

22 March 2017

Please ask for: Alan Best [REDACTED]
[REDACTED]

Dear Catherine

**Response by Swale Borough Council in respect of Medway Council Local Plan 2012-2035,
Development options Regulation 18 consultation report**

Thank you for giving Swale Borough Council (SBC) the opportunity to comment on the development options consultation. The Council has reviewed the documentation, including the Interim Sustainability Appraisal report.

Before considering the development options and themed issues themselves, SBC would wish to make four broad points as follows:

1. Progression of the Medway LP to this key stage is welcomed and SBC recognises the importance of securing a sound plan given the age of the current adopted Local Plan. To this end, SBC will continue to work with Medway Council (MC) in respect of strategic and cross-border issues, particularly in the areas of housing, economic transport, environmental matters and air quality.
2. SBC welcomes Medway's vision and ambitions. Given the social, economic and environmental links between the Councils, it is important to the overall outside perceptions of this part of North Kent that there is a prosperous and thriving Medway.
3. Whilst it will be for MC to finally determine whether its OAN can be met in full, SBC welcomes the starting basis for the development options consultation; namely that the options explore the ways in which the OAN can be met in full within Medway's borders. SBC notes from paragraph 4.58 of the SA that other alternatives not pursued at this stage, include the setting of a reduced development target in recognition of the range of significant constraints including environmental designations, viability, land assembly, infrastructure costs and dependencies. In the light of SBCs own experience and the evidence presented by MC for this consultation thus far, a very compelling case indeed would need to be made for Medway's OAN not to be met in full in Medway. In the event of any change to MC's position in this regard, SBC is sure that there will be early and full engagement under the Duty to Co-operate.
4. Whilst it has no specific views on Lodge Hill, SBC understands the difficult position for plan making that its on-going uncertainties present. SBC fully support the need for MC to de-risk this situation. It is noted that MC's support for the Lodge Hill proposals has resulted in their inclusion within all the development options as a 'given'. SBC questions whether a further option(s) should have been considered at this stage that presented a scenario that considered the effects of an excluded Lodge Hill. This would have enabled the potential approaches set out in paragraph 4.29 of the SA report to have been tested now.

The Development Options

By way of a general overview, SBC comments that:

1. Whilst broadly agreeing that the four development options/scenarios presented by the consultation document are a basis upon which to assess the potential future development strategy, it notes that a future preferred option could involve a hybrid approach. As indicated above, SBC also question whether options excluding Lodge Hill should have been included at this stage.
2. Notwithstanding 1 above, SBC is satisfied that the presentation of the development options is reasonably clear. However, the options do need some careful scrutiny to determine the variables at work between them. SBC noted that information on development quanta within each option found on the Council's website¹, was not included within the main consultation document pdf² or its Executive summary³.
3. Allied to 2, it was not always easy to reconcile the development 'pipeline' total indicated by the housing trajectory in the latest SLAA with the quanta referred to in the development options themselves. For example, it was not entirely clear as to the extent of development quanta from the urban areas in option 1 that are retained as core elements in other options and, likewise, whether there were contingencies which lead to provision over and above the OAN.
4. It is not immediately clear as to why a windfall allowance would only be applied to years 3-5 when an allowance applied to the rest of the plan period could have the potential to significantly reduce the amount of land needing to be allocated?

Rather than providing comments on each of the four development options, having considered the potential issues raised by each option, SBC comments are aimed at the possible scope for a future preferred option. Some supplementary commentary on individual options is included under the later themed issues.

A priority to urban regeneration

Given the importance attached to regeneration and the national priority toward the use of previously developed land, SBC consider that the starting point for any preferred option should be the degree to which development needs can be met from urban regeneration. Therefore, it considers that the approach advocated by option 1 in respect of urban regeneration should be pursued and maximised as far as possible. SBC notes the potential advantages of the option as set out in paragraph 4.38 of the SA.

In advocating this approach, SBC recognises the potential challenges - viability, deliverability, housing mix and maintaining the quality of life within the urban area. Fundamental to delivery of option 1 will be the realism of the redevelopments of the Medway City Estate, the Chatham docks

¹ <http://medway.gov.uk/pdf/Appendix%201B%20urban%20map%20and%20text.pdf>

² <http://medway.gov.uk/pdf/Local%20Plan%20Development%20Options%20consultation%20document.pdf>

³ <http://medway.gov.uk/pdf/Executive%20Summary.pdf>



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proposals and other estate renewal. However, it is clear from the other development options, where these urban regeneration opportunities appear to be removed or reduced, pressures increase as a result at the peripheral urban edges, particularly the Capstone Valley (landscape and AONB setting issues) and on land to the east of Rainham (transport, landscape and settlement separation issues for Hartlip and Upchurch).

Whilst SBC recognises that even under the above approach, there will almost certainly be a need for greenfield development, whether this is at City edge and/or the Hoo Peninsula, it would urge MC to make the fullest assessment of the deliverability of urban regeneration sites (and other sources such as windfalls) to justify the 'balance' of development needs that will need to come from other locations.

Urban extensions

If the release of Greenfield sites is shown to be justified, there may be some grounds for caution in the use of urban extensions which should not always necessarily be viewed as an easy win approach. SBC has pursued such incremental growth to existing urban areas over many years and whilst this can provide for accessible sites, it presents challenges associated with integration into existing and historic transport networks and encroachments into spaces that separate urban areas with neighbouring villages where there are issues to securing successful landscape integration and/or wider green infrastructure gains. Some of these issues are reasonably acknowledged by the SA, although SBC queries the SA conclusion that there would be a positive long term effect in terms of green infrastructure issues. At this stage, SBC consider that there would be a question mark on this issue until further work is done to demonstrate a positive outcome.

For Swale, the challenges presented by urban extensions could be potentially present within those proposed within all of the options to the east of Rainham, particularly those in option 2. At the local level they include:

1. Questions of landscape and visual impact and the perceptions of continued settlement separation for communities at Upchurch and Hartlip. Here there has been much change in the landscape character as recreational and other pressures in the area have made their presence felt - not always in a positive fashion.
2. Further loading of the A2 corridor both east and west with associated implications for the AQMAs within the urban centres and Newington and for urban and village quality of life, particularly, for SBC, within the rural communities between Rainham and Key Street (A249).
3. Ensuring the continued efficient access for Swale residents (and emergency vehicles) to Medway Maritime Hospital which is currently affected by poor journey times.

A potential preferred option

Before determining that Greenfield urban extensions are an appropriate part of the development strategy of the preferred option, MC should give consideration as to whether it's preferred option might appropriately represent a variation/hybrid of three of its development options that both maximises urban regeneration whilst providing a greater focus upon improving the relative remoteness and connectivity of rural communities on the Hoo Peninsula. In short, such an approach would pursue option 1 as far as possible, but with the addition of a combination of options 3 and 4 (or similar) to provide both a rural town and expanded villages on the Hoo Peninsula.

In putting forward this approach for consideration, given uncertainties, SBC has not attempted to reconcile development quanta and whether its approach would lead to under or over provision.

SBC recognises that there would be challenges to such an approach. In addition to potentially 3,000 dwellings at Lodge Hill, it would also require consideration to a combination of development at small rural town level at Hoo St. Werburgh and a variety of development levels at Cliffe, Cliffe Woods, High Halstow, Lower Stoke, Allhallows and Grain. Challenges would include their overall impacts on the transport network, rural communities, loss of BMV and landscape/biodiversity capacity. However, such an approach might be viewed as offering potential benefits to more isolated rural communities lacking some services whilst bringing benefits to the environment via enhancements to green infrastructure.

Conclusions on development options

Clearly part of the reason for SBC requesting that further consideration be given to the above approach is the potential affects that arise from the consideration of urban extensions.

Should the SBC suggested approach be demonstrated as inappropriate and that urban expansion are considered to be justified as part of a preferred option, SBC will welcome early engagement with MC, via the Duty to Co-operate, to establish an integrated approach to addressing issues both sides of our administrative boundary. The scope of such discussions should include:

- a) Landscape, recreational pressures and settlement separation impacts, whilst bringing forward a green infrastructure strategy for communities; and
- b) Impacts associated with increased traffic levels in the A2 corridor. Specifically, in the case of the level of growth proposed for Rainham under option 2, the Council would wish to understand further the reference within the consultation document to the possibility of major new transport schemes. At the A249 end of the A2, discussions and evidence should also consider the relationship with improvements already required to address Swale and Maidstone growth.

Comments on themed issues

Housing provision

SBC notes that MC's technical assessment has concluded that the Local Plan needs to provide for 29,463 new homes over the plan period and that this represents an OAN of 1,281 dwellings per annum over a 23 year period.

The 2015 MC/SBC Duty to Co-operate discussions highlighted some SBC reservations over certain aspects of the joint Medway SHMA work. In respect of the wider housing market area definition, SBC was not convinced that the links between Swale and large parts of the proposed HMA were sufficient or consistent with Swale's own 2015 SHMA which indicated that Swale did not cleanly fit into any one alternative HMA. Swale's SHMA concluded there was enough evidence to show that a Swale centred HMA was a pragmatic response to less than clear cut geography. This view was accepted by the Swale Local Plan Inspector.

It is acknowledged that the Swale SHMA did indicate links in the west with Medway (Sittingbourne and the Isle of Sheppey) and although this more localised association has generally been acknowledged by the Medway SHMA work, SBC nevertheless notes with some concern that the whole of Swale remains included within the Medway SHMA HMA that also includes Gravesham, Maidstone and Tonbridge & Malling. It remains Swale's view, supported by its own 2015 SHMA, that any such links with Medway should be reflected in Duty to Co-operate discussions rather than by the inclusion of the whole of Swale within the larger Medway HMA. It should be stressed that such discussions should only relate to the western part of Swale Borough.

It should also be drawn to MC's attention that the possibilities of early Local Plan reviews as/if required by the Maidstone and Swale Local Plan Inspectors could lead to development industry calls to increase housing provision in Medway due to alleged 'unmet needs'.

In respect of affordable housing needs, MC's assessment identifies a high level of demand for affordable housing at 17,112 over the plan period. SBC observes that this would account for some 60% of Medway's total OAN provision. It is routinely the case that the development industry will push for a higher OAN so that the affordable housing need can potentially be met. MC will want to put in place a robust response as to the realism and overall sustainability of any such calls from the industry.

Finally, and notwithstanding the above, the recently published Government 'White Paper' proposes a future consultation on introducing a standardised approach to assessing housing requirements. The outcome of this may result in the need for a Medway SHMA refresh in due course. Depending on its timing, sufficient flexibility may also need to be built into the housing numbers for any preferred option to address any changes that may arise.

Employment provision

SBC support MCs intentions to address employment land issues and agrees that the City is well placed to create a strong economic hub to the benefit of the eastern part of north Kent as a whole. SBC notes that an enhanced role in the strategic distribution market is envisaged for Medway as a result of the future Thames Crossing. Whilst there is potential competition with the sector of floorspace traditionally offered by Swale, it is considered more likely to lead to separate and niche markets being delivered, with SBC potentially needing to consider further such floorspace as part of its own future local plan review.

Retail and town centres

SBC acknowledges the retail and leisure based needs for the plan period. Whilst this may have some potential to further draw spend away from Swale centres, SBC accepts that the needs identified are necessary to ensure the proper functioning of the City and do not appear to indicate a more strategic aspiration to move the City above its position within the retail hierarchy of centres.

However, SBC note that MC do not appear to have commissioned any retail impact assessment work related to the possible draw to Medway from other centres. SBC would request that MC consider commissioning this work to support the preferred option and as such our comments should be caveated to the effect that this should be made available for scrutiny so that SBC can be satisfied that the health and vitality of Swale centres are not significantly compromised.

Environment

SBC welcomes a future update to the 2011 Medway Landscape Character Assessment and that this appears to be scoped in such a way as to inform the use of local landscape designations and countryside gaps. This will be particularly important where options involve rural development at Hoo and/or urban extensions at Capstone and east of Rainham. In this context, MC may also wish to consider landscape capacity evidence to feed into its preferred option choice.

SBC also strongly advocates the use of both local landscape designations to replicate the 'Swale-side' North Kent Marshes Area of High Landscape Value and it's identified locally important countryside gap between Upchurch and the border with Medway Council. The latter designation may also have value on the southern side of the A2 between Rainham and the border.

In the case of options involving growth to the east of Rainham, in addition to those issues already identified, it will also be important to consider the implications of increased recreational pressures on Queendown Warren SAC where diversionary habitat and recreation provision may be appropriate.

In the case of our shared SPA designations, during the course of both the Canterbury and Swale Local Plans it was the view of some parties that a point would be reached where the SAMMs process and the evidence base behind it would need to be reviewed due to increases in housing target across north-Kent since the evidence was first prepared. It may be prudent therefore for a discussion to take place on this via NKEPG at a relatively early stage to confirm the continued robustness of our common evidence.

Transport

SBC welcomes the approach to transport modelling being pursued by MC. The Council is sure that in consultation with the highway authorities, the cumulative impacts of Swale and Medway growth upon J5 and A2/A249 Key Street will be considered.

On a detailed point, SBC would wish to highlight that access to and from the M2 via the Pavilion Services at Farthing Corner is used by significant numbers of local drivers. Whilst this is not a comment about the closure or otherwise of this access, it will be nevertheless important to ensure that this unofficial access to the strategic road network does not skew modelling results.

In terms of public transport, SBC requests that MC consider the relatively poor bus services between Sittingbourne and Medway through the rural areas of east Swale. In the case of rail services, SBC considers that the current parking issues for commuters at Rainham indicate that there may be capacity issues needing to be addressed.

Air Quality

There is no specific reference to the AQMA at Newington and as such this feeds into the assessment of development options. This may be a further area to explore in joint working.

Health

It is unclear at present whether there are any aspirations for the current Medway Maritime Hospital location, although there is a reference in the consultation material to *'the need to give further consideration to the location of the Medway Maritime Hospital'* (paragraph 9.11). If this were to emerge as a realistic possibility, this would no doubt be a matter for further discussions between our authorities, with SBC potentially supporting an initiative for a relocated hospital site provided that it improved accessibility to Swale residents and emergency services.

SBC trust that the above comments are helpful in terms of moving forward the Local Plan process in Medway and looks forward to engaging in further discussions with you in the coming months. In the meantime, if SBC can be of any further assistance, do not hesitate to contact Gill Harris, the Spatial Planning Manager for Swale.

Yours Sincerely



Gerald Lewin

Cabinet Member for Planning and Deputy Leader of Council

MEDWAY COUNCIL LOCAL PLAN 2012-2035.

DEVELOPMENT OPTIONS REGULATION 18 CONSULTATION REPORT

- 1) The following comments on the Regulation 18 Consultation Report are made on behalf of TBH Real Estate Investments Ltd and Helvig Ltd (referred to as the representors below) as landowners in Medway.
- 2) The representors consider the Regulation 18 Consultation Report (the Report) to be a high level document which contains no quantification of what levels of housing and economic development could be achieved by each of the four development options it sets out and this is considered a significant shortcoming.
- 3) These options are not exclusive. The future development strategy for the Medway Towns will include urban regeneration opportunities if the “revitalisation of urban centres” set out as part of the Report’s vision for Medway is to be achieved. Suburban expansion would also seem inevitable. The possible alternative or additional opportunities of promoting development on the Hoo Peninsula, that is a new settlement at Lodge Hill and/or a new rural town, or peripheral expansion of Hoo village will all take years to start delivering growth. There is the added uncertainty surrounding delivery of the Lodge Hill new settlement given the potential ecological constraints to its development which will not be resolved before the new local plan is submitted for adoption.
- 4) The representors consider that the Regulation 19 Medway Local Plan must therefore be based on a contingent strategy. The key contingencies will be whether the Lodge Hill development can be delivered at all and, if so, at what scale, and the assessed capacity of residential, economic and retail development deliverable through urban regeneration. A further contingent consideration will be whether building at higher densities within the Medway Towns urban areas is considered acceptable in planning terms.
- 5) In the section of the Report “developing a vision for 2035” part of that vision is “securing and developing its diverse business base and attracting inward investment in a range of quality employment sites”. Then a strategic objective is given “To boost the performance of the local economy by supporting local businesses to grow and attracting inward investment through the provision of good quality employment land that meets the needs of businesses, and to secure and extend higher value employment opportunities”. The report identifies sites for new and enhanced employment land of 826 hectares most of which is brownfield land at the former Isle of Grain and Kingsnorth oil refinery and power station sites. Much smaller new and enhanced employment land opportunities are identified peripheral to the Medway Towns urban area, including the proposed redevelopment of Rochester Airfield.
- 6) The representors consider that if the vision for economic development based on quality employment sites is to be achieved then more sites in closer proximity to the strategic road network will be required than the Report identifies. The brownfield land at Kingsnorth and Grain is too remote from the strategic road network to be attractive to modern business. Whereas the representors land adjoining the Laker Road industrial Estate (and Rochester

Airfield) put forward in the Local Plan call for sites has good access to J3 of the M2 motorway but is apparently not considered appropriate for employment development.

- 7) Paragraph 5.21 of the Report refers to alternative strategies for Medway City Estate where the representors have significant land interests. One strategy proposed in the Report could be to drive up quality improvements of the estate. Another strategy proposed in the Report could be a mixed use regeneration option involving the potential relocation of businesses. Under this latter strategy, a new allocation of employment land would be made north of the Kingsnorth site as “employment land to offset Medway City Estate”.
- 8) The representors do not consider the strategy of mixed use regeneration of Medway City Estate is either realistic or deliverable within the new Local Plan timescale to 2035. There are many substantial businesses on Medway City Estate, some located there to take advantage of unique access to river transport. The estate is also one of, if not the, primary employment site in the Medway Towns. Rochester Riverside is an exemplar of the long timescale required to re-locate established businesses and the scale of land remediation and flood defences that comprehensive redevelopment of such riverside brownfield redevelopment opportunities entails. The strategy has the potential to undermine business confidence and investment decisions because of the potential uncertainty about the long term future of Medway City Estate that it introduces which is contrary to The Council’s vision and objectives for the Medway Towns economy and should be dropped as an option for consideration as part of the emerging local plan.



