

# Medway Local Development Framework

Pre-Publication Draft Core Strategy



October 2010



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# 1. Introduction

- 1.1 This is the first draft of a new Core Strategy that will form the major part of what is called the Local Development Framework (LDF) for Medway.
- 1.2 It sets out how the Council sees Medway developing over the period up to 2028 and it will, when adopted, guide all major development decisions and investment plans.
- 1.3 It covers many issues but at its heart it is about fully realising Medway's enormous potential and completing the immense regeneration programme that started 10 years ago. Along with this it sets out how Chatham will develop into a centre of regional significance, how deprivation will be tackled and healthier, more sustainable neighbourhoods created and much else.
- 1.4 It is being issued as a consultation draft and we welcome views on its contents from all with an interest in Medway's future.

## The Development Plans System

- 1.5 The Planning and Compulsory Purchase Act, 2004 requires each local planning authority (or council) to prepare a Local Development Framework or LDF. This consists of a portfolio of documents rather than a single plan. This is intended to allow it to be kept up to date, as those parts of the plan requiring review or replacement can be changed without the necessity of reviewing the entire plan. The LDF consists of what are called development plan documents, which are subject to public examination by an independent inspector, and supplementary planning documents which are not subject to a formal examination.
- 1.6 The Core Strategy is the main document in this portfolio, setting out an overall vision and strategy for the area and addressing the strategic issues facing it. However it must also be in 'conformity' with national policies and a large amount of guidance issued by the Government and government agencies such as Natural England, the Environment Agency and the Highways Agency.

This is illustrated in the following diagram.

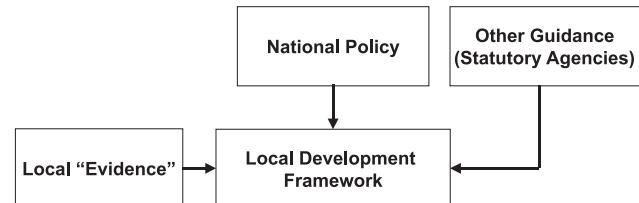


Figure 1 1 The Planning Cascade

## The Stage We Have Reached and How We Got There

- 1.7 In getting to this stage a great deal of work has already been completed. This has included carrying out a number of surveys, gathering information, preparing what is called an 'evidence base' and engaging with stakeholders and the wider public. A series of State of Medway reports were produced in 2008 to provide a baseline for subsequent work and, in 2009, an Issues and Options report was published.



1.8 The Council consulted on the Issues and Options Report during the late summer of 2009. Consideration of all the responses received and continuing evidence gathering has led to this draft Core Strategy on which views are now sought.

1.8 We will again very carefully consider all the responses we receive and then issue what is called the Publication Draft Core Strategy. There will then be a final opportunity for the public to comment on it before it is submitted for an Independent Examination. An Inspector appointed by the Secretary of State for Communities and Local Government will conduct this.

1.9 The various stages that we must go through and where we currently are in the process are illustrated in the following diagram

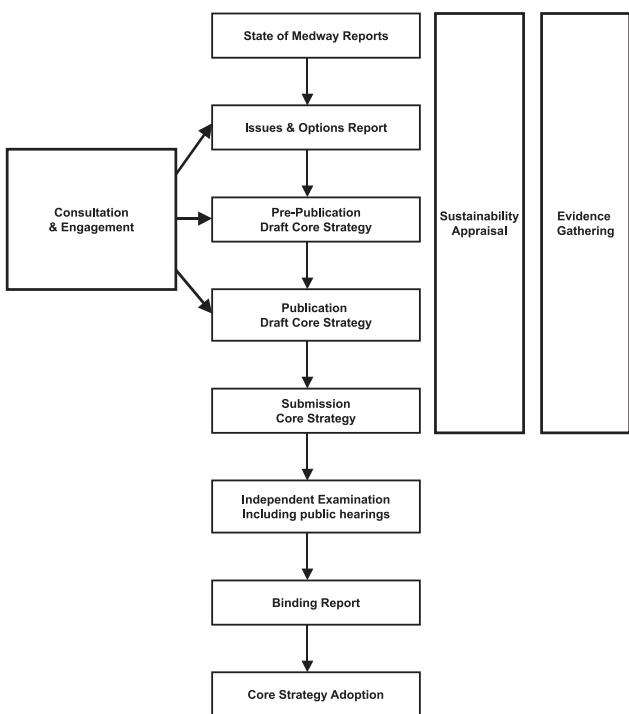


Figure 1 2 Core Strategy Stages

### How the Core Strategy Fits Into LDF

1.10 As indicated above the Core Strategy is one of a number of documents that will make up the complete Local Development Framework for Medway. This is illustrated in the diagram below.

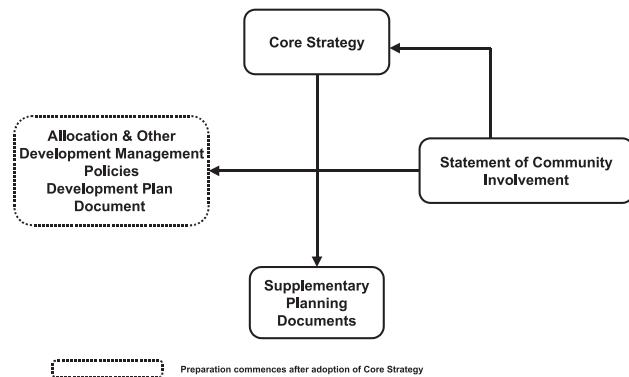


Figure 1 3 Medway Local Development Framework

1.11 Preparing this new plan for Medway is a considerable undertaking and we are grateful for the help we have received from many organisations and individuals. We hope all who are interested will respond to this document and continue to contribute to the development of the final plan.

1.12 The Core Strategy has been prepared at a particularly important time for Medway. It is a time of unprecedented opportunity that, if taken, will unlock Medway's potential. The challenge is to grasp and make the most of these opportunities, while making sure that Medway's renowned natural and historic qualities are nurtured and to help underpin social and economic progress. The current economic climate will undoubtedly make the job more difficult but the opportunities the area presents are becoming ever more widely recognised and there is a collective determination to achieve our full potential.

### Structure of the Core Strategy

1.13 The document falls into four distinct parts:

- A short analysis of the main issues we need to address and a specific vision and objectives to tackle these together with a 'Key Diagram'
- Policies covering a range of topics relevant across the area, including housing and the economy
- A chapter that sets out how these are to be applied at a more local level; and
- How the policies and proposals are to be implemented, monitored and reviewed.



## Sustainability Appraisal

1.14 In parallel with the Core Strategy a sustainability Appraisal (SA), has assessed the likely social, environmental and economic impacts of the strategy. The appraisal tests different approaches to see which might be best when considered against a whole range of sustainability objectives and it helps to choose the best way forward. The Council's approach to SA incorporates the requirements of the Strategic Environmental Assessment (SEA) Directive, which requires strategic environmental appraisal to be undertaken on all plans and programmes with significant impacts.

## Habitats Regulation Assessment/ Appropriate Assessment

1.16 The Core Strategy will also be subject to a Habitats Regulation Assessment (HRA), which will consider the potential effects on European and RAMSAR wildlife sites.

## Timetable for the Core Strategy

1.16 The expected timetable leading up to the adoption of the Core Strategy is set out in Table 1-1

Stage of Production	Dates
1 Pre-Publication Draft Core Strategy Consultation	November 2010
2 Draft Core Strategy Consultation	June 2011
3 Core Strategy Submission Preparation	December 2011
4 Core Strategy Submission	January 2012
5 Independent Examination	January 2012
6 Public Hearing	April 2012
7 Adoption	August 2012

Table 1-1 Core Strategy Timetable

## Statement of Community Involvement

1.17 The Statement of Community Involvement (Dec 2006) is part of the Medway Local Development Framework. It sets out how the Council will involve the community in the preparation of local development documents. This draft Core Strategy has been prepared in accordance with that Statement.

## Diversity Impact Assessment

1.18 In order that everyone should benefit from the regeneration of Medway and to maintain community cohesion it is essential to ensure that all the proposals in this Core Strategy take account of the needs of all communities in Medway particularly the most disadvantaged including the disabled, vulnerable people, ethnic minority communities and carers. A Diversity Impact Assessment will be carried out to ensure that the final document complies with this principle. This will determine the impact on residents due to their racial group, gender, disability, sexual orientation, age and religion. The Diversity Impact Assessment will build on the work undertaken for the SEA/SA process and relate to a number of objectives already identified through the SA work.

## Consultation Responses

1.19 A statement is being produced setting out those bodies and persons invited to make representations at the various consultation stages, how they were engaged, a summary of the main issues raised and how these have been addressed in the preparation of the Core Strategy. This will be published alongside the Submission Core Strategy. A detailed schedule of all representations received to the Issues and Options report and the Council's response to them is also available.

## Plan Period

1.20 The period covered by a Core Strategy must be at least 15 years from the date it is adopted. This is likely to be in 2012.

1.21 Much of the evidence underpinning the Core Strategy is collected annually, beginning on 1 April each year and ending on 31 March. Much national and regional information also relates to 5 year periods: 2001, 2006, 2011, 2016 etc.

1.22 Detailed monitoring frequently uses a base date of 2006 and so the plan period chosen for the Core Strategy is 1 April 2006 to 31 March 2028. Going back to 2006 allows recent trends to be fully reflected and 2028 ensures that there will be the required 15 years left to run after adoption. 2028 also broadly corresponds to the anticipated end date for the Thames Gateway project, which is the single most important driver for change in Medway.

## Changing Circumstances and Requirements

1.23 The Core Strategy is being prepared at a time when there is some uncertainty over the future of the planning system. The Coalition Government has revoked Regional Spatial Strategies, the South East Plan in Medway's case, in July 2010 and further changes are expected under the 'localism' agenda.

1.24 Core strategies previously had to be in 'conformity' with the relevant Regional Spatial Strategy and their removal has, inevitably, caused some uncertainty. The Council is determined to proceed as quickly as is sensible in taking forward this Core Strategy but subsequent stages may alter if further changes occur in national policy.

## Flexibility and Viability

1.25 An important requirement for core strategies is that they are flexible enough to deal with changing circumstances while still providing a clear strategy to guide development. This is a particular challenge in the current economic climate. In some parts of the country housebuilding has reduced sharply and retail vacancies are increasing, along with unemployment. Medway is faring better than many areas but there is still much uncertainty over what can be delivered over the next few years.

1.26 Fortunately we have a healthy supply of identified development opportunities – housing, retail and employment – which should allow Medway to respond in these challenging times and this is a key feature of the proposals in this Core Strategy.

## Getting Involved

1.27 Representations are invited during a six week period from 1 November 2010 to 10 December 2010. Representations must be received by 5:00 PM on 10 December in order to be considered.

1.28 There are a number of ways in which you can give us your views, check progress on the preparation of the Core Strategy and view the various background documents.

- Telephone: 01634 331629 (Office hours are 9 a.m. – 5 p.m. Monday to Thursday and 9 a.m. – 4.30 p.m. Friday)
- Email: [ldf@medway.gov.uk](mailto:ldf@medway.gov.uk)
- Post: Development Plans and Research Team, Regeneration, Community and Culture, Medway Council, Gun Wharf, Dock Road, Chatham, Kent ME4 4TR
- Website: <http://www.medway.gov.uk/> ldf This is our front page and you will find numerous links to published documents, Limehouse etc.
- Limehouse: This is an online consultation system and we would strongly encourage you to "register" as a user. If you do you will receive email alerts when new consultations are underway, you can submit your views in a structured way and see our responses to all representations we receive. To register please go to: <http://medway-consult.limehouse.co.uk/>

## What Happens Next

1.29 On completion of the consultation period, the Council will consider all of the representations made and determine whether any are so significant as to warrant further changes to the Core Strategy. A 'Publication Draft' will then be issued, providing a final opportunity to comment before it is submitted for Public Examination.

# 2. Context and Issues

## Introduction

2.1 This chapter briefly lists the many studies that have informed the Core Strategy and describes the current state of Medway and the issues it faces. This includes what is sometimes referred to as a 'spatial portrait' of the area.

## Population Base

2.2 Based on Office of National Statistics (ONS) official projections and the level of house building proposed being achieved in this Core Strategy, it is anticipated that Medway's population will grow from 253,500 (in 2008) to 278,200 by 2028. However a number of factors, including a move from an historic net out migration trend to a modest net in migration situation, could result in an increase in this figure. This is likely to be the case if the graduate retention, economic and regeneration policies proposed are successful. A rounded figure of 280,000 has therefore been used to assess requirements arising from the scale of development proposed in the Core Strategy.

## State of Medway Reports (SOMs)

2.3 In order to inform the Core Strategy, the Council published a series of State of Medway reports. These set out the baseline from which the Core Strategy was developed. This information provides stakeholders with a common understanding of the context in which the local development framework is being prepared.

2.4 The State of Medway reports cover the following topics:

- Built Environment
- Chattenden (Lodge Hill)
- Climate Change, Renewables and Flooding
- Demography and Social Trends
- Economy and Employment (including Employment Land)
- Education and Skills



- Housing
- Infrastructure
- Minerals
- Natural Assets and Open Space
- Retail, Leisure and Culture
- Policy Framework
- Waste
- Water Supply

2.5 The reports can be viewed on the council's website at <http://www.medway.gov.uk/ldf>

## Evidence Base Studies

2.6 A wide range of key evidence studies has also been produced in order to inform the Core Strategy. The following list identifies some of the main ones:

- Strategic Land Availability Assessment (SLAA)
- Strategic Housing Market Assessment (SHMA)

- Infrastructure Plan
- Economic Development Strategy
- Employment Land Study
- SATURN Transport Model
- Strategic Flood Risk Assessment (SFRA)
- Strategic Urban Flood Defence Strategy
- Waste Capacity Study
- Minerals Capacity Study
- Retail Needs Study
- Green Grid Strategy
- Landscape Character Assessment and Eco-Systems Services
- Renewables Capacity Assessment
- Rural Housing Needs Assessment

2.7 The Local Strategic Partnership (LSP) has produced the Sustainable Community Strategy (SCS) alongside the core strategy. It is based upon a vast volume of information and input from key community stakeholders. The Medway Sustainable Community Strategy was prepared in the context of the South East Plan (prior to its revocation on 6 July 2010), the Regional Economic Strategy, the Thames Gateway Plan and the North Kent Multi Area Agreement.

2.8 The Regional Economic Strategy recognises Medway as a priority area for investment. The North Kent Multi Area Agreement 2009 is an agreement between Central Government and the 5 local authorities with responsibilities in North Kent (Kent County Council, Medway Council, Dartford Borough Council, Gravesham Borough Council and Swale Borough Council) covering economic development, enterprise, employment, skills, transport, housing and the environment. The Sustainable Community Strategy document highlights a variety of evidence and issues of particular importance to Medway as summarised below.

## Economic Profile

2.9 Medway has benefited and continues to benefit from considerable investment arising from its strategic location within the Thames Gateway. A major transformation has taken place around the former Pembroke naval buildings in Chatham creating the Medway Campus, home to

three universities and Mid Kent College. A new sustainable community has been created in the rest of Chatham Maritime where £400 million of public and private investment has created a showpiece living and working environment attracting large



corporate names. Recent infrastructure investment includes the Medway Tunnel and the High Speed Rail Link from the Channel Tunnel to London. This is resulting in a welcome diversification of the economic base towards creative industries, financial and business services, education and environmental and energy technologies, adding to Medway's long standing manufacturing strengths. Important energy and port facilities are located on the Hoo Peninsula. Good progress has been made in raising skill levels, which are growing significantly faster than the regional and national averages. The unique cluster of universities, the Mid Kent College and the University for the Creative Arts at Rochester have contributed greatly to this.

2.10 However, Medway remains a relatively low wage area with high numbers of people commuting out to work to work and skill shortages particularly at NVQ 3 and 4 levels. The business start up rate remains well below the regional and national rates though the evidence for this predates the establishment of the Medway Enterprise Hub and Innovation Centre. External transport links are excel-

lent and improving and the new dynamic bus facility together with investment in a quality public transport network will improve the bus services within Medway. However there are issues around bus services, public transport integration, accessibility, particularly on the Hoo Peninsula, and traffic congestion. Any deficiency in employment space of the right type and in the right place may constrain economic growth. Similarly the potential for further developing Medway as a tourism destination is limited by a lack of hotels, the need for a quality environment, connectivity, its image and its town centre offer, particularly in Chatham as the retail hub of Medway, though these issues are being tackled in the Medway Regeneration Plan and by developing Medway as a city break destination.

## Social Profile

2.11 The population of Medway is younger than the national average but it is ageing faster. The area has higher levels of deprivation than neighbouring local authorities in Kent and the South East. It is ranked as the 150th most deprived local authority out of 354 in England, though at ward level, it has some of the most affluent and some of the most deprived areas in the country.

2.12 The overall attainment of children and young people at school in Medway is better than similar local authorities in England and has improved consistently in recent years. However this conceals significant differences within Medway and underachievement at Key Stage 2. However these issues are being tackled through various measures including the Primary Strategy for Change, the development of academies and a focus on vulnerable groups of children.

2.13 The recent arrival of people from the EU accession countries although generally successfully integrated into the community has brought challenges of integration in particular areas of Medway and these are likely to continue as new developments attract more incomers to the area.

2.14 There is a thriving voluntary and community sector with over 580 organisations across Medway providing a range of services for local people including engaging with the most hard to reach communities.

## Environmental and Housing Profile

2.15 Medway has a diverse natural environment ranging from the marshlands and wetlands of the Hoo Peninsula to the downland in the south and west of the area, including eight nationally and internationally important designated nature conservation areas and three parks with Green Flag status. It also has a significant historic built environment with 26 Conservation Areas, over 600 Listed Buildings and 79 Scheduled Ancient Monuments. Much of this is little known outside the immediate area. Local environments are generally clean and well looked after though satisfaction levels do not always reflect this.

2.16 Medway has a strong cultural and heritage offer including, state of the art sports facilities now open at Medway Park, a potential World Heritage Site and recognition of the local arts and music scene through the Culture and Design Awards. Potential exists to strengthen this further and increase visitor numbers as well as local engagement as recognised in the Cultural Strategy.

2.17 Medway has a below average carbon footprint due to the relatively low jobs to workforce ratio in the area though there are still challenging targets to meet.

2.18 Progress against targets for new and affordable houses is good but affordability remains an issue. The quality of some private housing and the environment of some private and public housing areas is poor, particularly in some of the more deprived areas. As a result the Housing Partnership is embarking on a targeted partnership approach to improving housing in All Saints and Luton.

## Medway Now

2.19 In addition to this analysis individual neighbourhood area profiles have been produced in order to drill down below the Medway level. They assess the individual needs of each local area and highlight the key issues that they face. The profiles cover the following 21 local areas within Medway, and the relevant areas are shown in Figure 2-1:

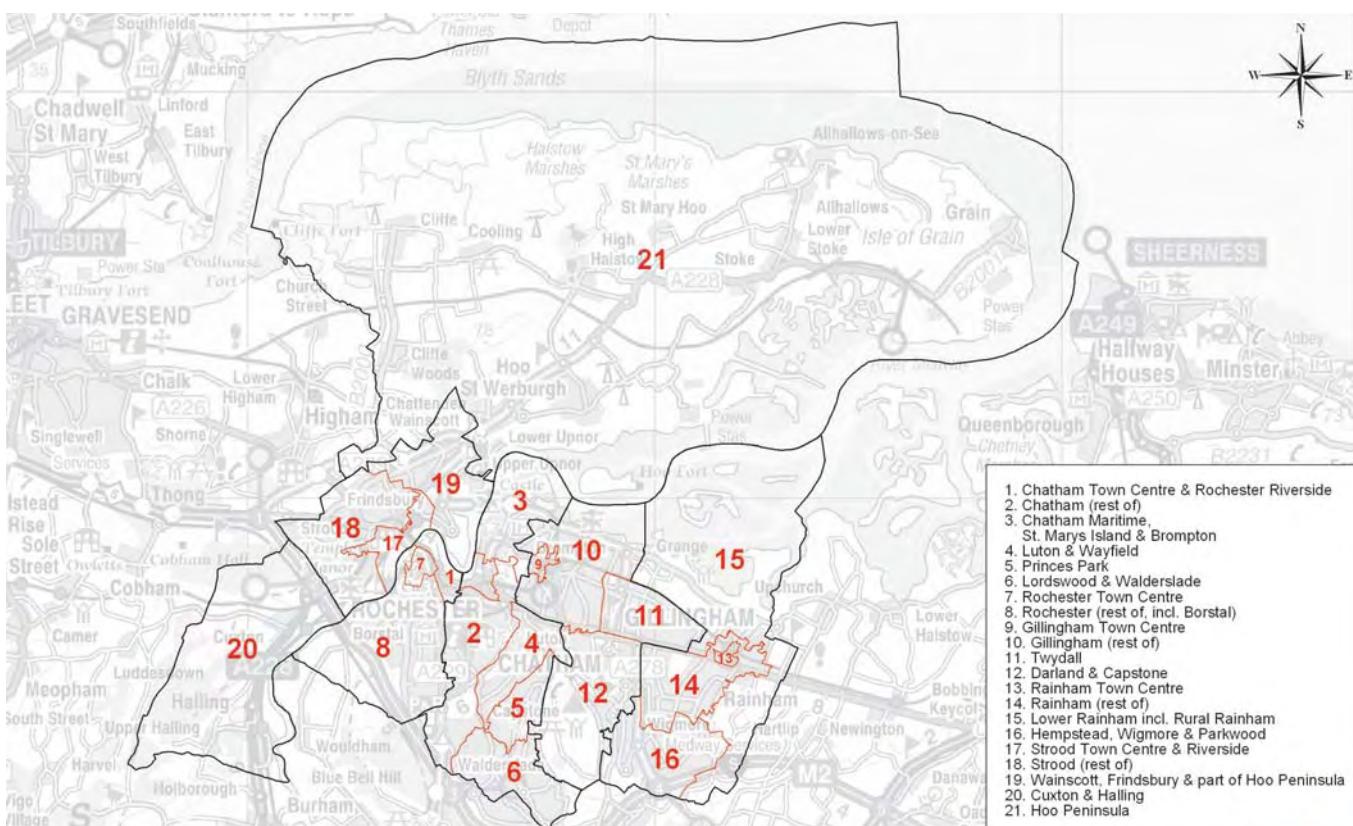
- Chatham town centre and Rochester
- Chatham (rest of)
- Rochester town centre

- Rochester (rest of, including Borstal)
- Chatham Maritime, St Mary's Island and Brompton
- Gillingham town centre
- Gillingham (rest of)
- Twydall
- Rainham town centre
- Rainham (rest of)
- Lower Rainham (including rural Rainham)
- Hempstead, Wigmore and Parkwood
- Darland and Capstone
- Princes Park
- Luton and Wayfield
- Lordswood and Walderslade
- Cuxton and Halling
- Strood town centre and Riverside
- Strood (rest of)
- Wainscott, Frindsbury and part of Peninsula
- Peninsula

## Summary Findings

2.20 The headline findings from this work are:

- Chatham is the least populated town centre, Gillingham is the most densely populated town centre area of Medway
- The main areas of population growth are in those parts that have seen the most significant residential development – St Mary's Island, Chatham town centre and Rochester Riverside and Wainscott and Frindsbury
- Areas with the youngest average resident age are concentrated in a fairly central grouping in Medway, around central parts of Chatham and Gillingham. 'Older populations' are nearer the periphery of Medway, with a particular concentration around Rainham and adjoining parts of Gillingham
- The 'least dependent' populations in Medway are concentrated in a 'central arc' running from Rochester town centre, through central Chatham, across to



### 'Area profile' areas and town boundaries

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Figure 2 1 Local Areas

include most of Gillingham. These areas have the highest proportional working-age population

- The areas which have seen the largest decrease in population dependency are on the whole within the central urban areas. Areas towards the periphery of Medway show the greatest increase in population dependency as a result of the ageing population.

2.21 The findings for more local areas are summarised below.

### Chatham

- 'Chatham Maritime, St Mary's Island and Brompton' and 'Chatham Town Centre have seen significant population growth since 2001
- 'Chatham Maritime, St Mary's Island and Brompton' has the youngest average resident age
- 'Chatham Town Centre and Rochester Riverside' has the highest proportional working - age population and the highest ratio of jobs to working-age residents
- 'Chatham Maritime, St Mary's Island and Brompton' has the second highest proportional working - age population and has the lowest elderly population dependency ratios
- 'Chatham town centre and Rochester' and 'Luton and Wayfield' have high 'out-of-work' benefit claimant rates
- Chatham (rest of) and Luton & Wayfield suffer significant deprivation

### Rochester

- Rochester Riverside has seen significant population growth since 2001
- 'Rochester town centre' has the oldest average resident age – it is one of only two areas that have seen a falling average resident age
- 'Worklessness' as measured by claims for Incapacity Benefit is high in 'Rochester town centre'

### Gillingham

- Tyndall is amongst those areas with the largest decreases in population since 2001

- Gillingham town centre has seen the largest decrease in average resident age- it is one of only two areas that have seen a falling average resident age
- Gillingham town centre saw the largest decrease in population dependency with a declining elderly population and an expanding working-age population
- Twydall has the most 'dependent' population, having the lowest proportional working-age population of all areas in Medway
- 'Gillingham (rest of)' has the highest proportion of employment in service related jobs
- Gillingham town centre has the highest 'out-of-work' benefit claimant rates
- A relatively high number of benefit claims made by disabled residents in Medway are made in 'Gillingham (rest of)'
- Lone-parents account for a high proportion of all benefit claims in Gillingham town centre
- Much of Gillingham suffers significant deprivation, one-in-four working-age residents in Gillingham town centre claim an out-of-work benefit

### Rainham

- 'Hempstead, Wigmore and Parkwood' and 'Rainham rest of' are amongst those areas showing the largest decreases in population since 2001
- 'Rainham rest of' has the second oldest average resident age having the highest proportion of residents aged over retirement age
- 'Hempstead, Wigmore and Parkwood' has seen the largest resident age increase since 2001
- Lower Rainham has the fewest jobs per working-age resident
- Hempstead, Wigmore and Parkwood has seen the largest increase in population dependency of all areas in Medway
- A high proportion of benefit claims in Lower Rainham are by disabled claimants
- Lower Rainham has a relatively high proportion of benefit claims by carers

## Strood

- 'Strood town centre and Riverside', is amongst those areas showing the largest decreases in population since 2001
- 'Wainscott, Frindsbury and part of Peninsula' has the smallest proportional working-age population
- A high proportion of benefit claims in Wainscott & Frindsbury are by disabled claimants and carers
- Worklessness as measured by claims for Incapacity Benefit is high in ' Strood town centre and riverside' and Wainscott & Frindsbury



- Many parts of Strood suffer significant deprivation

## Key Issues

2.22 Taking account of the above there are a variety of important issues affecting Medway and which need to be addressed. Many but not all of these are shared with the Sustainable Community Strategy.

### 2.23 Economy and Learning

- There is a need to create a Medway city centre and central business district in Chatham that maximises retail, employment, cultural and housing opportunities
- There should be a focus on sector development by strengthening inward investment, developing the creative

industries sector and exploring the potential for centres of excellence in environmental technology and construction

- Boosting cutting edge low-carbon environmental technologies and the development of growth sectors such as creative industries and spin offs, construction, advanced manufacturing, and sub-contractors and services
- Ensure the availability of employment space by reviewing mixed use allocations, investing in infrastructure and assessing the development potential of existing employment and key derelict sites
- Develop the Medway image around the growing Higher and Further Education and creative sectors, by promoting Medway as a venue for top sporting and cultural events, supporting the World Heritage bid, raising the profile of the River Medway and improving key gateways and town centres
- Develop an Enterprise Strategy covering all forms of enterprise including social enterprise
- Explore the transformational power of communications infrastructure (WiFi, fibre optics etc) in order to make Medway a "Smart" location for business
- Deliver the Primary Strategy for Change bringing in new investment in school buildings and creating 21st century learning environments
- Promote hotel development
- Protect the large areas of the Hoo Peninsula and other land to the north and east of the urban area, which are classified as Grade 1 Agricultural Land. As well as being a nationally important asset, this land is also of considerable importance to the Medway economy
- Address the disparities that exist within Medway, with pockets of considerable affluence and deprivation (often close by one another)
- Promote an environmental technologies cluster
- Maximize the benefits from the Universities at Medway by broadening

the range of opportunities available for local people, raising skill levels and bringing associated benefits to the economy (including knowledge clusters)

- Retain and grow existing businesses and attract new ones to increase economic activity. In particular, the number and quality of jobs in Medway needs to be increased
- Maximise business opportunities arising from the presence of around 10,000 students and staff at the universities
- Increase the amount of student and visitor accommodation available in Medway
- Work to retain the University for the Creative Arts with a growing presence in Medway.
- Promote workforce skills development, graduate retention and increases in Gross Value Added levels.

## 2.24 Transport

- Invest in public transport infrastructure including a new dynamic bus facility at Chatham, upgraded railway stations at Chatham, Gillingham, Rochester and Strood, strategic bus corridors and park and ride
- Ensure good public transport links to new developments and improved links to existing neighbourhoods



- Improve public transport links to the universities and college campuses
- Make highway improvements including the A228 to Grain and highway capacity improvements including at Strood centre
- Provide more opportunities for cycling and walking
- Investigate the potential of the River Medway for work and leisure travel and for further river crossings
- Provide better transport links and wider transport choices in Medway to support regeneration, increasing accessibility and connectivity, and reducing reliance on the car.

## 2.25 Climate Change

- Consider extreme weather events (flash flooding, storm surges) that have the potential to significantly affect the Medway area when coupled with sea level rise as there are significant low-lying areas in the Medway River valley, which are potentially at risk from flood events
- Reduce carbon emissions and improve air quality within the Medway area including domestic, business and transport emissions
- Reduce carbon emissions and improve energy efficiency of both new and existing housing by working with the community
- Increase use of sustainable energy and investigate use of decentralised heating schemes
- Raise awareness of and assist in reducing water wastage, encourage reduction in water consumption and encourage water recycling
- Realise opportunities to restore and recreate wildlife habitats in association with sustainable flood-risk management
- Address the impacts of coastal squeeze and loss of inter-tidal habitats
- Recognise that water supply in Medway is largely dependent on ground water abstraction as there are no large reservoirs or any significant abstraction from the River Medway within the Borough. Water resources face

increasing demand arising from existing and new development, exacerbated by changes to the climate and rainfall patterns

- Be aware that flood risk is a key environmental issue and therefore flood management issues need to be integrated into planning decisions. Whilst Medway has a significant proportion of previously developed land suitable for redevelopment within areas of higher flood risk it is not appropriate to prevent all new developments in the areas of flood risk as it may be needed to avoid social and economic stagnation or blight.

## 2.26 Green Infrastructure

- Develop the Green Grid through the implementation of identified priority strategic routes
- Strengthen the protection and conservation of open spaces
- Conserve and enhance the diversity and abundance of habitats and species
- Encourage community engagement in conserving and developing open space through, for example, the development of "friends" groups
- Apply Green Infrastructure planning in connecting people and places
- Continue to develop and ensure the sustainability of the Great Lines Heritage Park as the metropolitan park for Medway
- Ensure the adequate provision of green space in association with development.

## 2.27 Neighbourhoods

- Develop place based initiatives to improve health in neighbourhoods identified as having the worst health and lowest life expectancy
- Develop a waterfront arts complex in Chatham as part of a wider cultural area including the Brook and Central theatres
- Implement the Chatham Centre and Waterfront Development Framework
- Implement the Gillingham Town Centre Development Framework
- Implement road improvement and retail improvements in Strood

- Implement and ensure integration of Rochester Riverside with Rochester Centre
- Create and deliver a brand new settlement at Lodge Hill, Chattenden that has strong links to the wider Hoo Peninsula

## 2.28 Miscellaneous

- Develop a multicultural community centre at the historic dockyard
- Promote high quality design
- Implement the Public Realm Strategy
- Ensure that the nature conservation impacts of riverside development are taken into account
- Reduce pollution affecting the Medway Estuary and local wildlife habitats
- Be aware that as Medway has a younger age profile than Kent and the National average, over time the structure will get older, placing an added pressure on meeting its housing needs
- Recognise that the majority of sand and gravel reserves in Medway are found on the Hoo Peninsula but there are both economic and environmental constraints regarding their extraction
- Provide additional capacity in recycling, recovery and final disposal to meet the national waste strategy targets for municipal and commercial and industrial wastes and enable all waste streams to be 'pushed' up the waste hierarchy away from landfill
- Improve the overall image of Medway
- Deliver good quality housing in mixed use developments to contribute to sustainable regeneration
- Ensure that more executive housing is provided.

## 2.29 The main evidence used to identify these issues can be found in the following documents:

- Economic Development Strategy 2009-12
- Medway Regeneration Framework 2006-16
- Thames Gateway Core Vision 2009 and Delivery Plan
- Universities at Medway Annual report 2009

- Local Transport Plan 3
- North Kent Economic Development Plan
- North Kent Multi Area Agreement
- Social Regeneration Strategy
- Learning and Skills Plan 2006
- Growing Healthier - NHS Medway's Strategic Commissioning Plan 2008/9 to 2012/13
- Older Peoples Plan
- Children and Young People's Plan 2009-11
- Medway Health and Wellbeing Strategy
- Medway Wildlife, Countryside and Open Space Strategy 2008-16
- Medway's Community Safety Partnership Strategy 2008-11
- Green Grid Strategy
- Greening the Gateway Kent and Medway Green Clusters Studies for Hoo Peninsula and Bredhurst-Capstone
- Medway Housing Strategy 2008-11
- Cultural Strategy 2009-14
- Kent Downs AONB Management Plan.



# 3. Options and Alternatives

## Introduction

3.1 In developing the Core Strategy the Council is required to consider "reasonable alternatives" to the strategy being proposed. This aspect was considered in the Issues and Options report published in 2009 but this chapter considers responses received to that report and discusses certain other matters, which have been considered but discounted for the reasons given.

## Overall Level of Growth

3.2 PPS3 requires local planning authorities to determine the local level of housing provision, taking into account current and future levels of need and demand for housing and affordability levels. These should take into account Strategic Housing Market Assessments and the Government's latest published household projections. PPS3 does not require local authorities to identify a range of options for the level of housing provision.

3.3 When the South East Plan was being prepared Medway Council supported the proposed housing requirement for the area of an average of 815 dwellings per year for the 2006 to 2026 period. This was considered to represent a realistic balance between meeting local needs and contributing to growth in the Thames Gateway, a national priority area for both growth and regeneration.

3.4 This remains the case and it is intended that the 815 per year average be rolled on to the end date for the Core Strategy of 2028.

3.5 To put this in context, the previous Kent and Medway Structure Plan 2006, requirement of 766 for Medway was higher than the annual average number of 681 actually delivered over the previous 10 years. A higher option is therefore not required and unlikely to be deliverable. A lower option



would not meet the future levels of need and demand in Medway and not be compatible with the objectives for the Thames Gateway. Consequently, no alternative options have been pursued on the overall level of growth.

## Employment

3.6 It is important that adequate provision is made for new employment opportunities, both to match the growing population and to improve Medway's economic performance compared to other areas.

3.7 Given current economic uncertainties a job target range has been assessed, based on different demographic, economic activity and level of out commuting assumptions. The effect of these different assumptions on forecast job numbers is shown below.

Factor	Assumption	Effect on Job Requirement
Natural demographic change	Change in numbers of people of working age and increase in post retirement age workers	4,300
Improvement in Employment rate	Either an improved employment rate to SE level (high)	8,700
	Or an improved employment rate to National level (low)	900
Reduced out-commuting	Either a 25% reduction in net out commuting (high)	7,300
	Or 10% reduction in net out commuting (low)	2,900

Table 3 1 Employment Growth to 2028

3.8 This can then be assessed using different combinations of these factors – in effect alternative scenarios. The results of four of these are set out below.

Scenario	Job Requirement
Low employment, low commuting reduction (4,300+ 900+ 2,900)	8,200
Low employment, high commuting reduction (4,300+ 900+ 7,300)	12,500
High employment, low commuting reduction (4,300+ 8,700 +2,900)	15,900
High employment, high commuting reduction (4,300+ 8,700+ 7,300)	20,300

Table 3 2 Job Requirements to 2028

3.9 In settling on a specific jobs target, not only these but a range of other factors also need to be considered including the findings of the Medway Employment Land Review Consolidation Study, 2010. In paragraph 4.2.28, the Study recognised that in Medway, a key objective is to increase employment, reduce out-commuting and improve economic activity rates to levels closer to the South East average. The Study concluded that planning for lower economic growth would not deliver the strategic objectives, undermine sustainability objectives and ultimately would be self fulfilling by limiting supply and undermining potential economic growth. This is a proposed increase from 2008 basis line figure of 94,500.

3.10 Taking all of these into account the Council has decided to set an ambitious target of 21,500 additional jobs to be created by 2028 and ensure that there is sufficient capacity in terms of floorspace for this to occur. This will ensure that all likely future scenarios are covered and that economic activity is not artificially restricted.

3.11 As explained in Chapter 7 sufficient floorspace capacity has been identified to cater for the full range of possibilities. As such further alternatives have not been considered.

## Strategic Location of Development

3.12 In the Issues and Options report a range of strategic options for accommodating future housing and employment growth were presented and assessed.

3.13 These were:

- Option 1: New settlement at Lodge Hill, Chattenden
- Option 2: Expanded Hoo
- Option 3: Capstone Urban Extension
- Option 4: East of Rainham Urban Extension
- Option 5: North of Rainham Urban Extension

3.14 Each option was objectively evaluated using a template containing nine factors and also independently assessed through the Sustainability Appraisal process published at the same time.

3.15 Both the evaluation and the Sustainability Appraisal reached the same conclusion. That was that Option 1 Lodge Hill, Chattenden was assessed as having the least negative impacts. In addition, Option 1 had a much higher degree of conformity with the South East Plan and national policy than any of the other options. Consequently, Lodge Hill was the only option supported by the Council.

3.16 Following public consultation on the Issues and Options Report, a number of variations to these options were submitted to the Council. These were made on behalf of individual development companies, apparently with interests in the alternative locations proposed. These are summarised below, along with the Council's assessment of them.

- A reduction in the scale of development at Chattenden (Lodge Hill), as it is claimed it can only deliver 3000 dwellings during the plan period. The residual 2000 dwellings should be carried over to the next plan period. In addition, a reduced scale of development, equivalent to a mini extended Hoo should be assessed consisting of a further 1500 units in and around Hoo St. Werburgh, High Halstow and Cliffe Woods.

- Expansion of the village of Cliffe, either on its own or as part of a strategy to locate housing at key rural service centres in order to maintain rural services. This could possibly be a variation to option 2, the expanded Hoo village cluster.
- Lodge Hill is claimed as likely to be at the tail end of the plan period, so other sites should be allocated in order to spread the housing provision and meet the 5 year supply requirement. The BAe Sports and Social Club at Hoo St. Werburgh should be included.
- Woolley's Orchard, to the north of Rainham, should be considered as a location for a small scale urban extension. It is claimed that the Council only considered large scale options and not an option for a disaggregation of development across a number of smaller sites to minimise impact and maximise sustainability. The fact that North Rainham was ruled out as a large scale option should not mean that smaller, individual sites should be excluded. Site specific factors should be taken into account through the Strategic Land Availability Assessment (SLAA).

3.17 Even if Lodge Hill, Chattenden were to deliver only 3000 dwellings up to 2028 instead of the 5,000 estimated by the Council in the draft Strategic Land Availability Assessment (SLAA), the SLAA has identified a surplus of over 2,000 dwellings, which would compensate for the shortfall without the need to identify further land for housing development.

3.18 Cliffe is a remote settlement with no available previously developed land for development and with no obvious advantages over Lodge Hill. Sites put forward during the preparation of the SLAA are of insufficient scale for a major option and have been assessed through the SLAA process. The overall conclusion of the evaluation of the Expanded Hoo option was that there were a number of high negative impacts compared to Lodge Hill and with less opportunity to mitigate. Such an assessment would equally apply to an expanded Hoo option that included Cliffe.

3.19 The BAe Sports Club is simply an individual site of insufficient size to be dealt with as part of the options process.

3.20 Woolley's Orchard was assessed in the SLAA and rejected. The SLAA also demonstrates a distribution of hundreds of housing sites throughout the urban area, which negates the need for such an option on greenfield land outside the urban area.

3.21 Accordingly none of these options has been further considered.

### Options for Urban Medway

3.22 Just as Medway's overall strategy is long established, strategies for the main urban area are also well defined. Accordingly the Council considers that it would be unproductive to generate artificial options when, in most cases, established policies and supplementary planning documents are already being implemented as described below.

Chatham

Medway Local Plan, 2003, Policy S5,  
Medway's "City Centre"

Chatham Centre and Waterfront  
Development Framework, July 2004

Chatham Centre and Waterfront  
Development Brief, August 2008

Pentagon Development Brief, September  
2005.



3.23 These documents are being actively implemented but also have sufficient flexibility to allow some re-balancing of land uses in favour of office style accommodation if market demand indicated this was a viable option.

#### Rochester

*Medway Local Plan, 2003, Policy S12, Rochester Riverside Action Area*

*Rochester Riverside Development Brief, July 2004*

*Planning Permission MC2004/2030 for housing (2000 units), retail, business, live work units, hotel, community services, open space, and coach park was granted for development on Rochester Riverside on 8 June, 2006.*

*Corporation Street Development Framework, November 2008.*

3.24 In 1997, following the grant of outline planning permission for mixed use development; the former Rochester upon Medway Council initiated compulsory purchase proceedings to assemble the site known as Rochester Riverside for redevelopment. The Secretary of State confirmed the compulsory purchase order in 1998 and in December 2003, Medway Council and the South East England Development Agency (SEEDA), signed a collaboration and grant agreement to regenerate the site. In 2005, Medway Council successfully secured over £38 million of government funding and subsequently the site has been cleared, the land raised, a new flood defence wall constructed and a riverside walk laid out prior to redevelopment. The development strategy for this strategic location is therefore well established.

#### Strood

*Medway Local Plan, 2003, Policy S10, Strood Waterfront Action Area, Policy H1, sites ME254 and ME375.*

*Strood Riverside Development Brief, September 2006*

*Temple Waterfront Development Brief, October 2006*

*Strood Town Centre Masterplan, January 2010*



3.25 Land in Canal Road, Strood originally comprised a mixture of redundant industrial buildings, scrap yards, railway sidings and small-scale industrial and storage uses. It was first allocated for residential development in the Medway Towns Local Plan in 1992 and the area was extended in the Medway Local Plan in 2003. The site has been partially completed by the development of a housing scheme at the southern end of Canal Road at Kingswear Gardens. This included the removal of the scrap yards adjacent to the river, the construction of a new river flood defence wall and the laying out of a large play area and public open space. The Council was successful in securing the confirmation of a compulsory purchase order for the development of residential, cultural and leisure facilities in 1999. Funding amounting to £13.6 million was secured from the Government for the purchase of the land in 2005, in the expectation that the site would produce 550-600 homes and the land was vested in the Council in the same year. A development brief, which proposed the development of 556 units, was adopted in 2006. Given the progress that has been made in implementing the housing proposals on this site and the commitment enshrined in the CPO, no alternatives or options are considered appropriate.

3.26 Policy S10 of the Medway Local Plan proposed a mixed use development including residential, employment, community and other uses on the area known as Temple Waterfront. It also allowed for an alternative proposal for a new stadium for Gillingham Football Club. At the time that the plan was being prepared, the feasibility of both options was being investigated. Medway Council was one of a number of landowners of the site. Because of the uncertainty of securing agreement with all the landowners, and of the viability and feasibility of the stadium proposals, the Council decided to pursue the mixed use scheme. Subsequently, a planning application was submitted for 620 dwellings, up to 10,300 sq m of employment B1 floorspace, up to 1,800 sq m of retail floorspace, 200sq m of community facilities and open space improvements, which was approved subject to a section 106 agreement. Again no options or alternatives are therefore considered appropriate.

3.27 The masterplan for Central Strood has only recently been endorsed, with broad support for its proposals.

#### Gillingham

*Gillingham Town Centre Development Framework, July 2007.*

3.28 Given the tight geography of Gillingham town centre there are few strategic alternatives that would not involve a wholesale reconfiguration of the centre. Some funding has already been obtained on the basis of the proposals in the 2007 framework so, again, it is not considered that there are reasonable alternatives to it.

#### Hierarchy of Centres

3.29 Some consideration was given to whether the established hierarchy of town centres should be re-evaluated. However, as Chatham is already clearly the dominant centre in Medway and its role as a major sub-regional hub is recognised in the Sustainable Community Strategy, the Waterfront Regeneration Strategy and the Nathaniel Lichfield Medway Retail Needs Study, 2009, little benefit is seen in exploring alternatives.

#### Employment Land

3.30 Some consideration was given to two alternatives as described below but discounted for the reasons given.

3.31 The Economic Development Strategy adopted by the Council in December 2009 considered the employment land at the Isle of Grain to be remote from centres of population and unattractive to some employers. It considered that the availability of large amounts of employment land at the Isle of Grain and to a lesser extent at Kingsnorth, could serve to distort the market. They were not considered to be locations that may attract employers looking for a high quality operating environment. As such, the strategy recommended that the amount of land at these two sites, or at least the Isle of Grain, ought to be excluded from any calculations of forecast take up of employment land as they are irrelevant to most employment uses.

3.32 However, since the strategy was prepared a planning permission for 464,930 sq m of employment floorspace has been granted at Grain and considerable market interest generated as a result. Advance infrastructure is also being installed at Kingsnorth, which also benefits from a recent planning permission.

3.33 Even if Grain was discounted from the total of 838,487 sq m of existing B1, B2 and B8 employment land identified in the Economic Development chapter of this document, this would still leave 373,557 sq m of available capacity. This still represents a surplus of 24,594 sq m over the maximum forecast requirement of 348,963 sq m identified as being needed.

3.34 If Kingsnorth were to be discounted as well as the Isle of Grain, 202,733 would need to be deducted from the remaining 373,557 sq m to leave 170,824 sq m of available capacity. This would represent a deficit of 178,139 sq m. However, as the Lodge Hill development gets underway, a larger local workforce will emerge to support employment at both Kingsnorth and Grain. Consequently, no case has been found to discount these locations despite this being proposed in the Economic Development Strategy, 2009.

## Existing Employment Sites

3.35 The Economic Development Strategy also put forward three options to increase the availability of employment space. These were:

- Rebalancing the existing residential and employment designations on mixed use sites
- More intensive use of existing employment sites; and
- Designation of additional (high quality) employment sites.

3.36 As explained in the section on town centres above, the Council intends to pursue the proposals in its supplementary planning documents and consequently no formal rebalancing of existing designations to reduce residential development and increase employment development, has taken place. However this can be readily achieved if an increased emphasis on employment uses can be proved to be viable and necessary.

3.37 An assessment of the established employment areas indicates some potential to increase the amount of floorspace available. However, at this stage no contribution from this source has been assumed, pending more detailed work and given uncertainties over future market conditions. The new designation options are discussed below.

## Potential Designations

### Rochester Airfield

3.38 Rochester Airfield comprises an operational general aviation airport, an adjoining large site occupied by BAe Systems and other parcels of adjoining land, including a caravan park. BAe Systems are currently working closely with the Council in preparing a development brief and masterplan that would retain a general aviation facility and promote a technology and knowledge based hub around it.

3.39 Pending the completion of this work preliminary assumptions have been made as to the amount of new employment floorspace that might come forward and this is covered in the Economic Development chapter.

