Hearing Statement – Stage 3 Matter 16 Submission on behalf of Stevenage Sports Club Ltd and Abimara Ltd Site Allocations with specific reference to site HO1/HO11 Land West of North Road Rugby Club.

15th February 2017

Stevenage Sports Club Ltd and Abimara Ltd

Stevenage Local Plan Examination: Stage 3

Matter 16

PPML Consulting Ltd are instructed by Stevenage Sports Club Ltd and Abimara Ltd to make representations in relation to Matter 16 of the Stage 3 Hearings – *Site Allocations with specific reference to site HO1/H011 Land West of North Road Rugby Club.*

Questions identified by the Local Plan Inspector in respect of housing site allocation H01/H011

- 1. Is the site needed for future hospital expansion?
- 2. Has flood risk been fully considered? If so, are there any outstanding issues in this regard?
- 3. Is the site boundary correctly drawn?

4. Are there electricity pylons within the site that could affect its development potential?

RESPONSE

1. Is the site needed for future hospital expansion?

Response to question 1

1.1 This is ostensibly and matter for the Council but we would refer to the hearing statement prepared by Barton Wilmore under Matter 11 on behalf of East and North Herts NHS Trust. Specifically, B 1.7 which states that:

'It is difficult for a Trust to provide any high degree of certainty about the likely requirements for the hospital in the mid and long term up to the end of the Plan period in 2031. Future requirements beyond the next 5 years will be based upon a whole range of matters at a variety of levels, including the combination of future strategic funding programme for the NHS at the national level, the implementation of the Sustainability and Transformation Plans and the business case for funding new facilities at the local level. Therefore, there is Submission on behalf of Stevenage Sports Club Ltd and Abimara Ltd Site Allocations with specific reference to site HO1/HO11 Land West of North Road Rugby Club.

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no funding in place for the following potential developments. However, this degree of uncertainty is unlikely to be different to any other hospital'.

- 1.2 Given the lack of any degree of certainty about the future hospital requirements and need lack of funding (for both short and long term requirements) it would be unsound and without any justification to allocate land at the rugby ground for 'safeguarding' any future health care expansion.
- 1.3 The Submission Draft Local Plan under Policy HC3 safeguards the existing hospital site as well as expansion land to the north of the Airport Car Park. It is claimed in the Trust submission statement that the topography restricts any future possible use of this land in connection with the hospital and the provisions of healthcare. The Trust has presented no evidence to support this claim. A suitable construction solution to the proposed NHS Campus safeguarded area is easily attainable and has not been expounded by the NHS Trust, which may provide better options for multi-storey accommodation and car parking with suitable access to the A602 Hitchin Road.
- 1.4 The Department of Health has produced a number of best practice guidance notes issued in October 2014. *Health Building Note 00-08 Part A: Strategic framework for the efficient management of healthcare estates and facilities* is particularly pertinent. At paragraph 3.11 of the guidance note it states that 'an integral part the business plan will be an estates strategy that will identify opportunities for optimising the estate' (Extract at Appendix A).
- 1.5 The Trust's hearing statement on Matter 11 at Appendix 1 Paragraph 9 confirms that there is an alternative strategy to redevelop part of the staff residences but is dismissive of this option without any credible evidence and not supported by a comprehensive estates strategy.
- 1.6 It is not evident that a robust and detailed business case has been prepared by the Trust as one has not been submitted in the representations made to support their objective. It is our considered belief that the entire existing NHS Trust Estate can be more efficiently utilized rather than simply using up adjacent parcels of land that are available to them, let alone attempting to safeguard other parcels of land not in their control by subverting the town planning process.

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1.7 With regards to acquiring additional land and property, *Health Building Note 00-08 Part B: Supplementary information for Part A* is relevant and advises at Paragraph 7.7 (Extract at Appendix B):

'A robust business case should be prepared to support a well-informed decision to acquire land or buildings that is aligned to overall organisational objectives. It should account for relevant mandatory policy and guidance. <u>A detailed option and financial appraisal</u> comparing all available sites should be carried out alongside a summary of the legal matters to allow an informed decision to be made. This information should be included in the final business case for the preferred option. FTs and Trusts should comply with governance and delegated limits, where applicable, when obtaining business case approval.'