Planning Policy
Medway Council
Gun Wharf
Chatham
Kent
ME4 4TR

Date: 16 March 2017

Our Ref: MR/RCM15/0715-107

By email only:
futuramedway@medway.gov.uk

Dear Sirs

RE: MEDWAY LOCAL PLAN – DEVELOPMENT OPTIONS 2017

We represent **Rentplus**, a company providing a innovative affordable housing model aimed at delivering discounted rented homes to buy for people aspiring to own their own home, but trapped by their ineligibility for other affordable housing.

Enclosed with this consultation response is an Affordable Housing Statement by Tetlow King Planning. It sets out the model's compliance with the NPPF definition of affordable housing, and how this should be incorporated into Local Plans to boost supply and meet local needs. We ask that this be read alongside our representation so that the Council's planning policy team can fully consider this innovative, Government supported model.

Rentplus enables families to move to more appropriate homes, both freeing up social rented or affordable rented properties for households in greater need and allowing those families trapped in private rented sector accommodation, or still living with parents to gain independence and security of tenure. The model would deliver clear benefits to Medway in providing genuinely affordable housing to those in need, but aspiring to home ownership, through single and mixed tenure schemes across Medway.

Section 4 Housing: Housing Mix, Affordable and Starter Homes

As these policies evolve they will need to reflect the need to deliver a range of affordable homes to buy and a wider range of home ownership products. This will then reflect the proposed definition as set out in the Government's White Paper: Fixing our Broken Housing Market (February 2017). This confirmed the Government's intention to extend the definition to include a wider range of home ownership products, including Rent to Buy. The Paper sets out at paragraphs 4.16 and 4.17:

"... in keeping with our approach to deliver a range of affordable homes to buy, rather than a mandatory requirement for starter homes, we intend to amend the NPPF to introduce a clear policy expectation that housing sites deliver a minimum of 10% affordable home ownership units".

This is an important change for planning policy, placing greater emphasis on the ability of affordable home ownership products to meet local housing needs and aspirations, as well as improving developers' ability to meet local needs in whichever form that takes. Rentplus is supportive of the Government's intention to widen the definition of affordable housing as this will enable higher delivery of all forms of affordable housing by bringing in institutional investment in new tenures.

The Rentplus model has been developed to resolve the significant difficulty of households being unable to save for a mortgage deposit, but who aspire to home ownership. Rent to Buy enables households to save through an affordable rent, which can not only help those households trapped in private rented sector accommodation, but also those living in social or affordable rented properties who wish to own their own home and can save in a Rent to Buy home. We expect this to help a great

number of households, including those in Medway; it may be useful for Rentplus to meet with housing and planning officers to discuss how this can be brought forward across the Council area.

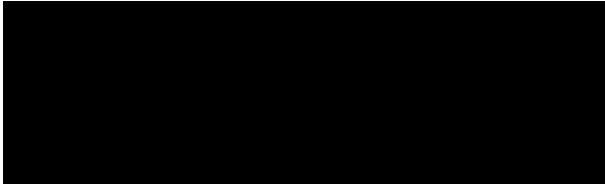
To further encourage delivery of a wide range of affordable homes to meet local needs and aspirations, we ask that the policies include reference to the Rent to Buy tenure. The proposed tenure split should also reference Rent to Buy, noting that this will bridge the needs of households who can currently afford to rent at an affordable level, but whose aspirations will be met by Rent to Buy homes. Such an approach would further encourage flexible responses to local need and changes in national policy.

Appropriate tenure mix should be reflective of the local housing stock and housing needs, as well as taking into account the most recent evidence of need in the SHMA of a requirement of 17,112 affordable properties over the plan period. The shift towards a higher level of affordable home ownership products being made available should continue to be supported by the Council, with explicit support for rent to buy as part of this.

Medway Council should be seeking to be as flexible as possible in delivering affordable housing, and should look to Rent to Buy as an innovative new model of delivery that can make a real change to local peoples' lives, and to the Council's supply of housing. The Government's inclusion of Rent to Buy in the definition of affordable housing, expected to be incorporated into the NPPF later this year, makes clear that the Government wish for a wider spectrum of models to be delivered in response to housing needs. We would welcome further discussion on the model, and in particular the practicalities of working together to deliver housing.

We would like to be notified of any other planning policy consultations relating to housing development by email only to consultation@tetlow-king.co.uk. Please ensure that **Rentplus** is retained on the consultation database, with **Tetlow King Planning** listed as their agents.

Yours faithfully



MEGHAN ROSSITER BSc (Hons.) MSc MRTPI
PRINCIPAL PLANNER
For and On Behalf Of
TETLOW KING PLANNING

Cc: Sue Coulson, Rentplus
Anthony Eke, Rentplus

Enc.: Affordable Housing Statement

[REDACTED]

From: Carr Richard [REDACTED]
Sent: 05 April 2017 14:44
To: futuremedway
Cc: 'Jorn Peters'; Wilson Tony (Planning); Welch Mark; Wallace Andrew (London Rail); Bray Julia; Ranaweera Rohan; PropertyConsultation; Cazes-Potgieter Patricia
Subject: Medway Local Plan Development Options consultation - TfL comments

Follow Up Flag: Follow up
Flag Status: Completed

Thank you for consulting Transport for London (TfL) on the draft Medway Local Plan. TfL's observations have been incorporated in the GLA response sent earlier today and are reproduced below:

From a transport perspective the proposal to continue the engagement with the Mayor on strategic issues is appreciated. Paragraph 11.6 explicitly refers to joint infrastructure investment corridors to enable housing and other development beyond London and any potential future extensions to Crossrail 1 (the Elizabeth Line). Stations on the North Kent and Chatham main rail lines connecting to the existing HS1 route at Ebbsfleet provide a potential focus for development. The Council may wish to consider in particular development options that maximise opportunities that arise from the capacity of the public transport network. Proposals for a Lower Thames Crossing are being developed by Highways England, which could also be strategically important for Medway and London

Best wishes
Richard Carr

Richard Carr | Principal Planner (Borough Planning)
TfL Planning, Transport for London

E [REDACTED]

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From August 2016 I will only work part time and so there may be a short delay in responding to emails

For more information regarding the TfL Borough Planning team, including TfL's *Transport Assessment Best Practice Guidance*, and pre-application advice please visit <https://www.tfl.gov.uk/info-for/urban-planning-and-construction/transport-assessment-guidance> **Please note the changes to our pre application fees from 1st November 2015**

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To:	Planning Policy, Regeneration, Culture, Environment and Transformation Medway Council Gun Wharf, Dock Road Chatham, Kent ME4 4TR	Date:	10 April 2017
		Our ref:	2017 009 Medway Local Plan
		Contact:	[REDACTED]
		Tel:	[REDACTED]

Medway Council Local Plan 2012 to 2035

The National Farmers Union is an industry representative organisation, which aims to safeguard the farming and growing business interests of our members and to promote conditions for the wider industry to retain a competitive foothold in the UK and international economy. We represent 47,000 farm businesses in England and Wales involving an estimated 155,000 farmers, managers and partners: The large majority of commercial farm businesses in England.

“Domestically, we want a profitable, thriving, competitive UK food sector to continue to play its part in keeping us “food secure”. UK farming should produce as much food as possible, as long as it is responsive to demand, and recognises the need to protect and enhance natural resources. Our ability to take advantage of global growth in demand will depend primarily on the competitiveness of UK agricultural production, as well as the nature of the demand. So we need to create the conditions for competitive, sustainable, domestic production to thrive.” Defra Food Strategy - Food 2030¹

Summary Recommendations:

- The Plan should include reference to the SELEP Rural Strategy which aims **“to grow the rural economy with a highly skilled workforce”**
- The Plan should give priority to the needs of agriculture in specified areas in recognition of the national importance the sector holds in Kent and Medway
- A more robust assessment of agricultural and horticulture in Medway is needed to fully inform the Plan
- In light of extensive urban regeneration proposals, the Plan should include a policy to manage and enhance urban fringe locations
- Further assessment and monitoring is required to manage the impacts on the rural economy as well as best and most versatile land
- The Local Plan must have a rural workers dwelling policy which enables essential rural workers to live permanently at or near their place of work
- It is recommend that a suitably worded rural exceptions site policy is included, which enables a mix of both affordable and private rental housing to be developed
- A flexible approach to barn conversions should be set out as a means of improving the local setting of some redundant farm buildings
- It is vitally important that agricultural and horticultural caravan sites are specifically exempt from any zonal restrictions for mobile home parks
- Specific policies are needed to enable farm diversification and expansion (including B1-B8 use) in rural areas
- Rural policies should enable the development of polytunnels, as well as buildings of sufficient scale for modern and efficient agricultural production, processing and packaging

¹ Accessed from www.appg-agscience.org.uk/linkedfiles/Defra%20food2030strategy.pdf February 2017

- Rural policies should recognise that there will be an ongoing need for farms to consolidate and restructure. The policy should also recognise that where some local scale effects may be caused through packing and processing development these enable landscape scale improvements, for example by ensuring the continuity of orchard fruit production over much larger areas
- In order to promote better water security, policies should provide positive support for constructing water storage capacity, sustainable drainage systems, adopting alternatives to mains water supplies (such as rainwater harvesting and on-site water recycling) and relocating parts of the business to spread risk
- Medway Council should include clear instructions to Infrastructure Developers in order to guide infrastructure projects from the outset, avoiding significant disruption to affected persons and businesses

1. Strategic Context

We note that the Strategic Context includes reference to the SELEP Kent and Medway Growth Deal (2014) but omits to make reference to the **SELEP Rural Strategy**.

The SELEP rural vision is for ***“a growing rural economy with a highly skilled workforce in full employment. Creating opportunities for the establishment of new businesses, the development of existing ones, increased job opportunities and a thriving culture of entrepreneurship”***. We would like to see more systematic consideration of how this ambition can be delivered through the Plan. Going further the SELEP rural strategy identifies the following relevant policies:

- **RE1** *“Provide support for rural businesses and businesses in rural areas to improve access to ‘business critical’ infrastructure, resources and professional support to enable growth and development”*
- **RE2** *“Optimise the growth and development of the agri-tech, agri-food and forestry-tech sectors to support sustainable food production, maintain plant and animal health and support and enhance natural habitats”*
- **RC2** *“Develop the skills of the rural workforce and provide opportunities for people to work, learn and achieve”*
- **RC3** *“Build ‘community capital’ in our dispersed communities, villages and market towns”*; and
- **REn1** *“Support development of a more efficient low carbon and sustainable rural economy”*

The consultation document also omits reference to the **Kent and Medway Structure Plan (2006)**. Given that the 2006 Structure Plan covers the period 2001-2021; would it not continue to hold material weight and be relevant to new policies? Other County/ Unitary authorities continue to refer to active Structure Plans as providing strategic context for future development² so presumably the same should be true for Medway?

Within the Kent and Medway Structure Plan (2006)³, the following policies may still provide useful direction for further policy:

- **EP7 Development of Employment Uses in Rural Areas:** This policy permits B1-B8 business development in rural areas, which is much needed for the purposes of farm diversification and expansion. In particular part (ii) enables *“the expansion of an established business and/or for the processing, storage, distribution or promotion and research concerning produce from Kent agriculture, horticulture or forestry”* thus giving farms the ability to grow their business on their own sites.
- **EP8 Farm Diversification:** Enables the alteration or re-use of existing buildings and permits the creation of new or replacement buildings where the needs are justified.

² <https://www.westsussex.gov.uk/about-the-council/strategies-plans-and-policies/environment-planning-and-waste-plans-and-policies/structure-plan/>

³ <http://www.telephonehouse.org.uk/opposite8yr/kmsp2006.pdf>

- *EP9 Protection of Agricultural Land*: Provides direction that agricultural land should only take place when there is an overriding need and that Best and Most Versatile land should be protected except under very specific circumstances.

2. Agriculture in Kent and Medway

Whilst we recognise the very broad overview of horticulture provided in Paragraphs 5.23 and 5.24 we question whether the authors have fully engaged with the structure and defined requirements of all sectors of the farming and rural economy?

Our back of the envelope calculations quoted in the document were derived from various sources including *Horticulture Production in England (2014)*⁴ and various Defra statistics (summarised in **Appendix A**). The Council should really be sufficiently resourced to be able to undertake their own **robust assessment of agricultural and horticulture in Medway to fully inform the Plan**.

Furthermore the Medway Agricultural Research Project⁵ conducted in 2007 is now very out of date and requires updating to give a clear picture of how the farming sector is now positioned.

Despite these concerns we are pleased that the Plan makes reference to the fact that Medway alone holds approximately 6% of the entire fruit and vegetable growing area of South East England. In combination with the other Thames Estuary authority areas approximately one-third of the entire fruit and vegetable growing area of the region is located here. Furthermore in 2013 the County of Kent produced 95% of the entire top fruit crop in South East England, approximately 50% of the soft fruit crop and approximately one third of all other horticultural crops produced in the region. It is for this reason that we believe the horticultural sector in Kent and Medway holds **special national significance** and should be appropriately cared for as a result.

Options for Delivering Sustainable Development

We cannot state a preference towards any specific regeneration scenario however it is important that an evidence based approach is taken to identify the preferred option for urban regeneration. The effects on agricultural productivity and farm business viability should be considered quantitatively and those identified impacts should be minimised and mitigated as much as possible.

A measure of the impacts on Best and Most Versatile Land is one way that local authorities can account for the economic and other benefits from the farming sector (as per NPPF Paragraph 112). For example, Swale Borough Council have recently undertaken an economic assessment of the effects that their local plan will have on BMV land⁶, showing the job numbers and the value of the associated outputs. Despite some shortcomings their approach did provide a broad quantification on the effects of the Plan and we encourage Medway Council to consider undertaking a similar assessment.

3. Cumulative Impacts on Urban Fringe

We are concerned that wide scale urban regeneration could impact on rural economic activity through:

- *Maintenance pressure on public rights of way networks*
- *Increased incidents of livestock worrying, theft, fly-tipping and other urban fringe associated crime*
- *Tendencies towards nuisance claims against existing farm business as a result of new residential development.*

We believe that the new local plan must serve to manage the inevitable pressure that urban development places on the immediately surrounding countryside and positive management should be encouraged through planning policies with appropriate funding from the infrastructure delivery plan.

We note that the urban fringe was previously a consideration within the Kent and Medway Structure Plan (2006) that stated “*the urban fringe is subject to a wide range of pressures, particularly from new development and*

⁴ <http://www.ruralbusinessresearch.co.uk/publications/>

⁵ <http://gtgkm.org.uk/documents/medway-agricultural-survey-1282205770.pdf>

⁶ The Value of Best and Most Versatile Land in Swale (October 2015) accessed from <http://archive.swale.gov.uk/assets/Planning-General/Planning-Policy/Evidence-Base/Local-Plan-2014/Further-evidence-2015/Agricultural-Land-Value-SBCPS0888.pdf>

other activities, and it often contains damaged land. In some places it suffers from poor maintenance, neglect and vandalism, but there are opportunities to improve its appearance and wildlife value, as well as its accessibility, by careful management and planning.”

A similarly focussed policy should be included in the new local plan to address pressures in urban fringe locations. For ease of reference **Appendix B** reproduces a set of ten key considerations on the urban fringe included in the 2006 Structure Plan. These positive attributes may aid further consideration of how an urban fringe policy might be structured.

4. Rural Workers Accommodation

One of the main planning needs for farming and growing businesses in South East England relates to their ability to accommodate rural workers within close proximity to their place of work. This planning need usually takes the form of either requiring residential sites for a number of temporary workers (e.g. caravans or bunk house dwellings for seasonal pickers) or low numbers of permanent residential dwellings. The latter are usually required either to be “in sight and sound” of farm buildings, so that the worker can attend to any emergency, animal welfare or security issues without delay, or to ensure essential activities can be undertaken during unsociable hours, such as milking cows or harvesting produce very early in the morning.

There are broadly three scenarios where new on-farm residential accommodation is required:

1. Succession – where there is only one dwelling on a farm holding, transferring the management of the business from one generation to the next can be difficult.
2. Expansion and change – where farming practices evolve and expand there may be a need for additional dwellings.
3. A completely new enterprise – particularly where a new occupier comes into ownership or control of previously “bare” land.

Without providing residential accommodation on site, farms often cannot find staff willing to commute into work at 4 or 5am. If you then add in the very high average house and rental prices in the south east, the provision of on-site accommodation is really a question of staff retention. If you cannot provide local accommodation then it is nearly impossible to retain suitably experienced and qualified staff.

Recent and ongoing changes to permitted development such as Class Q can enable some residential development to be undertaken without referral to local policy, however this can only be utilised where there are redundant buildings that can be converted, which then removes other PD rights under Part 6, Schedule 2 of the GPDO. This means that Class Q is not always suitable as a way in which farms can develop rural housing. As a result **it is necessary to have a route through local policy to enable residential developments for rural workers**, which for most other local authorities falls within the rural economy section of their Local Plan.

It is our recommendation that the new Plan should enable a positive approach to rural workers’ dwellings, particularly in cases where the business is well-established and the need clearly identified.

There is also an opportunity to apply **a flexible approach to barn conversions** as has been successfully implemented by Wealden District Council⁷. In brief this approach enables low quality barns to be demolished and rebuilt sometimes in an alternative location, rather than insisting on conversion. We believe this is a useful approach because it enables the local authority to achieve enhancements in the visual appearance and setting of some farm locations.