### Lodge Hill

3.40 The Economic Development Strategy recommended that consideration be given to the potential employment contribution of Lodge Hill. In 2006 the Kent and Medway Structure Plan stated that in Medway, at least 20 hectares (70,000 sq. m.) should be identified at Lodge Hill for a wide range of employment uses, including the knowledge and technology sectors as part of a mixed use development. It considered that providing new jobs would also help to meet Medway's strategic objective of reducing its dependency on commuting out of the area.

3.41 The Issues and Options Report asked whether the new settlement at Lodge Hill should be identified as an employment location meeting more than purely local needs. In response a number of representations were received which support the provision of employment to meet local needs only. One respondent considered that general employment and B1 uses would attract more local people than more specialist uses, which would attract workers from a wider area. Another one considered that a strategic employment site would compete with sites in the urban area, thus prejudicing long term economic regeneration objectives.

3.42 Continuing investigations have identified a range of opportunities to attract higher value activities to Lodge Hill, including spin off activities from Kingsnorth and Grain and satellite university research opportunities. Accordingly a balance of provision is proposed, broadly matching the floorspace to be provided with the size of the resident workforce.

### Capstone Valley

3.43 The Economic Development Strategy states that there is a clear choice between looking to develop Greenfield sites to the south of the borough and exploring the potential for further development at/ adjacent to Rochester Airport. The latter was considered to be a much more attractive option, being partly in Council ownership, well located and proven as a business location for high quality scientific, technology and knowledge based businesses.

3.44 In response to the “call for sites” in relation to the SLAA, two sites were put forward within the Capstone Valley to the south of the Hempstead shopping centre for employment. One of them, to the west of Chapel Lane, is safeguarded in the Medway Local Plan for playing field and associated uses. Furthermore, the sites fall within the wider strategic option for Capstone Valley, which has been rejected in favour of Lodge Hill. Consequently, the core strategy is not proposing employment development in the Capstone Valley.

#### Chatham Maritime Interface Land

3.45 In the Issues and Options Report the Interface Land, situated between the Chatham Historic Dockyard and Chatham Maritime, is identified as a regeneration site with a capacity of 500 dwellings. It goes on to explain that the University for the Creative Arts is looking to develop a major new campus. It states that losing the university to another area would be a major blow and that a potential site has been identified on the Interface Land.

3.46 In response to the SLAA “call for sites”, SEEDA and the Chatham Historic Dockyard Trust, considered the site to be suitable for a residential led mixed use scheme with retail, tourism and leisure uses and a capacity of 1,000 dwellings or an education development. The SLAA study also considered offices and workshops to be a suitable part of a mixed use scheme.

3.47 Given Medway’s policy of supporting university development, the Core Strategy is proposing to ensure that the Interface Land remains an option for the relocation of the University for the Creative Arts. Should the University campus be located elsewhere, the site can be brought forward for a mixed use development. Because no certainty can be given to the future delivery of housing on this site, no units will be assumed as contributing to the housing requirement up to 2028. The position will be reviewed once any decision has been made on the future location of the University for the Creative Arts.

#### Minerals

3.48 The Issues and Options report identified a potential regional requirement or target of between 410,000 tons and 1.37 million

tons of land won aggregates up to 2026. Two options were identified with reasonable potential for meeting this target. These were river terraces at Grain and Kingsnorth. The main advantages of the Grain deposits were that they were close to historical workings, processing plant could potentially be easily provided and the area was not covered by significant landscape or nature conservation designations. The main disadvantages were that remoteness from markets could make their exploitation unviable and the land take would be on grade 2 agricultural land.

3.49 The main advantages of the Kingsnorth deposits were that the land was not covered by significant landscape or conservation designations, the overall quantity was sufficient to allow a buffer to meet contingencies, and they were relatively close to Medway’s regeneration sites, the proposed settlement at Lodge Hill and employment development land at Kingsnorth. The disadvantages were concerns over economic viability, proximity to Hoo St. Werburgh, the undeveloped coast, the Medway Estuary Special Protection Area (SPA)/ RAMSAR site and Site of Special Scientific Interests (SSSI) and impact on Grade 1 agricultural land.

3.50 The permitted remaining reserves at Grain have now been abandoned as uneconomic and the site is being returned to agriculture. The Area of Search deposits



that were thought of as having potential are now also considered as uneconomic. Consequently, the Kingsnorth deposits, despite their disadvantages, remain the main option for the safeguarding of a landbank of land won aggregates to meet Medway's needs up to 2028.

## Waste

3.51 The Issues and Options report identified two options relating to waste infill, first that Medway will continue to need landfill capacity of its own or secondly access will be needed to facilities elsewhere that do not involve prohibitive transport costs. Although Medway has signed a contract that transports municipal solid waste out of the borough for processing and disposal, similar options are not available for other forms of waste that arise in the area.

3.52 One of the guiding principles of national policy is the proximity principle that is that waste should be treated and disposed of as close as possible to its place of origin. This means that local authorities should, as far as possible provide for final disposal capacity within their own borders. Medway's permitted waste disposal capacity is currently limited. Adhering to the self-sufficiency principle in the Core Strategy is therefore proposed, particularly as the neighbouring waste authority, Kent County Council, has no non-inert final disposal to land capacity beyond 2013-14.

## Strategic Land Availability Assessment

3.53 The Strategic Land Availability Assessment (SLAA), already referred to, identified sites considered suitable for residential, employment, retail, mixed use and other uses. In many cases, sites were found to be suitable for more than one use.

3.54 In order to identify the total land that could contribute to meeting Medway's requirements, the SLAA selected preferred options based on a number of criteria set out in the final document. A table in the report identifies all the alternative options for each site, the preferred use and the reasons for selection. This table is reproduced as an Appendix A in this document.

3.55 Given the conclusions, as set out above, the Council is confident that all reasonable alternatives to the proposed strategy have been fully considered and the approach subsequently taken is robust.

# 4. Vision and Strategic Objectives

## Introduction

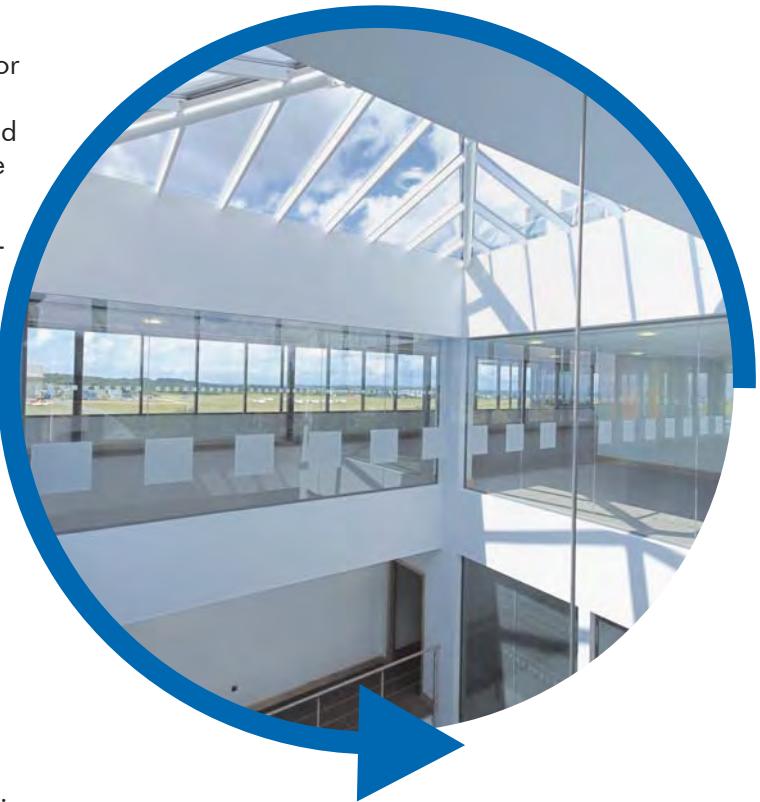
- 4.1 This chapter sets out the 'spatial' vision for Medway, in the context of Medway's Sustainable Community Strategy prepared by the Local Strategic Partnership and the issues identified in Chapter 2.
- 4.2 The critical elements needed to guide development are then set out as a series of 'strategic objectives'. These, along with the spatial vision will form an overall guide for development decisions over the period covered by this Core Strategy.

## Sustainable Community Strategy

- 4.3 The Local Strategic Partnership, or LSP, prepared the overarching Medway Sustainable Community Strategy during 2009 and 2010, Medway Sustainable Community Strategy.
- 4.4 The Partnership has an extensive membership drawn from across the Medway community and over 350 organisations. These include all the major providers of local services and a range of statutory agencies active in the area. Significant stakeholder engagement was an integral feature of the process and the final strategy has a very high level of support.
- 4.5 The Strategy supersedes the More to Medway community plan 2007 – 2010 and it takes a longer-term perspective that is deliberately aligned to that of this Core Strategy.
- 4.6 It also reflects many other plans and strategies for the Medway area, including the third Local Transport Plan, a Joint Needs Assessment and many more.

## Vision for Medway

- 4.7 In the strategy the vision for Medway to 2026 is summarised in the strap line: 'City of Medway: Rich heritage, great future'.



- 4.8 It consists of four key principles and six ambitions.
- 4.9 The four key principles are:
  - *Sustainability: will our actions work for tomorrow as well as today?*
  - *Narrowing the gap: will our actions contribute to improving the lives of everyone so reducing the gap between deprived and more affluent areas?*
  - *Fairness: do our actions take account of all sections of society thus ensuring that everybody benefits from the regeneration of Medway?*
  - *Self-help: will our actions encourage people to take responsibility themselves to make things better?*

4.10 The six ambitions are:

- *Medway to have a thriving, diverse and sustainable economy matched by an appropriately skilled workforce and supported by a Higher Education Centre of Excellence*
- *Every child to have a good start in life*
- *Medway residents to enjoy good health, well being and care*
- *Medway to have a safe and high quality environment*
- *Medway to be a place where people value one another, play an active part and have pride in their community and Medway as a whole*
- *Medway to be recognised as a Destination for Culture, Heritage, Sport and Tourism"*

4.11 A wide range of actions is then identified to realise these ambitions and specific plans are in place to take forward delivery.

### The Core Strategy 'Spatial' Vision

Taking full account of this overall vision for Medway and the various issues discussed in chapter 2, the proposed corresponding spatial vision is as follows:

1. By 2028 Medway will have experienced major change.
2. Chatham will be transformed into a city centre for Medway that is also of regional significance. It will be a focus for shopping, leisure and cultural activity and a growing employment location, founded on its first class accessibility, city scale services and associated Higher and Further Education Centre of Excellence.
3. The urban waterfront (north bank: Temple Waterfront to Strood Waterfront; south bank: Rochester Riverside to Gillingham Waterfront) will have been similarly transformed, with mixed use developments of the highest quality linking the town centres and capitalising on the exceptional setting provided by the river Medway.
4. The established district centres will be the focus for local community life and services, noted for their friendly and high quality environments. Rochester will continue to be recognised as a tourist destination, linked to the many attractions along the urban waterfront.
5. Easy movement within the urban area will have been achieved through intelligent management of the highway network and parking provision, a network of quality bus corridors linked to park and ride services and high quality interchange facilities. Movement into and out of the area will have benefited from radically improved rail stations at Strood, Rochester, Chatham and Gillingham.
6. Medway's economy will have grown substantially through the provision of higher value activities and jobs. This will have been achieved by:
  - a. Closely aligning skills with the needs of employers and improved levels of educational attainment
  - b. Capitalising on the centre of excellence created by our four universities and further education college
  - c. Being noted as a location for its communications infrastructure (high speed broadband etc.)
  - d. The implementation of reinvestment strategies for each of the established employment areas
  - e. Grain, Kingsnorth and Lodge Hill as locations for environmental technologies and building products/construction, amongst other activities and Rochester Airfield as a technology and knowledge hub
  - f. Chatham, Gillingham and Strood, along with the major waterfront regeneration sites, as a focus for cultural industries and new office based employment opportunities.
7. Around 17,930 new homes will have been provided over the period since 2006 through the successful development of the identified waterfront and other urban area development opportunities, plus the new freestanding community at Lodge Hill.
8. Medway will be noted for its high standards of design, fully reflecting sustainability principles and the challenge of climate change through

active mitigation and adaptation strategies. This will include being recognised for the way in which its rich built heritage, including the proposed World Heritage Site, founded on the former Dockyard and its defences, is valued and promoted.

9. Our rural areas will be celebrated for their rich natural assets and enhanced village environments. The new settlement at Lodge Hill will have been substantially completed and recognised as a beacon of best practice in terms of its design and sustainability. It will provide a new focus for services on the Hoo Peninsula, while relating sensitively to nearby villages.
10. The extensive and numerous inner urban and suburban communities will be noted for their thriving local or neighbourhood centres, providing local access to services through community hubs.
11. Deprivation will have been greatly reduced through effective strategies for target neighbourhoods and the development of local opportunities inline with the development of sustainable neighbourhoods.
12. The area will be recognised for the way in which everyone has benefited from the large-scale physical regeneration and the way in which change has reflected the social, economic and environmental needs of the area.
13. Healthy lifestyles will have been actively promoted through intelligent design, enhanced opportunities for sport and recreation and the promotion of walking and cycling.
14. The River will be celebrated as the dominant and unifying geographical feature of the area through enhanced riverside walks and sensitive management of its commercial, leisure and environmental potential.
15. The area will be widely recognised for its contributions to the nation's energy infrastructure, its port capacity and its gateway function for the importation of minerals and other materials.

## Strategic Objectives

In taking this vision forward the following strategic objectives will guide development and other planning decisions.

1. To effectively realise Medway's role within the Thames Gateway and associated growth requirements primarily through effective physical regeneration, the reuse of previously developed land and the protection and enhancement of the area's many natural and heritage assets.
2. To develop Chatham as a city centre of regional significance with its role complemented by thriving and attractive traditional town centres in Strood, Rochester, Gillingham and Rainham together with a network of strong neighbourhood centres serving local communities.
3. To substantially improve the performance of the local economy, in particular by nurturing higher value activities and reducing the current reliance on out commuting.
4. To focus employment growth in Chatham Centre, within the major mixed use regeneration sites, through re-investment within the established employment areas and at Rochester Airfield, Lodge Hill, Kingsnorth and Grain.



5. To maximise the development opportunities associated with the four universities and Further Education College to create a centre of excellence of national significance.
6. To radically improve the quality of the townscape and public realm within the central urban area and along the urban waterfront.
7. To significantly reduce deprivation in Medway, including through the implementation of tailored strategies for target neighbourhoods and the development of a network of strong neighbourhood centres, providing a range of local services and acting as community hubs.
8. To ensure that there is sufficient housing to meet people's needs by providing for a range, mix, type and affordability of housing in locations that contribute to the regeneration and sustainability of the area.
9. To provide for the transport needs of the population through the provision of enhanced public transport facilities, proactive management of the highway network and improved facilities for walking and cycling.
10. To enhance the quality of life of local people through the promotion of healthier lifestyles and the provision of improved cultural, leisure and tourism facilities, including along the river Medway.
11. To nurture Medway's rural areas and economy, including through village improvement projects, enhanced land management and local access strategies.
12. To make the new settlement at Lodge Hill a model for modern living, exhibiting the highest standards of design and sustainability and complementing existing villages on the Hoo Peninsula.
13. To work proactively to minimise the effects of climate change through efficient resource use, high quality buildings, improved biodiversity, the effective management of open land and other mechanisms.
14. To ensure that there is sufficient minerals and waste management/disposal capacity to meet local requirements and contribute to regional and national needs.

### Key Diagram

4.12 The main elements of the strategy are illustrated on the Key Diagram overleaf

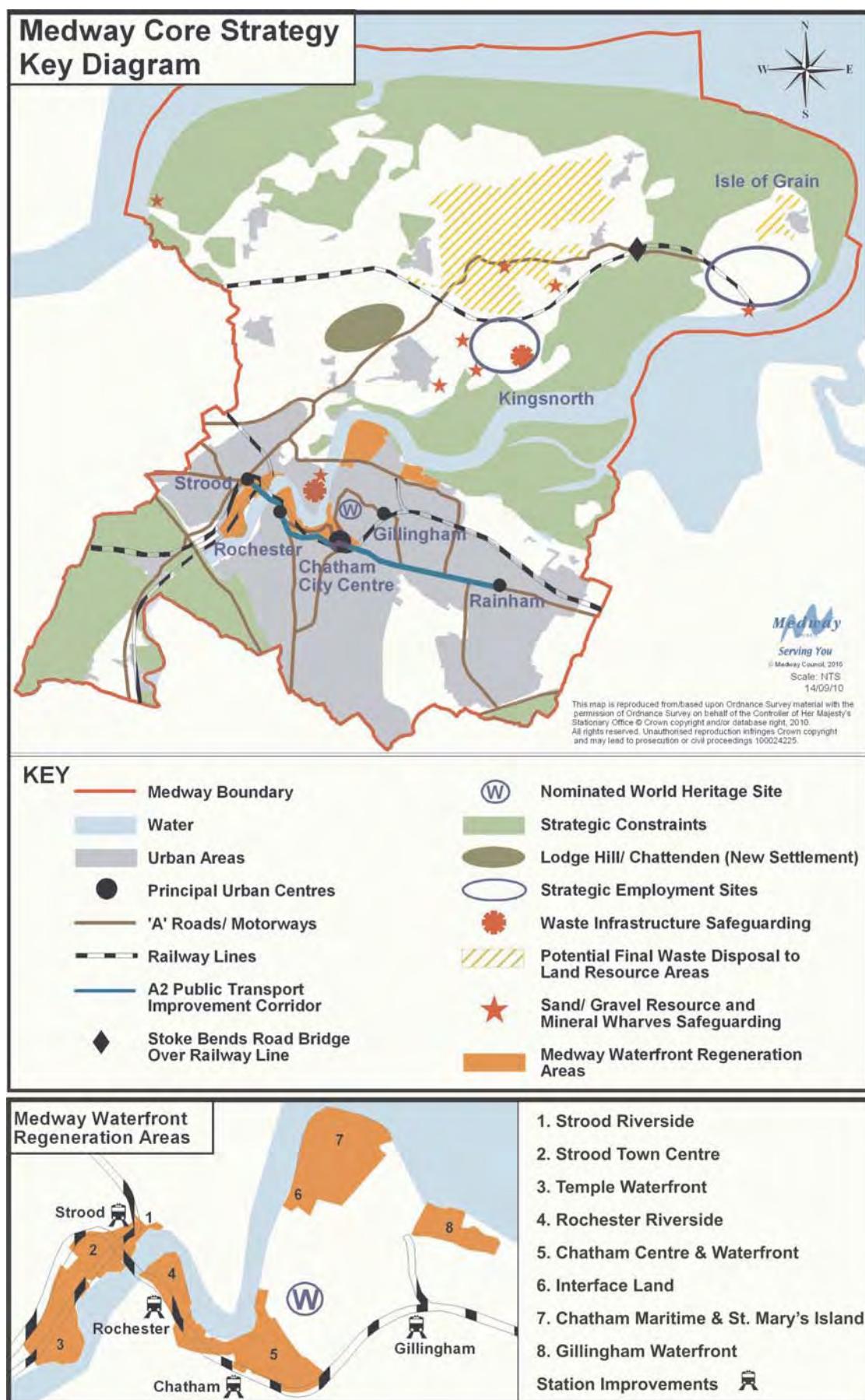


Figure 4 1 Medway Core Strategy Key Diagram



# 5. Cross Cutting Themes

## Introduction

5.1 This chapter covers a range of over-arching topics or themes that must be taken into account if the Core Strategy vision is to be realised and national policy reflected in relation to matters such as climate change and the protection of environmental and heritage assets.

## Regenerating Medway

5.2 Completing the effective regeneration of Medway's town centres and urban waterfront, including making Chatham a centre of regional significance, is the single biggest challenge facing the area and must therefore be the priority for this Core Strategy. Medway has embraced the Thames Gateway project and made enormous strides in attracting resources and managing change on the ground but much still remains to be done.

5.3 Chatham, as Medway's main centre, needs a much more positive image and to assert itself as a focus for economic, social and cultural activity. Enormous efforts, including major financial investment, have been put into the land assembly of key waterfront sites and major infrastructure changes continue to be implemented.

5.4 A stage has now been reached where market perceptions are changing and community confidence is growing but with much still to be done if the enormous potential is to be fully realised and Medway is to be fully recognised as one of the most significant conurbations in the greater South East and a strategic centre within the Thames Gateway area.

5.5 A changed focus now could also result in the returns expected from the financial investments already made being reduced or lost altogether. Accordingly, Policy CS1 re-emphasises the importance of this regeneration programme and the key measures that will be applied to take it forward.



### Policy CS1: Regenerating Medway

Priority will continue to be given to the established regeneration programme, namely:

- Major physical change in Chatham centre, including significant new retail floorspace between Best Street and the Brook and the expansion of the Pentagon Centre, mixed use developments at the Brook, the Station Gateway and Waterfront, major improvements to the Waterfront open space and, over the longer term, the development of a new cultural offer
- On the west bank of the River Medway the creation of a dynamic new mixed use waterfront environment stretching from Medway Valley Park through Temple Waterfront, the former Civic Centre site and Strood Riverside. This will include the implementation of the Masterplan for Central Strood and associated access improvements and the creation of a river walk

- On the east bank of the river, the creation of a new community at Rochester Riverside, the sensitive regeneration of the historic area between Star Hill and Sun Pier, the further development of the Chatham Historic Dockyard as a heritage destination and commercial quarter, development of the Interface Land and the completion of the residential communities at St. Mary's Island and Gillingham Waterfront
- Sensitive change within Gillingham town centre to reinforce its role as an important 'District' centre and capitalise on the opportunities provided by the growing student population and new facilities at Medway Park and the Great Lines Heritage Park
- By working with Network Rail and the train operating companies the creation of enhanced station environments and interchange facilities at Strood, Rochester, Chatham and Gillingham
- The creation of a high quality public realm, including new public squares and spaces, new pedestrian routes connecting up the waterfront and town centres and major urban open spaces.

The Council will continue to work in partnership with all relevant bodies and commercial interests in taking forward the programme and all developments will be expected to make a positive contribution to it.

## Quality and Sustainable Design

5.6 Medway has a unique architectural and historic character, which is enhanced by an outstanding landscape of estuarine flood plain backed by the steep escarpments and hanging valleys of the North Downs. There is a legacy of landscape and townscape views of the escarpments, the river, and key landmarks of national and international importance such as Rochester Cathedral and Castle and Chatham Historic Dockyard.

5.7 However, the demise of the Naval Dockyard and the disappearance of traditional industries, have also left Medway with large riverside sites in need of regeneration. 1970's traffic and redevelopment schemes have also damaged the once coherent character of the towns. The scale of

regeneration presents a significant challenge, but also an incredible opportunity to transform Medway into a city for the 21st Century.

5.8 If the regeneration, described above, is to reach its full potential, good design is an essential tool in:

- Making the most of Medway's character and setting
- Making Medway a good place to live and work
- Forging a new and exciting image for Medway as a whole.

5.9 It is important that this is achieved both on a building-by-building basis and on the scale of new and existing areas with streets and spaces that have their own distinct character whilst being integrated with the rest of the built environment.

5.10 The scale of regeneration is such that it will impact on Medway for generations to come. It is therefore important that new development is designed to ensure long-term viability and to reduce future obsolescence in the face of changing economic, demographic and social trends. Good urban design, by ensuring easy connection to open space, recreational facilities and local services, has a role to play in enabling sustainable life styles that are less car dependent than hitherto.

5.11 Meeting these challenges can be achieved through an understanding of the principles of urban design that underpin most successful places. These are laid down in the Government publication 'By Design- Urban Design in the Planning System' [www.cabe.org.uk/publications/by-design](http://www.cabe.org.uk/publications/by-design) . The Government's latest 'Building for Life' standards [www.buildingforlife.org](http://www.buildingforlife.org) also provide a range of criteria for better housing design. In seeking to ensure that developments meet the criteria laid down in Building for Life, the Council will carry out Building for Life Assessments for all schemes of 25 dwellings or more.

5.12 In applying these general criteria and principles designers should take into account the unique features of each site (including its context). For significant regeneration sites (over 1 hectare within Medway Waterfront Regeneration Area),

larger sites elsewhere (100 dwellings or more, or 10,000m<sup>2</sup> commercial development) or particularly sensitive sites which will be visible or prominent within the surrounding area or in close proximity to important designated historic assets, good design will best be ensured by agreeing design principles with the Council via a design brief for each site. Consultation on each brief will be expected to conform with the Council's Statement of Community Involvement.

5.13 Tall and bulky buildings present a particular challenge. The Council's adopted Building Heights Policy (2006) defines riverside areas where tall buildings will, or will not be acceptable. It also lays down a methodology for determining the detailed acceptability of tall buildings and their effect on strategic views and landmarks. The Council will continue to use this in assessing proposals for buildings that are 18m or more in height or which impact on strategic views.

### **Policy CS2: Quality and Sustainable Design**

New buildings in Medway will be expected to meet the highest architectural standards that reflect or generate local distinctiveness through:

- The expression of function and structure
- The use of materials
- Appropriate proportions, visual order and detailing
- The application of environmental criteria.

New development should result in buildings, streets spaces and neighbourhoods, which are high quality, durable and well integrated with their surroundings by:

- Respecting strategic and local views and settings
- Respecting local context, townscape and landscape - including the character, scale, street and settlement patterns of the surrounding area
- Contributing to the enhancement or creation of local identity
- Creating a pattern of streets and spaces which are well connected to their surroundings and which are attractive and easy to walk through

- Being flexible and adaptable to meet a variety of needs, uses and lifestyles into the future.
- Contributing to a pattern of development which provides easy access to open space, recreational facilities and local services, and which encourages walking and the use of public transport.

In meeting the above the Council will expect designers to have regard to the objectives for urban design as laid down in the government's publication 'By Design'. It will also measure the quality of new housing development against CABE's 'Building for Life' Criteria.

The acceptability of tall buildings (18m or higher) and the protection of strategic views will be determined in accordance with the Council's Building Heights Policy 2006. Applications for major sites (25 houses or more) should be accompanied by:

- An 'Accessibility Assessment' which demonstrates adequate access for residents to necessary services, integration with existing development and that unnecessary travel demands do not arise
- A design statement outlining how the development accords with:
  - The objectives of 'By Design';
  - Building for Life Standard for housing development; and
  - How the local physical, social, environmental and policy context has been taken into account at the design stage.

Applications for significant regeneration sites, large, or sensitive sites should be accompanied or preceded by a design brief that is subject to a public consultation process.

### **Mitigation and Adaptation to Climate Change**

5.15 Climate change and its potential effects is an issue that has grown in importance over the last 10 years. The government has brought in an increasing number of measures that need to be considered in local development frameworks. Through PPS1 and its climate change update, sustainable development adaptation to climate change and mitigation are now key cornerstones of planning.

5.16 A detailed explanation of Medway's ecological footprint is contained within the Climate Change, Renewables and Flooding State of Medway Report.

5.17 A well-known and recognised contributor to climate change is carbon dioxide emissions, sometimes referred to as the carbon footprint of an area. Therefore a critical part of any strategy for tackling climate change needs to deal with this issue.

5.18 A Local Area Agreement target seeks a reduction of emissions by 13.9% by 2011, equating to 4.3 tonnes of CO<sub>2</sub> per capita. Further and more stringent targets are likely to be applied to Medway over the plan period.

5.19 In order to improve the sustainability of new homes, the Government has introduced The Code for Sustainable Homes. This rates new homes against nine measures of sustainability: CO<sub>2</sub>, pollution, water, health and well being, materials, management, surface water run-off, ecology and waste. The code uses a 6 level rating system, according to the degree to which the homes measure up to the 9 measures. The Code currently proposes that by 2010, all new homes should achieve a grade 3 rating and that by 2016, a grade 6, or zero carbon rating should be achieved. A similar system is operated by the Building Research Establishment for non residential development called the BREEAM standard. This rates buildings either pass, good, very good or excellent.

5.20 Climate change impacts are sometimes seen as intangible and mainly affecting crops, water supply and flooding. However climate change will also affect urban areas and one result of increased development and levels of greenhouse gas emissions is what is termed the Urban Heat Island Effect (UHIE). This is the difference between rural and urban temperatures, which has been shown to be up to 7°C. This happens where increased levels of solar absorption and radiation occur and transport, heating and cooling systems as well as industry all add to city heat. In heatwave conditions this can have serious health implications, particularly for the elderly and the infirm. It has been recognised that there are a number of actions that can help mitigate the impact of UHIEs. These include the use of 'green' roofs, urban tree planting, shading through design, passive heating and ventilation systems and preserving urban open spaces and gardens.

5.21 Water supply in Medway is largely dependent on ground water abstraction. There are no large reservoirs or any significant abstraction from the River Medway. The demand for water is rising from both existing and new development and with increasingly erratic rainfall patterns there is widespread concern over the stability and sustainability of future supplies.

5.22 In simple terms Medway is one of the driest parts of the most water 'stressed' region in the country.

5.23 The Southern Water Final Water Resources Management Plan for 2010 to 2035, proposes a number of measures to ensure an adequate water supply to the area. These include universal metering, improvement schemes for groundwater sources, optimisation of inter-zonal transfers, renewal of inter-company bulk water transfer schemes, licence variations, leakage reductions, wastewater recycling and raising Bewl Water. All are supported by the Council although many of the required improvements will occur outside the administrative area.

### **Policy CS3: Mitigation and Adaptation to Climate Change**

*All development will be expected to take full account of its potential impact in terms of climate change and demonstrate that appropriate mitigation and adaptation strategies have been put in place to limit these impacts.*

*Residential development will be required to achieve at least level 3 of the Code for Sustainable Homes;*

*Commercial buildings over 1,000 sq m will be required to meet the BREEAM "very good" standard. Other measures that should be considered include:*

- *Limiting the embodied energy of materials used in construction*
- *Maximising thermal efficiency and limiting the need for mechanical heating and cooling systems*
- *Countering urban heat island effects, includ-*

ing the provision of greenspaces and roofs, planting and intelligent design

- The application of National Sustainable Urban Drainage Systems Standards
- Increasing the efficiency of water usage.

*The Council will support the proposals in the Final Water Resources Management Plan, 2010-2035 or other measures that have been agreed to improve the efficiency of water use and maintain supplies at the level required to meet local needs.*

## Energy Efficiency and Renewable Energy

5.24 Medway has a strategic role in supplying power to the region and the country as a whole but this is currently almost wholly from conventional sources. In order to assess Medway's potential in terms of renewable energy the Renewable Energy Capacity Study 2010 was commissioned.

5.25 This shows that there is the potential for the Medway area to generate around 641MW of power or heat equivalent using renewable sources. It indicates that this could be provided through a number of technologies, covering wind (both small and large scale), biomass, solar and district heating. The largest proportion could come from wind developments of varying scales but this would involve the use of locations across the middle of the Hoo Peninsula which are sensitive both environmentally and visually. Other technologies, especially photovoltaics or solar could be spread across a number of concentrated areas through the main centres.

5.26 A number of the available technologies only tend to become viable on larger scale developments. Combined heat and power systems usually need a demand at a community scale to be cost effective. Others such as ground source heat pumps are often constrained due to the land surface that is usually demanded to accommodate them, although this has lessened with vertical systems being introduced as alternatives.

5.27 To consider the impact on scheme viability of applying higher sustainable code levels ahead of the national timescale and the impacts of including renewable technologies, the study specifically considers the strategic sites of Rochester Riverside,

Chatham Centre and Waterfront and Lodge Hill. It discusses potential mixes of technologies that could be used over the plan period, on the basis that these schemes will all come through during and after the national timetable for zero carbon homes.

5.28 If the Government grants permission for the proposed new coal power station at Kingsnorth, it is expected to include Carbon Capture and Storage. In addition the Council has recommended that, if approved, a condition be applied requiring pipes to be laid to the edge of the site, which could be connected for waste heat to be used as part of a district heating system. This could potentially be of a significant scale due to the volume of waste heat available.

5.29 The greatest constraints to a speedy development of a district heating system would be the commitment of the utility companies and current legislation and processes, which are not geared towards large scale district heating schemes. However the study suggests that this is a key element that should be further investigated.

5.30 Due to the large size of the existing housing stock and the nature of commercial and industrial activity across the area, simply controlling new development will not in itself be enough to result in a significant reduction in CO<sub>2</sub> emissions. As a large proportion of the building stock is older and of variable quality, there are issues in terms of bringing it up to new thermal standards. Retrofitting will be neither cheap nor easy in many cases and a very high proportion is privately owned, making it difficult to implement area wide improvement programmes.

5.31 The ability to implement significant improvements will be heavily influenced by the national picture and the application of consistent standards. Nevertheless the Council will continue to actively seek out opportunities and apply standards that have net benefits but do not endanger the regeneration programme.

5.32 It will also positively respond to any opportunities to work with Government to prove the potential for large scale district heating, including as a national demonstration project area.

## Policy CS4: Energy Efficiency and Renewable Energy

All new development will be expected to show reduced energy loads through passive design and the inclusion of energy efficiency measures. In developments of 10 dwellings or more, or over 1,000 sq m of floor space, it will be expected that 20% of the remaining on-site energy loading will be delivered from renewable energy sources. Direction for which technologies would be most appropriate should be taken from the Medway Renewable Energy Capacity Study. If it is demonstrated that this target cannot be met economically, compensatory measures will be sought and applied to current buildings in the locality.

Should it prove feasible to do so, the Council will promote large scale district heating schemes that utilise waste heat from conventional power generation. Subject to there being no significant adverse effects in terms of the natural environment and residential amenity the Council will positively promote the installation of all forms of renewable energy systems.

## Development and Flood Risk

5.33 As sea levels rise and extreme weather events become more common it is vital that all developments are appropriately designed to withstand these factors and sufficient space is made for floodwater. Where development is unavoidable next to rivers and the coast, as is the case in much of urban Medway, robust flood defences will be required. Outside the main urban area the location and style of coastal defences will need to take account of 'coastal squeeze' so that internationally important habitats are not eroded or lost altogether.

5.34 Managing our undeveloped areas appropriately is also essential by maintaining watercourses and flood storage areas and providing sufficient space and protection for flora and fauna to adapt and migrate in the face of rising temperatures.

5.35 The Environment Agency produces flood maps, which identify three zones of risk: zone 1, low probability, zone 2, medium probability and zone 3, high probability. These are shown in Figure 5.1. Medway is located at the confluence of the Thames and Medway estuaries and large tracts of

marshland to the north of the urban area are at high risk of flooding (Zone 3). These include the low lying land to the north, east and west of Cliffe and most of the land to the east of Allhallows and Stoke. Most of the industrial land at the Isle of Grain and Kingsnorth also lie within flood zone 3.

5.36 On the south side of the Medway, most of St. Mary's Island, Chatham Dock and the Gillingham waterfront and the lower lying parts of the historic dockyard are in Zone 3. The floodplain continues, to include the Star Hill to Sun Pier area and Rochester riverside. The latter contains a smaller area of low to medium risk (Zone 2). On the north bank, most of the Medway City Estate falls within Zone 3 with small areas in Zone 2. A similar pattern occurs in Strood town centre. The Hogmarsh valley also lies within Zone 3. However as currently defined these flood zones do not take account of existing defence structures, for example as at Rochester Riverside, which now has full flood protection.

5.37 To the south of the urban area, the largest area within Zone 3 is on the east bank of the river, on Woudham Marshes, whilst smaller areas occur on the west bank to the north of Cuxton station and to the north of Halling.

5.38 The Medway Estuary and Swale Shoreline Management Plan and the Thames Estuary 2100 Plan set out the constraints to development that need to be accounted for in terms of flooding and coastal erosion. They consider the situation over the next 100 years. The policy is to 'hold the line' along most of the coastline on both sides of the Medway. This applies to all areas where there are either residential properties or industrial or infrastructure installations.

5.39 In addition, there are limited lengths of coast where a policy of 'managed realignment' is to be applied. In these areas local strategies will be developed to set back the existing defences to allow more space for flood storage and inter-tidal habitats. However these may not be implemented for 50 years or more. Areas affected include the edge of Allhallows, some of Allhallows Marshes and some of the northern area of Grain Marsh.

5.40 There are also very limited sections where it is proposed there should be 'no active

intervention', meaning that there will be no investment in coastal defences and natural processes will be allowed to take over.

5.41 The Thames Estuary 2100 Plan (TE2100) outlines the recommendations for flood risk management for London and the Thames estuary through to the end of the century. As part of this models have been developed that outline the expected impact of certain rises in sea level, to ensure the resilience of the Plan to climate change along the estuary. Therefore it puts climate change adaptation at its core. It is expected that this will be given the same weighting as a Shoreline Management Plan (SMP). There are two SMPs that cover the coast around Medway. These are the Medway Estuary and Swale SMP and the Isle of Grain to South Foreland SMP.

5.42 It has been calculated that over the next century up to 1200 hectares of designated intertidal habitat in the TE2100 plan area could be lost through the effects of coastal squeeze and which will have to be replaced. The three areas (out of seven in total) identified as potential locations for suitable replacement habitat on the Kent side of the estuary all fall within the Medway area. These are Cliffe Marshes, Cooling Marshes and High Halstow Marshes but the Environment Agency has yet to determine which areas might be selected and may not do so until later in the century.

5.43 This is already causing considerable uncertainty and could affect a range of countryside access and improvement projects. Accordingly the Council has and will continue to press the Environment Agency to address this issue as soon as possible. It will also work positively with the Agency to both identify and implement appropriate solutions.

5.44 Sustainable drainage solutions for new developments can cover a number of potential design solutions from the positioning of elements within a development and the choice of materials used, through to more engineered solutions such as the inclusion of swales. However, due to the differing geology across the area, it will not always be practicable to take such approaches. They do not solve all flooding issues but they are seen as having a number of advantages over more

established solutions, particularly by reducing the potential for flash flooding. They can also have additional benefits such as the reduced need for water treatment, as they allow a replication of routes for water across the river basin and the overall water system.

5.45 Through the Flood and Water Management Act 2010 National Standards will be introduced that will need to be adhered to for a development to be connected to the foul drainage network. These standards are currently being formulated by the Environment Agency.

5.46 A number of the key regeneration sites are located on the riverside and a strategic approach to their defence is appropriate. Accordingly the Council has commissioned a study of the existing defences and the potential defence works and strategies that should be applied to meet the required defence standard.

5.47 This approach will allow optimum solutions to be identified that balance the protection of sites with management of the natural environment but these are likely to require financial support.

#### **Policy CS5: Development and Flood Risk**

Proposals for development within flood zones 2 and 3 and on sites of over 1 hectare in zone 1 must be accompanied by a flood risk assessment. Permission will not be granted unless, following a flood risk assessment, it can be demonstrated that:

- *It would not be at an unacceptable risk of flooding itself; and*
- *The development would not result in any increased risk of flooding elsewhere.* Exceptionally, sites within the Medway urban area which contribute to the regeneration of the area need to be redeveloped. In such cases and where the tests above cannot be met, development will only be permitted if:
  - *The development is designed to be compatible with potential flood conditions, and*
  - *There are no alternative sites in a lower flood risk zone; and*
  - *The development would make a significant contribution to the overall sustainable development objectives of the*

LDF, such that the wider sustainability benefits of the development outweigh the flood risk; and

- It can be demonstrated to the satisfaction of the Council and the Environment Agency that any residual flood risks are adequately mitigated to avoid an increased risk of flooding either on the site or elsewhere; and
- It is only for uses which are not defined as highly vulnerable by PPS25.

Development that would harm the effectiveness of existing flood defences or prejudice their maintenance or management will not be permitted.

Proposals in areas at risk from flooding must demonstrate that account has been taken of the resilience of buildings, infrastructure and other important local features.

Relevant flood defence works as identified in the Medway Strategic Urban Flood Defence Strategy should be incorporated, if applicable. All developments which have the potential to affect the ability of land to absorb rainwater will be required to incorporate and obtain approval for

sustainable urban drainage systems (SUDS) in line with national standards, prior to construction.

All development within flood zones 2 and 3 will require surface water run-off to be controlled as near to its source as possible.

## Natural Environment and Biodiversity

### Preservation and Enhancement of Natural Assets

5.48 Medway is fortunate in having an extraordinarily high proportion of internationally and nationally significant landscapes, including the Thames estuary and River Medway estuary marshes, the chalk grasslands of the Kent Downs and also its ancient woodlands. These are complemented by highly valued local areas of nature conservation value, many of which are designated nature reserves. Medway has a relatively large number of parks within the densely built up areas, as well as a series of rural valleys, including Capstone Valley, Horsted

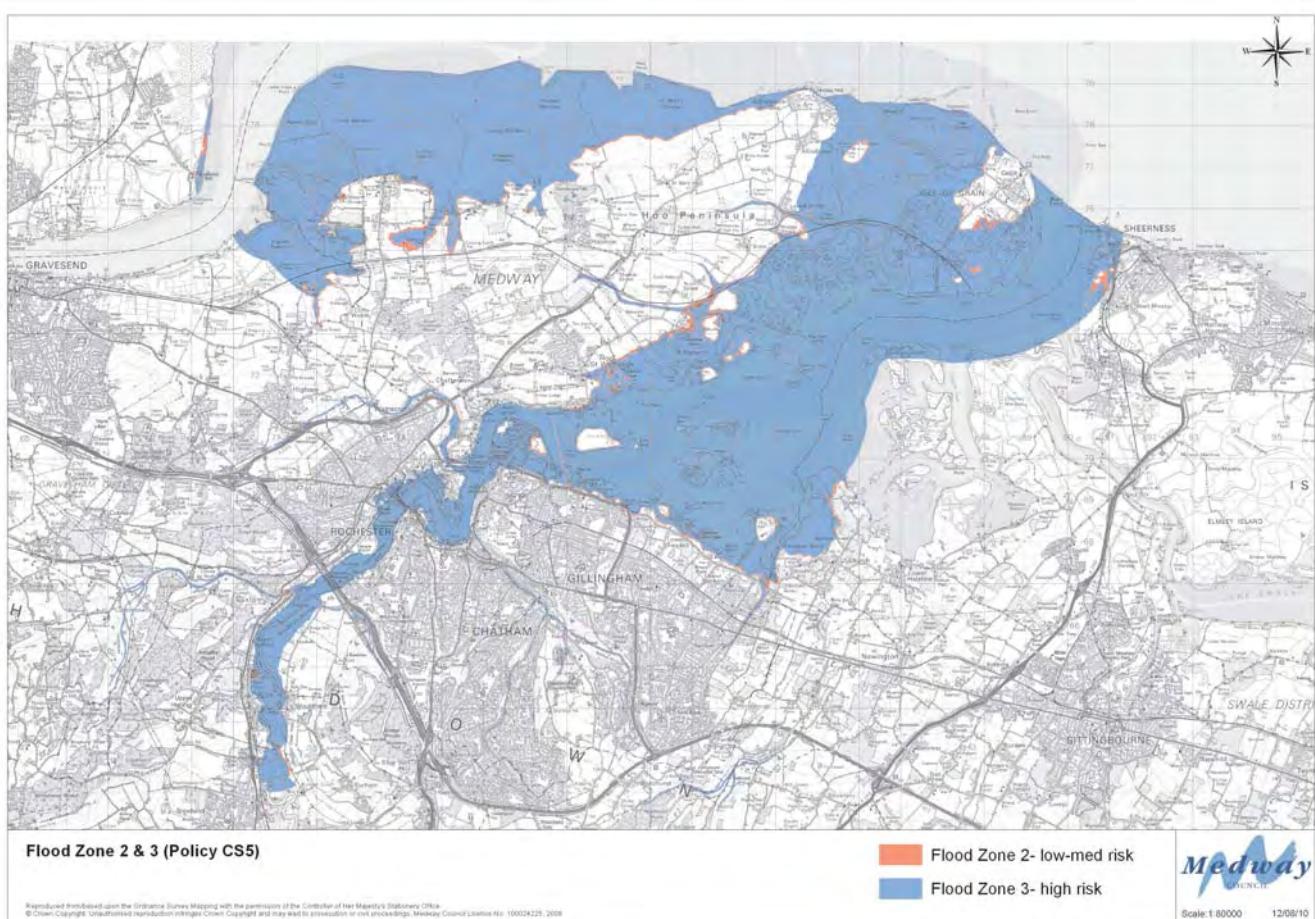


Figure 5 1 Flood Zones in Medway

Valley and Darland Banks, which extend far into the urban neighbourhoods and which provide a physical link to the countryside beyond.

5.49 Planning Policy Statement PPS9 'Biodiversity and Geological Conservation', recognises that sites of international importance for nature conservation are separately protected by European Habitat Regulations and therefore do not require specific policies in local development frameworks. However, a high degree of protection should be given to Sites of Special Scientific Interest (SSSIs) whilst regionally important geological sites, local nature reserves, local sites, ancient woodlands and single "veteran" trees should be safeguarded from development.

5.50 In addition to individual sites, the importance of networks of natural habitats is recognised as they can provide routes or stepping stones for the migration, dispersal and genetic exchange of species. Local authorities are required to protect, strengthen and extend them.

5.51 A consultation paper on Planning for a Natural and Healthy Environment, published in March, 2010, requires local development frameworks to set out policies for the conservation, restoration, enhancement and enjoyment of the natural environment and include criteria-based policies against which to judge proposals for development on or affecting nature conservation sites. The policies below aim to meet those requirements.

5.52 The Medway Estuary and Marshes and the Thames Estuary and Marshes are both Special Protection Areas and Ramsar sites. Both areas form part of the Greater Thames Estuary Natural Area defined by Natural England. They are wetlands of international importance comprising intertidal habitats, saltmarsh, coastal grazing marshes, and saline lagoons and lagoon type habitats.

5.53 Special Protection Areas and Special Areas for Conservation (SACs) provide increased protection to a variety of wild animals, plants and habitats and all such sites are also SSSIs. There is only one SAC in Medway in the Medway Valley near Upper Halling. This forms a small part of the North Downs Woodlands SAC, the majority of which lies within Gravesham.

5.54 There are eight Sites of Special Scientific Interest (SSSIs) in Medway. These are:

- South Thames Estuary and Marshes;
- Medway Estuary and Marshes;
- Cobham Woods;
- Northward Hill;
- Dalham Farm;
- Chattenden Woods;
- Tower Hill to Cockham Wood;
- Halling to Trottiscliffe Escarpment.

5.55 Regionally Important Geological and Geomorphological Sites (RIGS) were established in 1990 by the Nature Conservancy Council and are selected by local, voluntary RIGS groups.

5.56 RIGS do not have the formal, statutory, protection afforded to SSSIs but their importance is recognised in national planning policy PPS9 and criteria based policies are required to be included in local development documents to enable the impact of development upon them to be judged.

5.57 The Kent RIGS Group notified Medway Council of four sites in its area at Halling, Cliffe and Fort Amherst in 2006.

5.58 Local authorities designate local Nature Reserves. They must be in the ownership or otherwise under the control of local authorities. They should be of high natural interest in the local context (SSSI or near equivalent) or of some reasonable natural interest and be of high value for environmental education or research or for the informal enjoyment of nature by the public and capable of being managed with the conservation of nature and/or the maintenance of special opportunities for study or research as a priority.

5.59 There are currently eight Local Nature Reserves in Medway at Baty's Marsh, South Wood, Berengrave Chalk Pit, Rainham Dock (east), Darland/Ambley Wood, Darland Banks, Foxburrow Wood and Levan Strice. Medway Council has identified a further 15 sites which it intends to designate as local nature reserves.

