Innovation Park Medway Masterplan Statement

Growth for all

LDĀDESIGN

6278_R002M

PREFACE

Summary and process

The masterplan contained within this statement outlines a scheme that will deliver a high quality innovation park, with flexible plots to encourage a wide range of high-value technology, engineering, manufacturing and knowledge-intensive businesses.

In order for the masterplan to be adopted, public consultation was undertaken for a six week period. The masterplan outlines the ambition for a prime regeneration site, which will be split into two separate areas each of which will comprise two distinct parcels with the overall area extending to 18.54ha. Parcels 1, 2 and 3 are owned by Medway Council. Currently, Parcel 1 is leased to Rochester Airport Ltd. Parcel 2 is leased by BAE Systems, with a small area of this parcel within the ownership of BAE Systems. Although owned by Medway Council, part of Parcel 1 lies within the neighbouring Borough of Tonbridge & Malling. Parcel 4 is privately owned.

This would maximise benefit from the Enterprise Zone status of the site for potential future business space but cannot come forward for development without agreement from all parties.

The proposed masterplan seeks to establish a clear policy context which sets parameters but allows for flexibility to support market interest and deliverability.

A number of supporting studies and surveys have been undertaken to establish and support the masterplan principles, including transport and ecology. Soft market testing has also supported the masterplan development, with further market testing to inform development in more detail.

Masterplan consultation

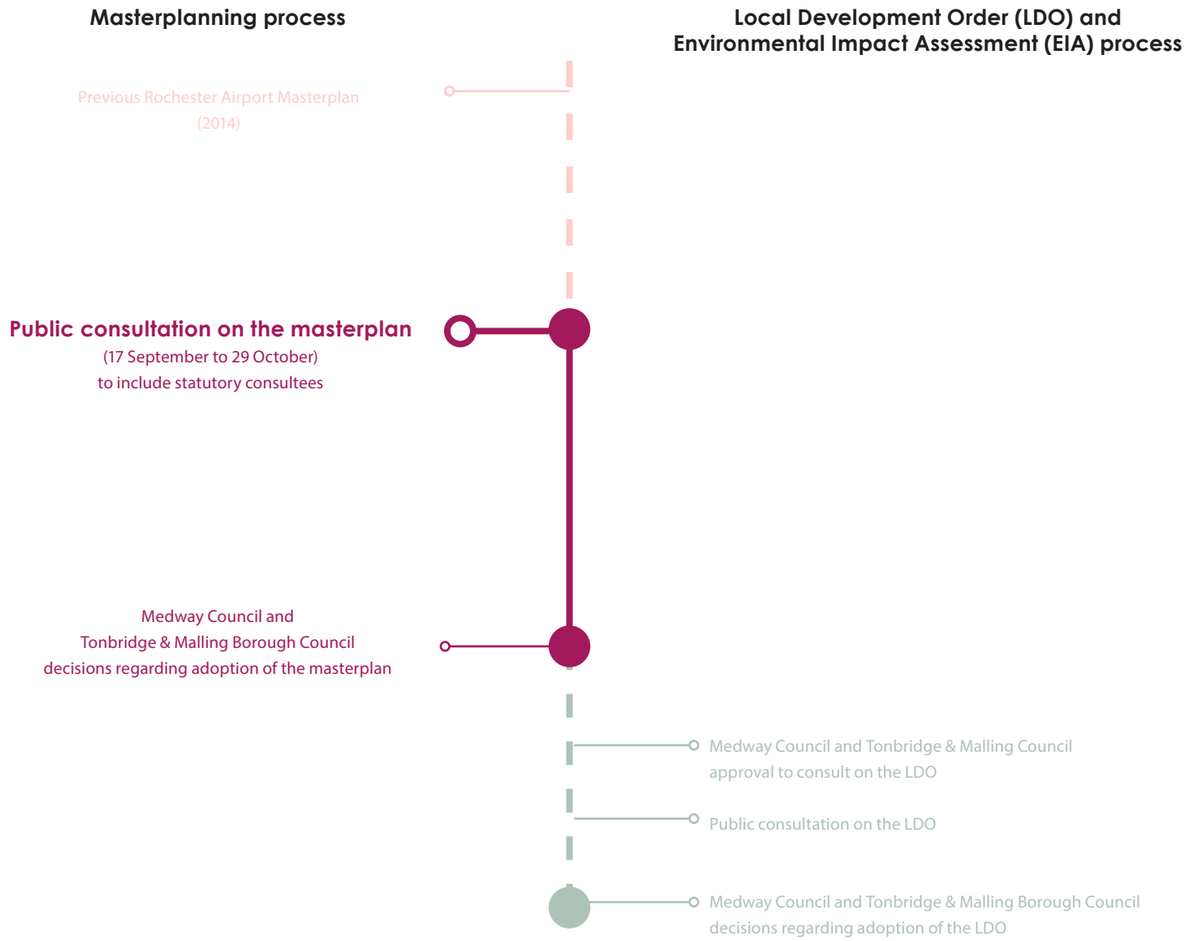
The previous Rochester Airport masterplan (2014) was consulted on publicly, and this document has been used to inform the development of the IPM masterplan.

Public consultation was undertaken over a six week period from mid September. Public comments have been taken into account when producing the final masterplan for adoption by both Medway Council and Tonbridge & Malling Borough Council.

Planning approach

The selected approach for delivering IPM through the planning system is to use a Local Development Order (LDO). The LDO mechanism will provide certainty to the types of development permitted within the defined area, it will stimulate investment by reducing the potential and perceived risks and barriers associated with the formal planning process.

An LDO promotes and communicates a clear planning framework for IPM and ensures the delivery of a successful place by giving developers greater certainty on what they are able to build. Through the implementation of the LDO and Design Code, the Council will be able to strengthen the performance of the local economy, to create high skilled jobs and drive innovation in order to secure growth and prosperity in the region, and to realise the potential of the area whilst ensuring the operational longevity of Rochester Airport.



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1.0

INTRODUCTION

1.0 Introduction

1.1 Purpose of the Document

Innovation Park Medway (IPM) campus is an important opportunity to help shape the economic future of the region and has been on Medway Council's regeneration agenda for a significant period of time.

The core ambition for Medway Council and Tonbridge & Malling Borough Council is to strengthen the performance of the local economy, to create jobs in order to secure growth and prosperity, and to realise the potential of the area whilst ensuring the operational longevity of Rochester Airport.

The IPM masterplan, prepared by LDA Design on behalf of Medway Council and Tonbridge & Malling Borough Council, will be used as evidence and a basis for developing the appropriate planning mechanism to deliver both Council's ambitions. Once adopted, the masterplan will provide guidance to support the consideration and determination of development proposals.

1.2 Structure of the document

This document presents an explanation for the development of the Site (18.54ha), how the design was derived and how it sits within its context. An analysis of the Site is provided and the relationship between the proposed development and its surroundings is explored. The document sets out the site's specific design principles and objectives, informed by national planning guidance and evidence base and presents an illustrative masterplan. The masterplan explains how development on the Site could be accommodated within a robust framework that is adaptive.

* Section 1: Introduction
Sets out the scope and aim of the document.

* Section 2: The Innovation Environment
Provides an analysis of the enabling environment for innovation.

* Section 3: Context
Provides an analysis of the Site within its wider spatial, economic and planning context.

* Section 4: Site Appraisal
Provides analysis of the built and natural environment of the Site and its local context. This section sums up the main constraints and opportunities of the Site.

* Section 5: Vision
Identifies a vision for the site and outlines a set of concepts used to drive the creation of an Innovation Environment.

* Section 6: The Masterplan
Presents an Illustrative Masterplan and explains the principles that underpin the design.

* Section 7: Phasing and Delivery
Provides a brief summary of the phased delivery

* Section 8: Appendices
Identifies the studies that have informed the masterplan and which provide an evidence base that underpins the masterplan proposals put forward within this document.

1.3 Project background

IPM will be situated on land at Rochester Airport, as illustrated on the page opposite. Parcels 1, 2 and 3 are owned by Medway Council. Currently, Parcel 1 is leased to Rochester Airport Ltd. Parcel 2 is leased by BAE Systems, with a small area of this parcel within the ownership of BAE Systems. Although owned by Medway Council, part of Parcel 1 lies within the neighbouring Borough of Tonbridge & Malling. Parcel 4 is privately owned.

In close proximity to the Airport are a number of noteworthy employment areas including the BAE Systems Rochester Campus, Rochester Airport Industrial Estate and the Innovation Centre Medway which opened in 2009. South of Rochester Airport exists Woolmans Wood Caravan Park. The site is currently operational as a caravan park and has space for approximately 100 – 125 caravans.

IPM sits within the local authority boundaries of both Medway Council and Tonbridge & Malling Borough Council. Rochester Airport and its surroundings have been the subject of a number of planning documents, the most significant of which is the Rochester Airport Masterplan SPD, adopted by Medway Council in January 2014. The SPD established the vision for the Airport and key development principles including the creation of high value economic activities on the surplus land that will form part of IPM.

This document considers the SPD and other previous analysis of this site, along with further recent studies to draw their salient points into a coherent story that will provide a strong vision and physical framework for the development of IPM.

1.4 Masterplan objective

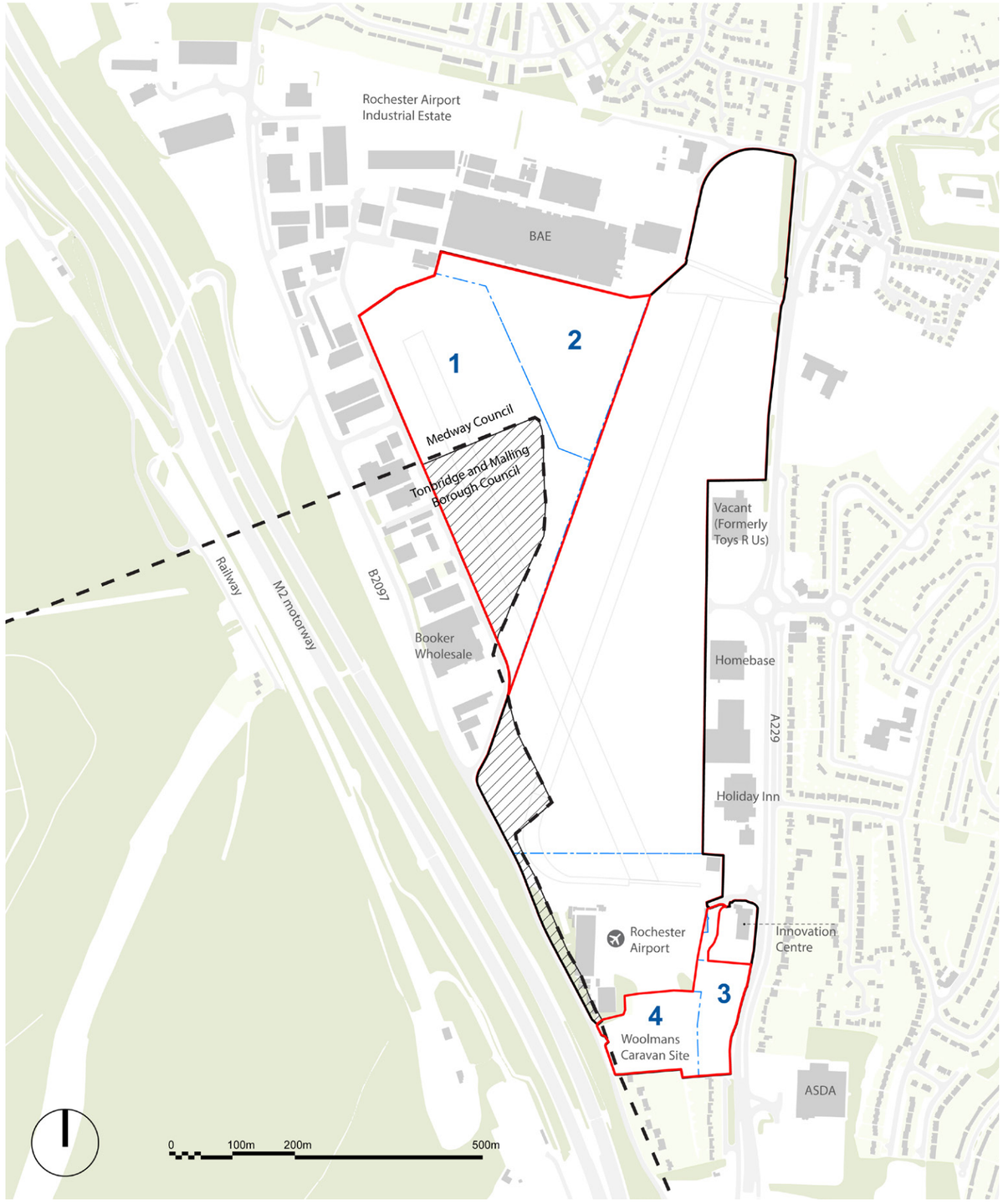
An innovation environment is about creating a place that brings people and ideas together.

In order to develop a design response that delivers the required innovation environment a masterplan has been developed that incorporates design features that have been based on research into the innovation environments of national and international best practice projects. The masterplan presented in this document then focuses on creating a place where people belong, make connections, test ideas and are inspired. This is the spirit of innovation.

IPM will only be successful if it can achieve long-term financial sustainability. It needs to position itself as a driver of the local innovation economy and attract businesses that support this. Creative in delivery, able to anticipate market trends, achieving best value for the council, enhancing marketability and commercial performance. This requires offering residents opportunities to upskill, for example through apprenticeships, post-graduate opportunities and research partnerships between businesses and academia. The site will also open up potential to deliver high value businesses attracted by strategic connectivity and potential sustainable travel plans, plus an innovative environment at the leading edge which provides broadband infrastructure.

Meeting these aspirations requires a robust masterplan framework that is adaptive, allowing for a wide range of buildings and spaces that can be delivered when there is demand. Flexibility is the key, with a simple fundamental framework that gives certainty on the major place making features whilst allowing development plots to retain flexibility in order to allow agile responses to market interest. The element that underpins it all is the public realm of IPM. It will feature a high quality, durable network of green spaces that are both welcoming and flexible, allowing people to make connections, encourage the exchange of ideas, nourish growth and support a wide range of activities at IPM. Public realm will be the constant among all the flexible variables, the setting for all ambitions and possibilities at IPM.

Location of IPM in a regional context



The IPM study area located across Medway Council and Tonbridge and Malling Borough Council

2.0

THE INNOVATION ENVIRONMENT

2.0 The Innovation Environment

2.1 Introduction

The success of an economic zone is dependent on the wider region in which it operates, particularly the attitude and aims of local government, universities and anchor businesses. IPM has a clear agenda with five ambitions [listed below] and a focus on increasing skills and attracting quality jobs. These objectives are aligned with regional plans and South East Local Enterprise Partnership (SELEP) strategic priorities.

ambitions for Innovation Park Medway are

- attracting high GVA activities
- improving the number and quality of jobs
- retaining and increasing the local skills base
- establishing IPM as a preferred destination and partner for regional business
- promoting the region's brand and image

This will support **Medway and Tonbridge & Malling's** position as sustainable economic centres for people to live and work, provide an enabling environment for innovation and complex economic activity, and attract skills and ideas. This ambition is supported by the regeneration strategy Medway 2035 and the emerging Medway Local Plan; as well as Tonbridge and Malling's Economic Regeneration Strategy.

The vision for the **South East Local Enterprise Partnership (SELEP)** supports these ambitions and with a focus on achieving impactful growth for all through attracting the funding and investment needed to maximise economic, infrastructure and employment opportunity.

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Innovation Park Medway aims to provide high skilled jobs and drive innovation in the region.

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2.2 Benchmarking

To inform the study, a comprehensive analysis of case studies was undertaken. These were chosen based on three factors.

(1) The current position
(2) Analysis of peers (i.e. Zones with similar ambitions and in similar location attributes – Lincoln etc)
(3) Zones matching the long term ambition of IPM (Cambridge etc)

From these, a sub set of six zones was chosen for examination in greater detail

current position and aspirations

peer analysis

ambition

*the selected case studies are considered to be **most relevant to IPM** based on their **size, success, focus and local economic conditions**. they are examined in detail in the annex.*

- Betteshanger Sustainable Park
- Ebbsfleet Business Park
- Birmingham Aston Science Park
- Sheffield Advanced Manufacturing Park
- **Sittingbourne Kent Science Park**
- **Lancaster Health Innovation Park**
- **Lincoln Science and Innovation Park**
- **Green Park Reading**
- **Exeter Science Park**
- **Chiswick Park Enjoy Work**

- Liverpool Science Park
- Cambridge Science Park
- Cardiff Innovation Campus
- University of Nottingham Innovation Park
- Berlin TXL (not yet operational)
- Paris-Saclay
- Ideon Science Park, Sweden
- Innovation Park Herzliya, Tel Aviv
- Park Barcelona Media
- Brooklyn Navy Yard, NYC

2.0 The Innovation Environment

2.3 Case Studies

Lancaster Health Innovation Park

Indicators Lancaster Health Innovation Park
- Expected to be in operation in September 2019
- Main sectors: health research and innovation focused on whole life care
- Expected to provide 2,000 jobs

Indicators Lancaster (2016):
- GVA per capita: £17,449
- Median annual earnings: £27,915

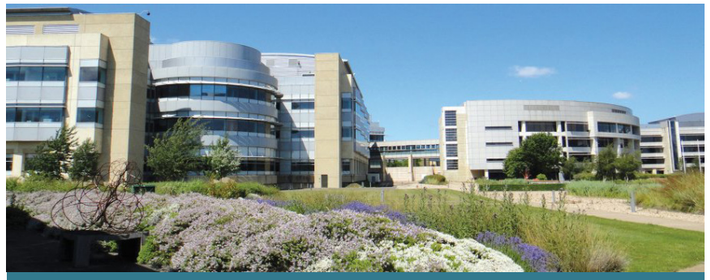
Floor area: 7,500m2 (first building)

Lincoln Science and Innovation Park

Indicators Lincoln Science and Innovation Park
- Established in 2014
- Main sectors: science, technology and innovation (from aerospace to microbiology)
- Total area 120,000 m2 (phase 1)
- 9 businesses

Indicators Lincoln (2016):
- GVA per capita: £22,243
- Median annual earnings: £24,465

Floor area: 10,000m2 (approximately)



Harlow Science Park

Indicators Harlow Science Park
- A new destination for business focusing on all areas of science, technology, research and innovation
- The development at Harlow Science Park has planning consent under a LDO

Indicators Greater Essex (2016):
- GVA per capita: £52,300
- Median annual earnings: £31,237

Floor area: 109,000m2

Exeter Science Park

Indicators Exeter Science Park:
- Established in 2013
- Main sectors: science & technology: food security, biosciences, climate change & sustainable futures, medicines & healthcare, materials & manufacturing 20 businesses
- Aiming for 3,000 employees

Indicators Exeter (2016):
- GVA per capita: £31,446
- Median annual earnings: £27,275

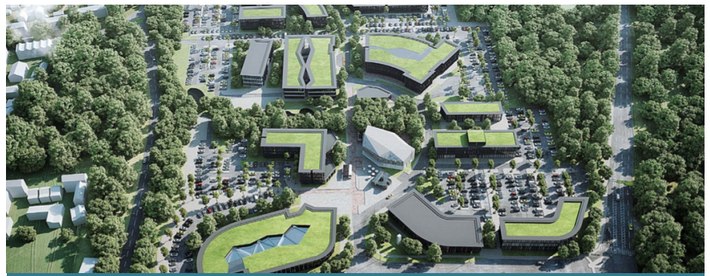
Floor area: 80,000m2

Chiswick Park Enjoy Work

Indicators Chiswick Park Enjoy Work:
- Established in 2001
- Main sectors: Media and entertainment, oil & gas, technology, food & drink
- 65 businesses
- 9,000 employees

Indicators Hounslow (2016):
- GVA per capita: £47,759
- Median annual earnings: £30,901

Floor area: 180,000m2



Discovery Park

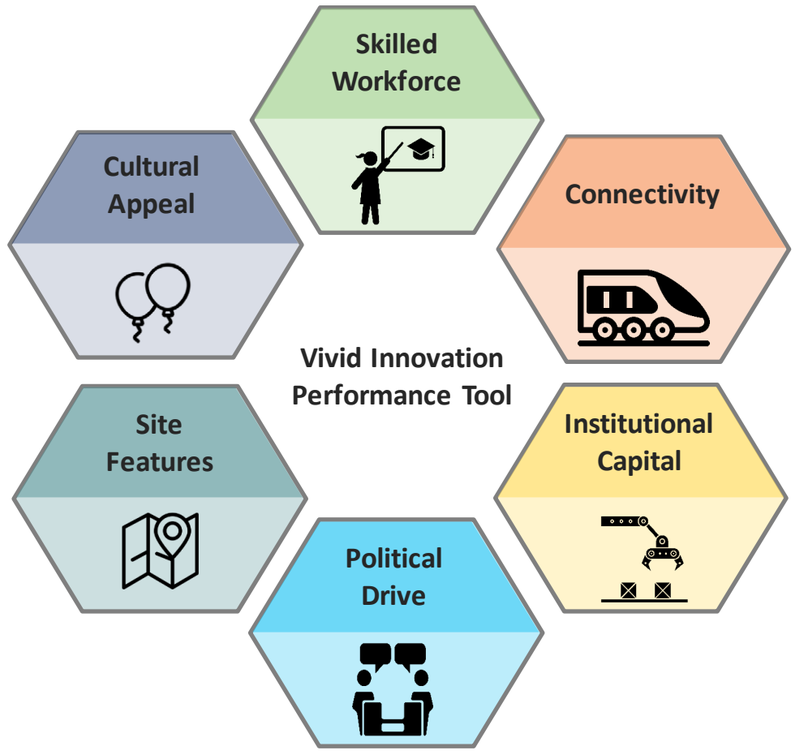
Indicators Discovery Park:
- One of Europe's leading hubs for R&D since the 1950s, transformed into a multi-business science campus under new private ownership in 2012.
main sectors: R&D, life sciences, immunotherapy, and immuno-oncology - 150 tenants and over 3,000 employees

Indicators Kent (2016):
- GVA per capita: £39,021
- median annual earnings: £29,095

Floor area: 300,000+m2

2.4. Indicators of potential performance

Vivid also assessed the site against six indicators as part of its innovation performance tool. The literature related to innovation and economic success, suggests that these six factors are critical to the success of an innovation focused economic zone. Each of these factors includes multiple criteria, based on publicly available data sets, in order to provide an unbiased and robust framework. The tool has brought to light opportunities and areas of focus in the design solution for IPM.



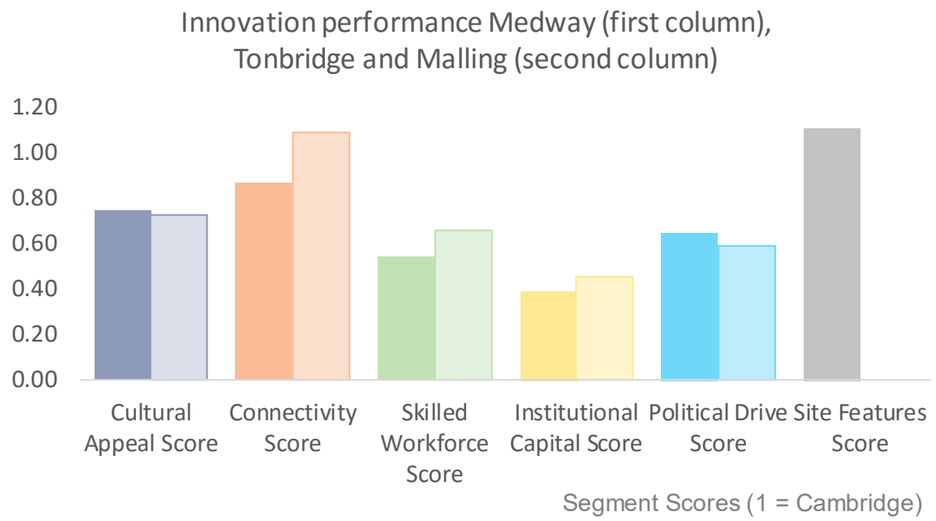
- the success of an economic zone **is in large part dependent on the environment it operates in**
- based on a extensive innovation literature review and our experience working with economic zones, we have identified **6 key factors to contribute to the success of an economic zone**
- the **Vivid Innovation Performance Tool** has been developed to offer an **unbiased and robust framework** to quantitatively benchmark UK local authorities against the 6 success factors of economic zones

2.0 The Innovation Environment

2.4.1 Innovation Performance Indicators

Vivid assessed Medway and Tonbridge & Malling against the six drivers of innovation, with the scores presented below. Performance is strong for connectivity, site specific features and cultural appeal, and improvements on skills, institutional capital and political drive would help create a better environment for innovation and economic growth.

This can be achieved, for example, through establishing links with local universities for research collaboration, recruitment and upskilling, and through working with local, regional and national government driven initiatives to develop an innovation-focused investment framework.



Note: The Vivid Innovation Performance Tool is based on third-party quantitative data sources to allow benchmarking and comparison, and as such may not include localised or qualitative factors such as institutional quality for example.

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At the local authority level, there are an array of policy options available to support innovation.

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2.5 Policy Options to Support Innovation

The tool has identified various ways in which the local authorities may help to improve the innovation environment for investors at IPM. These include the provision of R&D grants and other forms of financial incentives. It will also be important to foster an open and flexible environment which will support the innovation focused brand of IPM. This could be done through the development of improved linkages between potential investors, existing businesses and universities in Medway and Tonbridge & Malling.

- incentivise and potentially focus innovation
- reduce the cost of research, allow ideas to fail
- encourage investment, provide infrastructure
- establish links between firms/ between firms and universities
- enable intersectoral and demand driven research

2.0 The Innovation Environment

2.6 Insights from benchmarking and case study review

The success of IPM will be dependent on the development of the right ecosystem for investment. The case study analysis and innovation literature suggests that it will be important for the design solution to offer affordable, flexible work spaces that allow businesses to grow and scale up over time.

Opportunities for collaboration, both within buildings and with external partners such as universities, are essential. When attracting higher value innovation and service based activities, social spaces and the quality of both workplace and public spaces is critical to developing a strong site brand and positioning in a highly competitive national and regional investment landscape.

The case studies examined in the benchmarking exercise suggest that one of the key success factors is the mix of commercial office and R&D (B1) uses alongside B2 industrial activities. This mix, alongside a set of plot sizes that can be flexibly arranged, is critical to creating an ecosystem for innovation where:

- Firms can grow and develop; and
- Innovations can transfer from the R&D and theoretical space (B1) to the operational space (B2).

IPM has the opportunity to propose a mix of B1 and B2 space to capture as much of the innovation value chain as possible. This approach is quite innovative in itself, as the traditional model would be to focus on just one part of the value chain (e.g. lab-based R&D, or professional services, or industrial assembly activities). By adopting this approach it makes it more likely that IPM can help the region improve on its innovation performance.

The 'Innovation Park Medway Development options study' (Final Report by Lichfields for Medway Council, 30 July 2018) suggests that there is a clear demand across sectors. The mix of use is therefore more likely to be able to achieve short-term return on investment requirements and longer-term economic ambitions for the region.

to provide an **environment for investment**, some or all of the following should be in place:

- clear site brand and positioning within national and regional offering
- affordable, **flexible work spaces** (typically co-working) for early stage companies
- scale-up space – ability for start-ups to grow
- proximity to **technology-focused universities**
- access to **informal meeting places** (coffee shop, drop-in space) and city centres
- easy access to trains to major cities and international airports

encouraging collaboration
- ensure flexibility of work plan spaces
- encourage team mixing
- design spaces for both individual and team working

fostering face to face communication
- structuring buildings, through layout and atria to encourage visual communication and meetings
- focus on public gathering spaces such as kitchens and cafes

accommodating technology
- flexibility to allow for technological change
- storage options allowing for changing technologies
- sharing technologies in offices – allow for new ways of working
- need for different types of meeting spaces

"

IPM offers opportunities to improve regional performance on skills, institutional capital and demonstrating political drive to promote innovation, economic growth and skilled jobs.

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3.0

CONTEXT

3.0 Context

3.1 Site Location

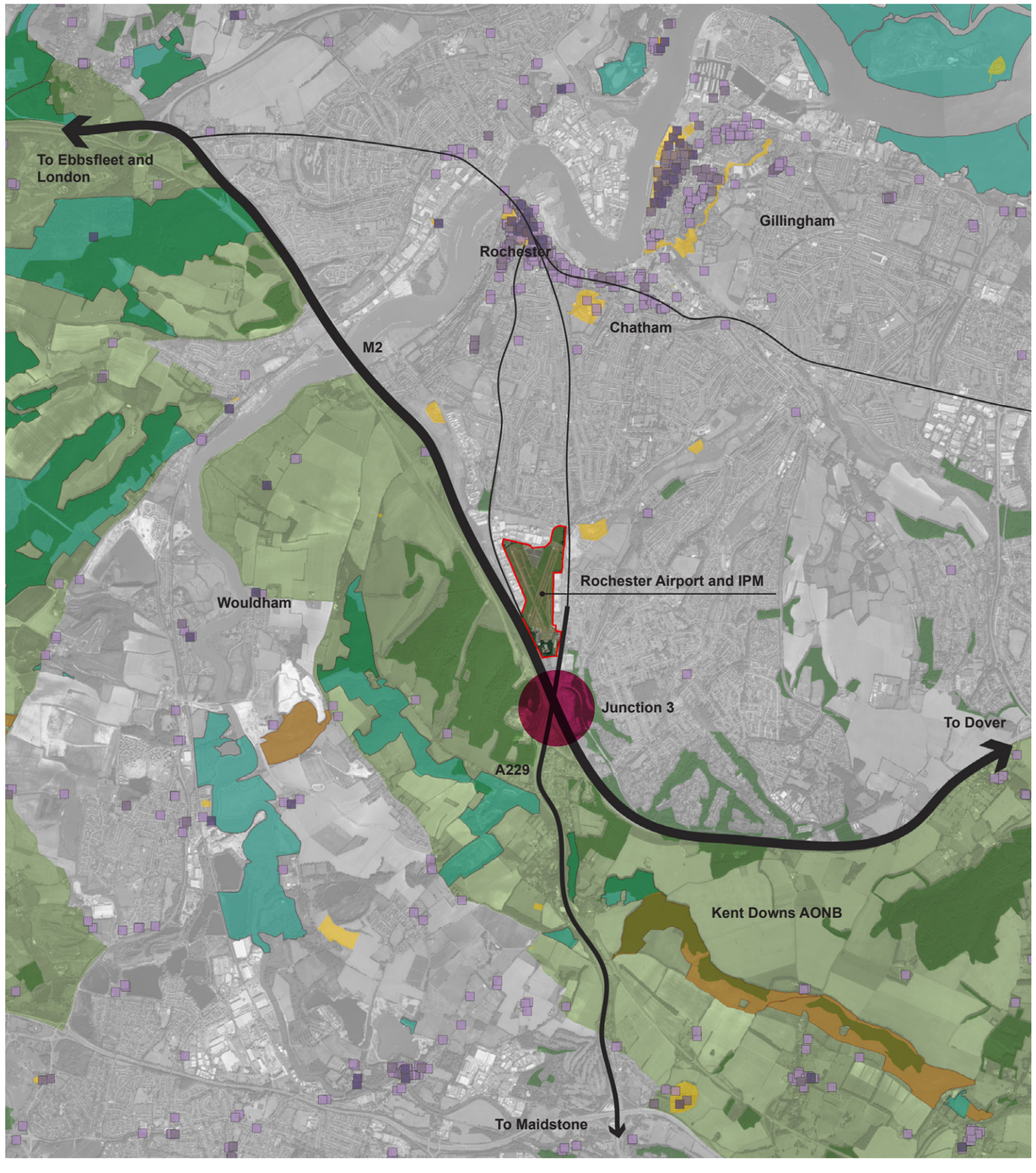
Rochester Airport is a general aviation aerodrome in one of the largest conurbations in the South East outside of London and sits on the boundary of Medway Council and Tonbridge & Malling Borough Council.