- 1.8 Again, there is no evidence from the Trust that such guidance has been adhered to and they have not submitted any such detailed option and financial appraisal to support their claim that additional land at the rugby ground is required and financially viable.
- 1.9 In summary, the rugby ground site is not needed for future hospital expansion and no credible case or evidence has been made that it is required in the short or long term as confirmed by the Trust themselves.

Has flood risk been fully considered? If so, are there any outstanding issues in this regard? Response to question 2

- 2.1 The site lies within Flood Zone 1 (low probability) which means the site has less than 0.1% chance of flooding in 1:1000 years (The Flood Search is contained at Appendix C). The site is therefore the least vulnerable to flooding and appropriate to all land uses. As the development area is in excess of one hectare, a Flood Risk Assessment will be submitted to support the Planning Application.
- 2.2 The Flood Risk Assessment would review all the possible SUDS techniques available and combinations thereof. These would include but would not be limited to permeable block

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paving, the use of soakaways, underground drainage blankets, storage in underground modular plastic units, oversized pipes, open storage basins, swales and other similar features.

2.3 We consider there are no fundamental outstanding issues in this regard.

3. Is the site boundary correctly drawn? Response to question 3

- 3.1 The site boundary in Submission Draft Policy HO1/11 is incorrectly drawn and was highlighted in representations made to the Local Plan in February 2016. The error was highlighted to Stevenage Borough Council by email on 17th December 2015 (attached at Appendix D) confirming that the draft local plan proposal map had erroneously excluded the tennis club.
- 3.2 It was confirmed in the email that the layout plan as submitted to the Council on 29th May 2014 clearly showed the area (erroneously excluded on the proposal map) for housing development.
- 3.3 The Councils Planning Policy Officer confirmed by email on 18th December 2015 that is was an error that the boundary had not been updated to accord with the SHLAA submission made in May 2014 and that it would be amended following the local plan consultation process (copy of the email exchange is at Appendix D together with the relevant plan as submitted in May 2014).
- 3.4 The proposals map should therefore be amended to reflect the red line boundary as per the layout plan.

4. Are there electricity pylons within the site that could affect its development potential?

Response to question 4

- 4.1 There are no pylons within the site.
- 4.2 There is a National Transmission Grid Voltage Overhead Electricity Transmission Line (400kv) passing just north of and parallel to the northern boundary of the site. In preparing the scheme

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Hearing Statement – Stage 3 Matter 16 Submission on behalf of Stevenage Sports Club Ltd and Abimara Ltd Site Allocations with specific reference to site HO1/HO11 Land West of North Road Rugby Club.

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layout due regard and consideration has been given to the guidance note 'Development Near Overhead Lines' published by National Grid (NG). The requirement is to provide a 30m zone within which no built development can take place and the layout plan achieves this. Clearly any future alternative iteration of a layout can equally ensure that the 'no build' zone is adhered to. Hearing Statement – Stage 3 Matter 16 Submission on behalf of Stevenage Sports Club Ltd and Abimara Ltd Site Allocations with specific reference to site HO1/H011 Land West of North Road Rugby Club.