5. Affordable Housing

In many cases local authority affordable housing is simply not provided in areas suitable for the needs of agriculture and horticulture. This means that farms will continue to need residential accommodation on their own holdings, which in the absence of affordable housing, is their own privately developed form of “housing that is affordable” to fulfil their own staff and business requirements. In this context, the provision of formal

⁷

www.wealden.gov.uk/Wealden/Planning_and_Building_Control/Planning_Development_Management/Agents_and_Parish_Council_Information/Planning_Useful_Documents_For_Agents_and_TownParish_Councils.aspx

affordable housing in a nearby town or village is often not a viable alternative to on farm residential accommodation. As such **the Local Plan must have a policy which enables essential rural workers to live permanently at or near their place of work**, which in the absence of any alternatives is the farmers' option for providing the best welfare for their workers at cost price.

By contrast, landowners are often not against the release of small amounts of their own land (e.g. as part of a rural exceptions sites policy) to provide local affordable housing to satisfy genuine demand from the local community. We have recently seen some very interesting rural housing schemes brought forward in other parts of the South East, which can release small numbers of affordable houses on the edge of village settlements. In order to allow this to happen, **cross subsidisation is needed** to permit an element of private housing for sale or rent on the open market, or for some houses to be retained by the landowner for business purposes. This release of capital or revenue whether managed privately, or through a rural housing association or community land trust is an essential catalyst in funding these much needed rural affordable housing projects.

NFU members are very aware of the shortage of housing in rural areas for key workers and local residents and have indicated a willingness to engage with these schemes. On this basis **we recommend that a suitably worded rural exceptions site policy is included in the Local Plan, which enables a mix of both affordable and private rental housing to be developed.**

6. Mobile Home Parks

We note that the proposed policy approach seeks to protect existing parks, but restricts expansion outside of specific designated areas. We suggest this restriction may be problematic as seen from the context of horticulture where mobile home sites are often required to house seasonal workers. Seasonal caravan sites are usually required within proximity to the farm (or farms) that they service. Their position will be driven by the existing location of the horticultural business and may not therefore fall within the proposed designated areas.

Given that the council will set out criteria by which new mobile home developments will be considered, we believe **it is vitally important that agricultural and horticultural caravan sites are specifically exempt from any zonal location restrictions.**

7. Economic Development

We support the Council's ambition to boost Medway's economic performance by working with local businesses to support the creation of jobs and growth. The proposed policy approach suggests the Council will safeguard existing sites, promote redevelopment and investment and allocate new sites, where the ELNA clearly looks towards brownfield, developed and edge of centre locations to achieve this. For many sectors this is entirely to be expected, however for farming, horticulture, food production and food processing businesses; **Business Park and edge of centre locations may not always be the most sustainable or desirable.** This is particularly the case where an agri-business may through natural expansion wish to develop greater packing, storage and distribution on an existing agricultural site under their ownership or control.

This is not an unusual scenario where in South East England there are a number of "keystone" packing, storage and distribution farm businesses that provide much needed retail access to a network of smaller producers and satellite farms both locally and regionally. In these examples, larger packing and storage operations are often judged against a threshold between agricultural land use and B8 storage and distribution, where by implication they risk being constrained in their growth simply because their location does not conform to the site allocations policy.

Our suggested approach is that there needs to be a **rural policy to enable rural businesses to diversify and grow their existing enterprise base.** Farm businesses need certainty that any investment in their own site will be secure and will allow them to grow in the future. As a corollary we point towards an appeal decision, which recognises the importance of specific keystone packing and storage sites for the wider sector (PINS reference APP/C/93/U2235, APP/U2235/A/94/233436) where the inspector stated:

"15. the use enables a good number of other local fruit growers, who may well not have the resources to provide the storage and packing facilities in accordance with the specifications laid down by the large retailers individually, to gain access to a market for their produce which might otherwise be denied to them. By providing

an outlet for locally grown produce, my opinion is that the development would help to underpin and sustain the production of soft fruit not only at... [the farm in question], but also on other farms in the area. I consider this would be of benefit to local agriculture and to the rural economy in general.

17. *Notwithstanding the import of fruit from outside Kent, I consider it is reasonable to regard the development as a necessary adjunct to, or reasonably necessary to local agriculture."*

Whilst we appreciate that the decision is now quite old, we believe the logic still holds and should be included as a concept within the local plan.

8. Rural Economy

We support the need to include a Rural Economy Policy within the Plan but as indicated previously, **checks and balances are needed to monitor the relative effect of urban regeneration policies on the rural economy** and any **impacts should be offset through enabling substantial growth in farming, growing and other rural enterprises**.

A new policy should provide scope to secure growth in the rural economy both by reducing effects on existing high value production areas and by promoting sustainable development and diversification of farming more generally. In developing this policy it is noteworthy that:

- **Lesser quality agricultural land continues to have value for horticultural production.** This is particularly the case where produce is grown in a protected system (such as a polytunnel) within a growing medium such as coir or compost, where irrespective of the soil type on which a polytunnel is located, a high value crop can be produced. As the soft fruit sector is going through a period of consolidation many growers are looking to rationalise their enterprise set up. By keeping dispersed satellite sites to a minimum, growers are looking to ensure that they also keep labour and transport costs to a minimum. In many circumstances this means that soil type is **only part** of the consideration where **logistical operations and water resource availability are equally important to the value of the site**.
- As reflected in the recent government response to the Rural Planning Review, polytunnel developments provide substantial positive benefits to the sector. In this context the government has suggested that **"appropriate weight should be given to the agricultural requirements of proposed polytunnels"**. In this context your Plan should include scope for the development of polytunnels giving weight to their food production requirements. For further information we include a brief description on the importance of polytunnels in **Appendix C**.
- Some recent pack house developments in Medway have enabled the continuity and expansion of apple orchards more broadly across the wider area and have had a significant positive landscape and visual impact. This should be reflected in policy where larger scale, functional agricultural and packing/processing developments can lead to significant environmental gain. Further background is provided in the **Case Study Box** below.

Case Study: AC Goatham & Son

AC Goatham & Son currently farms 710 hectares of top fruit with an additional 750 hectares in top fruit production from 20 partner farms within the Thames Estuary area. Their Flanders Farm site on the Hoo Peninsula processes more than 10% of the UK's top fruit, 50-55% of Sainsbury's British apples and pears.

Over the last seven years the business has invested over £30 million on packing, storage, new orchards and other new infrastructure.

AC Goatham & Son are, and have been, the major buyer at the annual Horsmonden Hard Fruit sale for the last 10 -12 years having been in attendance for the last 35 years. This is the largest hard fruit auction in the UK, where growers can sell fruit on the tree for a guaranteed price with the purchaser being responsible for the management of the finished crop including all harvesting, storing, grading, packing and onward sale. This serves a vast range of traditional top fruit farms which contributes significantly towards maintaining the fabric of Kentish orchards.

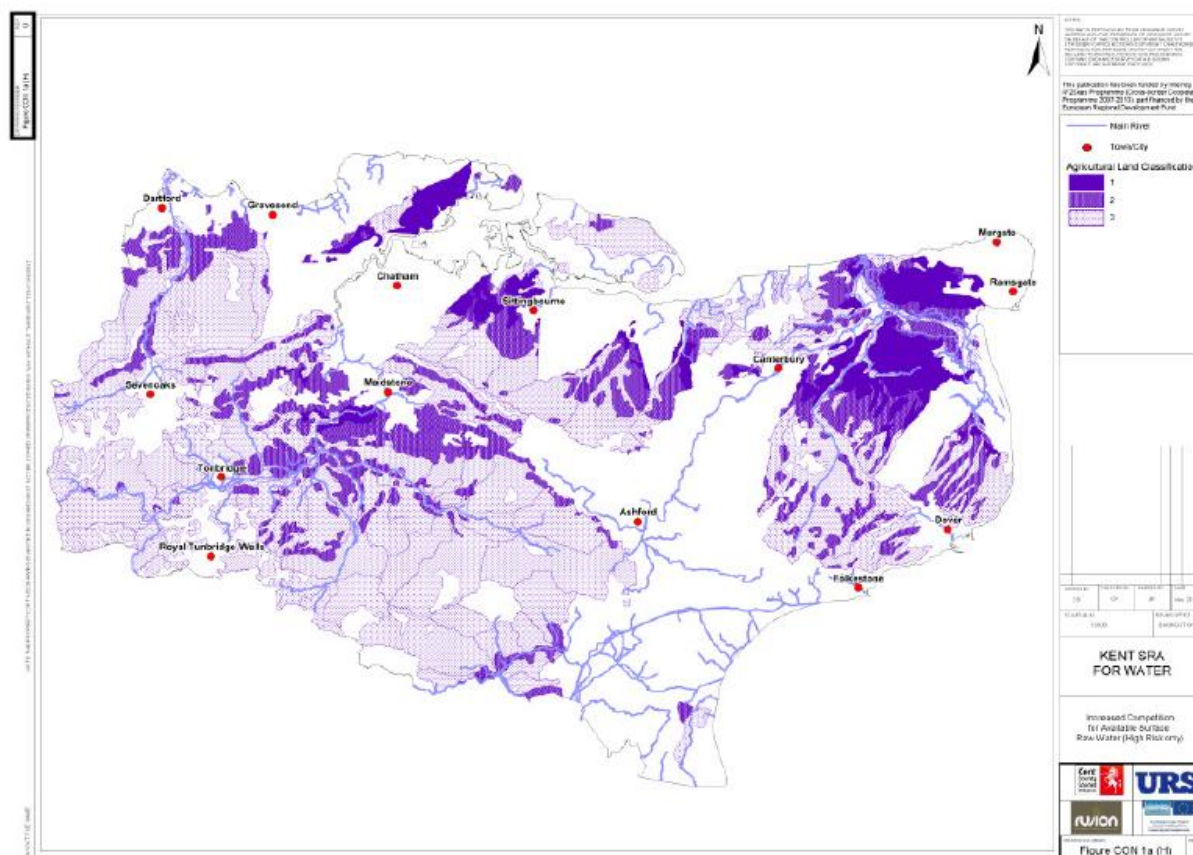
AC Goatham and Son now plan to double their volume of top fruit production within the next 4 years. In particular, **the business plans to more than double the number of top fruit varieties it handles by planting over a quarter of a million new apple trees in the Medway area by 2017/18.**

www.acgoatham.com

- **Water security** is a key risk for agriculture and horticulture. This is given clear context within the Kent Spatial Risk Assessment for Water (Feb 2014)⁸, which shows that there are extensive areas within Medway where agricultural businesses have been identified as potentially at risk of increased competition for surface water, as shown in the reproduced **Figure** below. In this context we believe the Plan should give positive support to any water resource adaptations that farming businesses may require. This should include providing positive support for constructing water storage capacity, sustainable drainage systems, adopting alternatives to mains water supplies (such as rainwater harvesting and on-site water recycling) and relocating parts of the business to spread risk. Such a policy fits with the government's response to the rural planning review, where they state "*on-farm reservoir development should be considered in the context of the increased drive for more water storage and that the disposal of excavated waste [should be considered as]... an acceptable by-product*". Within this context we believe it is also worth noting that Kent County Council have published a "Design Guide for Irrigation Reservoirs: Guidance on the planning and design of irrigation reservoirs in Kent" (2015) aimed at supporting the development of irrigation reservoirs. Whilst Medway is not specifically covered by this guidance, we suggest that the ambitions of the neighbouring authority could be easily transferable.

⁸ Accessed from http://healthsustainabilityplanning.co.uk/documents/Spatial_water%20_risk_assessment%20.pdf February 2017

Figure 6-2: Agricultural business areas which could be at risk of increased competition for surface water



From Kent SRA (Feb 2014) Kent County Council

9. Strategic Infrastructure

Within the Policy Approach on Strategic Infrastructure we note that the council propose to engage constructively on these matters. Whilst this cuts across your main responsibilities we feel it necessary to point out that farmers and landowners and rural businesses tend to be principally affected by such large schemes. In many cases we find that the effects on rural businesses are not given sufficient consideration within environmental assessments and avoidance measures tend to be poorly specified. In this context we believe that it is of paramount importance that infrastructure promoters are clearly reminded that they have a duty to treat affected persons fairly in accordance with their human rights and in a manner that should not leave them disadvantaged as a result of the scheme construction and operation.

It is essential that infrastructure developers are reminded at an early stage that there are a number of considerations that should be incorporated to prevent unnecessary disruption. Given that there are likely to be a number of major schemes affecting the area over the coming years, it would be of great value if Medway Council could include clear instructions to guide their design and development from the outset. In this context the following specifications should be provided to them as guidance:

- Land compulsorily acquired should be kept to an absolute minimum.
- The amount of land used for replacement habitat should not be any greater than that which has been lost.
- The proposed infrastructure development and any replacement habitat should avoid affecting best and most versatile agricultural land and as a minimum requirement the proposed scheme should avoid all damage of the highest grade agricultural land (Agricultural Land Classification Grades 1 and 2).


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Although every effort has been made to ensure accuracy, neither the NFU nor the author can accept liability for errors and or omissions. © NFU



- The main scheme plus any associated mitigation should be designed in direct negotiation with landowners and farming tenants to ensure that the ongoing management of those areas and adjacent farmland is deliverable in perpetuity.
- A comprehensive traffic management strategy should be required in order to avoid major disruption on the roads surrounding a construction site. The promotor should consult with local businesses to ensure that the traffic management strategy does not adversely affect them.
- The developer and their nominated contractors should be required to give reasonable notice to landowners and tenants of the proposed start and end dates for specific activities
- A minimum amount of compensation should be paid for entering land, including access to undertake all types of surveys.
- Where any damage is caused to land or other property compensation should be recoverable by any person suffering damage from the person exercising the right of entry.
- There may be disputes and grievances on a wide range of matters, most of which will be minor in terms of economic impact, but which nevertheless cause distress to those affected. Those affected should be able to have their grievances heard swiftly by an independent third party empowered to offer a remedy.
- Where farms are severed as a result of the construction; accommodation works in general and watercourse crossing points in particular are matters of significant importance for those affected.
- Bridges will be required where farm holdings are severed by the proposed scheme. The specification of these bridges should enable the width and weight of modern agricultural machinery to be accommodated.
- There will be a need to avoid environmental impacts to soils during construction of the project. Soil which will be affected must be stripped and stored so that the land can later be returned to agricultural use and to its pre-construction condition. We suggest that the promoter should fund an aftercare period of at least 10 years to ensure stabilisation of the soil structure once restored to agricultural use.
- It will be essential that drainage systems and water supplies for livestock affected by the scheme should be re-instated as soon as possible. It is not acceptable for such re-instatement to be carried out “where practicable”: all field drainage must be restored, or a new system installed, to ensure that the drainage of fields is returned to full working order in the shortest time possible.

Appendix A – Defra Farming Statistics

 Department for Environment Food & Rural Affairs											
England 2013 County / Unitary Authority ⁽³⁾		Farm size - areas					Total holdings				
		Farmed area 2013 (hectares)					Number of holdings			Farmed area (hectares)	
		<5ha	5<20ha	20<50ha	50<100ha	>=100ha	2010	2013	% difference	2013	
West Sussex		238	4 789	9 952	15 099	85 135	1 471	1 399	- 5	115 214	
Medway		#	102	#	#	7 083	51	50	- 2	7 919	
Kent CC		635	9 943	17 276	23 242	170 646	2 767	2 613	- 6	221 742	
South East (incl. London)		2 482	46 004	87 484	128 427	893 622	13 589	12 996	- 4	1 158 019	
England		20 172	298 794	694 577	1 325 941	6 746 996	105 449	102 836	- 2	9 086 480	
England 2013 County / Unitary Authority ⁽³⁾		General Cropping	Horticulture	Grazing Livestock	Farm Type - Areas					Farmed area (hectares)	
		2013 (SO 2010 coefficients)	2013 (SO 2010 coefficients)	2013 (SO 2010 coefficients)	General Cropping	Horticulture	Specialist Pigs	Specialist Poultry	Grazing Livestock (lowland)	2013	
		West Sussex		287	111	585	16 044	2 358	840	311	34 130
Medway		10	14	11	1 511	2 044	#	#	1 152	7 919	
Kent CC		472	399	917	39 241	16 654	295	2 468	34 778	221 742	
South East (incl. London)		2 233	966	5 512	130 452	36 169	5 787	7 665	258 391	1 158 019	
England		15 762	4 398	32 505	1 361 935	164 231	77 348	77 098	1 488 510	9 086 480	
England 2013 County / Unitary Authority ⁽³⁾		Total vegetables grown in open			Glasshouse and protected crops ⁽⁴⁾			Top fruit			
		area (hectares)			area (hectares)			area (hectares)			
		2010	2013	% difference	2010	2013	% difference	2010	2013	% difference	
West Sussex		2 233	1 286	- 42	136	137	0	132	110	- 17	
Medway		518	281	- 46	#	#	n/a	225	750	233	
Kent CC		2 388	1 975	- 17	75	66	- 12	8 757	7 281	- 17	
South East (incl. London)		7 729	6 112	- 21	351	343	- 2	10 194	9 172	- 10	
England		103 046	98 224	- 5	1 483	1 434	- 3	21 940	21 287	- 3	
England 2013 County / Unitary Authority ⁽³⁾		Small fruit ⁽⁵⁾									
		area (hectares)									
		2010	2013	% difference							
West Sussex		359	398	11							
Medway		43	#	n/a							
Kent CC		1 540	1 531	- 1							
South East (incl. London)		2 999	2 928	- 2							
England		8 250	8 583	4							
England 2013 County / Unitary Authority ⁽³⁾		Total cattle			Total sheep and lambs			Total poultry			
		Number of livestock			Number of livestock			Number of livestock			
		2010	2013	% difference	2010	2013	% difference	2010	2013	% difference	
West Sussex		50 711	50 348	- 1	93 077	99 907	7	519 798	373 231	- 28	
Medway		2 228	2 155	- 3	7 844	7 360	- 6	2 678	7 575	183	
Kent CC		58 265	58 094	0	291 392	298 291	2	2 439 809	2 098 717	- 14	
South East (incl. London)		443 232	424 358	- 4	1 177 386	1 237 538	5	9 339 945	8 599 211	- 8	
England		5 521 386	5 344 652	- 3	14 239 840	14 921 639	5	125 172 787	120 504 242	- 4	

Source: <https://www.gov.uk/government/statistical-data-sets/structure-of-the-agricultural-industry-in-england-and-the-uk-at-june> Accessed February 2017

Source: <https://www.gov.uk/government/statistical-data-sets/structure-of-the-agricultural-industry-in-england-and-the-uk-at-a-june> Accessed February 2017

Appendix B – Urban Fringe Considerations (from Kent and Medway Structure Plan 2006)

The urban-rural fringe: Ten key functions	
A bridge to the country	Networks of parks, woodlands and other green spaces are linked to urban areas and the wider countryside by footpaths, bridleways and cycleways. Parks and other green spaces are joined up to form green corridors between town and country.
A gateway to the town	The quality of the countryside around towns is an indicator of the quality of a town or city – it creates a strong impression to visitors and prospective investors.
A health centre	An accessible and attractive countryside and green space infrastructure close to where people live and work provides an invaluable recreational resource.
A classroom	The countryside around towns provides learning opportunities in a variety of 'outdoor classrooms' to support the national curriculum, particularly in respect of environmental education and rural studies.
A recycling and renewable energy centre	The countryside around towns plays an important part in the sustainable management of the waste, water and pollution generated in urban areas.
A productive landscape	Farms close to urban areas can take advantage of their proximity to urban markets, supplying high quality local produce through direct marketing as well as through other outlets.
A cultural legacy	The countryside around towns contains many imprints of the history of communities and their change and development.
A place for sustainable living	Where careful decisions have been taken to accommodate the need for new development after examining other options including increasing housing densities in existing urban areas and expanding other towns and villages.
An engine for regeneration	Strategies for regeneration use the countryside on the urban edge to help communities develop their own confidence, skills and prospects.
A nature reserve	The countryside around towns contains historic and newly-established woodlands, wetlands and meadows and a range of other natural habitats.