The Airport is approximately 2.2 miles to the south of Rochester and Chatham town centres and 35 miles east of Central London. It is located approximately 0.9 miles north of Junction 3 of the M2 motorway and 3.5 miles north of Junction 6 of the M20 motorway, linking the site with London, the M25 motorway and Continental Europe, thereby making the site an attractive location for business.

Southeastern Javelin Trains that make use of High Speed 1 mean Rochester is just 37 minutes from Central London, whilst Eurostar services to Europe can be accessed from Ebbsfleet and Ashford International Stations. Strood is also 33 minutes from London.

Adjacent to the Airport, to the west of the M2, is the Kent Downs Area of Outstanding Natural Beauty (AONB), a landscape made up of diverse special characteristics and qualities which together distinguish it as a landscape of national importance.

In close proximity to the Airport are a number of noteworthy employment areas including the BAE Systems Rochester Campus, Rochester Airport Industrial Estate and the Innovation Centre Medway which opened in 2009. The Airport has been in use since the early 20th Century developing a significant history and forming an integral part of the local community. To ensure the Airport remains fit for purpose into the 21st Century, development proposals for the site's refurbishment have been developed as part of the Rochester Airport Masterplan (2014).



Site Location

3.2 Regional Context

IPM is located within the Kent Innovation Corridor. Extending from Discovery Park Enterprise Zone in East Kent to The Nucleus in Dartford, the corridor comprises a chain of strategic sites, such as Gillingham Business Park and Kent Science Park, offering a mixture of start-up, incubation, grow-on, office and workshop spaces complemented by conferencing and other business support facilities bringing together businesses in advanced technology sectors including life sciences, pharmaceuticals, ICT, digital media and specialist engineering.

In 2015, the North Kent Enterprise Zone, located within the Kent Innovation Corridor, was awarded Enterprise Zone status, operating across three locations: Ebbsfleet Garden City, Kent Medical Campus in Maidstone and Rochester Airport in Medway.

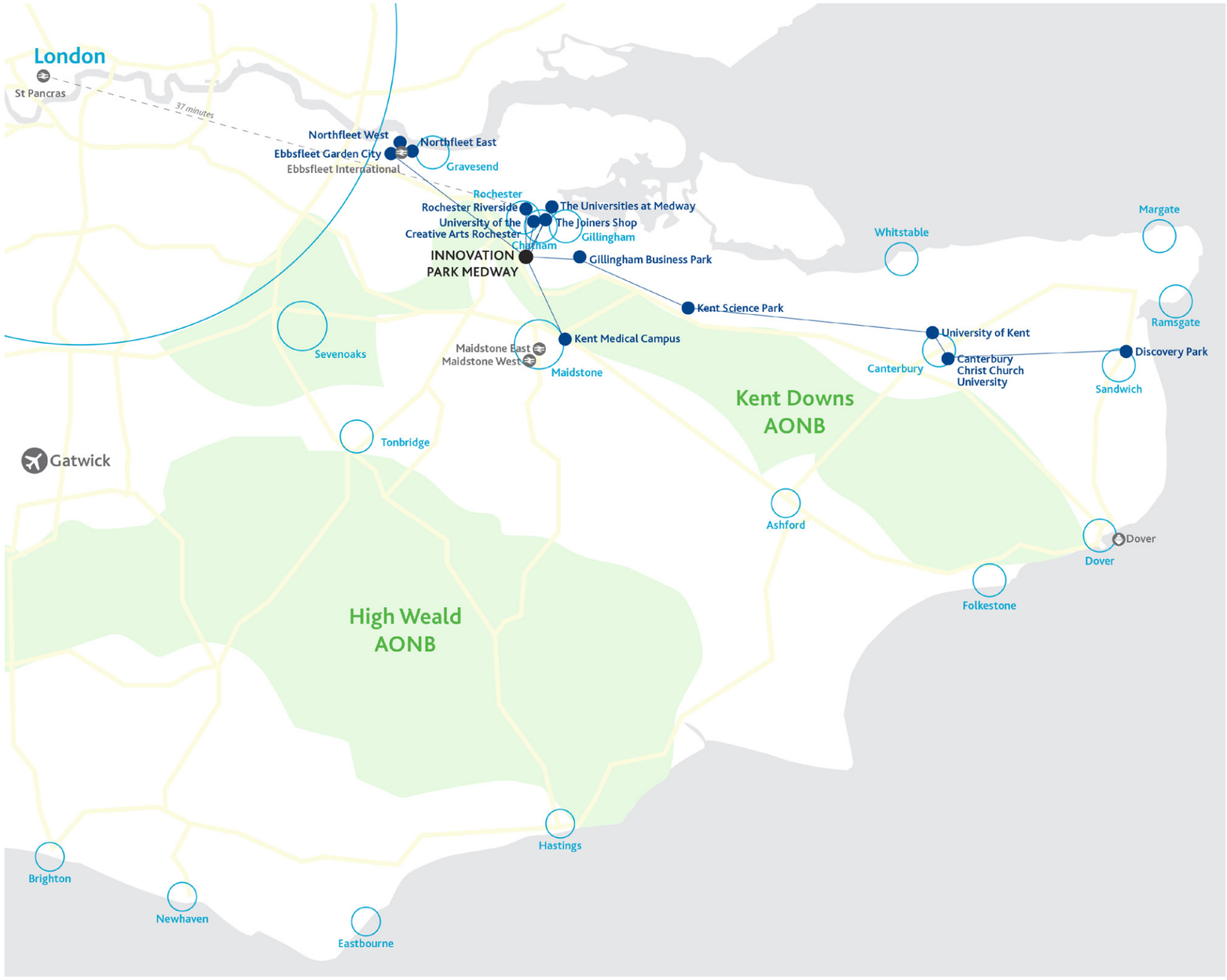
Enterprise Zones are Government-designated areas in England that offer incentives to business occupiers in order to stimulate business growth and the creation of new jobs.

The North Kent sites offer specialisms in key sectors such as medical and healthcare research, training and practice, advanced manufacturing, engineering and digital technologies. It is within this regional context that the IPM needs to attract investment and build local value chains.

In recent years, innovation in the local area has been supported by its excellent transport links, both within the region and in terms of its connection to London and continental Europe, its close proximity to four local universities plus the University of Creative Arts Rochester, and a diverse and proactive business community.

Significant progress has been made with regard to average wage levels, workforce skills and employment and productivity rates in Medway, and further improvements can help raise performance regionally and nationally.

Capitalising on its industrial legacy, and the consequential local sector strength in manufacturing and engineering, is key to delivering further economic growth and innovation.



Strategic Location and Innovation Network

3.0 Context

3.3 Planning Context

3.3.1 Current Policy

The Local Planning Authorities for IPM are Medway Council and Tonbridge & Malling Borough Council. Each authority has its own Development Plan which sets out each council's policies and proposals for the development and use of land in their area.

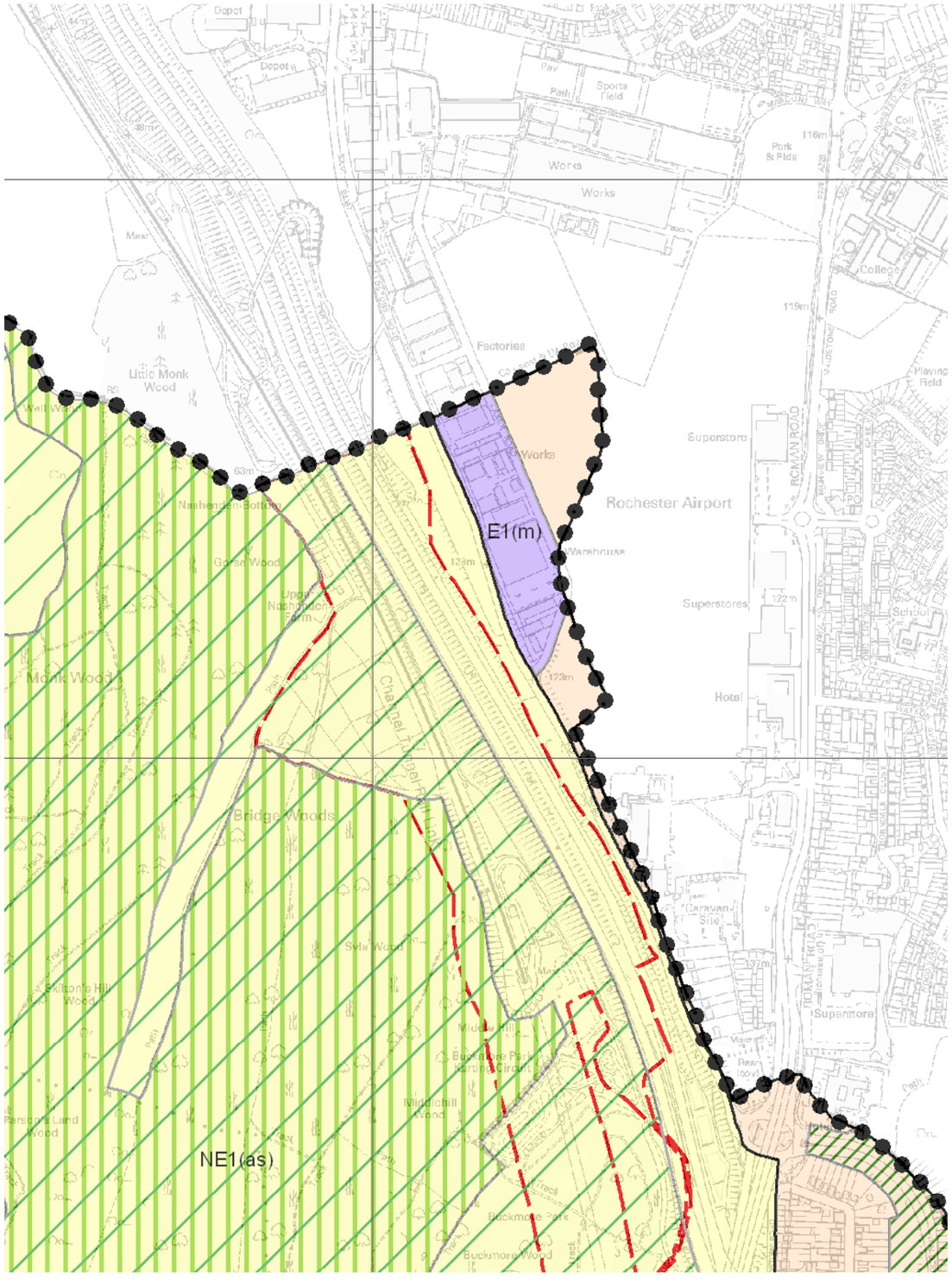
The Development Plan for Medway comprises the saved policies of the Medway Local Plan 2003 [1]. In Tonbridge & Malling the Development Plan comprises the Core Strategy 2007, the Development Land Allocations DPD 2008, the Managing Development and the Environment DPD 2010 and the saved policies of Tonbridge & Malling Borough Local Plan 1998.

3.3.2 New Local Plans

However, both councils are now preparing new Local Plans to replace their existing Development Plans. Medway Council is expecting to publish their Regulation 19 (Pre-Submission) stage Plan in summer 2019 with adoption expected to occur in 2020 and Tonbridge & Malling Borough Council have published their Regulation 19 (Pre-Submission) stage Plan in Autumn 2018 with adoption expected at the end of 2019. These new Local Plans will establish strategic and development management policies as well as land allocations for their respective Boroughs.

The Rochester Airport Masterplan, adopted by Medway Council in 2014, provides supplementary guidance on the council's vision and its approach to development of the Airport. This includes the use of surplus land to create high value economic activities, an approach which is now being taken forward in this document.

1 Extract on p.25 shows Policy S11 of Medway Local Plan 2003, Policy S11 was not saved.



Tonbridge & Malling Borough Council Local Plan Proposals Map

LEGEND

Borough Boundary

Core Strategy

- CP3 Green Belt
- CP5 Strategic Gap
- CP7 Areas of Outstanding Natural Beauty
- CP8 Sites of Special Scientific Interest
- CP10 Flood Protection (Flood Zone 2)
- CP11 Urban Areas
- CP12 Rural Sevice Centres
- CP13 Other Rural Settlements
- CP16 Bushey Wood Area of Opportunity

Development Land Allocations

- H1 Firm Housing Allocations
- Master Plan Areas
- H4 Constrained Housing Sites
- E1 Safeguarded Employment Land
- E2 Other Employment Land including other Employment Sites which are Major Development Sites in the Green Belt (Policy M1 (Part))
- E3 Employment Allocations
- R1 Retail Centres
- S1 Safeguarding for Public Utilities & Infrastructure
  S2 West Malling Station
  S3 Travelling Showpeople Site

Managing Development and the Environment

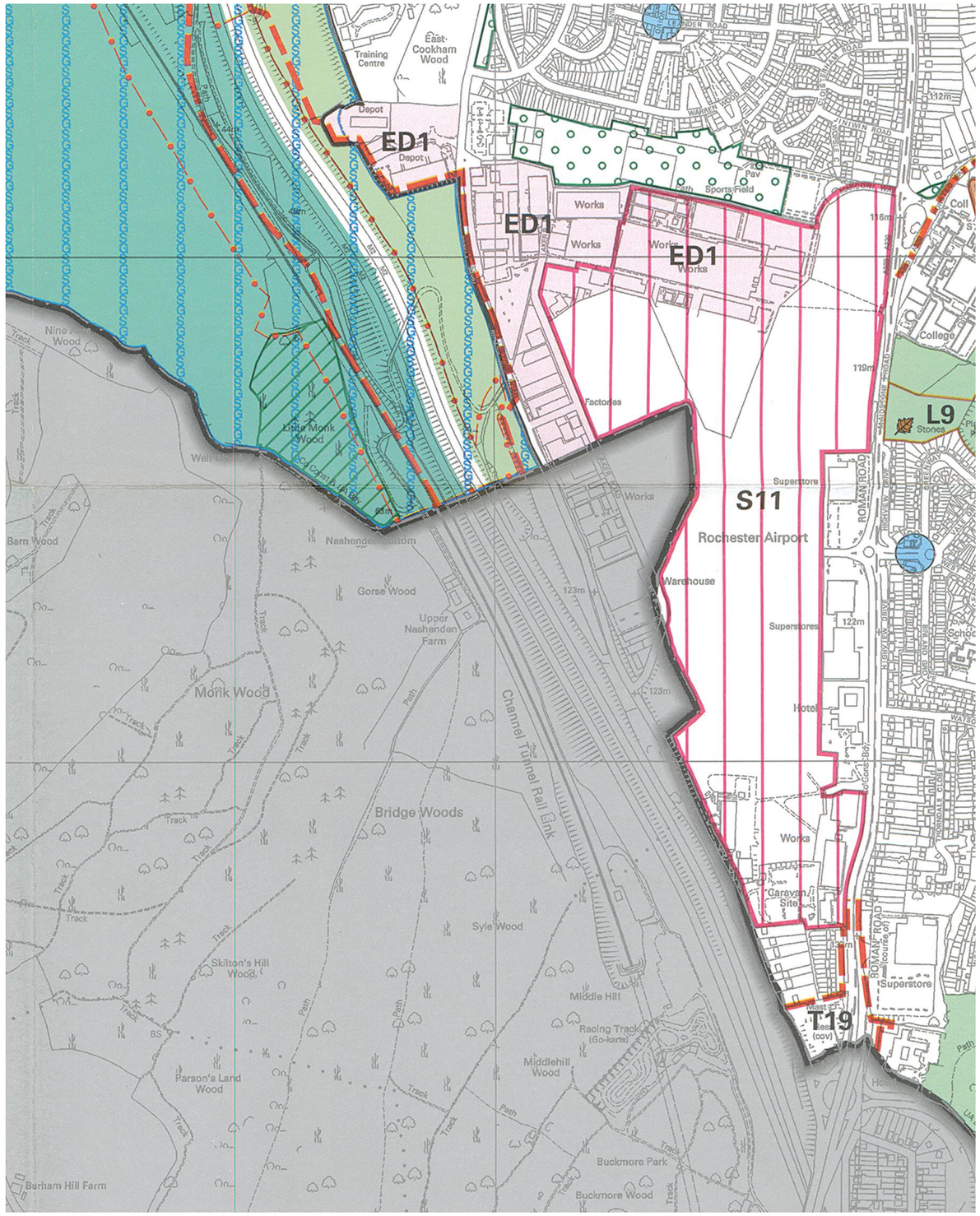
- NE1 Local Wildlife Sites and NE1 Regionally Important Geological Sites
- NE1 Local Nature Reserve
- SQ3 Historic Parks and Gardens
- OS1A Open Spaces to be Protected
- OS1B Open Spaces to be Enhanced

Saved Policies

- P2/3 Kings Hill
- P2/6 and P2/7 Peters Pit

For information purposes only

- Tonbridge Town Centre - See inset map in Tonbridge Central Area Action Plan
- Sites with planning permissions
- Road Schemes with Planning Permission as at 31st March 2006
- Conservation Areas
- Scheduled Ancient Monuments
- Scheduled Ancient Monuments (small)
- Special Areas of Conservation
- Channel Tunnel Rail Link



LEGEND

Reference numbers in the key refer to policies and proposals in the Written Statement. Certain proposals relate to named locations where exact site boundaries will be determined at the detailed design stage General policies apply throughout the plan area

GENERAL

- Land outside the Local Plan Area
- Local Plan Boundary
- Boundary of Urban Area/Rural Settlement
- Striped notation indicates Overlapping Designation

STRATEGY

- Medway's 'City' Centre S5
- Rochester Riverside Action Area S7
- Chatham Maritime S8
- Chatham Historic Dockyard S9
- Strood Waterfront Action Area S10
- Rochester Airfield S11
- Kingsnorth S12
- Isle of Grain S13
- Ministry of Defence Estate, Chattenden S14

BUILT AND NATURAL ENVIRONMENT

- Existing Conservation Areas BNE12, BNE13, BNE14, BNE15
- Scheduled Ancient Monuments BNE20
- Small Scheduled Ancient Monuments BNE20
- Boundary of Metropolitan Green Belt BNE30
- Strategic Gap BNE31
- Kent Downs Area of Outstanding Natural Beauty BNE32 and North Downs Special Landscape Area BNE33
- North Kent Marshes Special Landscape Areas BNE33
- Areas of Local Landscape Importance BNE34
- Site of Special Scientific Interest/National Nature Reserve BNE35 (excluding areas below Mean High Water)
- Classified or potential Special Protection Area/RAMSAR site BNE36 (excluding areas below Mean High Water)
- RAMSAR site only BNE35
- Sites of Nature Conservation Interest and/or Local Nature Reserves BNE36 (existing and proposed)
- Proposed Conservation Park BNE40
- Proposed Community Forest or Woodland BNE44
- Undeveloped Coast BNE45
- Developed Coast BNE46
- Rural Lanes BNE47

ECONOMIC DEVELOPMENT

- Existing Employment Areas ED1, ED4
- Proposed Employment Areas ED2, ED5
  Proposed Tourist Facilities ED12
  Proposed Hotel Sites ED13

HOUSING

- Residential Allocations H1
- Mobile Home Parks H13

TOWN CENTRES AND RETAILING

- Retail Allocations R1, R4, R5, R6
- Core Retail Areas R1, R2, R3, R4, R5, R6, R8
- Hempstead Valley Shopping Centre R7
- Proposed Local Retail Facilities R9
- Local Centres, Village Shops and Neighbourhood Centres R10

LEISURE

- New Leisure Facilities L2
  Proposed Open Space L6
  New Playing Fields L7
  Proposed Water based Leisure Facilities L13
- Protection of Open Space L3
  NB: Sites are only identified on the Proposals Map if over 0.25 ha. in area.
- Designated Country Park L9
- Proposed Country Park L9

TRANSPORTATION

- Bus Preference Measures T5
- Channel Tunnel Rail Link: safeguarded route T8
- Existing Wharves T10
- Transport Policy Area T15
- Proposed New Parking Facilities T16
  Proposed Park & Ride Facilities T17
- Proposed Road Schemes T19, T20
  (including safeguarded corridor of M2 widening)

COMMUNITY FACILITIES

- Proposed Local Healthcare Facilities CF3
  Proposed Primary School CF6
  Proposed Extension to Cemetery CF8
- Boundary of Tidal Flood Area CF13
  NB: Only shown on Proposals Map outside the urban boundary

3.0 Context

3.3.3 Parking Standards

The following vehicle parking standards for private cars and commercial vehicles were adopted in May 2001 through the Medway Council Parking Standards policy document. These standards are referenced as a maximum to guide the parking provision of IPM.

Minimum number of parking spaces for motorists with a disability		
Land use category	**Car park size**	
	Up to 200 spaces	**Over 200 spaces**
Business premises - employees	One for each registered disabled employee	One for each registered disabled employee.
Business premises - visitors	Two or 5% of the maximum parking standard (whichever is greater)	Six or 2% of the maximum parking standard (whichever is greater)

Land use category	**Parking standards**			**Threshold for transport assessment**
	Maximum no. of car parking spaces	**Minimum no. of commercial vehicle parking spaces**	**Minimum no. of cycle parking spaces**	
B1 Business				
Offices, research and development of products and processes, industrial processes	One per 30m^2 GFA	(refer to note 1)	One per 400m^2 GFA for staff	2500m^2
B2 General industrial				
General industrial	One per 50m^2 GFA	(refer to note 1)	One per 500m^2	3000m^2

Note 1. Space for deliveries off the public highway required.

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3.3.4 Planning Approach

The selected approach for delivering IPM through the planning system is to use a LDO. An LDO is a planning mechanism that was introduced by the Planning and Compulsory Purchase Act 2004 which allows Local Planning Authorities to extend permitted development rights for certain specified forms of development. This means rather than applying for planning permission, which can include protracted discussions and negotiations often delaying development and increasing expense, an applicant wanting to develop a plot at IPM can apply to the Local Planning Authority using a self-certification form detailing the proposed development scheme. This process is both time and cost efficient to an applicant, and subject to details according with the requirements of an LDO, it will enable the plot(s) and wider development to unlock the potential of the site and drive forward its rapid delivery. Alternatively, if a proposal does not fulfil the requirement of an LDO, the applicant will be needed to apply for planning permission. Put simply, an LDO provides a clear guide from the outset as to what is acceptable to each Local Planning Authority.

LDOs have been successfully implemented elsewhere including Ebbsfleet and Harlow and have assisted in the delivery of office, R&D and light industrial development which has stimulated economic activity in the local area.

In line with the requirements of Planning Practice Guidance both Medway Council and Tonbridge & Malling Borough Council will be adopting their own separate LDOs for the parts of IPM that lie within their respective authorities.

An LDO mechanism has been chosen by the councils as the means of progressing development at IPM through the planning system as it demonstrates their positive and strategic approach to planning, supporting business and encouraging economic growth. An LDO will promote and communicate a clear planning framework for IPM and ensure the delivery of a successful place by giving developers greater certainty on what they are able to build.

3.3.5 Planning Background

IPM forms part of the wider Rochester Airport site, which has a long and illustrious history of aviation use. In recent years there have been a number of proposals to enhance the Airport. In 2014, planning permission was granted for the erection of two hangars and the erection of a new hangar for the Medway Aircraft Preservation Society. In 2017, planning permission was granted for the new headquarters of the Kent, Surrey and Sussex Air Ambulance Trust. Plans are currently being progressed to replace some of the existing buildings onsite with a new control tower and hub including the provision of a family viewing area.

The first iterations of Medway Council's new Local Plan continue to safeguard the Airport as an enhanced aviation facility and supports the development of a strategic gateway and economic hub: IPM. The ambition for such a hub is to develop a very high quality commercial environment of predominantly B1 and B2 uses that can attract high value businesses offering skilled employment opportunities. This ambition is in line with the current iteration of Tonbridge & Malling's Draft Local Plan which allocates B1 and B2 use for the site (Policy LP36 (j)). It would include workspace for advanced manufacturing, R&D and prototyping and aims to be a focus for entrepreneurial growth to strengthen links between local academic and industrial partners.

To the north of the Airport is the BAE Systems Rochester Campus and the Rochester Airport Industrial Estate. These are both identified in planning policy terms as existing employment sites with current policy restricting land use on these sites to Use Classes B1, B2 and B8. Also to the north of the airport and granted planning permission in 2013 is a new fire station for use by the Kent Fire and Rescue Service which incorporates a state of the art Road Safety Centre. To the north-east of the Airport is Horsted Park, a new residential development built on the former site of MidKent College.

The benefits of a LDO

- Encourages employment and economic growth;
- Businesses and developers save time and cost when planning investment, and have greater certainty on what they can build;
- Enables businesses to react quickly to growth opportunities;
- Proactive collaboration between Medway and Tonbridge & Malling;
- Promotes and communicates a clear planning framework to interested investors.

Planning, delivery and review mechanism for IPM:

1 IPM Masterplan

2 LDO

3 Plot Allocation and developer applications

(A) **Review LDO every 5 years;**

(B) **Ensure additional appropriate triggers are set out through LDO;**

(i) *Annually review floorspace delivery and job creation; and*

(ii) *Annually review trip generation including staff mode of travel surveys and possibly automatic/manual traffic counts at entrances to site or car parks.*

4.0

SITE APPRAISAL

4.0 Site Appraisal

4.1 Site Area

The site is split into 2 separate areas, to the north and the south of the existing airport site. Overall, the area is 18.54 hectares

4.1.1 Land Parcels

Northern Area:

The Northern Area consists of two distinct parcels.

* The main parcel *(Parcel 1)* comprises the airport occupied by part of runway 16/34, which is laid to well-maintained grass.
* The second parcel *(Parcel 2)* is occupied by BAE Systems. It is laid to concrete slabs as a car park area and secured by a palisade fence.

Southern Area:

The Southern Area also consists of two distinct parcels.

* The eastern parcel, *Parcel 3*, has concrete remnants of structures that have previously been demolished on the site. Part of the site is currently being used as overflow parking for the Innovation Centre, to the north. Within Parcel 3 is a single storey brick structure and fenced compound. It is thought that both are related to utilities supplies within the site and the wider area.
* The western parcel, *Parcel 4*, is the site of the Woolmans Wood Caravan Park. The site is currently operational as a caravan park and has space for approximately 100 – 125 caravans.

4.1.2 Site Surroundings

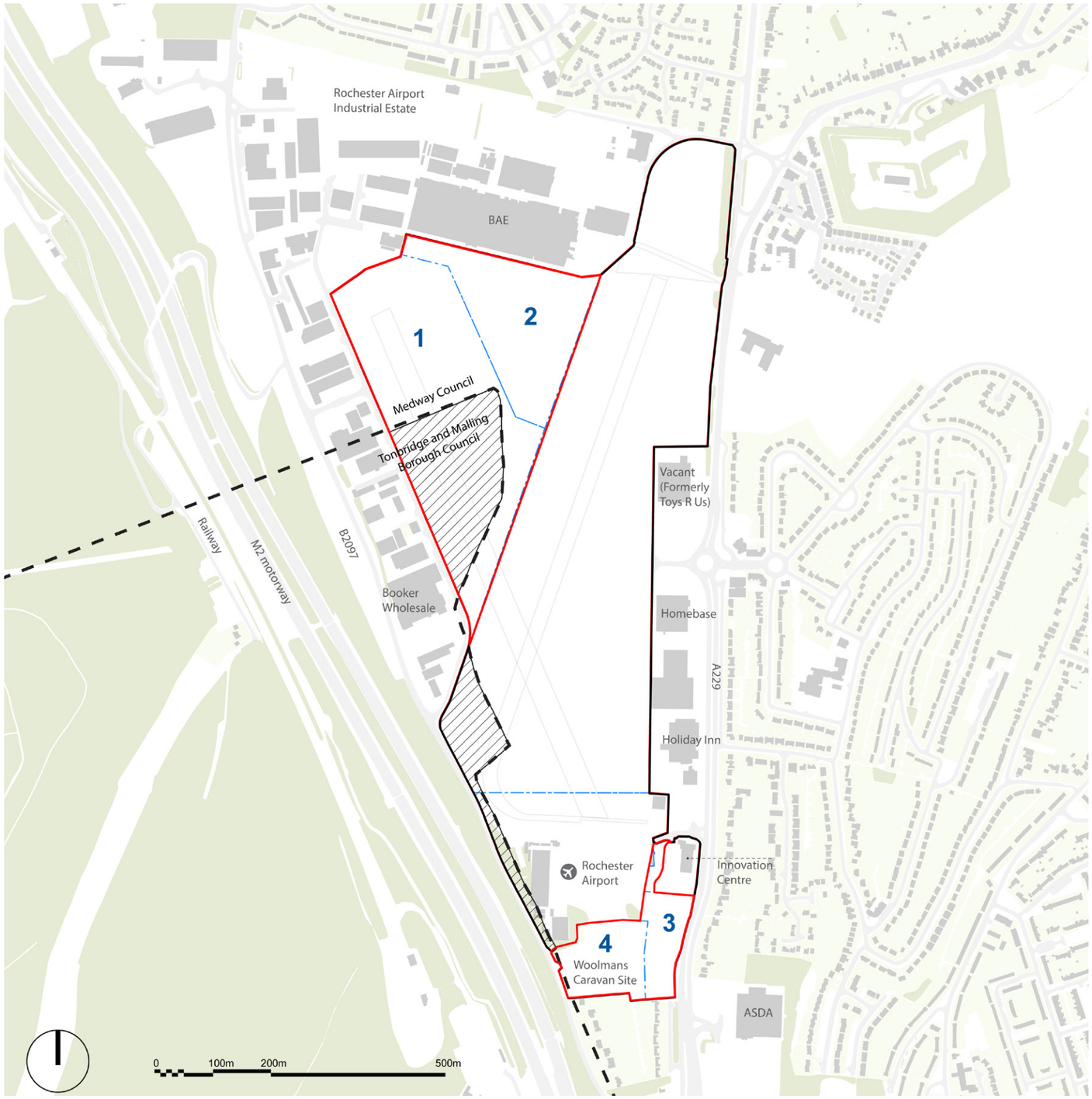
To the north of the northern area, the site is bounded by a complex of buildings occupied by BAE Systems. These comprise a mixture of industrial sheds and office accommodation, between one and five storeys in height. To the north-west is the Rochester Airport Industrial Estate with a variety of building types including offices and industrial. To the west is the Laker Road Industrial Estate comprising a variety of varying office and industrial/manufacturing uses. To the east is the retained Rochester Airport site that is currently the subject of planning application.

To the north of the southern area, the site is bounded by the existing Innovation Centre owned by Medway Council. The site is bounded by the B2097 to the west and the A229 to the east. To the north-west is the retained Rochester Airport site and, to the south, the site is bounded by existing residential developments.

4.1.3 Site Ownership

Parcels 1, 2 and 3 are owned by Medway Council. Currently, Parcel 1 is leased to Rochester Airport Ltd and Parcel 2 is to be leased by BAE Systems. Although owned by Medway Council part of Parcel 1 lies within the neighbouring Borough of Tonbridge & Malling.

Parcel 4, the site of Woolmans Wood Caravan Park to the south-west of Innovation Centre Medway, is privately owned.



