being pertinent to achieving high levels of output, including:

- Developing in areas of higher demand;
- Developing on greenfield sites, which on average achieve 34% greater delivery than brownfield sites; and
- Providing a mix and variety of tenures and house builders.

These findings were reinforced by those of the Start to Finish market study published by consultants Lichfield in February 2020 which indicated that:

*... having additional outlets on site has a positive impact on build-out rates. Interestingly, we also found that schemes with more affordable housing (more than 30%) built out at close to twice the rate as those with lower levels of affordable housing as a percentage of all units on site. Local plans should reflect that – where viable – higher rates of affordable housing support greater rates of delivery. This principle is also likely to apply to other sectors that complement market housing for sale.*

Clarion is one of the country's leading developers and the largest housing association, using their experience, scale and financial strength to deliver new communities and homes across the country, at a range of tenures

and price points, with profits reinvested in their social purpose. Delivery is vitally important for Clarion, the Group own over 125,000 homes, are currently building around 1,500 homes a year, and intend to build 50,000 new homes over the next ten years.

Clarion understand that early place-making and infrastructure delivery is key to successful accelerated delivery. They are committed to delivering the Village Centre, Phase 1, all affordable housing and all infrastructure across the site, and would have a permanent presence on site, occupying a building within the village centre from day one. The scale of affordable housing at Honingham Thorpe, which would be policy compliant at the least, adds confidence that delivery can be sustained through different economic cycles. They would be Master Developer and Master Builder, offering serviced parcels of land to attract local, regional, national and specialist developers, alongside an element of self-build, all of which broaden the mix, improve market absorption and improve the rate of delivery. The serviced land on offer to developers will be subject to a stringent Design Code. Clarion are currently partnered with several national housebuilders on a number of joint venture projects (discussed below), including Countryside, Bovis, and Vistry, and are therefore well placed to attract high-quality developers.

The above indicative delivery rates have been informed by Clarion's delivery at comparable sites, it would be expected that other developers on site would match the delivery rates of Clarion:



## Maintaining delivery

Clarion are confident they can maintain its anticipated delivery rate for a number of reasons including:

- Detailed consideration being given to the phasing of infrastructure, including social infrastructure in order to make Honingham Thorpe an attractive place to live – with green and social infrastructure provided alongside new homes to sustain the growing community, as well as access to jobs and community facilities
- Clarion Housing Group would own Honingham Thorpe and have a complete commitment to this project as a new settlement and has the necessary resources to ensure its delivery. The Group are prepared to underline their commitment by undertaking itself to developing a minimum of 150 homes of various tenures per annum through their affordable programme, private sale and build to rent/private rented sector (delivered with partners).
- Clarion will also commit to delivering the Phase 1 housing themselves and to delivering all of the affordable housing in Honingham Thorpe. The scale of the affordable housing adds to confidence that delivery can be sustained through different economic cycles.

Clarion would act as Master Developer, coordinating the development for the long term and bringing a number of additional home builders to Honingham Thorpe at any one time. It is intended that Clarion and Latimer Developments Limited (the Group's market housing arm) would work in tandem with 3-5 house builders ranging from small local house builders, self-build, specialists in retirement, PRS, care homes and medium sized national house builders with good design credentials. Land not developed by Clarion would be offered to other providers on the basis of two factors:

- The land would be serviced by the infrastructure installed by Clarion; and
- Any proposals by builders adhering to the established Design Code.

Their experience has shown that continual review and amendment of designs, construction methods, the supply chain and marketing strategy will help ensure delivery is achieved on time and to budget.

## Modern Methods of Construction

Part of Clarion's efforts to increase build out rates centres around the use of Modern Methods of Construction ('MMC'). Clarion Housing Group utilise MMC alongside their digital implementation agenda to increase the efficiency of site delivery. Combining digital design tools with manufacturing processes allows for construction process time to be reduced, risk managed, and quality increased.

Across their projects and sites Clarion Housing Group assess each method of MMC and, based on the scale, volumes and procurement needs of a project, select the most appropriate method. These have ranged from the use of simple offsite bathroom and utility pods, through full panelised offsite fabrication systems, and Clarion are constantly exploring the use of full modular construction.