- Chestnut Woods
- Coney and Daisy Banks
- Dargets Woods

- Darland Banks
- East Hoath Wood
- Hook Wood
- Horsted Farm/Ridgeway
- Mill Hill Wood
- Rede Common
- Sindal Shaw
- Watts Meadow
- Princes Park
- Riverside Country Park
- Capstone Country Park
- Ranscombe Farm Reserve

5.60 In addition to National and Local Nature Reserves, other nature reserves may also be established independently from Natural England and the local authorities. In Medway, the Royal Society for the Protection of Birds purchased Cliffe Pools on the Hoo Peninsula in 2001 and is developing visitor and education facilities. This is a winter roosting site for thousands of birds. The RSPB also manages the national nature reserve at Northwood Hill.

5.61 It is recognised that the protection and conservation of sites of significant nature conservation interest outside the network of statutorily protected sites is essential to the maintenance of the UK's natural heritage. Such sites are identified as local wildlife sites and in Kent they have been known as Sites of Nature Conservation Interest (SNCI).

5.62 The Kent Biodiversity Partnership designates local wildlife sites and although the sites are not statutorily protected, they are generally recognised by local authorities, included in development plans and offered protection through policies in those plans.

5.63 In Medway there are seventeen local wildlife sites, which are identified as SNCIs in the Medway Local Plan, 2003. These are:

- Grain Pit
- South Hill and Houlder Quarry
- River Medway and Marshes, Woulsdham
- Cuxton Wood (Mill Wood)
- Cuxton Pit
- River Medway between Cuxton and Temple Marsh

- Bridge Woods, Burham
- Luton Banks
- Hook Wood, Walderslade
- Great Lines
- Darland Banks
- Ambley and East Hoath Woods
- Grove Wood
- South Wood
- Berengrave Pit
- Yaughers Woods
- Princes Avenue

5.64 Ancient woodlands are those where there is believed to have been continuous woodland cover since at least 1600 AD. Ancient semi-natural woodland is composed of native trees that have not obviously been planted, although it may have been managed by coppicing or felling and allowed to regenerate naturally. Planted ancient woodland sites are ancient woods in which the former tree cover has been replaced, often with non-native trees. Important features of ancient woodland often survive in many of these woods, including characteristic flora and fauna, and archaeology.

5.65 Paragraph 10 of PPS9 requires local planning authorities to identify any areas of ancient woodland that do not have statutory protection and they should not grant planning permission for development which would result in its loss or deterioration unless the need for and benefits of the development outweigh the loss of woodland habitat.

5.66 All these areas of nature conservation importance are described in more detail in the Natural Assets and Open Space State of Medway Report and in the Medway Landscape Character Assessment. Wildlife is not restricted to designated and protected sites but it occurs throughout the countryside, coast and built-up areas of England. No parts of the country are without some wildlife interest. Consequently the following policies apply to the whole of the Medway area.

## Policy CS6: Preservation and Enhancement of Natural Assets

Wildlife habitats and sites, populations of wild species and other biodiversity features will be protected, maintained and enhanced, especially through long term management and habitat creation schemes, particularly where they have been identified as being of international, national and local importance and as priorities in the UK and Kent Biodiversity Action Plans, or where they are protected or designated under relevant legislation.

The management of farming, agricultural land, forestry and woodland so as to conserve and enhance biodiversity will be encouraged.

When development is permitted, opportunities will be pursued and secured for the incorporation, enhancement, re-creation or restoration of wildlife habitat, either on-site, off-site or through contributions to the strategic provision of natural open space. Such strategies should be in place and functioning prior to commencement of the development.

Any negative impact on recognised wildlife habitats or other biodiversity features should be avoided or minimised through the appropriate siting and/or design of development. Where the negative impact cannot be avoided, but the importance of the development is considered to outweigh the impact, then environmental compensation will be sought by the creation by the developer of new habitats or features on other suitable sites and their long term management will need to be secured. Compensation will normally be sought on more than a like-for-like basis, in order to secure both the maintenance and enhancement of biodiversity.

## Countryside and Landscape

5.67 Special Landscape Areas and Areas of Local Landscape Importance were designated in the Medway Local Plan, 2003. These reflected countywide and locally recognised areas of importance. In PPS7, the Government no longer accepts the need for local designations that may unduly restrict development and economic activity. When drawn up it considered that these designations should be replaced by criteria based policies. However the Coalition Government has indicated that it may re-introduce local designations. The core strategy consequently includes a policy

which could replace the designations and applies it to the whole of the rural area rather than specific parts but this may be amended if the Government confirms further changes.

5.68 Medway prepared a Landscape Character Assessment in 2010, which is a spatially mapped strategy that supports this approach and provides an evidence base to inform decisions on planning applications in the countryside and urban fringe.

5.69 There were two special landscape areas. The North Downs area coincided with the Kent Downs Area of Outstanding Natural Beauty, which continues in force and provides a high degree of protection. Parts of the North Kent Marshes special landscape area coincided with designated Ramsar sites and special protection areas, which are afforded international protection for their biodiversity.

5.70 There were 16 areas of local landscape importance which were not only designated for their landscape interest but also for the following reasons:

- As green lungs and buffers, helping to maintain the individual identity of urban neighbourhoods and rural communities;
- As green corridors (or links) for the community to reach the wider countryside;
- As edge or "fringe" land, needing protection from the pressures of urban sprawl; and
- As habitats for wildlife and corridors, along which wildlife from the wider countryside can reach the urban environment.

5.71 All these functions are recognised in Medway's Landscape Character Assessment document, which in turn is the subject of the new countryside and landscape policy.

5.72 Both PPS4 and PPS7 allow for development in the countryside. PPS4 seeks to raise the quality of life and the environment in rural areas by promoting thriving, inclusive and locally distinctive rural communities, whilst continuing to protect the open countryside.

5.73 PPS7 recognises the role of planning in supporting and facilitating development and land uses which enable those who earn

a living from the countryside to continue to do so, whilst continuing to ensure that the quality and character of the wider countryside is protected and, where possible, enhanced. The focus for housing development is at existing settlements and house-building in the open countryside should be strictly controlled.

5.74 PPG 2: 'Green Belts', states that the general policies controlling development in the countryside apply with equal force in Green Belts, but there is, in addition, a general presumption against inappropriate development within them. The guidance then goes on to define inappropriate development. Consequently, the Council will rely upon Policy CS7 and PPS2 to manage development in the Green Belt.

5.75 A number of "Green Cluster" studies have set out an ambitious vision for landscape enhancement in North Kent. Each one focuses on areas of intensive regeneration and change where there are opportunities to create high quality green infrastructure. A green cluster study has been carried out on the Hoo Peninsula by a partnership of 10 organisations. The study proposes:

- The re-creation of the wooded ridge at the core of the Peninsula
- The restoration of Yantlet Creek to its natural course linked to a major wetland re-creation
- The enhancement of the landscape setting of local villages and the improvement of access to and interpretation of the surrounding countryside
- The creation of a network of off-road cycleways; and
- The enhancement of the southern gateway to the area at Medway City Estate and Manor Farm.

5.76 A second Cluster Study covers the area from Capstone to Bredhurst. The key opportunities identified for this area are:

- An off-road cycleway linking the city centre to the Kent Downs
- Conservation, farming and forestry projects for Capstone Country Park
- Luton streetscape enhancements

- Restoration of the "natural" character of the area
- Enhancement of the principal gateways to the area
- Community engagement through youth partnerships.

5.77 Two other Cluster studies are concentrated in adjoining authorities but by crossing into Medway, demonstrate the wider connectivity of the schemes. These are the Shorne to Shore Study and the Thames and Medway Canal Study.

5.78 The Valley of Visions project is based in the Medway Valley south of the urban area in the Medway Gap between Medway and Maidstone. It is a three year project funded by the Heritage Lottery Fund and run by a partnership of 16 organisations. The project:

- Supports ongoing landscape and habitat conservation
- Seeks to improve public access
- Works with and advises farmers and landowners on agri-environment schemes
- Promotes measures to reduce intrusion by nuisance vehicles, fly tipping and anti-social behaviour
- Interprets and conserves the area's historic heritage; and
- Works with schools and volunteers on interactive projects.

5.79 The Kent Wildlife Trust is managing the Medway Smile Living Landscape Scheme to the south of Medway, together with local landowners and the local community, which aims to extend areas for wildlife and create a network of good wildlife habitats.

5.80 Paragraph 29 of PPS7, Sustainable Development in Rural Areas, allows local planning authorities to include policies in their local development documents to protect specific areas of best and most versatile agricultural land from speculative development. Given that sufficient sites have been identified in Medway to meet development requirements without the need to use the best and most versatile agricultural land, Medway Council will seek to protect the main tracts from development.

## Policy CS7: Countryside and Landscape

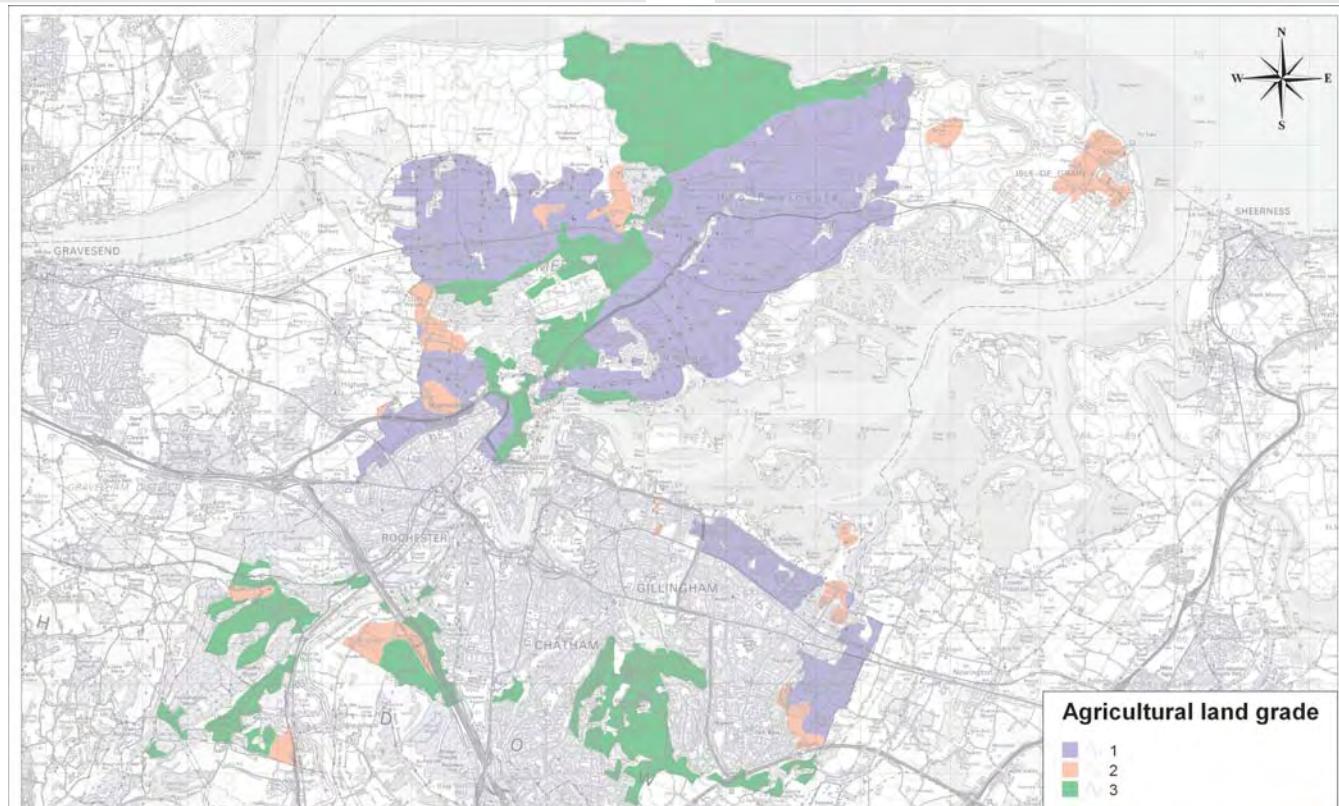
Sustainable Development in the countryside will be permitted in accordance with the objectives and principles of PPS4 and PPS7 provided that:

- The openness and intrinsic character of the countryside is retained
- There is no significant erosion of the separation of individual settlements
- Urban sprawl is contained
- The highest degree of protection is given to the nationally designated Kent Downs Area of Outstanding Natural Beauty
- The individual landscape characteristics identified in Medway's Landscape Character Assessment are protected and, where appropriate, repaired, enhanced, extended and connected in accordance with the recommendations of those assessments
- Access to the countryside and coast is maintained and enhanced
- Important habitats are protected and the highest degree of protection is afforded to sites of national and international importance

- The objectives and proposals of the green grid strategy, including the maintenance of a network of habitats is not compromised and, where appropriate, enhanced
- The best and most versatile agricultural land, grades 1, 2 and 3a on the Agricultural Land Classification Map, on the Hoo Peninsula outside of the Lodge Hill strategic allocation, in the Capstone and Medway Valleys and to the North and East of Rainham, will be protected.

Planning permission will be granted for development provided that its design is appropriate to the character of the landscape. Appropriate designs of development shall accord with the characteristics of the type of landscape within which it is located, including having regard to and conserving:

- The landform and natural patterns of drainage
- The pattern and composition of trees and woodland
- The type and distribution of wildlife habitats
- The pattern and composition of field boundaries



**Agricultural Land Classification**

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Scale 1:110000 15/09/10  
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**Figure 5 2 Agricultural Land Classification**

- *The pattern and distribution of settlements and roads*
- *The presence and pattern of historic landscape features*
- *The scale, layout, design and detailing of vernacular buildings and other traditional man made features.*

*Existing features, which are important to the local landscape character, shall be retained, incorporated into the development and protected during construction work.*

*The Council will take into account the proposals in the Medway Landscape Character Assessment, the Green Cluster Studies, the Valley of Visions project and the Medway Smile Living Landscape Scheme when working with its partners to identify and implement landscape and habitat enhancement schemes.*

## Open Space, Green Grid and Public Realm

5.81 Creating Sustainable Communities; Greening the Gateway, 2004 sets out a vision for the landscape of the Thames Gateway. It is a statement of intent within which more detailed strategies and action plans will fit. It is not a spatial strategy or a prescription for land use development on specific sites.

5.82 The strategy aims to provide a framework for integrating the whole range of urban and rural open spaces into the regeneration process. It applies to formal parks, the grounds of schools and hospitals, the landscape around housing, canal and rail corridors, woodlands, wetlands, inter-tidal areas, wilder landscapes and the wider countryside. Farmland, business parks, development sites and domestic gardens also make a vital contribution to the greenspace network.

5.83 The Government recognises the importance of greenspace to the quality of the environment, the conservation of biodiversity, the image of the Thames Gateway and to the quality of life, including opportunities for healthy exercise, sport and recreation. It encourages a holistic approach to the greenspace network in order to provide a cohesive, multi-functional green infrastructure, which will enhance new built development and provide migration routes for wildlife.

5.84 The Government is encouraging the emergence of a continuous linked network of various landscapes both within and between built up areas known as the green grid.

5.85 Work in Medway to develop green infrastructure is focused into the Green Grid project, promoted through the Medway Wildlife, Countryside and Open Spaces Strategy (2007). This aims to improve links between people, wildlife and green spaces, countryside and towns.

5.86 Medway's Green Grid seeks to develop strategic connections linking the key assets of its natural and historic environment with local communities to promote a distinctive sense of place and underpin healthy, sustainable and vibrant living. Green Grid planning in Medway fits within wider strategic green infrastructure work across north Kent, coordinated through Greening the Gateway Kent & Medway. Strategic routes and projects flow across local authority boundaries into Swale, Gravesham and Tonbridge and Malling, to deliver effective and multi-functional use of natural resources.

5.87 Medway's Green Grid consists of a network of broad strategic corridors linking the natural environment, heritage features and local communities. It is defined under five broad geographical areas that reflect the distinctive characteristics of Medway:

- Medway Waterfront – there is a strong focus on public realm in the centre of Medway, intrinsic to regeneration ambitions for the area, realising the connections to a riverside city with an enhanced environment and accessibility for pedestrians.
- Hoo Peninsula – the key aim is to open up access to the high quality environment, characterised by the marshes bordering the Thames and Medway, and the wooded ridge and open farmland across the wider peninsula. Green infrastructure planning is linked to plans for developments, such as Lodge Hill, RSPB's reserve at Cliffe Pools and work emerging from the Four Parishes Plan on the eastern side of the peninsula. The strategy seeks to protect the important natural environment, whilst enhancing sensitive access to the area, linking local villages and nearby towns with the peninsula, raising recognition of its value.

- Medway Valley – this area focuses on the area to the south of the M2 and follows the river and the landscape of the Kent Downs. Work here reflects the need to manage the protected landscape of the Downs and to improve opportunities for access, particularly along the banks of the river, linking Medway with Maidstone. The Valley of Visions landscape partnership is leading in delivering this work.
- Estuary and Orchards – this area in north Gillingham and Rainham reflects the landscape dominated by the estuarine location and traditional fruit growing areas. The strategy here is to restore and promote the landscape character and improve access for neighbouring communities to the natural environment.
- Great Lines to the Downs – this route connects Medway's landmark park based around the Great Lines to the towns' backdrop of the Kent Downs. The aim is to develop and enhance the connections between local communities and the surrounding countryside, valleys and parks.

5.88 Green Grid is supported by a broad based partnership of statutory, voluntary and community organisations, including Greening the Gateway Kent and Medway, RSPB, Natural England, Environment Agency, Kent Downs AONB Unit, Kent Wildlife Trust and Ramblers Association. It brings together different services within Medway Council, including Greenspaces, Transport, Health, Landscape and Planning to coordinate planning work, funding and delivery of projects.

5.89 Medway Green Grid is being delivered through a coordinated series of actions, including the Valley of Visions Landscape Area Partnership in the Medway Valley, development of the Great Lines Heritage Park and public realm improvements around Medway waterfront, and access improvements planned on the Hoo Peninsula.

5.90 A high quality of public realm is essential in reinforcing Medway's assets such as the river and in making it an attractive, liveable and inclusive place. Redevelopment of Medway's large riverside and other brownfield sites offers opportunities to open up hitherto inaccessible areas, create new

and attractive destinations for visitors and citizens and to extend access to the rural riverside by foot and cycle routes.

### **Policy CS8: Open Space, Green Grid and Public Realm**

*The Council will seek to provide equal opportunities for all people to enjoy accessible, high quality and affordable open space. It will ensure that:*

- *A multifunctional network of open space will, as far as possible, connect to create a system of footpaths, cycle routes, equestrian facilities and wildlife stepping stones and corridors in a green grid which links the urban areas with five broad strategic corridors at Medway Waterfront, the Hoo Peninsula, Medway Valley, the Estuary and Orchards and Great Lines to the Downs*
- *Opportunities will be sought for new development to provide open space that contributes to the formation of the green grid:*
- *Existing open space will be preserved and poor quality open space enhanced unless an improved provision can be made by new development to the benefit of the local population*
- *A set of consistent open space standards will be established which will apply to new development throughout the council area*
- *Where open space cannot be provided on-site, alternative equivalent provision of new open space or the enhancement of existing open space will be required off-site. New or enhanced urban spaces should be provided as a part of major regeneration proposals. These should:*
- *Ensure that all people can easily and comfortably move through and into developments*
- *Provide necessary recreational, amenity, and, where appropriate, civic space*
- *Be fully integrated with the rest of the development as part of an overall design approach*
- *Safeguard and enhance access to the riverside*
- *Create or maintain attractive and safe streets and public spaces.*

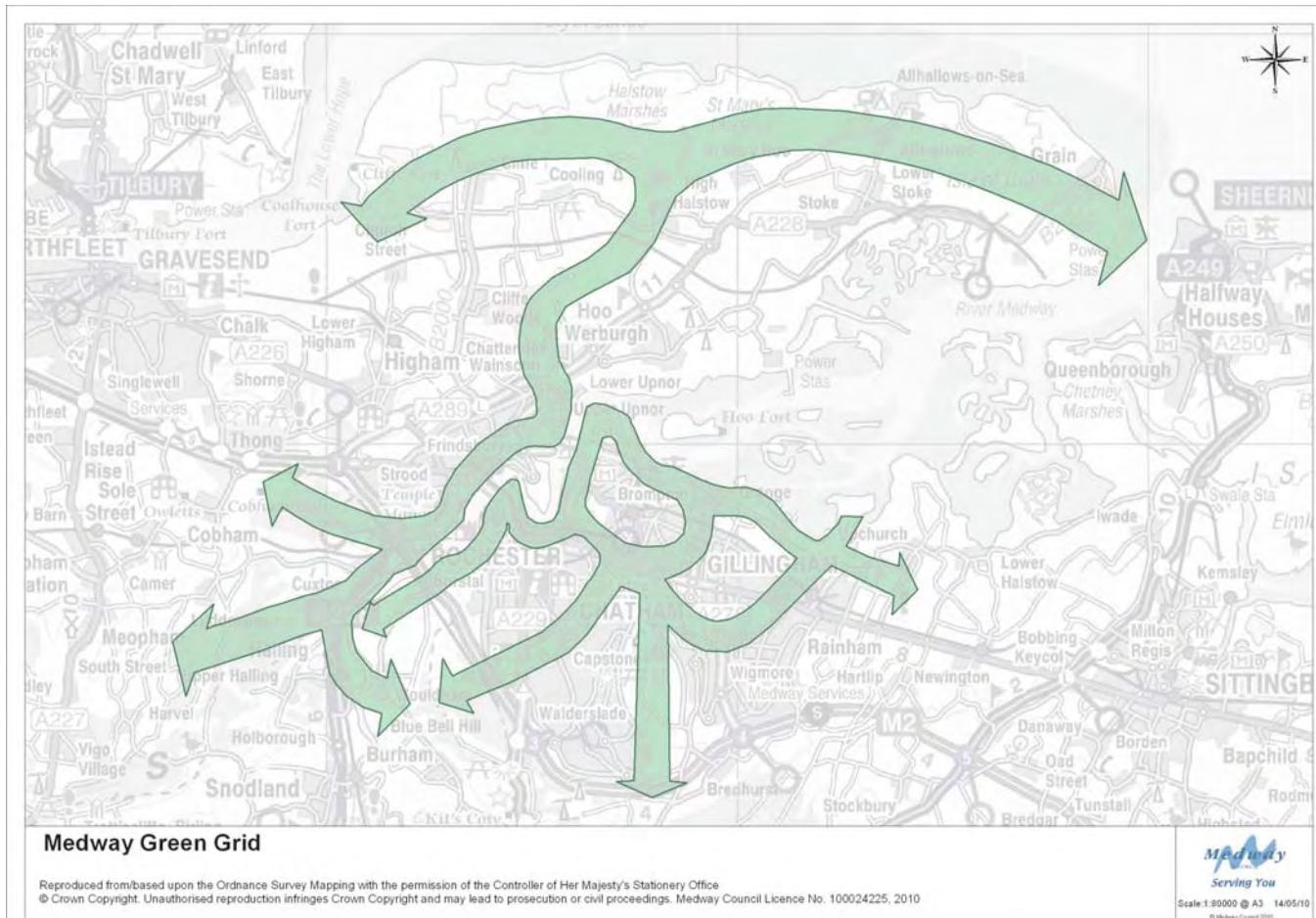


Figure 5 3 Green Grid Corridors

## Sustainable Communities

### Health and Social Infrastructure

5.91 One element of the vision of this Core Strategy is to seek better access to community infrastructure, for all residents of Medway. By community infrastructure we mean facilities such as affordable housing and community facilities, including public open space, sport and leisure facilities. The distribution of existing facilities is shown in the Infrastructure State of Medway Report (2009).

5.92 The Medway Sustainable Communities Strategy Plan and Medway's Council Plan (2009 - 2012) place emphasis on the need to improve access to housing, jobs, services, transport and facilities for rural residents and disadvantaged groups throughout the area, and consider the needs of young people.

5.93 Consequently, the Core Strategy is about providing equal opportunities and access to good quality Community Infrastructure,

access to sport and recreational facilities, cultural facilities and heritage assets, regardless of geography or personal circumstances, ensuring that actions benefit all sections of the community.

### Deprivation

5.94 The Medway area has some disadvantaged neighbourhoods where communities are experiencing marginalisation and isolation as well as various social, personal, financial or other barriers, preventing individuals from accessing training, employment or local services. The Index of Multiple Deprivation indicates that 25 neighbourhoods in Medway count amongst the poorest 25% nationally, whilst Medway also has some of the wealthiest areas in the country. Pockets of deprivation are also present in rural communities.

5.95 Priority therefore needs to be given to social regeneration if all are to benefit from the scale of physical change envisaged. Accordingly the Social Regeneration Strategy aims:

- To create a cohesive and inclusive community
- To improve access to employment opportunities for all
- To ensure physical improvements are accessible to all
- Strengthen access to local community services by the most hard to reach communities
- Improve access by local communities to local employment opportunities; and
- To undertake a renovation programme of the poorest quality housing stock.

5.96 In taking the Strategy forward five priority areas have been targeted for Neighbourhood Action Plans. These areas are: All Saints, Brook Lines, Strood South, Twydall and White Road Estate. The Council proposes to add a further two areas, Luton and Gillingham North. A range of projects are being implemented in these areas, including: Strood Community Project, New Chalk Pit Community Park, refurbishment of the Beechings Way playing fields and many others.

## Health

5.97 The Sustainable Community Strategy's vision for Medway is that its residents shall enjoy good health, well-being and care. To enable this to happen, the strategy seeks to improve lifestyle, reduce health inequalities, improve mental health, and promote independence and quality of life for vulnerable and older people. The NHS Medway Board's 10 year vision is that, through partnership and participation, it will:

- Work to ensure that Medway will be a healthy, safe and exciting place with a good environment and major cultural attractions
- Support the development of Medway into a city where people want to achieve in all aspects of their life, through work, leisure and learning
- Deliver a vision of Medway based on sustainability principles with a better quality of life for everyone now and for future generations. This requires the integration of health, social, economic and environmental targets.

5.98 In 2007 the NHS Medway Board approved a number of principles around its property estate with the intention of incorporating them into a comprehensive estate strategy. The first is the development of community hubs providing access to health and other services leading to greater integration. The second is to improve utilisation of accommodation. The final one is to improve training opportunities to impact positively on recruitment and retention. Other NHS Medway strategies have been instrumental in shaping this strategy. They include:

- A Healthier Medway (the 10 year strategy for the PCT)
- Strategic Commissioning Plan 2008 – 2013
- Primary Care Strategy 2009.

5.99 The main issues from the Estate Strategy 2010 – 2020 are:

- Ensuring good coverage for access to services by locating facilities appropriately
- A commitment to sustainable development i.e. maximise estate usage and occupancy and refurbishing unless a new build is the most appropriate option
- Working with local partners to embody the principles of "Total Place" in Medway in terms of asset use
- Ensuring GP practices are fit for purpose
- Working with Medway NHS and their delivery partner Medway Community Estates to enable them to develop and adapt their business.

5.100 At this time, there is considerable uncertainty with regard to developing additional health sites given the difficulties of ensuring sufficient funding is available. Inevitably, the disposal of surplus or redundant sites will be required in order to fund these. The following facilities are considered likely to be affected by either enhancement or relocation schemes over the planning period: Canterbury Street, Gillingham, Chatham Town Centre, St Bartholomew's Hospital, Chatterden/Hoo, Hempstead, Luton, Twydall, Wainscott and the Wayfield / Walderslade area. Other areas for consideration include: Rochester Riverside, Hoo Peninsula, Wisdom Hospice, Darland House, Elm House Clinic, New Road, Kings Road Clinic, Luton, Nelson Road, and Balmoral Road.

5.101 Premises are generally located appropriately across Medway but there is need for some development and some rationalisation within them. There is some under utilisation of buildings. There are areas of planned housing regeneration, which are currently under provided. Primary care services are provided from a range of facilities and the standard of GP premises requires significant investment to improve them.

5.102 Over the longer term there may be benefits from relocating services away from St Bartholomew's Hospital to other local centres, but as yet there is no programme in place for this to happen.

5.103 Medway is served by one major hospital. Medway Maritime Hospital in Gillingham is the largest and busiest hospital in Kent. Some recent developments at the hospital include:

- The start of a major building development programme, which will see some of the hospital's old blocks replaced with new, modern facilities
- The completion of some construction work to add 250 new spaces to the car park; and
- The start of £1.5m investment in the emergency department over the next three years, which plans to move the emergency department to a new building on the hospital site as part of the Trust's major redevelopment plan.

5.104 NHS Medway is responsible for 68 GP practices. There are 125 GPs (and 60 part-time / locum GPs) serving the nearly 280,000 people in the NHS area.

5.105 There are also 10 healthy living centres and health centres in Medway. These are the base for a number of integrated health services and some community facilities. Some are also co-located with GP practices. The Medway NHS Foundation Trust provides Medway secondary care. It employs over 3,500 staff in a wide variety of clinical and non-clinical roles.

#### Adult Social Care

5.106 The adult social care services in Medway are currently undergoing transformation and modernisation. Adults fall into a number of categories for whom services

are provided. These services are based on an individual's need; anything that enables that individual to be safe and be well. A revised older people's plan is being produced and has already identified programmes in a number of key areas that will help address the needs of Medway's growing older population.

#### Places of Worship

5.107 There are places of worship for Buddhists; Christian denominations; Hindus, Jews, Muslims and Sikhs as well as some for smaller independent faiths, but it is not clear whether current provision is adequate. Faith groups, like the public and voluntary sectors, are highly reliant on financial resources to provide for their congregations.

#### Voluntary Sector

5.108 Medway has in excess of 530 voluntary and community organisations. The Medway Council for Voluntary Service is an umbrella organisation, which offers a range of support services to the voluntary and community sector. In 2006 it developed a Local Infrastructure Development Plan for Medway's voluntary and community sector. It identified areas in which the sector needs to develop but recognised that the sector was strong.

#### Custodial Services

5.109 Amongst other things Medway has two prisons located within the local authority boundary, which are part of the HM Prison Service and a young persons unit managed by Rebound Youth Justice Services. Whilst there has been some refurbishment and minor extension to these facilities there is no identified requirement for major new developments within the Medway area.

#### Youth Services

5.110 There are approximately 65,500 children and young people aged 0-19-years in Medway, and while this number is expected to reduce marginally during the life of this plan the number of children aged 0-4 will grow by around 5 per cent. Medway's population has a greater proportion of children and young people than the national and regional average. Medway's Youth Service organises activities and courses and

provides information, guidance and support for 11 to 25-year-olds. Helping young people to enjoy life and get ahead, the service offers access to sports, leisure and creative art activities.

5.111 Medway has a number of youth centres that provide a wide range of services:

Hempstead Youth Centre; Lordswood Youth Centre; Parkwood Youth Centre, Rainham; Strood Youth Centre; Woodies Youth Centre, Rochester; Woodlands Youth Centre, Gillingham.

5.112 A network of Sure Start centres also provides support and facilities to younger families.

### **Policy CS9: Health and Social Infrastructure**

*The development of sustainable places in Medway with healthy communities and social infrastructure where residents enjoy a high quality of life will be assisted by:*

- *Relevant organisations and communities being supported to promote, protect and improve the health of Medway's population and reduce health inequalities between different population groups and areas*
- *Protecting and enhancing existing facilities, services and amenities that contribute to the quality of life of residents and visitors*
- *Working closely with the Medway Maritime Hospital Trust to bring about the continued redevelopment of the hospital in Windmill Road and to make the hospital a centre of excellence*
- *Preserving and improving access to facilities and services wherever possible. Support will be given to the redevelopment and improvement of primary care facilities through active participation in the Local Improvement Finance Trust (LIFT) Co process*
- *Ensuring effective regeneration and the timely provision of additional, Health and Social facilities. The identified strategies for the provision of relevant Health and Social Infrastructure, in locations that are appropriate and accessible, will be used to ensure that new development integrates satisfactorily with, and meets the needs of, all communities.*

*The Council will continue to implement its Neighbourhood Action Plans at All Saints, Brook Lines, Strood South, Twydall and White Road Estate, and develop two more at Luton and Gillingham North.*

### **Sport and Recreation**

5.113 Details of the typology, quantity and quality of Medway's outdoor sports facilities can be found in the open space strategy 2008-2016. Sport and leisure is a means of tackling local issues of poor health, community development and deprivation.

5.114 Between 2009 and 2016 the Sports Development Strategy has a Vision for sports development in Medway; which is for it to be a place:

- Where all young people get a good start in sport and recreation
- Where people of all ages have high quality, enjoyable opportunities to stay involved in sport and recreation throughout their lives
- In which all sports participants have opportunities to improve and achieve their own personal sports goals
- Where people are encouraged to adopt a healthy lifestyle through active living and enable the socially disadvantaged to feel socially included
- In which the Medway Sporting Academy gives every primary school child in Medway the opportunity to fulfil his or her full sporting potential.

5.115 Medway Park is the area's new flagship multi-sport facility and has been approved as an Olympic pre-games training camp. The creation of Medway's regional centre of sporting excellence is an £11million project, developed in partnership with the Thames Gateway, Sport England and University of Kent at Medway. If sports provision is considered as a pyramid, Medway Park is at the pinnacle. Below this are what might be termed 'district' sport and leisure centres. Currently these comprise Strood, Lordswood and Stirling leisure centres, supplemented by the Splashes leisure pool. However to fully meet Sports England advice, a further four '4 court' halls are required across the area.

5.116 Gillingham Football Club is Kent's only football league club. It has ambitions to relocate to a new purpose built stadium. However, no site or funding has currently been identified in order for this to take place.

5.117 In terms of outdoor sports pitches, Sport England advice and National Playing Fields Association standards indicate a substantial shortfall in provision. However detailed analysis of existing supply and demand indicates that provision is broadly in balance for cricket, rugby, bowls and hockey, with a limited problem with senior football and a greater need for junior football and tennis. The latter is being addressed by Tennis Together - the creation of a 6 court indoor purpose built tennis centre at Beechings Cross.

5.118 As part of its leisure, culture, sport and tourism strategy, the Council intends to actively realise the opportunities presented by the award of the Olympic Games to London in 2012 and the easy access to Stratford afforded by Channel Tunnel Rail Link Domestic Services. Throughout the period leading up to the Games themselves it is expected that, nationally and locally, a range of strategies will be put in place to increase participation rates in sport and to improve the standard and distribution of facilities.

#### **Policy CS10: Sport and Recreation**

*In order to improve the quality of life of existing and future residents of Medway and promote healthier lifestyles the Council will:*

- Safeguard existing facilities for sport and leisure and seek to extend and supplement these with new facilities where appropriate to meet a broad range of needs
- Continue to develop a strategy to maximise the potential local benefits of the London Olympics in 2012. This will consider opportunities for enhanced training facilities, increased participation in sport, the provision of a major pre-Games training camp and meeting hotel and other accommodation needs for visitors to the games. It will also consider the long-term legacy from the Games and how this can be best used to meet local needs.

#### **Culture and Leisure**

5.119 Medway has a strong cultural and heritage offer including the state of the art sports facilities developed at Medway Park, a potential World Heritage site and recognition of the local arts and music

scene through the Culture and Design Awards. Potential exists to strengthen this further and increase visitor numbers as well as local engagement as recognised in the Cultural Strategy.

5.120 The Council's Cultural Strategy 2009-2014 will help the Council to promote, encourage and provide opportunities for culture and leisure for all, quality of life and community wellbeing, meeting the needs of young people, community cohesion, contributing to the local economy and providing a clean and green environment. Halls, libraries and clubs fulfil a key role in meeting the needs of local communities.

5.121 Within Medway there is a large built and natural heritage offer, encompassing castles, parks and open spaces, museums and archives. These places and spaces provide the setting for a wide range of cultural activity. It is important to care for and develop these assets for current and future generations. Key proposals for this include:

- Developing sustainable cultural uses for Eastgate House and Temple Manor
- Conservation of and improved visitor facilities for Rochester Castle and Upnor Castle
- Improvements to Gillingham Park
- Refurbishment of play areas under the Playbuilder Programme
- Making open spaces more welcoming, safer, cleaner and greener
- Delivering the Great Lines Heritage Park
- Supporting the bid for World Heritage Site Status
- Ongoing development of the Medway museum offer at the Historic Dockyard and the Guildhall and Royal Engineers Museums.

5.122 Medway's Economic Development Strategy emphasises the importance of cultural and creative industries, in contributing to the growth of Medway's tourism and economic prosperity. Arts and Culture are important contributors to Medway's wider economic growth and its growth as a tourist destination. In particular, Chatham's two theatres, free festivals, historic buildings, the Guildhall

museum, the increased visitor numbers to Chatham's Historic Dockyard and Dickens World all represent a significant contribution to Medway's economy.

5.123 Medway's cultural strategy outlines a number of further aspirations to work with partners to promote and develop the cultural offer.

### **Policy CS11: Culture and Leisure**

*In order to realise the significant cultural and leisure potential of the area, to improve the quality of life of existing and future residents, promote healthier lifestyles and a participative and inclusive community the Council will support the implementation of Medway's Cultural Strategy which encompasses a range of cultural provision, including the development of new cultural venues centred on Chatham and extending along the Medway waterfront.*

### **Heritage Assets**

5.124 Medway's historic environment is an irreplaceable asset. It is an expression of our history, heritage and culture and lies at the heart of local and regional character and sense of place. It helps to maintain varied and attractive places in which to live and work, provides historic places to visit and enjoy and encourages investment in, and re-use of, old buildings. It has the potential to act as a significant draw for inward investment and heritage led regeneration.

5.125 The importance of the historic environment in contributing to sustainable development in terms of its potential to support regeneration, tourism and social inclusion as well as conservation can be seen by the revitalisation of The Historic Dockyard, Chatham.

5.126 Medway is particularly fortunate in that it has a number of the region's most significant historic environment assets including:

- The historic City of Rochester
- The potential World Heritage Site of Chatham Dockyard and its Defences
- Significant defence heritage including– Upnor and Rochester Castles, Fort Amherst and the Chatham Lines, and the Great, Lower and Inner Lines.

5.127 Most of these heritage assets are protected to some degree by statute - for instance designation as conservation areas, scheduled ancient monuments or listed buildings. However the historic environment in Medway is much more widespread than this. Important heritage assets include:

- Historic street patterns and forms of development in many parts of Medway, particularly within the major town centres (and not just in conservation areas). An example of this is the long and winding Chatham and Rochester High Streets, which stretch from Rochester Bridge to Luton arches.
- A unique river and hillside topography. Historically the escarpments and the tops of hills were often left undeveloped for Military purposes. This, together with key landmark buildings of national and international importance such as Rochester and Upnor castles, Fort Amherst, the Dockyard and the Cathedral, has left a legacy of unique views. There are also a number of local landmark buildings within each view. Development over a wide area (and not just within conservation areas could impact upon this historic environment. Strategic views, together with a management strategy for controlling development which impinges upon these views is laid out in the Building Height Policy for Medway. In addition, the setting of the proposed World Heritage Site is defined by its 'buffer zone' (as laid out in the World Heritage Site Management Plan)
- Unlisted buildings, which contribute to the character of their localities.
- Areas of rich archaeological importance dating from the bronze age through to the C20 (1st and 2nd World Wars).

5.128 It is recognised that the historic environment will be subject to change and that it is not possible, or at times desirable, to maintain all aspects. Through the use of conservation area appraisals and management plans (where appropriate), development briefs, The Chatham Dockyard and its Defences World Heritage Site Management Plan, and the Kent Historic Environment Record, the Council will adopt a managed approach to

this change based on an understanding of the character and significance of the historic environment.

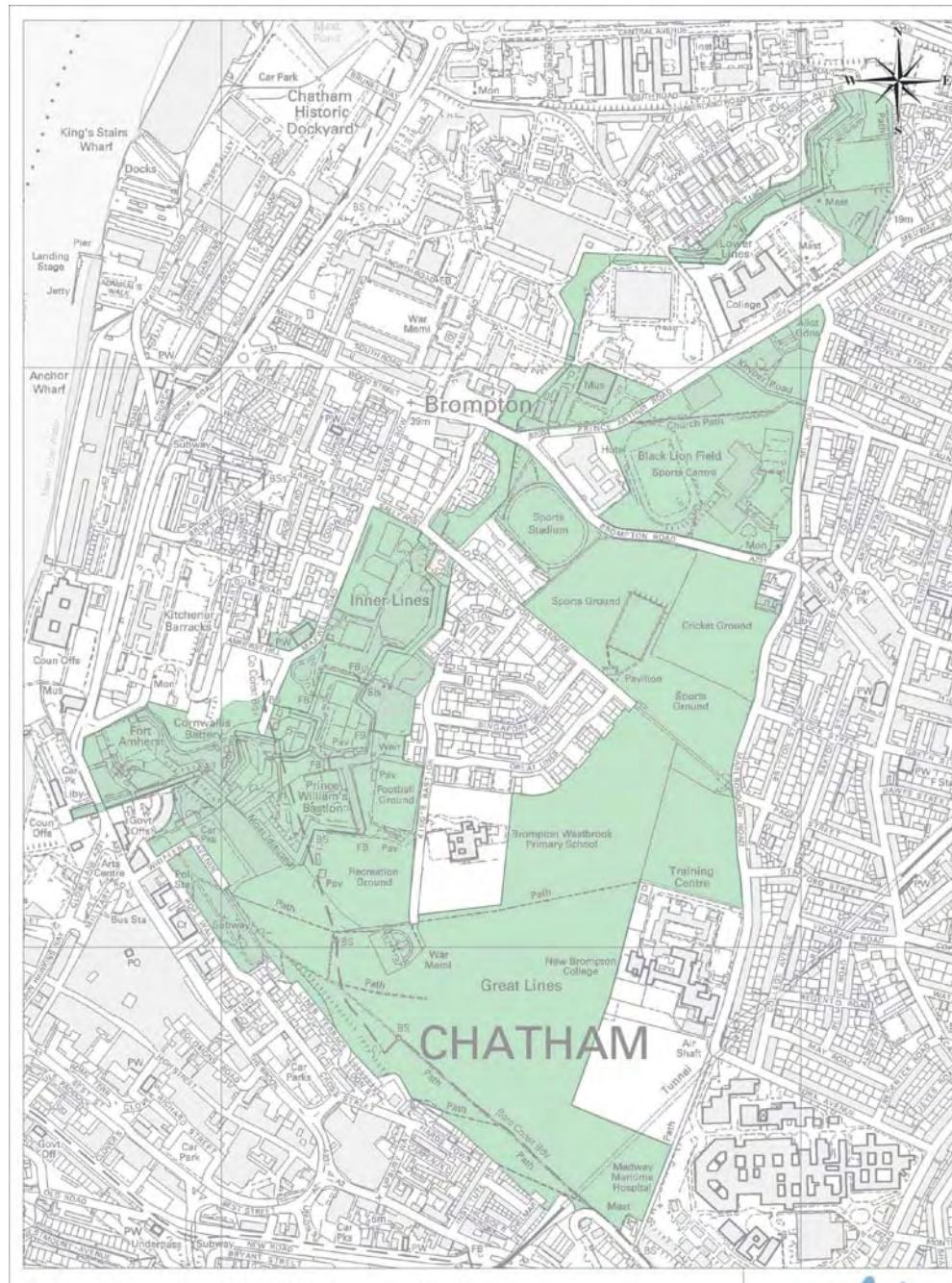
5.129 In applying policy CS12 it is recognised that sensitive modern design which takes into account historic street patterns, scale, plot width, townscape and so on can enhance the historic environment. Conversely 'Historic Style' facadism applied without a thorough understanding of the historic environment may be inappropriate.

- Supporting World Heritage Site status for the Chatham Dockyard and its Defences; supporting the development of the Great Lines Heritage Park and seeking to establish new integrated management arrangements covering enhancement, maintenance and access for Fort Amherst and the Chatham Lines (subject to military security, safety and other issues being resolved).

### Policy CS12: Heritage Assets

Medway's valuable heritage assets will be preserved and enhanced by:

- Supporting the conservation and, where appropriate, the enhancement of the historic environment and the contribution it makes to local and regional distinctiveness and sense of place
- Assessing new development within historic areas, within the setting of historic areas and landscapes (including the 'buffer zone' of the identified World Heritage Site) or prominent in key views, in terms of its contribution to the preservation and enhancement of the special qualities of these areas, views and landscapes and, in the case of the World Heritage Site, against its impact on the Site's Outstanding Universal value
- Encouraging proposals that make sensitive use of historic assets through regeneration, particularly where these bring redundant or under-used buildings and areas into appropriate and viable use;
- Requiring design statements which accompany new development proposals to demonstrate an understanding of how the historic environment within which the development will sit, has informed the development of the design
- Where appropriate, removing permitted development rights from 'local list' buildings in order to control change



**Great Lines Heritage Park 2028 (Policy CS12)**

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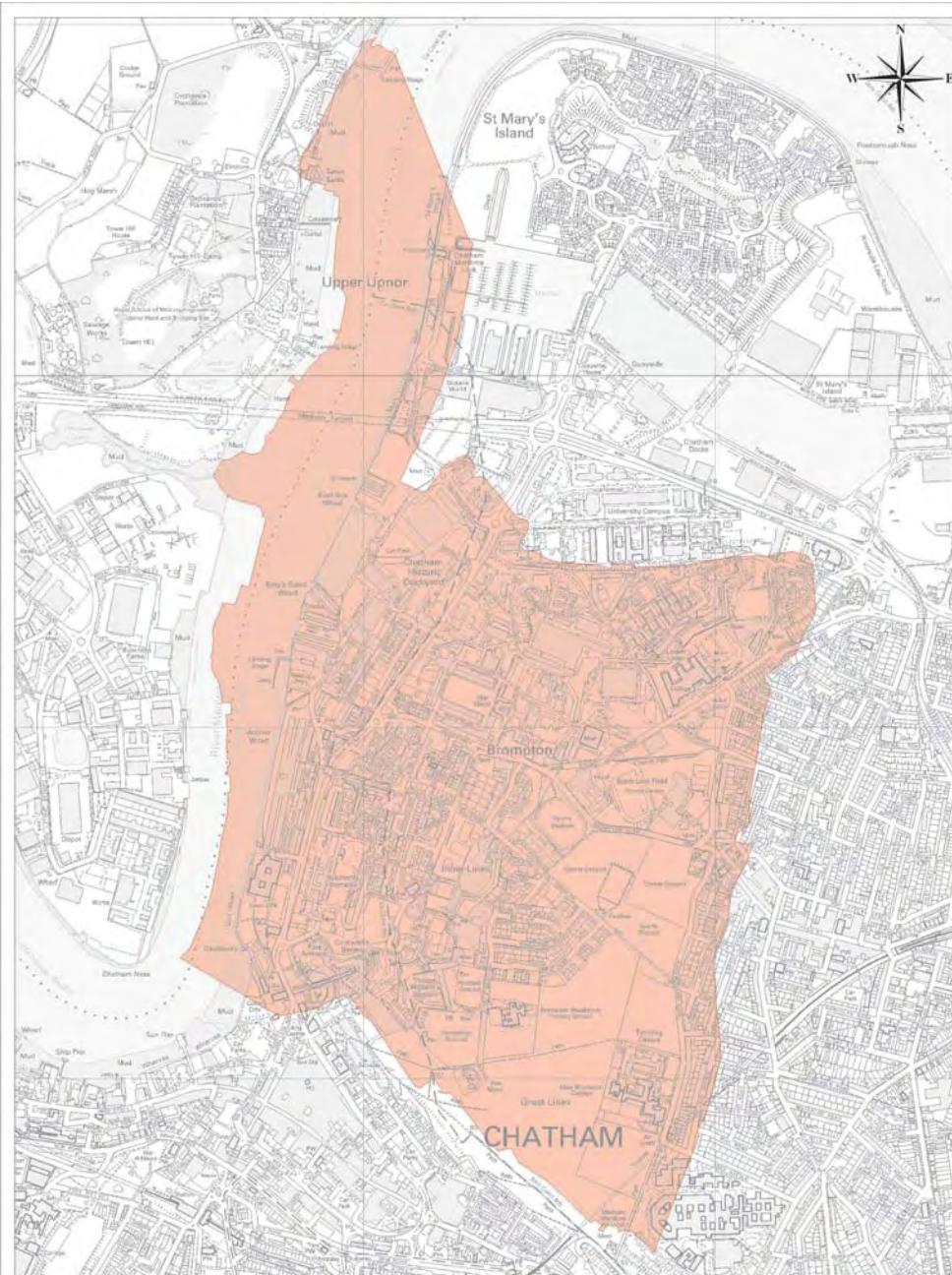


*Serving You*

Scale: 1:9000 12/08/10

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**Figure 5 4 Great Lines Heritage Park**



**Nominated World Heritage Site (Policy CS12)**

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Figure 5 5 Nominated World Heritage Site

# 6. Housing

## Introduction

6.1 The majority of Medway is located within the Thames Gateway, which covers the area of the borough north of the M2. The remainder, located to the south of the M2, is deemed to be part of the 'rest of Kent' for planning purposes. There has been long-standing recognition of the need to regenerate Medway and exploit its abundant brownfield land supply, particularly with regard to its numerous waterfront sites, as well as on the Ministry of Defence land at Lodge Hill where a new settlement is being proposed. Therefore priority is given in the Strategy to new development taking place on previously developed land. Housing provision is also an important tool to help rejuvenate town centres and their evening economies, particularly when it forms part of comprehensive mixed-use developments. This is a particular issue in respect of Chatham, which has so far failed to develop a town centre and evening economy worthy of a sub-regionally important centre and which has a small residential population.