View looking north along the western boundary of Parcel 1

View looking north towards the Innovation Centre from Parcel 3

View looking north along the eastern boundary of Parcel 1 with Parcel 2 to the east

View looking west into Parcel 4

4.0 Site Appraisal

4.2 Airport Operations

The Rochester Airport site has been in operation as an airport since 1933, and has been leased to an airport operator - Rochester Airport Limited (RAL) by Medway Council since 2000. Currently the airport is home to a variety of activities including:

Leisure aviation	Helicopter sightseeing (London and Kent), Private Pilots Licence training, Microlight, Autogyro, fixed wing light aircraft and helicopters.
Public service	Police, Air ambulance, Medivac fixed wing, Network Rail, Royal Navy, Army and Royal Air Force. Operating on a 24/7 basis.
Training	Training for a one off experience or to qualify for a licence, Microlight, Autogyro, Fixed wing and Helicopters and any conversion of different types. Including advanced training to Commercial Pilots Licence.
Business	Small business and Charter flights (single or twin engine), Fixed wing or Helicopters. In bound from UK/Europe for day trips or longer.
Museum	A private collection of fuel pumps as well as other petrol station memorabilia.

The site's current use as an airport is to be maintained in order to safeguard the important aviation activity with the airport's facilities being invested in to secure a sustainable future for the airport operation.

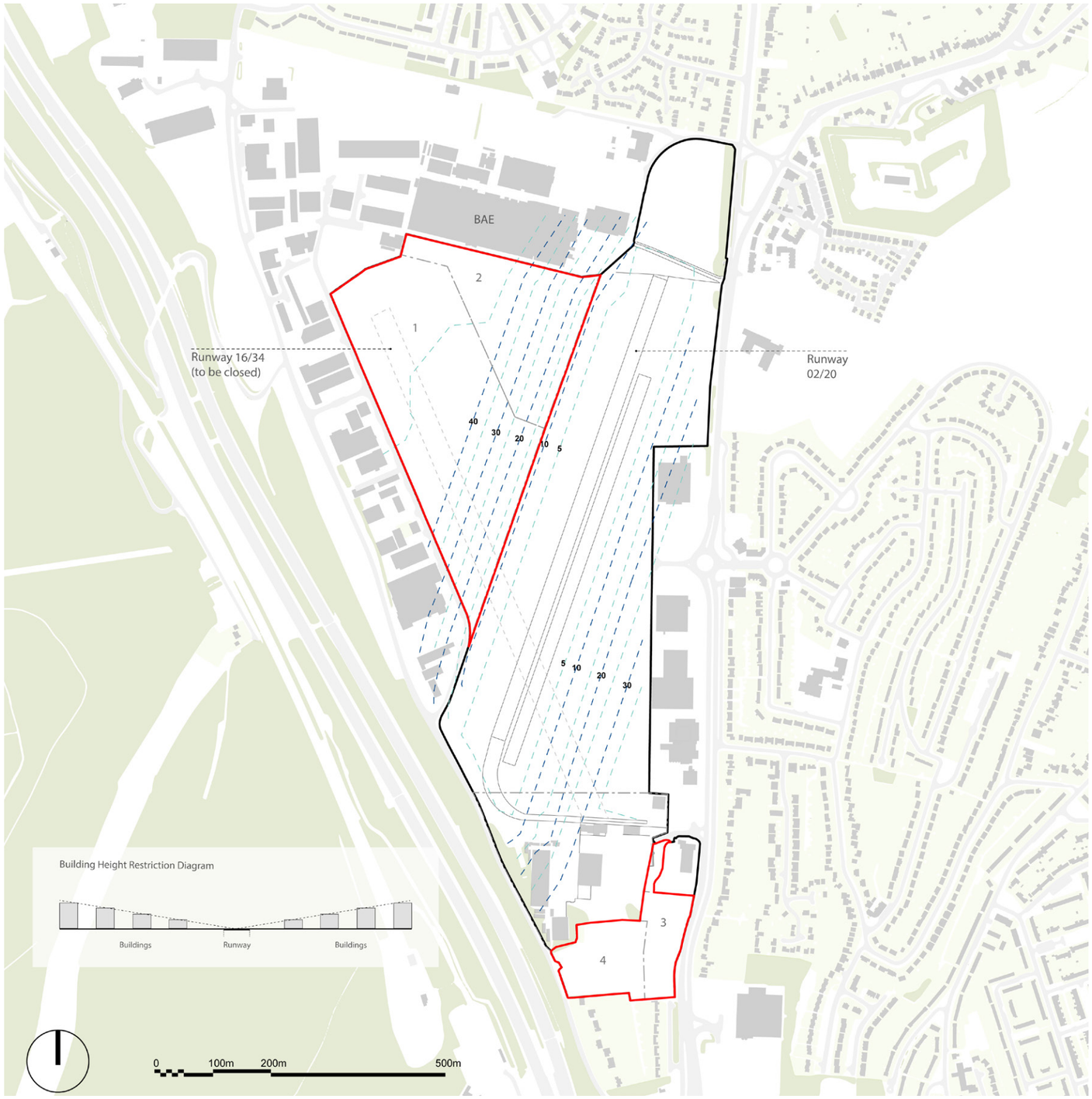
4.2.1 Airport proposals

In addition to proposed new facilities for users and visitors, the primary change proposed for the airport is to remove one of the two grass runways. These moves will make operational improvements and increase efficiency to safeguard Rochester Airport as a viable and sustainable airport with improved facilities for Medway residents and visitors. In addition the development proposals will:

* Release new land for job creation - with a focus on increasing the skilled jobs in the region;
* Improve access to aviation related heritage attractions;
* Preserve existing green views of the airport from Maidstone Road; and
* Views of AONB through greenspace at airport

4.2.2 Key considerations

The views from the A229 through the residential area to the Kent Downs Area of Outstanding Natural Beauty (AONB) is an integral consideration for the proposed scheme. The height of any proposed development must work within the parameters set by the requirements of the adjacent continued use of the airport as an operational airport. The plan opposite summarises the safeguarding constraints for development to consider and respect the maximum height of buildings and structures that may be accommodated within the safeguarded zones. A height contour is applied with the acceptable height of development increasing with distance from the runway. In addition, the risk of birdstrike on the airport should be considered by development prosposals on site.



View of existing hangar building on Rochester Airport site

View from control tower looking north-west along runway 16/34

View looking north west along runway 16/34

View looking north along runway 02/20

4.0 Site Appraisal

4.3 Access and Movement

Rochester Airport is bounded by the A229 to the east and the B2097 to the west. These roads meet to the south of the site at the Bridgewood roundabout interchange, with the A229 continuing to the south via a grade-separated flyover and a signalised roundabout.

The site is well-connected to the surrounding road network. Emergency access points are located at the southwestern, eastern and western boundaries.

Access to Parcel 1 is currently from the east, across the airport, with an emergency access from Laker Road.
Access to Parcel 2 is via the main entrance to the BAE Systems land from the A229 (aspirational link).
Access to Parcel 3 is from the east, off the A229, with ingress possible via an unused driveway, or via the existing Innovation Centre.
Access to Parcel 4 is via the B2097.

The majority of the existing pedestrian and cycle facilities are found to the east of the airport with limited facilities in the vicinity of the B2097. There are no footways on a section of the B2097 to the south of Laker Road. Existing pedestrian facilities include a signalised crossing on the A229 providing access to the Davis Estate area and southbound bus stops on the A229. There is a cycle route along the A229 consisting of both on street and off street paths. This route connects the Walderslade area with Rochester town centre.

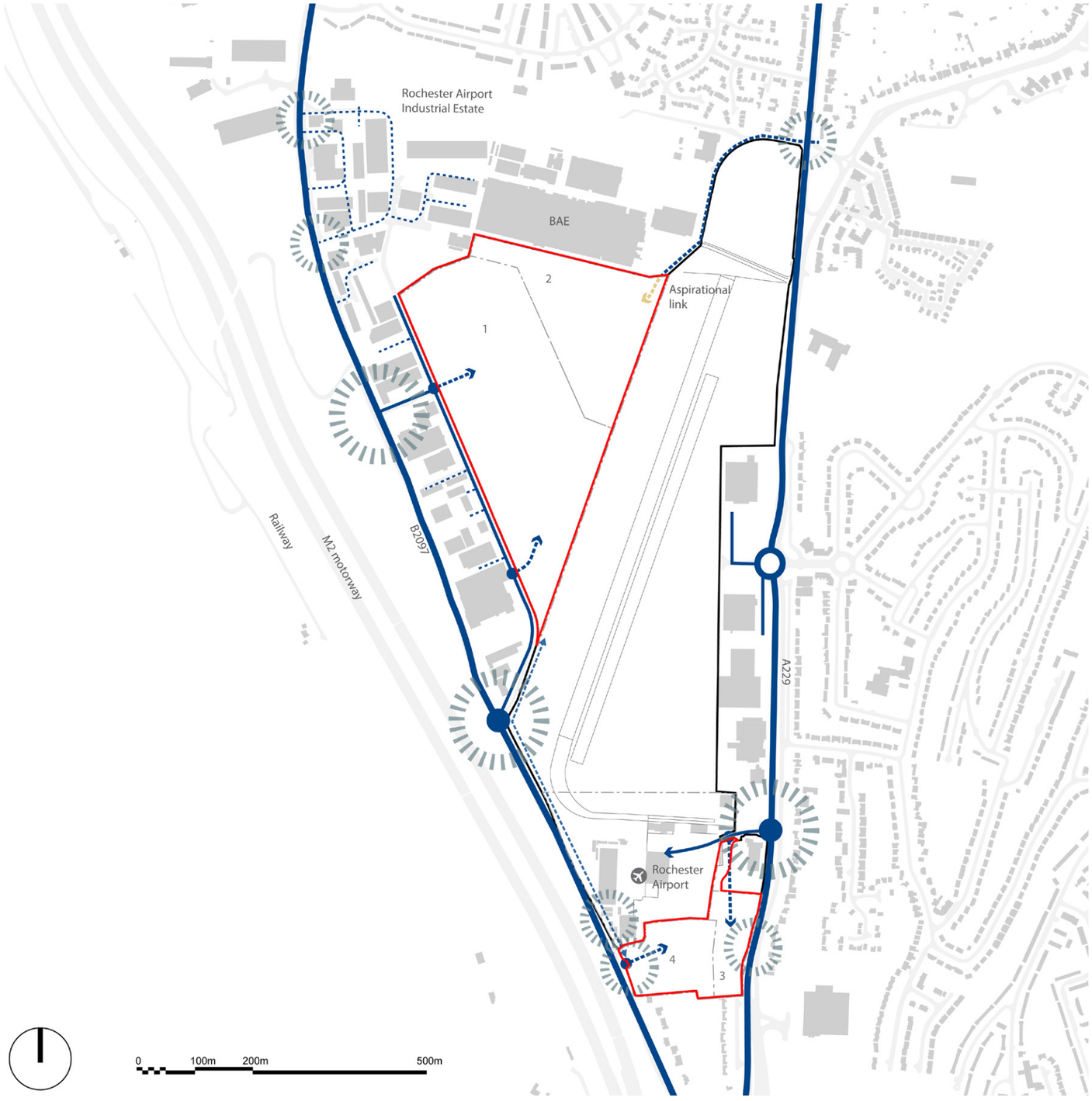
The area is served by a number of bus routes, primarily Service 101 which links to rail stations and runs via the A229 to Maidstone in one direction and Chatham and Gillingham in the other direction. On the western side of the site, Service 142 runs from Chatham out to Kits Coty/Blue Bell Hill Village via the B2097. The 101 service is a key express link between towns and Chatham bus station with links to services across Medway.

4.3.1 Key Considerations

The aspiration for the future of the site is to deliver a new employment site that attracts investment and provides a home for employers where they can attract and retain high quality, skilled staff.

The identity and environmental quality of the site is, therefore, a crucial consideration that the masterplan must make a positive response to. The masterplan must therefore achieve a range of viable, high quality access points that celebrate a sense of arrival and aid legibility for visitors.

Building on existing bus routes which provide good north-south links, opportunities for public transport services to penetrate the site should also be considered along with potential pedestrian and cycle connectivity as part of a green travel plan. Within the internal layout of the masterplan priority should be given to pedestrians and cyclists to ensure that the public realm is of the highest quality and can encourage collaboration to 'spill out' of buildings into shared spaces. Capturing vehicular movements in strategic parking areas that minimise impact upon the public realm is also a key consideration to explore. In addition, pedestrian connectivity between the two sites would be beneficial to support placemaking and community building objectives.



Eastern site entrance to the airport via Innovation Centre and direct link to A229

Former WWII ablutions block along airport boundary with the Innovation Centre

View looking north west along boundary with Laker Road

View looking from the site towards Lankester Parker Road

4.0 Site Appraisal

4.4 Topography, Ground Conditions and Hydrology

4.4.1 Topography

As befitting the site's past and current use as an airport, the area is relatively flat. Levels Above Ordnance Datum (AOD) are between 127m AOD in the south, and 120m AOD in the north.

Significant gradients are absent from all land parcels, with the only variation being the level of surface cover as a result of current or previous use. There are localised areas of uneven ground on the southern area due to previous demolition and remnant material.

The topography of Parcel 1 and 2 is predominantly flat with falls of approximately 1:80 from the south to the north.

The topography of Parcel 3 is fairly undulating, probably a result of the building demolitions and debris stockpiles. The southern part of the area is higher than the northern part, and assumed to be the remains of the BAE Systems office building, and the level change appears to be remnants of the building foundations.

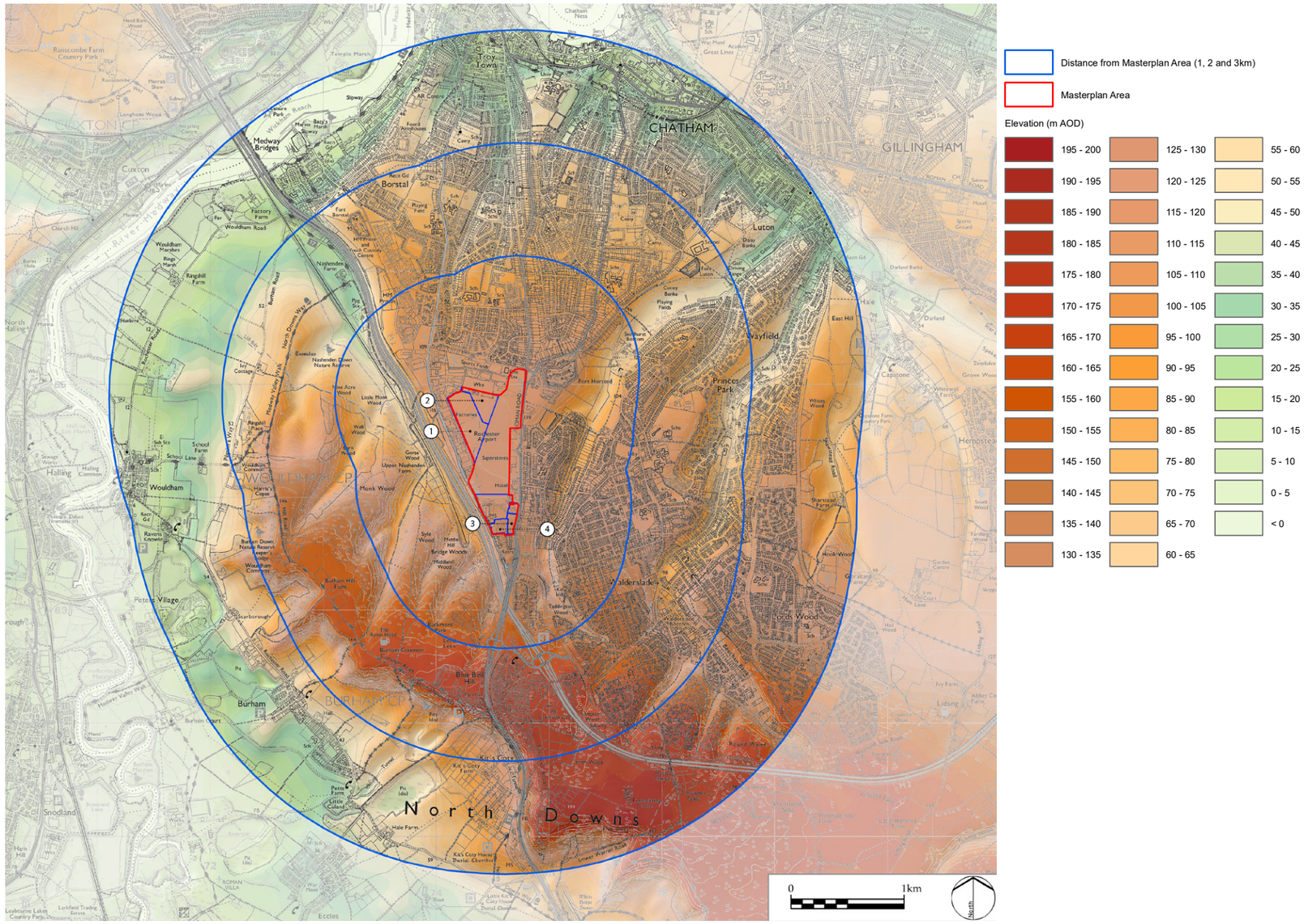
4.4.2 Ground Conditions

Underlying geology of the site is Clay with Flints, underlain by Seaford Chalk. The previous uses of the site as an airport, especially during the Second World War, and aircraft and machinery manufacture means that there is the potential for contamination to be present on site. However, the proposed use as a technology park is a low sensitivity use meaning that overall contamination risk is likely to be controllable during the design process.

4.4.3 Hydrology

The closest main watercourse, the River Medway, lies to the north and west of the site and runs approximately 1.5km to the west of the site boundary. A drainage ditch lies within the site area. The site is located within a Flood Zone 1.

The site lies within an Outer Protection Zone 2 and Source Catchment Protection Zone. The site lies on a Principal Bedrock Aquifer which may support water supply/and or river base flow on a strategic scale. Part of the site is overlain by a Secondary Undifferentiated aquifer.



4.5 Landscape & Visual

4.5.1 Landscape

The site lies within an "Urban and Industrial" area, as identified in the Medway Landscape Character Assessment (March 2011). The Kent Downs Area of Outstanding Natural Beauty (AONB) is located approximately 100m from the site at its closest point, separated from the site by the M2 motorway and Rochester Road (B2097). Two Areas of Local Landscape Importance (ALLI) are located near the site, namely Horsted Valley (300m east) and Nashenden Valley (100m west)

The land surrounding the site comprises the following:

1) BAE Systems – mixture of industrial and office accommodation between 1 and 5 storeys, the highest of which is approximately 23m above ground level. There is no uniformity between building styles, ages and heights;

2) Horsted Retail Park – double height retail units, Holiday Inn Hotel and a variety of frontages;

3) The Airport – varied buildings including 2 hangars and 2 grass runways, plus additional buildings with planning consent;

4) Laker Road Industrial Estate – variety of varying office and industrial / manufacturing uses with no uniformity in building types, materials and heights;

5) Rochester Airport Industrial Estate – variety of building types including office and industrial with no uniformity in building types, height and materials; and

6) Southern area – which includes Woolmans Wood Caravan Park, surrounded by a belt of trees, the majority of which are protected by Tree Preservation Orders (TPOs); Innovation Centre Medway, a 3 to 3.5 storey building approximately 12.5m above ground level at its highest point; 2 storey residential properties immediately to the south of Parcel 3 and to the east of the A229.

4.5.2 Visual

From within the urban area, Rochester Airport is visually contained by surrounding buildings and by trees and vegetation around Woolmans Wood Caravan Park to the south and along Rochester Road to the east.

From the wider area, particularly to the west within the Kent Downs AONB, the site is largely screened by intervening terrain and woodland, although there are areas of elevated ground where the development proposals would be visible. As such consideration should be given to potential impacts on the AONB.

LEGEND

- Site Boundary
- Viewpoints
- Distance from Site Boundary (1, 2 and 3km)
- Settlements
- Zone of Theoretical Visibility (ZTV)
- Woodlands

Proposed building heights

- 8m
- 11m
- 14m
- 17m
- 20m

- Districts
- AONB
- Areas of Local Landscape Importance (ALLI)
- Open Access Land
- TPO
- Scheduled Monuments
- Sustrans National Route
- National Trail

4.5.3 Key considerations

Given the site is located within an urban area, the development proposals would have a limited impact on landscape character within Chatham. However, as the development proposals are located within the setting of the Kent Downs AONB, the development proposals should be of an appropriate scale, ensuring the natural beauty of the AONB is conserved.

Northern Area:

* Ensure buildings are no higher than the BAE Systems buildings (23m above ground level), to limit visual impacts on the AONB.
* Ensure buildings are variable in height, providing a staggered roof line.
* Due to the site's elevated location, the colour of proposed buildings should blend with the skyline, reducing their prominence when viewed from the AONB.

Southern Area:

* Ensure buildings are not overbearing to the amenity of residential properties to the south and east.
* TPO trees surrounding Woolmans Wood Caravan Park to be retained where possible, subject to condition.

4.0 Site Appraisal

4.6 Ecology

An initial Phase 1 survey assessed the habitats on site and their potential to support protected species. This was combined with a desk study and review of previous ecology reports of the site. A survey schedule was then formulated for further investigation into habitats of conservation importance and protected species likely present on site; some surveys of which are still ongoing at the time of writing.

Surveys undertaken before consultation include bat emergence (of off-Site buildings), bat activity, reptile and dormouse.

The species-specific surveys that underpin the masterplan include:

* Breeding bird surveys of the grassland
* Bat activity surveys of the site, include static monitoring over an extended period
* Ground based tree assessments for roosting bat potential
* Dormouse surveys
* Reptile surveys
* Badger survey
* Botanical survey of the grassland

4.6.1 Summary of Findings from Previous and Current Surveys

Parcel 1 – Supports reptile; common lizard have previously been recorded along the northern boundary. Small numbers of ground nesting birds and foraging bats have also been recorded. The airfield grassland is cut as a meadow and supports a semi-improved grassland community.

Parcel 2 – Unlikely to support protected species.

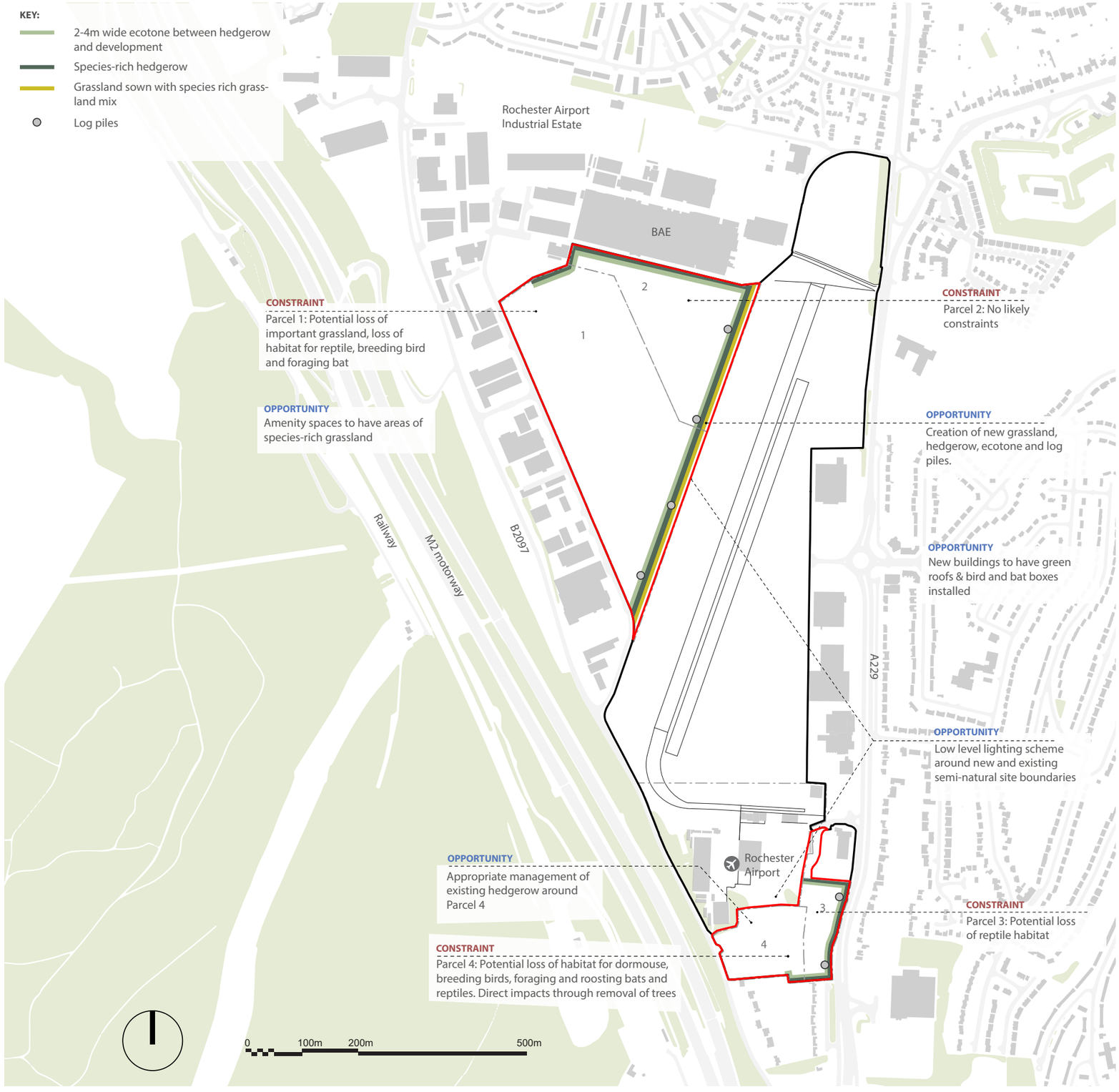
Parcel 3 – No protected species recorded here thus far.

Parcel 4 – Dormouse present in woodland/trees, foraging bats present. Reptile and roosting bat have not been recorded here thus far.

4.6.2 Key Considerations

The findings of the current surveys (and those of previous surveys) have identified a number of likely constraints and opportunities on site as shown in the Constraints and Opportunities Plan.

Constraints will require mitigation to allow the development to proceed without significant adverse impact. Compensation will be required for the loss of grassland in Parcel 1 and loss of woodland in Parcel 4. Opportunities will help mitigate any impacts and enhance the site for biodiversity, with consideration required to ensure that any proposals should also minimise the risk of bird strike on the airfield.



4.7 Heritage

4.7.1 Airfield features of heritage interest

The two runways - the line of the 16/34 runway should be retained in the design to allow continued appreciation of the historic interest of the airport. Surviving early 20th Century buildings in the South East of the site, and the presence of WWII defences.

A water tank and several small structures of unknown function are located within Parcel 3. Below ground remains of these may still be present and may require further investigation to gather information on their function, state of preservation and significance.

The majority of the former WWII buildings in Parcel 3 have been previously removed, but an "Ablutions Block" remains adjacent to the airport viewing area, and another building standing in the south of Parcel 3 may be of WWII date. These were not examined internally and are likely to require some historic building recording prior to any works being carried out, but are unlikely to merit retention.

4.7.2 Heritage assets in the wider area

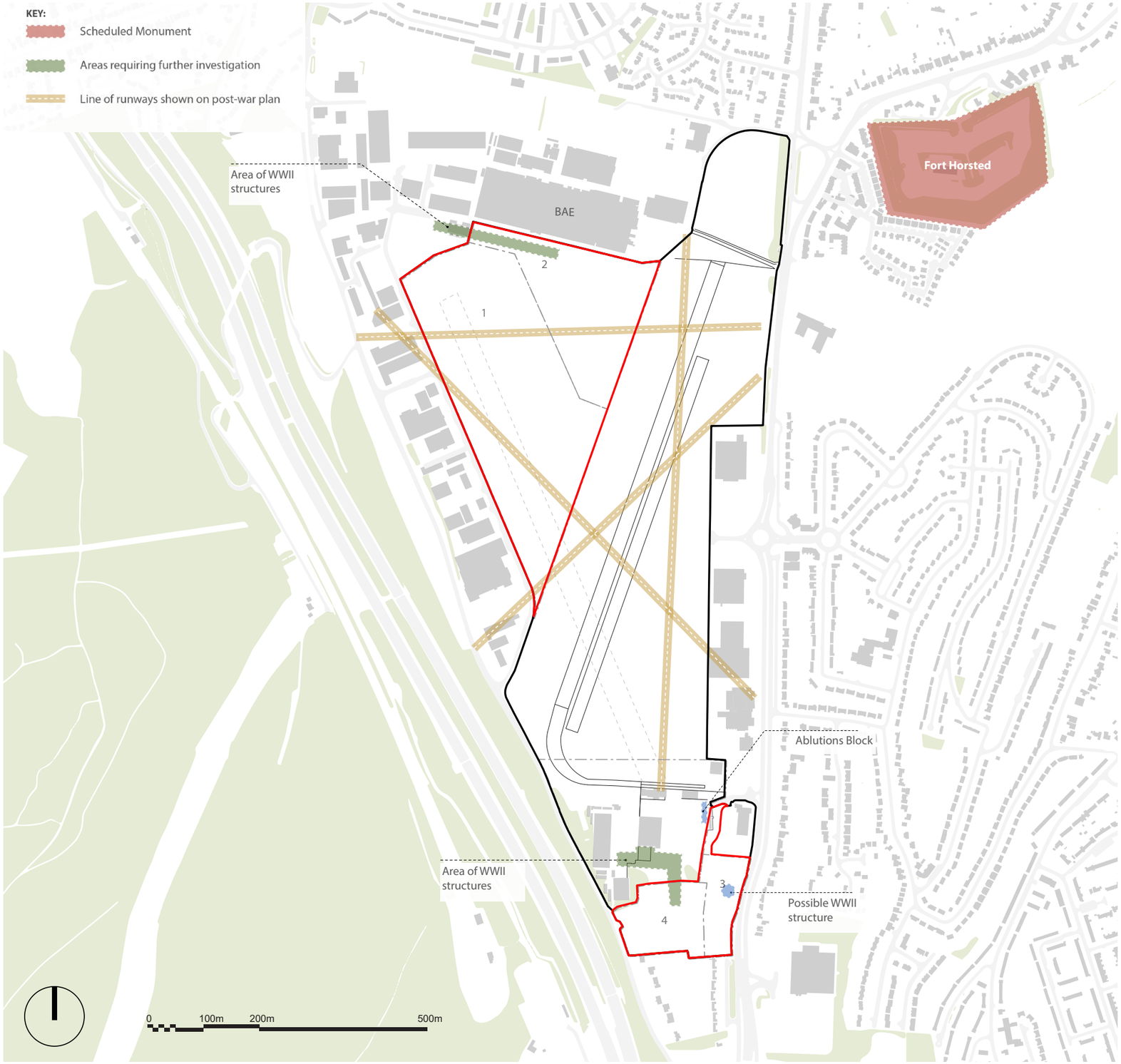
There are 26 Conservation Areas and 780 Listed Buildings within Medway. The site does not lie within a Conservation Area. The closest Conservation Area to the site is Maidstone Road, which was designated on the 19th September 2004, covers 4.42 ha, and lies approximately 1.2 mile northeast of the site.

Within 1.2 mile of the site there are four Scheduled Monuments (designated for their archaeological interest) and six listed buildings (designated for their architectural and historic interest). These comprise:
Fort Luton (Scheduled Monument 1003400); Fort Horsted (Scheduled Monument 1003401); Fort Borstal (Scheduled Monument 1003402); Bell barrow in Shoulder of Mutton Wood (1007459); Barn at Burham Hill (Grade II Listed Building 1070524); Robin Hood Public House (Grade II Listed Building 1099229); Snodhurst Farmhouse and attached outbuildings (Grade II Listed Building 1268177); The Homestead (Grade II Listed Building 1268217); Nashenden Farmhouse with Briar Cottage attached (Grade II Listed Building 1336151); Crimean War Memorial at Chatham Garrison Military Cemetery (Grade II Listed Building 133610).