Source: *The Countryside In and Around Towns: A Vision for Connecting Town and Country in the Pursuit of Sustainable Development*, Groundwork and Countryside Agency 2005.

Appendix C – The Importance of Polytunnels for Soft Fruit Production

Supplying the large multiple retailers requires detailed planning and supreme flexibility seven days a week. Failures to meet tight delivery deadlines or high quality standards are not tolerated and could have severe consequences, especially for suppliers with exclusive contracts. In the case of soft fruit, public demand for the home-grown product is such that many supermarkets insist on production under the protection of polytunnels, thereby increasing availability by extending the growing season, demonstrating 'greener' credentials by reducing the need for chemical sprays, guaranteeing consistent standards of product quality and appearance, and ensuring regular and timely deliveries. Some 80% of the soft fruit supplied to supermarkets is now produced in this way.

Polytunnels at a glance

Issue	Use of Tunnel	Impact on soft fruit
Earliness of crop	Tunnels enclosed using side skirts, door ends and polythene closed for maximum earliness	2-3 weeks earlier with early season strawberries and raspberries
Season extension	Tunnel polythene drawn down to remove impact of rain	Continued picking of autumn strawberries and raspberries through to late October
Proportion of marketable fruit	Tunnels enclosed in early season to protect blossom and reduce mis-shaped produce. Vents opened high on warm days to avoid soft growth	% of marketable fruit improved from 55 - 70% to 80 - 90% compared with outdoor production
Yield	Crop environment managed through venting the tunnels to optimise temperature and humidity	Marketable yield over 30% better
Pesticide usage	Significant reductions in moisture related diseases such as botrytis, downy mildew and black spot	At least a 50% reduction in botrytis fungicide usage
Weather protection	Guaranteed window to conduct production and harvest routines	Picking continues regardless of rain

Source: British Summer Fruits Association

Prior to the introduction of polytunnels in England only 50% of the soft fruit yield was Grade 1 fruit; now it is nearer 90%. For a soft fruit grower, all of which are privately-owned family-run businesses, this represents the difference between having a business and going out of business; as it is this technology that allows an increase yields and quality whilst reducing the risk of disease and crop loss due to adverse weather. Importantly this technology is used by competitor suppliers elsewhere in the EU.

British berries grown under plastic are harvested generally from April up to November and a premium is paid for early crops; a harvesting season, which is considerably longer than uncovered crops, where the season tends to be for just 6 weeks in June and July. This extended growing period reduces the dependency on imports and contributes to our overall self-sufficiency in homegrown food. The extended harvesting period also extends the season for the seasonal workers who, when picking under polytunnels, can be employed for a greater part of the year.

From: Planning [REDACTED]
Sent: 31 January 2017 11:09
To: futuremedway
Subject: Consultation response - Local Plan for Medway - 'development options'

Follow Up Flag: Follow up
Flag Status: Completed

Thank you for the opportunity to comment on the Local Plan for Medway - 'development options' consultation document. The Theatres Trust is pleased it recognises the need to support the community and cultural sector.

Culture plays a key role in developing vibrant town centres which are the economic and social heart of sustainable communities. Culture and cultural activity helps develop a sense of place and is what makes communities and places unique and special, and such facilities support the day to day needs of local communities and help promote well-being and improve quality of life. There is also a growing awareness of the role that the arts and culture play in attracting and retaining residents and in developing a skilled workforce.

As you would be aware, the NPPF provides clear directions about the importance of safeguarding and promoting culture activities and venues.

- One of the 12 core planning principles (paragraph 17) is the need to plan for culture to support social wellbeing and sustainable communities.
- Paragraph 23 recognises the important role town centres play in supporting communities and notes that cultural venues make a valuable contribution to the vibrancy and success of these centres.
- Paragraph 70 states that in 'promoting healthy communities', planning decisions should 'plan positively for cultural buildings' and 'guard against the loss of cultural facilities and services.'
- Paragraph 156 directs local planning authorities to ensure their local plan includes cultural policies that reflect the NPPF.

The Theatres Trust therefore recommends the inclusion of cultural content within a town centre policy or a specific community and cultural facilities policy.

To avoid ambiguity, the accompanying text and the Glossary should contain an explanation for the term 'community facilities'. We recommend this succinct all-inclusive description which would obviate the need to provide examples: *community facilities provide for the health and wellbeing, social, educational, spiritual, recreational, leisure and cultural needs of the community.*

We recommend a policy with wording along the lines of:

- Development of new community and cultural facilities will be supported and should enhance the well-being of the local community, and the vitality and viability of centres.
- Major developments are required to incorporate, where practicable, opportunities for cultural activities, including providing public realm capable of hosting events and performances, or public art, to widen public access to art and culture, including through the interpretation of the heritage of the site and area.
- The loss or change of use of existing community and cultural facilities will be resisted unless:
 - replacement facilities are provided on site or within the vicinity which meet the need of the local population, or necessary services can be delivered from other facilities without leading to, or increasing, any shortfall in provision; or
 - it has been demonstrated that there is no longer a community need for the facility or demand for another community use on site.
- The temporary and meanwhile use of vacant buildings and sites by creative, cultural and community organisations will also be supported, particularly where they help activate and revitalise town centre locations and the public realm.

- Council will apply the 'agent of change' principle, whereby if a development would potentially result in conflict between a cultural activity and another use, especially in terms of noise, then the development responsible for the change must secure the implementation of appropriate mitigation.

Please do contact us if you require any further information.

Regards,

Ross Anthony
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22 Charing Cross Road, London WC2H 0QL

T 020 7836 8591

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Planning Policy
Regeneration, Culture,
Environment & Transformation
Medway Council
Gun Wharf
Dock Road
Chatham
Kent
ME4 4TR

Contact Jenny Knowles

Your ref.

Our ref.

Date 13/04/2017

Dear Catherine

Re: Medway Council Local Plan 2012-2035 (Development Options Regulation 18 Consultation Report

Thank you for consulting Tonbridge and Malling Borough Council on the above document. We submit the following comments as representations to the Medway Council Local Plan 2012-2035 Development Options Regulation 18 Consultation Report.

We are pleased to see that Medway Council appear to be seeking to provide a supply of land to meet the housing needs of 29,463 over the plan period within its administrative area. However the ability to do this within the authority boundaries is unclear at present as there is insufficient information regarding the potential yields and phasing from the possible development options to support this aspiration. Clarification on whether Medway Council would be seeking neighbouring authorities to help meet any shortfall would be welcome as would more detailed information on specific site locations, phasing and yields.

In relation to the Strategic Housing Market Assessment Final Report (November 2015), we would like to reiterate those comments made by ourselves during the Medway Local Plan: Issues and Options Consultation in March 2016 regarding the Housing Market Area:

"The conclusion on the appropriate Housing Market Area (HMA) for Medway is questioned in light of the evidence presented and taking into account recent Strategic Housing Market Assessments prepared by neighbouring authorities including Tonbridge & Malling Borough Council (TMBC).

Planning Policy, Gibson Building, Gibson Drive, Kings Hill, West Malling,
Kent ME19 4LZ

Director of Planning, Housing & Environmental Health:
Steve Humphrey (MRTPI)
Chief Planning Officer: Louise Reid (MRTPI)

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In light of the evidence on property values including median house prices (see Table 15 and paras.2.87 and 2.101 in the Strategic Housing Market Assessment (SHMA)) and detailed analysis of travel to work patterns and commuting (see para.2.98 in the SHMA), it is considered that including the whole of Tonbridge & Malling Borough in the Medway HMA is an over-simplification that does not accurately reflect the strengths of relationships between Medway and the surrounding areas.

The SHMA on more than one occasion identifies that the strong links with Tonbridge & Malling occur only within the northern parts of that Borough. This is summed up in para. 2.104 of the SHMA. If the evidence points to clear splits across neighbouring authority areas then this should be reflected in the final conclusion on the HMA. Unless the SHMA points to the rest of TMBC sharing similar characteristics in terms of market values and travel to work patterns and commuting then the middle and southern parts of TMBC should not be covered by the Medway HMA.

This more refined analysis would also be more consistent with the conclusion on HMAs exerting an influence over Tonbridge & Malling Borough in the TMBC SHMA.

A more appropriate HMA for Medway would exclude the majority of Tonbridge & Malling Borough with the exception of the northern reaches. Para. 2.101 in the SHMA identifies these northern reaches as being those areas north of the London-Maidstone rail line. This is borne out by the evidence on property values (including medium house prices) and detailed analysis of travel to work patterns and commuting which identifies that the strong links with TMBC do not extend below the northern part of that borough closest to Medway. This would be more consistent with the conclusion on the HMAs exerting an influence over Tonbridge & Malling Borough in the TMBC SHMA. Please see response to question 4 (above)."

We understand that the starting point for the Objectively Assessed Need (OAN) for housing as set out in the Strategic Housing Market Assessment is the 2012-based Household Projections. We are aware that the 2014-based Household Projections were published by the Department for Communities and Local Government in July 2016. This latter set of projections has informed the OAN in the emerging Local Plan being prepared by Tonbridge & Malling Borough Council. In the interest of consistency and currency, we consider that the evidence behind the OAN needs to be updated to take account of the latest set of projections, as recommended in the Planning Practice Guidance.

In addition, we have some concerns regarding the impact of the possible loss of Lodge Hill as a potential allocation in the Local Plan following the outcome of the Public Inquiry. Further information on how and where this shortfall would be re-provided, and assurances that this could be met within the authorities boundaries would be welcome.

In relation to Rochester Airport, Tonbridge and Malling Borough Council and Medway Council have undertaken cross boundary project work together for the future of this site which falls within both administrative areas. This collaborative work does not appear to have been acknowledged within the current consultation document. We would welcome reference to this work as part of the Duty to Cooperate.

With regard to any Habitats Regulations Assessment, Policy Approach: Strategic Access Management and Monitoring (p.63) states that development within 6km of the SPA and Ramsar sites could impact on these resources. However para 7.10, although referring to SAC which have the same level of protection, a similar 6km buffer zone is not referred to. There are a number of SAC sites that are located outside of Medway but within 6km of the boundary including the North Downs Woodland and Peters Pit which fall within Tonbridge and Malling. We would like to see the potential impacts on these sites considered both individually and cumulatively as part of the Screening Report, which at present does not appear to form part of the evidence base.

We look forward to continue working together as our respective Local Plans progress.

Yours sincerely

Jenny Knowles
Senior Planning Officer (Policy)





HOUSE OF COMMONS

LONDON SW1A 0AA

Planning Policy Team
The Planning Service
Medway Council
Gun Wharf
Dock Road
Chatham
Kent ME4 4TR

1 March 2017

Our Ref: ZA2415

Medway Council – Local Plan Development Options Consultation

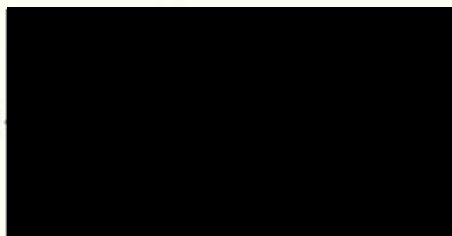
I am writing in response to the above consultation regarding the next stage of Medway Council's Local Plan development as the Member of Parliament for Chatham & Aylesford.

I previously wrote to Medway Council in response to the previous consultation on their Local Plan and I have taken this opportunity to enclose a copy of my letter, which sets out my ongoing concerns regarding development in the Capstone Valley area.

I continue to oppose any development in the Capstone Valley area for the reasons set out in my previous letter, which is a position shared by a great many local residents. I would add that over recent months I have received a growing number of complaints regarding local infrastructure, including the road network, and its ability to cope with current levels of demand. Clearly, this is something Medway Council must carefully consider when developing their Local Plan to ensure that there is the necessary improvement in capacity to cope with additional demand.

I would urge Medway Council to seek a more sustainable approach to meeting local housing need than to develop the Capstone Valley area, which is a vital green lung and much valued green space. I trust this is helpful and I would be grateful if these comments could be taken into consideration as Medway Council develops its Local Plan.

Yours sincerely



TRACEY CROUCH MP

Chatham & Aylesford



Tracey Crouch MP



HOUSE OF COMMONS

LONDON SW1A 0AA

Planning Policy Regeneration
Community & Culture
Medway Council
Gun Wharf
Dock Road
Chatham
Kent ME4 4TR

29 February 2016

Our Ref: ZA2415

Medway Council - Local Plan Consultation

I am writing as the Member of Parliament for Chatham & Aylesford in response to the consultation on Medway Council's Local Plan.

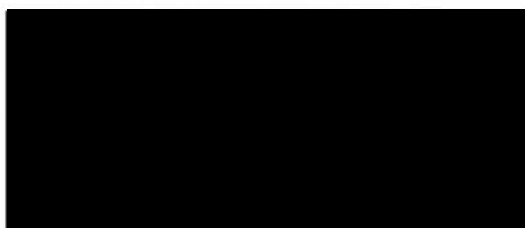
While the drawing up of a Local Plan is a matter for the local authority, I believe it is important to restate my views with relation to the Capstone Valley area.

As the Council will be aware, there is a significant amount of local opposition to any development in the area which is a much valued green space and an important environmental buffer between distinct residential areas within Medway. Any potential development, such as those recently proposed at Gibraltar Farm, would no doubt attract further unwanted proposals. Therefore, I believe it is important that Medway Council ensure that this area of green space is given the necessary protection it deserves in its Local Plan as soon as possible and that it continues to work to identify more appropriate and sustainable sites for development to meet Medway's housing needs in the future.

I have actively opposed each planning application in the area, setting out both mine and local residents' concerns and will continue to do so. I would also call on Medway Council to continue to work with its neighbouring authority Maidstone Borough Council to deter potential development in the surrounding area.

I hope this is helpful.