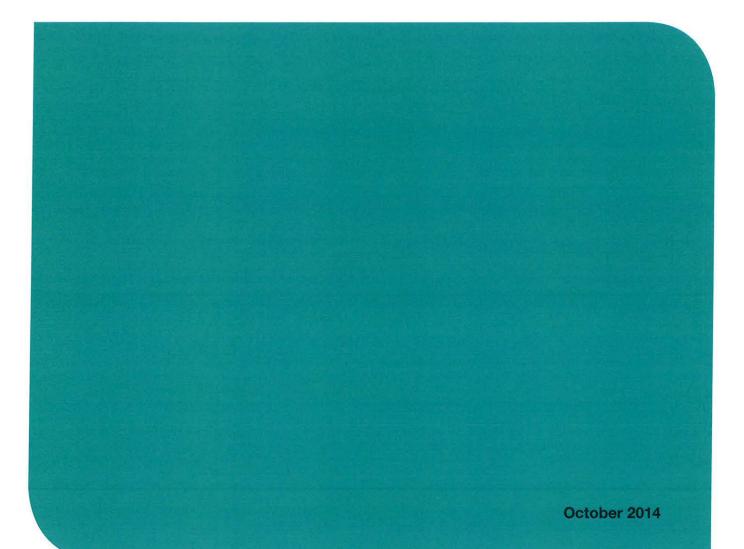
15th February 2017

Appendix A - Health Building Note 00-08 Part A: Strategic framework for the efficient management of healthcare estates and facilities (Extract)

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Health Building Note 00-08 Part A: Strategic framework for the efficient management of healthcare estates and facilities



3.0 Improved efficiency and effectiveness in running the estate

Introduction

3.1 FTs and Trusts spend in the region of £7 billion per annum on management of their estate, which makes this the third largest cost for the NHS after staff costs and drugs (DH, 2014a). To address the financial challenges identified in paragraph 1.22, there needs to be a step change in the management of the estate to achieve savings and reduce running costs; however, this should not compromise patient, visitor and staff safety.

3.2 FTs and Trusts will need to work with commissioners and other stakeholders to be able to deliver the required efficiencies.

3.3 National data (for example, ERIC) analysis and benchmarking (see paragraphs 2.21–2.23) should be used to assist in producing more accurate, timely and comprehensive management information and evidence to support the delivery of savings which will be achieved by, for example:

- reduction in property costs relative to income from activity and expenditure;
- reduction in high and significant risk backlog maintenance (see DH (2004) 'A risk-based methodology for establishing and managing backlog');
- optimisation of the estate (for example, increase in room utilisation, reduction in void costs and rationalisation);
- efficiency in back-office functions (for example, achieving savings by

consolidating IT and human resource departments into one centralised location);

- creation of opportunities to develop existing and additional income;
- · partnership working;
- effective use of new technologies;
- achieving value for money from existing PFI and LIFT contracts.

3.4 These points are expanded upon in the rest of this chapter.

3.5 FTs and Trusts will need to review the skill mix of their estates and facilities workforce, encouraging business and commercial skills and acumen to support the reduction of costs. They will also need to identify the support required to achieve their goals and objectives. How this information is acquired will be a matter for the option and financial appraisals (for example, in-house, short-term consultancy, outsource, contract arrangements and strategic estates partnerships).

Business planning

3.6 A key element in improving efficiency is through a rigorous system of business planning and regular review. The annual business plan should be centred on improving efficiency and effectiveness, enabling FTs and Trusts to deliver core clinical, business and sustainability objectives. **3.7** These objectives should be aligned to the organisation's and commissioners' local clinical strategies (see paragraph 1.25) and should be continuously reviewed. The aims are:

- to ensure that the estates and facilities management (EFM) service design and delivery is both clinically and business-led and supports the needs of front-line services; and
- to enhance the organisation's overall performance.

3.8 The plan should therefore be responsive, patient-focused and easy to access. It also needs to ensure the existing service standards are maintained or improved.

3.9 The business plan should provide an overview of the activity that the organisation will undertake during the forthcoming financial year. Targets for continuous improvements for estate performance should be set with a view to reducing costs now and in the future. This will depend on the current performance of the particular organisation, which is evaluated using ERIC benchmarking data and submitted to the organisation's board for review (see paragraphs 2.21–2.23).

3.10 FTs and Trusts will need to engage with commissioners to understand the local population, disease prevalence and existing and future demands for services. They will need to assess what impact these issues will have on their estate.

3.11 An integral part of the business plan will be an estate strategy that will identify opportunities for optimising the estate. When developing the estate strategy, FTs and Trusts should be realistic in their assessment of the commercial potential of their land and property.

Estate optimisation

3.12 The configuration of the NHS-owned estate is changing with increasing opportunities to lease and share facilities. FTs and Trusts should explore the possibility of optimising their

estate by colocation or joint use of premises to maximise service benefits, together with a strategy to rationalise the use of both clinical and administrative estate, thereby improving efficiencies and reducing costs.