The main drivers for Clarion's use of these processes, linking with BIM and digital technology, include:

- Tackling the skills shortage;
- Compliance with building standards;
- Ability to achieve high performance standards, including thermal and acoustic standards;
- Reduction in waste materials, with larger incentive for suppliers to reduce waste;
- Shorter build times;
- Improved quality construction finish with fewer defects;
- Reduction in site accidents and health concerns;
- Construction that is less affected by inclement weather during the build;
- Less local disruption in the form of noise, dust, and site traffic;
- Creation of employment in a fixed location, due to the permanence of the factory, resulting in shorter distances for workforce to travel, and allowing for workforce shortages to be addressed more easily;
- Reduced cost, and increased cost certainty, as a result of decreased erection time, economies of scale, reduction in preliminaries, site storage requirements and welfare facilities;
- Improved traceability of components enabling improvements to maintenance regimes;
- Improved accuracy and tolerances, due to the use of jigs and templates in factory conditions;
- Reduced life-cycle costs;
- Increased accuracy on completion dates;
- Simplified procurement process;
- Reductions in CO2 emissions;
- Increased on-site productivity;
- Generally increased 'value' of products;
- Increased rate of housing supply.

## Models of tenure

Clarion look to new models of tenure for residents, recognising the shift into smaller households and the growing affordability gap, and they are developing pilot projects for Build to Rent. This model does not solely look to service a younger millennial audience in urban apartments but will also look to provide good quality family accommodation and senior accommodation. It is likely that they would explore these alternative offerings on their large strategic sites as their scale would allow a variety of tenure provisions to sit comfortably together. The benefits of which will offer greater choice, a responsible landlord and increasing supply and output without challenging market depth and saturation. Their strategy for greater variation of tenures in line with the Letwin Report recommendations provides wholesale benefits to local communities with varying price points and housing needs and build out rates.

## Digital technology

Clarion's Digital Agenda utilises technologies, including Building Information Modelling ('BIM'), to create a coordinated design workflow which reduces risk throughout the design team and into manufacturing and construction. Their management of strategic data use ensures for validated and streamlined handovers, thus reducing further time costs and re-work. Utilising BIM allows Clarion to also utilise 3D, 4D and 5D technologies;

- 3D design allows for coordination throughout the design team and reductions in risks on site through means of clash detection and improved visualisation. The 3D information can also transform marketing documentation at early stages allowing for accelerated sales programs to be implemented;
- 4D (Time) technologies allow advanced sequencing of manufacturing, logistics and site construction. Allowing for site programs to transform from unpredictable delays, to managed expected processes. Together with logistical planning this improves health and safety on site;
- 5D (Cost) planning allows for early stage risk reduction and alignment to budget, thus avoiding costly re-work and value engineering exercises.

## Marketing

All successful routes to market require an off plan selling period, key selling tools and a ring-fenced sales & marketing budget. Private Sale homes would have a minimum 12-month off plan selling period, early delivery of two plots (for a sales & marketing suite and show home), and a significant sales & marketing budget. Shared Ownership homes would require a minimum 6-month off plan selling period, corresponding early delivery of two plots 6-months prior to 1st Shared Ownership handovers and a similar sales & marketing budget.

Off-plan sales would generate approximately 25% of all sales, so digital marketing of these homes is key. Clarion's digital marketing campaigns are sophisticated and encompass the latest technology such as virtual tours and interactive microsites to allow target markets to fully engage with the development. Clarion's Marketing and Research departments provide them with the resources to get under the skin of their target market, so that they can access key audiences and tailor messaging.

Marketing will shift focus once delivery occurs on site; from key messaging to position the scheme, to place-making. Therefore, a successful sales & marketing strategy needs a build and release strategy to match and support market opportunities. Specifically, a build programme would focus on delivering amenities and commercial uses first, so to create a place to live; critical for selling large-scale projects. This allows for the successful marketing and communication of the vision and lifestyle to target audiences.