Although outside of the 1.2 mile radius, there are also Scheduled Monuments such as Kit's Coty House Long Barrow, Little Kit's Coty House Megalithic Tomb and White Horse Stone.

4.7.3 Local Heritage Interest

There is limited (but not insignificant) evidence of prehistoric and Roman activity within the study area. The area is likely to have been agricultural land or woodland between settlements in the medieval period and there is no evidence of activity within the site until the area was cleared of woodland in the post-medieval period.



5.0

THE VISION

VISION STATEMENT

‘INNOVATION PARK MEDWAY WILL OFFER UP TO 100,000M² OF HIGH QUALITY, INNOVATIVE COMMERCIAL SPACE IN A PRIME LOCATION BETWEEN LONDON AND THE CONTINENT. INNOVATION PARK MEDWAY WILL BE A MAGNET FOR HIGH VALUE TECHNOLOGY, ENGINEERING, MANUFACTURING AND KNOWLEDGE INTENSIVE BUSINESSES LOOKING TO GROW IN THE SOUTH EAST, JOINING THE 14,000 BUSINESSES WHICH HAVE ALREADY MADE MEDWAY THEIR HOME. PART OF THE NORTH KENT ENTERPRISE ZONE, THE SITE WILL OFFER ACCESS TO WORLD-CLASS RESEARCH AND DEVELOPMENT AND HIGHLY SKILLED TALENT THROUGH THE CLUSTER OF KENT AND MEDWAY BASED UNIVERSITIES.’

5.0 Key Objectives

IPM at Rochester Airport is a major redevelopment opportunity and has been on Medway Council's regeneration agenda for a significant period of time. It has a vital role to play in the area's economic future. Key objectives include:

The land take opportunity: Changes proposed as part of the Rochester Airport Masterplan (2014) will free up 18.54ha of land for employment-led development right next to the airport. This is the largest piece of land under Medway Council's and Tonbridge & Malling's joint ownership that could bring transformational change to the area. A total of £8.1m has been awarded from central government's Local Growth Fund through the South East Local Enterprise Partnership to help bring this site forward for development, creating a hub for knowledge-based employment and innovation.

Economic performance: The core ambition for Medway Council and Tonbridge & Malling Borough Council is to strengthen the performance of the local economy, to create jobs in order to secure growth and prosperity, to capitalise on the further and higher education offer and to realise the area's potential, which is the largest conurbation in Kent and benefits from a strategic location on the Thames Gateway.

Skills retention: People are Medway's greatest asset; to retain people and their skills we need to secure quality jobs by attracting the right businesses to the area. IPM presents a unique opportunity for both authorities to deliver upon their aspirations to create a flagship economic hub that generates significant investment and employment opportunities to the area. IPM also has the potential to build links with Universities and Further Education institutions to drive the development of skills. It can help change the public perception of Medway from a commuter belt to a place where people, businesses and ideas grow and flourish.

An innovation environment: IPM's core value is about creating a place that both fosters physical and entrepreneurial connectivity. IPM will build upon national and international best practice, it will focus on creating a place where people belong, a place to make connections, seek advice, test ideas and be inspired. The wider community of Medway will be encouraged to engage with IPM as a centre of excellence.

Lasting Sustainability: IPM will only be successful if it can achieve long-term economic sustainability. It needs to position itself for the local innovation environment and promote ambitious business outcomes. Creative in delivery, able to respond to market trends, achieving best value for the authority, enhancing marketability and commercial performance. There will be investment in residents to enhance skills by creating apprenticeships, post-graduate opportunities and training facilities.

Flexible and agile: All of these demand a robust development framework that is adaptive, allowing for a wide range of buildings and spaces that can be delivered when there is demand. The element that underpins it all is the public realm of IPM. Public realm will be the constant among all the variables, the setting for all ambitions and possibilities at IPM. It will be high quality, durable space that is both welcoming and flexible, allowing people to make connections, encourage the exchange of ideas, nourish growth and support a wide range of activities at IPM. These spaces for collaboration will create a campus feel and will become a key driver for long-term success of IPM.

Concept 1 - CLEAR IDENTITY & QUALITY ENVIRONMENT...A legacy landscape

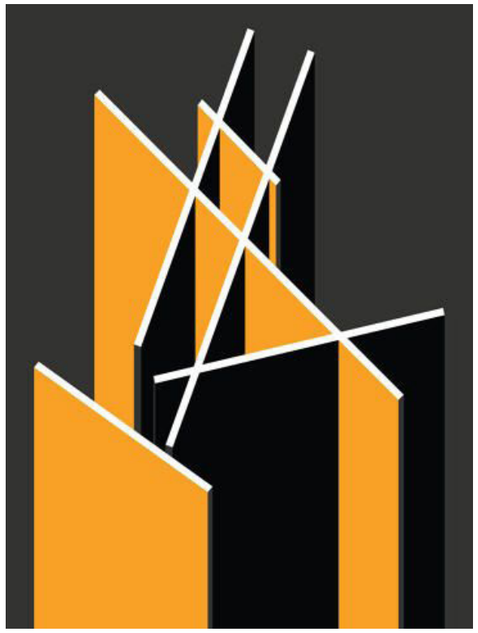
IPM already benefits from a number of points of distinction which position it as an attractive proposition for investors. The local innovation network, enterprise zone status, and existing community all combined with excellent connectivity provides IPM with a solid launch pad. In order to put IPM on an exciting trajectory our concept is to provide a stunning piece of public realm that becomes the signature for IPM.

A key concept for IPM is to put in place a 'legacy landscape'. In order to avoid the creation of an 'anywhere place' IPM is underpinned by a compelling vision that focuses on defining the potential 'place' that could be created and the experiences that people could enjoy. This approach focuses on delivering a landscape that guides each phase of development, gives certainty to future investors and prioritises life, people and place before thinking about buildings.

Making a 'nod to the past' the idea of a 'Runway Park' would become a dynamic feature that would not only underpin phased delivery of plots, and a stage for staff and visitors to enjoy the lifestyles they now demand of employment sites. Crucially, in addition to all of this, 'The Runway Park' would become the feature that gives IPM a clear identity, it would become the physical manifestation of the IPM brand.

PLACEMAKING SIGNATURE **'THE RUNWAY PARK' A DYNAMIC PUBLIC REALM CELEBRATING THE ART OF FLIGHT**

Inspired by the geometry of 'flight'



Bold and dynamic statement

A legacy landscape to frame phases of development and provide a stage for interaction

Concept 2 - FLEXIBLE AND AGILE...Flexibility 'to the Power of 10'

Delivery of a robust masterplan for the IPM has substantial technical, legal, financial and creative challenges. Success will rely on the resolution of these challenges within a robust plan for the key structuring elements that define the fundamental infrastructure corridors and spaces that will not only facilitate the marketing of serviced plots but also, crucially, provide a signpost of the quality of place that will emerge.

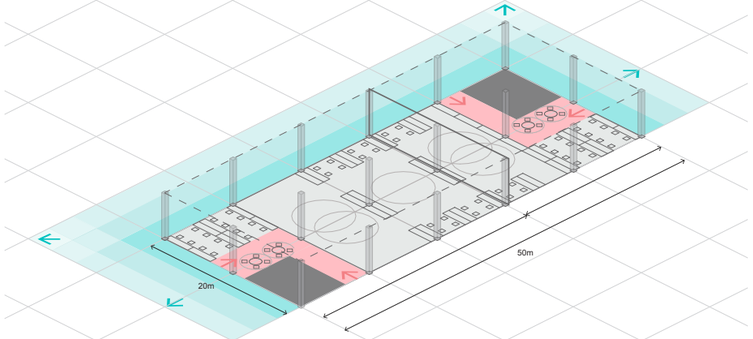
Our masterplan will be underpinned by a robust framework of the key structuring elements whilst allowing plots to be designed and developed in a flexible manner. This bold move puts in place a simple, yet powerful landscape framework which will retain flexibility for plots whilst acting as a catalyst to attract market interest through promoting a confident brand that attracts the right profile of innovative businesses, plus attracts and retains the best staff.

In order to ensure the viability of plots, our masterplan has explored the concept of a very flexible 10m x 10m grid. This allows the larger development blocks that are underpinned by the robust landscape and access framework to be combined or subdivided in a very flexible manner with the knowledge that plots can accommodate a wide range of building footprints for a wide range of typologies. The plots, therefore, are readily scalable and saleable allowing IPM to respond to market interest in a very agile manner.

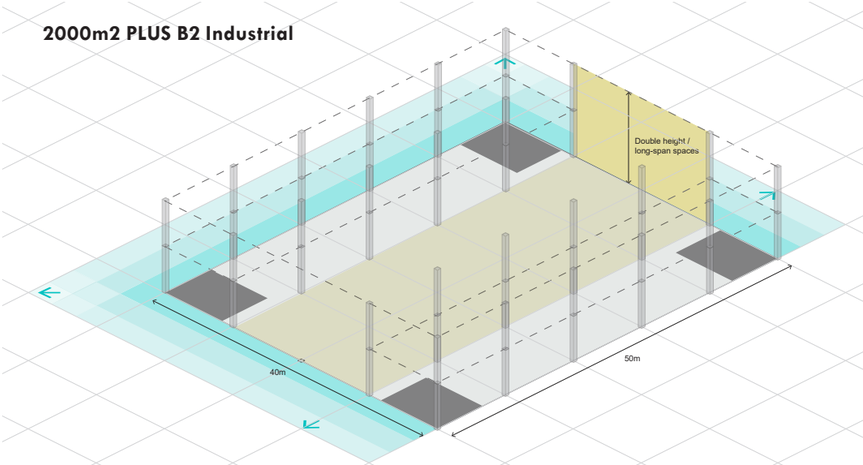
B1 OFFICES ⟷ **B2 INDUSTRIAL**

ABILITY TO ACCOMMODATE A VARIETY OF USES AT A VARIETY OF SCALES

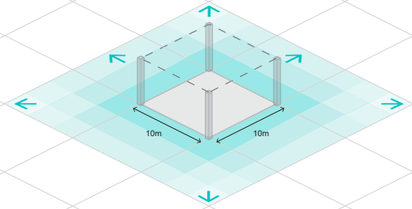
500m2 to 1000m2 B1 Office



2000m2 PLUS B2 Industrial



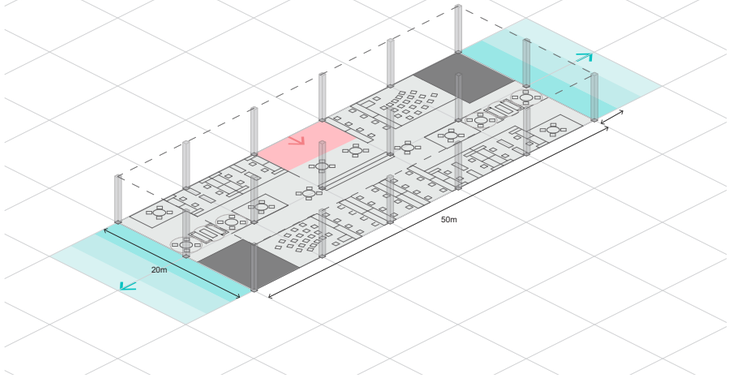
10m x 10m Grid of 10m x 10m modules



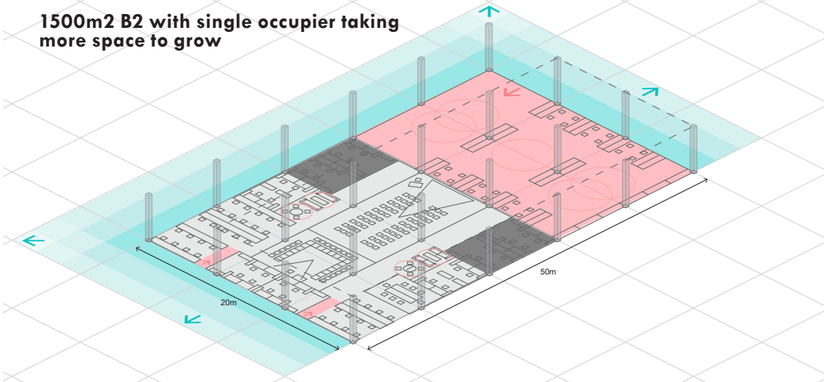
START UP INCUBATORS ⟷ **EXTENDED SPIN OFF SPACE**

ABILITY TO EXPAND TO MATURITY

1000m2 B2 with shared spaces and facilities for multiple tenants



1500m2 B2 with single occupier taking more space to grow



Concept 3 - ANCHOR INVESTORS AND NETWORKS & SKILLS...
Breaking innovation out of silos

The investment landscape for innovative employment sites is becoming more and more competitive at a international, national and local level. In an era where disruptive technologies and changing patterns of work are redefining the role of employment sites, IPM must be at the leading edge of this movement in order to succeed.

A key pattern emerging in the market place, and supported in the precedent projects reviewed as part of the associated innovation studies that have informed this masterplan, is that the way that ideas are now exchanged is changing. Free flowing exchange of ideas and open collaboration is now at the core of innovation, allowing start-ups to build synergies and flourish; and mature companies to spin-off into new phases of growth. Innovation is no longer confined to desk spaces or lab spaces...it requires chance encounters, collaborative problem solving and is sparked by moments of inspiration

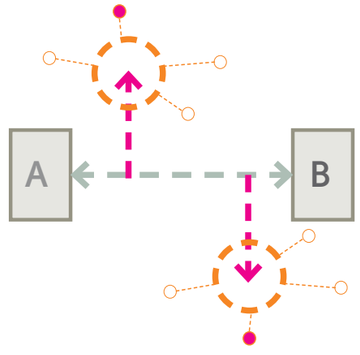
IPM will now be measuring itself against innovation parks and a new wave of employment campus that have delivered a quality environment early in their life cycle in order to attract further quality. The communities that have stemmed from these synergies are now meaningful, powerful and truly authentic 'places' rather than business parks.

A key concept for the IPM masterplan, therefore, is to break innovation out of traditional silos and foster a supportive community founded on principles of collaboration. The public realm and shared spaces provide a stage that promotes this exchange and at IPM this ethos will become the essence of innovation and the unique selling point for investors, staff and the wider community.

1 FACILITATE PLOTS TO ATTRACT EARLY OCCUPIERS

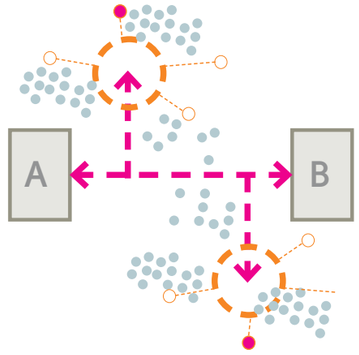
LINK THE EARLY PIONEERS TO BUILD SYNERGIES

2 FACILITATE SPIN-OFF ACTIVITIES & ALLOW FOR GROWTH



DELIVER QUALITY TO ATTRACT QUALITY

3 COLLABORATIVE COMMUNITY AND INNOVATION EXCHANGE IN PUBLIC REALM



CREATE AN AUTHENTIC PLACE TO LEAVE

AN INNOVATION LEGACY

CASE STUDY: HERE EAST

Here East is a new digital quarter for East London which re-uses the former Press and Broadcast Centre for the London 2012 Olympic and Paralympic Games. This major development builds on the creative and entrepreneurial heritage of Hackney Wick to create a thriving commercial space providing more than 7,500 jobs on site and in the local community.

LDA Design used the public realm as an extension of the building functions and a canvas for innovation, interaction and events. Whilst it was considered important to complement and blur interfaces with the existing context, an honest reaction to the contemporary industrial architecture of the existing buildings became crucial to project a single, unique identity.

The layout of the development is influenced by the two large Games-mode sheds which resulted in five core areas: The Yard; Canal Park Frontage; Northern Plaza; Gantry and Southern Route. Each area has its own character, yet bound to the Here East identity through simple and robust surface finishes and a strong and bold planting design. The design ensures strong connections to both the Queen Elizabeth Olympic Park and the Canal Park.

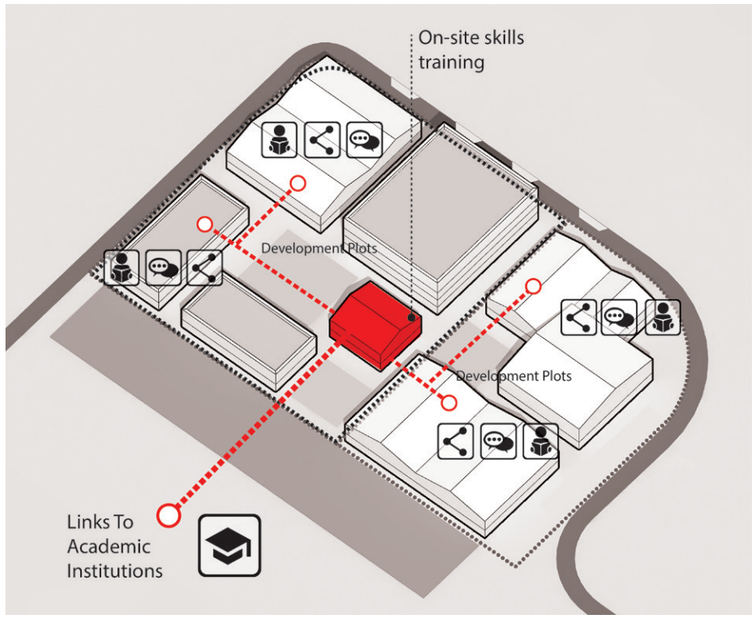
Here East Digital Quarter, an example of innovative place creation through the organic growth of collaborative enterprises with public realm as a canvas for interaction and idea exchange

Concept 4 - BUILD NETWORKS AND SKILLS...Mixing up uses to encourage synergies

Delivering the 'known quantities' of an employment park such as IPM will not be enough to create an innovative employment site. Success will require more than delivery of floorspace, road infrastructure and parking bays. The masterplan will view IPM as a social endeavour rather than a purely spatial exercise, without creating additional expenditure which will also focus on delivery of access and utilities infrastructure to attract the initial occupiers to serviced plots.

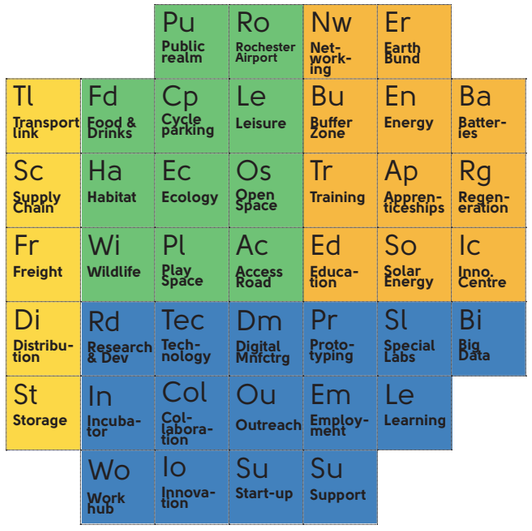
Attracting investors requires the inherent benefits of this location to be capitalised upon, and new infrastructure being delivered to ensure IPM is a competitive investment proposition. Early occupiers will be able to benefit from a connected site with early infrastructure such as broadband available as part of the first plots released. Retaining the best staff in a competitive market place is a key concern for investors, and staff now demand a complex blend of ingredients when making decisions about where they want to work. The approach for IPM will be to take the core building blocks of an employment campus and blur boundaries of land uses with an exemplary public realm. The overlapping of uses with a strong public realm and landscape framework will engineer the desired moments of social interaction, build a shared community spirit, and spark moments of inspired innovation. These shared spaces will create a place of authenticity and sow the seeds of innovation at IPM.

If IPM is to become an authentic place where innovative investors look to invest in the knowledge that they can attract and retain the best talent, then the environment should be curated in such a way that moments of interaction occur intuitively. Crucially, this environment will also mean that IPM has the potential to build links with Universities and Further Education institutions to drive the development of skills.

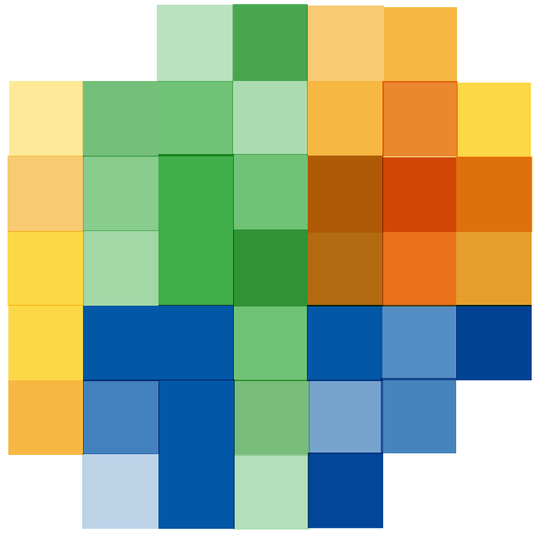


Concept to build links with Universities and Further Education Institutions through on-site skills training

STEP 1 MEASURE THE INGREDIENTS OF IPM



STEP 2 MIX UP AND BLEND USES TO CREATE A PLACE



THE OUTCOME

FOSTERING INNOVATION THROUGH MOMENTS OF INTERACTION

Concept 5 - LASTING SUSTAINABILITY...Futureproof and allow for organic growth

In an age where disruptive technologies are having profound influences on society IPM must allow its businesses and people to benefit from future innovations whilst ensuring that it can evolve organically to remain resilient as an investment proposition. Futureproofing for this and facilitating organic growth will allow IPM to remain competitive and this is the essence of an innovative, enterprising community.

Therefore, a core concept for all spatial tactics explored is to futureproof the masterplan as much as possible to provide a place where people and businesses can belong, flourish and innovate long term .

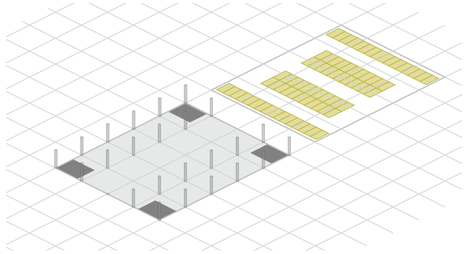
Although, the LDO will be reviewed at key milestones it is critical that the masterplan and planning consent is robust. In order to ensure that it is fit for purpose the flexible 10m x 10m grid will allow developer interest to be accommodated over many phases. Moreover, this approach allows plots to come forward in a variety of ways and for occupiers to expand within clusters as they reach maturity.

The concept of futureproofing extends to allowing for a variety of parking solutions to be accommodated which could unlock opportunities for intensification, particularly if a modal shift is achieved through successful delivery of more sustainable movement patterns. Whilst plots can come forward independently to be policy compliant with a surface parking solution and even temporary parking on adjacent vacant plots, the framework also allows the benefits of decked solutions to be explored which will maximise the potential to achieve placemaking objectives with strategic vehicle capture allowing for car free areas for collaboration. In time, shared deck parking solutions would allow for intensification of plots and the decked parking structures themselves could be future proofed to allow for conversion into additional employment spaces.

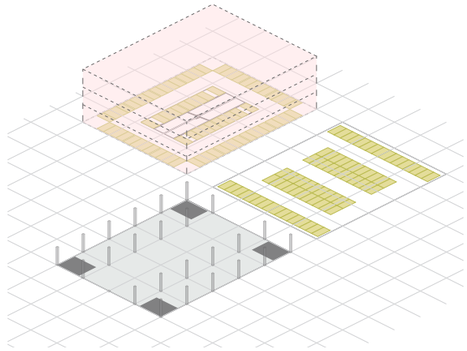
The consistency of the environmental quality and place brand will be secured by the over arching landscape and infrastructure framework acting as a constant cornerstone, but 'innovation clusters' will be able to adapt and thrive.

SHORT TERM ⟵ PLOTS CAN COME FORWARD INDEPENDENTLY AND BE RETROFITTED IN THE FUTURE ⟶ LONG TERM

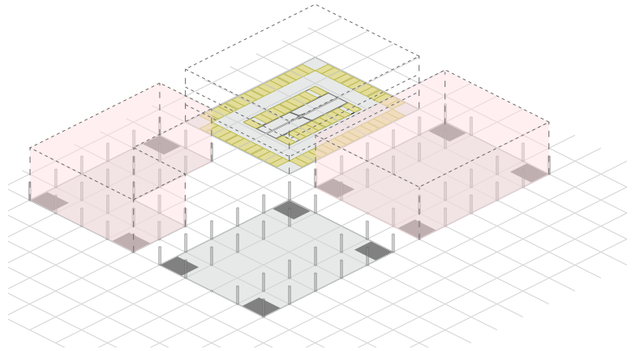
Independent plot parking solution
(can also be temporary surface parking)



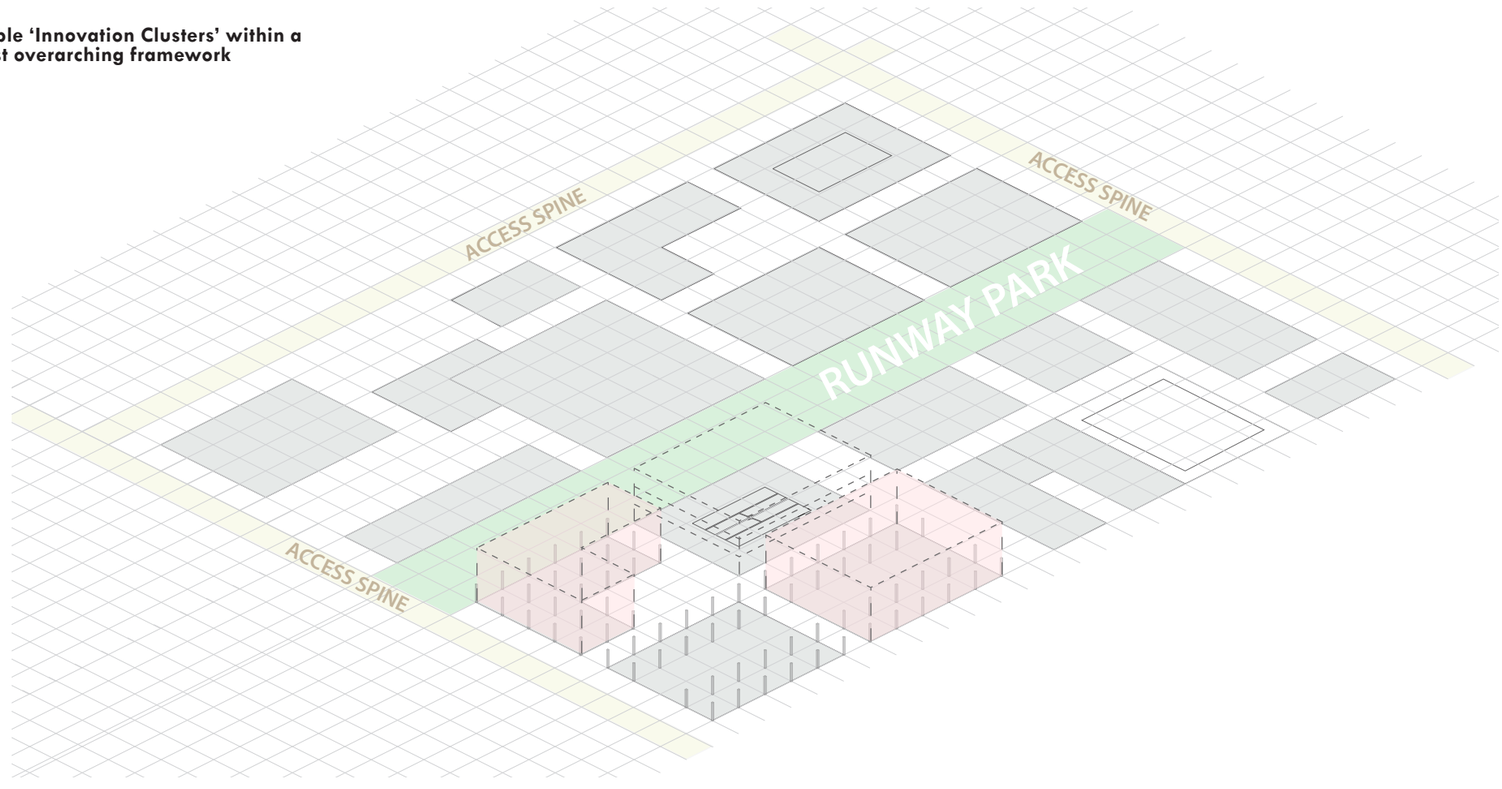
Decked parking solution



Cluster infill with shared parking deck



Flexible 'Innovation Clusters' within a robust overarching framework

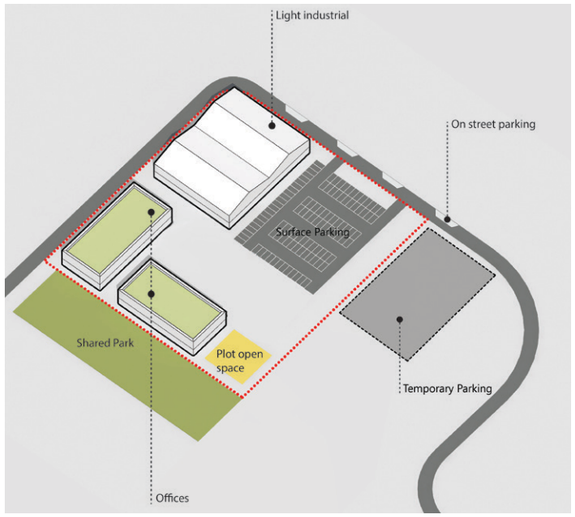


*Indicative concepts for illustrative purposes only

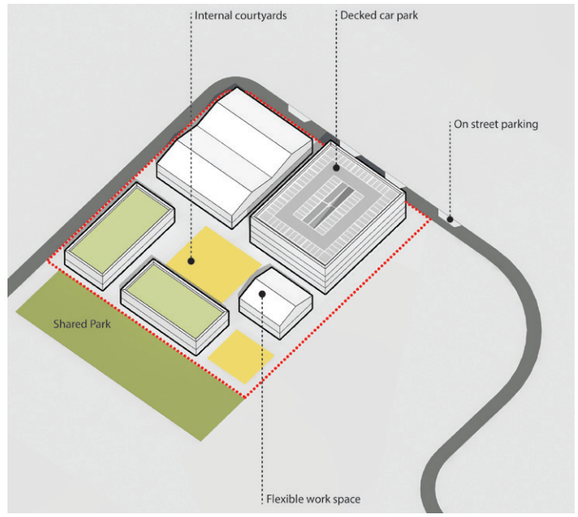
FUTURE PROOFING: PARKING

POLICY COMPLIANT PARKING

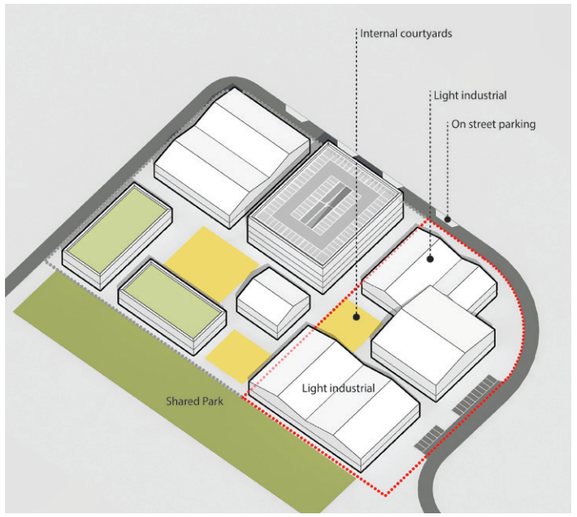
Policy Standards (as a maximum)