6.2 Delivery of sufficient housing of the right types and in the right locations in order to ensure the creation of sufficiently mixed and balanced communities is crucial to the sustainable development of Medway. On the other hand, there is also a need to balance the pressure to redevelop employment land for housing with the need to ensure sustainable economic growth and nurture local businesses.

## Housing Provision and Distribution

6.3 As explained earlier the Council intends to proceed with an average of 815 per year over the period to 2028 as its housing target. This applies to Medway as a whole and represents a balance between the needs of the current population and the aspirations for the Thames Gateway as a growth area.



6.4 The great majority of this will occur in the main part of the Borough that is located in the Thames Gateway. Only around 596 units in total are expected to be built in the 'rest of' area, which essentially corresponds to the parishes of Cuxton and Halling. Here the former Cemex cement plant at Halling is to be redeveloped and this will account for virtually all of this number

6.5 The Core Strategy therefore proposes the delivery of at least 815 dwellings per annum (785 within the Thames Gateway) on average over the plan period up to 2028. Despite adverse economic conditions nationally, recent house completion rates in Medway have reached an historic high. 761 dwellings were delivered in 2007-2008 and 914 in 2008-2009. Preliminary monitoring of completions for 2009-2010 suggests that an even higher figure has been achieved but that this will reduce if there is no early recovery in the national economic picture.

6.6 The key components of housing supply will be the large waterfront regeneration sites within the main urban area and the new settlement at Lodge Hill, which will be the only new freestanding settlement in the Thames Gateway. It is expected to deliver approximately 5,000 dwellings in total (4,600 within the plan period).

## Housing Delivery

6.7 Medway's established housing delivery strategy will continue with its heavy emphasis upon the regeneration of previously developed land in accordance with the Thames Gateway agenda. Consequently, unnecessary greenfield developments will not be allowed that would jeopardise this overall strategy. The Council has little control over the private market in terms of the timing of actual delivery, particularly given the current uncertainty with regard to the economic recovery. However, it will continue to encourage pre-application discussions and actively engage with Registered Social Landlord's and other key stakeholders in order to maintain delivery.

6.8 The housing trajectory for Medway anticipates that the peak of housing delivery will come forward between 2013 and 2018. It also suggests that delivery is expected to tail off significantly over the last five years of the plan period. This is based on the availability of sites and the market may, in practice, even-out this trajectory.

6.9 A plan, monitor and manage approach to residential land supply will be taken in order to ensure that the positive regeneration agenda is not undermined by potentially harmful environmental effects. The Council has prepared a Housing Trajectory, which identifies the rolling five-year land supply and how the required housing growth will be accommodated over the life of the plan. This shows a more than adequate 15-year housing supply and continuing capacity for development beyond this.

Supply Component	Number of Dwellings (Thames Gateway)	Number of Dwellings (Rest of Kent)	Total
Units completed 2006-2009	2235	31	2,266
Small sites with planning permission at April 1, 2009	364	17	381
Projected Strategic Land Availability Sites	16424	548	16972
<b>Total Supply</b>	<b>19023</b>	<b>596</b>	<b>19619</b>

Table 6 1 Medway Housing Supply Components

6.10 The Strategic Land Availability Assessment (SLAA) identifies a potential housing supply for Medway of 16,972 dwellings. When this figure is added to the housing completions already achieved and the outstanding small site planning permissions as at April 1, 2009, a very healthy supply position is indicated for the period up to 2028. The following table and map shows where the majority of new housing is planned to come forward (see also Chapter 11 for further details).

Sub-areas	Number of Units
1. Chatham	3,843
2. Rochester	3,117
3. Gillingham	1,488
4. Strood	2,331
5. Rainham	123
6. Cuxton and Halling	548
7. Hoo Peninsula	5,522
<b>Total</b>	<b>16,972</b>

Table 6 2 Distribution of New Housing by Sub Areas up to 2028

6.11 In relation to the proposed allocation at Lodge Hill, the Core Strategy differs from the Strategic Land Availability Assessment in that it only assumes that 4,600 of the total provision of 5,000 dwellings will be delivered within the plan period. However, the SLAA still demonstrates a healthy surplus with regard to the overall housing supply requirement. Furthermore, no provision has been made anywhere within the supply components for future housing windfalls (other sites that come forward unexpectedly).

6.12 A number of Adopted Local Plan Allocations are being carried over.

SLAA Ref	Local Plan Ref.	Site Name
13	GL181	Medway House, 277 Gillingham Road
90	ME 254 & ME375	Strood Riverside, Canal Road
100	ME 386	320 - 344 High Street inc. 42 New Road, Rochester
102	ME 407	1-35 High Street, Chatham (Grays Garage)
525	ME 409	Former Laundry Hilda Road Chatham
598	ME 510	R/O 329 - 377 (Featherstones) High St Rochester
757	ME 383	Between Cross Street & The Brook, Chatham
844	GL150	Amherst Hill, Brompton

Table 6 3 Local Plan Allocations

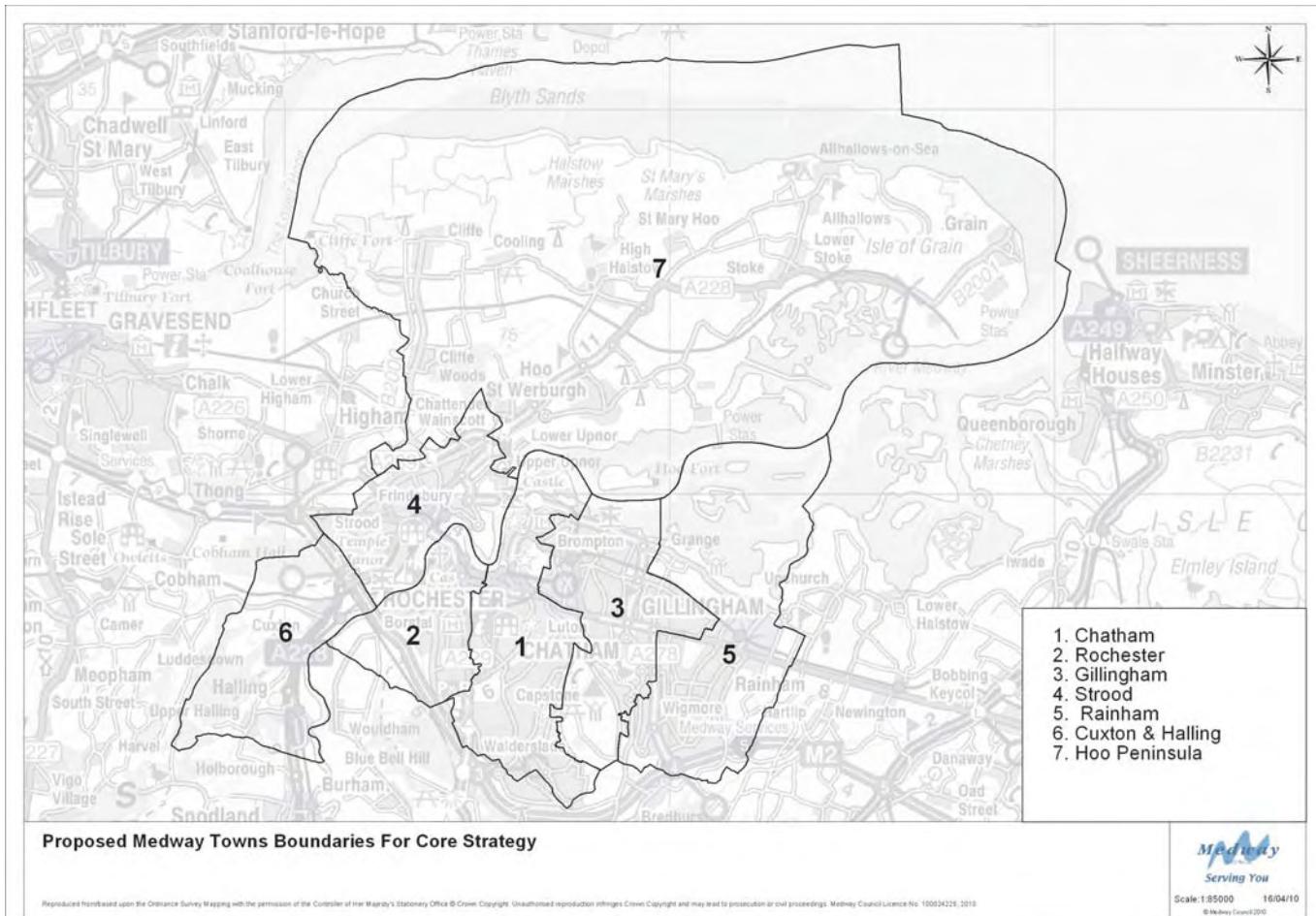


Figure 6 1 Medway Housing Sub Areas

### Policy CS13: Housing Provision and Distribution

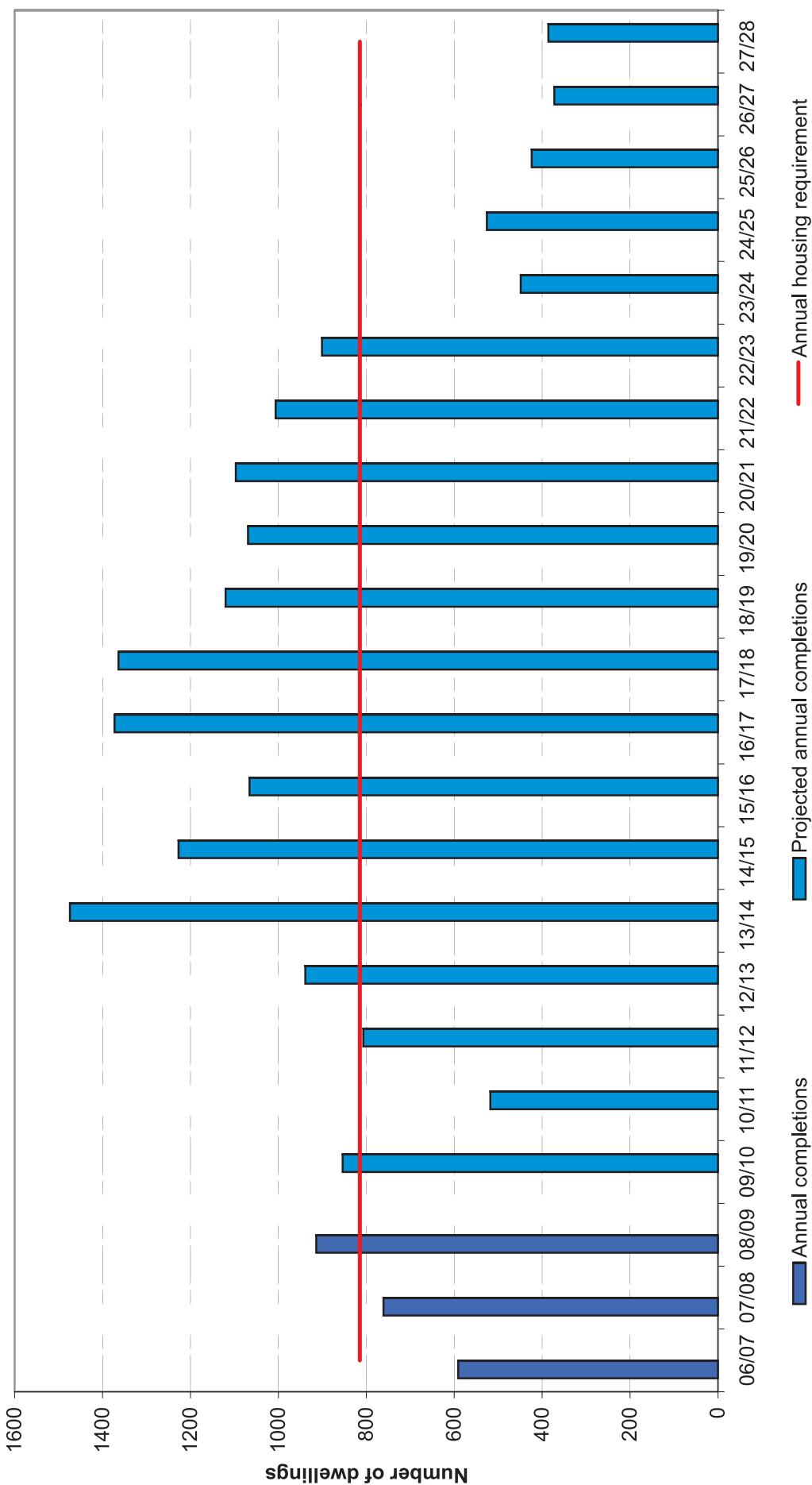
In accordance with Table 6-1 and the schedule set out in Appendix B, provision will be made to ensure at least 17,930 new homes can be delivered between 2006 and 2028, (an average of 815 per year), of which at least 17,500 will be within the Thames Gateway Area. This will include:

- All sites which are the subject of adopted development briefs or masterplans, including Strood, Chatham and Gillingham town centres

- Sites allocated in the Medway Local Plan 2003 not already having the benefit of a planning permission
- A contribution of 5,000 dwellings (of which approximately 4,600 dwellings will be delivered during the plan period) arising from the Strategic Allocation of land at Lodge Hill (see Policy CS 33);
- Other sites identified in the Medway Strategic Land Availability Assessment, 2010.

Further sites will be allocated in the forthcoming Land Allocations and Development Management development plan document, depending on the outstanding requirement at the time it is prepared.

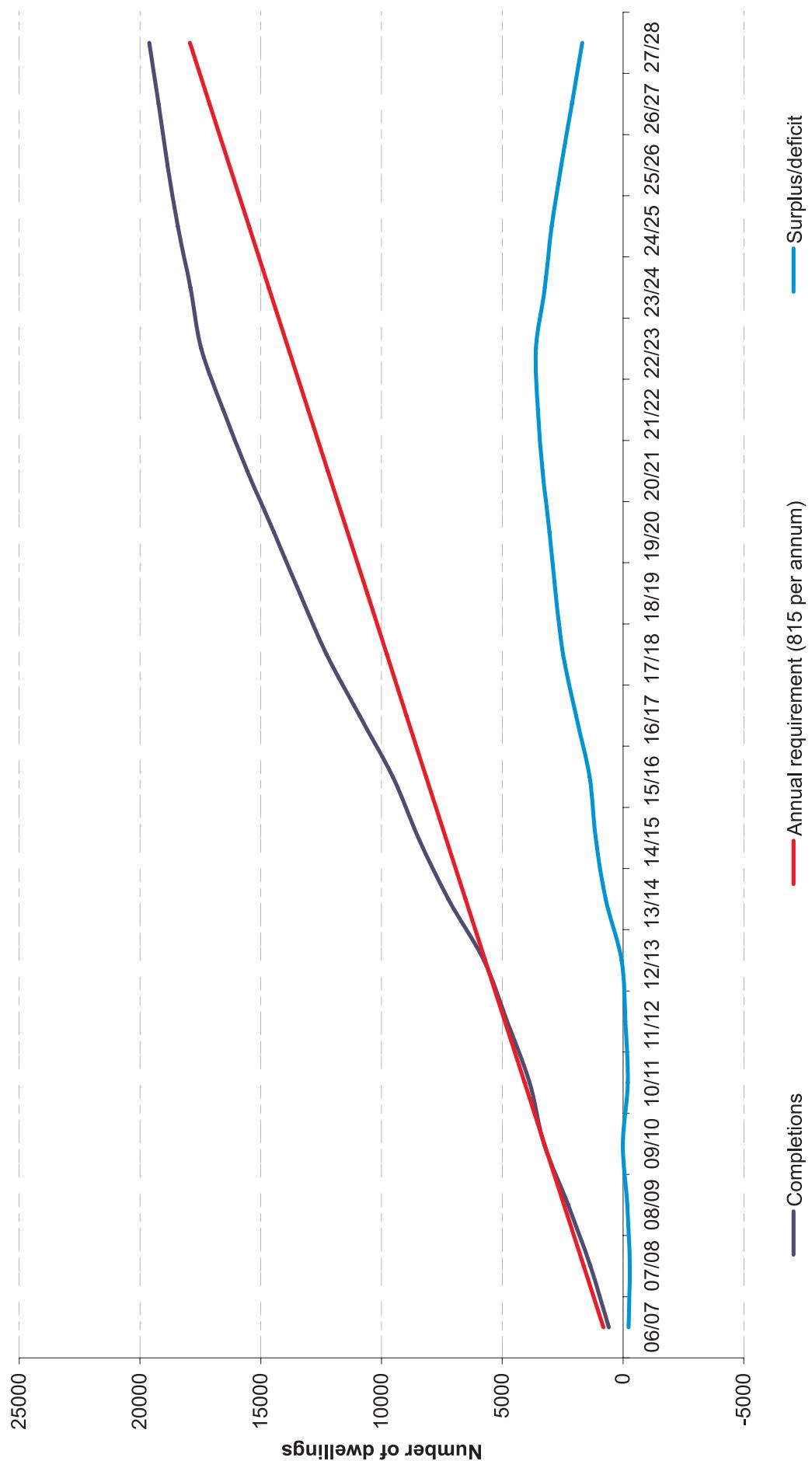
Medway Housing Trajectory 2006-2028



Source: Strategic Land Availability Assessment 2010

Figure 6.2 Medway Housing Trajectory 2006 - 2028

### Medway housing trajectory (cumulative series)



Source: Strategic Land Availability Assessment 2010

Figure 6 3 Cumulative Housing Trajectory

## Affordable Housing

6.13 A significant proportion of the population is unable to afford the cost of purchasing outright a house or other type of residential accommodation. As such it is critically important to maintain an adequate supply of what is termed 'affordable housing' to ensure that the whole population has a satisfactory place to live.

Affordable housing can take a number of forms, including 'social rented' and various types of 'intermediate' accommodation and is usually provided through a Registered Social Landlord (RSL) or Housing Association. Government funding is allocated by the Homes and Communities Agency to RSLs but not all sites receive a subsidy and larger private housing developments are asked to make a contribution. In recent years this has been at a rate of 25% on sites of over 25 units in urban Medway and 15 units in rural Medway. PPS3 'Housing' requires Local Planning Authorities to set a target for the number of affordable homes, which they will seek to provide during the plan period.

6.14 In order to quantify the need for affordable housing over the period of this plan the Council jointly commissioned a North Kent Strategic Housing Market Assessment (SHMA) in association with Gravesham Borough Council. The North Kent SHMA (2010) found that:

- 70% of future requirements for social rented housing is for smaller homes (1 and 2 bedrooms); and
- 65% of future requirements for other tenures is for larger (3+bedroom) homes.

6.15 An analysis of house prices in Medway, in a parallel Viability Study, indicates that the area can be divided into seven market value areas: High Value Medway, Medway Rural, Southern Settlements, Chatham West and Rochester, Strood, Gillingham North and West and Chatham South and East.

6.16 Assuming a development scenario of schemes being developed at 40 dwellings per hectare, residual values at a 25% affordable housing rate vary from £3.35 million per hectare in High Value Medway, to £0.56 million per hectare in Chatham South and East. The calculations were

based upon the assumption of nil grant from the Homes and Communities Agency and assume that the intermediate affordable element of the affordable housing was New Build Home Buy.

6.17 The Viability Study suggests three main options for setting affordable housing proportions for planning policy purposes. These are:

- Maintain the current policy target of 25% as set out in the Council's current planning framework. This would provide continuity.
- Introduce a split target, which seeks a higher level of affordable housing in the high value locations of the local authority area. A broad indicative split would work between the urban areas including Chatham, Gillingham, Strood and Rochester where 25% affordable housing, supported by grant in the weaker locations would be appropriate; and, on the other hand, the more rural areas of Medway Rural and Southerly Settlements, where a 30% affordable housing target would be viable.
- A 35% target for High Value Medway.

6.18 The Study concluded that whilst a 25% target would be a continuation of existing policy, it would rely on grant funding being available in the weaker sub markets. Therefore, a split target, recognising the inherent variation across the area, might be a more appropriate solution.

6.19 Having regard to the study's findings it is intended that the current affordable housing policy target of 25% will be maintained within the existing urban area boundaries and at Hoo St. Werburgh, but elsewhere a 30% policy target will apply. These targets will apply to all sites of over 15 units or 0.5 hectares. In all cases the viability of developing a site will be taken into account, including the cost of any other development contributions being sought. Where this is the case, applicants will be expected to use and adhere to the Medway Affordable Housing Toolkit developed by the consultancy Three Dragons. The model has been produced to allow users to test the economic implications of different types and amounts of planning obligations.

Developers will need to demonstrate and justify, via appropriate evidence, why they are seeking to deviate from specific developer contribution requirements.

- 6.20 Individual site viability may be affected by the availability (or not) of grant funding. Where viability issues arise, consideration will be given to alternative means of ensuring affordable housing delivery in line with the Council's 'cascade' mechanism. Further guidance in relation to affordable housing provision is set out in the Medway Guide to Developer Contributions SPD. This document will be regularly updated.
- 6.21 The term 'affordable housing' is defined as in PPS3 'Housing' 2010 and this definition applies to Policy CS14 below.
- 6.22 The definition does not exclude homes provided by private sector bodies or provided without grant funding. Steps need to be taken to ensure that, through the drafting of any agreement homes meet the definition and can be considered, for planning purposes, as affordable housing. Those homes that do not meet the definition, for example, 'low cost market' housing, may not be considered as affordable housing.
- 6.23 Affordable housing should be provided on-site and secured through a S106 agreement (or equivalent device introduced by the Government) as part of the proposed development unless the Council and the applicant both consider that it is preferable for provision to be made on an alternative site or for a financial contribution to be made. The Council's preference is for affordable housing to be provided and managed by Registered Social Landlords (RSLs). In order to achieve inclusive and sustainable communities, the provision of on-site affordable housing should be integrated seamlessly into the layout of the whole development.
- 6.24 In negotiating the proportion and tenure of affordable housing, account will be taken of site characteristics and the economic viability of provision. Where viability is an issue, financial support will be sought via public subsidy, such as through the Homes and Communities Agency (HCA). At appropriate rural settlements, sites that would not normally be released for housing will be considered for schemes that specifically

meet an identified local need for affordable homes. This is known as an 'Exceptions Policy' and is advocated in PPS3. Such schemes must ensure that the properties are made available in perpetuity for this purpose.

### Policy CS14: Affordable Housing

*In order to address affordable housing need over the plan period:*

- *25% affordable housing provision will be sought on all sites within the existing defined boundary of the main urban area and Hoo St. Werburgh*
- *30% affordable housing provision will be sought on all sites elsewhere within Medway*
- *Provision should be made on all new housing developments capable of accommodating 15 or more dwellings, or on sites of 0.5 ha or more in size, irrespective of the number of dwellings. Affordable housing to meet local needs on qualifying sites will be subject to:*
  - *Its suitability for on-site provision*
  - *Site viability*
  - *The extent to which the provision of affordable housing would prejudice other planning objectives to be met from the development of the site; and*
  - *The mix of units necessary to meet local needs and achieve a successful, sustainable and socially inclusive development.*

*On sites of 15 or more gross dwellings, on-site provision should be made, which seeks to incorporate a range of different dwelling types and sizes which reflect the site's characteristics, the development as a whole and the types of need identified in the most up-to-date Strategic Housing Market Assessment and Housing Needs Study. Any over-concentration of any one type of dwelling will be resisted if it would adversely affect community cohesion.*

*Small- scale affordable housing schemes may be acceptable on an exceptional basis on sites outside of, but adjoining the settlement boundaries of the rural villages.*

## Housing Design and Other Housing Requirements

6.25 The planning system has traditionally been most concerned with the provision of new housing for occupation by self-contained households. However:

- Despite Medway being located in the Thames Gateway the amount of new housing proposed will still be dwarfed by the existing housing stock
- Significant elements of the population do not live in self-contained accommodation including those in various types of institutions, students and those occupying hostel style accommodation and houses in multiple occupation
- Although ever higher sustainability standards are being applied to new housing, a consequence is that the existing stock will account for an increasing proportion of our carbon footprint if no action is taken.

6.26 Accordingly the sections below consider these and related issues.

## Existing Housing Stock

6.27 A significant proportion of Medway's housing stock dates from before 1919 and is not readily adaptable to modern standards in terms of thermal insulation and fuel efficiency. This presents difficulties in bringing the older stock up to modern standards and adds significantly to the incidence of fuel poverty. Improving the existing stock, most of which is privately owned, is therefore a challenge but also important.

6.28 The Council will seek to develop and promote retrofitting programmes at a neighbourhood level to address this issue but the programming and scale of this will be heavily dependent on the resources available. Programmes are already in place to upgrade the publicly owned stock.

## Housing Type and Tenure

6.29 Three specific characteristics mark Medway out from other major settlements in the South East: a very small proportion of what might be called 'executive style' accommodation; a smaller than average

private rented sector; and a much smaller proportion of flats and apartments in favour of terraced properties than the norm elsewhere.

6.30 Accordingly very high quality housing schemes will be encouraged in appropriate locations. An expanded and higher quality private rented market will also be encouraged. In other areas there has been a very strong move away from providing flats and apartments, where this was seen as contributing to the collapse in the housing market in 2008-09. However in Medway there is much less justification for this and the various waterfront regeneration sites provide exceptional opportunities to develop schemes of the highest quality.

6.31 It is also important that new development:

- Provides adequate standards of accommodation to enable occupants to undertake their day-to-day living activities safely, comfortably and efficiently
- Meets future needs by being flexible and generous enough to meet future demands and lifestyles; and
- Combines efficiency in land use with the environmental benefits of well-designed, well-managed housing, particularly when built to higher densities.

6.32 For these reasons the Council has produced Housing Design Standards alongside this Core Strategy..

## Special Care Accommodation

6.33 For many vulnerable older people, having the chance to avoid residential care and live in specially designed housing as tenants or owner-occupiers, is the single most important element in retaining independence and dignity in old age. Increasingly, the Extra Care housing model is gaining support as a realistic and viable alternative to 'institutional' care models. Extra Care housing is a flexible concept, but fundamentally refers to "purpose built accommodation in which varying amounts of care and support can be offered and where some services are shared."

(Housing Learning and Improvement Partnership 2006, Extra Care Housing Toolkit).

6.34 The Core Strategy seeks to address this need through the retention of existing viable care homes; by seeking to bring forward new extra care facilities and increasing the stock of suitable new housing which can help elderly people to live active and independent lives for longer (lifetime homes).

### Institutional and Student Housing

6.35 Given the rapid expansion of the Universities at Medway and the associated rise in student numbers to 10,000 (with around 16,000 envisaged by 2016) it is important to avoid situations where established residential neighbourhoods are adversely affected by an over concentration of students and existing privately rented accommodation is not 'lost' to tenants with otherwise limited housing options.

6.36 These issues have recently been recognised in a revision to the Use Classes Order, which makes private units in multiple occupation a class in its own right and so requiring express planning consent.

6.37 Equally the Council is committed to positively supporting the expansion of further and higher education and so it will work with the universities and Mid Kent College to help deliver bespoke student accommodation where necessary. To this end, a student accommodation registration scheme will be set up. A recent study [Understanding the housing needs of students in Medway, ORS – June 2010] analyses student housing requirements in Medway. It looks at the relationship between students and the wider housing market. The report recognises that current economic circumstances make it difficult to predict future student housing requirements with much certainty. Consequently, the council will need to regularly liaise with the universities in order to ensure that student accommodation needs can be properly met.

### Health and Education Implications for Housing

6.38 Housing developments that encourage and deliver healthy living should be the norm. This can be done by a variety of means including linking new housing to improved sports provision, playing pitches, allotments

and children's play spaces, as well as making places more accessible, attractive and safe to use for walking and cycling. One way of achieving this is through the use of Health Impact Assessments (HIA's) and these will be sought in relation to larger housing proposals.

6.39 Developers will also need to take into account the impact new housing development will have on the need for early years, primary and secondary education provision including provision for special educational needs.

### Policy CS15: Housing Design and Other Housing Requirements

Sustainable residential communities will be created by requiring the provision of a mix and balance of good quality housing of different types and tenures and having regard to the North Kent Strategic Housing Market Assessment. This will be achieved by ensuring that:

- *Housing developments help to balance the size, type and tenure and affordability of the local housing stock*
- *All housing developments are well designed and are capable of adaptation to accommodate lifestyle changes, including the needs of the elderly and people with disabilities, and to achieve the Lifetime Homes standard*
- *Housing complies with space and other standards laid down in the Medway Housing Design Standards*
- *Support is given to the provision of housing for vulnerable people and specialist housing, including nursing homes, residential and extra care facilities, in appropriate locations and where there is an identified need*
- *'Executive' style housing will be supported as part of housing schemes offering a range of housing types and in other suitable locations*
- *Land is utilised effectively and higher densities are achieved in locations well served by public transport*
- *Student accommodation proposals demonstrate how they will meet a proven need for the development and are compatible with wider social and economic regeneration objectives and are*

- conveniently located for access to the Universities at Medway and local facilities
- Subject to available resources, programmes to improve and renovate the existing housing stock will be advanced to maintain its fitness for purpose and improve sustainability standards.

## Gypsies, Travellers and Travelling Showpeople

6.40 Government policy requires local development frameworks to make specific provision for the housing needs of gypsies, travellers and travelling showpeople. In Medway there is a long established Council run gypsy and traveller site at Cuxton and a winter quarters site owned by the Showmans Guild of Great Britain at Station Road in Strood. Elsewhere in Medway some gypsy and traveller families have settled on small private sites or integrated into the general housing market.

6.41 A North Kent Gypsy and Traveller Accommodation Assessment (GTAA) undertaken in 2006 by David Couttie Associates identified a requirement for 10 new 'pitches' in Medway over the following 5 years. A 'pitch' in this context is taken to be a plot of land capable of accommodating two caravans.

6.42 Given current uncertainties over the direction of national policy in this area the following policy provides an objective basis for the determination of planning applications. This will be revised as necessary if, as expected, further changes in national policy are introduced.

### Policy CS16: Gypsies, Travellers and Travelling Showpeople

To meet the identified need for Gypsy, Traveller and Travelling Showpeople pitches within Medway, sufficient sites will be allocated within the Land Allocations and Development Management Development Plan Document (DPD). In allocating sites and for the purpose of considering planning applications, the following criteria will need to be satisfied:

- The site is located outside of Flood Zones 2 and 3, or if not, adequate flood defences are, or will be, put in place

- Safe and convenient vehicular and pedestrian access to the site can be provided
- There is easy and safe access to the strategic road network and the site does not generate traffic of an amount or type inappropriate for the roads in the area
- The site is able to accommodate on site facilities for the parking and manoeuvring of vehicles (including exiting in forward gear) and storage, play and residential amenity space.
- The site is located within a reasonable distance by foot and/or public transport of local facilities and services, including schools and health facilities; and
- The site is environmentally acceptable, compatible with neighbouring land uses and of limited impact on the local landscape as assessed in the context of the Medway Landscape Character Assessment.

Existing authorised Gypsy, Traveller sites in Medway and the Travelling Showpeople site in Strood will be safeguarded, unless they are no longer required to meet an identified need, or improved replacement facilities are being provided.

# 7. Economic Development

## Introduction

7.1 Nurturing and developing the Medway economy goes hand in hand with the physical regeneration of the area and is essential to improve the prospects of local people in an ever more competitive world and keep pace with housing growth.

7.2 Traditionally the Medway economy was dominated by the naval dockyard and associated industries but in recent years it has diversified. However it is still characterised by very low local pay rates and significant levels of out commuting to London and the greater Maidstone area.

7.3 The challenges for the future are therefore to increase the value of local jobs, to reduce the current reliance on net out commuting and to grow local enterprises – currently the area has a very high proportion of small and micro businesses.



## Economic Development

7.4 The current economic downturn has made future prospects uncertain, not just in Medway but across the country. The immediate strategy must therefore be about creating the right conditions for future growth and taking advantage of the specific local opportunities on offer.

7.5 The latter include:

- BAe Systems at Rochester Airfield. This is by some way the area's largest private sector employer and the site is a global leader in its field. The company itself has identified opportunities for spin-off activities and land is available to develop complementary operations] Future commercial development should be concentrated on the advanced manufacturing sector and software engineering to foster growth in these sectors
- The Universities at Medway Campus at Chatham Maritime, as it develops,

has obvious opportunities for spin-off activities and value added research. The range of institutions on the site provides an unparalleled opportunity to develop a cluster of at least Thames Gateway, if not national, significance

- The proposed site for the new settlement at Lodge Hill is highly attractive and the opportunity is available to take advantage of the proposals for a sustainable settlement form. The location is also suitable to accommodate satellite operations from the Universities at Medway at Chatham Maritime and higher value activities associated with the developments at Kingsnorth and Grain
- Isle of Grain: Potential focus for low carbon and associated technologies plus value added port activities

- The large employment area at Kingsnorth is now well connected to the main road network and offers a range of opportunities from logistics and distribution, off-site manufacture for the construction sector, environmental technologies to waste management and processing
- Central Chatham associated with the development of a centre of regional significance and with a specific focus on fostering development within the creative industries sector.

7.6 In 2009, Medway Council adopted the latest Medway Economic Development Strategy. This contained five strategic priorities, which form the basis for the economic strategy set out in this document. Those priorities are:

- Sector development
- Skills development
- Higher education
- Employment space; and
- Image building.

7.7 It considered the most significant opportunities are with the creative industries and tourism but the specific development opportunities described above also point to a range of other opportunities, particularly around construction, environmental technologies, power and energy generation and advanced manufacturing.

7.8 Skills development and Medway's expanded further and higher education capacity go hand in hand and the Council and its partners will continue to work very closely with the four universities and Mid Kent College to both improve skills capacity and match it more closely to the needs of employers.

7.9 Modern start-up businesses help to create jobs and contribute to Gross Value Added (GVA). The development of more effective and innovative firms, complementing more traditional industries, is an important contributor to productivity growth and a competitive economy. In order to assist these businesses, a range of support measures is essential to ensure sustainable growth.

7.10 An effective start-up strategy will be one that seeks to address imbalances by providing services tailored to meet specific needs. Medway is at the forefront of best practice in this field and has been recognised nationally by its beacon council award for business support. The Council's "Medway Means Business" programme enables interaction with the business community, aspirant entrepreneurs and new and growing businesses.

7.11 Tangible business support initiatives further strengthen the support on offer. Medway offers managed workspace facilities, graduate and apprenticeship work support programmes, financial support services such as start up grants and interest free loans, employment support services and European funded business support projects to facilitate cross-channel trade and business environmental sustainability. Medway is also developing its own entrepreneurial culture, building enterprise into the school curriculum and developing links between schools and the Universities at Medway.

7.12 Medway is also well placed to provide the full range of support services and facilities required by established businesses due to the city scale infrastructure and services available. The range of projects highlighted below is intended to unlock this potential and create Medway as the destination of choice for businesses.

7.13 The Council and its partners will promote:

- Active business support networks
- Sector specific working groups
- Apprenticeship and graduate placement schemes
- Employ Medway (the Council's employment support service)
- The development of incubator and grow-on spaces for new and expanding businesses
- The continuing development of innovation sector facilities in conjunction with the Rochester Airfield technology cluster
- A new creative industries cluster in Chatham in conjunction with the University for the Creative Arts and other partners.

7.14 In 2008, there were 94,500 people in employment in Medway. As explained in Chapter 2, the Council has developed a range of four alternative job targets or scenarios based on a population projection of 280,000 by 2028. These are:

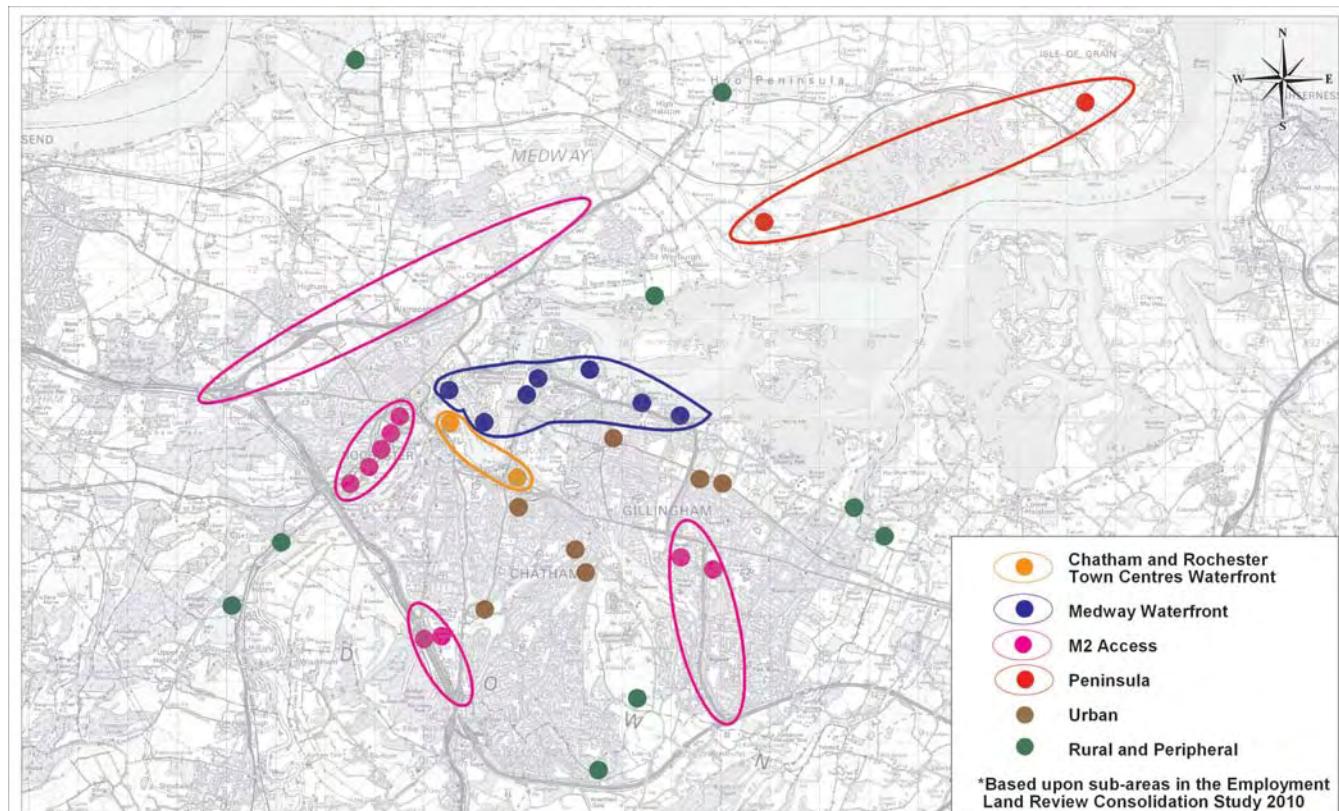
- Low employment rate and low reduction in out commuting = 8,200
- Low employment rate and high reduction in out commuting = 12,500
- High employment rate and low reduction in out commuting = 15,900
- High employment rate and high reduction in out commuting = 20,300

7.15 A number of factors point towards the lower end of the range unless a step change occurs in employment and out commuting patterns. To put this in context, between 1991 and 2001, the number of Medway residents out commuting increased whilst the economic activity rate remained steady and even dropped between 2006 and 2008. However, given the Council's aim of reducing out commuting and

growing the local economy, the Core Strategy is making provision to meet a high growth target of 21,500 jobs.

7.16 In 2010, Medway Council commissioned consultants, Baker Associates, to prepare an Employment Land Review Consolidation Study, which identified the amount of land and floorspace required to provide for 21,500 jobs up to 2026. This study was commissioned before the Core Strategy plan period was extended to 2028 but the overall job employment requirement is still considered to be appropriate for this slightly longer period.

7.17 The study divided Medway into a number of sub-areas, which reflected the distribution of existing employment areas and the areas where market demand surveys indicated the market would want to locate in the future. (See Figure 7-1).



Medway Employment Sub-Areas

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Scale: 1:100000 15/09/10  
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Figure 7 1 Medway Employment Sub Areas

7.18 The overall requirement amounted to 348,963 sq m on 49.9 hectares of land in the following locations.

Location	Floorspace		Land
	Sq m	Ha	
Town Centre/Waterfront	93,493	6.68	
M2 Access	193,570	32.32	
Peninsula	36,604	4.58	
Other Urban Areas	25,296	6.32	
<b>Total Requirement</b>	<b>348,963</b>	<b>49.9</b>	

Table 7 1 Floorspace Requirements by Sub Areas

7.19 The study drew upon the Medway Employment Land Supply Study of 2006, a number of adopted development briefs and in the case of two sites, the Medway Strategic Land Availability Assessment (SLAA) 2010, to identify a potential supply of employment land to meet the requirements. Using SLAA floorspace figures for sites where only a hectarage figure is given in the employment land study the current overall supply position in each sub area is indicated.

Location	Floorspace Required Sq m	Floorspace Supply Sq m	Surplus/Deficit	
			Sq m	Sq m
Town Centre/Waterfront	93,493	73,836		-19,657
M2 Access	193,570	88,605		-104,965
Peninsula	36,604	666,290		+629,686
Other Urban Areas	25,296	4,827		-20,469
<b>Total</b>	<b>348,963</b>	<b>838,487</b>		<b>+484,595</b>

Table 7 2 Employment Floorspace Supply by Sub Areas

7.20 Details of the anticipated rate of development of B1, B2 and B\* uses are set out in the Employment Land Trajectory in Appendix D.

7.21 The study did not identify a requirement for floorspace/sites in the rural area but a further 9,453 sq m of potential floorspace has been identified in the SLAA on sites in the rural area.

7.22 These results show that, overall, there is a very healthy supply situation but that there are some mismatches in the sub areas. This is not surprising as the area has not been split down in this way before and the analysis at this level takes no specific account of constraints to land releases.

7.23 Taking account of the Economic Strategy, the Employment Land Study and the SLAA, it is intended that priority will be given to the development of sites in the town centres and the redevelopment of existing urban employment areas at higher densities. This will include sites within Strood and adjacent to Rochester Airport, which enjoy good access to the M2. The Employment Land Study emphasises that development on new sites with access to the M2 would undermine reinvestment in more central locations.

7.24 Although both Kingsnorth and the Isle of Grain have been allocated for employment development for many years, the latter has not previously been counted towards meeting development plan requirements. However both sites have now been granted planning permission for B1, B2 and B8 uses and new markets are emerging for the development of environmental technologies and other activities. Although these industries may result in development at lower densities than traditional B2 and B8 uses, the scale of the sites is such that a substantial contribution can be made to employment growth and consequently they are included the employment land supply contributing to the Core Strategy. It is anticipated that the employment generated there will more than offset notional supply deficits elsewhere in Medway.

7.25 Retail development is a significant employment generator but the consolidation study does not identify either retail floorspace demand or supply. Instead it defers to the Medway Retail Needs Study carried out by Nathaniel Lichfield and Partners in 2009. The details of this study are set out in policy C18. This study identified spare capacity for 111,635 sq m of retail floorspace in Medway up to 2026 based on a high growth option. The SLAA has identified a potential supply of 148,113 sq m up to 2028.

7.26 Not only is there sufficient floorspace overall to meet the employment requirements but that there are also a range of locations and types of site to cater for all likely growth sectors over the plan period. A substantial surplus of floorspace in both B1, B2 and B8 uses and A1 to A5

uses will provide flexibility to meet all anticipated requirements over the plan period and respond to changing economic conditions.

7.27 The final strategic objective from the Economic Strategy is concerned with image building. That is, boosting the overall image of Medway, not only as a business location but also a thriving place in which to live and play. Specific actions to achieve this are set out in Policy CS17.

### **Policy CS17: Economic Development**

*The development of the Medway economy will be dynamic and widely based, to provide employment for the community as a whole, to provide greater choice for the workforce, offer an alternative to out-commuting and achieve a balance with housing growth.*

*Provision will be made for the expansion of the existing economic functions of the area, including the growth of Chatham as a sub-regional employment, retail and service hub, the development of the large Isle of Grain and Kingsnorth employment locations and associated energy and port related areas.*

*The development of the following specific sectors, will also be encouraged:*

- Energy and environmental technologies
- Engineering and manufacturing
- Building products and construction (including off-site manufacture)
- Health and social care
- Creative industries; and
- Tourism.

*There will be new office, manufacturing and service development on a variety of scales, with an emphasis on higher value activity to develop increased GVA and higher skilled employment opportunities.*

*The Council and its partners will assist in the development of the work readiness and skills required by existing and potential employers through improved standards of education and skills in the workforce. This will include the support for initiatives to expand higher and further education and improve its links with local employers.*

*Major efforts will be made to improve Medway's image by:*

- Developing Chatham as a centre of regional significance
- Development of a diverse and vibrant evening economy
- Encouraging the development of comprehensive leisure facilities
- Promoting Medway as a venue for top sporting and cultural activities
- Continuing to support the bid for World Heritage status
- Stimulating a more creative use of the River Medway in conjunction with the development of riverside sites
- Improvement to Medway's "gateways" such as its railway stations
- Continuing to promote and develop Medway as a City
- Developing Medway as a genuine and connected "city break" tourism destination.

*A supply of around 996,053 sq m of employment floorspace and premises has been identified to provide a range and choice of sites in terms of quality, accessibility, type and size, to meet Medway's requirements up to 2028.*

*The Council particularly recognises the potential that the new settlement at Lodge Hill presents for creating a high quality environment for the development of employment and the continuing opportunities at Rochester Airfield to develop a technology and knowledge based cluster. The Council will protect established employment areas from other development and promote reinvestment strategies for each.*

*The Council will also support the agricultural, horticultural and forestry industries, and rural economic diversification and non-land based business proposals in towns and villages or on farm sites where applications show positive benefits.*

### **Tourism**

7.28 In 2006, tourism employed over 5,250 people and was worth about £265 million annually to the local economy. Continued growth is projected in the national and international tourism economy and Medway has the potential for further growth.