3.13 The above can be achieved through the introduction of more effective working practices, providing a workplace that enables greater productivity and collaboration across teams and acting as a catalyst for cultural change across the organisation.

3.14 Initial investment is likely to be required to provide workplace solutions that meet the needs of the organisation. A programme should be developed in order that more effective working becomes "business as usual".

Space utilisation

3.15 FTs and Trusts should have a regularly updated asset management system that allows estates managers to identify unused or underused space on a room-by-room level. This is essential to the improvement of space utilisation.

3.16 Any information/data reported from the system can be used to inform rationalisation strategies and support more effective working through reconfiguration of underutilised space. However, it must be noted that any rationalisation/consolidation should be service-led.

3.17 See also paragraph 4.18 on 'Flexibility and future-proofing'.

Maximising benefits from commercial opportunities from land and property to enhance the experience of patients, staff and visitors

3.18 FTs and Trusts should develop the full potential of their estates for the benefit of front-line patient care, staff and visitors. This should be assessed with clear governance and rigour

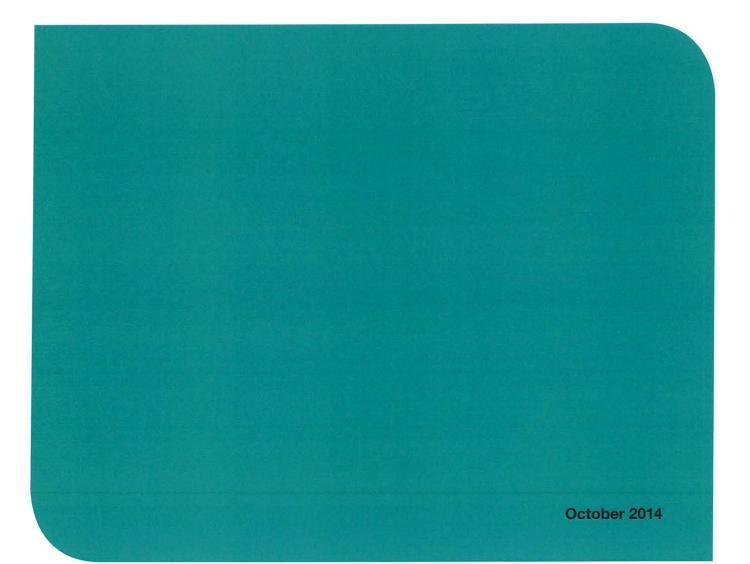
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Appendix B - Health Building Note 00-08 Part B: Supplementary information for Part A (Extract)



Health Building Note 00-08 Part B: Supplementary information for Part A



density adequate etc) or that the buildings are suitable for the required conversion;

- check that the utilities capacity is sufficient without expensive upgrades;
- check assessments of energy use (for example, energy performance certification) and directives on future compliance targets;
- check that the scheme is capable of implementation – for example, check with the LPA that planning consent for the required use will be granted, and with the local highway authority that access arrangements for the proposed development are adequate;
- generally ensure that there is thorough and proper due diligence carried out during the whole process as part of active estate management. The due diligence should include an investigation of ground conditions and the historic uses of the site to flag up any potential environmental issues.

The business case

7.7 A robust business case should be prepared to support a well-informed decision to acquire land or buildings that is aligned to overall organisational objectives. It should account for relevant mandatory policy and guidance. A detailed option and financial appraisal comparing all available sites should be carried out alongside a summary of the legal matters to allow an informed decision to be made. This information should be included in the final business case for the preferred option. FTs and Trusts should comply with governance and delegated limits, where applicable, when obtaining business case approval.

Managing the acquisition team

7.8 Whenever an acquisition is contemplated, a technical team proportionate to the size and complexity of the transaction should be appointed from the outset through to completion of the scheme.

7.9 The team should be led by a project manager (in-house or external), who should act as the informed client to ensure the organisation's interests are protected and managed at all times. The project manager should have knowledge and experience of NHS policies and procedures, particularly in relation to land and property transactions, together with a thorough knowledge of the NHS estate.