Infill with deck solution

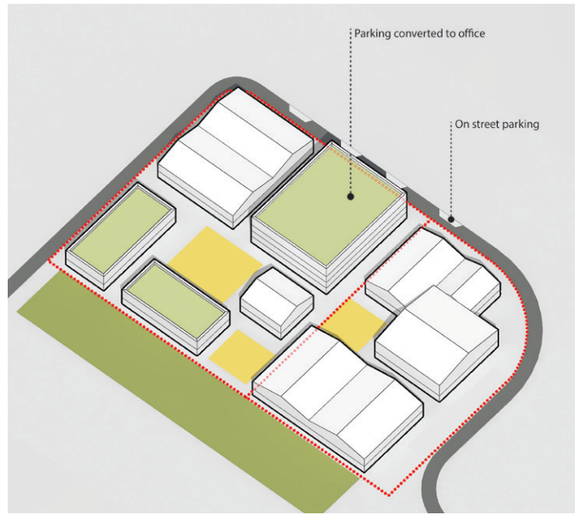


Shared deck solution



FUTURE MODAL SHIFT

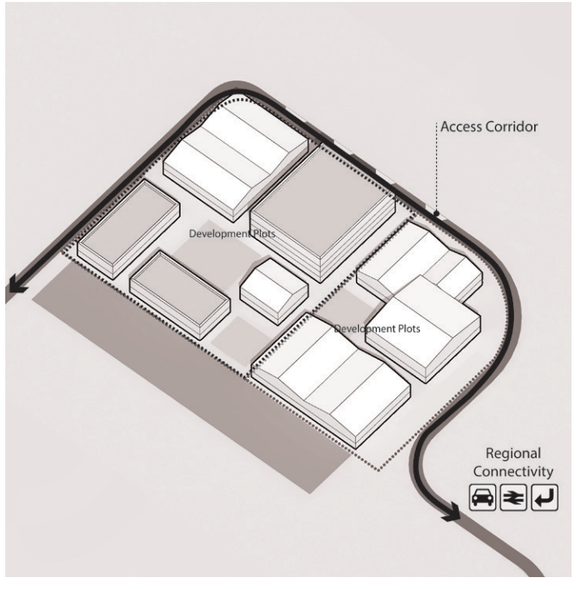
Intensified car free clusters



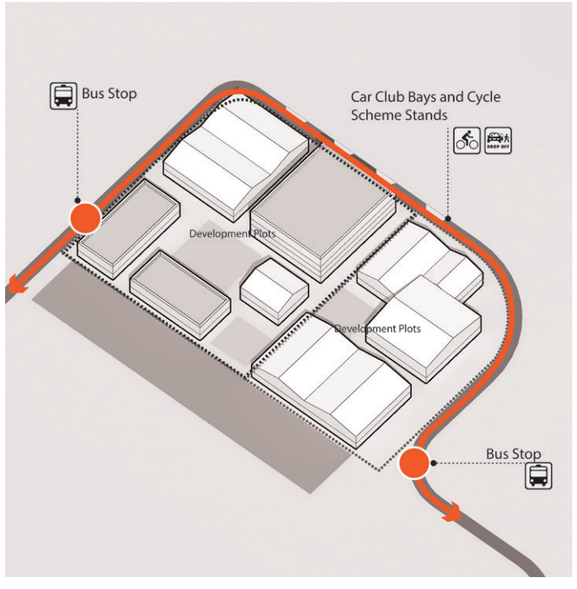
*Indicative concepts for illustrative purposes only. Interested parties who deliver plots will need to consider access for deliveries and parking, with the primary route available for additional bays if required and acceptable in planning and design terms

FUTURE PROOFING: PRIMARY INFRASTRUCTURE CORRIDORS

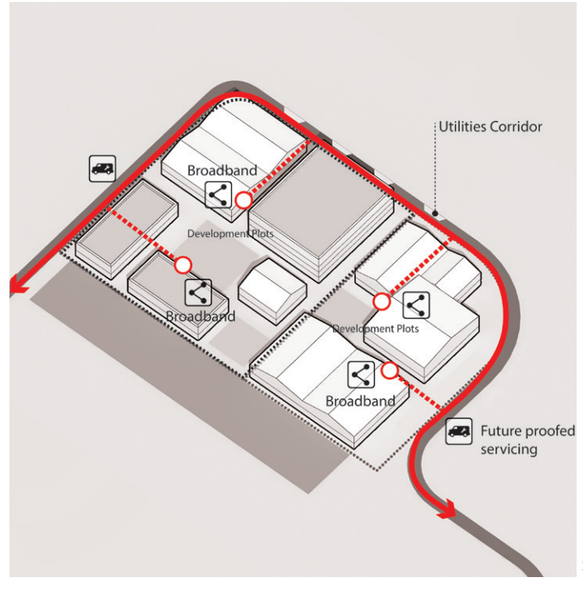
Initial access connecting into wider network



Application of sustainable travel choices



Future proofed utilities corridor

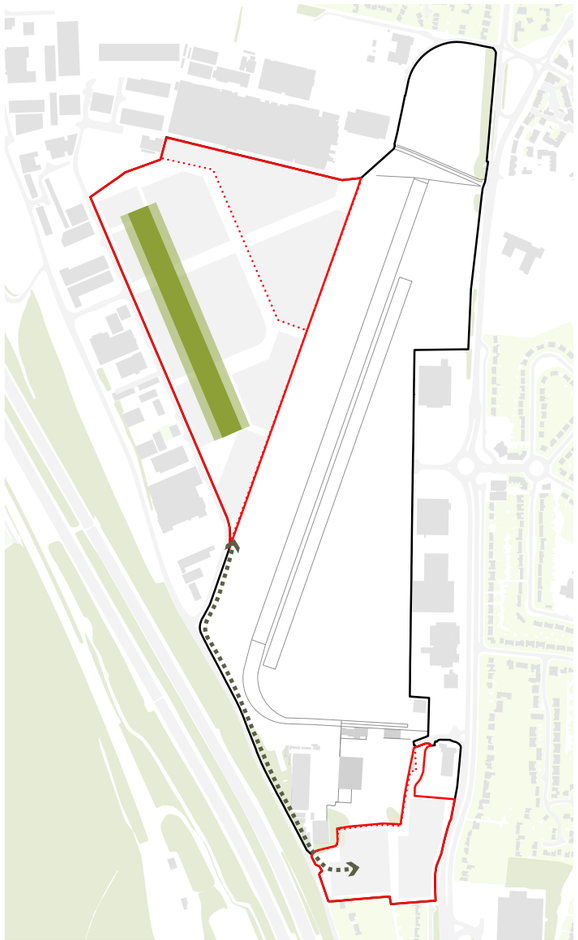


*Indicative concepts for illustrative purposes only

6.0

THE MASTERPLAN

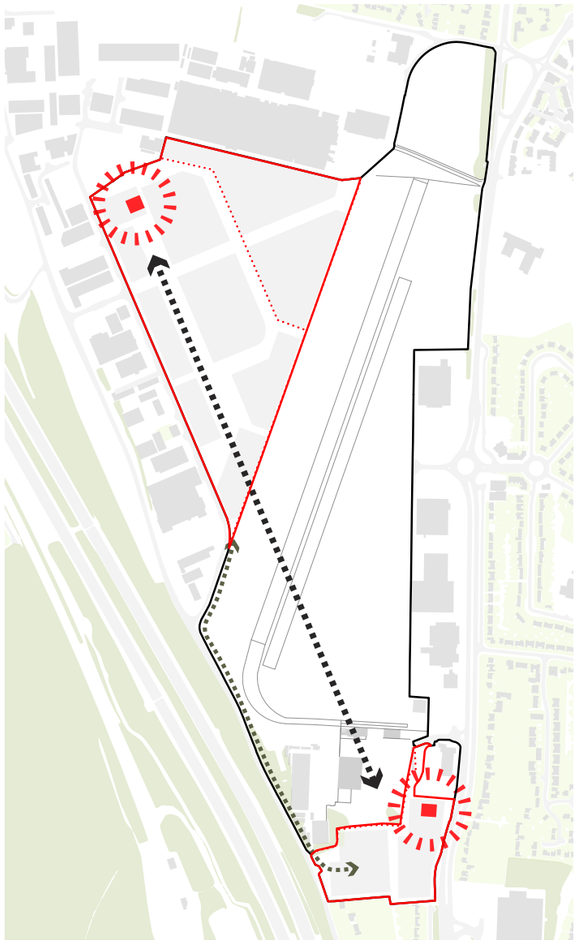
Key Design Moves



A RUNWAY PARK

The Runway Park is proposed as the fundamental structuring element of the masterplan. A simple, bold move which will create a clear identity and provide the high quality open space that investors demand of innovative employment sites AND is key to attract and retain skilled staff.

The Runway Park is a concept inspired by making a 'nod to the past' whilst setting out a confident new future for the site. The beauty of the concept is its ability to attract investors through the certainty that a quality feature will be committed to as the core element around which flexible plots will be built out over time.

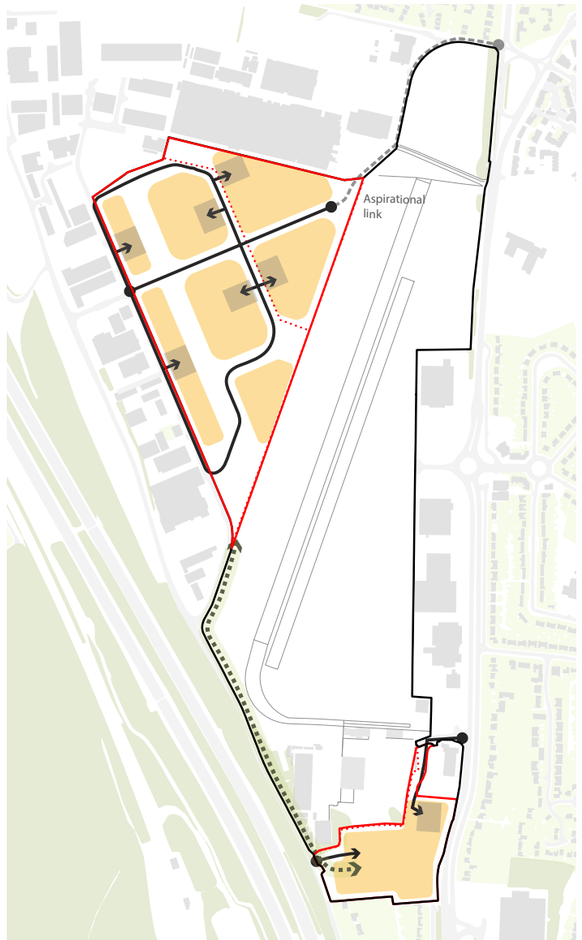


ICONIC BUILDINGS

In order to celebrate the heritage of the site, and make a perceptual link between the two development areas, the masterplan 'book ends' the linear park alignment with a plot that offers the opportunity for a land mark building to the north of the site. Frontages on Maidstone Road also have the potential to create a sense of arrival for the enterprise zone.

This sets up a 'conversation' with the control tower and perceptually links the two parts of the development area in spirit as one innovation park.

The two development areas also have the potential to be physically linked via a potential footpath that passes securely along the site boundary. This physical connection will promote interaction between the two sites and encourage shared use of facilities which, in turn, will assist objectives of reducing car trips.

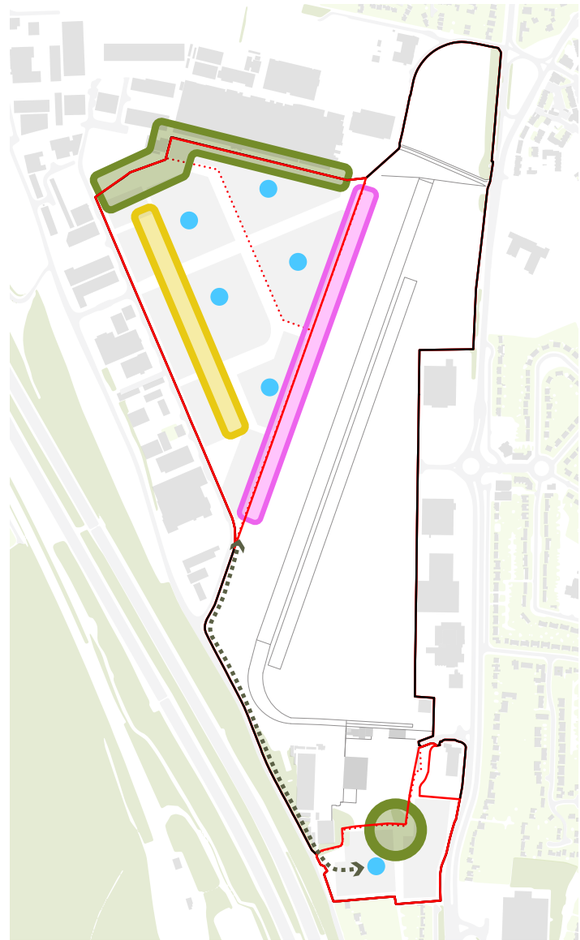


PEDESTRIAN FRIENDLY CLUSTERS

Successful interaction between organisations and individuals attracted to IPM can be amplified by a public realm that encourages innovation to be taken out of buildings into the public realm where collaboration and new ideas can be freely exchanged...this is the essence of innovation.

In order to achieve these qualities in the public realm, and deliver the environment that will attract and retain staff in a competitive market place, free flowing pedestrian movements must be prioritised.

The masterplan strategy seeks to capture vehicular movements with car parks located in strategic locations allowing pedestrian friendly clusters to surround the key open spaces such as the Runway Park.



LANDSCAPE CHARACTER AREAS

The fundamental framework put in place by the commitment to a Runway Park and primary access loop creates a framework within which plots can emerge over time. Development will come forward under the umbrella of one vision and the identity of one place but with the proposed landscape features influencing the identity of each zone of the IPM site. This includes:

- Park edge plots
- Outdoor collaboration 'rooms'
- Trees of character maintained to acceptable height
- Woodland clusters

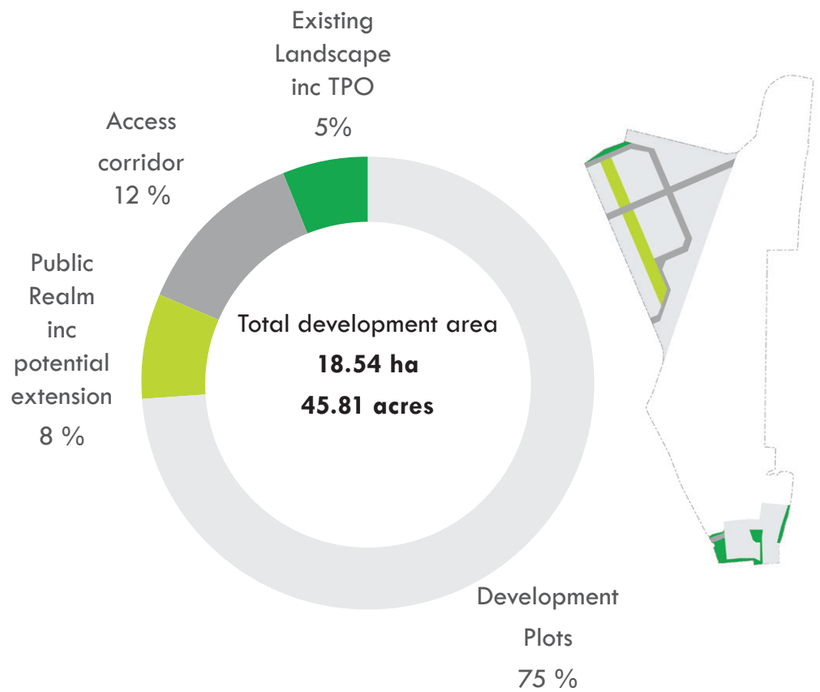
Illustrative Masterplan

The purpose of this section is to describe how the principles of the design rationale and vision could be manifested and delivered on site.

The IPM illustrative masterplan provides a spatial representation of the vision for IPM. The masterplan incorporates the key design moves which are underpinned by an understanding of the site opportunities and constraints whilst also exploring the creative opportunities to create a place of authenticity and a distinct investment proposition.

The illustrative masterplan and accompanying indicative land use and building heights strategies in this section have been used to determine the site capacity. The LDO seeks to retain a degree of flexibility and therefore a set of flexible parameter plans are required to provide maximum allowances, against which the LDO is determined and the EIA is undertaken.

The illustrative masterplan, therefore, retains flexibility for detailed development proposals to come forward for individual plots, with application parameters and accompanying design codes becoming a mechanism to control development proposals so that they accord with the vision and illustrative masterplan intentions.



All building locations for illustrative purposes and capacity testing only - see parameter plans

All building locations for illustrative purposes and capacity testing only - see parameter plans

Aspiration for long term link

Retained and enhanced tree planting to create new woodland character area

Potential iconic building with design code to be developed to secure specific treatment for this plot

Outdoor room for collaboration

Runway Park - social track

Runway Park - flexible lawn space

Runway Park - gateway plaza

Runway Park - meadows

Runway Edge - with potential landscape treatment featuring trees of character

Aspiration for a secure pedestrian link within site boundary to connect north and south sites

All building locations for illustrative purposes and capacity testing only - see parameter plans

Secure pedestrian link within site boundary to connect north and south sites

Vehicular access

Tree retention

Potential location for multi-deck car park with design code to be developed to deliver a high quality facade and or green screening

Woodland cluster with car free outdoor space for collaboration

Plot Capacity Testing

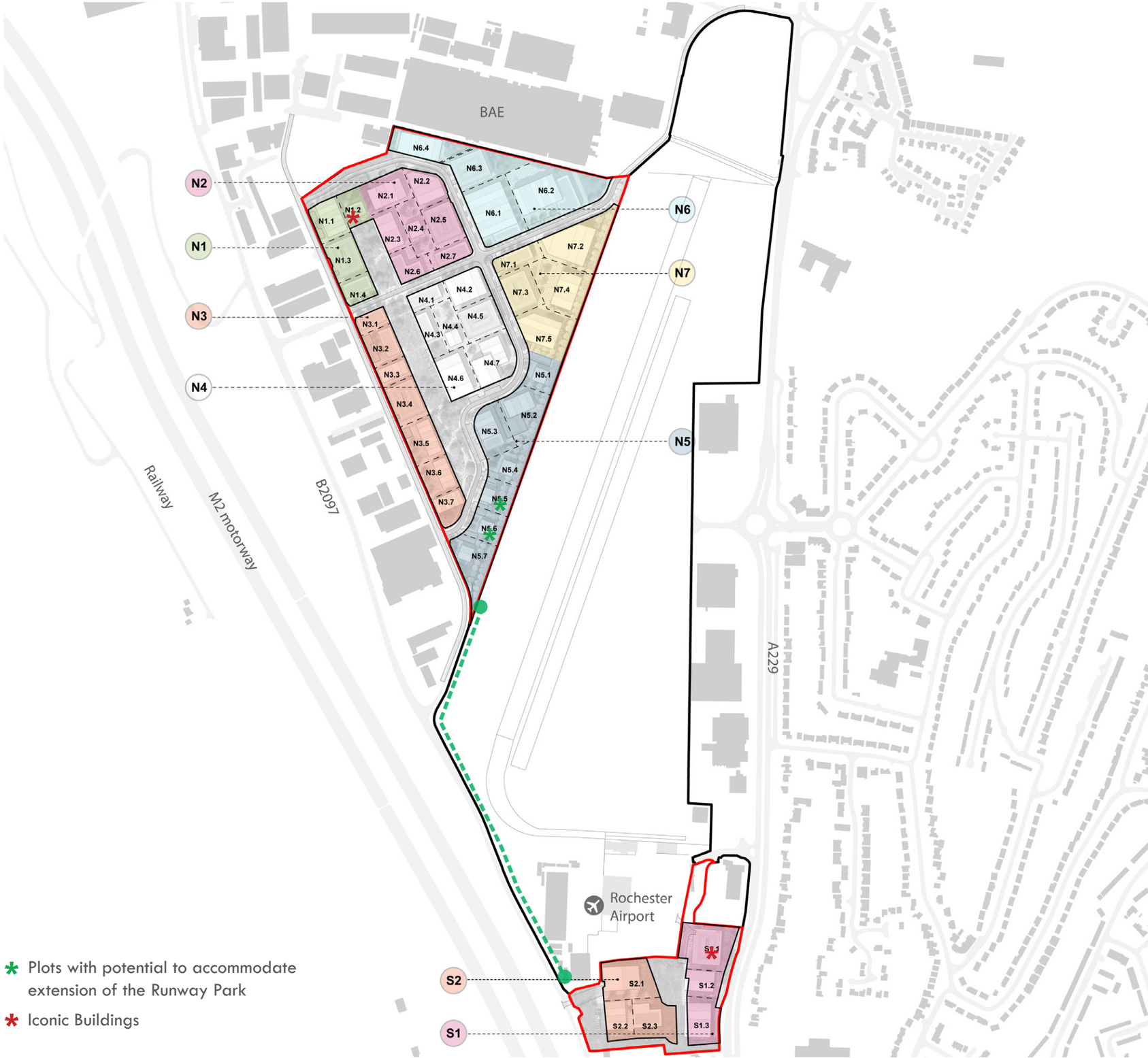
The IPM illustrative masterplan generates a number of plots which can come forward for development in a flexible manner. Indicative building heights and land use of each plot have been used to define the development capacity of the site.

The associated parameter plans set out in section 8 allow the flexibility for different stakeholders to come forward for feasibility testing of plots with decision makers able to test development proposals against the parameters and a set of design codes to control the design outcomes. Parameters contained in the LDO could become a critical tool for the marketing and branding of the Enterprise Zone as it will provide confidence that the site would be developed with a consistent approach.

The illustrative masterplan for IPM presents a robust plan for the key structuring elements that define the fundamental infrastructure corridors and spaces that will not only facilitate the marketing of serviced plots but also, crucially, provide a signpost of the quality of place that will emerge.

The framework is underpinned by a robust layout of the key structuring elements such as the linear 'Runway Park' and the points of access and movement corridors whilst allowing plots to be designed and developed in a flexible manner as interest from the market emerges during the lifetime of the LDO.

Future development proposals for plots will be set within this robust framework that ensures quality and continuity. This approach will allow development parcels to come forward in a phased manner, within a robust masterplan accompanied by design codes that will secure the intended placemaking objectives.



✱ Plots with potential to accommodate extension of the Runway Park

✱ Iconic Buildings

Plot Capacity Testing

BASED ON:

INDICATIVE LAND USE STRATEGY (Page 60)

INDICATIVE BUILDING HEIGHT STRATEGY (Page 61)

Key

B1	Business
B2	General Industrial
	Decked multi-storey car park

1 bay per

Parking Requirement	
B1	B2
30	50

m2 floorspace

Parcel	Plot	Plot Area	Building footprint m2	Height	GEA m2	Use Class and Size Categoty	Local Authority / ownership	Parking requirement (bays)	Total parking required (bays)	On plot deck parking provision (bays)	On street car park provision (bays)	Notes
N1	N1.1	2479	1,500	2	3,000	B2 1000-2000	MC	60	240	228	12	
	N1.2	1800	500	6	3,000	B1 500-1000	MC	100				
	N1.3	2705	2,000	3	6,000	Deck carpark	MC					
	N1.4	1581	800	3	2,400	B1 500-1000	MC	80				
N2	N2.1	2925	1,500	2	3,000	B2 2000+	MC	60	321	304	17	
	N2.2	2250	1,698	2	3,396	B2 2000+	MC	68				
	N2.3	2100	1,500	2	3,000	B2 1000-2000	MC	60				
	N2.4	2400	500	2	1,000	B2 1000-2000	MC	20				
	N2.5	2700	2,000	4	8,000	Deck carpark	MC					
	N2.6	1950	1,200	2	2,400	B1 500-1000	MC	80				
	N2.7	1500	1,000	1	1,000	B1 500-1000	MC	33				
N3	N3.1	1127	800	2	1,600	B1 500-1000	MC	53	243	228	15	
	N3.2	2249	800	2	1,600	B1 500-1000	MC	53				
	N3.3	1348	800	2	1,600	B2 1000-2000	TMBC	32				
	N3.4	2689	2,000	3	6,000	Deck carpark	TMBC					
	N3.5	2690	1,000	2	2,000	B2 1000-2000	TMBC	40				
	N3.6	2251	800	2	1,600	B2 1000-2000	TMBC	32				
	N3.7	1823	800	2	1,600	B2 1000-2000	TMBC	32				
N4	N4.1	1375	1,000	2	2,000	B1 500-1000	MC	67	404	380	24	
	N4.2	2475	2,000	2	4,000	B2 2000+	MC	80				
	N4.3	1750	800	2	1,600	B1 500-1000	MC	53				
	N4.4	2100	500	2	1,000	B2 1000-2000	TMBC	20				
	N4.5	2750	2,000	5	10,000	Deck carpark	MC-TMBC					
	N4.6	2925	2,400	2	4,800	B2 2000+	TMBC	96				
	N4.7	4081	600	2	1,200	B2 2000+	TMBC	24				
	N4.7		1,600	2	3,200	B2 2000+	TMBC	64				
N5	N5.1	3550	400	1	400	B2 up to 1000	MC	8	132		132	
	N5.2	3954	1,000	1	1,000	B2 1000-2000	MC	20				
	N5.3	2198	450	2	900	B1 500-1000	TMBC	30				
	N5.3		1,050	2	2,100	B2 1000-2000	TMBC	42				
	N5.4	2499	400	1	400	B2 up to 1000	MC	8				
	N5.5*	2243	400	1	400	B2 up to 1000	MC	8				*Potential for these two plots to be either development plots or extension of the runway park and reserved for a later phase.
	N5.6*	2176	400	1	400	B2 up to 1000	MC	8				
	N5.7	3607	400	1	400	B2 up to 1000	MC	8				
N6	N6.1	5525	600	2	1,200	B1 500-1000	MC-BAE	40	318	304	14	
	N6.1		3,900	1	3,900	B2 2000+	MC-BAE	78				
	N6.2	8974	1,200	2	2,400	B1 500-1000	MC-BAE	80				
	N6.2		2,400	1	2,400	B2 2000+	MC-BAE	48				
	N6.3	4048	2,000	4	8,000	Deck carpark	MC-BAE					
	N6.4	3548	1,800	2	3,600	B2 2000+	MC-BAE	72				
N7	N7.1	1750	800	2	1,600	B1 500-1000	MC-BAE	53	312	304	8	
	N7.2	5366	2,778	2	5,556	B2 2000+	MC-BAE	111				
	N7.3	2700	2,000	4	8,000	Deck carpark	MC-BAE					
	N7.4	4881	1,500	2	3,000	B2 2000+	MC-BAE	60				
	N7.5	4188	2,198	2	4,396	B2 2000+	MC-BAE	88				
S1	S1.1*	4558	2,000	4 Up to 6	8,000	Deck carpark	MC		359	304	55	*Flexibility in height for up to 6 storeys but would require reduction in floorspace on adjacent plots and would need to consider alternative parking arrangements (Can be outside of the LDO/masterplan area). *4 storey car park with the potential to explore employment space (B1/B2) of up to 6 storey subject to plot developer's requirements.
	S1.2*	1829	1,000	2 Up to 4	2,000	B2 1000-2000	MC	40				Flexibility in height for up to 4 storey.
	S1.3	2961	2,000	2	4,000	B2 2000+	MC	80				
S2	S2.1	4043	2,800	2	5,600	B2 2000+	MC-WWCP	112				
	S2.2	2163	1,500	2	3,000	B2 2000+	MC-WWCP	60				
	S2.3	3299	1,000	2	2,000	B1 500-1000	MC-WWCP	67				
								0				
TOTAL					**154,648.00**			**2,329**	**2329**	**2052**	**277**	

Use Class and Size summary	Footprint	GEA
B1 500-1000	10,950	**23,700**
B2 up to 1000	2,000	**2,000**
B2 1000-2000	10,450	**19,900**
B2 2000+	30,674	**55,048**
Total Floorspace	54,074	**100,648**

The quantum of parking to be provided ensures compliance with the current Medway parking standards. It is noted that these standards are a maximum, therefore reducing parking numbers will maintain compliancy. Minimum requirements will be met for accessible spaces, cycle parking and delivery space off the public highway. This can be managed on independent plots OR through the shared use of decked parking structures and servicing areas. Based on expected accumulation of parking bay demand by reference to similar science park developments there may be potential to decrease the number of parking spaces required in the future.

Indicative Land Use Strategy

USED TO DETERMINE CAPACITY

SEE SECTION 8 FOR PARAMETER PLANS

The IPM illustrative masterplan follows a strategy of delivering an over arching framework that is robust, with the runway park and primary access corridor underpinning the structure of the site. Around these fundamentals, plots can come forward in a flexible manner. The land use strategy is indicative and has been used to determine the development capacity of the site, but it is important to note that the specific land use of each plot remains flexible with all plots identified as 'Development Parcels' in the parameter plans set out in section 8.

Feedback from market testing has informed the mix of land uses proposed. In addition, the case studies used for the Innovation Environment benchmarking exercise suggest that one of the key success factors is the mix of commercial office and R&D (B1) uses alongside B2 industrial activities. This mix, alongside a flexible mix of plot sizes, is critical to creating an ecosystem for innovation where firms can grow and develop; and innovations (the ideas that actually create value) can transfer from the R&D and theoretical space (B1) to the operational space (B2).

IPM proposes a mix of B1 and B2 space to capture as much of the innovation value chain as possible. The indicative land use strategy seeks to propose a logical distribution of land uses in order to reinforce the intentions of the vision and deliver a place of quality. A range of B1 and B2 land uses are proposed but specific layouts for interested parties can emerge as interest is received. A key feature is the proposed distribution of B1 Business employment spaces along the primary gateway spine that accesses the northern site. The intention is to promote active frontages onto key routes in order to create natural surveillance of well used pedestrian routes to encourage a feeling of safety at all hours.