Delivering on key infrastructure early is critical for successful place-making. A phased release strategy would unpin sales ability to market homes in a targeted way and avoid flooding the market with too much choice. Sales would look to build value during the construction period, so it is important to deliver on the rented dwellings, Shared Ownership, and then private sales, and in order of value.

Sales rates would pick up as the build progresses, as the development becomes more tangible and the opportunity is easier to communicate to buyers.

The experience for buyers should be tenure blind; buyers calling up or visiting the site will have the same customer experience. They would enter the same sales & marketing suite and only at point of sale will the type of purchase be determined. The product too should be very similar with regards to specification, and the Shared Ownership homes should, where possible, be scattered evenly amongst the private sale homes. However, clear messaging to understand affordability and options available for purchase is critical and would be communicated across all digital platforms and other types of advertising.



# Our Experience

The following pages provide a summary of Clarion's recent delivery experience on a range of sites of differing scales and complexity.

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## Ebbsfleet, Dartford

Delivering circa. 473 Affordable Homes at Castle Hill as part of the Ebbsfleet Garden City, with an additional commitment to deliver 2,600 dwellings in partnership with Countryside through a 50/50 Joint Venture. Currently the additional commitment is only for private and affordable housing, however Clarion are now seeking to include build to rent and senior living accommodation, to increase the tenure options and accelerate the project. The current planning permission includes only 20% affordable housing, and Clarion intend to increase this to 30. These measures will accelerate output in delivering through changing economic cycles.

At Castle Hill, Clarion increased the level of affordable housing from 375 to 473 and have handed over 178 units to date. In 2020-2021 they anticipate completing a further 126 units, with the remainder of the site in the following year. It should be noted that this is one of the earliest phases of the Garden City.

As part of the Joint Venture with Countryside, they are working with the Ebbsfleet Development Corporation to diversify the mix to include specialist multi-generational housing, amongst others, in an effort to accelerate delivery whilst helping to create a sense of place.



# Graylingwell, Chichester

The role of Master Developer requires a long term view of development, and this sits comfortably alongside Clarion's 100 year heritage. The essence of a business steeped in social value is that Clarion take pride in what they build and deliver, and they are required to be fleet of foot responding to both external market economics but also commitments to their residents and the regulator.

Graylingwell Park exemplifies Clarion's involvement in a large scale, mixed use scheme developed on a joint venture basis with heritage, place making and long term stewardship key tenets of the development. Clarion took a lead role in the formation of a Community Development Trust which now spans beyond this site.

Graylingwell Park is a multi-award winning parkland development comprising new build and refurbished apartments and houses with the sympathetic conversion of historic buildings, delivering residential, commercial and community uses on one of the largest net zero carbon developments in the UK. It was acquired and developed by Graylingwell LLP; a 50/50 joint venture between Affinity Sutton (Clarion Housing Group) and Linden Homes in 2008, which continued through and beyond a financial downturn.

The development comprises 792 mixed tenure homes (476 market sale, 159 shared ownership and 157 affordable rent), 1,850m<sup>2</sup> of retail, 1,850m<sup>2</sup> of community uses, 2,300m<sup>2</sup> of other commercial and a significant amount of infrastructure works. The development has been phased with phases 1,2, 3 and 5 now complete, phase 4 is currently on site and is scheduled to be completed by 2023.

The project demonstrates Clarion's resilience and ability to weather downturns in the market. The 2008 financial crash occurred at the initial stages of the build and the markets collapsed leading to a challenging sales period. Their bank funders continued to support the project, despite the need for a review of income projections and achievable sales values because of the crash. This support, and their close working as joint venture partners in re-profiling delivery programmes and the business plan, ensured continuity of build and the supply of desirable products to the market.

To increase delivery rates, a hybrid approval for outline permission for the entire site together with detailed permission for phase 1 were granted in March 2009. Construction work commenced in the summer of 2009 and the first residents moved into their new homes in March 2011. Phases 2, 3 and 5 followed, including the architecturally attractive former hospital buildings and historic areas of landscaping and phase 4 is currently on site. Over the course of development, phases have run concurrently with each other as they have provided a range of homes and products to differing market demographics and age profiles.