7.10 The team should advise on many issues, for example strategic direction setting, identification, selection and management of appropriate consultants and monitoring/ management of the entire process, including governance and probity.

7.11 A major new site may require legal, engineering, property, town planning and environmental input, with the necessary competencies and experience required to carry out their tasks, and this should be established at the outset.

7.12 Any legal constraints, such as covenants on the use of the land or other legal restrictions, should be addressed by the solicitor, or the purchase should be abandoned, thus avoiding high abortive costs.

7.13 In cases where compulsory purchase is being considered, as much time as possible should be allowed for the necessary approvals and procedures (see paragraphs 7.60–7.70 on compulsory purchase powers).

Town planning

7.14 Planning is an early consideration in the acquisition process. The approach to planning should be pragmatic with an assessment of the level of complexity, timescales, costs and risks involved. See Chapter 3.

7.15 Outline planning permission should have been secured prior to purchase, although in certain circumstances an FT or Trust may then have to obtain full planning permission following acquisition (for example, where planning permission for a change of use is required). It may also be appropriate to obtain full planning Hearing Statement – Stage 3 Matter 16 Submission on behalf of Stevenage Sports Club Ltd and Abimara Ltd Site Allocations with specific reference to site HO1/H011 Land West of North Road Rugby Club.

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15th February 2017

Appendix C – Flood Search



Environmental Risk

Management



Joshua Rigby Telephone: 020 7261 1091 Email: SitecheckFlood@rpsgroup.com

Provided by

Stevenage Sports Club, North Road, STEVENAGE, Hertfordshire, SG1 4BB

Prepared for: Mr J Ford John Ford Law Agent 28 Highmoor Amersham Bucks HP7 9BU

Report reference: SCF_62706722_2_1

Report Date: 07-DEC-2014

Customer Reference: 0.11659

National Grid Reference: 523010 226800

Site Area: 37223 m²





If you have any questions on the contents of this Report please contact Landmark Customer Helpdesk which is open from 9:00am - 5:30pm, Monday - Friday, via one of the following channels:

Telephone: 0844 844 9966 Fax: 0844 844 9980 Email: info@landmarkinfo.co.uk Website: www.sitecheck.co.uk





Environmental Risk

Pro

Management

RPS

Completed by: RPS Environmental Risk Team



The RPS Risk Assessment is based only on the information as shown by data sources collected by Landmark Information Group Ltd and supplied within the associated Sitecheck Flood Report with RPS Risk Assessment including further information provided by the client. The RPS Risk Assessment should be read in conjunction with the Guidance Notes and the Sitecheck Flood Report. No responsibility can be accepted for any error c omissions in the data supplied to RPS. No physical inspection of the property has been carried out. the RPS Risk Assessment is subject to the Landmark Terms and Conditions.



Aerial Photo



Site

Stevenage Sports Club,North Road,STEVENAGE,Hertfordshire,SG1 4BB

Grid Reference 523010, 226800

Report Reference SCF_62706722_2_1

Customer Reference 0.11659

Size of Site 37223 m²



If you would like any further assistance regarding this report then please contact Landmark on (Tel) 0844 844 9966, (Fax) 0844 844 9980, Email: helpdesk@landmark.co.uk



Summary Table

RMS Flood Risk	On Site	0-250m
	5	1
RMS Flooding		
RMS 75 year Flood Return	2	1
RMS 100 year Flood Return	2	0
RMS 1000 year Flood Return	1	0

EA/NRW Flood Risk	On Site	0-250m
	0	2
EA/NRW Flooding		
Extreme Flooding from Rivers or Sea without Defences	0	1
Flooding from Rivers or Sea without Defences	0	1
Areas Benefiting from Flood Defences	0	0
Flood Water Storage Areas	0	0
Flood Defences	0	0