Yours sincerely



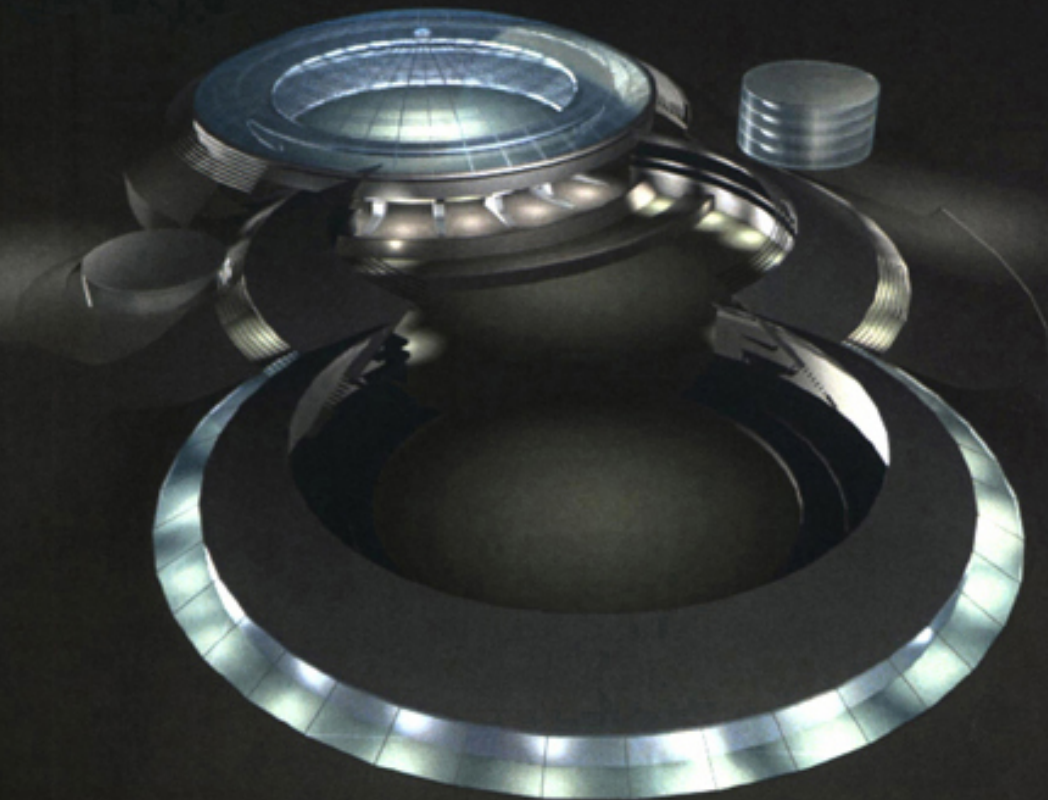
TRACEY CROUCH MP

Chatham & Aylesford

Tel: 020 7219 7203

JANUARY 2000

TRIPLE A MULTIMEDIA ACADEMY LIMITED



ARUP ASSOCIATES

As ever greater numbers of young people aspire to a career in Multimedia and the performing arts the Triple A Multimedia Academy Ltd proposes a new vision for vocational education and training in the arts and new media

www.triple-a.uk.com



HISTORY

WITH THE BENEFIT OF TWO GRANTS COURTESY OF BUSINESS LINK KENT THIS BUSINESS PLAN WAS COMPILED OVER 1998/9 AND PRESENTED IN PARTNERSHIP WITH BLK TO SEEDA IN NOVEMBER 1999 UNDER THE TITLE OF TRIPLE A DEVELOPMENT PROJECT 2000

AN INVESTMENT FUNDING PARTNERSHIP WAS ESTABLISHED WITH EUROTUNNEL DEVELOPMENTS LTD WITH LINKS TO MGM STUDIOS IN AMERICA BUT THE EVENT OF 9/11 IN NY LED TO THE DEMISE OF EUROTUNNEL WHO SOLD OUT TO THE FRENCH EFFECTIVELY CANCELLING OUR FUNDING AGREEMENT WITH EUROTUNNEL UK FOR THE PROJECT

ALTERNATIVE FUNDRAISING PROJECTS WERE LAUNCHED BUT FOR DOMESTIC REASONS BEYOND OUR CONTROL OUR BUSINESS SUFFERED A DOWNTURN. THE CONSEQUENCES OF THESE UNFORSEEN CIRCUMSTANCES MEANT THE PROGRESS OF THE ACADEMY PROJECT WAS OBSTRUCTED AND THE ARUP DESIGNED NEW BUILD DEVELOPMENT COSTINGS BECAME OUTDATED. IN 2007 THE REPUTABLE FIRM OF DAVIS LANGDON LTD UPDATED THESE NEWBUILD COSTS WHICH IS WHERE WE ARE TODAY.

WHEN MANSTON AIRPORT WAS CLOSED BY IT'S NEW OWNER ANN GLOAG WE CONTACTED HER WITH A PROPOSAL ON THE 10/4/2014 TO ESTABLISH THE ACADEMY ON THE VACANT AIRPORT SITE WHICH WAS WELL RECEIVED. THE FORMAL PROPOSAL FOR THE PROJECT WAS ACCEPTED BY THANET DISTRICT COUNCIL ON 3/3/2015. THE CURRENT POLITICAL SITUATION IN THANET PREVENTS THE PROGRESS OF OUR PROPOSAL.

THE NEW BUILD PROPOSAL CAN BE SITUATED ANYWHERE. THE KENT BASED TRIPLE A MULTIMEDIA GROUP OF LIMITED COMPANIES LAUNCHED IN 2000 REMAINS UNENCUMBERED AND DEBT FREE WITH COMPLETED ANNUAL RETURNS



TERRY ARMSTRONG CEO
JUNE 2011

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 Jason Armstrong Appendix AAA9

Correspondence with interested parties Appendix AAA11.



TRIPLE A MULTIMEDIA GROUP LIMITED

Education & training in the arts and new media

18 Redsell's Close Tel: +44(0)1622 205839

Downswood, Maidstone

TRIPLE A DEVELOPMENT PROJECT 2000

This plan is unconventional in both content and outcome.

The idea is visionary and proposes an educational concept that breaks tradition.

The outcome cannot be accurately predicted at this conceptual stage.

TRIPLE A MULTIMEDIA ACADEMY LTD

Embracing a wider concept of sustainable innovative creativity

IMAGINE...

A vast futuristic complex for the convergence of education, entertainment, leisure and communication encompassing a University style campus full of talented creative students of all ages. The facility will provide a profitable creativity hub for the delivery of training, education, the arts and fun, in the converging worlds of digital media.

"The essence of all great marketing is selling not a product but a dream"
Stewart Stevens, Chairman, National Campaign for the Arts

Triple A Multimedia Group Ltd, Registered Office: 18 Redsell Close, Maidstone, ME15 8SN England, No. 4130527
 Directors:- Mr T Armstrong, Mrs DE Armstrong, Mr JM Armstrong, Mr SR Armstrong, Mr P Fox.

Non Executive Directors:- Mr A Bryant, Mr K Earle, Mr R James

Triple A Multimedia Group companies:- Triple A Multimedia Academy Ltd, Triple A Artist Agency Ltd,
 Triple A Productions Ltd, Triple A Records Ltd, Triple A Publishing Ltd, Triple A Artist Management Ltd, Crimeshare Ltd



EXECUTIVE SUMMARY

The purpose of the business plan is to attract partners and the seed funding necessary to further develop the details of the Triple A Project which is based on establishing a purpose-built complex to accommodate the physical convergence of traditional arts and new digital media in terms of facilitating creativity, education and training, entertainment, information technology and communication so designed as to promote partnership between learning and business in an innovative and commercial environment to generate perpetual confidence and create wealth. The key reasons why the project is expected to succeed is because the concept is unique exposing a business opportunity in the multimedia industry supported by the explosion of digital technology and a demand to educate future generations in these times of great change.

The main feature of both the concept and the Triple A Development Project is its organic nature allowing both the complex and its occupants to live and grow spreading accumulated knowledge world-wide on the web of technology in man's search for progress, peace and posterity. The physical features of the complex are circular with the academy campus buildings, studios and classrooms at its heart sharing its position with a 12,500 seat multi-purpose covered arena, recording, TV and film studios with exterior sets similar to Universal Studios, LA, supported by a 200 bed quality hotel and casino overlooking the amphitheatre attracting tourists to visit the many and varied leisure and entertainment venues on site.

The benefits both economically and socially the Triple A Project will generate are enormous for the selected location with far reaching knock on effects for that region but the over-riding consideration is the potential cultural benefit to the civilised world delivered through the creative talent of fresh young graduates year upon year.

Triple A believes the project to be of a low risk. The project is based on developing land and built facilities which remain a valuable fixed asset and that such development will be fully supported by local government. The elements of the project that may be regarded as a higher risk will be developed in association with potential partners, sponsors, etc. The attached funding commentary provides full details of projected revenue costs and funding.

The immediate need of the project is to secure seed funding to recruit industry and educational specialists in their field to complete an in depth fully detailed plan for implementation.

"Change is inevitable; the key issue is who will direct that change?"

*Professor Stephen Heppell, Member of Creative Industries Taskforce. **Appendix AAA3***

COMPANY BACKGROUND

History

Triple A Artist Agency Limited was incorporated in July 1993 as a family business. The title of the parent company was changed to Triple A Multimedia Academy Limited in early 2000. It was originally formed to promote all aspects of the performing arts, including stage, technical and management skills. Concurrent with the incorporation of the company, a partnership was established trading under the name of The Triple A Artist Agency (Triple A), whose purpose was to act as an agent for performing artists. There are currently approximately 600 artists on the Agency's books.

Although the original intention was to establish the academy, the management decided that in order to build a reputation, it should first promote the agency, secure bookings for the various artists, and establish its credibility. The Triple A Group now consists of eight media related companies.

Group Companies

The Triple A Group has incorporated a number of companies to protect the brand and be used for the production and sale of student driven products. In 2001 the umbrella company Triple A Multimedia Group Limited was incorporated.

- Triple A Multimedia Group Ltd
- Triple A Multimedia Academy Ltd.
- Triple A Records Ltd.
- Triple A Productions Ltd.
- Triple A Publishing Ltd.
- Triple A Artist Agency Ltd.
- Triple A Artist Management Ltd.
- Triple A Crimeshare TV Ltd CSTV-TRUST

All companies trade under the brand of The Triple A Multimedia Group.

Investment to date

It is estimated that the Triple A Group's private investment from 1993 to the present is in excess of £400,000.

Professional Membership

The Triple A Group are members of or subscribe to the following trade organisations:

National Campaign for the Arts.
 AIM (Association Independent Music).
 BPI (British Phonographic Institute).
 MMF (Music Managers Forum).
 MCPS (Mechanical Copyright Protection Society Ltd).
 PACT (Producers Alliance for Cinema and Television).
 The Agents Association of Great Britain.
 The E Centre.
 VPL (Video Performance Ltd).
 The Unit for Arts and Offenders.

SHAREHOLDERS

The Armstrong family.

Corporate Officers

Managing Director

Terry Armstrong, the driving force behind the Triple A Group of Companies, has a life-long interest in the arts. Over the years he has successfully worked in theatre, television and property development. A successful property development project in 1976 led to a further property development in 1989 that had to be aborted because of the property slump at that time. This resulted in an IVA, which was satisfactorily completed in 1999.

In the intervening period he started The Triple A Multimedia Academy, working towards the current project.

Appendix AAA8

Production Director

Jason Armstrong has worked for the company since its incorporation in 1993. He is currently technical and production specialist. With experience in audio production of music videos, live concerts, theatre, television, and educational videos. Jason manages the company's pre and post digital editing facility and has overall responsibility for the company's animation and graphic design.

Appendix AAA9

Sales

Scott Armstrong has twelve years experience in sales with the Lloyds TSB banking group.

Administrator

Kim Armstrong runs the Triple A Artist Agency which was formed in 1993 and has grown consistently. She is also responsible for general administration, the company's financial affairs and personnel matters

External Advisers / Non Executive Directors

Adrian Bryant

Proprietor and Director of ADM Computer Services Ltd
Winner of Kent Company of the Year Award, Kent Business Customer Service Award and an Environmental Award. IT partner of the Triple A Multimedia Group Ltd.

Kenneth Earle

Theatrical Agent
Past President of Agents Association of Great Britain also Institute of Leisure and Amenity Management, National Association of Licensed House Managers, The Society of West End Theatre, Theatrical Management Association, British Actors Equity Association incorporating The Variety Artists Federation.

Robert James

Theatrical Agent, Management Company of numerous Headline musical acts both in the UK and USA.
Out going President of Agents Association of Great Britain

- Bankers Lloyds TSB.
- Lawyers Davenport Lyons.
- Accountants KPMG.
- Financial Adviser Alistair Grant.
- Business Advisers The Learning and Business Link Company.
- Insurance Company Eagle Star Ltd.
- Architects Arup Associates.
- Media Consultant Robert Knibbs.
- Government Office of the South East. (GOSE)
- Kent County Council. (KCC)
- South East England Development Agency. (SEEDA)

Industry Advisors

As part of the project development the academy is working closely with individuals and companies in the public and private sectors who have relevant industry expertise.

- Department for Education.
- South East Arts.
- Skillset.

DESCRIPTION OF SERVICE TO BE OFFERED

Background to the industry

As with most industries, the entertainment business has developed reflecting changing tastes from consumers and the influence of new technology. Historically, budding performing artists would have gained experience through an unofficial apprenticeship at repertory companies and other producers of live events, frequently starting in mundane positions backstage. Over a period of time they may have progressed, subject to their ability, gaining practical experience of the industry. Those with particular aptitudes may have specialised in their chosen subject.

Only a few were able to attend recognised academies such as RADA, the majority attending other establishments, gaining experience on the way.

In today's world those seeking a career in performing arts have a choice of institutions mostly located in London. These establishments all offer core subjects with some specialising in particular aspects of the industry.

At present there is no industry standard. Individual academies issue their own certificates, the standing being dependent upon each academy's reputation.

Many academies are known to be oversubscribed and frequently have to turn away potential applications, thereby indicating an unfulfilled demand.

Recent Developments

Research shows that there is a shortage of skilled Information Technology staff with industry experience which is having as much an impact on the entertainment business as it is on other industry sectors. The need to provide supplementary training and education to those already involved is already evident and costly.

The demand for creative individuals will increase with the acceleration of the digital world. Behind every web site, computer game, TV production and piece of music are a host of specialists generating and implementing new ideas and concepts.

Terry Armstrong has identified the need for an integrated arts and multimedia academy. The major structural changes being experienced, particularly within the television industry have created an increasing demand for supporting digital/multimedia capability. This will require ever increasing numbers of suitably trained artists, production and associated specialists.

Appendix AAA4 - Student Data Applicants and Acceptances.

The effect of the Internet

"If you choose to watch a play being performed in Manchester, Maine or Tokyo, you could add a small sum to your phone bill and view the performance as it happens, but from a remote auditorium or from your home, and have the experience of sitting in the actual auditorium. Perhaps one day five million people could all settle down to a play in a virtual seat, central stalls, and pay a pound for the privilege.

It will not be the same as being there, but it will bridge the gap between live performance and recording in a way that no existing technology can. Unlike watching a television outside broadcast, there is no camera to mediate the event. And if only 5p of that sum ends up with the originating company, that's £250,000 from a single performance."

Ivor Benjamin, Theatre Director and Research Systems Analyst. Source: Arts News

Features of the services to be offered

The Triple A Group Project plans to integrate the traditional with the new by embracing the digital world whilst nurturing the individual's artistic aspirations. The role of the Academy will be to ensure that we provide creative talent in all fields of performing arts. The educational activities will be combined with on site commercial events that will not only generate income to fund the establishment but also give students hands on experience in a real time environment.

The heart of the complex will be the Academy, to teach traditional performing arts in tandem with digital technology. The Academy's prime focus will be to provide full-time education for 1500 plus students. It will also offer a wide range of part time courses, on-line learning, short-term flexible training schemes aimed at re-inserting people into the workplace. There will also be top-up courses for those already in employment who wish to supplement their skills.

On site university campus style accommodation will be available to, among others, international students.

The project will form a cultural hub for the region in which it is located. On-site attractions will include a 12,500 seat Arena that will be multi-functional to provide full conference and exhibition facilities as well as scope for large-scale entertainment productions.

To complement the educational element there will be provision for the location of a wide range of media businesses including new and digital media, television, film, events, radio, visual art, music and theatre.

The project concept is such that it could be situated anywhere, in the United Kingdom or abroad. As the Triple A Group is based in Kent it is proposed the location be in the county. The close proximity to Europe, excellent infrastructure and current lack of adequate purpose built exhibition and arena facilities in Kent qualifies this area for selection.

Why Kent?

Often referred to as “The gateway to Europe”, Kent is just 22 miles from mainland Europe and less than an hour from London. With the new international rail station at Ashford and another under consideration at Ebbsfleet in addition to the excellent infrastructure of roads, Kent could not be easier to access, both from Europe and London.

Kent facts:

- Population of 1.5 million
- 300,000 new homes planned in the next 15 years
- Excellent rail and road infrastructure including 5000 miles of road
- Close proximity to mainland Europe with access via numerous ferries and the Channel Tunnel.
- Public airports at Heathrow, Stanstead and Gatwick are all less than an hour away. Airports for corporate aircraft exist at Biggin Hill, Lydd and Manston (Kent International)

Benefits

The project will bring significant benefits to the chosen region including: -

- **Employment**
It is estimated that the whole project will generate a combination of over 1000 full and part time permanent jobs, (excluding the construction and development.)
- **Education**
Education and training for 1500 plus full time students the provision of part time studies in I.C.T., Life Long Learning and Re-insertion programmes will increase the local skill base.
- **Business Relocation**
The park will attract related businesses to relocate and encourage inward investment due to the regeneration programme.
- **Arena and Conference Centre**
A 12,500 seat Arena and Conference Centre will fill a much needed void, attracting entertainment events and business exhibitions.
- **Hotel and Casino**
A 200 bed hotel and casino with basement night-club.
- **Tourism**
An increase in tourism will be generated.
- **Regeneration**
The project will cause the regeneration of the region as a whole.
- **Social Inclusion**
The size and scope of the project will provide opportunities for the less fortunate members of society, particularly youth.

“Two thirds of young people want more contact with the arts. Two thirds cite the positive effects that the arts have for them - increasing self confidence, getting on better with people, better motivation and improved skills”.

*National Campaign for the Arts. **Appendix AAA5***

- **Personal and Community Development.**
Achieves an atmosphere, which encourages individuals to grow and develop in a creative environment within the community.
- **Centre of Excellence.**
Recognition as a leading brand provider of creative and technical expertise in new media, communications and the performing arts.
- **Business Partnerships.**
Establishment of partnerships with the private and public sectors.

“The 'community' of creative industries needs active and continuous support as a working environment in many, many ways including professional, social, financial, educational - imagine a 'virtual square mile' for example - that allows critical mass, small-scale and creativity to coexist with flexibility, innovation and profitability.”

*Prof. Stephen Heppell. **Appendix AAA3***

Work Experience

Experience is everything but gaining this is never easy. Many students, whilst being given a brief insight into the professional world may find themselves graduating with as little as two weeks practical work experience.