- 7.29 Tourism helps to raise levels of civic pride, improves the perception of an area, delivers local and sustainable jobs and provides economic incentive for new cultural and leisure facilities. Tourism provides a boost to other sectors of the local economy such as retail, arts and culture, leisure, heritage and transport.
- 7.30 Medway Council is a major stakeholder in the tourism economy. It operates one of the largest and most prestigious Visitor Information Centres in the South East, Kent's second most visited local authority museum, two castles, five major annual festivals, an award winning coach park, three country parks and several historic green spaces.
- 7.31 The Historic Dockyard now ranks as one of Kent's premier league visitor attractions. The new No.1 Smithery gallery and museum, displaying national collections should catapult the Dockyard into the top league of attractions in the South East after its opening in July 2010.
- 7.32 Dickens World, which opened in May 2007, has secured Chatham Maritime's status as Medway's second major visitor attraction cluster and has complemented the existing Dickensian aspect of Rochester's tourist appeal.
- 7.33 The prospect of World Heritage Site status for Chatham Dockyard and its defences by 2013 will greatly enhance Medway's reputation as a visitor destination of international status.
- 7.34 The 2012 Olympics present Medway with various opportunities and will be a further catalyst to develop Medway as a genuine city break destination.
- 7.35 Rochester Castle and Cathedral are iconic landmarks and significant tourist destinations. Plans to conserve the two monuments will help Rochester to continue to develop as one of the UK's most significant historic destinations.

#### Policy CS18: Tourism

Medway Council will positively promote sustainable tourism development. A diverse and high quality tourism offer will be encouraged that seeks to lengthen the tourism season, increase the number and length of visits, provide job opportunities and sustain the tourism

economy, whilst maintaining and where possible, enhancing Medway's natural and built environment qualities.

In order to successfully develop Medway's tourism 'product', the Council will seek to secure:

- The provision of more internationally branded hotels to allow a shift from the lower spend day trip market towards new markets such as business tourism and city breaks
- Public realm investment in the historic core of Rochester
- The development of the evening economy and cultural offer which are required for all successful city break destinations
- A waterfront theatre and cultural hub which would help to link the tourist offer in Rochester with the Dockyard and Chatham Maritime and assist with the overall destination profile of Medway
- An improvement of the image and 'brand' of Medway to enhance its awareness as a visitor destination beyond the South East
- Development of the leisure use of the river Medway; and
- An increase in skills and quality of the local tourism industry.

Local tourism will be supported by:

- Encouraging tourism and provision for visitors which is appropriate to the character of the area
- Retaining and enhancing existing serviced accommodation and supporting the provision of new serviced accommodation in towns and villages
- Encouraging proposals for new hotel accommodation and conference/exhibition facilities in locations which complement regeneration opportunities, particularly along the urban waterfront
- Maintaining and enhancing existing tourist and visitor facilities
- Supporting new tourist initiatives:
  - o In towns and villages and
  - o In the countryside through the re-use of existing buildings or as part of farm diversification schemes.

## Retail and Town Centres

7.36 The Government's key objective for town centres, as set out in PPS4; Planning for Sustainable Economic Growth, is to promote their vitality and viability. It seeks to do this by focusing new economic growth and development in them, and enhancing consumer choice through the provision of innovative and efficient shopping, leisure, tourism and local services in town centres whilst conserving and enhancing their historic, archaeological and architectural heritage.

7.37 The current hierarchy of town centres in Medway consists of:

- Regional Hub and primary centre: Chatham
- District Centres: Strood, Gillingham, Rainham, Hempstead Valley Shopping Centre, Rochester
- Local Centres, Villages and Neighbourhood Centres

7.38 In addition there are retail Parks at Gillingham Business Park, Horsted Retail Park and Strood Retail Park, free standing food superstores at Courtney Road, Gillingham, Maidstone Road, Chatham and Princes Avenue, Chatham and a factory outlet centre at Chatham Maritime.

7.39 In 2009, Nathaniel Lichfield and Partners prepared a town centre, retail and leisure study for Medway Council, which included an assessment of all the main centres. The study assessed the future need for additional retail, commercial leisure facilities and other town centre uses, taking full account of the current economic climate.

7.40 Shopping or retail potential is considered in two categories:

- 'Convenience' – goods bought on a day-to-day basis, mainly food
- 'Comparison' – or 'durable' goods. These include clothing, footwear, electricals etc.

7.41 The Study found some potential for new convenience floorspace, as detailed in the following tables.

Sales floorspace (sq m net)	2008	2011	2016	2021	2026
Large food stores	2,960	3,760	5,607	6,642	7,298
Small foodstores/shops	1,776	2,256	3,364	3,385	4,379
Total	<b>4,736</b>	<b>6,016</b>	<b>8,971</b>	<b>10,027</b>	<b>11,677</b>

Table 7 3 Convenience Floorspace Capacities 2008 - 2026

Time Period	Large foodstore floorspace	Small store/shop floorspace
2008 – 2011	3,280 – 3,760 sq m	1,968 – 2,256 sq m
2011 – 2016	969 – 1,847 sq m	581 – 1,108 sq m
<b>2008 – 2026</b>	<b>6,439 – 7,298 sq m</b>	<b>3,863 – 4,379 sq m</b>

Table 7 4 Convenience Floorspace Options 2008 – 2026

7.42 To put this in context a large food superstore is usually around 6,000 sq m.

7.43 It concluded that there was no obvious area of deficiency in Medway, that some capacity could be accommodated within existing vacant premises or small redevelopments within the main centres but outside of the main centres the priority should be to serve major new residential developments.

7.44 On the other hand, in relation to comparison spending, the Study identifies scope for a large increase in floorspace as detailed below.

Medway Catchment Sales floorspace (Sq m Net)	2008	2011	2016	2021	2026
Scenario 1: Increased market share – baseline population	N/A	-4,560	34,940	63,103	94,854
Scenario 2: Constant market share – High population growth	N/A	-3,238	23,750	49,702	76,775
Scenario 3: Increased market share – high population growth	N/A	-3,238	41,363	69,981	99,958

Table 7 5 Comparison Floorspace Options 2008 - 2026

7.45 Apart from forecast changes in population this is largely due to the fact that a high proportion of spending on comparison goods currently 'leaks' out of Medway to other shopping centres – indicating that the local town centres, particularly Chatham, are performing well below their potential.

7.46 It is therefore intended that the strategy for Medway will be to enhance Chatham's current position in the shopping hierarchy and improve the area's market share of available expenditure.

7.47 The retail study points out that the shopping centres within Medway are all located close to each other, particularly Strood, Rochester and Chatham and that their primary catchment areas overlap. The

main centres collectively provide what is described as a reasonably good range of comparison shops (393 units with sales floorspace of 86,396 sq m net), including a range of national multiples and independent specialists. However, the choice of shopping could be improved. Existing provision largely caters for the middle and lower end of the market, and has a poor offer for the upper end of the market.

7.48 It concludes that Medway is well provided for in terms of retail warehouse facilities. Retail parks provide about 42,000 sq m (net) of comparison floorspace. This accounts for about 28% of all comparison sales floorspace. These figures exclude the unimplemented planning permission for 14,400 sq m gross of retail warehousing at Anthony's Way in Frindsbury.

7.49 The Study provides a firm basis for the future retail strategy and how this should be applied in each centre.

7.50 Chatham is, and will, remain the main comparison shopping destination and the main focus for employment, leisure, entertainment and cultural activities. As the main centre, it needs to compete with other large regional/sub-regional centres such as Maidstone, Bromley and Canterbury. To achieve this it needs to be the focus for major retail developments, large scale leisure and other uses that attract large numbers of people, including major cultural, tourism and community facilities. At least 30,000 sq m of additional floorspace should be brought forward to radically change the perception of the centre and its range of shops and attract larger retailers.

7.51 The District Centres will complement Chatham by providing convenience food shopping and a range of comparison shopping facilities and other services catering for their immediate catchments. Opportunities for small scale development to provide additional shop premises will be encouraged, and the priority will be for additional convenience shopping facilities and lower order comparison shopping. Higher order comparison shopping will be focused in Chatham.

7.52 Local and Village Centres will be maintained to ensure they provide basic food and grocery shopping facilities,

supported by a limited choice and range of comparison shops selling lower order comparison goods (bought on a regular basis) and a range of non-retail services and community uses. Together with local parades they will continue to serve small catchment areas focused on their respective local communities.

7.53 The Medway Local Plan 2003 sought to protect and enhance a very large number of sometimes very small local and neighbourhood centres. However since it was adopted many have struggled commercially or even disappeared completely. The intention therefore is to now afford protection to those centres that are of sufficient scale and are in locations that readily serve significant residential communities. These are identified in Chapter 11.

#### **Policy CS19: Retail and Town Centres**

Medway Council will maintain and enhance the vitality and viability of its network of urban and rural centres and support the delivery of appropriate comparison and convenience retail, office, leisure, community, entertainment and cultural facilities. Town centres and edge of centre sites will be the preferred location for such development and a sequential test will be applied for development elsewhere in accordance with PPS4.

Chatham, the sub-regional hub, will be the preferred location for major retail development and other uses attracting a large number of people. Provision will be made for the following retail development:

- 50,000 sq m gross comparison retail floorspace in Chatham, primarily in the Best Street/High Street area, the Pentagon, the Brook and the Waterfront redevelopment area
- 15,000 sq m for bulky comparison goods in association with a park and ride facility at Whitewall Creek
- Smaller scale comparison goods floorspace at the district centres of Strood, (9,400sq m) Rochester, ( Riverside 7,800sq m) Gillingham (6,200 sq m), Lodge Hill (5,200 sq m) and Rainham and at Hempstead Valley (2,800 sq m)
- Two convenience stores of about 3,500 sq m at Corporation Street, Rochester and at Lodge Hill, Chattenden.

The Council will promote its centres and will seek improvements in the range and choice of shops and services, the intensification of retail floorspace use and the reoccupation of vacant retail floorspace.

## Education and Personal Development

7.54 The Council's overall aim is to enable everyone to realise his or her full potential, regardless of race, gender, disability, sexual orientation, age and religion, and make the best possible contribution to society. The Council is seeking to do this by focusing on the needs of the learner, raising aspirations, promoting the highest standards of teaching and learning and sharing good practice.

7.55 Schools have the primary responsibility for raising achievement. The Council recognises the need to strengthen their autonomy and their capacity for self-evaluation. The Local Education Authority's role (LEA) is to provide leadership and to give schools appropriate challenge and support in order to meet Medway's overall targets.

7.56 Medway Council's Draft School Organisation Plan (SOP) for 2007/08 – 2011/12 sets out the policies and principles on which school organisation will be based and how Medway plans to meet its statutory responsibility to provide enough places to promote higher standards of attainment. For example, in response to changing pupil numbers, it proposes amalgamating some infant and junior schools to create all through primary schools for children aged 4 -11. It also recognises the role of the community in the concept of extended schools which can include childcare and health provision as well as out of school hours and community education opportunities.

7.57 According to the 2001 Census, only 12% of residents' aged 16-74 had qualifications at degree level or higher, and this ranked Medway 66th out of 67 authorities in the South East. Therefore increasing the educational achievement of Medway residents and encouraging local people to go to university in Medway rather than elsewhere have been key priorities for the Council and the Local Strategic Partnership. This is now yielding excellent results with

attainment levels rising at a greater rate than other areas, indeed by 2008 just under 23% of working-age residents in Medway had qualifications at degree level or higher.

7.58 The University for the Creative Arts has an ambition to develop a new campus to replace that at Fort Pitt and the Council will positively support this. It will also work with the other three universities to further develop the capacity and range of provision on the Chatham Maritime campus and, if necessary in satellite locations.

7.59 Mid Kent College has a longstanding association with construction and allied trades and, as part of the Holdfast Consortium, now provides training to the Royal School of Military Engineering at Brompton and Wainscott. With a new campus at Prince Arthur Road the college is exceptionally well placed to promote itself as a regional construction skills hub.

7.59 The Council is also determined that the broad education offer available in Medway is aligned as closely as possible to the needs of existing and future employers and a number of actions are ongoing to achieve this.

## Policy CS20: Education and Personal Development

The Council will work with all relevant partners to develop a fully integrated educational offer including:

- All through primary provision with integrated or associated early years provision
- Re-investment in secondary education via the Department for Education's FES "Schools for the Future" programme or other relevant initiatives such as Academies
- Management arrangements for schools which fully exploit their potential as community hubs
- A distributed adult learning service with a new focus on re-skilling and meeting the identified needs of local employers
- The further development of the University for the Creative Arts, offering a wide range of foundation and graduate opportunities whilst fully exploiting opportunities for direct spin-off and other creative industry opportunities

- *Re-investment in and the further development of Mid Kent College, both as a broad focus for post 16 education and as a regional scale hub for construction and allied skills*
- *The further development of the Universities at Medway campus at Chatham Maritime as a distinct focus for degree and post degree higher education provision within Thames Gateway*
- *The establishment of a cross sector high level education forum intended to steer future development and strengthen links with the business sector.*

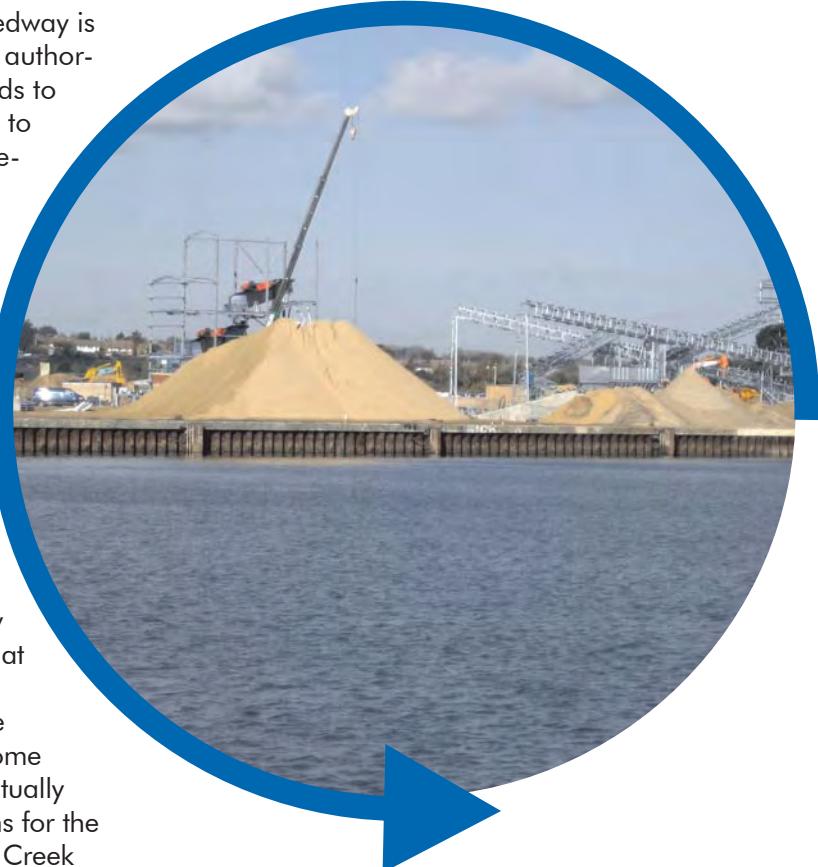
# 8. Energy, Waste and Minerals

## Introduction

- 8.1 As an all purpose unitary council Medway is also a minerals and waste planning authority and, in discharging this role, needs to ensure effective policies are in place to meet both local and regional requirements. These are set out in this chapter.
- 8.2 Medway is also nationally significant in terms of power generation, electricity distribution and liquefied natural gas storage.

## Conventional Energy Generation

- 8.3 Medway generates around 15% of the country's electricity. This was originally founded on coal and oil, with large plants at Kingsnorth and Grain respectively. More recently two gas powered plants were added at Damhead Creek and adjacent to Thamesport. A large combined cycle gas turbine technology station has come on stream at Grain and this will eventually replace the oil fired plant there. Plans for the tripling of output from the Damhead Creek gas powered plant are awaiting a Government decision, as is a plan to replace the Kingsnorth coal plant with a modern alternative. If this proceeds it is likely to be coupled with full Carbon Capture and Storage (CCS) technology and this could also be a requirement for the Damhead Creek facility.
- 8.4 North Sea natural gas supplies have been depleting whilst UK demand has been increasing. Gas powered energy generation currently stands at 38% of national energy production. To meet the gap, Grain has been at the forefront in providing new importation and storage capacity and it now provides one of the largest storage installations in the world.
- 8.5 A two way electrical inter-connector (BritNed) is currently being installed between Grain and the Netherlands and aviation fuel is also imported, stored and distributed from Grain.



- 8.6 Although renewable technologies will play a much greater part in energy production in the future, all the indications are that fossil fuel sources will continue to be needed, if a serious energy gap is to be avoided. Medway's strategic contribution to national requirements will therefore continue for the foreseeable future.
- 8.7 Despite this enormous investment in strategically vital infrastructure however the benefits to the local area and economy have been limited. The operational workforce for each facility is quite small and the construction workforce is drawn from around the world rather than from within Medway.
- 8.8 Despite this there are certain opportunities for the future, which will be vigorously pursued:

- The creation of a maintenance and support services cluster to the local energy sector, building on Medway's traditional manufacturing and support industries strengths
- Long term research and development opportunities if, as is anticipated, new plants are required to install full scale CCS. Potentially this could be of global significance if Britain is the first country to make this a pre-condition of new installed capacity
- The potential for large scale district heating utilising waste heat from new power plants. Initial feasibility studies in relation to Kingsnorth indicate a scale of opportunity unique in the UK
- Local matching of skills development to the needs of the sector.

### Policy CS21: Conventional Energy Generation

Proposals for additional power generation and energy storage capacity on the Hoo Peninsula and the Isle of Grain will be supported, subject to:

- Their impact on the natural environment and local settlements being acceptable• Specific efforts being applied to the recruitment and use of local labour, including collaboration with local universities and colleges
- Proposals being assessed for their potential to re-use waste heat.

The Council will positively promote the development of local supply chains and a support and maintenance cluster. It will also seek to develop further value added and Research and Development activities in conjunction with the plant operators.

### Provision of Secondary and Primary Aggregate Minerals

8.9 Medway Council is the mineral planning authority (MPA) for the area. It is charged with the responsibility of ensuring a steady supply of minerals to both meet local needs and contribute proportionally to regional requirements.

8.10 Details of the available local reserves, past production rates and other information are set out in the Minerals State of Medway report.

8.11 The materials covered by this section are:

- Land won sands and gravels (aggregates)
- Secondary aggregates – effectively the reuse of materials such as demolition waste in place of virgin aggregates
- Chalk
- Clay
- The importation of aggregates – both marine dredged and land won from outside the region.

8.12 Where relevant the Medway apportionment in terms of supply, capacity and safeguarding from the appropriate regional working parties are applied.

8.13 The government's overall objectives for minerals supply and safeguarding are:

- A reduction in overall need through increased efficiency of use
- Use of recycled and secondary aggregates to supplant primary sources as far as technically practical; and
- Securing the remainder of the supply need from new primary extraction (terrestrial and marine).

8.14 It also applies the following hierarchy in terms of meeting need:

1. Increased use of alternatives to primary aggregates are to be encouraged where technically practicable
2. Use of imported marine resources, where environmentally sustainable sources are present; and
3. Source land won resources, maintaining at least a seven year landbank of permissions based on the sub-regional apportionments from the evidence base of the now revoked South East Plan
4. Make provision at existing cement manufacturing facilities for at least 15 years of production, and 25 years at new sites.

8.15 There is no specific guidance for high purity chalk for whiting purposes or for clay, although both occur in Medway. However it is prudent that resources of high quality engineering clay and chalk should be maintained. Medway has no brick or clay tile industry but has abundant London

Clay resources that can be used for certain purposes such as coastal flood defences.

8.16 The revocation of the South East Plan means that Medway no longer has to make provision to meet a sub-regional apportionment for secondary aggregates of 0.2 million tonnes per annum (mtpa). However it is national policy to seek to substitute primary aggregates with secondary sources and significant amounts of this material are derived from the construction and demolition waste stream. Accordingly it is considered that Medway should make provision for the 0.2 million tonnes per annum previously envisaged.

8.17 Both land won minerals (crushed rock and sand and gravel) and marine dredged materials (sand and gravel) are imported into the South East. Wharves and railheads are essential to this source of supply and it is of growing importance to overall aggregate supply. Some 13.1 million tonnes of sands and gravels and crushed rock were supplied to the region in 2007, while only 8.5 million tonnes came from land won reserves. Medway's regional contribution is in the order of 2 million tonnes so the safeguarding of facilities will be important to maintain this increasingly important source of supply.

8.18 Medway has established facilities at:

Marine Wharves:

- Euro Wharf, Frindsbury, Medway City Estate - Aggregates/Cement and Coated Stone Products

Combined Rail Depot and Marine Wharves:

- Ex BP Terminal, Isle of Grain - Aggregates
- North Sea Terminal, Cliffe - Aggregates/ Cement Products
- Halling Coal Rail Depot and Wharf, Halling - Coal/Cement Products Planned but Non Operational Marine Wharves
- Halling (adjacent to Halling Coal Rail Depot and Wharf) Halling – Aggregates.

8.19 In terms of native land won aggregates the Government has indicated its support regional apportionments envisaged in the South East Plan. In Medway's case that is 0.18 mtpa. This equates to 2.7 million

tonnes of primary land won aggregates for the period 2010-25 and a land bank of planning permissions at any one time of 1.23 million tonnes (equal to 7 years of production) throughout the life of the plan.

8.20 Medway has a long history of cement manufacture but this has now ceased. The Cemex UK owned Halling works has been demolished and significant permitted reserves of chalk in the Dean Valley at Cuxton have been abandoned. There is a significant new cement manufacturing site at Holborough in Tonbridge and Malling, owned by Lafarge UK, that borders Medway. Preliminary site works have been implemented but it is not known if or when the plant itself might be constructed. The associated chalk reserves (in Tonbridge and Malling) are in excess of 40 years.

8.21 Given this situation there is no need to identify any additional chalk resources for the cement industry at this stage.

8.22 High purity chalk for industrial whiting purposes is not specifically covered by national mineral planning policy but there is an important plant and associated reserves at Cliffe Quarry, owned and operated by Omya UK. The reserves are in excess of 6 million tonnes. Extraction rates are in the order of 20-30,000 tonnes per annum and there is an approved low-level restoration scheme. There is therefore no need to identify additional reserves of high purity chalk.

8.23 Medway does not have a clay brick or tile industry but does have abundant deposits of London Clay on the Hoo Peninsula. This material is suitable for engineering clay uses. Again there is no specific national mineral planning policy for engineering clay and it is an abundant material in the region but there is intermittent local demand, primarily for use on flood defences. The sole permitted reserves, at Rose Court Farm near Grain, are time limited to the end of 2011.

8.24 Clay is also an important material for lining and capping waste landfill/landraise sites and can also be used for contaminated land remediation. Accordingly it is appropriate to consider the need to safeguard reserves for the future.

8.25 In terms of land won aggregates the permitted reserves in Medway are currently 1.2 million tonnes, representing a land bank of 6.6 years. These are at a site close to the east of Hoo St. Werburgh. Although it has planning permission, extraction has not commenced. The remaining reserves at Perry's Farm, Grain have been abandoned as uneconomic and the site is being restored back to agriculture.

8.26 Given this situation the overall requirement for the period 2010-2025 is:

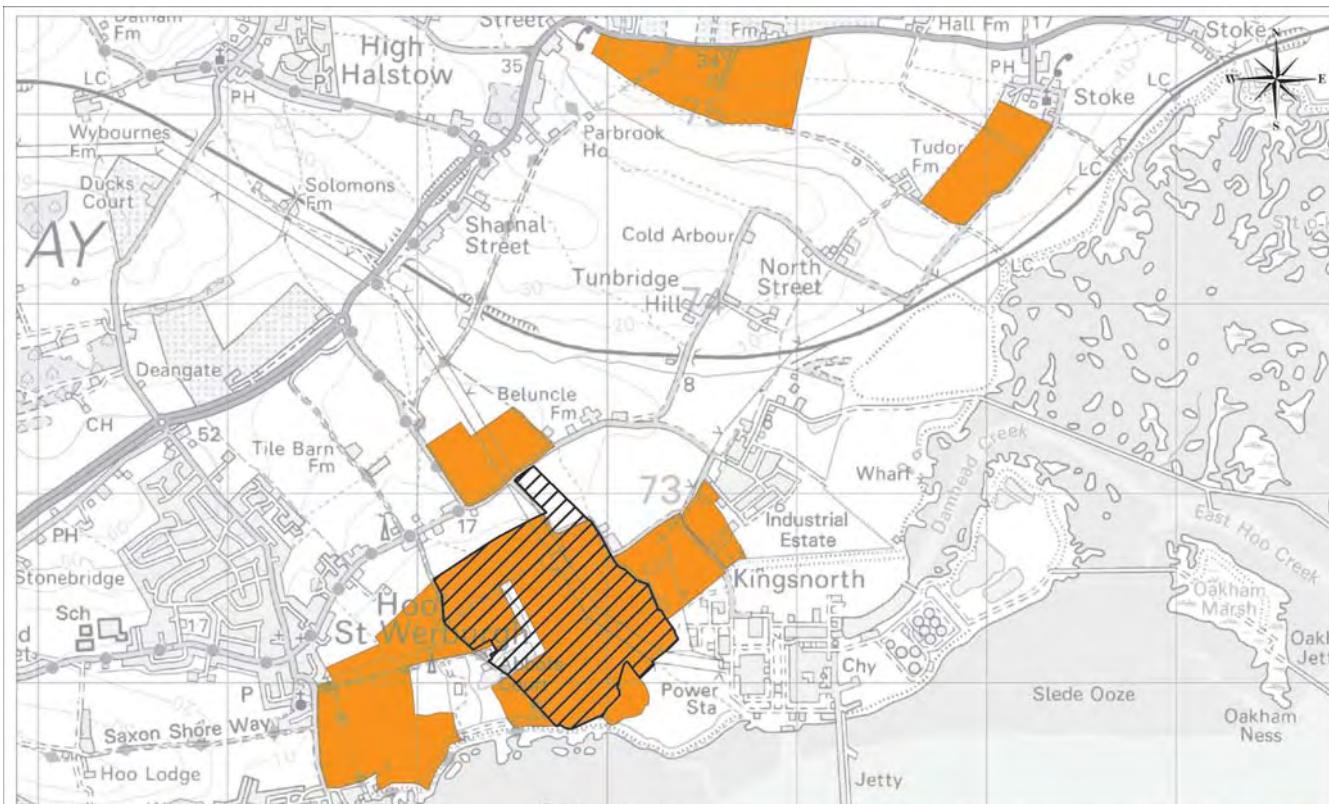
- 2.7 million tonnes, minus current permitted reserves of 1.2 million tonnes, giving a residual requirement of 1.5 million tonnes; and
- A rolling land bank of 1.23 million tonnes throughout the life of the plan.

8.27 Resources available have varying degrees of reliability in terms of both quantity and economic viability. The potential reserves at Grain are now considered to be uneconomic. Against this total proven reserves are 1,640,000 tonnes and total potential (proven and unproven) reserves in the unconstrained areas of the Hoo Peninsula are assessed as being in a range from 3,345,326 tonnes to 4,547,940 tonnes.

8.28 The available reserves are therefore more than sufficient to provide the 1.5 million tonnes proposed between 2010-2025.

8.29 The current land bank figure is equivalent to 6.6 years. With each successive year this is reduced by the assumed production of 0.18 mtpa. If it is assumed that further reserves are permitted from the unconstrained identified reserves on the peninsula these would ensure a 7 year land bank is maintained up to and beyond the end of the plan period. The lower reserve figure of 3.45 million tonnes would provide for a land bank until 2028 and the potentially higher figure of 4.54 million tonnes until 2035.

8.30 The identified reserves are shown on Figure 8.1



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Figure 8.1 Land Won Sand and Gravels

8.31 Given the lack of cement production and the large reserve of high quality chalk at Cliffe there is no need to identify additional reserves of chalk over the Plan period. It is possible that chalk supply could be sought for agricultural liming purposes or for engineering activity and so provision is proposed to meet this eventuality.

## **Policy CS22: Provision for Minerals**

Provision of a continuous supply of 0.2 million tonnes per annum of Secondary Aggregates will be sought by:

- *Imposing conditions requiring the reclamation and reuse of construction and demolition wastes on redevelopment sites*
- *Allocating sites for the processing, sorting and distribution of secondary aggregate materials in the forthcoming Land Allocation and Development Management Development Plan Document.*

The Council will make provision for the extraction of at least 0.18 million tonnes per annum land won aggregates within the area identified to the east of Hoo St. Werburgh, together with at least a 7 year land bank of permitted reserves in the areas of search identified on the Hoo Peninsula over the plan period.

The Land Allocations and Development Management DPD will define the geographical extent of the Areas of Search.

The basis for assessing proposals to meet an identified national, regional or local need for engineering grade clay or chalk will be set out in the Land Allocations and Development Management Development Plan Document.

All existing mineral wharves will be safeguarded against proposals that would prejudice their use for the continued importation of marine dredged sand and gravel, crushed rock and associated materials.

## Waste Management

- 8.32 More background information on this complex topic can be found in the Waste State of Medway report.
- 8.33 As a unitary authority Medway is responsible for the contractual arrangements for the collection, treatment and disposal of the municipal solid waste stream and for the sustainable spatial planning of the

necessary capacity for this and all the other waste streams represented in the area.

These are:

- Commercial and industrial waste
- Construction, demolition and excavation; and
- Hazardous waste.

8.34 The emphasis is on waste reduction and reuse and recycling at source to meet national and regional guidance and targets. Those wastes that cannot be then recovered and the residues from higher parts of the waste hierarchy have to be safely disposed of to land (landfill) but this is increasingly a last resort solution. Councils in the South East have also been required to make provision for the disposal of a certain amount of London's waste to landfill but the demand for this is also reducing.

8.35 The Council has just let a 25 year waste disposal contract for its municipal waste. After a competitive tender process, it will be taken out of the area for treatment and disposal. As a result there is no need to make provision for this form of waste over this plan period. However provision will still need to be made for the other waste streams.

## Commercial and Industrial Wastes

8.36 The quantities of commercial and industrial wastes arising in Medway have been calculated as follows:

- Mining and Quarrying              Negligible
- Manufacturing                      72,456
- Electricity, Gas and Water      8,765
- Distribution, Hotels and Catering  
56,085
- Transport and Communications  
3,841
- Financial and Business Services  
12,422
- Government and Other Services  
19,350

Total all sectors approx. 173,000

• Mining and Quarrying	Negligible
• Manufacturing	72,456
• Electricity, Gas and Water	8,765
• Distribution, Hotels and Catering	56,085
• Transport and Communications	3,841
• Financial and Business Services	12,422
• Government and Other Services	19,350

**Total all sectors approx.** 173,000

Table 8 1 Average Tonnage per Sector per Annum

8.37 Environment Agency data in 2008 showed how this type of waste was dealt with, although this did not necessarily all occur in Medway or comprise exclusively Medway waste. This is shown in Table 8-2.

• 64,261 tonnes recycled	35.7%
• 2,290 tonnes incinerated	1.3%
• 349 tonnes reprocessed	0.2%
• 24 tonnes otherwise treated	0.01%
• 320 tonnes transferred	0.18%
• 92,090 tonnes unknown	51.2%
• 20,533 tonnes landfilled	11.4%

**Total 179,867 Tonnes**

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• 24 tonnes otherwise treated	0.01%
• 320 tonnes transferred	0.18%
• 92,090 tonnes unknown	51.2%
• 20,533 tonnes landfilled	11.4%

**Total 179,867 Tonnes**

Table 8 2 Disposal of Commercial and Industrial Waste 2008

8.38 Currently Medway has the following facilities/capacity to deal with these commercial and industrial wastes:

- 0.67mtpa potential recycling capacity over a wide range of wastes but with significant application to the Commercial and Industrial Wastes stream, at Medway City Estate
- In vessel waste composting at Kingsnorth: 75,000 tpa
- Abattoir waste in vessel composting at Matts Hill: 40,000 tpa

8.39 Although the treatment or disposal of over half the waste identified by the Environment Agency is unknown, it is known that recycling and recovery rates are increasing. Landfill will continue to be the only option for certain types of waste but this can also be expected to continue to decline as costs for this disposal method increase and new methods of recovery are introduced.

### Construction, Demolition and Excavation Waste

8.40 This is also a difficult waste stream to quantify. The great majority of material is dealt with on site (crushing and reuse of demolition waste for example) and so is not officially classified as waste. Those materials taken off-site may be treated elsewhere or simply sold on, for example, hardcore. However quantities recorded by the Environment Agency in 2008 were dealt with Table 8-3 shows how.

• 461.86 tonnes recycled	0.97%
• 42,759.55 tonnes reprocessed	89.9%
• 370.46 tonnes transferred	0.78%
• 3,414.5 tonnes unknown	7.1%
• 524.86 tonnes landfilled	1.1%
<b>Total 47,531.23 tonnes</b>	
• 461.86 tonnes recycled	0.97%
• 42,759.55 tonnes reprocessed	89.9%
• 370.46 tonnes transferred	0.78%
• 3,414.5 tonnes unknown	7.1%
• 524.86 tonnes landfilled	1.1%

**Total 47,531.23 tonnes**

Table 8 3 Disposal of Construction, Demolition and Excavation Waste, 2008

In addition to this some 6,010.8 tonnes of inert wastes were reprocessed.

8.41 It can be assumed that all reprocessed material was reused in one way or another. The proportion needing final disposal was very small.

8.42 Most treatment – crushing, washing etc. – is carried out on the site where the waste arises, using mobile plant. Material that cannot be dealt with in this way is normally taken to local depots for sorting, grading and so on and then sold on as construction or recycling material.

8.43 Facilities available for this are currently limited in Medway. There is some capacity at Knight Road in Strood but this will need to be relocated as the Temple Waterfront regeneration area comes forward for redevelopment. However there is a current proposal to develop an alternative facility at Medway City Estate. If permitted this would have a capacity of in excess of 125,000 tonnes per annum, which would be more than sufficient to meet Medway's needs.

### Hazardous Wastes

8.44 Hazardous waste can arise from all waste sectors. The Environment Agency's Hazardous Waste Interrogator 2008 showed that some 22,245 tonnes of Medway's wastes were recorded as hazardous, of which 12,799 tonnes were managed in Medway. The data shows that hazardous materials were transferred nationally, illustrating the complex nature of this waste stream with relatively small quantities often being taken to a few specialist treatment and disposal facilities nationwide.

8.48 The Medway site operator waste return interrogator 2008 detailed company activity is set out in Table 8-4.

- Recycled 266.43 tonnes 1.8%
- Reprocessed 5,745.31 tonnes 39.6%
- Treatment (unspecified) 2,509.69 tonnes 17.32%
- Incinerated 813.79 tonnes 5.6%
- Landfilled 248.47 tonnes 1.7%
- Unknown 4,901.45 tonnes 33.8%

Total 14,484.14 tonnes

- Recycled 266.43 tonnes 1.8%
- Reprocessed 5,745.31 tonnes 39.6%
- Treatment (unspecified) 2,509.69 tonnes 17.32%
- Incinerated 813.79 tonnes 5.6%
- Landfilled 248.47 tonnes 1.7%
- Unknown 4,901.45 tonnes 33.8%

**Total 14,484.14 tonnes**

*Table 8 4 Disposal of Hazardous Waste, 2008*

8.46 Facilities within Medway catering for hazardous wastes include tyre shredding and waste oils recycling plants at Kingsnorth and metal recovery at Medway City Estate with the following capacities:

- 167,500 tonnes per annum oil/water waste treatment
- 147,125 tonnes per annum metals ferrous/non-ferrous recovery
- 74,740 tonnes per annum photographic and printing waste disposal and recycling, including silver recovery and refining
- 3,650 tonnes per annum asbestos wastes treatment and transfer.

8.47 There are no significant arisings of low level nuclear wastes in Medway and so local provision is not necessary for such material.

8.48 Regional analysis has identified priority needs for hazardous waste capacity in the form of:

- Additional hazardous waste landfill capacity in the south and south-east of the region
- Treatment facilities for air pollution control residues
- Treatment facilities for waste electronic and electrical equipment (WEEE); and
- Sub-regional networks of contaminated Construction Demolition and Excavation waste treatment facilities.

8.49 It suggests authorities should:

- Identify and safeguard sites for the storage, treatment and remediation of contaminated and demolition waste
- Identify criteria for the determination of large scale specialist hazardous waste facilities, and a network of landfill cells for stabilised non-reactive hazardous wastes.

## London's Waste Exports

8.50 The Home Counties, including Medway, are no longer required to make provision for a proportion of London's waste disposal needs following the revocation of the South East Plan in terms of landfill. Also, there has been no activity in Medway for some time and no interest has been expressed in new capacity, either by the London authorities or commercial operators.

8.51 It is expected that the Government will clarify its position on this and other waste matters in due course but given the absence of any current demand in Medway it is not intended to make specific provision for London's waste.

## The Strive for Overall Self Sufficiency

8.52 Medway has an array of facilities and associated capacity for the management of waste but whether these deal with materials generated in Medway or they are brought into the area is down to the operators and their commercial contract arrangements.

8.53 For the future, the priorities are therefore to:

- Ensure there is sufficient capacity for waste handling, recycling and treatment for each of the waste streams, including transfer capacity for municipal waste, although this is provided for within the new contract
- That there is adequate collection infrastructure, given increasing separation of different wastes at source
- Consider whether specific provision should be made for new landfill capacity and, if so, whether this should be for inert, non-inert or hazardous wastes, or a combination of these.

8.54 Medway City Estate and Kingsnorth are already established as centres for waste handling and treatment and, subject to market demand, further expansion would be appropriate provided relevant environmental standards are met.

8.55 With rapid developments in the waste management field it is difficult to forecast what specific collection and transfer facilities will be required over the plan period but these can usually be readily

dealt with in conjunction with the planning of new developments and in the established employment areas.

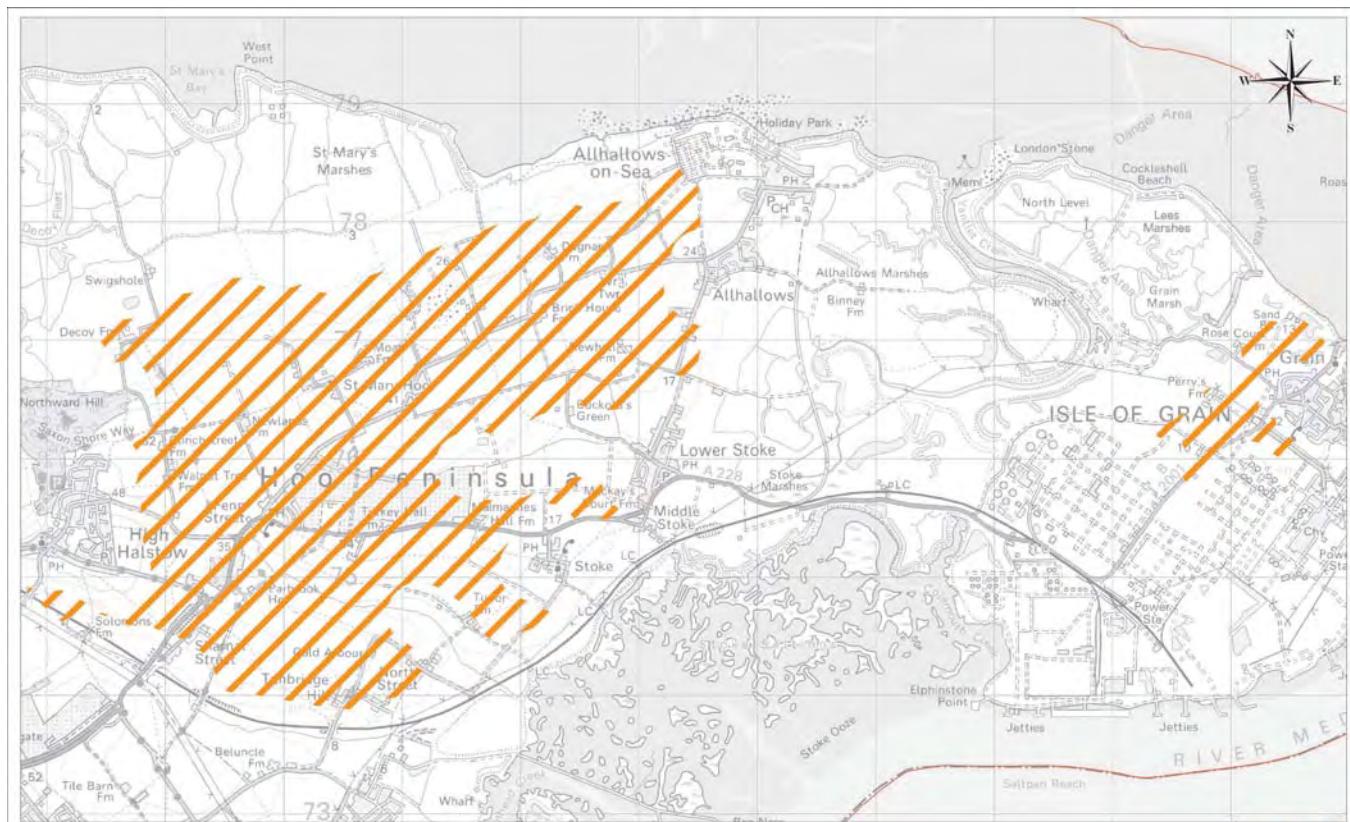
8.56 Landfill capacity across the South East is declining rapidly but that is also the case with the quantity of material that needs to be disposed of in this way. Providing new capacity is almost wholly dependent on having suitable void space and the right geological conditions.

8.57 Much of Medway sits on chalk, a highly permeable rock, unsuitable for non-inert and hazardous waste disposal. However chalk quarries can and have been used for inert materials. The Hoo Peninsula, on the other hand, is overlain with London Clay and this impermeable material is well suited for the landfilling of non-inert and hazardous materials that cannot be disposed of in any other way. However there are no existing voids so any provision would either involve the creation of new void space by digging out cover material or re-profiling land by raising its natural contours.

8.58 Many of the area's chalk pits have already been infilled but a pit at Frindsbury would provide sufficient capacity to meet Medway's inert waste needs over the plan period.

8.59 Medway's arisings from all sectors, including hazardous wastes, are not sufficiently large to justify the investment required to create new void space. If this option was pursued it would therefore inevitably involve the large scale importation of material, contrary to a local proximity principle. The Hoo Peninsula is also remote from major markets adding to transport costs and the environmental impact of transporting materials.

8.60 Given these considerations no specific allocations for new landfill/landraise facilities are proposed but Policy CS23 includes appropriate criteria for determining any proposals that might come forward. The potential final waste disposal to land resource areas that are relatively free of strategic constraints are shown in Figure 8-2 below.



**Potential Final Waste Disposal to Land Resource Areas (Policy CS23)**

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**Medway**  
Serving You

Scale 1:42000 12/08/10  
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**Figure 8 2 Potential Final Waste Disposal to Land Resource Area**

### **Policy CS23: Waste Management**

Provision will be made for the collection, reuse, recycling, treatment and disposal of Medway's waste by:

- Ensuring all new built developments make appropriate provision for the separation, storage and collection of waste materials
- Permitting facilities for the reuse, recycling, treatment and transfer of waste materials, subject to their being of an appropriate environmental standard. Medway City Estate and Kingsnorth and, at a lesser scale, the existing established employment areas are the preferred locations for such activities
- Assessing the potential for an inert waste landfill site, subject to acceptable local environmental impacts, adequate access arrangements and any impact on residential amenity
- Any proposals for the creation of void space or landraising to facilitate a disposal facility for non-inert or hazardous materials

within the areas referred to as the Potential Disposal to Land Resource Areas on the Hoo Peninsula and the Isle of Grain will be assessed against the following criteria:

- Local impacts, including on residential amenity, being acceptable
- The site being well related to the primary road network and with suitable site access and egress arrangements
- It being clearly demonstrated that the materials to be deposited cannot be reasonably disposed of in any other way (that is that they are irreducible residues)
- That the facility will handle a high proportion of such waste arising within Medway and the immediately surrounding area to ensure a sustainable pattern of disposal
- Unless a specific needs case can be demonstrated, that wastes to be deposited do not involve a road haulage distance of more than 50 miles
- That all the reasonable requirements of the Environment Agency can be satisfied

- o There being a clear programme and time limit for the operation proposed and satisfactory provision for the restoration and after-use of the site.

# 9. Transport and Movement

## Introduction

- 9.1 As an all-purpose unitary authority Medway Council is also a transport authority, responsible for the local highway network, public rights of way and other transport related infrastructure. This includes 840 km of adopted highway and 293 km of public rights of way, plus the Medway Tunnel.
- 9.2 However the Council has no specific responsibility for the rail network or commercial bus services, although it works closely with all operators and with the Highways Agency, which is responsible for the motorway and trunk road network. There are no trunk roads in Medway but the M2 runs through the area.
- 9.2 In this role the Council is required to prepare a Local Transport Plan, setting out an overall transport strategy for the area. Medway's third Local Transport Plan or LTP3 has recently been published as a consultation draft and it is purposely aligned to both the Local Development Framework and the Sustainable Community Strategy. It runs to 2026. Its main provisions are summarised below.
- 9.3 It follows that the transport and movement strategy underpinning this Core Strategy closely mirrors and is informed by the third Local Transport Plan but with an emphasis on those aspects that affect the programming of development or have implications for land or property.

## Thames Gateway Funding and LTP2

- 9.4 Due to its strategic location within the Thames Gateway, Medway has received approval for substantial capital funding from the Department of Communities and Local Government, the Department for Transport and the Homes and Communities Agency for a range of transport initiatives running through to 2011. These include funding to remove the flyover in Chatham, return the town to two way working,



widening the Brook etc., improvements to Gillingham rail station, construction of a new 'dynamic' bus station in Chatham and over £13 million for bus infrastructure and bus priority measures to begin to create a quality bus network. In 2011 a comprehensive Urban Traffic Management Control (UTMC) system will also go live. Major improvements to the A228 to Grain are also underway.

- 9.5 This funding is doing much to address long-standing problems and introduce new capacity to the highway network. Significantly it is also creating capacity to accommodate development on the major regeneration sites in the short term.
- 9.6 Over the longer term however further interventions will be required to offset background traffic growth and these are the focus for LTP3.

## Context and Priorities

9.6 As indicated, the major challenge is to address the increased demand for travel that will arise over the longer term. At the same time it is recognised that transport influences and adds value to many key priorities including economic growth, the natural environment, connectivity, equality of opportunity and health.

9.7 With a development strategy that specifically seeks to accommodate future development within the existing main urban area and at Lodge Hill, new primary transport links are not required to realise development. Local improvements are required in a number of cases but these do not, by themselves, have a strategic impact. Instead the emphasis needs to be on the more effective management of existing networks and selective investment to tackle congestion hotspots and improve public transport options and capacity to offset general traffic growth.

9.8 This has been confirmed by intensive analysis, including the development of several transport models, one of which is an area wide SATURN model (Simulation and Assignment of Traffic to Urban Road Networks), which has been developed in partnership with the Highways Agency. The

forecast effects without further intervention are illustrated in the diagram below.

9.9 Further details are contained in a technical report prepared by the Council's modelling consultants, Transport Issue & Preliminary Options Report Phase 1 – 2nd Issue, April 2009.