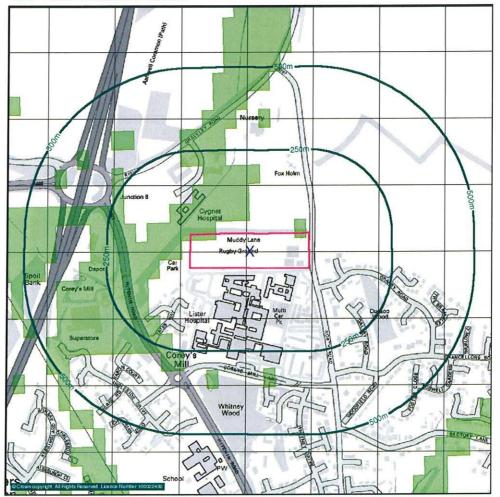
British Geological Survey Flood Risk	On Site	0-50m
	2	0
BGS Flooding		
BGS Groundwater Flooding Susceptibility	1	0
BGS Geological Indicators of Flooding	1	0

Insurance Claims Rating	On Site
	1
Insurance Claims	
Postcode Sector Insurance Claim Ratings - Flood	1



RMS Flooding

100 Year Return Period



ieneral	Flood Depth (mm)	Defended Flood	Undefended Flood	Pluvial & Minor River Flood (flood depth n/a)
Site Boundary	0-200		53	
Search Buffer	201-500			
× Bearing Reference Point	501-2000			
Reference Number	2001+			



RMS Flooding

RMS Flood Ri	sk			
RMS Flooding		Ref No.	Search Buffer	Direction
RMS 75 year Floor	d Return			
Flood Type / Depth: Flood Hazard:	75 year pluvial flood, depth is not applicable Pluvial & Minor River Flood Risk		On Site	E
Flood Type / Depth: Flood Hazard:	75 year pluvial flood, depth is not applicable Pluvial & Minor River Flood Risk	的社会	On Site	NW
Flood Type / Depth: Flood Hazard:	75 year pluvial flood, depth is not applicable Pluvial & Minor River Flood Risk	S. Lat	0-250m	NW
RMS 100 year Floo	od Return			
Flood Type / Depth: Flood Hazard:	100 year pluvial flood, depth is not applicable Pluvial & Minor River Flood Risk		On Site	N
Flood Type / Depth: Flood Hazard:	100 year pluvial flood, depth is not applicable Pluvial & Minor River Flood Risk		On Site	E
RMS 1000 year Flo	od Return			
Flood Type / Depth: Flood Hazard:	1000 year pluvial flood, depth is not applicable Pluvial & Minor River Flood Risk		On Site	Ν

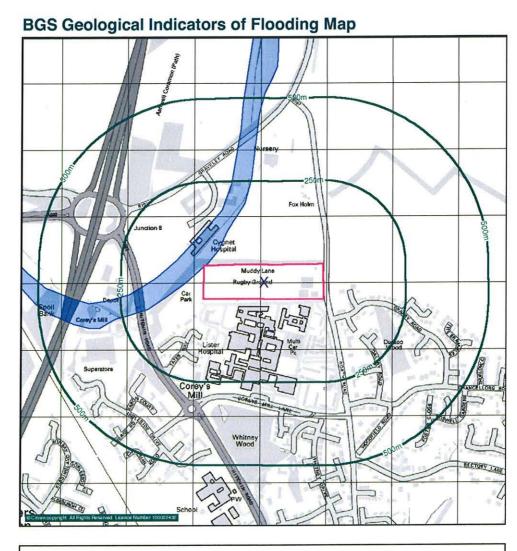


EA/NRW Flooding

EA/NRW Floor	d Risk			
EA/NRW Flooding		Ref No.	Search Buffer	Direction
Extreme Flooding	from Rivers or Sea without Defences	P. Bri		
Type: Flood Plain Type: Boundary Accuracy: Contact:	Extent of Extreme Flooding from Rivers or Sea without Defences Fluvial Models As Supplied 2		0-250m	NW
Flooding from Rive	ers or Sea without Defences			
Type: Flood Plain Type: Boundary Accuracy: Contact:	Extent of Flooding from Rivers or Sea without Defences Fluvial Models As Supplied 2		0-250m	NW
Areas Benefiting fr	rom Flood Defences			
None		1. Factor		57 - 1 9 - 19
Flood Water Storag	ge Areas			
None				
Flood Defences				
None		-		