Triple A believes that education and experience go hand in hand. The combined on-site activities will provide the perfect training ground where students will be expected to program, manage, market, perform, create and technically run events as part of the curriculum. This will enable them to gain invaluable practical experience in a commercial environment by practising their skills, professional techniques and disciplines.

Practical experience will be available in the following areas:

- **Stage and Technical Management**
To include full flying skills, large-scale fit ups and get outs, all aspects of stagecraft, wardrobe and make up, lighting, sound design and operating systems.
- **Venue Management**
Including staffing, finance, maintenance, programming, liaising with other venues, artists, agents, the public, funding bodies, partners, sponsors and corporate clients.
- **Box Office**
Customer relations, communication skills, finance, problem solving.
- **Front of House**
Customer relations, health and safety and event management.
- **Marketing**
The many aspects of this important function will include publicity design and production, distribution, press releases, liaising with the public, artistes and agents, publicists, corporate clients, sponsors, the media and VIPs.
- **Information Technology**
Including the creation and updating of the Academy website and online ticket service, converging art forms by using live events as an initial source and developing them into new mediums.

- **Administration**

General business and administrative skills including office management.

- **General**

Our aim is to become recognised as the prime source of first class talent who possess the ability and flexibility to succeed in the professional world of performing arts and multi media globally. Because of the compulsory work experience our graduates will enter the real world with a solid understanding of working practices.

The academy will adopt a radical approach towards the teaching of digital media and the arts. The campus will not only boast the best facilities necessary to educate students in these fields, but it will also be able to accommodate the construction of exterior sets in the grounds for use by the students in the production of film and television dramas.

Provisional Subjects and Curriculum

Drama and Stage

- Voice.
- Movement and dance.
- Costume.
- Musical theatre.
- Stage management.
- Scenic construction.
- Lighting design.
- Acting and performance.
- Modelling.
- Scriptwriting.

Media and related studies

Graphic Design
Broadcasting.
Arts Management
Events
Communications.
Music and Sound Recording
Broadcast Journalism.
Film and Animation.
Advertising & Marketing
Photography.
TV & Video Technology

Information technology

- Web design.
- Digital arts.
- Computing.
- Software development.
- Multimedia.

Although preliminary discussions have taken place with the Department of Education, curriculum details will be established in consultation with the appropriate authorities and industry representatives at a later date. It is our intention to affiliate the academy with a recognised university so that the academy's certificates will be accepted worldwide.

Over two hundred courses will be made available including full and part time, and on-line learning. The courses will offer total flexibility to accommodate the needs of industry and students.

MARKETING

Competitors

Many of the current popular stage schools specialise in particular areas of the performing arts, whilst others offer a wider range of subjects covering many disciplines. A limited number of establishments also offer traditional secondary education, which requires that they follow the national curriculum and be assessed by Ofsted accordingly. Stage-related subjects can be secondary to those offered for GCSE. Few of the existing performing arts institutions offer any form of training in digital multimedia. Universities and Colleges offer conventional courses in the traditional classroom environment, requiring applicants to attain a certain level of academic qualifications.

As the Triple A concept is a combination of the traditional and new we have not yet found any organisation offering the same mix. Our approach has little in common with the current stage schools and colleges/universities, as the concept is unique.

We do not believe there are any comparisons.

The matrix, attached as **appendix AA6**, shows the current different institutions and the subjects they offer. Note that the subjects on offer by the academy cover the complete range.

Demand and Business Environment Overview

Projected Industry Growth

In 1998 119,223 individuals applied for but were not accepted on arts and media related courses at universities. This figure excludes the existing stage schools where anecdotal evidence further indicates there is an unmet demand.

South East Media Forum reports that industry growth rates will be maintained. In the South East alone a growth of 23% is projected.

The Learning Environment

Whilst many universities and stage/drama schools offer excellent courses in related fields none offer a complete cross section of performing arts, media and IT. Students wishing to study these subjects together will have to attend different institutions over a longer period and at a higher cost in order to secure a sound understanding of their chosen subjects.

It is our intention to remedy this shortcoming by combining the traditional with new.
Appendix AAA4 - Student Data - Applicants and Acceptances.

Promoting the Academy

Because the time scale is currently estimated to be three to five years to completion we have not prepared a detailed plan at this stage. The following proposals identify the framework, recognising that the dynamics of the project will require changes. When appropriate, a marketing plan will be prepared with detailed costings.

Historical promotion

Since the Triple A businesses were established in 1993, an extensive network of contacts has been established throughout the industry. The existing expanding business has been promoted using the following media:

The Internet using the Triple A website: www.triple-a.uk.com.

Regional Television.

Regional radio.

Regional press.

Established trade media.

Company's own mailing list.

The original website established in 1998 by the Triple A Group of Companies has proven to be highly successful. The Academy is now developing two additional sites to be operated by students as part of the curriculum.

www.wired.gb.com

Free student driven global employment agency

www.crimesharetv.com

Free student driven community care crime prevention project.

Strategy to promote the new project.

Project promotion will fall into three phases;

Preparation and circulation of the business plan.

The intention has been to raise awareness of the project, identify interested potential partners and generally ascertain their reaction. Results to date have been positive with many decision-makers expressing interest in becoming involved. Examples of those concerned include local authorities, the professions, the industry as a whole, recruiters and potential employers of the graduates, providers of finance and educationalists.

Post partner(s) identification.

Once agreement has been reached with prospective partners and during the detailed planning and construction phase it will be necessary to raise the awareness of all prospective users of all the proposed elements. This will include not only students who will attend from both the home and overseas markets, and their potential employers, but also users of the revenue generating facilities. The intention will be to ensure that there will be immediate use of all of the available space upon completion.

This will be a full time job and will require a dedicated expert.

Ongoing Marketing

Although all elements of the complex will generate income we intend to subsidise students from the income generated from the other activities. This will require a marketing programme to ensure that the needs of all potential users are continuously monitored, and are fulfilled. We will use whatever tools are necessary to achieve this including a dedicated in-house specialist team who will have all the required skills.

REVENUE GENERATION

The project is being established as a commercial profit making operation. Income will be derived from a number of sources.

Student Fee Income

Current annual UK Drama School full time student fees are between £10000 and £15000 per annum for approved courses. An element of funding may be provided by the government for eligible candidates. The academy will obtain all the required approval and accreditation from the Department for Education in due course.

Concerts

Student and professional productions within the Academy venues will generate income. Once a seasonal programme of events is arranged we will be in a position to project this revenue.

Corporate Events

The Business sector will be encouraged to take advantage of all relevant Academy facilities. Exhibitions, Conferences, Seminars and individual corporate events will be able to be accommodated within the complex. Fees will be at current market rates.

Broadcasting

The academy facilities will include both radio and television production capabilities. Students will be able to make programmes as part of their course work both commissioned and for sale. The income from this sector has yet to be determined.

Others

The Triple A Group Activities. Triple A Productions Ltd.
Venue Hire.
Exhibitions.
Video productions.
Recording and editing services.
Student products.

THE COMPLEX

Strategic Objectives

Arup Associates were given a brief to produce alternative concepts that would meet our strategic objectives. Their proposals are attached as **Appendix AAA2**

The academy will differ from existing institutions by offering not only the traditional courses, but also others geared to the future demands of a rapidly changing multimedia industry. Students will be able to put their newly acquired skills to commercial use using the multi functional facilities which will also be made available to the public, industry and commerce for corporate and general use. We intend that the whole complex will be available for use in one form or another twenty-four hours a day seven days a week. This will not only allow maximum use to be made of all the facilities it will also permit optimum income generation.

The unique selling point of the project is the convergence of the arts, new and digital mediums interacting with traditional methods. This is in line with the Department of Culture, Media and Sport's current policy/regulation, **Appendix AAA7** Creative people

from all walks of life having the opportunity to learn and develop I.C.T. skills in a commercial, cosmopolitan environment.

Efficient Use of Time

The majority of existing drama schools are situated in a number of converted buildings located across towns and cities. They seldom have sufficient or all the required facilities in-house which results in students spending a percentage of their time and money unproductively travelling to different venues elsewhere.

Unlike the vast majority the Academy plans to provide for their students' personal and educational needs on site, eliminating travel time.

Space Requirements

The proposals prepared by Arup Associates indicate that land requirements will be between 15 to 18 Hectares depending which of the alternatives is chosen. This figure not only includes the area for the buildings but also additional space for car parks, access roads, exterior film sets, landscaping etc.

It has been recommended that additional adjoining land be reserved for future expansion.

Recreation

Few existing Stage Schools have recreational facilities, even the majority of Universities do not have sufficient activities on site. Plans for the Academy complex include a swimming pool, tennis courts, running track, gymnasium, cinema, restaurants and bars plus a number of studio theatres and music venues.

The Arena

The 12,500-seat arena will provide a large-scale venue for the region, hosting concerts, productions, conferences, corporate events and exhibitions. Apart from providing a badly needed venue in the region it will also allow students to gain valuable work experience.

The Hotel

The 200-bed luxury hotel will provide accommodation for families and friends visiting students of the Academy to see them at work and enjoy both student and professional productions. The hotel will accommodate delegates attending business seminars, trade fairs and exhibitions also company personnel undergoing 'upskilling' programmes, 'retraining' and 'reinsertion' courses or further education programmes.

The hotel overlooks the amphitheatre and will house a basement night-club and casino (subject to licence) and feature as a major tourist attraction in Kent. The benefits from this exciting facility will be increased employment and tourism, and encourage companies to relocate to the area.

Facilities

The facilities will be:

- Places for approximately 1500 students at the Armstrong Multimedia Arts Academy for all associated activities, professions and services, as outlined elsewhere.
- Television and radio studios with broadcasting facilities.
- Recording and editing studio and own record label to promote students/artists.
- Three performance spaces complete with audio-visual equipment:
 - 100 seat cabaret style.
 - 100 fixed seat studio theatre.
 - 300-seat venue.
- Flexible live music cabaret style venue (400 capacity)
- I.T. suites for creative designers and office employees.
- On site residential accommodation for 500.
- On campus recreational facilities including, restaurants, bars, night-club, swimming pool, gymnasium and perimeter running track on campus.
- Design, photography and dance studios.
- Agency providing graduates with ongoing career development.
- Multi-purpose 12,500 seat international Conference Centre/Arena with underground car parking.
- 200 bed Hotel and Casino.
- Amphitheatre.

Overall Strategy

Refer to section 4 (Project income) of the Funding Commentary **Appendix AAA1**

Expected Costs.

Indicative figures are detailed in the funding commentary **Appendix AAA1**

Construction Timing

The provisional 'fast track' programme is as follows:

Complete the provisional Business Plan	September 2000
Identify site	November 2000.
Identify and secure potential partners	December 2000.
Complete provisional costing	January 2001.
Planning applications	January 2001.
Secure finance	March 2001.
Accept construction tender(s)	April 2001.
Commence construction (phased)	May 2001.
Occupy premises	from 2002.

PERSONNEL ISSUES

Key Management

The existing management of the Triple A Multimedia Academy except that for the project to be a success it will be essential to secure the appropriate skills for each segment of the project, at all stages. Some informal discussions have been taking place with appropriate individuals. At this stage it is not possible to identify those individuals, but a confidential briefing could be provided on a need to know basis.

Teaching Staff

The recognised pupil to staff ratio for drama schools is 8:1. Working on this basis the estimated number of teaching staff to support the expected student population would be 190 comprising 65 full time permanent and 125 freelance and part time.

Support Staff

Other staff will be required for the following areas;

- Administration.
- Arena.
- Library.
- Security.
- Student Welfare.
- Catering.
- Caretaking/maintenance.
- Crèche.
- Domestic Assistants.

A detailed personnel and manning establishment schedule will be prepared when appropriate.

FINANCIAL MATTERS

The existing Triple A commercial businesses are envisaged to be incorporated into the project, while retaining their own identity. An interest in the site management and overall control of the project is also expected. It is realized, however, that a project of this size and scope is unconventional and will require experienced management of the required investment and all its activities. To this extent, it is appreciated that the various major investors in the scheme will be raising their own requirements.

Because of the mix of activities we do not believe a normal view can be taken. The nature and size of the project may require that there is an immediate involvement of entertainment professionals, some participation by education, either the public or private sectors, or both and venture capital.

Whatever the mix, the needs of each group and their expectations will have to be considered from the beginning.

The Risk and the Reward

Being an unconventional project having to mix the needs and expectations of each participating group with a great range of activities, a template does not exist to outline a specific Business Plan with traditional rewards and exit strategies for investors. Accordingly, the Plan caters currently to:

- Allow the maximum flexibility in its development
- Maximise income at the earliest stages
- Minimise expenditure throughout
- Offer alternative build/activity programmes
- Suggest that commercial activities and profit returns may be ring-fenced within the overall project.
- Involve the participation of international companies to secure the services of up-and-coming new media talent through a mixture of site ownership and student sponsorship.

The unique selling point of the project is the convergence of the arts, new and digital mediums interacting with traditional methods. This is in line with the Department of Culture, Media and Sport's current policy/regulation **Appendix AAA7** Creative people from all walks of life can have the opportunity to learn and develop I.C.T. skills in a commercial, cosmopolitan environment. It is the practical convergence of the business/commercial world and education working in partnership to create apprenticeships in I.T., new media and the arts.

Projected Costs

Refer to funding commentary **Appendix AAA1**

Profit & Loss Projections

Refer to funding commentary **Appendix AAA1**

Exit Options

Refer to funding commentary **Appendix AAA1**



TRIPLE A DEVELOPMENT PROJECT 2000

UPDATE OF ARUP ASSOCIATES 1999 SCHEME AND FURTHER MARKET UPDATE

Functional Requirement	Arup Associates Report Assumed 3Q 1999					Arup Associates Report Updated to Nov '07 Prices					Difference to original £	Davis Langdon Review November 2007					Difference to original £	Notes
	NIA m²	Grossing Factor	GIA m²	Rate m²	Total £	NIA m²	Grossing Factor	GIA m²	Rate m²	Total £		NIA m²	Grossing Factor	GIA m²	Rate m²	Total £		
Residential 500 beds			14,000	800	11,200,000			14,000	1,248	17,470,000	6,270,000			14,000	1,350	18,900,000	7,700,000	£37,800/bed
TV Studio	1,235	1.00	1,235	1,250	1,543,750	1,235	1.00	1,235	1,950	2,410,000	866,250	1,235	1.50	1,853	3,250	6,020,000	4,476,250	
Music School	610	1.00	610	1,250	762,500	610	1.00	610	1,950	1,190,000	427,500	610	1.50	915	3,250	2,970,000	2,207,500	
Radio Studios	225	1.00	225	1,250	281,250	225	1.00	225	1,950	440,000	158,750	225	1.50	338	3,250	1,100,000	818,750	
Film Studios	2,000	1.00	2,000	850	1,700,000	2,000	1.00	2,000	1,326	2,650,000	950,000	2,000	1.40	2,800	3,000	8,400,000	6,700,000	
Dance Studios	3,440	1.00	3,440	1,150	3,956,000	3,440	1.00	3,440	1,794	6,170,000	2,214,000	3,440	1.40	4,816	3,250	15,650,000	11,694,000	
Theatre	1,906	1.82	3,464	1,750	6,062,000	1,906	1.82	3,464	2,730	9,460,000	3,398,000	1,906	1.40	2,668	3,250	8,670,000	2,608,000	
Teaching	2,920	1.00	2,920	1,150	3,358,000	2,920	1.00	2,920	1,794	5,240,000	1,882,000	2,920	1.30	3,796	3,000	11,390,000	8,032,000	
Offices	1,000	1.00	1,000	1,050	1,050,000	1,000	1.00	1,000	1,638	1,640,000	590,000	1,000	1.30	1,300	1,750	2,280,000	1,230,000	
Social	3,625	1.00	3,625	1,800	6,525,000	3,625	1.00	3,625	2,808	10,180,000	3,655,000	3,625	1.30	4,713	2,500	11,780,000	5,255,000	
Ancillary	-		1,000	700	700,000	-		1,000	1,092	1,090,000	390,000	-		-	-	-	(700,000)	
Arena 12500 seats	23,415	1.42	33,161	1,050	35,000,000	23,415	1.42	33,161	1,638	54,320,000	19,320,000	23,415	1.42	33,161	2,450	81,240,000	46,240,000	£6,500/seat
Infrastructure	40,376	1.65	66,680	1,082	72,138,500	40,376	1.65	66,680	1,684	112,260,000	40,121,500	40,376	1.74	70,359	2,393	168,400,000	96,261,500	
Car Parking					6,000,000					9,360,000	3,360,000					9,360,000	3,360,000	
1000 spaces			25,000	55	1,375,000			25,000	86	2,150,000	775,000			25,000	86	2,150,000	775,000	
1000 spaces			25,000	150	3,750,000			25,000	234	5,850,000	2,100,000			25,000	234	5,850,000	2,100,000	
1000 spaces			30,000	270	8,100,000			30,000	421	12,640,000	4,540,000			30,000	421	12,640,000	4,540,000	
Landscaping			120,000	30	3,600,000			120,000	47	5,620,000	2,020,000			120,000	47	5,620,000	2,020,000	
Sub total					94,963,500					147,880,000	52,916,500					204,020,000	109,056,500	
Contingency 10%					9,496,350					14,790,000	5,293,650					20,400,000	10,903,650	
Total					104,459,850					162,670,000	58,210,150					224,420,000	119,960,150	
										1.56							2.15	
Hotel 200 beds			10,000	1,800	18,000,000			10,000	2,808	28,080,000	10,080,000			10,000	2,500	25,000,000	7,000,000	Incl FF&E
Contingency 10%					1,800,000					2,810,000	1,010,000					2,500,000	700,000	
Total					19,800,000					30,890,000	11,090,000					27,500,000	7,700,000	

Exclusions:-

Site purchase
Site surveys and investigation costs
Decontamination/remediation costs
Reinforcement of local utility services
Professional fees

Legal fees
Planning and building regulation fees
Loose furniture, fittings and equipment
Telephone, AV and IT equipment
Cat B fit out of offices

Client internal management costs
Inflation from November 2007
Client contingency
VAT

Appendix AAA1**FUNDING COMENTARY****TRIPLE A MULTIMEDIA ACADEMY LTD
Presented by: the 'Triple A Multimedia Group',
August 2000****Disclaimer:**

This Funding Commentary has been commissioned by the Learning and Business Link Company Limited, Kent, and prepared under the instructions of Mr Terry Armstrong, Managing Director of Triple A Group, for his personal use solely from the information and explanations he has provided, including data arising from consultancy reviews he has commissioned for which no responsibility is accepted. No warranty expressed or implied is given to any other party for the correctness or accuracy of any conclusion, consideration or other action they may take or rely on as a result of or arising from the comments given in this report. In particular, this report and any subsequent report shall not constitute or lead to an offer of securities under The Public Offer of Securities Regulations 1995 by reason of paragraph 7 sub-section (2)(d) that any securities which constitute an offer will be made to a restricted circle of persons whom the offeror reasonably believes to be sufficiently knowledgeable to understand the risks involved in accepting the offer.