Clarion agreed with Chichester District Council that delivery tenures and phases could be more flexible, and so the initial phase of delivery saw a higher proportion of affordable housing, allowing housebuilding to continue and the local community to be served with tenures which were more affordable, including new starter homes that were easier to access when the mortgage markets were tightened and access to finance was generally restricted. Due to the nature of the site some phases had no affordable housing as they comprised of Victorian building for refurbishment.



The combined financial strength of Clarion and Linden Homes allowed the LLP to pay a competitive sum for the site. This income allowed the Homes England to re-invest in other tenures and the financial structure also enabled the affordable provision to be maintained at 40% of the overall delivery even when the Local Plan Policy requirement dropped the affordable threshold to 30%.

Build out rates and an increase in the pace of delivery cannot solely rest on the laurels of investment alone; it must also carry with it a social conscience and a sense of duty to commit to a place and its community. Clarion's work at Graylingwell has endured market downturns and continued to deliver through difficult economic times as it is now known as a holistic development and still as attractive today as when there were first completions.

Chichester Community Development Trust ('CCDT') is one of Clarion's flagship initiatives. It was founded in 2009 as a registered charity on the Graylingwell Park development in partnership with Chichester District Council, Homes Community Agency, and Linden Homes. Established to own and manage several community facilities, land, and buildings CCDT safeguards these important spaces for the benefit of local people and reinvests profits to help deliver a comprehensive programme of community development activities.

Working with the communities at Graylingwell Park and Roussillon Park, CCDT empowers people by developing skills and supporting projects that create local opportunities, employment and build community spirit. The Director of Clarion Futures is the current chair of CCDT along with Clarion's Head of Communities.

**Current community assets held by the CCDT include:**

- Community Chapel (with a £1.3million Heritage Lottery Fund bid secured in April 2019 to transform this disused place of worship into a vibrant community hub including training and meeting space, café and shop, heritage exhibitions and performance space);
- Water Tower refurbished as a co-working hub for local social entrepreneurs;
- Dilapidated stable block which is undergoing transformation into studios for local artists;
- Community Centre at Roussillon Barracks;
- Community allotment; and
- Soon-to-be-secured public park with sports pavilion overlooking Graylingwell Park.

The CCDT is overseen by a board of eight trustees drawn from representatives of the LLP Partners, local residents, ward member and partners. Turnover has grown from £30K per annum to £250K in 2019 as a result of its fundraising and commercial activities, and so it is a self-sustaining enterprise.

Clarion have worked with their partners; Linden Homes, Grange Management and Chichester District to ensure that the public realm has also been threaded through their place making principles on the site and that both community and place and environment have been given equal prominence.



## Collingtree, Northampton

Clarion purchased a development site that has been promoted as an Urban Extension on the edge of Northampton for the past 10 years. The land includes part of a Golf Course and adjacent farm and agricultural land which has outline planning permission for:

- 1,000 new homes, an additional 250 units is now sought on adjoining land;
- Local neighbourhood retail centre;
- School and sports pitches;

Their Joint Venture with Vistry has allowed for an increase in the rate of delivery, the mix, and tenure provisions for the approved scheme. Clarion's investment and involvement has resulted in an increase in the affordable housing provision from 15% to 30%. Clarion have worked closely with Northampton Borough Council to bring forward positive social value for the local community.

The Joint Venture means that this will be a multi-phased and multi-flagged development which will see Bovis Homes, Linden Homes, Latimer, and Clarion all collaborate and bring forward new homes together on site. The profile of build, balanced against a range of tenures for private sale and affordable tenures, means that the delivery rate is increased; delivery was increased from 100 homes per annum at its peak to 154 homes per annum allowing for a reduction in the overall development period of 3 years.

**Total investment for the project and spend over the next 10 years will be in excess of £350M.**

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## Cambourne, South Cambs

Circle Housing (now Clarion) was the lead registered provider in a consortium of three providers that helped secure the first affordable homes in Cambourne, Cambridgeshire. The affordable homes at Cambourne comprised of a mix of rented and Shared Ownership. The affordable homes delivered here were provided on behalf of Cambridge City Council and South Cambridgeshire District Council, they were allocated using a joint allocation policy agreed between the local authorities and the consortium.