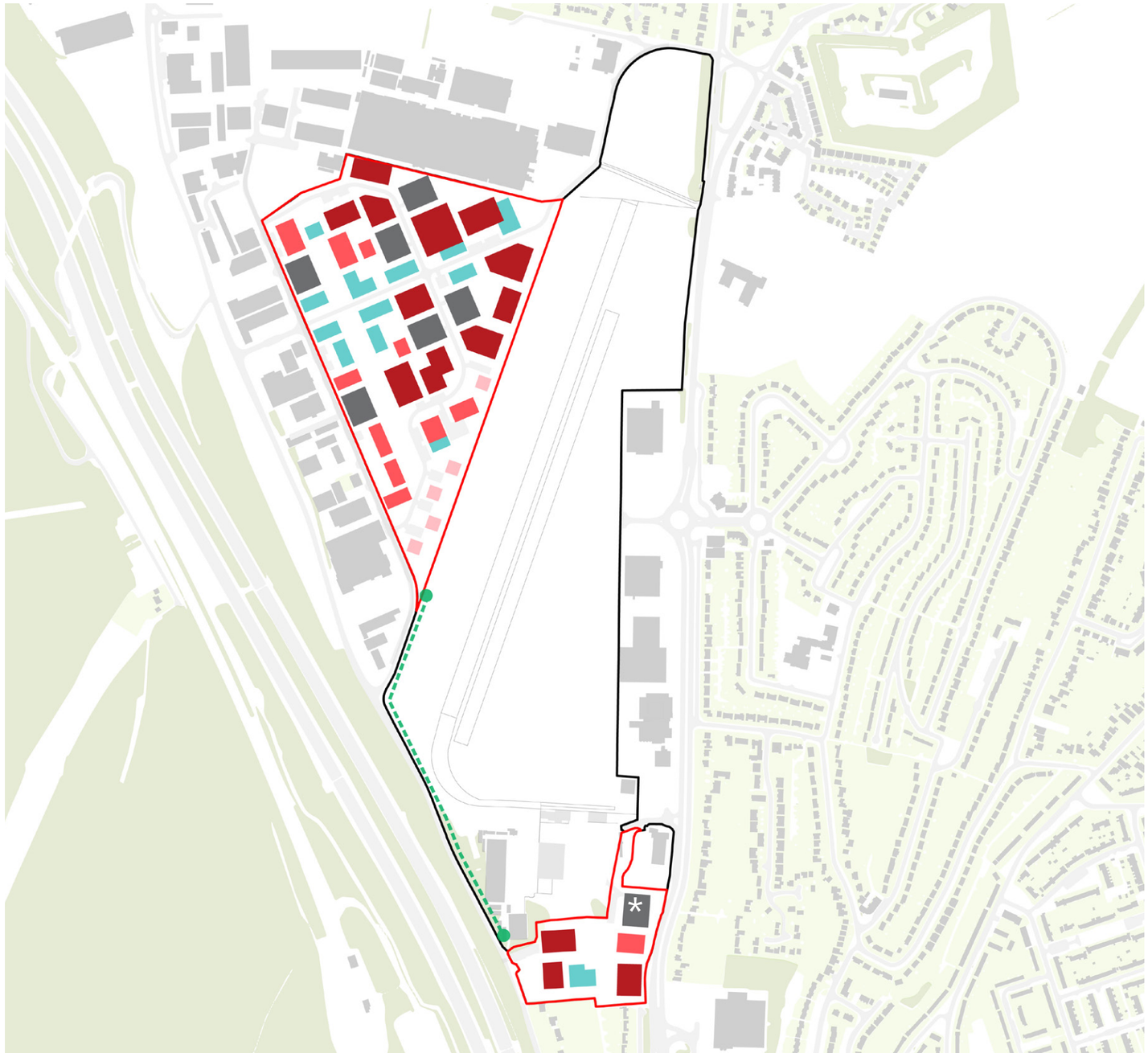
Summary of land use floorspaces proposed within the illustrative masterplan:

Land use	Building size range (m^2)	Total GEA (m2)
B1	500-1000	23,700
B2	up to 1000	2,000
B2	1000-2000	19,900
B2	2000+	55,048
Multi-storey carpark		54,000

*GEA split is purely indicative and an example of potential mix that has been used to test the masterplan

* *4-storey car park with the potential to explore employment space (B1/B2) of up to 6 storeys subject to plot developer's requirements.*

Note: it is anticipated that a range of ancillary uses such as A3 land uses could be provided in strategic locations (such as along the Runway Park) to deliver shared facilities that would benefit the wider employment community. This could be included within buildings as detailed development proposals come forward and might include food and beverage, small scale retail, and community / leisure facilities.



Indicative Building Heights Strategy

USED TO DETERMINE CAPACITY

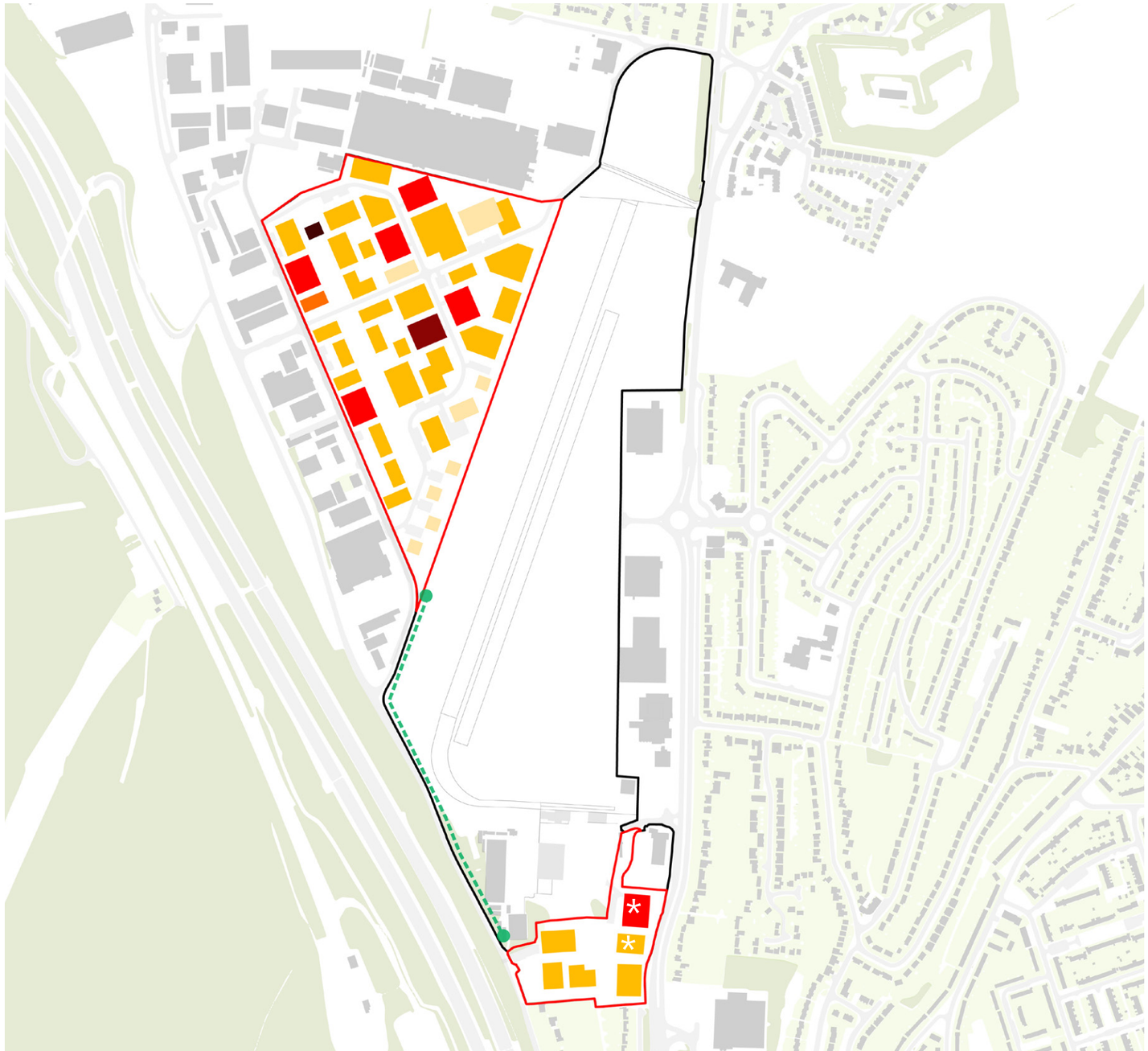
SEE SECTION 8 FOR BUILDING HEIGHT PARAMETER PLAN

The IPM illustrative masterplan generates a number of plots which can come forward for development in a flexible manner. Building heights proposed within these plots, as illustratively proposed on the indicative building heights plan, have been used to define the development capacity of the site.

Whilst the illustrative masterplan is flexible, any future development proposals for plots will need to adhere to the maximum building heights set out in the Building Heights Parameter Plan (see section 8). The Building Heights Parameter Plan indicates maximum heights proposed, allowing the LDO to retain flexibility as the actual building heights are not yet known. It is likely that a small proportion of the development proposals will be built to the maximum height, and that the development proposals are more likely to reflect the indicative building heights strategy.

The building heights strategy and associated parameter plan work within the parameters set by the requirements of the adjacent continued use of the airport as an operational airport. Airport safeguarding restricts building heights and a height contour is applied with the acceptable height of development increasing with distance from the runway. In the areas immediately adjacent to the airport to single storey structures, with single storey hangar typologies located along the landscaped edge for example.

Elsewhere, the masterplan proposes predominantly 2 and 3 storey buildings, with one strategically located taller iconic building at the north end of the runway park at up to 6 storeys, with potential for iconic building to be located within the southern area along Maidstone Road. Decked car parks are proposed at 4 and 5 storeys.



Indicative Access & Movement Strategy

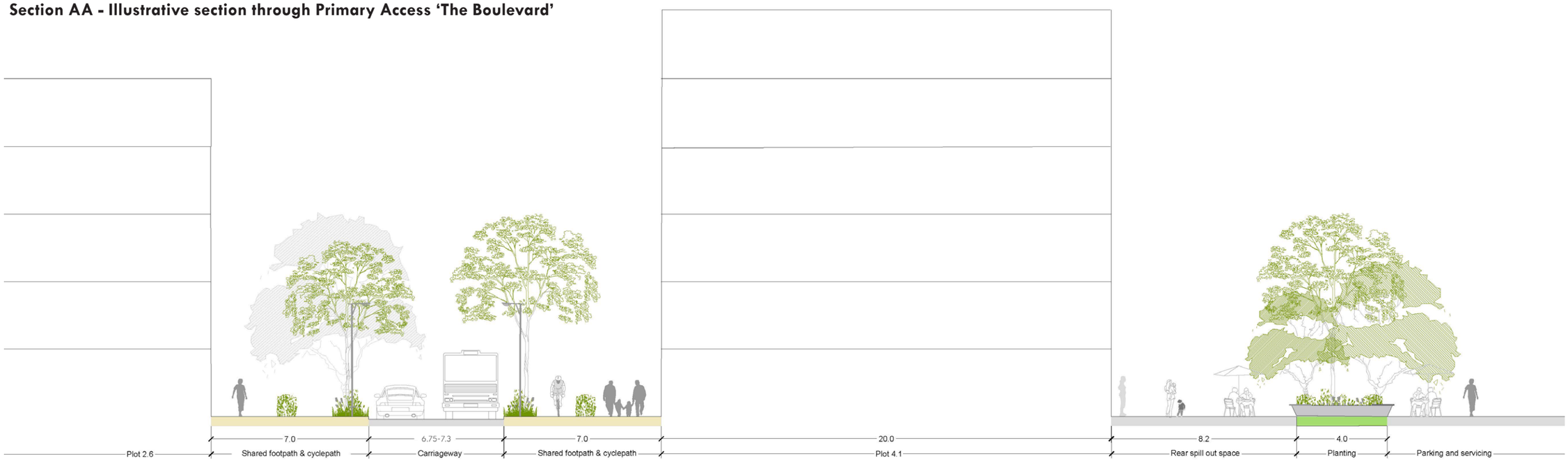
SEE SECTION 8 FOR ACCESS PARAMETER PLAN

A number of points of access are proposed to connect the site to existing highways infrastructure. For the northern site, the central of the three points of access from Laker Road is proposed as a bus priority access point with cars using the northern/ southern access points to penetrate the site. This reduces conflicting movements at the crossroads.

Within each cluster space is allocated for a multi-storey decked parking solution which will allow the clusters to capture vehicles from the primary circulation loop and retain the Runway Park as a pedestrian friendly environment. See sections AA and BB for illustrative cross sections through the primary access corridors.

The quantum of parking to be provided ensures compliance with the current Medway parking standards. It is noted that these standards are a maximum, therefore reducing parking numbers will maintain compliancy. Minimum requirements will be met for accessible spaces, cycle parking and delivery space off the public highway. This can be managed on independent plots OR through the shared use of decked parking structures and servicing areas. Based on expected accumulation of parking bay demand using Science Park trip rates there may be potential to decrease the number of parking spaces required in the future.

Section AA - Illustrative section through Primary Access 'The Boulevard'



Section BB - Illustrative section through Primary Access 'Woodland Gateway'

Indicative Landscape Strategy

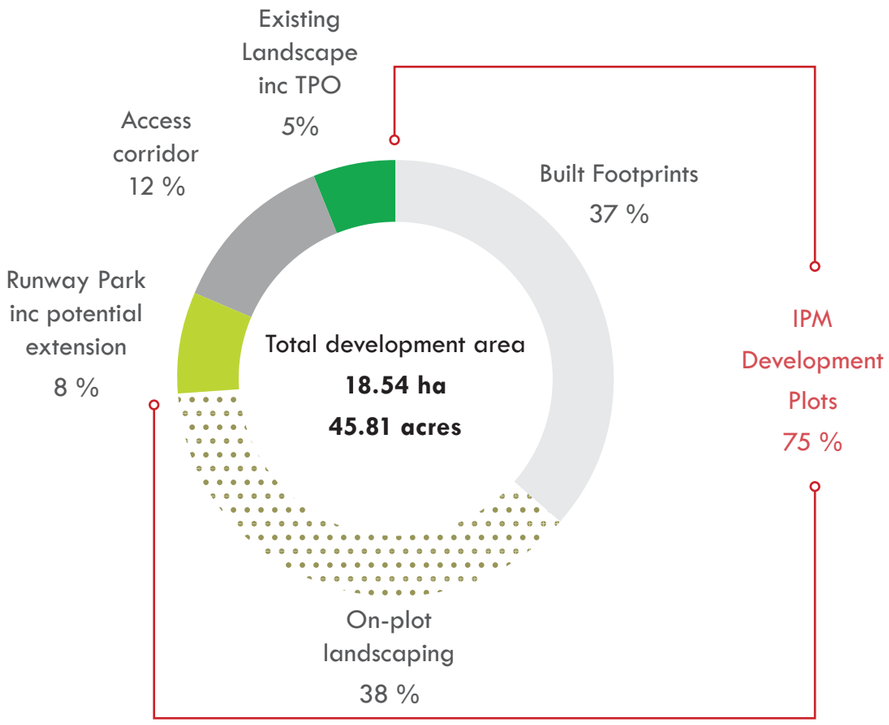
SEE SECTION 8 FOR LANDSCAPE PARAMETER PLAN

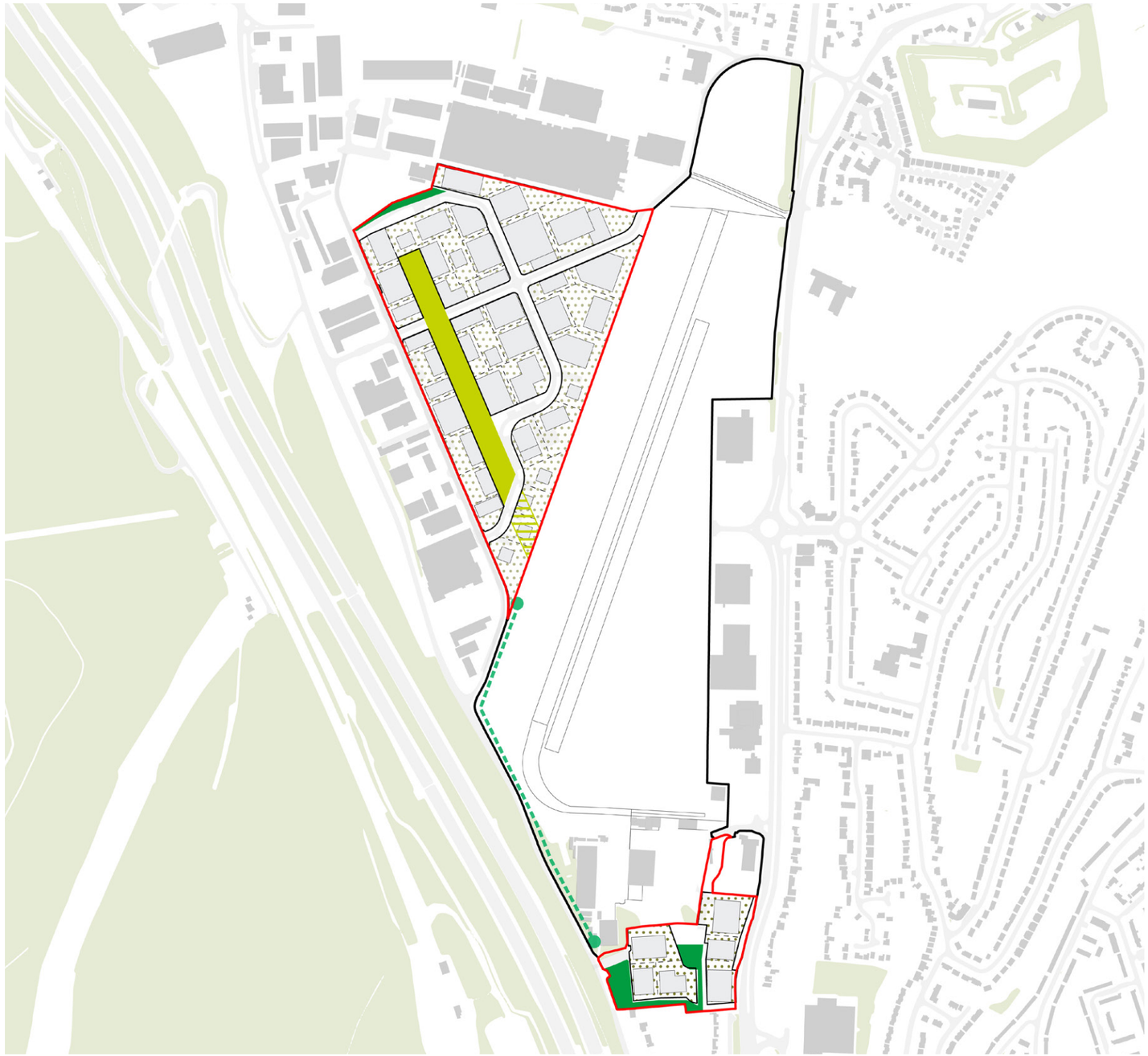
The key concept behind the masterplan for IPM is to put in place a 'legacy landscape'. This idea goes beyond a design aspiration for achieving great placemaking.

The legacy landscape, with 'The Runway Park' green spine at its core is inspired by the idea that a place can emerge around this fundamental framework over many years and many phases of development ... a place built around and underpinned by a strong landscape and infrastructure strategy.

The vision for IPM features a 'legacy landscape', a landscape framework that sets out a very robust mechanism which will assist the phased delivery of plots over many years. The landscape framework, thus, will act as a long term generator of place, value and a tool that guides phased delivery of plots.

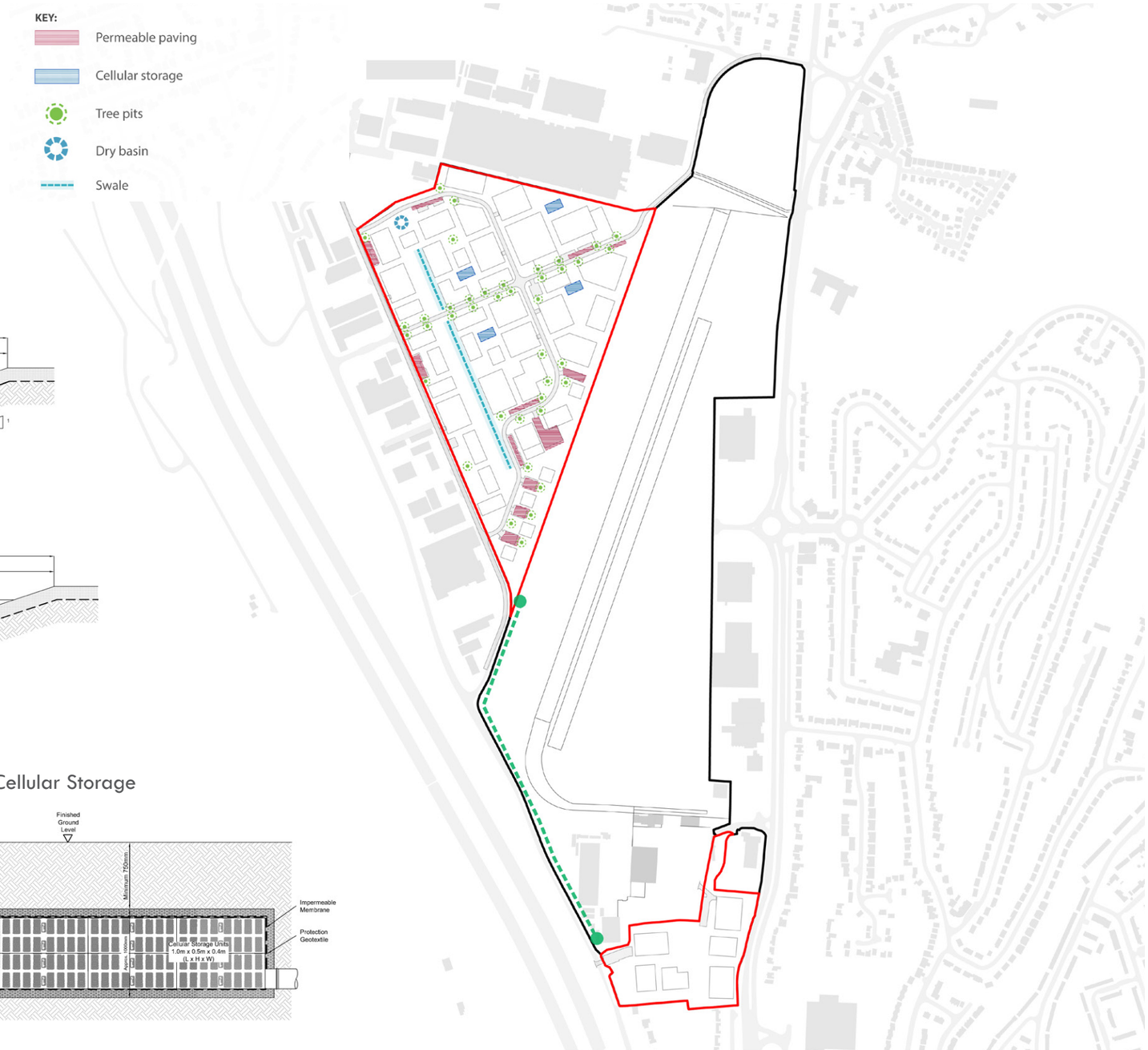
The landscape framework becomes THE key piece of infrastructure, allowing efficient sequencing of delivery that ensures each subsequent phase 'plugs into' an over arching landscape framework to effectively bring together each parcel and each phase as a cohesive place. This approach delivers maximum flexibility as a framework that guides phasing, assists the delivery of key infrastructure and utilities and delivers a high quality place.



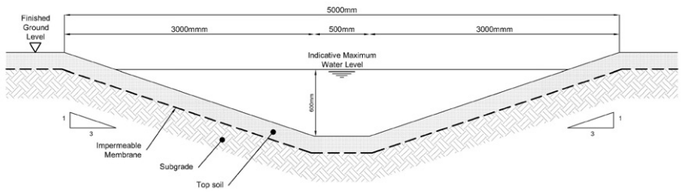


Indicative Drainage Strategy

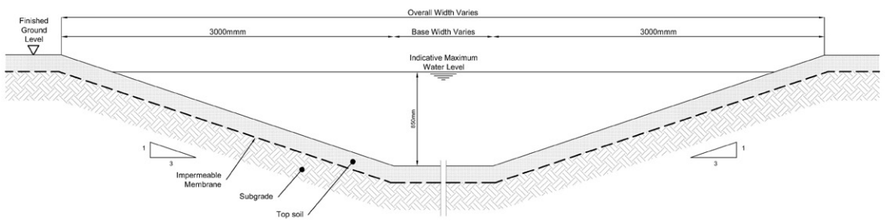
A strategic surface water drainage solution has been prepared for the proposed development based upon a range of infiltration techniques that can be employed across the development. Surface water flood routing for the proposed development will also route flood water in the extreme events away from building footprints into areas of containment, such as swales and open storage structures along the landscaped green corridor.



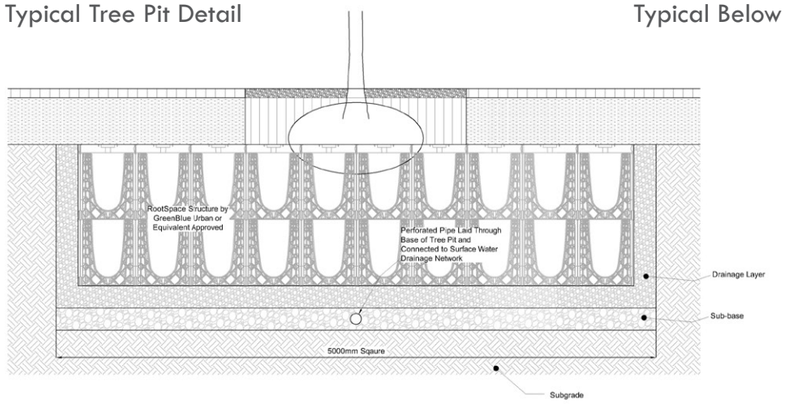
Typical Swale Detail



Typical Dry Basin Detail



Typical Tree Pit Detail



Typical Below Ground Cellular Storage

Landscape Character

The landscape strategy for IPM seeks to deliver places of a range of scales for a variety of activities. The intention is to deliver a series of spaces that can be curated by future users of the site and accommodate a varied programme of activities which will help attract and retain the best staff.

Each component of the landscape framework takes its inspiration from existing landscape conditions and creates a backdrop for development parcels to come forward as distinct parcels with their own identity, under the umbrella of the IPM branding which will be projected by the public realm.

The landscape framework delivers places with distinctive character, creating specific kinds of value. It will create an extraordinary environment within which moments of inspiration will occur and ideas can be exchanged. The distinct character of each landscape element will also elevate architecture to new standards that contribute to IPM becoming a place of distinction - a unique investment opportunity.

Within the framework there are welcoming, civic spaces that work celebrate the sense of arrival. Quieter spaces heightens the senses, whether by unearthing the layers of a site's history or through sound, sight, smell and touch.

The strategy also seeks to deliver open space for each phase of development to create place and build an enterprising, entrepreneurial and innovative community spirit in an environment that is authentic and attractive to its users.

Selection of species in the planting scheme should avoid small berried and nut bearing species in order to minimise attraction of large birds and/or flocks which could contribute to risk of bird strike on the airfield.

The Power of 10 - Landscape Strategy

Runway Park - social track

Runway Park - events lawn

Outdoor rooms

Greenways

Gateways

Woodland walk

Trees of character

Boulevard

Decked parking

Innovative street structures

*Precedent images for illustrative purposes only

Potential Landscape Features

1. The Runway Park Social Track
Getting innovation on track

2. The Runway Park Events Lawn
A flexible events space

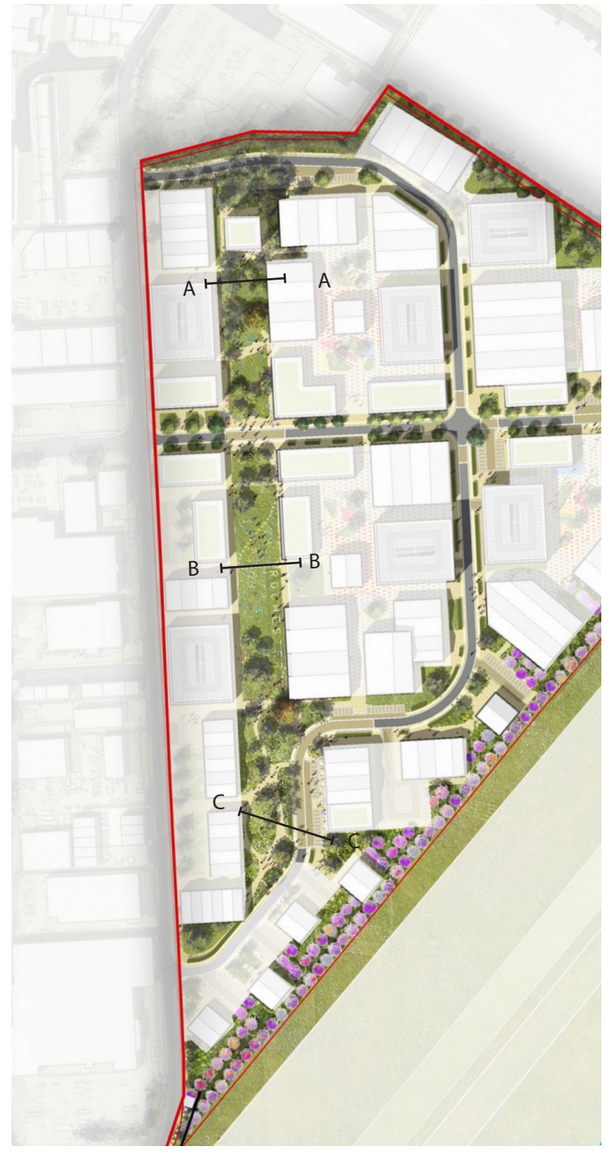
*Precedent images for illustrative purposes only

A


Developer to deliver plot
Green infrastructure delivered as per landscape framework
Developer to deliver plot
Plot boundary
Plot boundary
3.0
3.0
24.0
3.0
3.0
Plot 3.4
Spill out space
Footpath
Linear Park
Footpath
Spill out space
Plot 4.6

B


Developer to deliver plot
Green infrastructure delivered as per landscape framework
Developer to deliver plot
Plot boundary
Plot boundary
3.0
3.0
24.0
3.0
3.0
Plot 3.4
Spill out space
Footpath
Linear Park
Footpath
Spill out space
Plot 4.6


A
A
B
B
C
C

C


Linear Park
12.3
3.6
12.8
3.0
6.75-7.3
3.2
5.0
4.5
5.0
11.4
Planting
Footpath intersection
Planting
Footpath
Carriageway
Footpath
Planting
Footpath
Planting
Footpath & spill out space

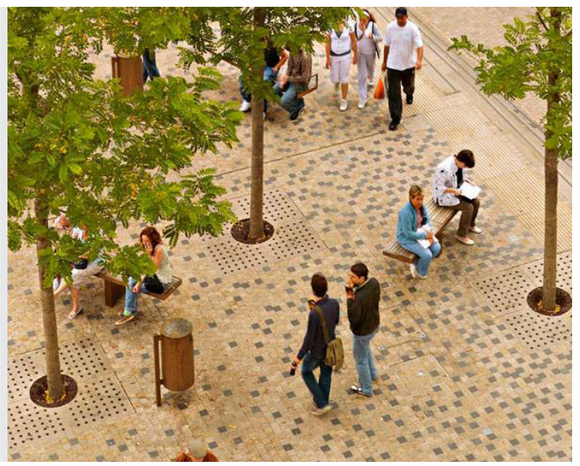
3. Outdoor rooms
Collaborative spaces

4. Greenways
Pedestrian innovation stitches

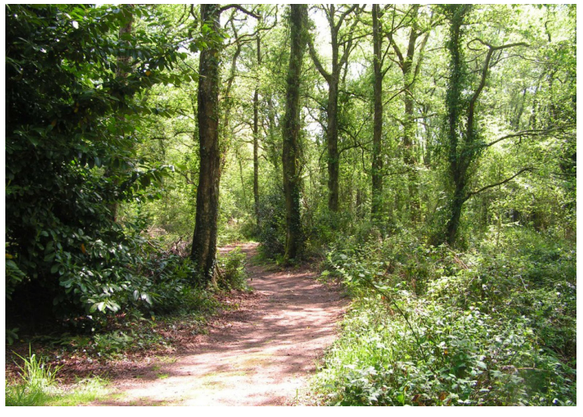
5. Gateways
Arrival points & identity markers