9.10 Consequently five overarching priorities have been set out in the third local transport plan to guide future policies and programmes. These, and the key actions proposed under each are set out below:

*Supporting Medway's regeneration, economic competitiveness and growth by securing a reliable and efficient local transport network*

### Key actions:

- More efficient management of the highway network and car parks
- Improvements to the strategic road network focusing on congestion hotspots
- Improving the quality of bus services, including the development of Fastrack style bus links and smart ticketing
- Better management of freight, including improved access to the International Gateway at Grain
- Encouraging walking and cycling for short journeys

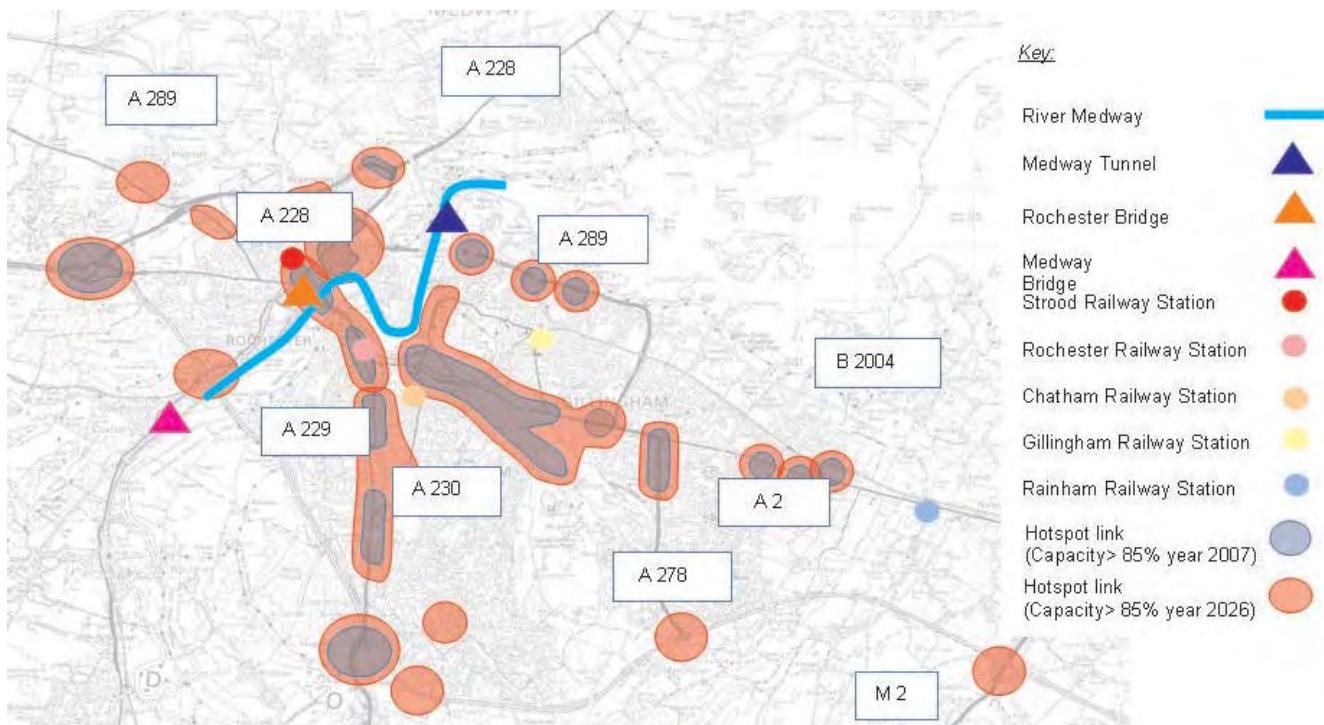


Figure 9.1 Main Congestion Hotspots

- Investigating river transport and additional river crossings.

*Supporting a healthier natural environment by contributing to tackling climate change and improving air quality*

Key actions:

- Encouraging alternatives to the private car by:
  - Improving the quality of bus services, including the development of Fastrack style bus links
  - Encouraging walking and cycling for short journeys
- More efficient management of the highway network including air quality traffic management schemes and tackling congestion hotspots.

*Ensuring Medway has good quality transport connections to key markets and major conurbations in Kent and London*

Key actions:

- Improved sub-regional public transport services and facilities to connect Medway with key business centres and labour markets, including improvements to rail stations
- Longer distance trips into Medway captured by park and ride services to reduce town centre traffic
- More coordinated sub-regional highway network management by improved partnership working with the Highways Agency and Kent County Council
- Encouraging commuters to cycle to railway stations as part of their outward journey to work
- Development of sub-regional cycle routes.

*Supporting equality of opportunity to employment, education, goods and services for all residents in Medway*

Key actions:

- Improving accessibility to bus services for people with mobility difficulties
- Supporting students to access the learning quarter by public transport, walking and cycling

- Supporting independence by maintaining socially necessary bus services and providing transport services to day services
- Revised design guidance for new developments that supports improved accessibility by walking, cycling and public transport
- Community transport schemes.

*Supporting a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of crime*

Key actions:

- Road safety interventions incorporating highway schemes, education, publicity, promotion and enforcement
- Safer routes to school initiatives
- Encouraging cycling
- Improved pedestrian access to local facilities
- Development of Green Grid and the Coastal Access initiatives, and improving public rights of way
- Public safety initiatives
- Effective highway maintenance, including footways and cycleways.

9.11 Specific schemes to address these matters are grouped under five transport objectives and programmed as follows:

- Short term: April 2011 to March 2016
- Medium term: April 2016 to March 2021
- Long term: April 2021 to March 2026.

9.12 A full list of schemes and actions is included at Appendix C.

9.13 Although many actions and schemes are proposed over the life of this plan it is expected that the great majority will not require additional land, other than as an integral feature of new built developments. However some schemes to address congestion hotspots may do so, depending on detailed designs, and these are listed below:

- A289 link between Four Elms roundabout and Medway Tunnel including Sans Pareil and Anthony's Way roundabouts and exit from Medway City Estate
- A2 junctions and link between Chatham Hill and Canterbury Street junctions
- A2/A228 links through Strood town centre
- A2 junction with Mierscourt Road, Rainham

## Other Transport Related Issues

9.14 LTP3 considers a number of aspects of river transport and the role of the major port facilities. These include identifying the need to protect and possibly supplement existing piers to support possible river bus/taxi services. It does not consider aviation issues as these have very localised impacts and no scheduled services operate from Rochester Airport.

9.15 However it is important that the Core Strategy takes full account of the planning implications of these matters.

9.16 In the case of both the River Medway and the Thames, "saved" local plan policies give protection to a number of local wharves as well as the larger docks at Chatham and Thamesport. These include a strategically important aggregates importation wharf at Cliffe, wharves on Medway City Estate and a wharf at Halling. All benefit from reasonable landward access and are well established. It is intended that they should continue to be safeguarded over the longer term in order that the area can continue to contribute to national, regional and local needs for maritime capacity.

9.17 Thamesport is an international gateway and is a nationally significant container port with potential for further growth together with the development of 'value added' activities on adjoining land (Grain employment area). Both safeguarding it and facilitating its further development is therefore appropriate.

9.18 Chatham Docks caters for smaller vessels – up to 8,000 tonnes – with lock gates controlling access from the Medway. The site and associated facilities need reinvestment but there is every indication that it has a long term commercial role, complementing the larger ports catering for deep sea traffic and handling vessels too

large for local wharves and jetties. Accordingly it is intended that it should continue to be safeguarded.

9.19 Over many years efforts have been made to encourage water taxi style services along the urban waterfront, particularly to cater for visitors during the summer months. Despite a number of piers and landing places being available this has not proved viable but it is considered important to safeguard these facilities for the future. The continuing development of major visitor attractions on or close to the riverbank and the increased population that will result from the redevelopment of the waterfront regeneration sites may well present new opportunities, as may the proposed park and ride site at Whitewall Creek. The relevant locations are:

### Piers and Jetties:

- Commodore Hard
- Lower Upnor Pier
- Chatham Maritime marina
- Thunderbolt Pier
- Sun Pier
- Strood Pier
- Rochester Pier

9.20 In terms of aviation there are two established facilities:

- Rochester Airport – a general aviation facility with two grass runways, catering for leisure flying, flight training and some emergency service uses. It is subject to airspace safeguarding by the Council
- Stoke Microlights – this is a small, unlicensed, facility situated relatively close to the large employment area at Kingsnorth. There is currently no safeguarding regime in place, either for the limited facilities on the ground or the surrounding airspace.

9.21 Facilities at Rochester Airport need reinvestment and upgrading and the current operator is working closely with the Council to see how this might be achieved, while also ensuring that adjacent land can be fully utilised for employment purposes (see Economy chapter). Investigations are ongoing and it is expected that a masterplan covering both the Airport and surrounding land will be agreed in due course.

9.22 The Stoke facility is limited in scale and constrained by high voltage power lines and other features. Accordingly it is not proposed to afford it long term safeguarding.

### Transport and Development

9.23 Although some continuing growth in private car traffic is probable, it is vital that alternatives are available if congestion along many urban routes is not to reach unacceptable levels.

9.24 The urban regeneration areas are exceptionally well located in relation to existing bus routes and the mainline rail stations and so can contribute to the enhancement of these facilities as opposed to catering solely for the car.

9.25 In the case of Lodge Hill and the larger employment areas some highway improvements will be required but there are still opportunities for public transport solutions that will contribute to meeting the demand for non-commercial movements arising from these developments.

9.26 Accordingly it will be important, in all appropriate cases, to strike a balance between design solutions catering for the car and providing other choices, whether they are public transport, walking or cycling.

9.27 This will also be critically important in the town centres and Chatham in particular. Here adequate and high quality public parking, geared towards the short stay visitor, is important for their commercial viability. However employees and shoppers must also have access to high quality bus (including park and ride) and rail options if congestion is to be managed and high quality environments created and maintained.

### Transport and Movement

9.28 Taking account of the varying factors set out above, and proposals in the Local Transport Plan, Policy CS24 sets out the key planning principles that will be applied over the plan period.

### Policy CS24: Transport and Movement

Over the plan period:

- The highway system will be proactively managed to minimise congestion, through the operation of urban traffic management and control systems, the development of a quality bus network and selective junction improvements in congestion/air quality hotspots
- Car growth will be balanced by increasing the capacity, reliability and quality of public transport through:
  - The introduction of Fastrack style services on major urban and inter urban routes, including to and from Lodge Hill
  - Four potential park and ride facilities at Horsted, Whitewall Creek, Strood and between Gillingham and Rainham, plus park and coach facilities
  - Improved interchange facilities associated with the rail stations and in the town centres
  - Improved main line rail stations at Strood, Rochester, Chatham and Gillingham
  - High quality real time information and cross mode ticketing systems.
- Car parking in the town centres, especially in Chatham, will be rationalised (though not reduced in scale) where appropriate into multi storey facilities available for public use. Contributions will be sought towards new town centre car parking in lieu of reduced provision on individual sites
- Lower car parking standards will be considered in areas with already or potentially good public transport availability to provide a realistic option to private car use
- All significant development proposals will be subject to an agreed transport assessment, which includes an assessment of the potential to encourage modal shift away from private car use
- Walking and cycling networks will be extended, catering particularly for local journeys but also sub-regionally, including in conjunction with new developments

- Existing wharf and port capacity will be safeguarded in order to meet national and regional capacity requirements and to encourage the local transportation of goods
- A network of piers and landing places will be safeguarded to facilitate the introduction of water bus/taxi services along the urban waterfront, linking visitor and other attractions and providing capacity for visiting vessels
- The Council will continue to work with the operator of Rochester Airport to objectively consider the future of the general aviation facility, bearing in mind its co-location with a strategic employment opportunity.

# 10. The River Medway

## Introduction

10.1 The River Medway was made navigable as far as Maidstone in the 17th century and then extended to Tonbridge by 1746. The outer reaches have a naval history dating back to Henry VIII's time. Although the navy has now gone, the Medway is still an important commercial river.

10.2 The River Medway forms one of the most dramatic and consistent features of Medway; providing a strong link as it broadens out from the urban areas towards the marshes and the Thames estuary; weaving together a tapestry that connects a variety of landscapes, settlements and communities. It provides Medway with much of its strong sense of place and it contributes towards providing a coherent sense of identity for the area. The river is also highly visible from many places, providing dramatic views, particularly from strategic points along the waterfront and from areas of higher ground. However it is less accessible in other areas – a legacy from the time when the Navy and industry monopolised the waterfront.

10.3 The River comprises three reaches – outer (Sheerness to Chetney Marshes), middle (Chetney Marshes to Gillingham) and inner (Gillingham to Allington Lock). The local character of the river and its edges varies along its length. Distinctive natural features within the undeveloped sections of waterfront between Gillingham and Sheerness include extensive areas of intertidal habitat, comprising saltmarsh and mudflat. The wooded slopes around Upnor provide particularly dramatic views from the river and from the south bank. Historic military uses are distinctive features along the river, particularly at Chatham Historic Dockyard and at Rochester and Upnor Castles. Developed sections along the north bank include major infrastructure facilities at Grain and Kingsnorth, including power stations and a Container Port. Within the urban area there is a working port at



Gillingham (Chatham Docks). Industrial facilities predominate along the North Bank at Medway City Estate.

10.4 Major new housing schemes are replacing former uses at Rochester Riverside and St Mary's Island. There are marinas at various locations, including sites at Upnor, St Mary's Island, Gillingham Waterfront, Strood, Rochester and Cuxton. The rich variety of industrial, historic and leisure uses along the river provide a diverse and varied character with strong local distinctiveness.

10.5 Important economic activities along the Medway include the gas terminal and Thamesport container site on the Isle of Grain, coal importation to Kingsnorth Power Station, Chatham Docks and aggregate and other river wharfs. However most of these activities are not major employment generators.



Figure 10 1 River Medway

### Management of the Natural Eco-system

10.6 Navigation and dredging is an issue. Siltation has increased in the river as dredging activities have reduced and commercial activities have moved downriver to the outer reaches. Over the longer term this has implications for navigation, particularly in the upper stretches.

10.7 The extensive inter-tidal habitats bordering the estuary are of international importance for wildlife and designated as both Special Protection Areas and RAMSAR sites. However these are under pressure from industrial activity and 'coastal squeeze' whereby the inter-tidal margins are prevented from re-treating and re-establishing in the face of sea level rise due to flood defence structures.

10.7 New habitat creation opportunities therefore need to be sought in order to mitigate for the loss of inter-tidal habitats (marshes), in accordance with the Environment Agency's Regional Habitat Creation Programme as required by the Marine and Coastal Access Act 2009.

10.8 Currently consultants are completing an update of the Strategic Flood Risk Assessment for the river and preparing an associated Strategic Urban Flood Defence Strategy. This will ensure that all flood defences along the waterfront meet a universal standard. Currently, there are different standards and levels due to different land ownerships and engineering works of different ages. It is accepted that, although a large part of the urban waterfront is located within the flood plain, it needs to be defended due to the long established settlement form and the value of the commercial assets that would otherwise be at risk. Beyond the current urban boundaries however it is important to avoid inappropriate development that would increase flood risk and reduce the capacity to store flood water.

### Regeneration

10.9 The urban waterfront is the focus for Medway's regeneration activity, with over 900 hectares of brownfield land spanning 11 spectacular kilometres of the River Medway. At its heart is Chatham Centre

and waterfront. The Medway Waterfront Strategy (2004) proposed the creation of a new linear waterfront city, composed of a series of urban quarters. Each quarter will contribute its own particular sense of place to the overall character of the waterfront. It identified its unique characteristics as including:

- A series of spectacular meanders of the River, framed by steep escarpments, that create the opportunity for stunning views and visual connections between the urban quarters
- Substantial areas of green spaces, largely a result of the military fortifications associated with the Chatham Historic Dockyard, forming a distinctive backdrop to the urban areas
- The River Medway is both a busy working river and an important ecosystem. The intertidal sand and mudflats are particularly important as a food source for migrating birds and as spawning grounds for fish such as sea bass
- The undeveloped coast and internationally significant wetland further downstream is designated as a Special Protection Area for migrating birds. The North Kent Marshes on both sides of the river provide dramatic landscapes and wildlife habitat as well as being used as grazing land; and
- The waterfront includes some of the most intact and finest historic features. Rochester Castle and Cathedral are among the oldest in the country and Rochester's historic High Street contributes significantly to the environmental quality of Medway's Waterfront. During the mid-17th century the Historic Dockyard at Chatham became the Royal Navy's pre-eminent shipbuilding and repair yard. Chatham's naval and military heritage is amongst the most important in the world and the Government has included it on a list of locations to be nominated to the United Nations for World Heritage Site status.

10.10 Proposals that maximise the potential of the River Medway, as a valuable natural resource, will therefore be supported.

## Marine Leisure

10.11 Marine leisure activities primarily consist of yachting and motor boating facilities along the middle and upper reaches of the river, largely away from conflict with the bulk of commercial activities elsewhere on the river. Existing marinas operate at or close to full capacity. It is recognised that better co-ordination between marina operators is desirable, in order to improve Medway's leisure boating offer. Residential houseboat moorings occupy areas that could be utilised for additional marina berthing. Many of the houseboats have limited facilities and are often somewhat unsightly. Therefore, proposals for upgraded or new high quality marina facilities and amenities will be supported where there will be no adverse environmental impacts. In particular, river access to shore facilities, attractions, shopping areas, restaurants and public houses requires improving.

10.11 There are also a significant number of marine engineering and boat repair businesses that have an important role within the local economy.

## Chatham Docks

10.12 Chatham Docks occupies one of three basins of the former naval dockyard. It has a range of commercial and industrial tenants within the 56 hectare dock estate. It can cater for vessels up to 8,000 tonnes and so complements both deep water facilities further down the river and smaller commercial wharves and jetties upstream.

## Wharves, Piers and Jetties

10.13 A coherent network of piers and landing places exists along the urban stretches of the river but some are in disrepair. There is considered to be real potential to develop tourism based water taxi or other services between these facilities, despite this not being commercially viable in the past. In some measure, this is due to the significant tidal range in the river but, as redevelopment along the waterfront gathers pace, new opportunities should arise. Accordingly the retention and protection of existing and disused wharves, and public piers, and access land to them will be promoted.

10.14 The river is also strategically important for the importation of construction aggregates and it is important that adequate capacity is retained.

10.15 Facilities for visiting vessels are currently limited but there is significant potential for this, not only small craft but also certain types of cruise ship.

10.16 Given not only the great significance and potential of the river but also its vulnerability to flooding and coastal squeeze, it is vital that it is managed effectively and that an appropriate balance is maintained between its commercial, leisure and environmental roles.

biodiversity, including wildlife corridors and habitat enhancement, will be supported.

### **Policy CS25: The River Medway**

*The River Medway is strategically significant in terms of its employment, environmental, transport and leisure importance. Accordingly:*

- *Along the urban waterfront mixed use redevelopment will be promoted in order to create safe, high quality environments, provide new homes and jobs, leisure and social infrastructure facilities with public spaces as focal points, a riverside walk and cycle way and increased public access to the river*
- *Greater use will be made of the river. Wharves and port capacity at Chatham Docks and Thamesport will continue to be safeguarded for the transhipment of freight, including waste and aggregates and other materials*
- *Existing infrastructure that provides access to the river and the foreshore, such as piers, jetties, slipways, steps and stairs will generally be protected and new facilities, including piers for river taxis, encouraged*
- *Leisure activities on and along the river will be supported as long as they will not harm the environment or natural ecosystems*
- *Development will not be permitted which encroaches onto the natural floodplain beyond the current urban boundaries or which harms the stability or continuity of flood defences. Opportunities will be taken, in consultation with partner agencies such as Natural England and the Environment Agency, to create replacement inter-tidal habitat and reduce flood risk*
- *Measures to protect and enhance the river as a valuable resource for wildlife and*

# 11. Area Policies

## Introduction

11.1 This section of the Core Strategy sets out how the overall strategy will be applied to specific areas within Medway.

11.2 To do this the administrative area has been divided up as follows:

- The five towns – Strood, Rochester, Chatham, Gillingham and Rainham – including their suburban areas
- The Hoo Peninsula and the Isle of Grain – excluding Lodge Hill
- Medway Valley – this area needs to be separately considered from the rest of rural Medway as it is located south of the M2 and is therefore outside the Thames Gateway and so falls into what has been termed the “rest of Kent” sub region.
- Lodge Hill – this is considered separately given the scale of change envisaged for this location

11.3 A map showing the 7 spatial areas of Medway can be found in Chapter 6 Housing.

11.4 In the following sections the more significant issues facing each area are described and overall policies for each area set out how these will be addressed. Each area has considerable contrasts, such as prosperous and deprived neighbourhoods within it and these are taken into account. The broad scale and location of development that each area is expected to accommodate is also highlighted.

**Strood**

11.5 Strood has extensive residential areas bordering the town centre and adjacent rural areas. These vary from pre-1919 terraced streets close to the town centre, to post war estates to the west and modern development, still being completed, at Wainscott and Frindsbury.



11.6 The extensive river frontage is of poor visual quality and susceptible to flooding. This reflects its industrial past. The townscape in the central area is also of variable quality and although the town centre is performing well economically it lacks character and suffers from heavy traffic congestion.

11.7 Strood is a key employment location with extensive estates at Knight Road/Priory Road and on the Frindsbury Peninsula (Medway City Estate). Despite this much of the town centre and adjoining areas are classified as suffering from deprivation.

11.8 Strood station is strategically important, providing mainline services (including High Speed 1) to a number of London termini and acting as the northern terminus for the Medway Valley Line. However it is not welcoming and needs upgrading in terms

of longer platforms and access. Links to the town centre are also poor.

11.9 The central area has seen a substantial decrease in its resident population since 2001 and it also has a rapidly ageing population. Deprivation factors include 'income' and 'education and skills'. Out of work benefit claims are also high.

11.10 The outlying residential areas also have pockets of deprivation related to education, crime and the local living environment.

11.11 Wainscott and Frindsbury have the smallest proportion of working age residents in Medway, with more older people and children than the norm. There are relatively high levels of claims for incapacity benefit and carers allowance, indicating underlying health issues associated with older age groups. Deprivation is not significant but the area fares poorly on 'barriers to housing and services'.

11.12 Significant steps have been taken to begin the fundamental regeneration of the Town Centre and Riverside with adopted development briefs for Temple Waterfront and Strood Riverside and a recently endorsed masterplan for central Strood. The demolition of the Civic Centre has also started to prepare this prominent site for redevelopment. It is intended that these sites are taken forward in accordance with the already agreed development briefs and masterplan.

11.13 The Strood Town Centre Masterplan has 8 key objectives to guide the future development in the centre of Strood.

1. Capitalise on major developments  
To ensure that the planned housing-led development of major sites at Strood Riverside and Temple Waterfront, and future redevelopment of the Civic Centre are all well connected to the heart of the town centre to enable them to support the role and function of the centre.
2. Strengthen the role of Strood's town centre  
To improve the retail 'circuit' in the town centre through better connections between the key anchor stores and the High Street, encouraging more linked trips by pedestrians from a single point of access/parking and utilising the redevelopment of

the Tesco store to secure an improved retail frontage to the High Street/Commercial Road area. Secure better leisure offer in the heart that will contribute to the vitality of the centre.

3. Improve the appearance of the town centre  
To ensure that redevelopment of sites within the Town Centre area contributes to improving the street scene and public realm improvements to key streets and spaces. A number of sites on prominent corners currently make a poor contribution to the street environment, together with key streets that are lined with surface parking. New development should provide buildings that address the street, with parking and servicing located to the rear.
4. Secure Strood as a working town  
To protect, enhance and promote employment uses and opportunities in Strood to strengthen and grow the local economy, reduce the need to travel, and promote a sustainable community.
5. Managing the Medway – improving access and flood defences  
To ensure that waterfront developments, and other areas affected by flooding contribute to providing broad improvements to the flood defences for the town. New development should also seek to recover and provide physical links to, and along the waterfront, contributing to an accessible and attractive river walk, to improve movement and well-being.
6. Rediscovering heritage assets – promoting distinctiveness.  
To recover the lost and hidden heritage of Strood and ensure that heritage assets contribute to a high quality townscape and strong sense of place.
7. Enabling improved access and movement  
To ensure that all new development and streetscape improvements contribute to improving safer and more attractive routes for pedestrians and cyclists, facilitate better public transport and minimise the impact of private vehicles on the functioning of the town. Improvements to access for pedestrians to the rail station, and between key shopping facilities, should be prioritised.

8. Promoting open space and urban green space.

To ensure that the redevelopment of the waterfront also respects the ecological and recreational benefits of the area and to encourage the waterfront landscape to inform landscape design and new and improved open spaces within the town centre.



Figure 11.1 Strood Town Centre

11.14 By comparison to some other parts of the conurbation, the outlying residential estates are fairly well served by local centres providing a variable range of services and shopping. The most important of these are:

- Bligh Way, Wells Road and Darnley Road – serving Strood South. These will be supplemented by a new neighbourhood centre at Temple Waterfront, in conjunction with the redevelopment of this key waterfront regeneration site.
- Bryant Road and Frindsbury Road - serving Strood North. Additional facilities will also be provided in conjunction with the Strood Riverside regeneration scheme and associated improvements to Strood Station.
- Wainscott Road, Wainscott – serving Wainscott and Hollywood Lane. This will be further improved in conjunction with significant residential development already underway at Hoo Road, Wainscott.

11.15 It is intended that these locations will be promoted as designated 'neighbourhood centres' offering suitable locations for the concentration of local services and acting as natural focal points for their surrounding communities.

11.16 The quality of housing in the suburban areas is of variable quality, varying from tight streets of small terraced properties to large new neighbourhoods, developed since the 1980's.

11.17 Over the plan period the broad scale and location of new housing and employment related development is expected to be as indicated in the following table.

Strood Housing Sites		
SLAA Ref	Site Name	Capacity
90	Strood Riverside, Canal Road	576
137	Civic Centre Strood	398
463	Cuxton Pit No. 3 Cuxton Road Strood	258
522	East of Higham Road Wainscott	173
685	Temple Waterfront, Roman Way, Strood	620
	<b>Main developments</b>	<b>2025</b>
	<b>Other sites</b>	<b>306</b>
	<b>Housing total</b>	<b>2331</b>

Table 11.1 Potential Housing Development in Strood

Strood Employment Sites		
SLAA Ref	Site Name	Capacity
463	Cuxton Pit No. 3 Cuxton Road Strood	1352
653	Land fronting Sir Thomas Longley Road, Frindsbury	3525
654	Land adjoining Southern House, Anthony's Way	2062
678	Land at Commissioners Road, Strood	999
685	Temple Waterfront, Roman Way, Strood	7000
727	Brompton Farm, adj. 66 Brompton Farm Road	1190
752	North side of Commissioners Road, Strood	6000
839	Former Alloy Wheels, Priory Road, Strood	8494
	<b>Main developments</b>	<b>30622</b>
	<b>Other sites</b>	<b>7813</b>
	<b>Employment floorspace total (sq. m)</b>	<b>38435</b>

Table 11.2 Potential Employment Development in Strood

Strood Retail Sites		
SLAA Ref	Site Name	Capacity
137	Civic Centre Strood	2000
641	Friary Place, Rear of 46-98 High Street, Strood	1800
648	Land between Vanguard Way and George Summers Close	14430
685	Temple Waterfront, Roman Way, Strood	1620
843	Tesco, Strood	5596
	<b>Main developments</b>	<b>25446</b>
	<b>Other sites</b>	<b>2074</b>
	<b>Retail floorspace total (sq. m)</b>	<b>27520</b>

Table 11.3 Potential Retail Development in Strood

Housing: showing sites over 100 units

Employment & retail: showing sites over 1000 sq. m

11.18 The town centre will continue to be developed as a 'district' scale centre, complementing Chatham and in accordance with the masterplan as outlined above.

### Policy CS26: Strood

The role of Strood as a district centre will be strengthened by;

- Promoting housing and mixed use developments on sites that will enhance the townscape and cohesion of the centre
- Improving the quality of retail provision and improving links between the retail areas and accessibility to the rail station and waterfront
- Safeguarding open spaces and enhancing the public realm, particularly along the waterfront
- Promoting employment opportunities through reinvestment in the existing employment sites and in conjunction with mixed use developments in and adjoining the centre
- Reducing the impact of traffic through improved traffic management and localised junction and other improvements.

Beyond the town centre the following local

centres will be safeguarded and promoted as neighbourhood centres:

- Wainscott Road, Wainscott
- Frindsbury Road, Frindsbury
- Bryant Road/Weston Road
- Darnley Road
- Bligh Way
- Wells Road
- Temple Waterfront (new)

## Rochester

11.19 Rochester Town Centre is a nationally renowned historic settlement distinguished by its Norman Castle and Cathedral which are located on high ground, dominating views from the surrounding area. Its built environment dates from Roman times and the High Street is of the highest architectural importance, containing architectural styles dating back to the medieval period. The Cathedral, Kings School and the Castle are all located in attractive areas of open space and The Vines and the Esplanade complement the open setting of the town centre.

11.20 The town centre functions as a district shopping centre for the residential areas to the south, and as a cultural and tourist centre. It contains many specialist shops, restaurants, and other services related to this function. However it has few convenience shops. It has retained its historic character and avoided damaging, unsympathetic development.

11.21 A conservation area appraisal of Rochester together with an area management plan is in place. These documents provide a sound basis for preserving the unique heritage of the centre and managing sensitive change.

11.22 During the 1990s, it was recognised that Rochester Riverside exhibited many of the typical hallmarks of dereliction: an out-dated road network; a proliferation of low grade and bad neighbour uses; large tracts of vacant and derelict land and buildings; ground condition problems; a poor local environment; lack of confidence by investors; and fragmented land ownership. The area was in need of comprehensive regeneration.

11.23 As a result the site was compulsorily purchased and the Rochester Riverside Development Brief adopted. This seeks to achieve a mixed use quarter providing a high quality environment for residential living.

11.24 Outline planning permission was granted in 2006, for 2000 dwellings and other uses, including a hotel, and the site was subsequently cleared. The land has been raised, a new river wall constructed, the riverside walk has been laid out and a development partner has been appointed to undertake the first phase of the development.

11.25 The historic centre of Rochester and Rochester Riverside are separated by a busy road, Corporation Street and a railway embankment which both have a substantial severance effect. Corporation Street comprises an uninspiring, poor quality environment dominated by traffic.

11.26 In 2008, the Council adopted the Corporation Street Development Framework, which covers the area from Rochester Bridge to Rochester Station. This proposes a mix of uses including residential, offices, retail, a multi-storey car park and a hotel combined with environmental enhancement, landscaping and improved pedestrian facilities. The intention is to reduce the severance effects of the road, improve the area as a "gateway" to Rochester and to facilitate a high quality of development which would complements the historic character of Rochester City centre and the new community at Rochester Riverside.

11.27 Beyond the centre lie extensive residential neighbourhoods, extending southwards to Rochester Airport and Borstal. These vary in character and housing quality and a major issue is that those, further away from the centre, have few local facilities or obvious community hubs. Limited bus routes and a virtual absence of evening services, results in social isolation for many, particularly the elderly.

11.28 The long river frontage from the Esplanade past Shorts Way to Borstal is not exploited to its full potential. In particular there is an absence of local facilities to draw visitors or meet the needs of the extensive adjoining residential areas.

11.29 Borstal also lacks a natural centre and further services and facilities are justified given its distance from Rochester centre.

11.30 Over the plan period the broad scale and location of new housing, employment and retail related development is expected to be as indicated in the following table.

Rochester Housing Sites		
SLAA Ref	Site Name	Capacity
144	St Bartholomews Hospital, New Road, Rochester	108
460	Mid Kent College City Way Rochester	214
515	Rochester Riverside	2,000
598	R/O 329 - 377 (Featherstones) High St Rochester	102
	<b>Main development</b>	2,424
	<b>Other sites</b>	613
	<b>Housing total units</b>	3,117

Table 11 4 Potential Housing Development in Rochester

Rochester Employment Sites		
SLAA Ref	Site Name	Capacity
515	Rochester Riverside	12,000
598	R/O 329 - 377 (Featherstones) High St Rochester	3,600
724	BAE Systems, Rochester	11,147
	Main developments	26,747
	Other sites	-409
	<b>Employment floorspace total (sq.m)</b>	26,338

Table 11 5 Potential Employment Development in Rochester

Rochester Retail Sites		
SLAA Ref	Site Name	Capacity
515	Rochester Riverside	7,800
822	Land at Robins and Day (Peugeot), High St, Rochester	2,275
	<b>Main developments</b>	10075
	<b>Other Sites</b>	0
	<b>Retail floorspace total (sq m)</b>	10,075

Table 11 6 Potential Retail Development in Rochester

*Housing: showing sites over 100 units*

*Employment & retail: showing sites over 1000 sq. m*

### Policy CS27: Rochester

The highest priority will be given to the conservation and enhancement of the historic and architectural character of Rochester Town Centre whilst maintaining its vitality and viability as a district centre and its function and character as a specialist retail, service and tourism centre.

New development will be concentrated in

Corporation Street in accordance with the Corporation Street Development Brief and at Rochester Riverside in accordance with the Rochester Riverside Development Brief.

Beyond the town centre the following local centres will be safeguarded and promoted as neighbourhood centres:

- Delce Road
- Maidstone Road
- Marley Way – subject to options and viability testing
- Borstal (new)
- Rochester Riverside (new)

### Chatham

11.31 The Chatham Centre and Waterfront Development Framework, which was adopted in 2004, addressed a number of long standing problem affecting the centre of Chatham:

- Chatham's role as a sub-regional shopping centre had been undermined by out-of-town developments and competition from other towns;
- The ring road created a hostile environment for pedestrians and severed the centre from its surroundings;
- There were no squares or attractive open spaces within the heart of the town;
- The architecture was barren and unattractive;
- Some of the car parks were unattractive and threatening;
- The railway station was isolated from the centre and dominated by traffic; and
- The bus station had poor facilities with passengers enduring noise, fumes and cold (in the winter).

11.32 The Framework set out the measures necessary to transform the centre of Chatham as follows:

11.33 Greatly improved shopping and leisure facilities, including:

- Expansion and refurbishment of the Pentagon Centre to increase floorspace by approx. 15,000 sq m
- A new food store of approx. 8,000 sq m; and

- Over 8,000 sq m of small scale employment space and ground floor retail and leisure uses.

11.34 A world class cultural waterfront with:

- A major new contemporary performing arts facility close to Sun Pier
- A major new visual arts facility centred on the conversion and re-use of historic buildings at Old Gun Wharf
- A dramatic new Waterfront Park, transforming the quality of the existing green spaces at the waterfront
- Improved visibility and access to historic features, including the Barrier Ditch, and connections to the Great Lines; and
- Hotel development on the waterfront, close to Sun Pier.

11.35 A new central library and learning resource and Civic Office comprising;

- A new central library and learning resource centre (This has now been accommodated in a former military building on the waterfront near Gun Wharf)
- A new Civic Office to meet the changing needs of the Council and to reflect future approaches to integrated service delivery to the community, particularly "First Point of Contact" facilities (This has now been accomplished by the Council occupying the former Lloyds building at Gun Wharf)
- A range of related and complementary facilities, which could include small scale retail and cafes and restaurants; and
- A new public square.

11.36 Major environmental improvements throughout the Centre including;

- New waterfront park and riverside promenade from Old Gun Wharf to Sun Pier
- Greatly improved access to the waterfront by breaking down the severance effect caused by Sir John Hawkins Way and Globe Lane
- Increased use of Sun Pier for boat moorings and related activities

- Greatly enhanced Paddock to provide an attractive and useable civic space; and
- Improvements along the High Street, including the creation of new high quality public spaces within the shopping area.

11.37 Accessibility improvements to, and within, the Centre comprising:

- Returning The Brook and Best Street to two-way streets, with associated environmental improvements (to be completed in 2011)
- Closure of Sir John Hawkins Way and Globe Lane to through traffic and downgrading of Medway Street and Lower High Street (completed)
- Removal of the Sir John Hawkins Way flyover and enhanced streetscape along the route to the flyover (completed)
- Greatly improved public transport access, with new, modern, high technology bus facilities along the route of Sir John Hawkins Way close to the Pentagon Centre and the High Street (completed in 2011)
- Enhanced and rationalised car parking, including new, high quality, well located multi-storey car parking to serve the centre
- Improved pedestrian and cycle connections, including links along the waterfront and the possibility of establishing a cross-river link to Medway City Estate.

11.38 Two further supplementary planning documents were also adopted, which provide more detail on specific areas of the town centre. These are the Chatham Pentagon Centre Development Brief, 2005 and the Chatham Centre and Waterfront Development Brief, 2008. The latter incorporates three masterplans:

- Station Gateway – featuring major improvements to Chatham Station and the creation of a new commercial quarter and pedestrian routes leading down to the Waterfront and High Street
- Waterfront – featuring development of a significant scale near Sun Pier and a radically improved waterfront park

- The Brook – promoting radical improvements to the local townscape and the creation of new residential and commercial uses on the northern side with new connections to the Great Lines and Fort Amherst.

11.39 More recently two further masterplans have also been adopted:

- High Street/Best Street – containing major retail proposals for the shopping heart of the centre, along with radical townscape improvements and new pedestrian links and open spaces
- Gun Wharf – covering the area from the Historic Dockyard to the Waterfront with the objective of bringing to life the rich heritage of this area and linking it to the rest of the town centre.

11.40 Beyond the centre of Chatham are numerous but distinct residential neighbourhoods stretching down to the M2. Most have well established local centres, although of varying quality and there are a number of employment areas. These areas contain some of the most prosperous and the most deprived communities in Medway, including St. Mary's Island and Brompton on the one hand and Luton and Wayfield on the other. A wide range of initiatives are underway to reduce deprivation, with an emphasis on improving skills and access to employment.

11.41 Over the plan period the broad scale and location of new housing, employment and retail related development is expected to be as indicated in the following tables.

Chatham Housing Sites		
SLAA Ref	Site Name	Capacity
33	RSME Kitchener Barracks, Brompton	248
470	Mid Kent College, Horsted Maidstone Road Chatham	414
472	Land at St Mary's Island Maritime Way Chatham Maritime	503
513	South of Basin 1 and St Mary's Island Maritime Way	284
757	Between Cross Street & The Brook, Chatham	110
758	Sir John Hawkins Car Park, Chatham	120
761	Chatham Waterfront	494
865	2-8 King Street and 1-11 Queen Street, Chatham	108
869	Wickes, New Cut, Chatham (post 2026)	126
<b>Main developments</b>		2407
<b>Other sites</b>		1436
<b>Housing total units</b>		3843

Table 11 7 Potential Housing Development in Chatham

Chatham Employment Sites		
SLAA Ref	Site Name	Capacity
243	Chatham-Clover/Richard/Rhode/High Streets	5,950
470	Mid Kent College, Horsted Maidstone Road Chatham	2,480
570	Fort Horsted, Primrose Close, Chatham	1,139
761	Chatham Waterfront	5,456
804	Former Officers Mess, Maidstone Road, Chatham	4,300
845	Woolmans Wood Caravan Site	6,160
862	296-310 High Street, Chatham	2,040
869	Wickes, New Cut, Chatham (post 2026)	30,865
<b>Main developments</b>		58,390
<b>Other sites</b>		-1,800
<b>Employment floorspace total (sq.m)</b>		56,590

Table 11 8 Potential Employment Development in Chatham

Chatham Retail Sites		
SLAA Ref	Site Name	Capacity
243	Chatham-Clover/Richard/Rhode/High Streets	28,000
513	South of Basin 1 and St Mary's Island Maritime Way	2,845
755	Former Police Station, Chatham	1,898
756	Pentagon, Chatham	15,000
757	Between Cross Street & The Brook, Chatham	3,680
758	Sir John Hawkins Car Park, Chatham	3,059
760	Tesco, The Brook, Chatham	1,940
761	Chatham Waterfront	7,772
818	J7, Chatham Maritime	5,220
819	Pump House 7, Leviathan Way, Chatham Maritime	1,200
821	Machine Shop 8, Chatham Maritime	1,200
834	1 Batchelor Street, off the Brook, Chatham	1,600
857	The Brook (r/o High St and Batchelor St) (2028)	1,107
860	Land at High St, Union St and New Road (2028)	9,852
865	2-8 King Street and 1-11 Queen Street, Chatham	2,531
867	2-14 Railway Street & 142-146 High Street, Chatham	1,228
<b>Main developments</b>		88,132
<b>Other sites</b>		2,658
<b>Retail floorspace total (sq m)</b>		90,790

Table 11 9 Potential Retail Development in Chatham

Housing: showing sites over 100 units

Employment & retail: showing sites over 1000 sq. m

### Policy CS28: Chatham

The centre of Chatham will be developed as a regional hub and as the city centre for Medway in accordance with the principles of the Chatham Centre and Waterfront Development Framework and Development Brief and the regeneration, economic and retail policies of the core strategy. This will include the development of:

- Greatly improved shopping facilities
- A world class waterfront

- Major environmental improvements
- Accessibility improvements to and within the centre
- New employment floorspace and housing reflecting the five masterplans covering the centre.

Initiatives will continue to reduce deprivation in the more disadvantaged neighbourhoods and beyond the town centre the following local centres will be safeguarded and promoted as neighbourhood centres:

- Chatham Maritime
- Brompton High Street
- Luton Road
- Luton High Street
- Princes Park
- Wayfield
- Shirley Avenue
- Walderslade Village
- Kestral Road
- Admirals Walk
- Silverweed Road

## Gillingham

11.42 Gillingham town centre once rivalled Chatham but in recent years has consolidated into a district level centre serving a compact but dense catchment area. The surrounding residential areas vary from Edwardian suburbs in Upper Gillingham, to tight streets of Victorian terraces and areas of council housing. Deprivation is an issue in the areas to the north and south of the town centre.

11.43 The area has seen much change over the last few years, notably the establishment of the universities at Pembroke, the development of the new Mid Kent College campus at Prince Arthur Road, the Medway Park regional sports facility and new parks at the Lower Lines, Great Lines and Hillyfields. The growing student population in particular presents opportunities for the future and for the town centre to re-position itself.

11.44 A Gillingham Town Centre Development Framework was adopted in 2007. It contains a number of measures to revitalise the centre, including:

- Development of a key retail site in a central location for a new food supermarket, retail, employment and residential uses as well as significant new public car parking provision
- Creation of a series of linked spaces along the High Street to break down its length and make it easier for pedestrians to cross busy junctions
- Improved connections to wider initiatives such as Medway Park, the Universities and the Great Lines Heritage Park
- Promoting Gillingham Hub as a landmark cultural/entertainment building at the western end of the High Street;
- Encouraging regeneration of the railway station and improve public space and reduce traffic conflicts outside the station
- Improve links to adjoining residential areas
- Provide a new town square at the junction of High Street and Green Street as a focal point for events and a meeting place/destination; and
- Introduce more flexible land uses at the western end of the High Street, with opportunities for residential uses on upper floors and a wider range of food, drink and leisure uses.

11.45 Significant improvements to the Station are in hand but other measures will take longer to realise.

11.46 Beyond the centre a range of local centres provide a range of services. Some have consolidated in recent years but others are adapting well to an ever more competitive environment. These are listed in Policy CS29.

11.47 Over the plan period the broad scale and location of new housing, employment and retail related development is expected to be as indicated in the following tables.

Gillingham Housing Sites		
SLAA Ref	Site Name	Capacity
511	Victory Pier, Pier Road (former Akzo), Gillingham	776
875	Retail Core(High St,Jeffrey St,King St) Gillingham	100
	<b>Main developments</b>	876
	<b>Other sites</b>	612
	<b>Housing total</b>	1488

Table 11 10 Potential Housing Development in Gillingham

Gillingham Employment Sites		
SLAA Ref	Site Name	Capacity
564	South Thames Regional Health Authority Land	12169
875	Retail Core(High St, Jeffrey St, King St) Gillingham	4750
	<b>Main developments</b>	16919
	<b>Other sites</b>	2302
	<b>Employment floorspace total (sq m)</b>	19221

Table 11 11 Potential Employment Development in Gillingham

Gillingham Retail Sites		
SLAA Ref	Site Name	Capacity
511	Victory Pier, Pier Road (former Akzo), Gillingham	2069
576	A1-A5 and F1-F3, Elm Court Estate, Capstone Road	2105
875	Retail Core(High St,Jeffrey St,King St) Gillingham	3750
	<b>Main developments</b>	7924
	<b>Other sites</b>	460
	<b>Retail floorspace total (sq m)</b>	8384

Table 11 12 Potential Retail Development in Gillingham

*Housing: showing sites over 100 units*

*Employment & retail: showing sites over 1000 sq. m*

### Policy CS29: Gillingham

In Gillingham Town Centre, priority will be given to the improvement of the built fabric and public realm of the centre through the development of a mix of town centre uses, the provision of open space and the promotion of the evening economy, in accordance with the Town Centre Development Framework and in order to strengthen its role as a district centre.

Specific efforts will be made to capitalise on the proximity of the universities at Pembroke and Mid Kent College and to continue measures to reduce deprivation.

The following local centres will be safeguarded and promoted as neighbourhood centres:

- Canterbury Street
- Livingstone Circus

- Sturdee Avenue
- Watling Street
- Twydall Green

### Rainham

11.48 Rainham is a generally prosperous area characterised by extensive neighbourhoods developed in the post war period. These include Rainham Mark, Parkwood and Hempstead and Wigmore. The town centre was a freestanding village in living memory but has now been surrounded on all sides by development.

11.49 Important remnant areas of the North Kent Horticultural Fruit Belt remain to the north and east of the town and land next to the estuary is an important country park. These areas experience classic urban fringe pressures with land fragmentation and respass putting pressure on farming activity.

11.50 There are pockets of deprivation close to the town centre, contrasting strongly with the very prosperous southern neighbourhoods.

11.51 Rainham station is one of the busiest commuter stops in the region, while large numbers of London commuters also use daily coach services to the capital.

11.52 The town centre is dominated by the 'Precinct' a 1980's pedestrianised shopping centre that is trading reasonably well but warrants reinvestment. A key feature recently has been the growth of the evening economy, which has diversified the centre and brought vacant properties back into use.

11.53 The catchment area of the centre overlaps with that of the Hempstead Valley Shopping Centre. This is a very successful purpose built centre, wholly occupied by national multiple retailers and providing an attractive alternative to not only Rainham but also Gillingham and Chatham town centres.

11.54 Local centres are well located to serve their residential neighbourhoods but are, in some cases, struggling to compete with the nearby larger centres. This is particularly the case with Parkwood Green but it still provides a diverse range of services to its local area and it is important that it is nurtured.

11.55 Over the plan period the broad scale and location of new housing, employment and retail related development is expected to be as indicated in the following tables. The low housing numbers reflect the built up nature of the area and absence of previously developed land

Rainham Housing Sites		
SLAA Ref	Site Name	Capacity
	Main Development	0
	Other Sites	123
	<b>Housing Total</b>	<b>123</b>

Table 11 13 Potential Housing Development in Rainham

Rainham Employment Sites		
SLAA Ref	Site Name	Capacity
562	Astra Site, Courtenay Road, Gillingham	2032
665	Land South of Kent Terrace, Canterbury Lane, Rainham	2350
690	Crest Packaging Site, Courtenay Road, Gillingham	9750
	<b>Employment floorspace total (Sq. m)</b>	<b>14132</b>

Table 11 14 Potential Employment Development in Rainham

Rainham Retail Sites		
SLAA Ref	Site Name	Capacity
691	Hempstead Valley Shopping Centre	2774
842	Tesco, Gillingham	2475
	Main Developments	5249
	Other sites	234
	<b>Retail floorspace total (sq. m)</b>	<b>5483</b>

Table 11 15 Potential Retail Development in Rainham

*Housing: showing sites over 100 units*

*Employment & retail: showing sites over 1000 sq. m*

### Policy CS30: Rainham

Rainham town centre will continue to function as an important district level centre and reinvestment in and extensions to the 'Precinct' centre will be encouraged. Hempstead Valley Shopping Centre is also classified as a 'district' level centre. New retail investment should focus on maintaining the current competitive position of the centre and not be of a scale that would divert investment from other centres and Chatham in particular.