Prepared by: Peter W. Lyons



Triple A Group

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"A" Project Build Costs

"B" Construction timetable.

Financial Operating Projections -

Sheet 1: Income projections - non-academic

Sheet 2: Income projections - academic

Sheet 3: 5 year Operational Summary with Funding example

FUNDING COMMENTARY.**1. PREFACE.****1.1 Terms of Reference**

This Funding Commentary has been prepared for Mr Terry Armstrong Managing Director of the Triple A Group and its lead company, Triple A Multimedia Academy Limited. Terry has been working for the past seven years promoting the concept of an all embracing 'American-style' arts academy campus to include futuristic entertainment leisure and media communication modules based on student learning and participation.

It is a concept of working partnerships between the academic and commercial worlds set up on one site where each gains an input from the other and from where both expect to benefit from their exploitation of the World Wide Web. For this purpose a Funding Commentary has been requested on the project's viability and how finance might be procured.

1.2 Background

The Armstrong family already own and manage several businesses in the media sector and their many valuable personal connections in this field have led to the development of this 'one-stop-shop' arts concept. They have seen arts students full of imagination stifled of the opportunities to develop their ideas and having difficulty to gain a foothold in the commercial job world. They have also met household name companies short of new talent willing to invest funds to provide the next generation of the public with entertainment akin to their tastes. The advent of the World Wide Web has enabled businesses to tap markets and potential participants across Continents that hitherto have been difficult to access rapidly and at low cost.

Above all, the scope of Terry's vision, to have all the major media/arts working under one roof offering an entertainment and tourist attraction as well as an educational and commercial environment, currently is unique. He passionately wishes the first of these Academy's to be based in his home county of Kent, that would have the twin attractions of being within close transport distance of the catchment areas of London and the Continent.

1.3 Developments to date.

Expenditure on the project has been limited so far to external consultancy assessment of infrastructure costs and possible revenue generation; marketing of the concept preparatory to the procurement of a suitable site; and the raising of likely commercial interest from potential backers. Arup Associates have provided an initial report outlining in general the expected costs and revenue together with visual impressions of the major building module(s). This is attached as **Appendix AAA2** The Learning and Business Link Company Ltd has enabled the preparatory work to be grant subsidised.

Terry Armstrong has brought together a management facilitating team from which to draw on as the work progresses and he has approached a number of media companies who have shown great interest in principle to support this venture. Further consultancy work is now in train to bring together the various aspects of the project with the aim of adopting a viable Business Plan that incorporates the likely funding requirements of the whole scheme. He recognises the project's size will demand the appointment of an experienced Board of Directors or Advisers for implementation.

1.4 Possible future developments to consider.

The overall financial viability of the project may depend on the extent of peripheral developments' that will generate capital sums in their own right that may (in part) be agreed to be used to finance the building costs of the media scheme. Again, depending very much on the location of the site and who owns the land, and assuming formal approval can be obtained for all the developments to proceed, other options should be countenanced at this stage, either on-site or in the surrounding area. Examples may be as follows:

- The procurement of Sheltered Housing in conjunction with Approval for zoned Residential Housing.
- Commercial shopping centres to support the residential areas.
- The consideration of leisure developments open to the public, especially where there are no similar alternative venue close by.
- Use of part of the site for Light Industry, an I.T Park or Small Business Centre.

2. THE PROJECT CONCEPT.

This Funding Commentary has as its over-riding factor the requirement to make the project self-financing and profitable as well as to fulfil the concept of a successful academic and business media centre for all Participants allied to being a commercial and tourist attraction.

2.1 Location.

Of prime importance will be the precise location of the project. This may be determined on the basis whether the site has to be purchased at outset, over a period of time, or donated as a 'quid-pro-quo' for other off-site developments. It will need to have good transport (road and rail) links from major urban centres without excessive time taken for travel. Vehicle parking should be close at hand with easy undercover access to all amenities. There should be rapid internal transit arrangements if a number of different activities are to be accessed in one visit (eg moving walkways). Communications should be visual and vocal in all areas. As befits an 'Arts' concept, the design of the Arena should be ground-breaking with the basic structure proven rather than revolutionary (eg the London Eye) on financial considerations.

2.2 The Arena.

Second in importance will be the chosen order of building and bringing on-stream the various project activities. It is generally considered most appropriate to access the Arena first. This will accommodate Pop Concerts; Ice Shows; Orchestral Concerts; Kent Expositions; Trade Fairs; Theatre Productions and other displays demanding a large all-weather venue. The aim will be to maximise income flow as soon as possible and the time taken for building will enable pre-booking of attractions from the various sponsors of the project as well as outside promotions.

2.3 Arena support.

Depending on the mix of founder sponsors attained, the arena surround will require the usual public amenities (eg Hotel, restaurants, etc) associated with the type of events booked. In turn this is likely to attract peripheral commercial retail enterprises. As a result, the surround of the arena should include multi-purpose commercial modules available for rent.

2.4 The Academy.

Building of the academic side of the development may be commenced in parallel with the arena, but will principally be determined by the extent of Public and Private Sector support and how it will attract students. For instance, there may be a media business willing to support the building of a studio at once because it has an immediate commercial need to train additional staff. Alternatively, a new vocational training NVQ or Degree scheme may be authorised providing the amenities are suitable.

2.5 Academy support.

Location of the Academy will determine the extent of student accommodation required from outset and at the commencement of each semester. Location and the need for Academy facilities are also likely to determine how much hotel accommodation will have to be set aside for mature student and visitor use. The Academy will require ancillary facilities such as a library and teaching studying experimentation areas.

2.6 Modules of activity.

The activities expected to be accommodated on the project site (in no special order of preference) are:

<u>Activity:</u>	<u>Special needs:</u>
• Television studios	sound proofing
• Radio studios	sound proofing
• Music studios	sound proofing/acoustics
• Film studios	lighting/computers
• Dance studios	sprung floor
• Ballet studios	sprung floor
• Theatre	raked floor
• Lecture theatres	raked floor

3. PROJECT COSTS

3.1 Overall strategy

Technical skill will be needed to minimise the building requirements and the capital/running costs of these different enterprises. The current overall concept of the modular buildings is for them to be circular. Multi-purpose use of rooms, wherever possible, should be accepted to maximise their use and revenue. Similarly, the dance and ballet studios could have joint use. The theatre might be planned so that it could be partitioned for alternative use.

The area and its Projected cost of building for each module are quoted from Arup Associate's report and are brought together in **Appendix AAA2**. The base assumptions of calculating the cost of each module is given in tabular form hereafter with any supporting comment. The cost of any specialised fittings and equipment has been added at notional amounts until more firm quotations can be obtained. Commercial firms may subsidise or donate equipment if available for their own 'students' use.

3.2 Land Costs

Until a more firm idea of the location of the project is decided no allowance has been given for the capital cost of acquiring the land. There would appear to be no special operating necessity to own the site, but if commercial finance is to be tapped, a long lease of at least 50 years and preferably much longer would enable some security to be offered for borrowing purposes.

If a rent is to be paid that is not of a 'peppercorn' nature or is related to 'spin-off developments, the land value might be based on the location's ground area; the expected turnover of the developments; the net income generated; or percentage rights to future income arising from peripheral commercial activities. The value might be determined as a 'brown field site'. Preferably, a donation of suitable land in perpetuity subject to pre-agreed usage and performance covenants would greatly enhance the development of the project. Arup Associates have suggested a building land take of 15/18 hectares valued at £1.2/2.5mn per hectare.

3.3 Studio Build costs.

The projected capital costs as given by the analysis provided in **Appendix "A"** may be summarised as follows:

Television Studios	1,235 sq metres	£2,084,000
Radio Studios	225 sq metres	£380,000
Music Studios	610 sq metres	£991,000
Film Studios	2,000 sq metres	£2,295,000
Dance/Ballet Studios	3,440 sq metres	£3,956,000
theatre/Lecture theatre	3,464 sq metres	£6,971,000
Total Studio build cost		£16,677,000

These figures include broad percentage estimates for specialist fittings and equipment but exclude professional consultancy fees and VAT.

3.4 Studio Operating costs.

Until a full appraisal of each studio module is determined the costs shown hereafter based partly on Arup Associates indications must be subject to considerable amendment and updating. They assume that the Academy is liable for all operating costs. It is suggested, however, that consideration be given to outsourcing the overheads of the various activity modules, since the prime objective of the project is to offer facilities for the activities contemplated however they are accomplished and not necessarily to be in business as a service provider. The running of the operation is subject to future negotiation.

At this juncture, there are two scenarios to consider: for the Academy to act as employer for all direct and indirect services or to sub-contract the running costs to an external service company. This latter construction would leave the recruitment and appointment of lecturers and technicians as a controlled central cost while leaving the general staff wages and overheads to be the responsibility of the services company who would charge a management fee to the Academy.

There may be a third option should media firms decide to hire their module(s) of interest be it television or radio or films, and perhaps sub-let on a time basis to other users. The media companies would be responsible for staffing and running costs other than site services.

Indicative Direct Staffing costs per Studio Module

Manager	£20,000 + 12.2% NI pa	£ 22,440
Assistant Manager	£15,000 + 12.2% NI pa	£ 16,830
Floor Assistants	2 x £7,500 + 12.2% NI pa	£ 16,830
Academic Director	£30,000 + 12.2% NI pa	£ 33,660
Technical Director	£30,000 + 12.2% NI pa	£ 33,660
Total	Excluding pensions	£ 123,420

Indicative Operating expenses per Studio Module

Administrative staff	1 x £12,000 + 12.2% NI pa	£ 13,464
Caretaker/security	2 x £10,000 + 12.2% NI pa	£ 22,440
Energy	1,235 sqm x £15	£ 18,525
Building maintenance	1,235 sqm x £20	£ 24,700
Other Establishment	Say 200% Admin costs	£ 26,928
Total	Excluding pensions	£ 106,057

3.5 Other Site Operating costs.

The Arena, the Academy and attendant external Infrastructure will incur different operating cost variables. These are summarised below:

Arena

General Managers	1 x £25,000 + 12.2% NI pa	£ 28,050
Technical Managers	3 x £20,000 + 12.2% NI pa	£ 67,320
Marketing Managers	1 x £22,500 + 12.2% NI pa	£ 25,245
Assistant Managers	6 x £17,500 + 12.2% NI pa	£ 117,810
Floor Assistants	8 x £10,000 + 12.2% NI pa	£ 89,760
Project Directors	3 x £40,000 + 12.2% NI pa	£ 134,640
Total	22 Full time equivalents	£ 462,825

Academy

Head Lecturers	16 x £30,000 + 12.2% NI	£ 538,560
Assistant Lecturers	32 x £24,000 + 12.2% NI	£ 861,696
Technicians	32 x £12,000 + 12.2% NI	£ 430,848
Administrative staff	8 x £12,000 + 12.2% NI pa	£ 107,712
Caretaker/security	8 x £10,000 + 12.2% NI pa	£ 89,760
Project Director	4 x £40,000 + 12.2% NI pa	£ 179,520
Total	100 Full time equivalents	£2,208,096

External Infrastructure

Site Manager	1 x £17,500 +12.2% NI pa	£ 19,635
Vehicle Parking staff	2 x £10,000 +12.2% NI pa	£ 22,440
Landscape upkeep	50,000 sqm x £2	£ 100,000
Total	Excluding pensions	£ 142,075

3.6 Central costs.

Directorate.

The central costs will comprise largely those overheads that have to be recovered from each of the project earning centres, notably the top Directorate team salaries and the project finance costs. The Directorate has to be appointed, but a guide requirement and their possible cost is set out below, excluding pensions:

Chief Executive	(£75,000)
Academic Director	(£50,000)
Media Director	(£50,000)
Technical Director	(£75,000)
Facilities Director	(£50,000)
Marketing Director	(£50,000)
Finance Director	(£50,000)
Secretaries	(3 x £20,000)
Administrative Assistants	(2 x £15,000)
Non-executive Directors	(4 x £6,000)
On-cost (National Insurance)	(£55,000)
Total cost	<u>£577,000</u>

Finance.

The finance required to build and operate the project and its modules will comprise a mixture of front-end money to meet the building costs together with the money necessary to service and repay these initial borrowings and to meet net operating expenditure as it arises. The finance will be calculated on a cash flow principle, in that the monthly shortfall in investment will be accounted for cumulatively and the largest monthly deficit will provide the maximum figure to fund. Drawings to meet the operating shortfalls are likely to be staggered to meet the timing set out in the cash and the form of finance needed is likely to arise from grants; donations; commercial borrowings and equity investment.

3.7 Summary of project costs

Build costs – per sections 3.3 and appendix AAA2

Studios	Per Section 3.3	£16,677,000	a
Arena	33,161 sqm x £1,050	£25,000,000	b
Academic residences	14,000 sqm x £800	£11,200,000	c
Classrooms/Library	2,920 sqm x £1,150	£3,358,000	d
Social (pool etc)	3,625 sqm x £1,800	£6,525,000	e
Admin offices	1,000 sqm x £1,050	£1,050,000	f
Land Site	18 Hectares x £2.5m max	£45,000,000 max	g
Infrastructure	Appendix AAA2	£6,000,000	h
Services area	1,000 sqm x £700	£700,000	h
Car park	80,000 sqm total	£13,225,000	i
Landscaping	120,000 sqm x £30	£3,600,000	j
Total	Excluding contingencies	£132,335,000	

On further examination the following costs might be eliminated and/or deferred until a future date rather than being incurred at outset:

G Land purchase (refer section 3.2)	£ 45.000 m
E Social (50% reduction)	£ 3.263 m
I Car park (less 1,000 outside spaces)	£ 3.750 m
J Landscaping (less site area)	£ 2.600 m
Total	<u>£ 54.613 m</u>

Operating costs (year one) per sections 3.4 to 3.6 and Appendix AAA2

Studios: Direct staffing	6 x £123,420 #3.4	£ 740,520
Operating costs	6 x £106,057 #3.4	£ 636,342
Arena: Staffing	As calculated #3.5	£ 462,825
Maintenance	33,000 sqm x £20 Appx AAA2	£ 660,000
Academy: Staffing	As calculated #3.5	£2,208,096
Maintenance	33,500 sqm x £20 Appx AAA2	£ 600,000
Energy	66,500 x £15	£ 997,500
External infrastructure	As calculated #3.5	£ 142,075
Central costs	As calculated #3.6	£ 493,680
Total	Excluding pensions	£6,941,038

In the cash flow projections (**Appendix "B" sheet 3**) an annual cost inflation escalation has been incorporated at 3% pa.

4. PROJECT INCOME

4.1 Overall Strategy.

The prime consideration must be to maximise the income flow of the project as soon as possible for viability purposes. This may be achieved in two ways: either Concessions can be sold in advance with the support of performance guarantees to ensure that certain minimum amenities will be available by certain start dates, or advance rentals can be obtained, broadly on the same basis.

The next target requirement should be to accelerate the receipt of operating revenue, which may best be done through building and fitting out those activity modules most likely to offer the greatest chance of immediate extensive usage following their building completion. Again, commercial considerations should be paramount, unless the academic side is able to pre-book students participation and receive their fees in advance of the commencement of the academic year.

4.2 Arena.

Extensive marketing of the projected facilities will have to be made in the year or so before the Arena is available for use. Most major shows and exhibitions sold on a national ticket are booked at least one or two years in advance. At the current time no firm research is available to calculate reasonably accurately how many events may be attracted away from established venues and how many new events may be won. The income figures supplied by Arup Associates endeavour to recognise this situation. At this stage a tie-up or mutualisation with established organisations should not be ruled out.

4.3 Academy.

Currently, the standing of the courses to be made available is still being negotiated. Until this is settled the project will have to rely more on media sponsorship to attract students. The lack at present of a firm location for the academy makes it more conjectural to what extent the student residences will be necessary or whether existing local accommodation may be put in use.

4.4 Other Activities

The provision of snack bars, restaurants, shops and a hotel are best negotiated once a more firm idea of the throughput of students and the public can be gained. The hotel concept could be an important addition to the chosen locality. Current planning envisages a 200-bed quality hotel overlooking an open-air amphitheatre, incorporating a basement Night Club/Casino subject to attaining the requisite licence and planning approvals. In practice, some amenity concessions will have to be in place ready for the opening of the main project facilities, at rentals determined by the risk involved in guessing their likely turnover expectations.