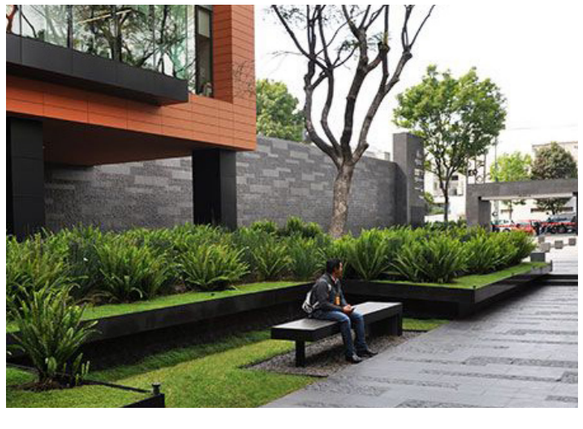
6. The Woodland Walk
A peaceful retreat





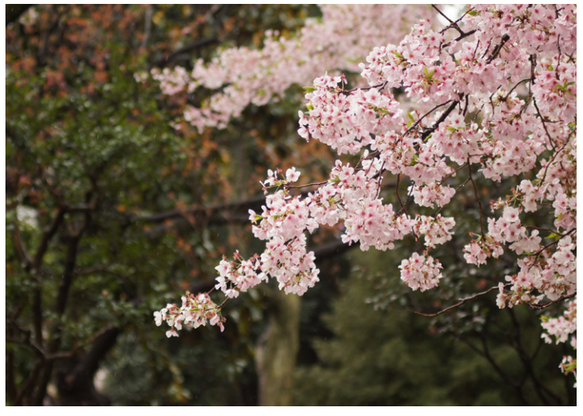


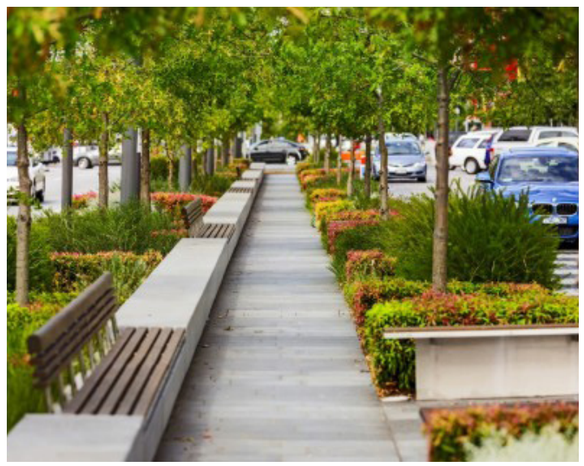


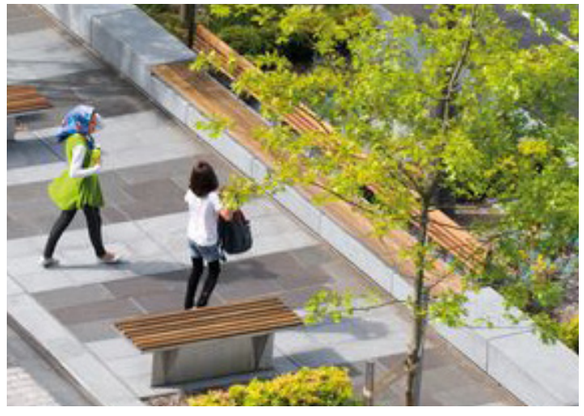
*Precedent images for illustrative purposes only

7. The Landscaped Edge
A seasonal set piece that puts people in touch with nature



8. The Boulevard
Much more than an access route





9. Car Decks
Meanwhile solutions OR permanent positive features

10. Innovative Technology
Leading edge technology that embraces innovation

*Precedent images for illustrative purposes only

POTENTIAL CHARACTER... **BRINGING THE PLACE TO LIFE**

Proposed Character

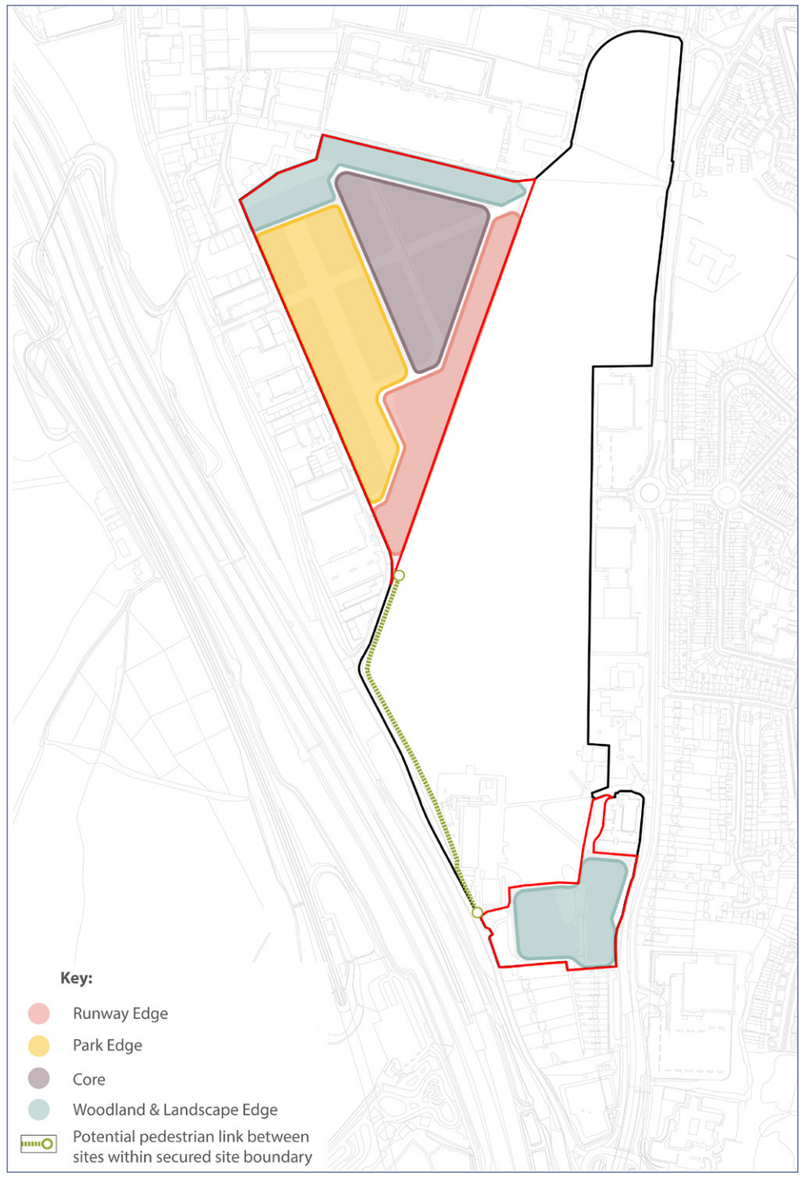
This section takes key areas of the masterplan, and based on the principles described in the previous sections, describes how these might evolve in terms of their built form, composition, quality, and character.

The purpose of this section is to describe how the principles of the design rationale and vision could be manifested and delivered on site. It is envisaged that Design Coding at the next stage of the planning process will guide development proposals further and fix tighter parameters that detailed development proposals must adhere to.

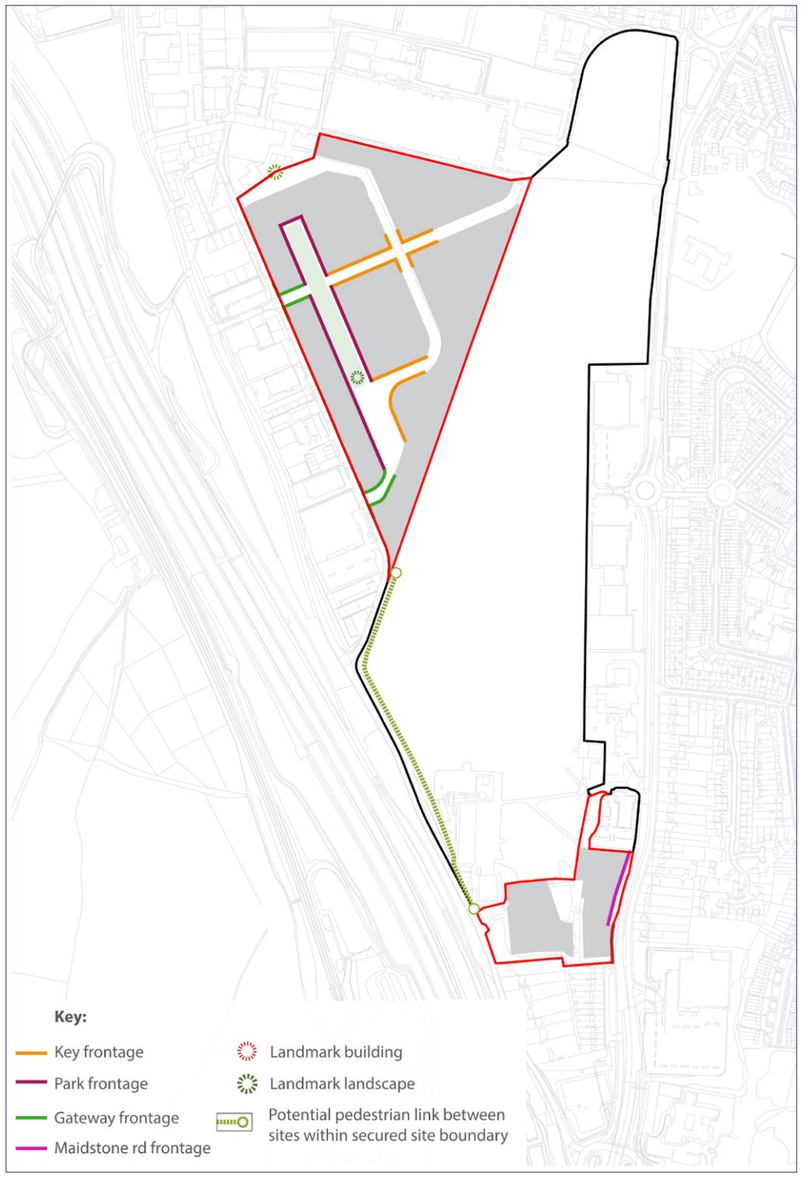
The studies do not represent the only solution but illustrate how an integrated design approach would deliver a scheme with a strong sense of place.

The studies do however represent the layout, form, scale and massing that will result from the design approach. The material is intended to give a clearer picture of how the design principles will translate into the fabric of the scheme.

Character Areas

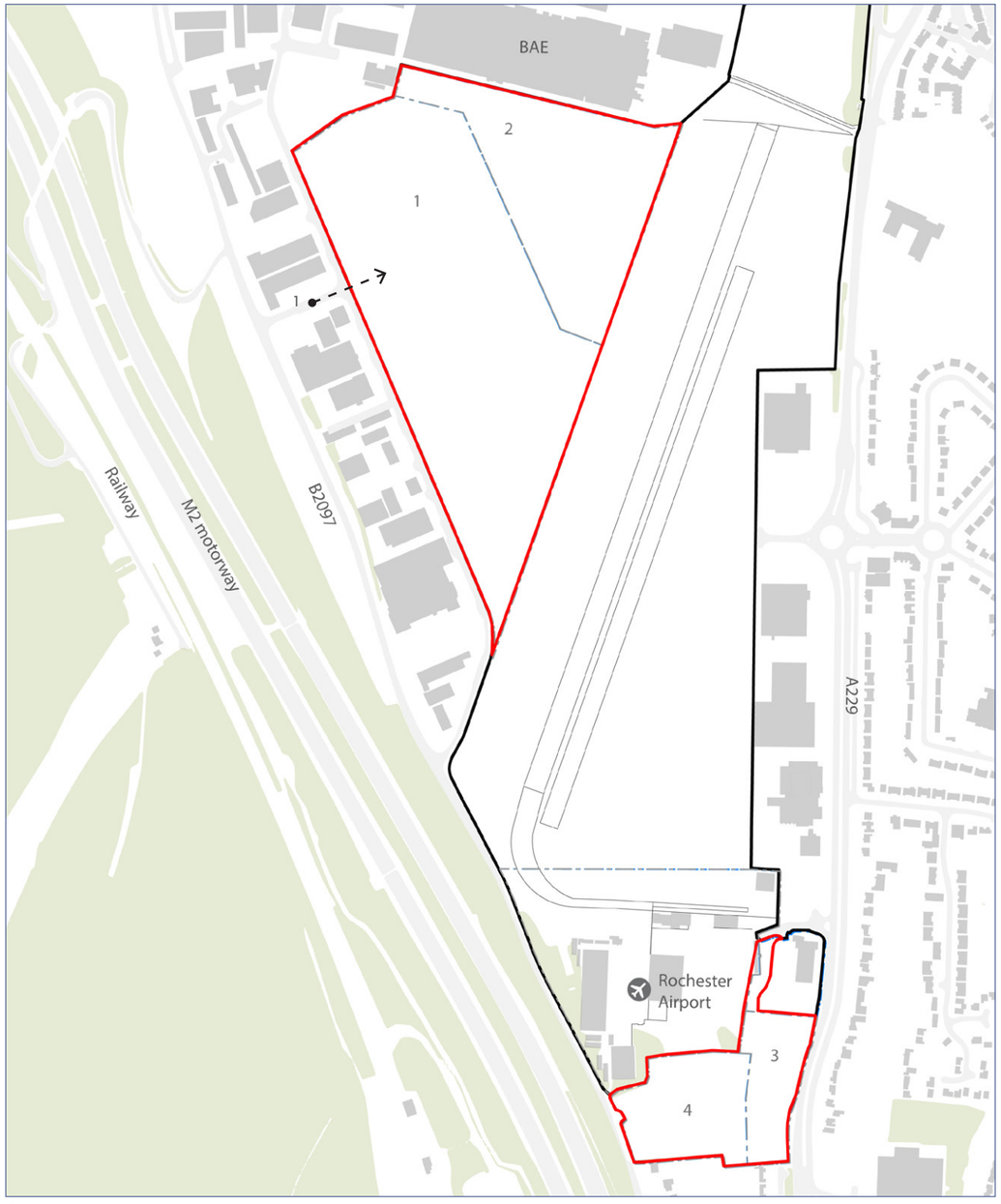


Key facades, spaces and buildings



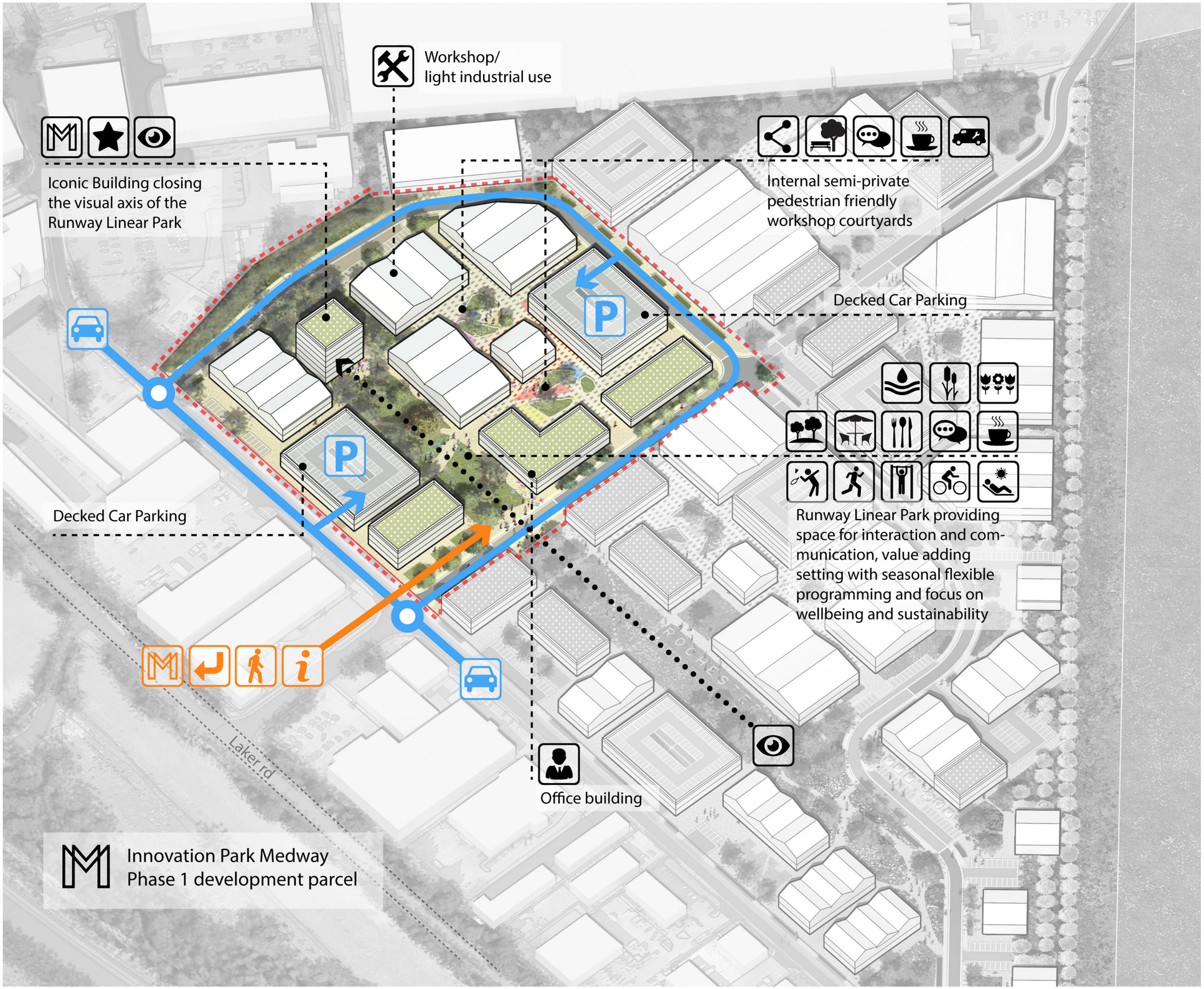
The 1st Phase Northern Gateway
Early impact

1st Phase Location Plan



1. Existing view into Phase 1 gateway

*Artists impression of potential character subject to detailed design with funding of works to be explored in the future


Workshop/
light industrial use
Iconic Building closing
the visual axis of the
Runway Linear Park
Internal semi-private
pedestrian friendly
workshop courtyards
Decked Car Parking
Decked Car Parking
Runway Linear Park providing
space for interaction and com-
munication, value adding
setting with seasonal flexible
programming and focus on
wellbeing and sustainability
Office building
Laker rd
Innovation Park Medway
Phase 1 development parcel

1st Phase Northern Gateway

*Artists impression of potential character subject to detailed design with funding of works to be explored in the future

"

The first phase of development at Innovation Park Medway provides a home for pioneer, early occupiers. This gateway opens up access and transforms perceptions, placing IPM on the map for investors.

The gateway presents a high quality public realm and sense of enclosure that celebrates a sense of arrival and sets the tone for a place of distinction.

"

The Runway Park

*Artists impression of potential character subject to detailed design with funding of works to be explored in the future

The *Runway Park* will become the signature open space that becomes a mark of distinction for IPM. Acting as a 'social track', this bold landscape element will provide a flexible space and a home for the range of activities that will attract and retain talent.

The *Runway Park* will quickly establish itself as the forum for collaboration, bring businesses and individuals together in the public realm to foster a innovative spirit.

The Runway Edge

Artists impression of potential character subject to detailed design with funding of works to be explored in the future

The *Runway Edge* provides a unique offer for start up organisations within a supportive network of like minded businesses embracing the ethos of enterprise.

Located at the southern end of the *Runway Park*, the development plots are nestled into a unique landscape backdrop, with pavilion typologies making a nod to the site heritage as 'hangars on the airport'.

At this key gateway, a generous plaza space provides the stage for lunchtime food trucks to draw employees in from the wider site and build lasting social networks.

7.0

PHASING AND DELIVERY

Phasing

A development of this scale will take time to construct; but delivering positive place-making outcomes on the ground too slowly will not help build the identity and environment required to attract market interest and create a place of distinction.

Our approach to phasing focuses on delivery of key infrastructure for Phase 1 and this includes putting in place the northern gateway and first portion of the linear Runway Park. This will build momentum for the identity of the place and, from the outset, start to address the challenges of creating a flourishing place with a strong community.

Potential phasing sequence

The masterplan proposes a very robust fundamental structure formed by the linear park and primary access corridor. The plots that hang off that remain very flexible and this also lends itself to a very agile phasing strategy that can naturally flow on from the first phase and be served off extensions to phase 1 infrastructure.

Each subsequent phase of development at IPM will not only continue to build a critical mass of accommodation and community but also focus on delivery of key pieces of public open space to complete the network envisaged to create a place of distinction that attracts and retains staff. A number of phases are subject to working in collaboration with third parties to bring these phases forward.

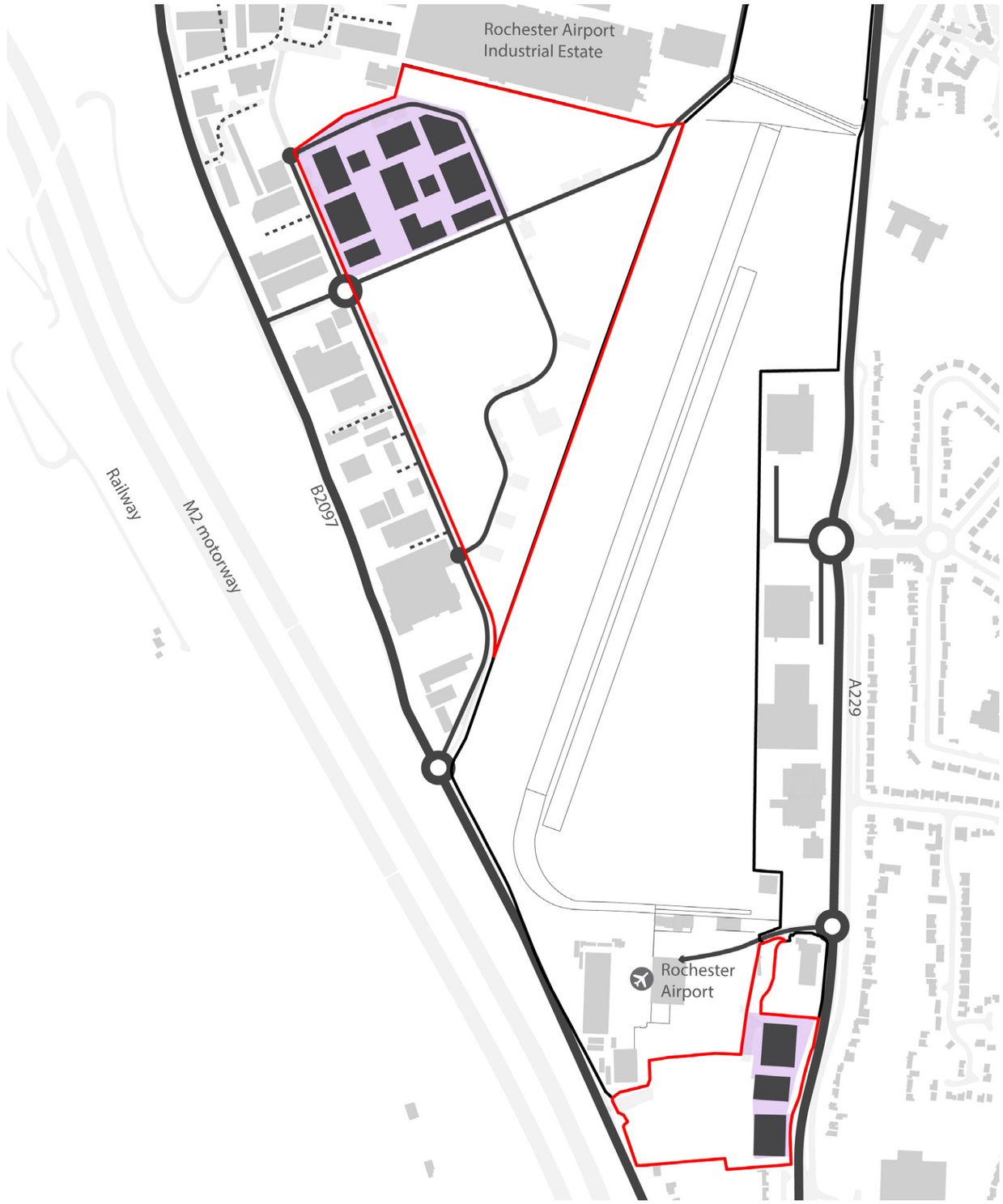
Phase 1:	B1 GEA (M2)	B2 GEA (M2)	Parking GEA (M2)	Total/Parcel GEA (M2)
N1	5,400	3,000	6,000	14,400
N2	3,400	10,396	8,000	21,796
S1	-	6,000	8,000	14,000
			Phase 1 total:	**50,196**

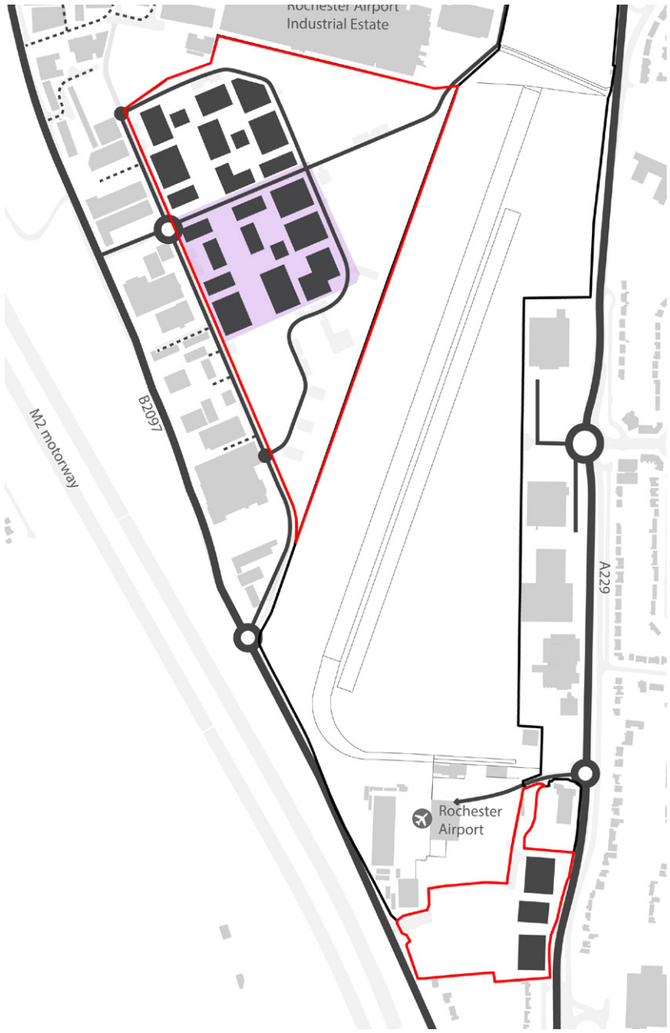
Phase 2:	B1 GEA (M2)	B2 GEA (M2)	Parking GEA (M2)	Total/Parcel GEA (M2)
N3.1 - N3.4	3,200	1,600	6,000	10,800
N4	3,600	14,200	10,000	27,800
			Phase 2 total:	**38,600**

Phase 3:	B1 GEA (M2)	B2 GEA (M2)	Parking GEA (M2)	Total/Parcel GEA (M2)
S2	2,000	8,600	-	10,600
N3.5-3.7	-	5,200	-	5,200
N5	900	5,100	-	6,000
			Phase 3 total:	**21,800**

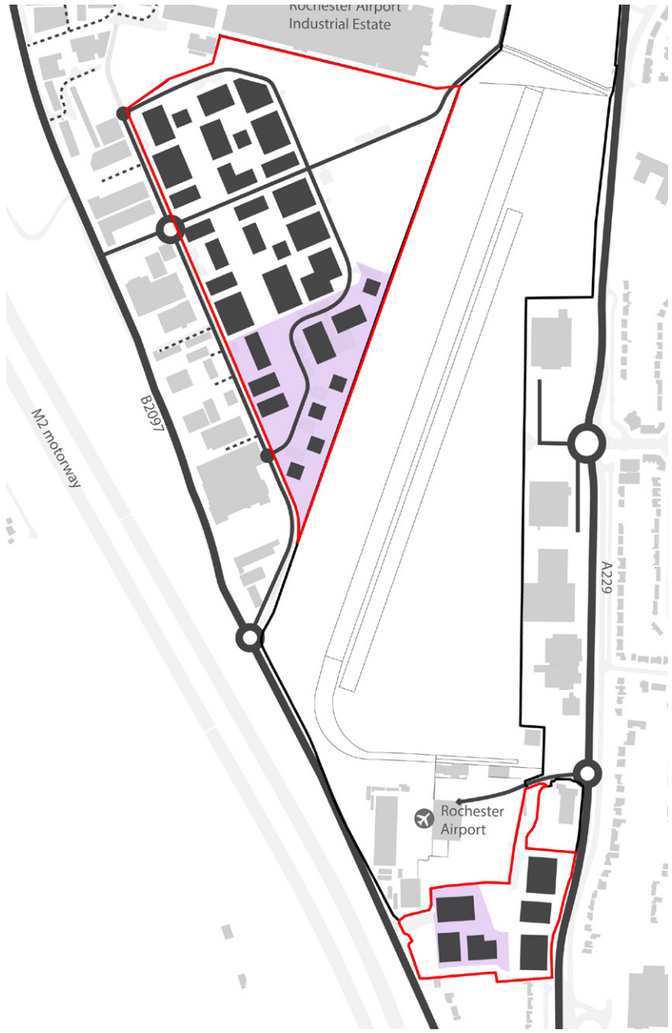
Phase 4:	B1 GEA (M2)	B2 GEA (M2)	Parking GEA (M2)	Total/Parcel GEA (M2)
N6	3,600	9,900	8,000	21,500
N7	1,600	12,952	8,000	22,552
			Phase 4 total:	**44,052**
			Total all:	154,648

Phase 1

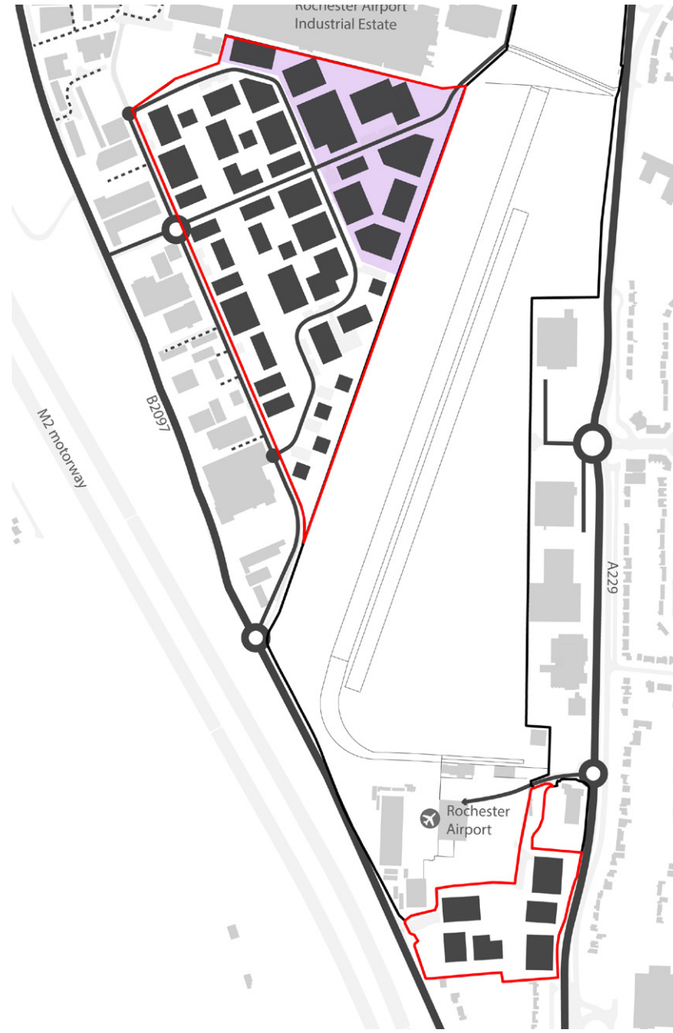




Potential Phase 2



Potential Phase 3



Potential Phase 4

8.0

MASTERPLAN PARAMETERS

MASTERPLAN PARAMETERS

The Masterplan Parameters

The illustrative masterplan explained in Section 6 sets out design principles for the strategic frameworks which have been used to determine the site capacity.