The standard of accommodation that was provided by the registered providers on this site was of excellent quality. Both local authorities were keen to see investment from the registered providers to improve the quality and this was demonstrated by all the properties achieving a rating of Eco Homes good or very good. 700 dwellings across 18 sites were delivered utilising a combination of steel and timber

frame, the timber frames were sourced from Kingspan at their local factory, the light gauge steel frames were recycled steel, and prefabricated wall panels were pre-cut in the factory to reduce waste.

The support, guidance and co-operation of both local authorities was fundamental in the successful delivery of the project. In addition, the project enabled the consortium to establish good working relationships with the housing team and planners which enabled other projects in the area to evolve. Circle Housing built upon these established relationships with both local authorities to provide more affordable housing via Section 106 Agreements, rural exception sites and the demolition and regeneration of some units in South Cambridgeshire.

# Merton

The project involves the full demolition and replacement of High Path and Eastfields and the partial demolition and replacement of Ravensbury. Representing an investment of £1.2bn.

## In total, this represents:

- A total of 2,973 new homes;
- 745 social rented;
- 280 shared ownership;
- 1,791 for private sale;
- 93,000 sq. feet of non-residential floor space (community, retail and commercial).

Additionally, the project includes new green spaces, hundreds of new trees, two new public parks and

hundreds of employment and apprenticeship opportunities. The Regeneration Team are testing new approaches to measuring this added value, using the Housing Associations' Charitable Trust ('HACT') social value calculator to determine the financial value of; improved wellbeing, access to appropriate accommodation, reduction in fuel poverty and employment and training activities. Work so far shows a total value of £23.5m in increased resident wellbeing over the lifetime of a tenancy across the three estates; Ravensbury £7.5m, High Path £9.5m and Eastfields £6.5m.



# Sherford, Plymouth

Through its private development arm, Latimer, Clarion has entered a joint venture agreement with Bovis Homes Ltd for a site in Sherford.

The joint venture will deliver approximately 1,500 new homes at Sherford, a commitment of over 20 years of investment into the region by both partners. Between all developers, Sherford will deliver 5,500 new homes, three primary schools, a secondary school, commercial, retail and business premises, a Town Hall, and various other community facilities. Development will pay regard to the principles of the Princes Trust Design Code, through the Design Town Code standards including a bespoke pallet of house types designed specifically for Sherford.

Clarion have now started to expand their role, alongside Vistry who now control two thirds of the site, to accelerate place making through the swifter delivery of commercial and public amenity uses, and increasing the affordable housing provision from the current 10% granted through planning.



# Landownership and Viability

## Landownership

The site is within single landownership, and Clarion has an option on this. Because of this, there will be no lengthy disputes regarding which elements of the development come forward first, no time-consuming discussions around equalisation and no negotiations over the distribution of infrastructure cost, all of which can cause significant delay and even permanently stall projects.

The landowner is completely aligned with Clarion's approach to the delivery of community and understands the financial implications of a place first approach. The sale of parcels of land to third parties is also much simpler as a result of single landownership, further increasing the pace of delivery.

Some small areas of land are located within the confines of the site but do not form part of the site, and are not included within the masterplan. These areas have no bearing on the deliverability of Honingham Thorpe, however Clarion are engaging with the relevant land owners in order to bring these within their control should the site become allocated through the Local Plan.

Ultimately, there is no impediment to the new settlement coming forward as a result of multiple land ownerships.

## Viability

In the absence of a detailed masterplan the ability to demonstrate viability is limited. However, Clarion have assessed the infrastructure needs of the site and have reviewed them internally via their Technical & Commercial teams. Additionally, Clarion's Sales team have provided detailed sales values and sales rates, with the Group's Delivery team providing a high level Delivery Timetable, allowing for the sale of land to third parties. All of this information has been reviewed and analysed by the Group's Land team with the assistance of the Finance Team, benchmarking against other projects of a similar size.