Opportunities to diversify the mainly comparison based shopping offer and provide a wider range of non-retail services typical of a district centre will be encouraged. The following local centres will

be safeguarded and promoted as neighbourhood centres:

- Station Road
- Hoath Lane
- Fairview Avenue
- Hempstead Road
- Parkwood Green

The Council will work with landowners and farmers, the local community and relevant agencies to actively manage urban/rural fringe areas, balancing continued agriculture production with managed public access, open space and biodiversity.

### Hoo Peninsula and Isle of Grain

11.56 The Hoo Peninsula makes up the largest part of Medway's extensive rural area. Located between the Thames and Medway estuaries, it has a distinctive character that strongly distinguishes it from other parts of Medway.

11.57 The area's character is defined by a sense of remoteness, the openness of the internationally important marshes, and surrounding estuaries, and the wooded ridge running from the south west, contrasted with the dominant industrial installations at Grain and Kingsnorth, and the pattern of villages around the main transport routes.

11.58 The area has strategic importance for energy infrastructure, transport and minerals, and also has large tracts of land in use by the military. These activities have strong impacts on the surrounding countryside and villages, resulting from their dominance in the landscape, traffic levels, and particularly freight movements on rural roads.

11.59 The area offers potential for managing adaptations to climate change, such as flood water storage or increases in woodland. There are a number of barriers in accessing the countryside but recognition that the area could offer a great open space resource for local people and visitors through appropriate management.

11.60 Historically remote from the main centres of population across north Kent, the area's population expanded significantly from the 1960s with the development of the energy

sector on the peninsula. The largest settlement of Hoo St Werburgh acts as a service centre for the surrounding rural communities but still has a relatively limited range of facilities.

11.61 The villages face the pressures of sustaining services and facilities needed to underpin the quality of life for their residents and surrounding countryside. Rural transport services are critical in preventing isolation. Many experienced expansion during the 1960's and 70's and this has detracted from their intrinsic character. In the case of Hoo St. Werburgh and High Halstow expansion has continued to the present day but has not necessarily knitted well into the settlement structure.

11.62 Agriculture is a key land use on the Hoo Peninsula and the area contains a significant proportion of the highest quality agricultural land. Horticultural production is on a significant scale, serving markets nationally. Together with the large industrial sites at Kingsnorth, Grain and Hoo Marina, there are a number of smaller employment sites across the area, providing local employment opportunities.

11.63 The area faces change through expansion of industrial activities, the proposed new settlement at Lodge Hill, increasing visitor numbers and pressures on the sensitive natural environment, including through climate change.

11.64 The overarching issue for the Peninsula is the challenge of realising the strategic importance of the area, in line with the protection and enhancement of a sensitive and important natural environment and safeguarding a vibrant and distinctive character of rural life.

11.65 In line with wider national trends, there are increasing pressures on village services and facilities, such as shops, post offices, health facilities, pubs and village halls. These services together with good public transport services, are essential to the well-being of the communities, in order to reduce the need to travel and to sustain a vibrant quality of life. The provision of broadband is recognised as critical infrastructure to support businesses and communities.

11.66 Hoo St Werburgh provides a range of services and facilities, such as retail,

education, community services and leisure that are not found in the smaller villages. The development of Lodge Hill creates a challenge to Hoo's current role. The impact of Lodge Hill on Hoo St Werburgh and the surrounding villages will need to be carefully managed so that existing services and facilities are not undermined.

11.67 The Hoo Peninsula has an important environment that has gained a higher profile in recent years, through initiatives such as the Thames Gateway Parklands programme. These plans seek to develop a greater role for the Peninsula as a location for visitors to enjoy the area's special environment, particularly through walking and cycling. This will be achieved through the development of key visitor destinations, such as the RSPB reserves at Cliffe Pools and Northward Hill and Grain Foreshore, together with improvements to the footpath and cycling networks.

11.68 Agriculture is facing a number of changes and there is recognition that businesses may need to diversify or develop more efficient methods of production but this needs to be achieved in a sensitive way.

11.69 The countryside is a working environment, and villages need local employment to support the life and vibrancy of their communities. Small employment sites are part of the fabric of villages, and these need to be encouraged.

11.70 There are extensive residential home parks at Allhallows and Hoo Marina that provide for an important niche within the wider housing market.

11.71 Allhallows also has an extensive holiday park and the operator has identified significant opportunities to upgrade the facilities and increase visitor numbers. This, in turn, could put pressure on the surrounding countryside in terms of increased access but also be an opportunity to improve the wider leisure experience for other than park visitors.

11.72 Over the plan period, the broad scale and location of new housing, employment and retail related development is expected to be as indicated in the following tables.

Hoo Peninsula and Isle of Grain Housing Sites		
SLAA Ref	Site Name	Capacity
50	Lodge Hill (Chattenden) Ministry of Defence Estate	5000
520	Hoo –North East Bells Lane Hoo	389
	<b>Main Sites</b>	<b>5389</b>
	<b>Other Sites</b>	<b>133</b>
	<b>Housing Total</b>	<b>5522</b>

Table 11 16 Potential Housing Development on Hoo Peninsula

Hoo Peninsula and Isle of Grain Employment Sites		
SLAA Ref	Site Name	Capacity
50	Lodge Hill (Chattenden) Ministry of Defence Estate	43353
730	Land North East of Kingsnorth Industrial Estate	200835
694	Mockbeggar Farm, Town Road, Cliffe Woods	1981
699	National Grid Property Holdings, Grain Road	464930
	<b>Main Sites</b>	<b>711099</b>
	<b>Other Sites</b>	<b>1195</b>
	<b>Employment floorspace total (sq. m)</b>	<b>712294</b>

Table 11 17 Potential Employment Development on Hoo Peninsula

Hoo Peninsula and Isle of Grain Retail Sites		
SLAA Ref	Site Name	Capacity
50	Lodge Hill (Chattenden) Ministry of Defence Estate	5161
	<b>Main Development</b>	<b>5161</b>
	<b>Other Sites</b>	<b>0</b>
	<b>Retail floorspace total (sq. m)</b>	<b>5161</b>

Table 11 18 Potential Retail Development on Hoo Peninsula

*Housing: showing sites over 100 units*

*Employment & retail: showing sites over 1000 sq. m*

### Policy CS31: Hoo Peninsula and the Isle of Grain

The council will seek to secure the viability of the rural communities on the Hoo Peninsula and Isle of Grain by supporting the retention and development of local services and facilities needed to sustain village life and reduce the need to travel. It will work with local communities to prepare and implement village plans and other initiatives in order that they can become more self-supporting and can respond to local needs and changing circumstances.

This applies to the following settlements:

- Hoo St Werburgh
- Lower Upnor
- Upper Upnor

- Cliffe
- Cliffe Woods
- Chattenden
- Cooling
- High Halstow
- St Mary Hoo
- Lower Stoke
- Stoke
- Allhallows
- Grain

The council will seek to realise the potential of the Peninsula as a destination for walking and cycling by safeguarding and promoting key access routes, such as the national coastal path, supporting the development of key sites for visitors and developing improved connections through the Medway Green Grid.

Improvements to the Allhallows holiday park will be supported provided they complement the adjoining settlement and contribute effectively to the sustainable management of the surrounding countryside.

The council will support the development of a strong economy to sustain local communities and retain the distinctive character of the countryside. There will be a presumption against development that would lead to the loss of the highest quality agricultural land.

### Medway Valley

11.73 This rural area covers the Medway Valley and Kent Downs to the south of the M2 and to the east and west of the River Medway. It is largely characterised by riverside villages set against the backdrop of the woods and grasslands of the Downs and is strongly marked by the transport corridors of the M2 and A228 cutting through the area.

11.74 Its downland landscape and the barrier created by the M2, give it a different character to other parts of Medway. Land to the east of the river is particularly isolated from the rest of Medway.

11.75 The area is largely shaped by the Kent Downs, with protected landscapes in close proximity to transport and development corridors running along the Medway Valley. It is a highly visual area, marked by both infrastructure and the natural landscape, but 'sandwiched' between the M2 and M20

the former breaks the connections to communities to the north in Medway. Much of the area lies within the Kent Downs Area of Outstanding Natural Beauty, a landscape of national importance.

11.76 Transport infrastructure within and adjacent to the area has a significant impact on the landscape and setting of the villages and countryside, and will be further extended through a planned bridge over the Medway linking Halling and Woudham.

11.77 The valley villages in the parishes of Halling and Cuxton grew up through their links to the river and saw expansion with the development of the cement industry in the 19th Century. Most of the cement industry has now moved from the area, but it has defined much of the local landscape, with chalk cuttings and pits, and the 'blue lake' at Halling.

11.78 The villages of Cuxton and Lower Halling offer a range of local services and facilities well related to their size. These villages are also connected to the Medway Valley rail line linking Strood, Maidstone and Paddock Wood. Many residents look outside of Medway, particularly to the Malling and Maidstone areas to access services, such as education and retail. There are local employment sites at Cuxton Marina and in Halling and farming and forestry are significant land uses.

11.79 The area lies outside of the Thames Gateway regeneration area and much of the land is covered by the Metropolitan Green Belt. The Medway Valley forms part of a strategic gap that is intended to prevent coalescence between Medway and the Maidstone/Malling area.

11.80 Until recently the area has been somewhere to travel through rather than it being a destination in its own right. However that is now changing as the rugged industrial legacy softens and new countryside initiatives improve appreciation of its exceptionally high intrinsic quality.

11.81 The closure of the Cemex plant at Halling offers a site for a significant new development in the village. The amount of land available is such that it will significantly extend the settlement and redefine how services are provided and located. It is more than sufficient to meet local

requirements and so can also contribute to meeting needs in the surrounding area, which is heavily constrained by the green belt, the AONB and other designations.

11.82 A principal issue is the protection and enhancement of the distinctive character of this rural area, and managing access to strengthen connections to the wider countryside and surrounding urban areas.

11.83 The Kent Downs AONB designation gives a particular significance to management of the local landscape and wider environment. The Valley of Visions programme has developed a strong focus on improving access, enhancing the quality of the environment and engaging with local communities in sharing the area's heritage. This has created an interest amongst partners in continuing to develop this work, managing the countryside and improving access to the river.

11.84 The aims of protecting and enhancing the natural environment and distinctive landscape is being further promoted through the countryside reserves at Ranscombe Farm and Nashenden Valley.

11.85 In line with wider national trends, there are increasing pressures on village services and facilities, such as shops, pubs and village halls but new developments have sustained a good range of services in local settlements, particularly Halling.

11.86 Agriculture and woodland are significant land uses in the area and valuable resources for economic and environmental purposes. Agriculture is facing a number of changes and there is recognition that businesses may need to diversify or develop. There is a need to improve the quality of woodland management in some areas and opportunities taken to work with landowners to achieve economic and environmental outcomes.

11.87 Over the plan period, the broad scale and location of new housing, employment and retail related development is expected to be as indicated in the following tables.

Medway Valley Housing Sites		
SLAA Ref	Site Name	Capacity
352	Former Cement works, Formby Road, Halling	525
	Other Sites	23
		<b>Housing Total</b>
		548

Table 11 19 Potential Housing Development in Medway Valley

Medway Valley Employment Sites		
SLAA Ref	Site Name	Capacity
352	Former Cement works, Formby Road, Halling	3000
	Other Sites	660
		<b>Employment floorspace total (sq. m)</b>
		3660

Table 11 20 Potential Employment Development in Medway Valley

Medway Valley Retail Sites		
SLAA Ref	Site Name	Capacity
	Main Development	0
	Other Sites	700
	<b>Retail floorspace total (sq. m)</b>	700

Table 11 21 Potential Retail Development in Medway Valley

Housing: showing sites over 100 units

Employment & retail: showing sites over 1000 sq. m

### Policy CS32: Medway Valley

The focus on green infrastructure planning in the Cobham-Shorne-Ranscombe area will be maintained to make provision for access and management of the high quality environment. Cycling and pedestrian routes connecting to adjacent areas will be promoted.

The council will support the retention and development of local services and facilities in Cuxton, Lower Halling and Upper Halling.

The council will support a strong economy in the Medway Valley to sustain local communities and retain the distinctive character of the countryside.

### Lodge Hill

11.88 Lodge Hill, Chattenden has been identified as a location for a new freestanding settlement since 1995 when the Thames Gateway Planning Framework was published. The principle of development has been consistently restated and reconfirmed in all plans since then.

11.89 The site is currently owned by the Ministry of Defence and comprises the Lodge Hill Training Area, Lodge Hill Camp, Chattenden Barracks and the Chattenden Training Area. However, it excludes further



Figure 11 2 Lodge Hill Connections

land in the Ministry's ownership, including the Wainscott Training Area and Camp (which will remain in military use) and areas of mature woodland. The development site extends to some 256 hectares in total, the great majority of which is defined as "previously developed" due to its military use, including ordnance manufacture.

11.90 Much of the site is set between the Chattenden and Deangate ridges and so is largely hidden within the wider landscape of the Hoo Peninsula. However, there are also exceptional views from these ridges and the adjoining rich woodland and countryside creates an outstanding setting for the proposed development area.

11.91 Due to its location close to the A228 and proximity to existing villages on the Peninsula, the development of Lodge Hill provides an opportunity to enhance the range of services available locally while respecting the character of nearby settlements and the wider Peninsula. Its position between the main urban area and the industrial hubs on the Peninsula is also a major asset in establishing Lodge Hill as a new centre for employment growth.

11.92 The landowner has put in place robust arrangements to ensure that development is brought forward effectively and in a timely manner. The site has few physical constraints and detailed investigations have demonstrated how it can be largely built out over the period covered by the Core Strategy. There has been extensive engagement with local communities and this will continue throughout the planning phase of the new settlement, leading up to the submission of the planning application, and with the new community as it grows.

11.93 There is no comparable opportunity in the Thames Gateway for a new settlement of this scale and nature on previously developed land and it is important that every effort is made to create a settlement of the highest quality, which meets high standards of design and sustainability while relating sensitively to its exceptional surroundings. The proposed vision reflects this:

*Lodge Hill will be a sustainable and integrated community, capitalising on its*

*exceptional setting, complementing and supporting nearby settlements and the Hoo Peninsula as a whole. It will be a distinctive place that connects to the surrounding rich countryside, with a land use pattern that minimises the need to travel. It will be an exemplar for the Thames Gateway in the way that it minimises its impact on the environment and provides for an excellent quality of life for all its residents. It will also, over time, become an important focus for higher value economic activities, taking advantage of its location between urban Medway and the existing and emerging industries at Grain and Kingsnorth. It will be a resilient place that is capable of adapting to environmental, social and other changes over the long term.*

11.94 In delivering this vision the following principles will guide all planning and development decisions:

- Strong character – making the most of the natural landscape and military heritage to create a distinctive and attractive place with a strong identity and a legible hierarchy of spaces and places that provide choices for people to live and work in a semi-rural setting, emerging from the characteristics of the site and its locality
- Active community – a diverse, inclusive, vibrant and creative local culture encouraging pride in the local community and achieving a sense of mutual support and well being
- Environmentally sensitive – integrating measures into the masterplan, its infrastructure and delivery and management processes that respect and enhance the natural environment, conserve natural resources and allow people to lead a sustainable lifestyle
- Well connected – bringing people together and to jobs, schools, health and other services in an efficient, safe, affordable and uplifting way, both within the new settlement and between Lodge Hill and surrounding communities
- Thriving economy – achieving a high quality, prestigious employment offer, unique to Medway and complementary to Medway's economic vision.

Prosperous and diverse, Lodge Hill's economy will provide a range of training, employment and business opportunities

- Well served – allowing the community within Lodge Hill and beyond to benefit from public, private and voluntary services that are accessible to all and meet people's needs and aspirations
- Well run – effective engagement and participation by local people, groups and businesses in the planning, design and delivery of Lodge Hill. Establishing an economically and socially sustainable model for management of the Lodge Hill estate and effective leadership, governance and participation of the community in the long-term stewardship of Lodge Hill.

11.95 In the context of this Core Strategy Lodge Hill is categorised as a 'strategic allocation' defined on the Proposals Map. It is intended that Policy CS33 below will be expanded on by a site-specific development brief and a masterplan for the site, which will guide detailed planning decisions. The masterplan will be subject to regular reviews (at least every three years) to ensure that the proposals for the site remain robust in the face of changing circumstances; the exact mechanism for this will be determined through the planning application process.

#### **Policy CSA33 Lodge Hill**

Lodge Hill, as delineated on the Proposals Map, will be developed as a freestanding mixed-use settlement providing:

- Approximately 5,000 new homes, of which around 4,600 will be completed within the plan period. Provision of 30% affordable housing within this total will be sought
- Employment opportunities generally in balance with the resident working age population (c. 5,000), reflecting not only the needs of the settlement (local services etc.) but also creating a new focus for higher value economic activity in a Medway context
- Retail provision of around 5,000 square metres GEA floorspace.

Planning permissions will be granted subject to:

- Being consistent with an agreed site-wide masterplan and development brief, which

should fully reflect the Vision and Objectives for the site as set out above, include consideration of the physical interfaces and linkages with surrounding communities, and be in accordance with the design principles and parameters illustrated on the Lodge Hill Concept Plan. Applications for preparatory works, such as infrastructure provision, may be acceptable in advance of the adoption of the development brief, provided they can demonstrate that they accord with the principles set out above

- The provision of associated supporting infrastructure, including transport links, green infrastructure and community facilities, secured through appropriate Section 106 agreements or equivalent mechanisms, with triggers relating to the detailed phasing of the development
- Design solutions having due regard to:
  - The military history and heritage of the site, including the recording of any buildings or structures to be demolished
  - The proximity of the Chattenden Wood, Lodge Hill Wood and Rough Shaw Sites of Special Scientific Interest, including the need for appropriate buffers and site management arrangements
  - The provision of open space and other community facilities and features
  - The benefits of retaining existing trees (particularly Category A trees), hedgerows and other landscape features within the site
  - Measures to enhance biodiversity either within or in close proximity to the site
  - The potential for a comprehensive heating grid, neighbourhood power and heat generation, SUDs and other features minimising the carbon footprint of the development as a whole, including a water strategy
  - The need to create a well defined 'town centre' and associated neighbourhood centres serving not only the needs of the resident and working community, but also existing smaller settlements on the Hoo Peninsula, and in particular the existing settlement of Chattenden
  - The need to create liveable neighbourhoods where the built form

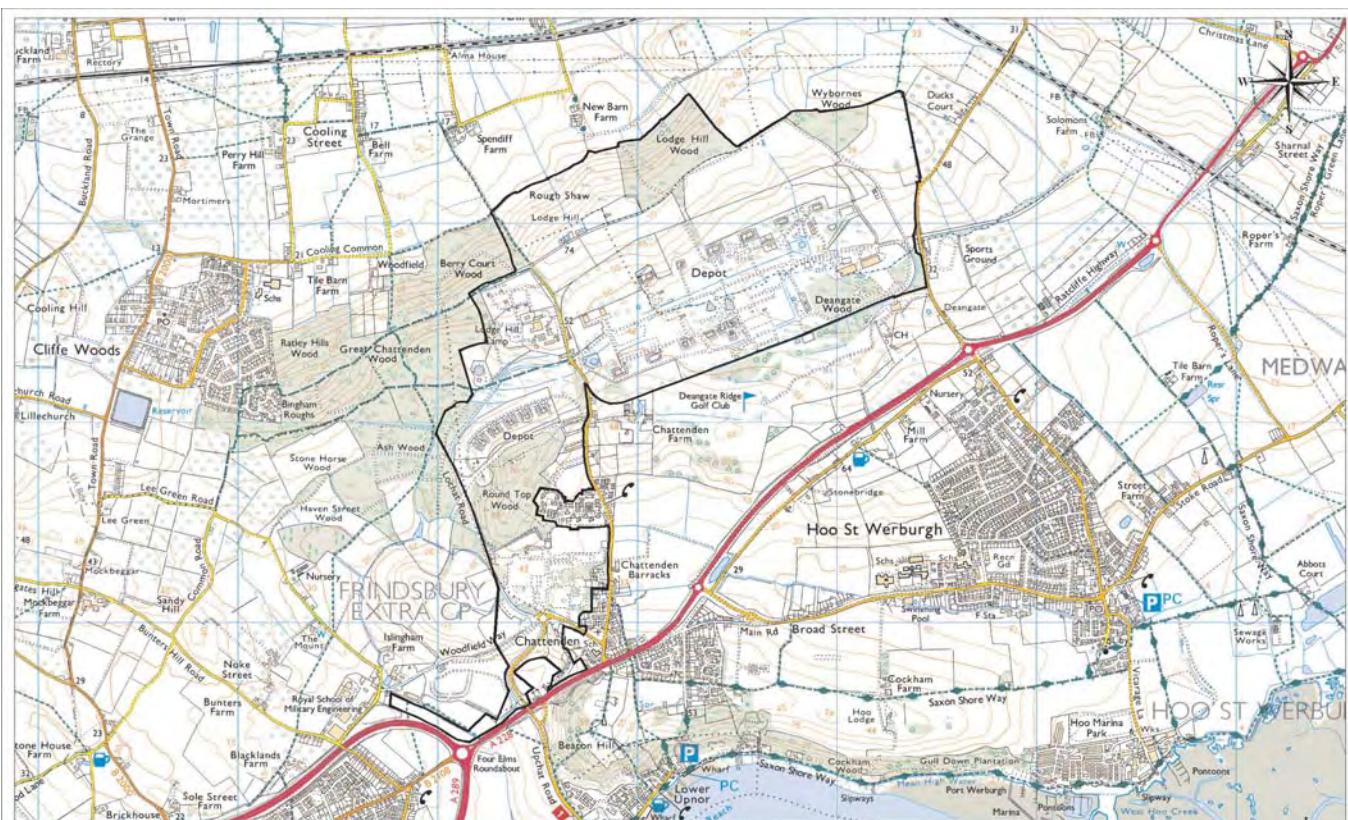
and layout of development enables future residents to achieve a good quality of life

- The requirements of a comprehensive Access Strategy and associated Transport Assessments, to be phased in accordance with the demands generated by the development, including:
  - An all movement junction onto the A228 at Four Elms Hill
  - An access to the A228 at the eastern end of the site
  - Associated contributions to offsite highway and junction improvements directly related to the scale and phasing of the development
  - Early provision of high quality and high frequency bus services including bus priority measures on the highway network, or other comparable public transport facilities connecting the settlement to the main Medway urban area

- Measures to actively promote sustainable transport, including public transport use, walking and cycling for both internal and external trips
- Traffic management measures to minimise rat running on the surrounding rural road network while promoting connectivity for pedestrians and cyclists
- Appropriate long term management and maintenance arrangements for the existing military road network, including potential replacement of the existing bridge over the A228 at Upchat Road

## Implementation

11.96 Given the scale of the development the precise mix and quantum of uses is likely to vary over time due to, for example, changing technology and market trends. For the purposes of the Core Strategy and based on the current assessment of needs the following broad land use mix is anticipated.



**Lodge Hill Strategic Allocation**

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**Figure 11.3 Lodge Hill Strategic Allocation**

<b>Housing</b>	Capacity for approximately 5,000 residential dwellings (of which approximately 4,600 to be delivered within this plan period), and with 30% of the residential dwellings to be provided as affordable housing.
<b>Economic development</b> - Retail - Employment - Hotel	Approximately 5,000 square metres Gross External Area, to include a superstore At least 43,000 square metres sq m Gross External Area for business uses Two hotels (approximately 120-room limited service to mid-market offer and approximately 75-room leisure offer)
<b>Community</b>	Three primary schools (including dual community use) Secondary school (including dual community use) Community centre Emergency services Primary healthcare <i>The land take for social infrastructure is expected to be approximately 9 hectares</i>
<b>Residential institutions</b>	Assisted living accommodation (approximately 60 units) Nursing home accommodation (approximately 55 units) Retirement village (approximately 0.6 hectare land take)
<b>Leisure</b>	A range of facilities to be provided throughout the site <i>The land take for leisure is expected to be approximately 10 hectares</i>
<b>Landscape and open space</b>	Throughout the site <i>The land take for green infrastructure is expected to be approximately 80 hectares</i>

Table 11 22 Proposed Land Uses at Lodge Hill

11.97 The quantum of development expected within the period of the Core Strategy has been calculated on the basis of anticipated absorption rates for the market for residential dwellings on an annual basis, and an allowance for the provision of affordable residential dwellings in accordance with the policy requirement. Although the exact level of affordable housing provision within each phase will be dependent on the need to create a balanced community and there being sufficient site viability to support it, the Viability Study suggests that the 30% requirement should be achievable. The market absorption rates are based on an analysis of the following:

- The mix and tenure of the residential accommodation anticipated and the marketing of different development opportunities to different specialists in tandem
- The response of the housebuilder market to the predicted change in industry and economic circumstances; and
- The appeal of Lodge Hill in the short, medium and long term in a local, regional and national context.

11.98 It is expected that the first residential dwellings would be delivered in 2013. The annual delivery rate of dwellings will step up from the start on site and will fluctuate across the period. It is expected that delivery will reach an average annual delivery rate of around 300 dwellings (all tenures). This is reflected within the housing trajectory. In terms of the first five years of the Plan being adopted, Lodge Hill is expected to contribute approximately 1,000 dwellings. The role of Lodge Hill in the wider housing land supply strategy is set out in the Housing chapter and in the Housing Trajectory.

11.99 In terms of the delivery of economic growth and employment opportunities, there will be a range of employment opportunities across the uses described in table 11-22 above, including a significant business offer, shops and leisure, hotels and public services. As part of the objective of creating sustainable economic growth, the development of the new settlement should also explore opportunities to facilitate new working practices such as live/work and local communications and technology hubs. The policy is based on the delivery of an absolute minimum of 43,000 square metres of dedicated space for business uses, which reflects current market uncertainties and the need to establish Lodge Hill as a high quality business location over time. However, there is physical capacity to accommodate significantly more employment floorspace if prospects improve, and the policy incorporates an ambition for a higher level of provision.

11.100 The development is likely to be delivered in five main phases, each of which will accommodate the appropriate infrastructure provision required to deliver the scale and nature of development proposed. It is expected that the required infrastructure will be in place prior to the development of the relevant phase. The first phase of development is currently envisaged to be at the Chattenden Barracks area of the site, although this will be determined through the development brief and/or planning application process and will retain sufficient flexibility to respond positively to opportunities and changes in market conditions as they arise. The scale of change and

investment at Lodge Hill has the potential to act as a catalyst for development or improvement opportunities related to existing uses neighbouring the site, but as these would fall outside of the Strategic Allocation they would need to be addressed separately through the appropriate planning process.

11.101 The development of some phases may overlap and there may be strategic infrastructure – particularly within the early stages of development – that will be delivered ahead of the phased sequence. This will be to assist the delivery of future phases. Land remediation may also be undertaken intensively at the beginning of the development process.

11.102 Whilst the precise timing and nature of delivery will be determined through the planning application process, the table below sets out the indicative scale and nature of development comprised within

each phase, infrastructure requirements (physical, social and green) and provision, remediation, and timetable for delivery. The masterplan for the redevelopment of the Lodge Hill site is continuing to evolve in response to Borough-wide and site-specific evidence, and ongoing engagement with the Council and relevant stakeholders. The masterplan, and associated phasing of the development, is therefore subject to change and may be revised prior to the next version of the draft Core Strategy.

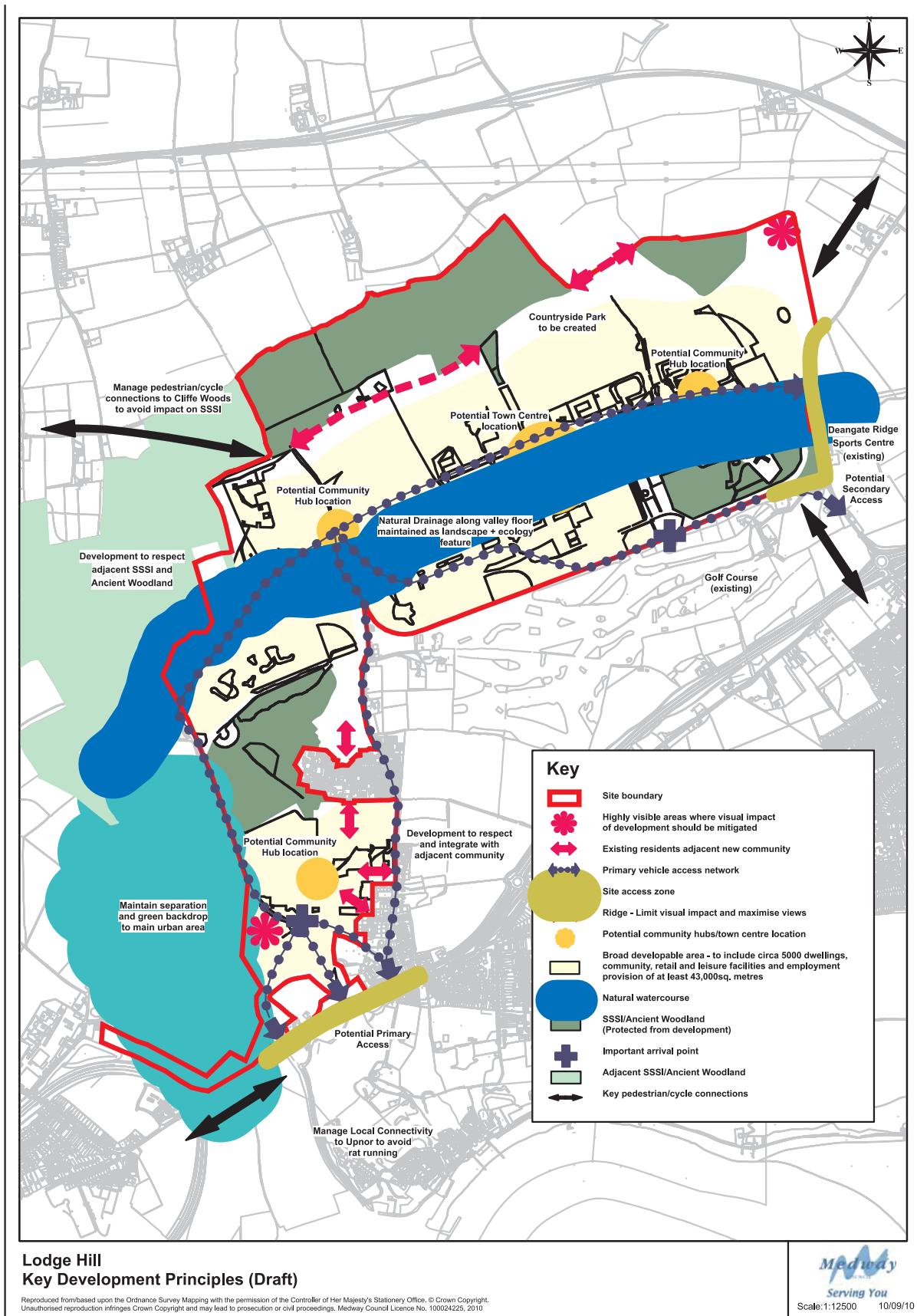
*\* The approach to remediation is indicative as the principles and detail are subject to agreement between the landowner, Medway Council and the Environment Agency*

Phase	Nature and Scale of Development	Infrastructure Requirements/Provision	Remediation*	Anticipated Timetable
1	<ul style="list-style-type: none"> <li>- Approx. 750 residential dwellings</li> <li>- Approx. 16,950 sq m of employment floorspace (offices and knowledge park)</li> <li>- Village centre including approx. 500 sq m of retail floorspace</li> <li>- Hotel</li> </ul>	<ul style="list-style-type: none"> <li>- Access arrangements</li> <li>- Open space provision</li> <li>- Community provision</li> <li>- Primary school provision</li> <li>- Utilities infrastructure etc.</li> </ul>	On-site soil treatment and reinstatement, to be undertaken on a phased basis	2012-2017
2	<ul style="list-style-type: none"> <li>- Approx. 750 residential dwellings</li> <li>- Approx. 3,630 sq m of employment floorspace (offices)</li> <li>- Village centre including approx. 500 sq m of retail floorspace</li> <li>- Hotel</li> <li>- Leisure uses</li> </ul>	<ul style="list-style-type: none"> <li>- Access arrangements</li> <li>- Open space provision</li> <li>- Green and blue (water) infrastructure (part)</li> <li>- Community provision</li> <li>- Primary school</li> <li>- Utilities infrastructure etc.</li> </ul>	On-site soil treatment and reinstatement, to be undertaken on a phased basis	2017-2019
3	<ul style="list-style-type: none"> <li>- Approx. 1420 residential dwellings</li> <li>- Approx. 20,350 sqm of employment floorspace (offices)</li> <li>- Lodge Hill centre including approx. 3660 sq m of retail floorspace</li> <li>- Retirement village</li> <li>- Nursing home</li> <li>- Assisted</li> </ul>	<ul style="list-style-type: none"> <li>- Open space provision</li> <li>- Green and blue (water) infrastructure (part)</li> <li>- Community provision</li> <li>- Utilities infrastructure etc.</li> </ul>	On-site soil treatment and reinstatement, to be undertaken on a phased basis	2018-2023

4	<ul style="list-style-type: none"> <li>- Approx. 920 residential dwellings</li> <li>- Leisure uses</li> </ul>	<ul style="list-style-type: none"> <li>- Open space provision</li> <li>- Community provision</li> <li>- Secondary school</li> <li>- Utilities infrastructure etc.</li> </ul>	On-site soil treatment and reinstatement, to be undertaken on a phased basis	2022-2025
5	<ul style="list-style-type: none"> <li>- Approx. 960 residential dwellings</li> <li>- Approx. 2,400 sq m of employment floorspace (offices)</li> <li>- Village centre including approx. 500 sq m of retail floorspace</li> <li>- Garden centre</li> <li>- Leisure uses</li> </ul>	<ul style="list-style-type: none"> <li>- Open space provision</li> <li>- Green and blue (water) infrastructure (part)</li> <li>- Community provision</li> <li>- Primary school</li> <li>- Utilities infrastructure etc.</li> </ul>	On-site soil treatment and reinstatement, to be undertaken on a phased basis	2024-2028

Table 11.23 Infrastructure Requirements for Lodge Hill

*\* The approach to remediation is indicative as the principles and detail are subject to agreement between the landowner, Medway Council and the Environment Agency*



**Lodge Hill  
Key Development Principles (Draft)**

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11.103 The evidence base demonstrates that there are no significant barriers to the delivery of the site and that, consistent with the requirement set out in PPS12, there are good prospects of provision of the necessary infrastructure to enable the scale of development expected within the Plan period to be delivered.

11.104 The site-specific evidence base assesses the infrastructure requirements/provision referred to in the table above, and sets out who has responsibility for delivery of each element, the funding source and consultation bodies who have a bearing on the delivery of each element.

11.105 Further detail on the proposals for the new settlement at Lodge Hill will be set out in the development brief that will expand upon Policy CS33, and an associated masterplan. It is expected that an outline planning application based upon this masterplan will be submitted for the whole site to facilitate a commencement of the first phase in 2013, but early planning applications may be submitted to allow initial land remediation and strategic infrastructure works ahead of construction.

11.106 The delivery of the new settlement is predicated on the following key principles:

- The necessary infrastructure (physical, social and green) for each phase of development will generally be provided prior to the commencement of the relevant phase and provision will also correlate with the sale of development plots (see below). This will ensure that infrastructure is provided on a proportionate basis having regard to the scale and nature of development within each phase
- As an exception, there may be strategic infrastructure which will be delivered ahead of the phased sequence of development (for example, for the first two phases of development), to set the framework for the delivery of future phases of development
- The landowner/lead developer will be responsible for delivering fully serviced land, public realm and community infrastructure, with infrastructure designed, constructed and funded, to the edge of each development plot,

prior to their sale. Alternatively, the landowner will be required to provide funds to the relevant agency to deliver the required infrastructure

- The outline planning application will be the process to agree the precise timing and nature of planning obligations and the most appropriate mechanism for securing these. A traditional S106 Agreement is one mechanism for this. However, it is recognised that there may be alternative mechanisms (e.g. Community Trust, roof tariff, Grampian conditions etc.), which might be more appropriate and these will be explored through and in advance of the planning application process.

11.107 The landowner's consultant team has been working closely with the Council and other relevant agencies since their appointment. This early engagement has informed the indicative masterplan and is reflected in the site-specific evidence base. This engagement will continue through the Core Strategy and Development Brief process, the initial planning application process and over the longer term to ensure that the strategic allocation is delivered in accordance with the policy.

## Monitoring

11.108 A number of formal and informal mechanisms are already in place to monitor progress of this strategically important project. An extensive development team is in place, as are arrangements for ongoing community and stakeholder engagement.

11.109 As the project develops progress will be reported formally through the Annual Monitoring Report but this is likely to be supplemented by at least six monthly project reviews and update reports to the Rural Liaison Committee and other relevant bodies.

11.110 The following indicators and targets will be used to monitor the progress of Lodge Hill:

\*Targets for these indicators will be set through the development brief and planning application process and will be monitored once in place

Indicator	Target
Progress through planning process, delivery of related documents	<ul style="list-style-type: none"> <li>Adoption of development brief by mid-2012</li> <li>Outline planning permission granted by mid/late 2012</li> <li>Design Codes agreed by Spring 2013</li> <li>Masterplan reviews every 3 years (or more frequently if required)</li> </ul>
Dwelling completions at Lodge Hill	<ul style="list-style-type: none"> <li>First dwelling completion 2013</li> <li>Average annual completions of 300 dwellings (after 2014)</li> <li>Total of 4,600 dwellings completed during plan period</li> </ul>
Amount of floorspace developed for employment uses at Lodge Hill	<ul style="list-style-type: none"> <li>Minimum of 43,000m<sup>2</sup> delivered during plan period</li> <li><i>Amount of floorspace delivered within use classes B1, B2 and B8, annually and cumulatively*</i></li> </ul>
Achievement of sustainability goals	<ul style="list-style-type: none"> <li><i>District power &amp; heating system (or equivalent) operational*</i></li> <li><i>Number of dwellings delivered at each Code level*</i></li> <li><i>Overall energy, carbon &amp; water savings against Building Regulation compliant development*</i></li> <li><i>% energy needs met through on site generation*</i></li> <li><i>Number of households/businesses registered members of car club*</i></li> </ul>
Delivery of green infrastructure and open space at Lodge Hill	<ul style="list-style-type: none"> <li><i>Delivery of country park*</i></li> <li><i>Delivery of valley nature reserve and water landscaping*</i></li> <li><i>Area of open space provided within development area*</i></li> <li><i>Length of cycle/footpath connections delivered*</i></li> </ul>
Provision of transport and social infrastructure at Lodge Hill	<ul style="list-style-type: none"> <li>Public transport service &amp; interim priority measures in place by end 2013</li> <li><i>Final public transport priority measures in place*</i></li> <li>Delivery of footbridges at Four Elms Roundabout &amp; over A228 to Hoo by end 2013</li> <li><i>Opening of supermarket*</i></li> <li><i>Floorspace of retail &amp; town centre uses delivered*</i></li> <li><i>Delivery of primary &amp; secondary schools, health centre and community centre*</i></li> </ul>

Table 11 24 Maintaining Targets for Lodge Hill



# 12. Implementation, Monitoring and Review

## Introduction

12.1 To deliver the Core Strategy's spatial vision, objectives and targets, a robust implementation and monitoring framework is needed to ensure that outcomes are realised. This chapter identifies mechanisms for delivery, key milestones and delivery partners and provides a framework to monitor progress. It also sets out the basis for what are often termed 'developer contributions'. The Council, as a Local Planning Authority, is required to publish an Annual Monitoring Report (AMR). This assesses progress against core indicators and policies. Significantly, the AMR should also highlight what actions might be necessary to address core indicators and policies that are not being achieved.

12.2 Whilst the Council has produced the spatial strategy, its development has been informed by contributions from a wide range of stakeholders who will also support its delivery. The Core Strategy will be implemented by the Council working with its partners, through the planned investment of private and public resources and by proactively managing development through planning applications and related planning processes.

## Delivery Partners

### The Private Sector

12.3 Implementation will be heavily dependent on investment by the private sector through new build or the redevelopment of key land uses such as housing (including affordable housing) and employment (including retail). Much infrastructure is also dependent upon private sector investment, including



some transport improvements, utilities upgrades and green infrastructure.

12.4 As new developments are built, developers are expected to contribute towards a range of facilities through Developer Contributions.

12.5 This can affect the viability of individual developments, which have varying costs and constraints. The pattern of development proposed in the Core Strategy has been carefully assessed in this respect and three points need to be borne in mind:

- Provision has been made for a greater scale of development than is actually required to deliver the strategy. This is to provide for reasonable flexibility and ensure that the strategy can be progressed in a volatile economic climate

- Medway's location in the Thames Gateway means that it has some of the most complex and difficult development sites thanks to a legacy of past industrial use, flood risk and contamination. In these complex cases some element of public subsidy is likely to be required to bring them forward and prospects for this are uncertain. This again points to the need for flexibility in delivering the strategy
- The Council has well developed systems in place to assess the viability of sites and negotiate in a transparent and consistent way with developers.

#### Other Public Sector Bodies

12.6 The Council will work with other public sector bodies, such as the Department for Communities and Local Government, Department for Transport, the Homes and Communities Agency and the appropriate Local Economic Partnership to deliver this spatial strategy. A particular focus will be placed on working with these partners to deliver key infrastructure (e.g. transport, green infrastructure and utilities) and development (residential and employment) projects.

#### Local Strategic Partnership

12.7 The LSP is comprised of a number of partners and is a forum for collectively reviewing and steering public resources in Medway to meet the needs of the local communities. Together, these partners have a direct role in developing, delivering and monitoring this spatial strategy. Many 'public' facilities will be provided through Medway Council, their partners and charitable and voluntary organisations working in partnership. The Sustainable Community Strategy 2010 closely reflects this spatial strategy and has the support of these partners.

#### Implementing Infrastructure

12.8 New development within Medway needs to be supported by a level and type of infrastructure that is appropriate to meet the needs of existing and future residents. This may be achieved through the protection and improvement of existing infrastructure and/or requiring new infrastructure to be established alongside new development.

12.9 Planning Policy Statement 12 states that the Core Strategy is a means for orchestrating the necessary social, physical and green infrastructure to ensure sustainable communities are delivered. In order to ensure that the infrastructure needed to support development in Medway is delivered, the Council needed to establish a comprehensive understanding of the infrastructure requirements of future development and growth, and work with partners to identify how it will be provided.

12.10 There are many delivery partners responsible for the delivery of various parts of the Strategy. The key areas relate to housing, employment and retail development. Work undertaken to prepare an Infrastructure Plan has examined what will be needed, where it is to be located, when it will be provided and who is responsible and the means to implement and deliver the development. Further detail regarding key requirements can be found in the Infrastructure Delivery Schedule at the end of this chapter.

#### Monitoring and Implementation Framework

12.11 The following Monitoring and Implementation Framework (MIF) has been derived from work undertaken to provide a baseline position for both the Spatial Strategy and the Sustainability Appraisal.

12.12 The MIF set out below identifies how Core Strategy Policies are to be implemented, by when and by whom. It also sets out indicators to monitor these policies. As stated above, the Council reports annually on core indicators as well as national indicators in the AMR. The Sustainability Appraisal also includes a monitoring framework to monitor the performance of the Council's spatial strategy against sustainability criteria in order to ensure more sustainable development is secured. The MIF therefore builds on these existing processes, rather than establishing an additional framework and will likewise be reported in the AMR.

#### Review

12.13 Significant issues or changes in circumstances, which might necessitate a full or partial review of the Core Strategy, will also be considered through the AMR.

## Developer Contributions

12.14 Medway Council's Guide to Developer Contributions, a Supplementary Planning Document sets out what obligations and contributions will be required for future developments in accordance with circular 05/2005. Developers are expected to take account of, and meet the requirements of, this document before submitting planning applications to the Council. It is designed to help them know what the Council is likely to require for new developments in Medway.

12.15 The last government introduced a Community Infrastructure Levy (CIL) whereby local authorities are now empowered, but not required, to impose a levy on most types of new development in their areas. The new Coalition Government has signalled its intention to replace the CIL with a system of local tariffs but details of this and the timetable for its introduction have not yet been announced.

12.16 The Council has a comprehensive Developer Contributions document, which it intends to continue to use and review. Given the current uncertainties about the future of the CIL regulations, the Council intends to wait for any changes to the regulations before proceeding towards adopting the CIL/local tariff and replacing the Development Contributions Document. The following policy is consistent with this.

*This policy will be adapted, as necessary, in the Guide to Developer Contributions to reflect Government guidance and regulations in force at the time.*

### Policy CS34: Developer Contribution

Where the need arises directly from development, the Council will seek to enter into a legal agreement with the developer(s), to provide for new physical infrastructure, social, recreational and community facilities (including education facilities) and environmental mitigation or compensation measures where mitigation on site is impossible or inadequate on its own.

Provision will be sought in proportion to the size and nature of the individual development and will take into account the existing pattern of provision in the locality. Provision will be made on the site where this can be reasonably achieved. When this is not the case, contributions will be sought for the provision of facilities and ecological features elsewhere, provided their location can adequately serve the development site or are appropriately related to it.

Table 12.1 Monitoring and Implementation Framework

Policy	Objective	Indicator(s)	Target	Delivery Partners
Policy	Objective	Indicator(s)	Target	Delivery Partners
CS1	Regenerating Medway	Major physical change in Chatham centre; Creation of dynamic mixed use waterfronts to north and south of the Medway River; Sensitive change within Gillingham town centre to reinforce its role as an important 'District' centre; Creation of enhanced railway station environments and interchange facilities;	Throughout lifetime of LDF	National and Regional bodies, Medway Council and Developers
CS2	Quality and Sustainable Design	Creation of a high quality public realm connecting waterfront, town centres & major urban open spaces; Use of design panels, design champions and other mechanisms to assist in high quality design solutions; SPDs and other guidance to provide details of how the LDF policies will be applied and monitored; Use of criteria and advice laid out in 'By Design' and requirement to submit design statements;	Throughout lifetime of LDF	Medway Council with Developers
CS3	Mitigation and Adaptation to Climate Change	Significant proposals to be accompanied by accessibility assessments and sustainability statements. Residential development achieving minimum level 3 of the Code for Sustainable Homes; Commercial buildings over 1,000m <sup>2</sup> meeting the BREEAM "very good" standard. New developments showing reduced energy loads through passive design and inclusion of energy efficiency measures;	100%	Medway Council with Developers
CS4	Energy Efficiency and Renewable Energy	In developments for 10+ dwellings or over 1,000 sq m <sup>2</sup> , 20% of the remaining on-site energy loading delivered from renewables. Permissions granted contrary to EA advice on flood defence or water quality grounds.	100%	Medway Council with Developers
CS5	Development and Flood Risk		TBC	Medway Council & Env. Agency
CS6	Preservation and Enhancement of Natural Assets	Change in priority habitats and species (by type); Change in areas designated for their intrinsic environmental value; Biodiversity surveys of sites prior to development; Extent of impact on habitats and species brought about by development; Amount of habitat enhanced or new habitat created; Success of establishment of new habitat creation.	LDF Core Output Indicators Jan 05 TBC TBC TBC	National and Regional bodies, Medway Council and charitable trusts.
CS7	Countrywide and Landscape	Increased total area designated as Local Nature Reserves; Formation of a new urban, heritage park on surplus MoD land at The Great Lines and Fort Amherst; Protection of strategic open space.	(min) 250Ha Throughout lifetime of LDF Throughout lifetime of LDF	National and Regional bodies, Medway Council and charitable trusts.