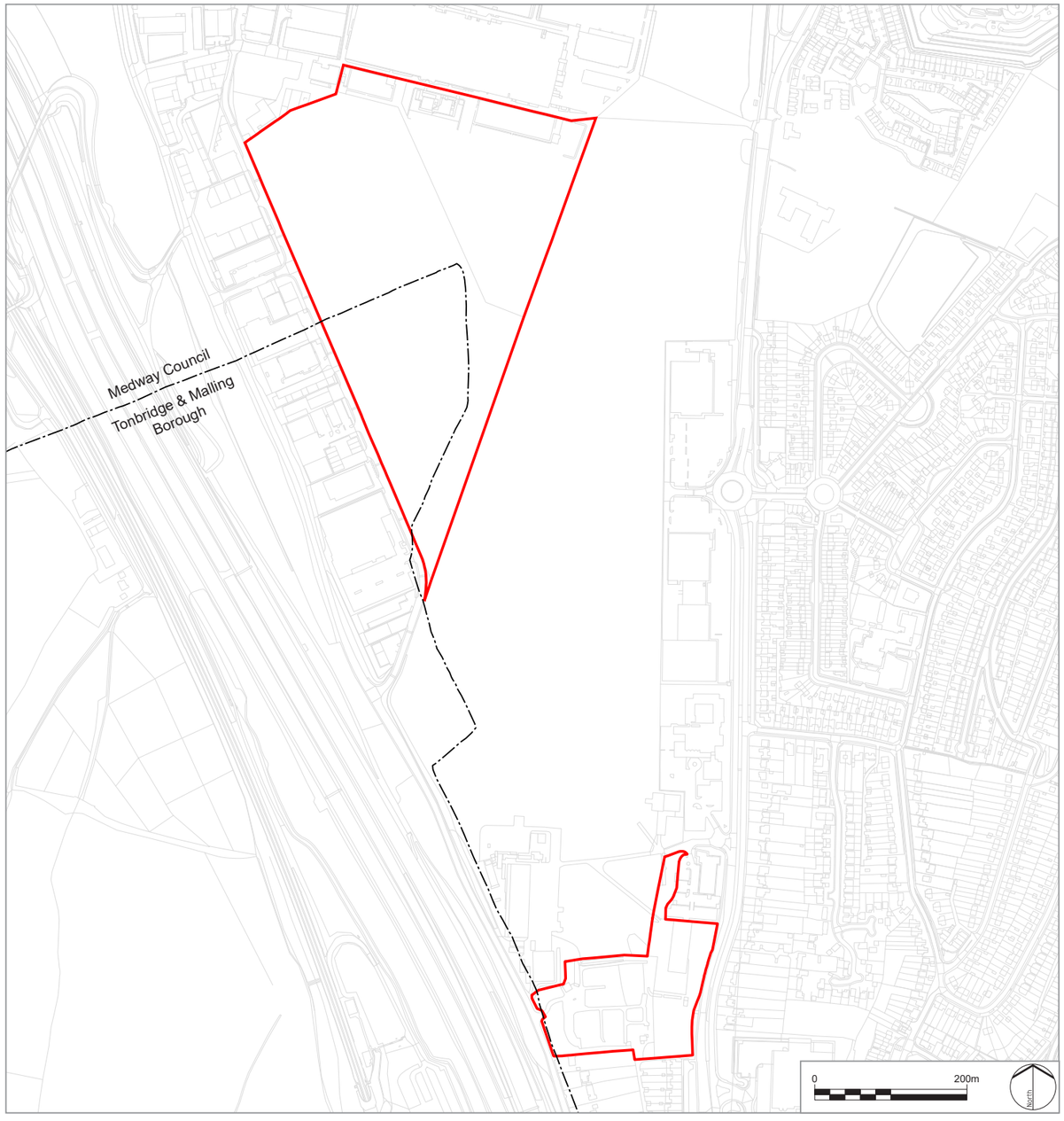
The LDO seeks to retain a degree of flexibility and therefore a set of flexible parameter plans are required to provide maximum allowances, against which the LDO is determined and the EIA is undertaken.

The following set of parameter plans set out the key layers that underpin the masterplan and the frameworks upon which the future Environmental Impact Assessment can be carried out.

The key parameters include:

- The site boundary
- Landscape parameters
- Access parameters
- Building height parameters

Parameter Plan
Site Boundary

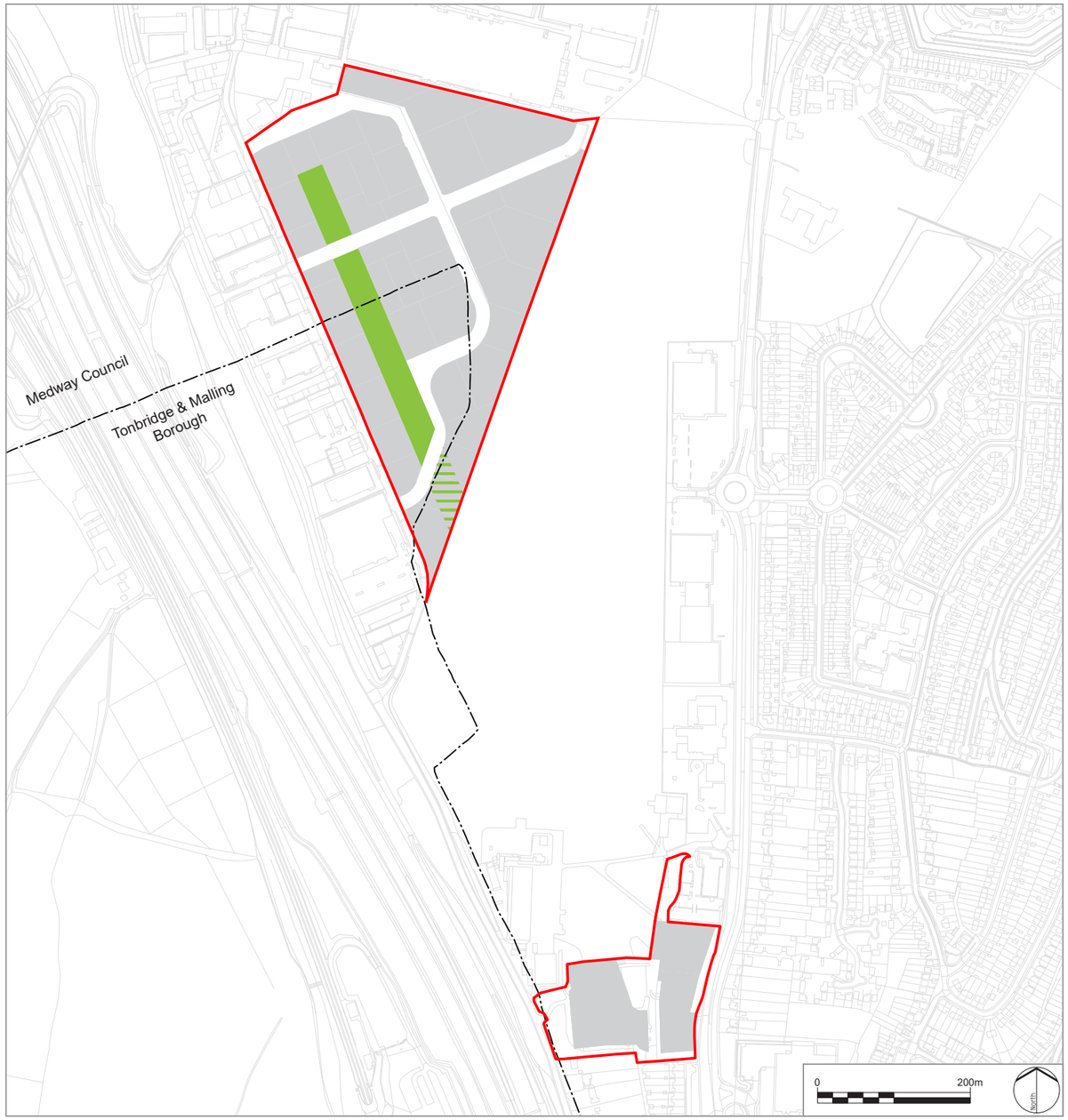


LEGEND

Site Boundary

Medway Council and Tonbridge & Malling Borough Council Boundary

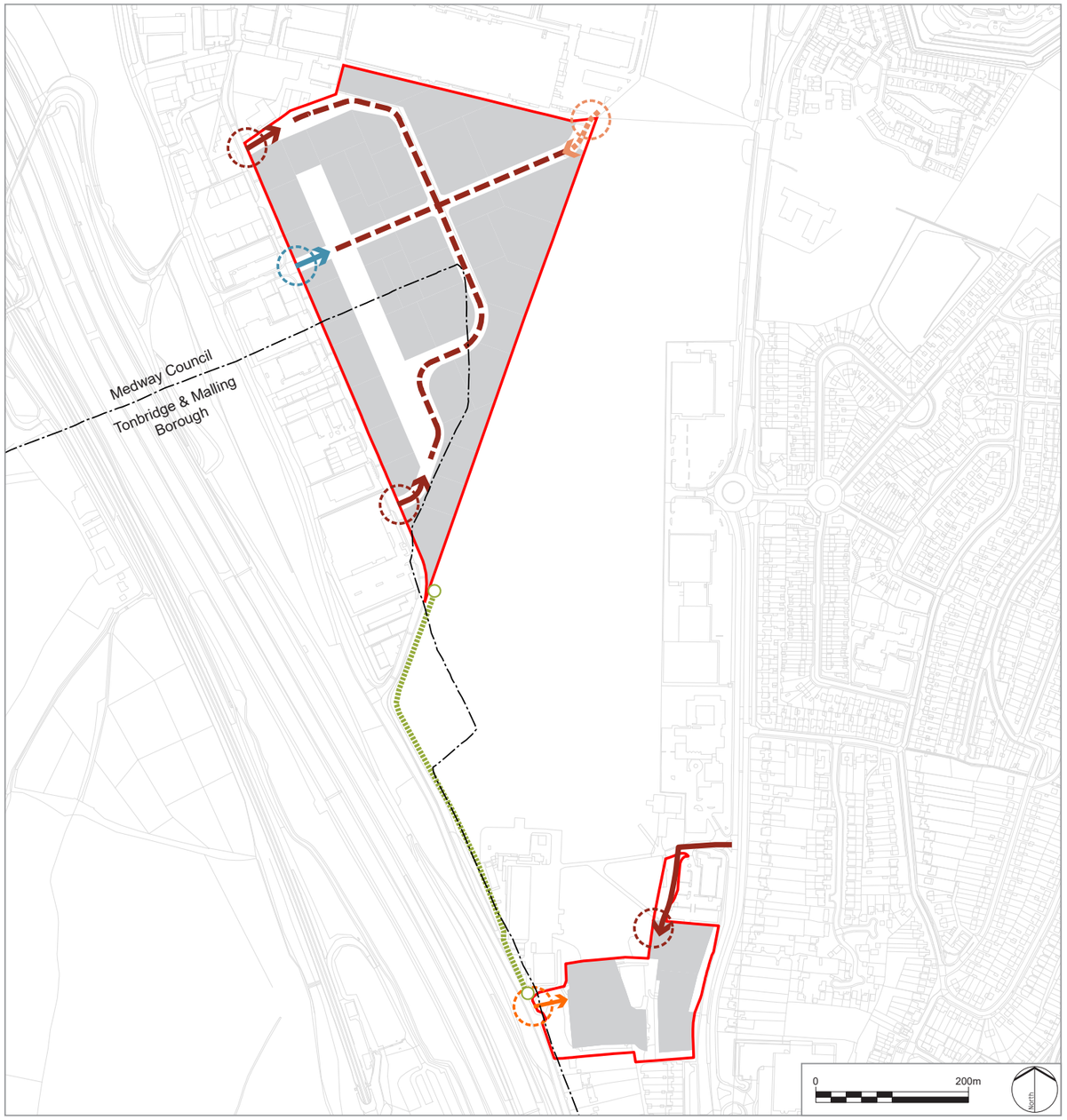
Parameter Plan
Landscape



LEGEND

- Site Boundary
- Medway Council and Tonbridge & Malling Borough Council Boundary
- Development Parcels (Including on plot landscape)
- Proposed Landscape
- Potential Landscape Extension

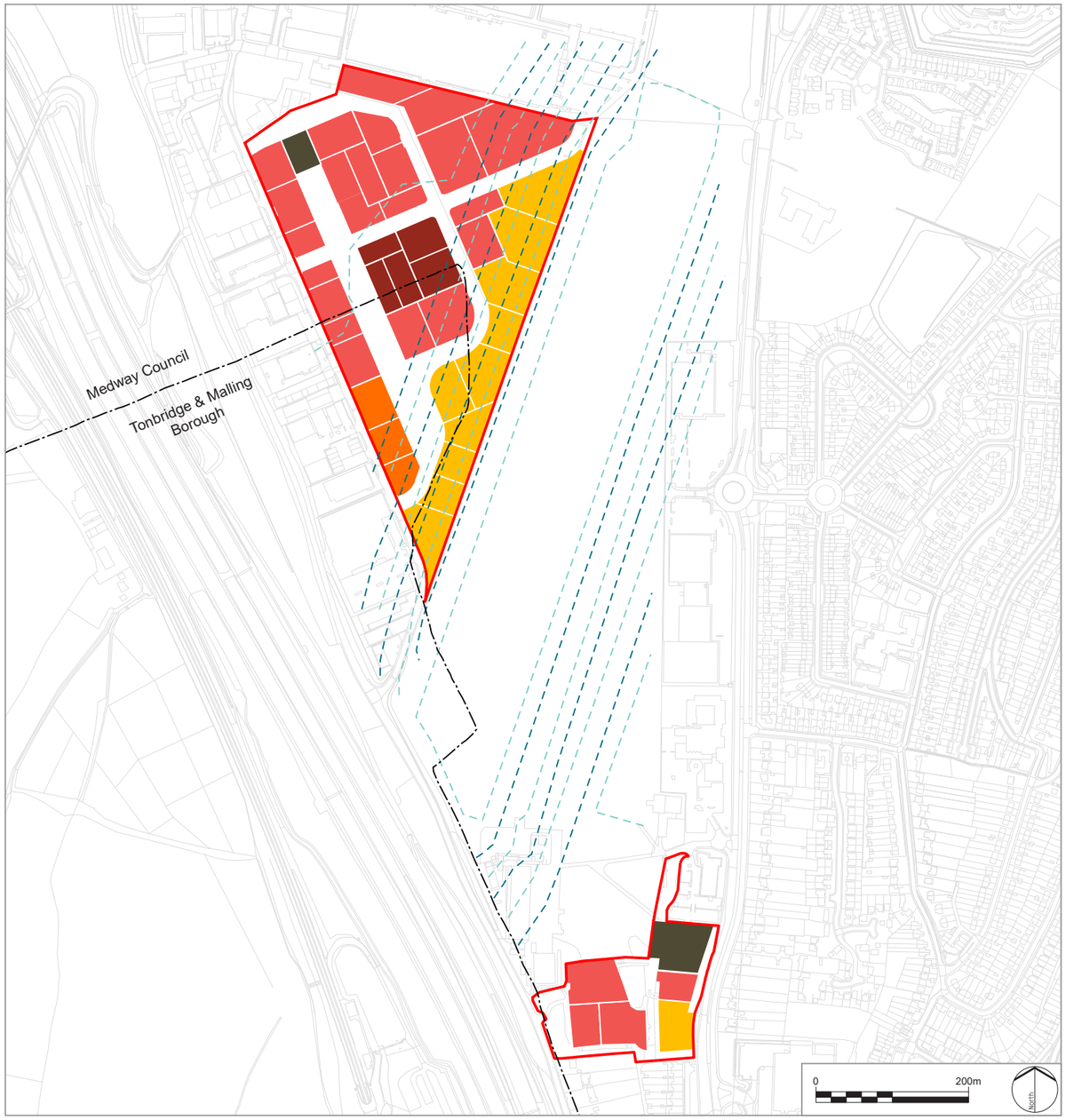
Parameter Plan
Access



LEGEND

- Site Boundary
- Medway Council and Tonbridge & Malling Borough Council Boundary
- Development Parcels
- Potential pedestrian link between sites within secured site boundary
- Primary Access Points
- Secondary Access Points
- Potential Long Term Access Points
- Indicative primary access route
- Bus priority access

Parameter Plan
Building Heights



LEGEND

- Site Boundary
- Medway Council and Tonbridge & Malling Borough Council Boundary
- Rochester Airport Height Restriction 10m Contour
- Rochester Airport Height Restriction 5m Contour
- Up to 6 storeys
- Up to 5 storeys
- Up to 4 storeys
- Up to 3 storeys
- Up to 2 storeys

APPENDIX

9.0

TECHNICAL SUMMARIES

The following studies have informed the masterplan and provide an evidence base that underpins the development proposals put forward within this document.

The studies are as follows:

Air Quality Assessment

Noise Survey

Archaeological & Heritage Impact Assessment

Contamination Survey

Ecological Impact Assessment

Flood Risk and Drainage Assessment

Landscape and Visual Impact Assessment

Innovation Environment Study

Transport Assessment

Travel Plan

Utilities Assessment

Air Quality Assessment

Summary:

A detailed Air Quality Assessment has been completed, using the Breeze Roads software and meteorological data, verifying the model results using local monitoring data, following the approach detailed below:

- Review of Air Quality Action Plans/Strategies for the area and review the local Air Quality Review and Assessment reports;
- Determination of existing background air pollutant concentrations for NO2 and PM10 for the area;
- Computation of air pollutant concentration predictions for NO2 and PM10 using the Breeze Roads software and the NOx to NO2 calculator at relevant receptor locations representative of the residential elements of the site and existing residential properties near the site;
- Verification of the air quality modelling against local measurement data, e.g. diffusion tubes and/or continuous monitors, in order to ensure accurate modelled results;
- Assessment of the results of the air quality modelling to establish the air quality constraints on and impacts of the proposed development;
- Comparison of the outcomes against the agreed assessment criteria against the relevant National Air Quality Objectives and the requirements of the Council's Air Quality Action Plan;
- Construction Dust Assessment
- Air Quality Damage mitigation assessment
- Determination of mitigation.

The results show that dust during construction can be adequately controlled using best practice techniques and as such dust impact will be negligible. There will be negligible to small increases in nitrogen dioxide and particulate levels at nearby receptors, but these will remain below air quality objective levels. The contribution for the scheme to traffic levels affecting the local Air Quality Management Area has been calculated as £1,544,660. This will be secured by conditions imposed on developers.

Noise Survey

Summary:

The site is surrounded by commercial premises which are not considered to be noise sensitive. The nearest dwellings to the proposed development have been identified, with the nearest dwelling approximately 15m to the south of the southern site.

Vibration levels are not anticipated to be significant at the site and there are currently no vibration-emitting sources proposed as part of the development, therefore we do not anticipate an operational or construction vibration assessment to be required.

A Noise Assessment has been completed in accordance with BS 5228 to inform the masterplan and the submission of the LDO. Noise levels during construction, occupation and operation of the scheme are not predicted to be significant. It is therefore not considered that any significant mitigation will be required that would adversely affect the current masterplan proposals.

Archaeological & Heritage Impact Assessment

Summary:

An Archaeological and Heritage Impact Assessment has been undertaken to inform the masterplanning process. It identifies all known heritage assets potentially affected by the proposed development, whilst also identifying the potential for currently unknown heritage assets.

Designated and non-designated heritage assets within 2km of the study area have been identified.

An overview of the historic environment covering prehistoric activity through to post-war development, an historic map regression exercise and an aerial photograph analysis have been undertaken. Previous desk-based and intrusive archaeological investigations undertaken within the site and study area have also been reviewed.

This baseline review has found that there is a low probability of archaeological remains pre-dating the airfield to survive within the site, although this is slightly higher in some parts of the site due to the proximity of a Roman road.

The review also found that below ground remains of WWII structures, some floor surfaces and foundations of a 1940's building and the airfield identifier circle and name from at least 1953 may be present within the site. If present, these would be impacted by the proposed development.

The heritage assessment has also found that development within the masterplanning site will result in visual changes to the setting of five designated heritage assets, including Fort Horsted Scheduled Monument. However these visual changes are not considered to result in any reduction in the contribution that the setting makes to the significance of these assets.

Contamination Survey

Summary:

A Geoenvironmental and Geotechnical Desk Study has been undertaken for the site in line with current best practice guidance.

The study has found that the site is underlain by superficial deposits of the Clay and Flints Formation, and bedrock geology of the Seaford Chalk Formation. The environmental sensitivity of the site is considered to be high with the underlying chalk formations designated as Principal Aquifers and the site located within a Source Protection Zones 2.

Based on the history of the area there is considered to be significant potential for contamination and other ground based risks to be present beneath some of the study area. Potential for contamination to be present beneath the site derived from historic industrial use places a high to very high risk to groundwater and surface water issues. Zetica bomb risk mapping indicates that the majority of the site is situated within a high risk area and available records state that the airport experienced a heavy bombing raid during World War Two.

Potential mitigation likely to be required / next steps:

Further physical investigations will be required at the appropriate stage to inform ground conditions, geotechnical hazards, contamination and potential pollutant linkages, including a detailed assessment of the potential risk associated with UXOs.

Ecological Impact Assessment

Summary:

An Ecological Impact Assessment has been undertaken to inform the masterplanning process. This includes a desktop review, in addition to a phase 1 habitat survey and a number of protected species surveys undertaken during 2018.

A number of statutory and non-statutory designated sites within 10km of the site boundary have been identified. These include a Site of Special Scientific Interest (SSSI), three Special Areas of Conservation and two Special Protection Areas. In addition, there are two Local Wildlife Sites within 2km of the site. A range of habitats are also present within the site, including semi-improved grassland and lowland broadleaved woodland.

Protected or notable species found during historical or current onsite surveys include bats, dormouse, breeding birds and common lizard. Further protected species surveys are programmed for Autumn 2018.

Overall, based on the nature and location of the proposed development, no adverse effects on statutory or non-statutory designated sites are anticipated. The proposed development would achieve a net gain in biodiversity, in line with guidelines set out in the National Planning Policy Framework. Although some semi-improved neutral grassland will be lost, this loss will be compensated through re-provision off-site.

Potential ecological mitigation/compensation measures likely to be required:

- Grassland – The grassland in Parcel 1 is cut once a year and supports a semi-improved community. Its loss will be compensated through either creation of new grassland off-site or contribution towards long-term management/enhancement of a local wildlife site.
- Woodland – The woodland is a Habitat of Principle Importance (HPI); Lowland Mixed Deciduous Woodland. The loss of a small number of trees will require compensation through new tree planting on site.
- Bats – Bats are present foraging in Parcel 4. Mitigation to avoid impacts to foraging bats will involve the implementation of an appropriate low level lighting scheme on site.
- Dormice – Dormice are present within woodland around Parcel 4. A Natural England licence will be required for vegetation clearance here, and mitigation will involve implementation of a low level lighting scheme (as above).
- Birds – Breeding farmland birds (skylark) are present in the grassland of Parcel 1 and nesting birds present within scrub and woodland. Mitigation will involve clearance of these habitats to be carried out outside of the bird nesting season (March to August).
- Reptiles – Common lizard are present in Parcel 1 grassland and scrub. Mitigation will involve the translocation of common lizard from the Site to a suitable area elsewhere within the airport site.
- An Ecological Management and Enhancement Plan (EMEP) will be produced to provide prescriptions for the above mitigation measures, particularly in regard to dormice, birds and reptiles.

Flood Risk and Drainage Assessment

Summary:

A Level 1 Flood Risk Screening Study has been undertaken for the site and has concluded that the site is located with Flood Zone 1.

The site is at low risk of flooding from fluvial (river) sources and mostly at low risk of surface water flooding. However, there is a medium risk of flooding from surface water along the northernmost boundary of the site. Site levels currently force the overland routing west to Laker Road and this overland route will be preserved, where possible, through the scheme design. There is also a high risk of surface water flooding in the centre of the existing airport site – however this is outside of the proposed development area.

Strategic Flood Risk Assessments (SFRA) do not identify any significant risks of groundwater flooding within the district. Therefore no measures will be necessary to mitigate this.

There are no existing watercourses present on site. The River Medway runs west-east approximately 2.5km to the north of the site. Currently, all surface water on the developed site drains via infiltration, while overland flow discharges to the west onto Laker Road. Other than the private airport network there are no surface water sewers on the existing site.

The site geology comprises primarily of superficial deposits of clay with flint, underlain by highly permeable Seaford Chalk strata. Any infiltration drainage would need to be located within this productive strata.

Drainage Strategy:

A historic drainage strategy, compiled in 2014, derived an infiltration rate of 19.8m/hr (5.5x10-3m/sec) from a back-analysis of the existing drainage. The exact infiltration rate would need to be determined on site via site specific soakaway testing, however, this indicative rate would suggest soakaways are an extremely viable option.

A strategic surface water drainage solution has been prepared for the proposed development based upon a range of infiltration techniques that can be employed across the development. Surface water flood routing for the proposed development will also route flood water in the extreme events away from building footprints into areas of containment, such as swales and open storage structures along the landscaped green corridor.

Landscape and Visual Impact Assessment

Summary:

A full Landscape and Visual Impact Assessment (LVIA) has been prepared to inform the masterplan.

The LVIA includes a review of relevant landscape policies and designations, published landscape character assessments, and fieldwork to assess the existing landscape and visual characteristics of the site and its context.

The site lies within an "Urban and Industrial" area and is located approximately 100m from The Kent Downs Area of Outstanding Natural Beauty (AONB).

The study was informed by a zone of theoretical visibility (ZTV) study which identified the maximum theoretical visibility (allowing for topography, major areas of woodland and settlements) of the proposed development and enabled targeted fieldwork to identify the actual visibility of the development proposals.

The assessment identified that there were no significant effects on the surrounding landscape and townscape arising from the proposed development. Intervening woodland and terrain reduces visibility of the development proposals, and where the development proposals can be seen, they would be viewed in the context of existing buildings in the industrial and employment areas surrounding the site, including the BAE Systems buildings (the highest of which is 23m above ground level) and which exert a strong influence on the surrounding environment.

Market Testing

Summary:

The 'Innovation Park Medway Development options study' (Final Report by Lichfields for Medway Council, 30 July 2018) suggests that there is a clear demand across sectors.

A soft market testing exercise is underway which will be gathering feedback via telemarketing from high value technology, engineering, manufacturing and knowledge-intensive businesses as to their interest in the proposed development at IPM, the quantum of space they would be interested in occupying and the type of space they are interested in.

Feedback will also be collected in terms of why companies aren't interested in occupying space at IPM to inform the masterplan and the B1/B2 split. Findings are expected to provide greater clarity into the proposed split of the masterplan and this involves speaking to as many potentially interested occupiers matching the aforementioned description and compiling all of this evidence.

Innovation Environment Study

Summary:

The success of IPM will be dependent on the development of the right ecosystem for investment. The case study analysis and innovation literature suggests that it will be important for the design solution to offer affordable, flexible work spaces that allow businesses to grow and scale up over time.

Opportunities for collaboration, both within buildings and with external partners such as universities, are essential. When attracting higher value innovation and service based activities, social spaces and the quality of both workplace and public spaces is critical to developing a strong site brand and positioning in a highly competitive national and regional investment landscape.

The case studies used for the benchmarking exercise suggest that one of the key success factors is the mix of commercial office and R&D (B1) uses alongside B2 industrial activities. This mix, alongside a flexible mix of plot sizes, is critical to creating an ecosystem for innovation where:

* Firms can grow and develop; and

* Innovations (the ideas that actually create value) can transfer from the R&D and theoretical space (B1) to the operational space (B2).

IPM has the opportunity to propose a mix of B1 and B2 space to capture as much of the innovation value chain as possible. This approach is quite innovative in itself, as the traditional model would be to focus on just one part of the value chain (e.g. lab-based R&D, or professional services, or industrial assembly activities). By adopting this approach it makes it more likely that IPM can help the region improve on it's complexity scored for example.

The 'Innovation Park Medway Development options study' (Final Report by Lichfields for Medway Council, 30 July 2018) suggests that there is a clear demand across sectors, so the mix of use is also more likely to be able to achieve both short-term return on investment requirements and longer-term economic ambitions for the region.

The success of IPM also requires clear positioning, dynamic workplaces and links to local universities. To provide the right ecosystem for investment, the benchmarking exercise found that some or all of the following should be in place.

* A clear site brand and positioning within national and regional offering defines a clear business focus to investors and businesses;

* Affordable, flexible work spaces (typically co-working) are important for early stage companies; scale-up spaces then provide the ability for these start-ups to grow; proximity to technology-focused universities promotes research and innovation;

* Access to informal meeting places (coffee shop, drop-in space) and city centres encourage the exchange of ideas and solving problems across disciplines; and

* Easy access to trains to major cities and international airports attracts businesses and skilled people.

To create an enabling environment for innovation, we recommend to focus on encouraging collaboration, fostering face to face communication and accommodating technology.

Transport Assessment

Summary:

The Transport Assessment has analysed traffic data to assess the existing conditions of the site and surrounding area including a review of the local road network, local public transport services, walking and cycling accessibility and analysis of the collision data.

The anticipated trip generation of the proposed development has been predicted, which confirms that the development will fall within that previously assessed and accounted for within the wider area network models.

The Assessment has also considered outputs from the Strategic Transport Model produced by Fore Consulting. This confirms that the network is already operating close to capacity, and that whilst the IPM will contribute to this, the contribution will be negligible in the wider context, and can be ameliorated by the provision of junction improvements in the area as part of strategic measures coming forward in consultation with Medway, Kent County Council, and Highways England.

Travel Plan

Summary:

The Travel Plan is a framework document promoting a range of potential measures with the overall objective of reducing the number of single occupancy vehicle journeys to and from the site.

The main reason for implementing the Travel Plan are:

- Reduce the impact of travel to and from the site;
- Social responsibility;
- Reducing the carbon footprint of the development;
- Improving the health and well-being of people using the site; and
- To promote and encourage the use of sustainable modes of travel.

The document provides an overview of the existing transport infrastructure and sets out measures that will be introduced in order to meet the Travel plan objectives. The Travel Plan will be secured through agreement.

Utilities Assessment

Summary:

Based upon the anticipated end use for the development, enquiries have been made of all the principal utility providers for the area.

Southern Water have confirmed that they have no strategic infrastructure requiring diversion. They have confirmed that potable water supply and foul water disposal can be facilitated from their current infrastructure. Network reinforcement, should this be identified, will be undertaken by Southern Water under their new infrastructure pricing mechanism.

Southern Gas Networks have confirmed that they have a strategic main that will require diversion prior to the development. They have confirmed that new gas mains services can be provided from their existing infrastructure. There is a low-medium risk that some off site reinforcement will be required to service the development loads.

UKPN have confirmed that they have existing strategic mains electrical services that will require diversion prior to development. They have confirmed that new electric mains services can be provided from their existing 33/11Kv switching station (Chatham West), located approximately 3km from the site.

British Telecom have confirmed that they have no strategic infrastructure requiring diversion. They have confirmed that new mains services can be provided from their Bluebell Hill exchange and that the exchange and the local cabinet (No 43) is Fibre enabled with FTTC (Fibre To The Curb) and thus high speed broadband is available.

Potential mitigation likely to be required / next steps:

Budget estimates for infrastructure costs for the proposed development currently stand at circa £2,500,000, including all diversions and new supplies. A 10% contingency should also be added for potential reinforcement of the gas network.

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