As such, despite being at an early stage, Clarion are entirely satisfied that the proposals are deliverable and viable. As the project moves forward, any masterplan that emerges will undergo a similarly vigorous review to ensure deliverability and viability. Further, detailed viability information will be shared with the Greater Norwich Local Plan as part of the requested Statement of Common Ground.

## Our credentials

Clarion has significant experience in delivering developments like Honingham Thorpe.

The Group's fixed assets are worth around £7bn, and we have a turnover of around £815 million. Their financial strength is recognised by Moody's rating agency through their A3 investment grade rating, one of the strongest in the sector. Subsequently, Clarion are uniquely based to weather any unforeseen costs or changes to the economy, to enable the continued delivery of housing and associated facilities at Honingham Thorpe.



**Fixed assets  
are worth  
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**Turnover of  
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**A3 investment  
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# Conclusion

Honingham Thorpe would deliver significant housing numbers together with jobs and on site infrastructure to create a truly sustainable community. The relationship of the site with the Food Enterprise Park would support a key growth area and the emerging agri-tech corridor, creating a holistic and mutually supportive relationship between the new community, the Food Enterprise Park, Easton College, Norwich Research Park and the UEA. In addition, a significant area of open countryside, woodland, and river frontage would come forward as a Country Park. The proposals are submitted in the same rounded all-inclusive manner as other sites Clarion are involved in.

Clarion, as the country's largest housing association and one of the country's leading developers, are well placed to deliver, and have experience on a number of large joint venture schemes.

It is considered that a new settlement is a suitable option now. Traditional housing development in Greater Norwich has placed pressure on existing infrastructure and communities, resulting in the need for significant investment in upgrades in order to provide power, wastewater treatment and other social infrastructure. The programme of works required to facilitate a number of the strategic and non-strategic proposed and existing allocations is significant, requires significant investment and will, and already has, detrimentally impacted upon the timely delivery of development.

Provision of a new settlement provides the opportunity to deliver an infrastructure-led community, properly planned to meet the needs of future residents. Clarion have the ability and experience to deliver a new settlement at Honingham Thorpe which would overcome the issues and challenges of traditional housing development. As such, the proposed development could come forward quickly and achieve a significant delivery rate throughout, with a realistic prospect that the entire community could be delivered within the Plan period.



# Appendix 1.

Delivery plan for Honingham Thorpe.

# Delivery plan for Honingham Thorpe

## Introduction

The proposed new settlement Honingham Thorpe is within single land ownership and being promoted by a single developer. Clarion Housing Group have significant experience, scale and financial strength that enable them to deliver new homes and communities. A copy of the Clarion Housing Group Corporate Strategy 2019-2022 accompanies this submission.

Clarion would be lead Masterbuilder and Master Developer, delivering all site infrastructure and at least 50% of the residential units, together with retaining tight control over the sale and development of the remaining site so as to ensure high design quality and place-making is maintained. This approach would provide opportunities for a range of development partners to get involved, including Council Development Companies along with local, regional and national developers. The development of these serviced parcels would be subject to a strict Design Code that Clarion would require compliance with.

# Delivery plan for Honingham Thorpe

## Submission of planning applications

Should the site become identified as a proposed allocation at the Regulation 19 stage of the preparation of the Greater Norwich Local Plan an **outline planning application** would be submitted for the entirety of the site in order to establish the principle of:

- » 5,000 homes within the Plan period;
- » Policy-compliant affordable housing that is tenure-blind and pepper potted throughout the site;
- » An effective transport strategy based upon a comprehensive multi-functional green infrastructure network, improved bus services into the site and surrounding area and incorporating forthcoming network enhancements;
- » A development based on garden community principles;
- » A mix of social rent, shared ownership, private sale, build-to-rent, elderly and care provision and self-build plots;
- » Clarion retaining long-term stewardship of both the physical development and fostering a local community;
- » 49.7 ha of employment space
- » 66.3 ha of Country Park
- » 3.47 ha of Nature Reserve

This application may include details of roads, drainage and other infrastructure.