CS8	Open Space, Green Grid and Public Realm	<p>Creation of a multifunctional Green Grid of open space linking the urban areas with 5 strategic corridors;</p> <p>Preservation and enhancement of existing open space;</p> <p>Application of consistent set of open space standards to new development;</p>
CS9	Health and Social Infrastructure	<p>Provision of new or enhanced urban spaces as a part of major regeneration proposals.</p> <p>Protection and enhancement of existing facilities, services and amenities that contribute to quality of life;</p> <p>Continued redevelopment of Medway Maritime Hospital;</p>
CS10	Sport and Recreation	<p>Implementation of Action Plans at All Saints, Brook Lines, Strood South, Twyddall and White Road Estate;</p> <p>Development of Luton and Gillingham North Neighbourhood Action Plans.</p>
CS11	Culture and Leisure	<p>Increasing awareness of value of physical activity / sport and the availability of opportunities to participate;</p> <p>Addressing key barriers preventing people from participating in physical activity and sport;</p> <p>Increase / improve quality of accessible facilities &amp; opportunities to participate in physical activity / sport;</p> <p>Improve quality &amp; quantity of capacity / volunteering to develop physical activity / sporting opportunities;</p> <p>Promote the value and benefits of physical activity and sport through partnership working.</p>

Policy	Objective	Indicator(s)	Target	Delivery Partners
CS11	Culture and Leisure cont...	Addressing barriers to experiencing cultural offer and raising awareness / promotion;  Changed public's perception of library facilities and offer;  Contribution of culture and creative industries to tourism;  Creation of work space and retail space for creative practitioners;  Encouragement of graduates to live, study and work in Medway;	TBC / Throughout lifetime of LDF	National and Regional bodies, Medway Council, local voluntary organisations, charitable trusts and the wider business community
CS12	Heritage Assets	Establishment of Medway Park as a regional centre of excellence & capitalising on the 2012 Olympics;  Increased participation in sport and active lifestyles across all ages and abilities.  Number of archaeological interventions under aegis of PPS5;  Grants (THI area);  Compliance with the Guidance on Building Heights;	Throughout lifetime of LDF	Medway Council with Developers
CS13	Housing Provision and Distribution	Adherence to programme of Conservation Area appraisals and management plans.  Net additional dwellings;  Percentage of new and converted dwellings;  Annual Statements of 5-year land supply (SLAA updates)	(AMR)  (AMR)	RSLs, Medway Council, Developers & charitable trusts.
CS14	Affordable Housing	Number affordable homes completed;  Number & percentage of affordable homes completed within built-up and rural areas;  Number of affordable homes completed as a percentage of all completed dwellings;  Number & percentage of affordable homes provided as social rented and other forms of subsidised;  Number and percentage of affordable homes completed by tenure, type and size;  Affordable housing contributions amount and number of improvements / provisions made as a result;  Number of planning applications & units provided meeting the threshold but minus a contribution.	TBC	RSLs, Medway Council, Developers & charitable trusts.

CS15	Housing Design and Other Housing Requirements	<p>Number of existing dwellings lost through demolition;</p> <p>Number of existing dwellings brought up to modern environmental standards;</p> <p>Number and percentage of new dwellings completed by tenure, type and size;</p> <p>Number of residential care homes, retirement and extra care homes (and total bedspaces?);</p> <p>Number of completions built to Lifetime Homes Standard / Building for Life Gold or Silver Standard;</p> <p>Number of completions built to Wheelchair Access Standard;</p> <p>Number of student accommodation units completed;</p> <p>Average annual dwelling density.</p>	TBC	RSLs, Medway Council, Developers & charitable trusts.
CS16	Gypsies, Travellers and Travelling Showpeople	<p>Net additional pitches for Gypsies, Travellers &amp; Travelling Showpeople per annum;</p> <p>The number of authorised and illegal encampments or developments, and enforcement actions carried out by either the Council or the police per annum;</p> <p>The number of pitches identified within the latest GTAA Needs Assessment, Housing Needs Study or Strategic Housing Market Assessment (SHMA);</p> <p>The number of planning applications submitted for new sites or extensions / alterations to existing sites, and their outcome.</p>	TBC	Medway Council & charitable trusts
CS17	Economic Strategy	<p>GVA per capita;</p> <p>Supply (completions &amp; commitments) of employment land by type;</p> <p>Proportion of people of working age in employment;</p> <p>Number of business start-ups / Number of businesses lost to Medway;</p> <p>Numbers of people commuting out of Medway to work.</p>	TBC	Medway Council and the wider Business Community
CS18	Tourism	<p>D2 losses and gains in town centres;</p> <p>Open space managed to green flag award standard</p> <p>Percentage of residents satisfied with Medway's parks and open spaces.</p>	TBC	Medway Council and the wider Community

Policy	Objective	Indicator(s)	Target	Delivery Partners
CS19	Retail and Town Centres	Gross comparison retail floorspace in Chatham (mainly Best Street/High Street, Pentagon, Brook and Waterfront redevelopment area); Bulky comparison goods in association with a park & ride facility at Whitewall Creek; Smaller scale comparison floorspace at district centres of Strood, Rochester, Gillingham, Rainham and Hempstead Valley; Corporation Street, Rochester and Lodge Hill;	15,000m <sup>2</sup> 2 no. stores of approx 3,500m <sup>2</sup>	Medway Council & retail operators.
CS20	Education and Personal Development	Centres promotion, improvement of range / choice of shops & services, intensification of floorspace use & reoccupation of vacant space; Percentage of young people going into higher education;	TBC TBC	Medway Council and educational bodies.
CS21	Conventional Energy Generation & Energy Security	Percentage of population of working age qualified with NVQ level 3+ Support for additional power generation and energy storage capacity on Hoo Peninsula & Isle of Grain; Promotion of local supply chain developments and a support & maintenance cluster.	Throughout lifetime of LDF Throughout lifetime of LDF	Medway Council & Business Community
CS22	Provision of Minerals	Provision of a continuous supply of Secondary Aggregates; Provision for the extraction of land won aggregates within DPD's identified area; Provision of 7-year permitted reserves land bank in the DPD's identified areas of search; Safeguarding of all existing mineral wharves against prejudicial proposals to their continued use.	(min) 0.2 million tonnes per annum (min) 0.18 million tonnes per annum Throughout lifetime of LDF Throughout lifetime of LDF	Medway Council and the wider Business Community
CS23	Waste Strategy	Appropriate provision for the separation, storage and collection of waste materials in all new build; Permission for appropriate facilities for the reuse, recycling, treatment and transfer of waste materials; Assessment of potential inert waste landfill site.	Throughout lifetime of LDF Throughout lifetime of LDF Throughout lifetime of LDF	Medway Council and the wider Business Community
CS24	Transport and Movement	Supporting regeneration, economic competitiveness and growth; Supporting a healthier natural environment; Ensuring good quality connections to key markets and major conurbations; Supporting equality of opportunity to employment, education, goods and services; Supporting safer, healthier and more secure community.	Throughout lifetime of LDF Throughout lifetime of LDF Throughout lifetime of LDF Throughout lifetime of LDF Throughout lifetime of LDF	Medway Council, National and Regional bodies, commercial operators.

CS25	The River Medway	<ul style="list-style-type: none"> <li>Retention of existing wharves &amp; protection of disused wharves and access land;</li> <li>Promoting tourism potential (currently underutilised, e.g. river based defence fortifications);</li> <li>Promoting visiting cruise ships;</li> <li>Promoting public piers / houseboat moorings &amp; encouraging transportation/movement (i.e. water taxi);</li> <li>Riverside facilities &amp; walks;</li> <li>Promote further marina(s) and encourage leisure activities;</li> <li>Special protection for Chatham Docks (Arcelor Mittal)?;</li> <li>Potential World Heritage Site designation and promotion of naval / military / war heritage for tourism.</li> </ul>	TBC / Throughout lifetime of LDF	Medway Council, National and Regional bodies, commercial operators and the wider business community
CS26	Strood	<ul style="list-style-type: none"> <li>Increasing housing development;</li> <li>Improving the quality of retail provision and accessibility;</li> <li>Safeguarding open spaces and enhancing the public realm;</li> <li>Promoting employment opportunities;</li> <li>Reducing the impact of traffic.</li> </ul>	Throughout lifetime of LDF	Medway Council and the wider Business Community
CS27	Rochester	<ul style="list-style-type: none"> <li>Conservation and enhancement of the historic and architectural character of Rochester City centre;</li> <li>Maintaining the vitality, viability, function and character of the district centre;</li> <li>Concentration of new development in Corporation Street and at Rochester Riverside.</li> </ul>	Throughout lifetime of LDF	Medway Council and the wider Business Community
CS28	Chatham	<ul style="list-style-type: none"> <li>Greatly improved shopping facilities;</li> <li>A world class cultural waterfront;</li> <li>Major environmental improvements;</li> <li>Accessibility improvements to and within the centre;</li> <li>Providing new offices and a wide variety of dwellings.</li> </ul>	See targets detailed in Chapter 11	Medway Council and the wider Business Community

Policy	Objective	Indicator(s)	Target	Delivery Partners
CS29 Gillingham	Developing central site for food store, retail, employment & residential (plus major new public car park); Creation of a series of linked spaces along the High Street, improving public realm & pedestrian facilities; Improved connections to Medway Park, University expansion and the Great Lines City Park; Promotion of Gillingham Hub as a landmark cultural/entertainment building; Regeneration of the railway station, improved public space and reduced traffic conflicts; Improved links to adjoining residential areas; Provision of a new town square at High Street / Green Street junction; Introduce more flexible uses at western High Street (upper floor residential & wider range of uses).		Throughout lifetime of LDF	Medway Council and the wider Business Community
CS30 Rainham	TBC		TBC / Throughout lifetime of LDF	Medway Council & Business Community
CS31 Hoo Peninsula and the Isle of Grain	Supporting retention & development of local services / facilities sustaining village life & reduce travel need; Promoting access for walking & cycling, developing visitor sites and improved Green Grid connections; Supporting strong economic development sustaining local communities & retaining distinctive character. Access and management of the high quality environment in Cobham-Shorne-Ranscombe;		Throughout lifetime of LDF	Medway Council and the wider Business Community
CS32 Medway Valley	Promotion of cycling and pedestrian routes connecting to adjacent areas; Retention & development of local services / facilities in Cuxton, Lower Halling and Upper Halling; Strong economy to sustain local communities and retain the distinctive character of the countryside.		Throughout lifetime of LDF	Medway Council with Developers
CS33 Lodge Hill	Progress through planning process, delivery of related documents Dwelling completions Amount of floorspace developed for employment uses Achievement of sustainability goals Delivery of green infrastructure and open space Provision of transport and social infrastructure Money received and facilities provided in accordance with the Council's Guidance.		See targets detailed in Chapter 11	Medway Council and the wider Business Community
CS34 Developer Contributions		100%		Medway Council with Developers

table 12.2 Infrastructure Delivery Schedule

	Development Site (plus site source)	Scale	Phasing	Infrastructure Requirement	Development dependent?	Funding Source	Contingency Planning Required?
Hoo/Chattenden	Logie Hill (Strategic Allocation)	750-1000 homes, 16950sqm employment space (offices & knowledge park) 500-1000sqm retail plus hotel	2012-2016	<ul style="list-style-type: none"> <li>~ primary site access improvements inc. minor alterations to Four Elms roundabout;</li> <li>~ secondary site access at eastern end of site;</li> <li>~ pedestrian/cyclist facilities at the Four Elms roundabout and across the A228;</li> <li>~ replacement bridge over Upchat Road and a high quality public transport corridor with bus priority from the site along the A289;</li> <li>~ open space provision inc. Green Grid – part 'Figure of 8 Route');</li> <li>~ 1-2-F-E primary school provision;</li> <li>~ multi-use community facility (inc. provision for approx 1-2 GPs's);</li> <li>~ wastewater treatment solution (TBC);</li> <li>~ associated utilities.</li> </ul>	Yes	Developer	Range of homes, employment/retail figures and mix of uses appropriate for flexibility resilience over LDF.
			2016-2020	<ul style="list-style-type: none"> <li>~ Four Elms junction redesign &amp; upgrade of A289 Four Elms Hill to Medway Tunnel, inc. optimum bus priority corridor;</li> <li>~ open space provision;</li> <li>~ green and blue infrastructure (inc. Green Grid – part 'Figure of 8 Route');</li> <li>~ community centre (inc. provision for approx 2-3 GPs's) and library;</li> <li>~ nursery / primary school;</li> <li>~ part-time police / ambulance staff room/base;</li> <li>~ associated utilities.</li> </ul>			Infrastructure reliant on phasing of housing (particularly schools and health - level TBC by Medway Council / Medway NHS),
			2021-2023	<ul style="list-style-type: none"> <li>~ open space provision;</li> <li>~ green and blue infrastructure (part);</li> <li>~ community provision (inc. approx 1-2 GPs's);</li> <li>~ secondary school &amp; pitches;</li> <li>~ associated utilities.</li> </ul>			Further schemes dependent on development TBC by Highways Agency (such as ramp metering access to A2 Trunk Road).
			2024-2026	<ul style="list-style-type: none"> <li>~ open space provision;</li> <li>~ green and blue infrastructure (part);</li> <li>~ community provision (inc. approx 1 GP);</li> <li>~ primary school;</li> <li>~ associated utilities.</li> </ul>			
			2026+	<ul style="list-style-type: none"> <li>~ provision for up to 1 GP.</li> </ul>			
	National Grid Property Holdings, Grain Road (Call for sites)	400 homes (final phase provides max 5000 homes) 23246sqm employment space	2011-2016	~ continuing upgrade of routes to Grain;	Part	Developer / Medway TBC.	Improved freight & road routes to Grain TBC.
	Land NE of Kingsnorth Industrial Estate, Hoo (Call for sites)	185972sqm employment space	2016-2021	~ continuing upgrade of routes to Grain;	Part	Developer / Medway TBC.	Improved freight & road routes to Grain TBC.
	North East Bells Lane Hoo (plg permission)	255 homes	2011-2016	<ul style="list-style-type: none"> <li>~ open space and play area;</li> <li>~ wildlife conservation area within site;</li> <li>~ traffic calming on Bells Lane;</li> <li>~ off-site pedestrian facilities;</li> </ul>	Yes	Developer	

	Development Site (plus site source)	Scale	Phasing	Infrastructure Requirement	Development dependent?	Funding Source	Contingency Planning Required?
	East of Wainscott Road, Wainscott (plg permission)	96 homes, 300sq/m retail area	2011-2016	~ public open space facilities; ~ improvement works to Four Elms Roundabout; ~ traffic calming on Brompton Farm Road and Hollywood Lane; ~ highway improvement to Hoo Road and Wainscott Road, inc pedestrian and cycle links	Yes	Developer	
	East of Higham Road, Wainscott (plg permission)	98 homes	2011-2016	~ improved site access; new footways and cycleways on Hoo Road; ~ healthcare facility (land given to Medway PCT to deliver); ~ expansion/improvement of Frindsbury Extra Parish Council's Hall			
<b>Rochester</b>	Riverside (plg permission)	300-700 homes, 2400-1200sq/m employment space, 4440-6800sq/m retail area	2011-2016 2016-2021	~ Off-site utilities (approx £1m foul sewerage reinforcement & £1.2m electricity connection); ~ (part) Riverside Walk, Phase 1A - £260,000: 2011-2012; ~ (part) Public Space, Phase 1A - £300,000: 2011-2012	Yes	Developer / utilities providers	£4m utilities funding gap (uncertainty regards scale of contributions)
		600-1000 homes, 9600-10000sq/m employment space, 2360sq/m retail area	2021-2026	~ Primary school (need to consider development phasing & impact on pupil numbers); ~ GP practice (rented out to PCT, so cost issues); ~ Off-site utilities (including approx £2m for gas provision); ~ Crescent Park & Riverside Walk (part).			Potential substantial burden on developers if external providers unwilling to fund off-site utilities.
		300-400 homes, 9000sq/m employment space, 1000sq/m retail area	2026+	~ off-site utilities; ~ St Clement's Park & Riverside Walk (part).			
		700 homes		~ utilities; ~ Riverside Walk (part).			
	Former Mid Kent College City Way (plg permission)	214 homes	2011-2016	~ financial contributions to off-site provision (education/transport).	Yes	Developer	
	Former Rochester Police Station Cazenove St (plg permission)	65 homes	2011-2016	~ improvements to bus facilities; ~ improved cycle links; ~ equipped play facilities at Jackson's Recreation Ground.	Yes	Developer	
	Land at Robins and Day (Peugeot), High St (Call for Sites)	84 homes, 856sq/m employment space, 2275sq/m retail area	2016-2021	~ TBC			
	RIO 329 - 377 (Featherstones) High St (MLP 2003 allocation / Call for Sites)	102 homes, 3600sq/m employment space	2021-2026	~ TBC			
	University for the Creative Arts, Fort Pitt (Urban Capacity Study) 320 - 344 High Street inc. 42 New Road (MLP 2003 allocation)	77 homes	2021-2026	~ TBC			
<b>Strood</b>	Temple Waterfront, Roman Way (plg permission)	450 homes, 4500sq/m employment space, 1620sq/m retail area	2011-2016	~ Public realm: Temple Manor & Knight Road; ~ Highway improvements: Cuxton Road/Roman Way junction; ~ off-site Doctors Surgery provision.	Yes	Developers (Outline S106)	Exact cost of flood defence measures unknown at outline stage, s106 yet to be signed (August 2010)
		170 homes, 5800sq/m employment	2016-2021	~ Flood Defence Strategy measures (Scott Wilson's August 2010 report).	Part		
	Former Alloy Wheels, Priory Rd	1610sq/m employment space	2011-2016	~ TBC			

Development Site (plus site source) (plg permission)	Scale	Phasing	Infrastructure Requirement		
			Development dependent?	Funding Source	Contingency Planning Required?
Cuxton Pit No. 3 Cuxton Road (plg permission)	87 homes	2011-2016 ~ improvements to junction between site access and A228/Cuxton Road; ~ footway/cycleway connection; ~ scheme for retail shop and healthcare facilities.	Yes	Developer	
Anaster Garage, Station Rd (plg permission)	67 homes	2011-2016 ~ provision/Improvement of equipped play and open space at Broomhill Park.	Yes	Developer	
North side of Commissioners Rd (Call for Sites)	6000sq/m employment space	2011-2016 ~ TBC			
Three Acre site, Roman Way (Call for Sites)	4440sq/m employment space	2011-2016 ~ TBC			
Friary Place, r/o 46-98 High St (plg permission)	1800sq/m retail area	2011-2016 ~ town centre improvements	Yes	Developer	
Tesco, Strood (Call for Sites)	1756sq/m retail area	2011-2016 ~ TBC			
Civic Centre (Masterplan)	398 homes, 2000sq/m employment, 2000sq/m retail	2016-2021 ~ Flood Defence Strategy measures (Scott Wilson's August 2010 report).	Part	Developer	Yes, given high Flood Defence costs
Riverside, Canal Road (Masterplan)	256 homes 320 homes, 860sq/m retail area	2016-2021 2021-2026 ~ Flood Defence Strategy measures (Scott Wilson's August 2010 report).	Part	Developer	Yes, given high Flood Defence costs
Gillingham	Victory Pier, Pier Road (Akzo) (plg permission)	250 homes, 625sq/m employment space, 850sq/m retail area 375 homes, 885sq/m employment space	2011-2016 2016-2021 ~ pedestrian & cycle accessibility improvements to Gillingham railway station & wider area; ~ pier. improvement works.	Yes	Developer
	South Thames Regional Health Authority Land, Gillingham Business Park (plg permission)	12169sq/m employment space	2011-2016 2021-2026 ~ improvements to bus infrastructure on A2; ~ improvements to cycle infrastructure on A2 and at junction of Ambley Road.		
	Crest Packaging Site, Courtney Road (plg permission)	9750sq/m employment space	2011-2016 ~ town centre public realm improvements; ~ bus stop improvements.	Yes	Developer
	Howlands Nursery Christmas St (plg permission)	60 homes	2011-2016 ~ open space/formal play provision at either Grange Road or Strand, Gillingham;	Yes	Developer
	Tesco (plg permission)	2475sq/m retail area	2011-2016 ~ junction improvements, traffic calming & speed signage at Christmas Street & Church St		
	Astra Site, Courtney Rd (plg permission)	2032sq/m employment space	2011-2016 ~ Air Quality Management / Monitoring improvements	Yes	Developer
	Rainham Mark Grammar School Pump Lane (plg permission)	35 homes	2011-2016 ~ Open space improvements / sports facilities	Yes	Developer

	Development Site (plus site source)	Scale	Phasing	Infrastructure Requirement	Development dependent?	Funding Source	Contingency Planning Required?
	Rear of 9-25 Birling Avenue (Call for Sites)	32 homes	2011-2016	~ TBC			
	Retail Core(High St,Jeffrey St,King St) Gillingham (Development Framework)	100 homes, 4750sq/m employment space, 3750sq/m retail area	2021-2026	~ TBC			
<b>Horsted</b>	Former Mid Kent College, Maidstone Road (plg permission)	150 homes, 2480sq/m employment space, 200sq/m retail area	2011-2016	~ improved bus and pedestrian facilities; ~ Horsted Gyroratory system (financial contributions towards).		Yes	Developer
	BAE Systems (Call for Sites)	264 homes	2016-2021				
	Woolmans Wood Caravan Site (Withdrawn H&MU DPD)	11147sq/m employment space	2011-2016	~ TBC			
	Woolmans Wood Caravan Site (Withdrawn H&MU DPD)	6160sq/m employment space	2016-2021	~ TBC			
<b>Medway City Estate</b>	Land between Vanguard Way and George Summers Close (plg permission)	14430sq/m retail area	2011-2016	~ Park and Ride facility; ~ alteration of Anthony's Way / A289 roundabout; signalisation schemes within vicinity; ~ footway widening on Anthony's Way; ~ river walk; ~ improvement / creation of estuarine habitat lost.		Yes	Developer
<b>Chatham</b>	Sir John Hawkins Car Park (Call for Sites)	120 homes, 3059sq/m retail area	2011-2016	~ TBC			
	Between Cross Street & The Brook (MLP 2003 allocation)	110 homes, 3680sq/m retail area	2011-2016	~ TBC			
	1-35 High Street (Grays Garage) (MLP 2003 allocation)	54 homes, 800sq/m employment space, 800sq/m retail area	2011-2016	~ TBC			
	2 Ash Tree Lane (plg permission)	64 homes	2011-2016	~ traffic calming measures.		Yes	Developer
	Chatham Waterfront (Call for Sites)	400 homes, 5456sq/m employment space, 7772sq/m retail area	2016-2021	~ Waterfront Park & (part) Riverside Walk; ~ Flood Defence Strategy measures (Scott Wilson's August 2010 report).		Yes	Developer
	Pentagon (Call for Sites)	94 homes	2021-2026				Potentially high Flood Defence associated cost
	2-8 King Street & 1-11 Queen St (Development brief)	15000sq/m retail area, 29 homes	2016-2021	~ TBC			
	Tesco, The Brook (Call for Sites)	108 homes, 2531sq/m retail area	2016-2021	~ TBC			
	Former Police Station	60 homes, 1940sq/m retail area	2016-2021	~ TBC			
		60 homes, 1898sq/m retail	2016-2021	~ TBC			

Development Site (plus site source)	Scale	Phasing	Infrastructure	Requirement	Funding Source	
					Contingency Planning Required?	
1 Batchelor Street, off the Brook (Call for Sites)	50 homes, 1600sq/m retail area	2016-2021	~ TBC			
Whiffens Avenue Car Park (Call for Sites)	70 homes	2016-2021	~ TBC			
Eldon St, Carpeaux Close & Hards Town (Development brief)	50 homes	2016-2021	~ TBC			
Former Officers Mess, Maidstone Rd (Call for Sites)	4300sq/m employment space	2016-2021	~ TBC			
296 - 310 High Street (Development brief)	2040sq/m employment space	2016-2021	~ TBC			
19 New Road Av & 3 New Cut (Development brief)	1328sq/m retail area	2016-2021	~ TBC			
Chatham Retailing, Clover/Richard/Rhode/High Sis (MLP 2003 allocation)	28000sq/m retail area, 11440sq/m employment space	2021-2026	~ TBC			
Chatham Railway Station (Development brief)	279 homes	2026+	~ TBC			
West of Maidstone Road, adj Chatham Rail Station (Development brief)	173 homes	2026+	~ TBC			
Wickes, New Cut (Development brief)	79 homes	2026+	~ TBC			
55-105a The Brook & 1, 5, 11 & 13 King St, 2-14 Railway Street & 142-146 High Street (Development brief)	50 homes, 4113sq/m retail area, 51 homes, 1228sq/m retail area	2026+	~ TBC			
Land at High St, Union St and New Road (Development brief)	9852sq/m retail area, 590sq/m employment space	2026+	~ TBC			
<b>Maritime &amp; Brompton</b>	Land at St Mary's Island Maritime Way Chatham Maritime (plg permission)	Phased delivery of 1700 homes, inc. 280 homes (Part)	~ landscaping/recreational areas throughout phasing, ~ roads and footways throughout phasing; ~ healthcare facility (upon completion of 100 <sup>th</sup> home – see right) ~ primary school (upon completion of 300 <sup>th</sup> home); ~ secondary access (upon completion of 300 <sup>th</sup> homes); ~ community building (upon completion of 500 <sup>th</sup> home).	2011-2016	Yes	Developer
Interface Land, Chatham Maritime (SLAA)	117 homes (Part) (approx) 25000sq/m University development & 500 student bed-spaces	2016-2021 2011-2026	Flood Defence Strategy measures (Scott Wilson's August 2010 report). ~ on-site and off-site utilities (unknown at present, depends on mix and quantum).	Yes	Developer	Approx University cost of £75m+.
<b>Alternative option:</b>	335 homes, 12200sq/m employment space					Exact mix of uses yet to be established by landowner/developer.

Development Site (plus site source)	Scale	Phasing	Infrastructure	Requirement	Development dependent?	Funding Source	Contingency Planning Required?
Amherst Hill, Brompton (MLP 2003 allocation)	34 homes	2011-2016	~ TBC				
RSME Kitchener Barracks, Brompton (Withdrawn H&M/DPD)	248 homes	2016-2021	~ TBC				
J7, Chatham Maritime (Call for Sites)	75 homes, 5220sq/m retail area	2016-2021	~ TBC				
<b>Halling/Cuxton</b>	Former Cement Works, Forney Road, Halling (plg permission)	175 homes, 3000sq/m employment space, 700sq/m retail area	2011-2016	~ improvement Junction 4 (M20) overbridge; ~ capacity & safety improvements at A228/Bush Road/Station Road junction; ~ bus service improvements (new shelters on A228 etc); ~ new community centre	Yes	Developer	
		250 homes	2016-2021				
		100 homes	2021-2026				
<b>Luton</b>	Southern Water, Capstone Rd (plg permission)	69 homes	2011-2016	~ improvements to pedestrian / cycle facilities.	Yes	Developer	
<b>Rainham &amp; Wigrumore</b>	Queens Court, Chichester Cl, Rainham (Call for Sites)	40 homes	2011-2016	~ TBC			
	Hempstead Valley Shopping Centre (Call for Sites)	2774sq/m retail area	2011-2016	~ TBC			

## Appendix A Alternative Uses and Preferred Options

Map Ref	Site Ref	Site Name	Residential Units	Employment Sq m	Retail Sq m	Mixed	Other	Preferred Option	Reason
9	0013	Medway House 277 Gillingham Rd	12	Offices 1469				Residential	Allocated for Residential/within residential area
8	0033	RSME Kitchener Barracks Brompton	248	Offices 57600				Residential	Adj. Residential area. Residential in Medway Waterfront Renaissance Strategy
11	0100	320 –344 High St. Inc 42 new Road, Rochester	66	Offices 7200				Residential	Allocated Residential in Local Plan
12	0102	1 – 35 High St. Chatham (Grays Garages)	65	Res 54				Mixed	Allocated Residential in Local Plan Offices/retail on street frontage reflects character of area
7	0137	Civic Centre	398	Offices 36120	7800	Res 398		Mixed	Mixed use proposed in Strood Town centre Master Plan, 2009
11	0144	St Bartholomew Hospital New Rd, Rochester	108	Offices 11748		Res 54 Emp 5874 sq m		Residential	Priority given to meeting total residential requirement. Reflects character of area
12	249	Sorting Office The Paddock Chatham	50	Offices 5490	Res 25 Emp 2745 sq m	Leisure 5490 sq m		Mixed	To reflect character of area

Map Ref	Site Ref	Site Name	Residential Units	Employment Sq m	Retail Sq m	Mixed	Other	Preferred Option	Reason
11	0598	R/O 329 – 357 (Featherstones) High St. Rochester	135	Res		102 Emp 3600 sq m		<b>Mixed</b>	Part Residential Allocation Part use of existing industrial building
12	0662	3 New Rd Chatham	18	Offices 2400				<b>Residential</b>	Reflects adjoining use and aspirations of owner
11	0726	1 – 21 St Clements House, Corporation Street, Rochester	30			Res 22 (Net 1) Emp 386		<b>Mixed</b>	Reflects Corporation St. Development Brief
7	0727	Brompton Farm, adj 66 Brompton Farm Rd.	13	B1 B2 B8 1750		Res 4 B1 B2 B8 1190 sq m		<b>Mixed</b>	Reflects character of the area
11	0728	10 – 40 Corporation St. Rochester	34	Res 35		Emp 386 sq m		<b>Mixed</b>	Reflects Corporation St. Development Brief
12	0755	Former Police Station, Chatham	85	Offices 5040		Res 60 Retail 1898 sq m		<b>Mixed</b>	Proposed in Chatham Centre and Waterfront Development Brief
12	0759	Whiffens Ave Car Park, Chatham	70	Offices 24160				<b>Residential</b>	Proposed in Chatham Centre and Waterfront Development Brief
9	0765	St Lukes Church, Sidney Rd, Gillingham	15	Community Use				<b>Residential</b>	In Residential area, reflects aspirations of owner
8	0818	J7, Chatham Maritime	100	Offices 8352		Res 75 Retail 5220 sq m		<b>Mixed</b>	Reflects mix in surrounding area
8	0820	Interface Land,	721		Res	University		<b>University</b>	Reflects South East Plan & Medway

Map Ref	Site Ref	Site Name	Residential Units	Employment Sq m	Retail Sq m	Mixed	Other	Preferred Option	Reason
		Chatham Maritime				335 Emp 12200 sq m			Council's support for Higher Education and one of owners options
11	0822	Land at Robins & Day (Peugeot), High St, Rochester	122	Res 84		Emp 856 sq m Retail 2275 sq m		<b>Mixed</b>	Reflects Corporation St. Development Brief and Star Hill/Sun Pier Planning Strategy
9	0824	Chatham Docks, Pier Road, Chatham	2065	B1 B2 B8 141750	17500	Res Tourism/leisure uses		<b>Employment</b>	Priority given to retention of existing employment land to avoid release of greenfield sites
9	0831	2 – 4 Balmoral Gardens, Gillingham	12	Care Home				<b>Residential</b>	Care Home PP lapsed. Owner now proposing flats
12	0834	1 Batchelor St, off The Brook, Chatham	80	Offices 6000		Res 50 Retail 1600 sq m		<b>Mixed</b>	Reflects Chatham Centre & Waterfront Development Brief
12	0861	141 – 151 new rd. & land at union St, Chatham	18	Offices				<b>Residential</b>	Priority given to meeting residential requirements
12	0865	2 – 8 King St & 1 – 11 Queen St, Chatham	118	Offices 7380		Res 118 Retail 2531 sq m		<b>Mixed</b>	Reflects Chatham Centre & Waterfront Development Brief

Map Ref	Site Ref	Site Name	Residential Units	Employment Sq m	Retail Sq m	Mixed	Other	Preferred Option	Reason
12	0866	55 – 105a the Brook & 1, 5, 11 & 13 King St, Chatham	114	Offices 12240		Res 50 Retail 4113 sq m		Mixed	Reflects Chatham Centre & Waterfront Development Brief
12	0869	Wickes, New Cut, Chatham	79	Offices 18000	Retail no net gain			Residential	Reflects Chatham Centre & Waterfront Development Brief
12	0871	Chatham Railway Station	279	Offices 30400				Residential	Reflects Chatham Centre & Waterfront Development Brief
12	0872	West of Maidstone Rd, adj Chatham Railway Station	173	Offices 8640				Residential	Reflects Chatham Centre & Waterfront Development Brief

Appendix B Housing Trajectory and Sources of Supply 2006 - 2028



## Appendix C Transport Objectives, Schemes And Actions In The Third Local Transport Plan (LTP3)

### Transport objective 1: Highway maintenance

Schemes/actions:

- Maintenance of highway assets including improvements to street lighting, traffic signals and highway drainage
- Medway Tunnel upgrade including operating and control systems
- Structural infrastructure maintenance including to bridges retaining walls etc.
- Carriageway maintenance
- Footway and cycle track maintenance
- Public rights of way maintenance.

### Transport objective 2: Improving Infrastructure Capacity

Schemes/actions:

- Network management, guided by the Network Management Plan
- Operation of Urban Traffic Management and Control. This is currently being implemented and is expected to
  - Improve the operational efficiency of the highway network;
  - Provide real time travel and parking information to drivers;
  - Respond to incidents on the network;
  - Enable bus routes to be more punctual and reliable with improved journey times;
  - Measure traffic related air quality and mitigate pollution episodes where possible;
  - Link to neighbouring local authorities and the Highway Agency to enable sub regional traffic management.
- Tackling congestion hotspots. These are listed below, along with the intended programming of schemes designed to achieve improvements. Normally this will be in the form of capacity improvements

to junctions to relieve bottlenecks and aid free flowing. They are also intended to improve air quality.

Location of existing and predicted congestion hotspots on key strategic corridors		
Location (link or junction)	Programme period	Justification of programme position
A229 gyratory junction with former Mid Kent College, Horsted	Short	To be delivered as part of the upgrading of the existing Park & Ride site
A289 link between Four Elms roundabout and Medway Tunnel including Sans Pareil and Anthony's Way roundabouts and exit from Medway City Estate.	Short / medium	Phased intervention to link to the development of Lodge Hill, Chattenden development to improve capacity and junction operation. Currently under investigation
A2 Corporation Street junctions with The Esplanade & Gas House Road	Short / medium	Works to be delivered as part of the current bus priority scheme
A2 junction with Canal Road	Short / medium	Delivery timeframe dependant on the completion of the A2 Corporation street works
A2 junctions and link between Chatham Hill and Canterbury Street junctions	Medium	Significant localised congestion. Major intervention required to tackle problem and increase capacity
A2/A228 links through Strood town centre	Medium	Delivery timeframe dependant on the completion of the Darnley Arch bridge widening. Scheme to be developed
A228 junction at Darnley Arch Bridge, Strood	Medium	Delivery timeframe dependant on the completion of the Darnley Arch bridge widening
A2 Star Hill junction with A229 City Way roundabout	Medium	Delivery timeframe linked to the development of Rochester Riverside and the completion of the A2 Corporation street bus priority and public realm works
A231 Dock Road junction with Wood Street roundabout	Medium	Transport modelling indicates increasing congestion hence this position in programme
A278 junction with Sharsted Way/Wigmore Road	Medium	Transport model results indicate increasing congestion hence this level of priority
A2 junction with Mierscourt Road, Rainham	Medium	Significant localised congestion. Major intervention required
A2 junctions with A278 Hoath Way & A289 Ito Way	Long	Transport modelling indicates this position in programme
B2004 link through Lower Rainham	Long	Transport modelling indicates this position in programme

- Strategic car park management. Actions will focus on:
  - The rationalisation of existing spaces in Chatham and the development of three strategically located car parks
  - A review of parking charges to discourage long stay parking in identified locations (this action to be delivered in conjunction with the expansion of Park and Ride facilities)
  - Review the overall parking provision in centres of regeneration
  - A robust process to secure developer contributions towards the provision and operation of town centre parking and Park and Ride sites

- Operation of real-time monitoring and display of car parking availability.
- A temporary additional car park at Strood Civic Centre
- Management of freight, including through:
  - Further improvements to the A228 to Grain
  - Improvements to the Thamesport freight line, including Hoo junction (in Gravesham)
  - Directing HGV traffic away from unsuitable roads
  - Ensuring major freight traffic generating developments provide access to the rail network for freight movements
  - Encouraging freight operators to use rail and river transport options
  - Monitoring growth in freight movements originating from International Gateways throughout Kent and working sub-regionally to mitigate negative consequences
  - Investigating the provision of faster and more reliable highway linkages from business, storage and distribution sites to the strategic highway network.
- Expansion of the real-time information system and/or text messaging service to all stops across the bus network
- Development of sub-regional bus services in partnership with operators and neighbouring authorities
- Improved ticketing and fares initiatives, including investigating the introduction of Smartcard technology potentially in partnerships with neighbouring authorities
- Continued support for initiatives that encourage young people to use bus services.
- Improved promotion of bus services, in particular through workplace and residential travel plans and personalised travel planning
- Enhanced promotion of bus services through all forms of media.
- Review of taxi rank locations and waiting facilities for accessibility and personnel safety
- Investigating the provision of CCTV in all taxis operating in Medway
- Investigating the opportunities for concessions to use travel credits in taxis or buses using a smartcard based system
- Investigating the potential for a new river crossing to support public transport, walking and cycling between the Medway City Estate and Chatham
- Improved partnership working with operators to identify opportunities to improve the operational environment for public transport
- Improved customer care training for front line staff, including considerate driving skills and supporting vulnerable user groups
- The introduction of bus stop improvements, which aid accessibility for passengers whilst assisting in reducing layover times at bus stops

### Transport objective 3: Improving public transport

#### Schemes/actions:

- Improving travel by bus and taxi, including through:
  - Development of Fastrack style bus links to Chattenden and other major development sites
  - The development of new Park & Ride sites together with supporting routes and infrastructure
  - Expansion of Quality Public Transport Corridors routes to support service improvements
  - Development of traffic management schemes that contribute to more reliable bus journey times

- The use of on-bus CCTV parking enforcement to ensure bus priority routes remain congestion free.
- Developing park and ride, including:
  - Expansion of the existing Park & Ride site at Horsted
  - New Park & Ride site at Whitewall Creek (developer funded)
  - New Park & Ride sites to be identified near Strood
  - New Park & Ride site to be identified to the east of Gillingham, possibly located on or close to Gillingham Business Park
  - Quality Public Transport Corridors linking Park & Ride sites to key destinations
  - Operation of bus services between Park & Ride sites and key destinations
  - Implementation of town centre parking strategy to reduce long stay car parking spaces in town centres.
- Improving travel by train, including through:
  - Major station improvements, including:
    - a Reconstruction and possible relocation of Rochester station (identified in Kent RUS, 2010);
    - b Reconstruction of Strood station
    - c Reconstruction and reconfiguration of Chatham station to support regeneration and improve the gateway to the town centre
  - Delivery of accessibility improvements to stations, including forecourt improvements at Rainham station
  - Capacity improvements at Rochester bridge junction as part of East Kent resignalling (identified in Kent RUS, 2010)
  - Improved transport interchange opportunities at key mainline stations
  - Encouragement of cycling to stations by improved cycle links and more secure cycle parking.
- Coach travel, focussing on coach park and ride
- Community transport, focussing on the further development of the Villager service
- River transport and river crossings, focussing on:
  - Maintaining and developing a comprehensive network of piers that could support a river taxi and other leisure related services
  - Seeking a partner to operate a river taxi or possibly an amphibious vehicle
  - Investigate the potential for a new river crossing for pedestrians, cyclist and public transport.

#### Transport objective 4: Encouraging active travel and improving health

Schemes/actions:

- Accessibility to bus services by:
  - A programme of bus stop improvements, building on a network where 60% of the high frequency bus stops are accessible
  - Alterations to bus stops to increase patron's feelings of safety whilst waiting for services including the introduction of CCTV
  - Investigation of measures to allow those with learning disabilities to undertake independent travel
  - Partnership working with operators to investigate opportunities to reduce costs and utilise savings in the reduction of fares and /or increased frequency of services.
- Encouraging walking, including through:
  - The development of schemes that allow easy access to local shopping facilities and amenities with priority given to those in areas of socio-economic deprivation
  - Improving accessibility to public rights of way through network and waymarking improvements, including making more of the network accessible to people with mobility difficulties

- Participation in the regional Coastal Access project and sub-regional Valley of Visions project
- Ensuring new development provides adequate facilities to access facilities by foot
- Expanding the walking bus initiative.
- Increasing opportunities to access play and park facilities as a pedestrian
- Develop schemes that remove barriers to pedestrian movement including a programme of installing drop kerbs at junctions.
- Encouraging cycling, including through:
  - Participation in the development of a sub-regional cycle network and enhancement of the National Cycle Routes
  - Promotion of cycle facilities and the health benefits of cycling
  - Organised cycling activities
  - Ensuring new development provides adequate facilities for cyclists, including off-site cycle links
  - Supporting the Sustrans cycle ranger scheme
  - Enhancing existing routes by improved maintenance and minor improvements
  - Increasing and improving secure cycle parking
  - Creating new opportunities for recreational cycling, by developing more facilities off-road and on quiet roads
  - Expanding the existing utility cycle network by infilling gaps and making linkages to key destinations.
- Green Grid through the delivery of the transport elements of the strategy and ensuring major developments are linked to the Grid where this is practical
- Improving air quality, including through:
  - Development of air quality management area (AQMA) traffic management schemes with the key objective of improving local air quality
  - Development of operational protocols, to enable UTMC to respond to episodes of poor air quality
  - Supporting interventions that contribute to tackling poor local air quality
  - Working with Network Rail to widen Darnley Arches, which have been identified as a significant point of constriction on the network associated to poor air quality
  - Investigate opportunities to disseminate high-resolution air quality data to hospitals and doctors surgeries to assist patients with respiratory illnesses
- Design guidance for developments by:
  - Taking account of new design guidance when considering estate layouts, for example Manual for Streets
  - Updating current design standards and parking standards
  - Reviewing and publishing a highways adoption manual
  - The use of shared space at selected locations
- Travel Plans, with outcomes focussing on:
  - Increasing active travel by encouraging walking and cycling
  - Promoting public transport use
  - Improving accessibility to goods, services and employment for people without access to a car
  - Reducing the need to travel, particularly during peak periods
  - Proactively monitoring the success of travel plans associated with new development and seeking additional measures if targets are not achieved

Targeting travel plans for:

- Existing and new schools without an active travel plan (developed in conjunction with the Safer Routes to School initiative in objective 5)
- Significant employers or areas of employment

- Major new residential developments
- Further and Higher education establishments

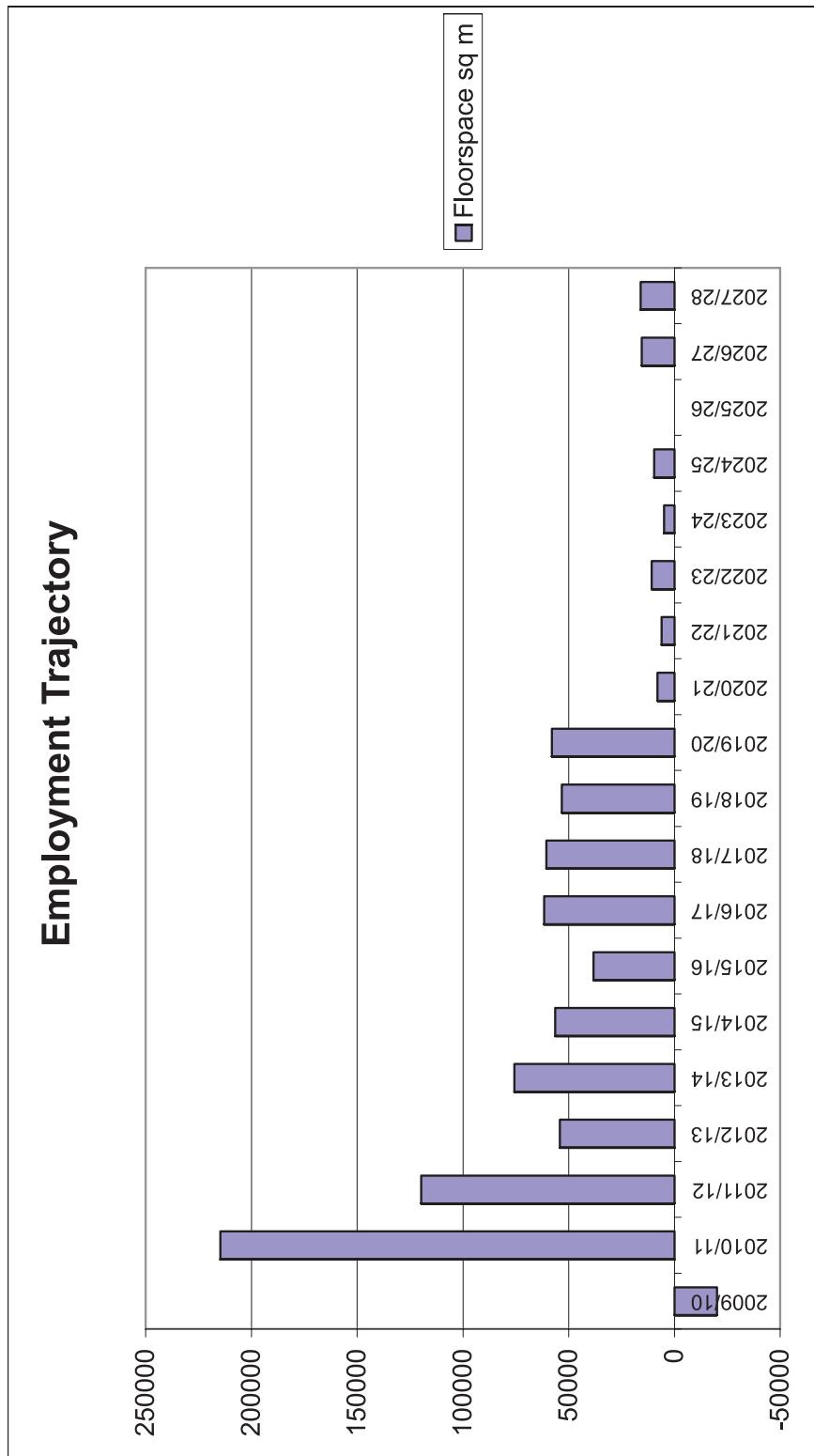
## Transport objective 5: Improving travel safety

Schemes/actions:

- Road safety schemes, including:
  - Alterations to the road environment to modify road user behaviour
  - Alterations to the road layout (on a varying scale) to control vehicle movements
  - Additional on-street parking restrictions in locations where road safety is compromised
- Road safety education and training, with actions including;
  - Continuing Bikeability cycle training for school students
  - Practical pedestrian training
  - Monitoring and training school crossing patrols
  - Working with schools to deliver the correct road safety message to the correct age group
  - Educational Resources loaned to schools
  - Working with partners to focus on vulnerable road users including young drivers and moped riders
  - Extend the Junior Road Safety Officer scheme
- Road safety publicity and promotion, with campaigns and promotion focussing on:
  - Drink and drug driving
  - Distractions in collision causation
  - Being visible on the highway network
  - Walk to School schemes throughout the year
- Road safety enforcement
- Safer routes to school, including through;
  - Improvements to key pedestrian routes from key catchment areas to schools
  - Expanding the existing walking bus initiative
  - Appropriate highway infrastructure and focused parking enforcement in the vicinity of school entrances
  - Campaigns and initiatives
  - Information and education on safer walking
  - Providing bus safety education
  - Encouraging schools to work with neighbouring schools so that joint initiatives can reflect any wider issues within the area
- Community safety initiatives.



## Appendix D Employment Trajectory and Sources of Supply





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