	BGS Geological Indicators of Flooding
Site Boundary	Coastal
> Search Buffer	Inland
× Bearing Reference Point	Bodies of Water
Reference Number	



Insurance Risk Rating

Insurance Claims Rating Insurance Claims Postcode Sector Insurance Claim Ratings - Flood		Ref No.	5. Search Buffer	Direction
		and the second		
Insurance Rating: Postcode Sector: Contact:	Very Low Flood Insurance Claim Rating - No Recorded Claims SG1 4 4		On Site	NW

If you would like any further assistance regarding this report then please contact Landmark on (Tel) 0844 844 9966, (Fax) 0844 844 9980, Email: helpdesk@landmark.co.uk



Guidance Notes for the Practitioner

records from regulators i.e the Environment Agency/Natural Resources Wales have been undertaken.

The RPS assessment is not intended to provide a sufficient level of detail to fully comply with the requirements of flood risk assessments as detailed in National Planning Policy Framework (NPPF) Section 10 'Meeting the challenge of climate change, flooding and coastal change'. Advice should be sought as to what additional assessment is required to accompany planning applications for any development work which may be planned on the site. NPPF was published by the Department of Communities and Local Government (DCLG) in March 2012. This document, along with its companion Technical Guidance, provides central government's guidance on how flood risk issues should be dealt with for different types of development during the planning process.

If you have any queries regarding the information in this report and how to use it, please do not hesitate to contact the Sitecheck Helpdesk (see Contact details below).

Other Environmental Issues

Should there be other environmental issues at the site e.g ground contamination, geotechnical, or for energy / sustainability appraisals, please contact RPS for further free advice. RPS can provide the necessary additional services to ensure environmental issues placed in an appropriate commercial context to assist in transactions going forward.

Contact Information

For queries regarding the contents of the Report, please contact the Sitecheck Customer Helpdesk on 0844 844 9966.

For further information regarding the RPS flood risk assessment itself, or for general consultancy advice concerning property and environmental liability, please contact RPS on 020 7261 1091



Useful Information

Insurance Claims

This risk is derived from the number of flood insurance claims in the postcode sector. The data includes validated claims notified to insurers including river and coastal flood, heavy rainfall and flooding following blockages to sewers etc. They do not include an escape of water from a fixed appliance.



















Search Code

IMPORTANT CONSUMER PROTECTION INFORMATION

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- Sets out minimum standards which firms compiling and selling search reports have to meet.
- Promotes the best practice and quality standards within the industry for the benefit of consumers and property
 professionals.
- Enables consumers and property professionals to have confidence in firms which subscribe to the code, their
 products and services.

By giving you this information, the search firm is confirming that they keep to the principles of the Code. This provides important protection for you.

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- Firms which subscribe to the Code will:
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- Act with integrity and carry out work with due skill, care and diligence.
- At all times maintain adequate and appropriate insurance to protect consumers.
- Conduct business in an honest, fair and professional manner.
- Handle complaints speedily and fairly.
- Ensure that all search services comply with the law, registration rules and standards.
- Monitor their compliance with the Code.

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If you have a query or complaint about your search, you should raise it directly with the firm, and if appropriate ask for your complaint to be considered under their formal internal complaints procedure. If you remain dissatisfied with the firm's final response after your complaint has been formally considered, or if the firm has exceeded the response timescales, you may refer your complaint for consideration under The Property Ombudsman scheme (TPOs). The Ombudsman can award compensation of up to £5,000 to you if it finds that you have suffered actual loss as a result of your search provider failing to keep to the Code.

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The Property Ombudsman Scheme Milford House 43-55 Milford Street Salisbury Wiltshire SP1 2BP Tel: 01722 333306 Fax: 01722 332296 Email: admin@tpos.co.uk

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Hearing Statement – Stage 3 Matter 16 Submission on behalf of Stevenage Sports Club Ltd and Abimara Ltd Site Allocations with specific reference to site HO1/HO11 Land West of North Road Rugby Club.