In addition, a **full planning application** for the creation of the village centre would be submitted in parallel. This would include details of a range of retail, commercial and community uses contained in flexible ground floor spaces. The scale and details of this would be agreed with the Local Planning Authorities in advance of any application, however, it is likely this would become a District Centre. Above the ground floor, residential units would be provided in order to create vibrancy and to make the most effective use of land. This application would further seek to establish the principle and details of an additional first phase of housing of up to 200 dwellings. The purpose of this application would be to ensure an significant early delivery within the Plan period.

At present it is considered that initial access to Honingham Thorpe would be along a widened and improved Church Lane with subsequent phases accessed via the improved A47. However, it may become the case that the A47 improvements are completed so as to allow access via the proposed Blind Lane junction from the start of development.

We would anticipate that the applications would be submitted at the Examination stage of the GNLP programmed for the end of 2021.

Given the single ownership of the site, Clarion would be able to undertake the purchase of the land in a matter of weeks after planning permission is given, which will enable delivery to commence as quickly as possible.

# Delivery plan for Honingham Thorpe

## Implementation of planning permissions

### Phase 1

Essential infrastructure would be delivered from the outset, it is intended that this would include a bus service available for construction workers and others in the area.

The intention would be to deliver the settlement centre in 12 months, which would consist of the following:

- » Community concierge in operation from the day of first occupation to ensure residents have immediate support to assist them in settling into the area (e.g. Graylingwell see [www.gpresidents.co.uk](http://www.gpresidents.co.uk));
- » Flexible ground floor units which would initially be occupied services including convenience stores, doctors' surgery, library, and community centre. As the settlement grows these uses would relocate to their own bespoke premises within the centre;
- » Residential units, including flats and duplex units above the flexible ground floor units;
- » School;
- » Flexible workshop and office space;
- » Access to the Country Park, initially consisting of a car park and temporary facilities.

It is anticipated that the initial village centre and first phase of dwellings would be completed after 18 months. Construction would be undertaken by Clarion who are, given their ability to deliver affordable, private, rented and care accommodation, confident this can be achieved.

### Subsequent phases

Subsequent phases of the residential areas would be shared between Clarion and other housebuilders. It is anticipated that these would be in 150-200 unit blocks, although some may be sub-divided to give smaller builders the opportunity to participate in the development. The expectation is that other housebuilders will be matching the Clarion build-out rate.

As the settlement grows, elements of the initial village centre would evolve and occupy purpose built premises. Other elements of the infrastructure and offerings of the settlement would further develop as the community grows, including:

1. Completion of a 'green lane' as part of the green infrastructure;
2. Creation of additional facilities as part of the Country Park;
3. Construction of an all-through school;
4. Additional employment areas developed over and above the development intended for the Food Enterprise Park.

Delivery of these features would be linked with the completion of phases, and the triggers for construction will be embodied in a Section 106 agreement.

## Indicative delivery vehicle

### First: life

Firstly, deliver 'life' in the form of what attracts the people. Through engagement we will ensure what people want and desire is brought to fruition



### Second: spaces

Secondly, deliver space for the people to interact, play, socialise and grow from in the form of the settlement centre and central market square



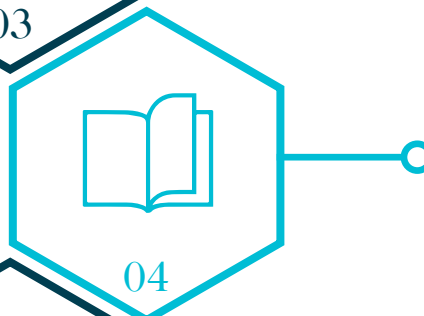
### Third: green

Thirdly, 'make it green', stitch Honingham Thorpe from the country park to the south and 'green lane' to the north



### Fourth: education

Fourthly, deliver a all-through school set within the 'heart' of Honingham Thorpe to benefit both new residents but also surrounding communities



### Fifth: buildings

Fifthly, deliver the buildings that encompass 'life' and 'space' both through homes but also retail, commercial, leisure and health built form



### Sixth: housing

Sixthly, deliver homes for all, ensuring Honingham Thorpe becomes truly intergenerational and caters for all walks of life