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15th February 2017

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Appendix D – Email Exchange

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Pravin Patel

From: Sent: To: Subject: Caroline.Danby <caroline.danby@stevenage.gov.uk> 18 December 2015 09:49 Pravin Patel RE: stevenage rugby ground - SHLAA

Hi Pravin,

The boundary was drawn when the original proposals were submitted at the beginning of the SLAA process, and these excluded the tennis club area. It is just an error on our side that the boundary was not updated according to the new submission back in 2014. If you reflect this in your representations to us, we can amend the boundary following the consultation process.

Thanks Caroline

Caroline Danby | Principal Planning Officer | Planning Policy | Stevenage Borough Council | Tel. 01438 242823

From: Pravin Patel [mailto:pravin.patel@ppmlconsulting.co.uk] Sent: 17 December 2015 18:20 To: Caroline.Danby Cc: matt.whale@abimara.com Subject: FW: stevenage rugby ground - SHLAA Importance: High

Dear Caroline,

We have just noticed on the draft local plan proposal map that the tennis club area has been excluded. This does form part of the relocation strategy and the layout plan attached (as submitted on 29.5.14) clearly shows that area for redevelopment for housing. I presume this is something that can be amended following the consultation process or is there a specific planning reason for the way the boundary has been drawn in the draft proposals map?

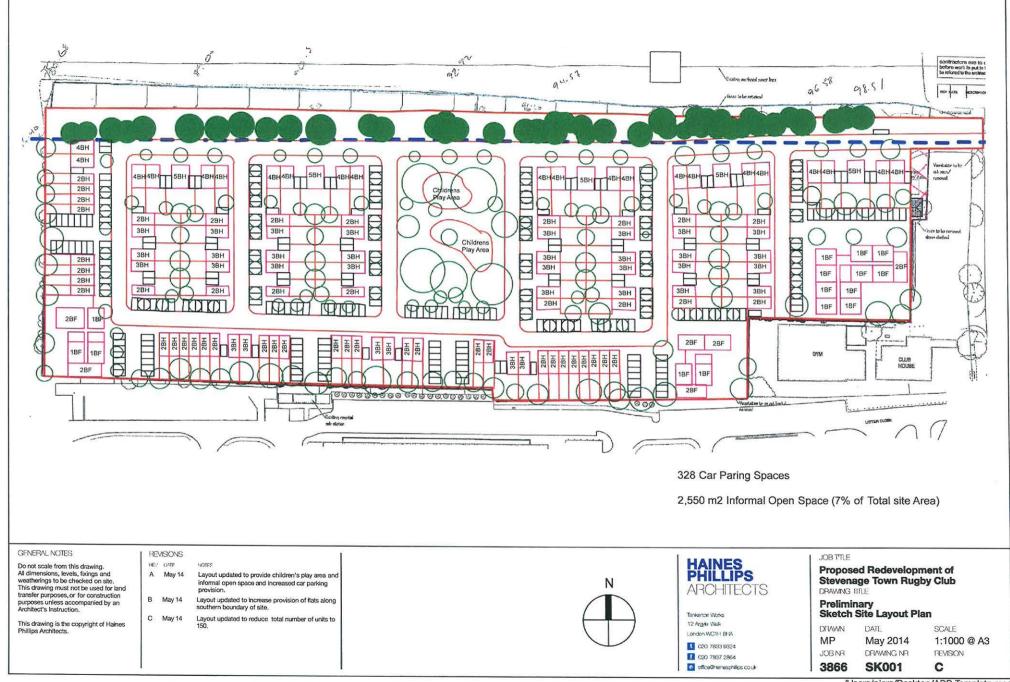
Kind regards

Pravin M Patel BA (Hons) MRTPI MRICS Director PPML Consulting Ltd Kinetic Centre Theobald Street Elstree Herts WD6 4PJ

Tel : DD 0208 387 4076 Switchboard – 0208 387 4074

From: Pravin Patel Sent: Thursday, May 29, 2014 12:07 PM To: 'Caroline.Danby' Subject: RE: stevenage rugby ground - SHLAA Importance: High

Dear Caroline,



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