4.5 Summary of Project Income.

Appendix AAA2 provides an analysis of the first five years income projections submitted by Arup Associates. This has been summarised below:

£'000 rounded

Studios:	Year 1	Year 2	Year 3	Year 4	Year 5
1 Television	52	104	172	172	250
2 Film	52	104	172	172	250
3 Radio/Music	4	8	16	16	26
4 Cinema	82	163	411	411	494
5 Theatre etc	800	1,599	3,840	3,842	4,483
6 Dance/Ballet	4	5	9	12	21
<u>Studios total</u>	994	1,983	4,620	4,625	5,524
<u>Shows/Concerts</u>	3,550	5,975	9,462	9,462	12,824
<u>Conference/Exhibns</u>	3,504	5,255	7,508	7,508	8,010
<u>Arena total</u>	7,054	11,230	16,970	16,970	20,834
<u>Private Functions</u>	4	5	8	11	16
<u>Non-Academic</u>	8,052	13,213	21,598	21,606	26,374
<u>Academic total</u>	12,175	16,719	19,170	23,298	28,570
<u>Project total</u>	20,227	29,937	40,768	44,904	54,944
<u>Percentage split</u> (Non academic to academic)	40/60	44/56	53/47	48/52	48/52

5. PROJECT FUNDING

5.1 Public and Private Sector support.

Public Sector support is required both in the context of educational acceptance for the academic module and of assistance with its funding. If sufficient advance applications from students are received, helped by courses aimed for entrance to the academy and placements promoted when the students are still in Higher Education establishments in the UK and overseas, this could provide sufficient guarantee for interim building funding. The academy would then need to be able to repay this debt and ensure it paid its way annually. The Arts, however, are not being targeted by Government for support to the extent of Science subjects at present.

Private Sector support, short of benefactor finance or cross-subsidies from other developments that enable a contribution of money to be made to the project, must rely on operating viability and sufficient return on investment that is attractive to the providers. Once this is in place, it will be the catalyst to apply for any necessary top-up commercial loans. One can expect a major future input from exploitation of the academy's services via the Internet but this is not easy to quantify since the extent of demand will depend on how each Studio module (and its backers) wishes to promote itself through this media and how the academic courses will be constructed. For this reason and because of the time needed before significant tangible earnings accrue, while highlighting potential WWW prospects, the financial projections exclude income from this source.

5.2 Funding requirement.

Basing income and expenditure projections on the various assumptions given throughout this Business Plan, **Appendix B Sheet 3** offers a five year cash flow profile suggesting a total cash requirement of c. £99 million (but see Section 5.3); and indicates how this might be met by a broad mixture of Debentures repayable in three to five years, an overdraft and a relatively modest amount of Equity (risk) investment that is envisaged as being fully repaid by year five with the prospect of further annual dividends thereafter. The Debenture coupon assumed of 20% pa is high to reflect the nature of the risk embodied in the project. It may be a condition that commercial sponsors of the various Studio modules will have to take up a proportion of the Debenture issue. Perhaps a Private and/or Public City Market/Internet issue mixing Debenture and Equity elements may also be offered.

5.3 Financial Viability Assessment.

A view of the financial cash flows provided in **Appendix B** incorporating Land costs varying between £21.6 million to £45 million show quite clearly that unless very substantial subsidies of money arise for the Project to allow the site to be acquired, if the Project has to finance the site cost itself out of cash flow it will not be commercially viable to do so. The financial projections exclude any cost allowance on a tenancy basis. It may be possible to negotiate part of the overall site for use for other purposes to enable the rent of the land incorporating the project buildings and surrounding area to be reduced as a separate cost that can be accommodated within the project cash flow. On the other hand, no allowance has been made for income from Agency sales commission, franchises, tourism and product sales. Until more firm commitments have been obtained this income remains unascertained.

The cash flow figures exclude professional fees and any VAT implications. Professional fees could add one-eighth to the cost of the Project alone unless in-house sponsors provide their own input. No cost escalation has been provided in the build figures.

A possible way ahead.

The first priority must be to agree on the location for a site. The Local Authority concerned must be involved in the lead role for this and thereafter assist with the future development of the Project. If other interests, Public and Private, are to be tapped to develop adjacent site areas to enable the Project to proceed, the necessary negotiations are likely to set back the original timetable by at least one year. The next priority should be to solidify sponsorship support on the conditional basis that providing the infrastructure will be in place at a certain time then the attendant financial backup will be forthcoming. The size of this support will determine whether or not separate funding will have to be raised before the project goes to the planning and building development stage.

Project Build Costs (as estimated):

Television studios.

Area 1,235 sq metres	Cost per sq m £1,250	Projected cost £1.54 m
Specialist fittings	Cost, say 20% of build	Projected cost £0.31 m
Specialist equipment	Cost, say 15% of build	Projected cost £0.23 m
Total capital cost estimated		£2.08m

Radio studios.

Area 225 sq metres	Cost per sq m £1,250	Projected cost £0.28 m
Specialist fittings	Cost, say 20% of build	Projected cost £0.06 m
Specialist equipment	Cost, say 15% of build	Projected cost £0.04 m
Total capital cost indicated		£0.38m

Music studios.

Area 610 sq metres	Cost per sq m £1,250	Projected cost £0.76 m
Specialist fittings	Cost, say 20% of build	Projected cost £0.16 m
Specialist equipment	Cost, say 10% of build	Projected cost £0.08 m
Total capital cost indicated		£1.00m

Film studios.

Area 2,000 sq metres	Cost per sq m £850	Projected cost £1.70 m
Specialist fittings	Cost, say 20% of build	Projected cost £0.34 m
Specialist equipment	Cost, say 15% of build	Projected cost £0.25m
Total capital cost indicated		£2.29m

Dance/Ballet studios.

Area 3,440 sq metres	Cost per sq m £1,150	Projected cost £3.96 m
Specialist fittings	Cost nil	Projected cost £0.00 m
Specialist equipment	Cost nil	Projected cost £0.00 m
Total capital cost indicated		£3.96m

Theatre/Lecture Theatre studios.

Area 3,464 sq metres	Cost per sq m £1,750	Projected cost £6.06 m
Specialist fittings	Cost, say 15% of build	Projected cost £0.91 m
Specialist equipment	Cost nil	Projected cost £0.00 m
Total capital cost indicated		£6.97m

Financial Operating Projections

Sheet 1 Income Projections – Non-Academic Media

Sheet 2 Income Projections – Academic Media
 And income summary

Five year Operational Summary

Sheet 3 Incorporation of a notional Financing Example

Construction Timing

The provisional 'fast track' programme is as follows:

1	Complete the provisional Business Plan	September 2000
2	Identify site	November 2000.
3	Identify and secure potential partners	December 2000.
4	Complete provisional costing	January 2001.
5	Planning applications	January 2001.
6	Secure finance	March 2001.
7	Accept construction tender(s)	April 2001.
8	Commence construction (phased)	May 2001.
9	Occupy premises	from 2002.

TRIPLE A MULTIMEDIA ACADEMY**Media Exposition**

Appendix B sheet 1

		Year 1	Year 2	Year 3	Year 4	Year 5
TELEVISION	Hire rate per day (£)	2,000	2,000	2,200	2,200	2,400
	Average use per year (days)	26	52	78	78	104
	Gross Income	52,000	104,000	171,600	171,600	249,600
FILM STUDIO	Hire rate per day (£)	2,000	2,000	2,200	2,200	2,400
	Average use per year (days)	26	52	78	78	104
	Gross Income	52,000	104,000	171,600	171,600	249,600
RECORDING & MUSIC & RADIO	Hire rate per day (£)	150	150	200	200	250
	Average use per year (days)	26	52	78	78	104
	Gross Income	3,900	7,800	15,600	15,600	26,000
CINEMA	Hire rate per night (£)	300	300	400	400	500
	Average use per year (days)	12	24	52	52	52
	Customer average ticket price (£)	4.00	4.00	5.00	5.00	6.00
	Average no of tickets sold (night)	125	250	375	375	375
	Average number of nights open	156	156	208	208	208
	Gross Income: from hire	3,600	7,200	20,800	20,800	26,000
	from customers	78,000	156,000	390,000	390,000	468,000
THEATRE	Hire rate per night (£)	1,500	1,500	1,750	1,750	2,000
	Average use per year (days)	12	24	52	52	52
	Customer average ticket price (£)	10	10	12	12	14
	Average no of tickets sold (night)	500	1,000	1,500	1,500	1,500
	Average number of nights open	156	156	208	208	208
	Gross Income: from hire	18,000	36,000	91,000	91,000	104,000
	from customers	780,000	1,560,000	3,744,000	3,744,000	4,368,000
STUDIO - THEATRE	Hire rate per night (£)	50	50	60	60	70
	Average use per year (days)	30	60	90	120	150
	Gross Income	1,500	3,000	5,400	7,200	10,500
DANCE - BALLET	Hire rate per day (£)	15	15	20	20	25
	Average use per year (hours)	234	300	462	600	840
	Gross Income	3,510	4,500	9,240	12,000	21,000
CONFERENCE & EXHIBITION	Floor area available (sq m)	20,000	20,000	20,000	20,000	20,000
	Rate per sq metre (£)	3.50	3.50	3.75	3.75	4.00
	Hire rate per day (£)	70,000	70,000	75,000	75,000	80,000
	Average use per year (hours)	50	75	100	100	100
	Gross Income	3,500,000	5,250,000	7,500,000	7,500,000	8,000,000
EXHIBITION - SPACE	Hire rate per Show (£)	300	300	350	350	400
	Average Shows per year (number)	12	18	24	24	24
	Gross Income	3,600	5,400	8,400	8,400	9,600
ARENA	Hire rate per night (£)	25,000	25,000	27,000	27,000	28,000
	Average use per year (days)	52	104	156	156	208
	Customer average ticket price (£)	30	30	35	35	35
	Average no of tickets sold (night)	6250	9375	12500	12500	12500
	Average number of nights open	12	12	12	12	16
	Gross Income: from hire	1,300,000	2,600,000	4,212,000	4,212,000	5,824,000
	from customers	2,250,000	3,375,000	5,250,000	5,250,000	7,000,000
PRIVATE FUNCTIONS	Hire rate per night (£)	300	300	350	350	400
	Average use per year (events)	12	18	24	32	40
	Gross Income	3,600	5,400	8,400	11,200	16,000
NON-ACADEMIC total of Gross Income		8,049,710	13,218,300	21,598,040	21,605,400	26,372,300

TRIPLE A MULTIMEDIA ACADEMY**SUMMARY OF INCOME PROJECTIONS**

Appendix B sheet 2

Academic Campus

		Year 1	Year 2	Year 3	Year 4	Year 5
STUDENT FEES	Full-time annual fees (£) Non res/l (£): Triple A	9,000	9,000	9,500	9,500	10,000
	Residential	12,000	12,000	12,500	12,500	13,500
	Number of students Non res/l	750	1,000	1,000	1,000	1,000
	Residential	375	500	500	500	500
	Gross Income Non res/l	6,750,000	9,000,000	9,500,000	9,500,000	10,000,000
	Residential	4,500,000	6,000,000	6,250,000	6,250,000	6,750,000
SHORT - COURSES	Course fees on average (£)	400	400	500	500	600
	Number of participants	150	250	300	300	500
	Gross Income	60,000	100,000	150,000	150,000	300,000
SUMMER - SCHOOL	Course fees on average (£)	1,000	1,000	1,200	1,200	1,500
	Number of participants	100	150	150	150	150
	Gross Income	100,000	150,000	180,000	180,000	225,000
DISTANCE - LEARNING	Course fees on average (£)	750	750	850	850	950
	Number of participants	50	75	100	100	100
	Gross Income	37,500	56,250	85,000	85,000	95,000
EVENING - CLASSES	Course fees on average (£)	85	85	95	95	100
	Number of participants	15	20	20	20	20
	Number of courses per year	5	5	5	5	5
	Number of subjects per course	20	25	30	35	40
	Gross Income	127,500	212,500	285,000	332,500	400,000
CORPORATE - ADVANCED I.T.	Course fees on average (£)	750	750	850	850	900
	Number of participants	20	40	80	200	300
	Number of courses per year	40	40	40	40	40
	Gross Income	600,000	1,200,000	2,720,000	6,800,000	10,800,000
ACADEMIC total of Gross Income		12,175,000	16,718,750	19,170,000	23,297,500	28,570,000

Other income sources

AGENCY INCOME	(percent of hire charges)	No provision has been made at this stage
PRODUCT SALES	(rents and/or franchise)	No provision has been made at this stage
HOTEL TENANCY	(probable franchise)	No provision has been made at this stage
TOURISM INCOME	(tours and catering)	No provision has been made at this stage
SOCIAL INCOME	(Gym/pool/keep fit)	No provision has been made at this stage
STUDENT PRODUCTIONS	(Commissioned/Fee earning)	No provision has been made at this stage
INTERNET	(advertising/courses)	No provision has been made at this stage

SUMMARY OF INCOME

NON-ACADEMIC	8,049,710	13,218,300	21,598,040	21,605,400	26,372,300
ACADEMIC	12,175,000	16,718,750	19,170,000	23,297,500	28,570,000
OVERALL TOTAL GROSS INCOME excl Other Income	20,224,710	29,937,050	40,768,040	44,902,900	54,942,300

NOTE: Income sources other than those estimated above have not yet been quantified.

Appendix B sheet 3

SUMMARY OF INCOME AND EXPENDITURE

£'000

ACADEMIC	Build year	Year 1	Year 2	Year 3	Year 4	Year 5
Income		12,175	16,719	19,170	23,298	28,570
Costs: Staffing		2,208	2,274	2,342	2,413	2,485
Operating		600	618	637	656	675
Total costs	22,583	2,808	2,892	2,979	3,068	3,160
Surplus		9,367	13,827	16,191	20,230	25,410

Cash Flow	-22,583	-13,216	611	16,802	37,031	62,441
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NON-ACADEMIC

Income		8,050	13,218	21,598	21,605	26,372
Costs:						
Studios Staffing		740	762	785	809	833
Operating		636	655	675	695	716
Arena Staffing		463	477	491	506	521
Operating		660	680	700	721	743
Central costs (Including energy)		1,633	1,682	1,732	1,784	1,838
Total costs	64,752	4,132	4,256	4,384	4,515	4,651
Surplus		3,918	8,962	17,214	17,090	21,721

Cash Flow	-64,752	-60,834	-51,872	-34,658	-17,568	4,154
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PROJECT COMBINED excl Land	-87,335	-74,050	-51,261	-17,856	19,464	66,595
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Incorporating Land costs.

Add Cost of Land 'A' (maximum)	45,000					
PROJECT COST incl LAND 'A'	-132,335	-206,385	-257,646	-275,502	-256,039	-189,444

Add Cost of Land 'B' (minimum)	21,600					
PROJECT COST incl LAND 'B'	-108,935	-182,985	-234,246	-252,102	-232,639	-166,044

FINANCING EXAMPLE (Wholly commercial)

Subject to amendment

PROJECT COMBINED excl Land	-87,335	13,285	22,789	33,405	37,319	47,131
Debenture £75m coupon 20% pa	75,000	0	0	-25,000	-25,000	-25,000
Equity £12m	12,000	0	0	0	0	0
Bank overdraft facility £12m	10,000	2,000	-7,000	5,000	-4,000	-6,000
Interest payable:						
Debenture for part year	-8,500	-15,000	-15,000	-12,500	-7,500	-3,500
Overdraft @ 10% pa	-300	-1,000	-800	-750	-1,000	-500
Equity dividend	0	0	0	0	0	-12,000
Adjusted Cash Flow	865	150	139	294	114	245

NOTE: Although the Academic and non-Academic interests are shown separately, in practice the Academic students will have the use of the Studio etc modules.

Appendix AAA2

**TRIPLE A MULTIMEDIA ACADEMY LTD
FEASABILITY STUDY REPORT - 2000**

ARUP ASSOCIATES

ARCHITECTS + ENGINEERS + QUANTITY SURVEYERS + URBAN DESIGNERS

Appendix AAA2

Triple A Multimedia Academy Ltd (Triple A Group)

The purpose of this study report is to set out a reasonable first estimate of the scope, number and size of the facilities which will be required to establish the new Triple A Multimedia Academy of Performing Arts, and to make some conceptual proposals for an ideal model layout.

Inevitably at this stage the brief is still somewhat undeveloped but it is hoped that the information gathered here will provide a sensible starting point from which a more accurate brief can be developed at a later stage. It should, however, be sufficient to give some indication as to the size of site which will be required and the relationship between the various buildings which will constitute the Academy.

The brief is based upon initial information supplied by Terry Armstrong and should be read in conjunction with his mission statement for the Academy. Subsequent clarification and suggestions have come out in our dialogue with him over a period, and we expect this process to continue for some time as the brief evolves.

The Academy brief is unique for the following reasons.

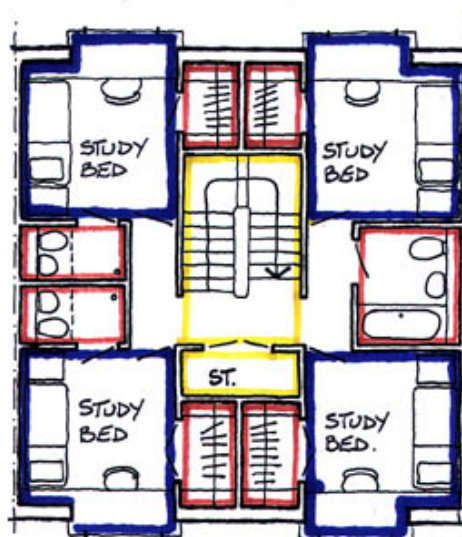
1. The mix of dance, drama, music, film, broadcasting, recording and venue management training skills located all on one site.
2. The relative emphasis placed upon the multimedia and technical aspects of performance.
3. The idea of a creative production company offering real learning experience to students, through hands-on involvement in a professionally run commercial venture.
4. The inclusion of a major regional performance venue at the heart of the Academy.

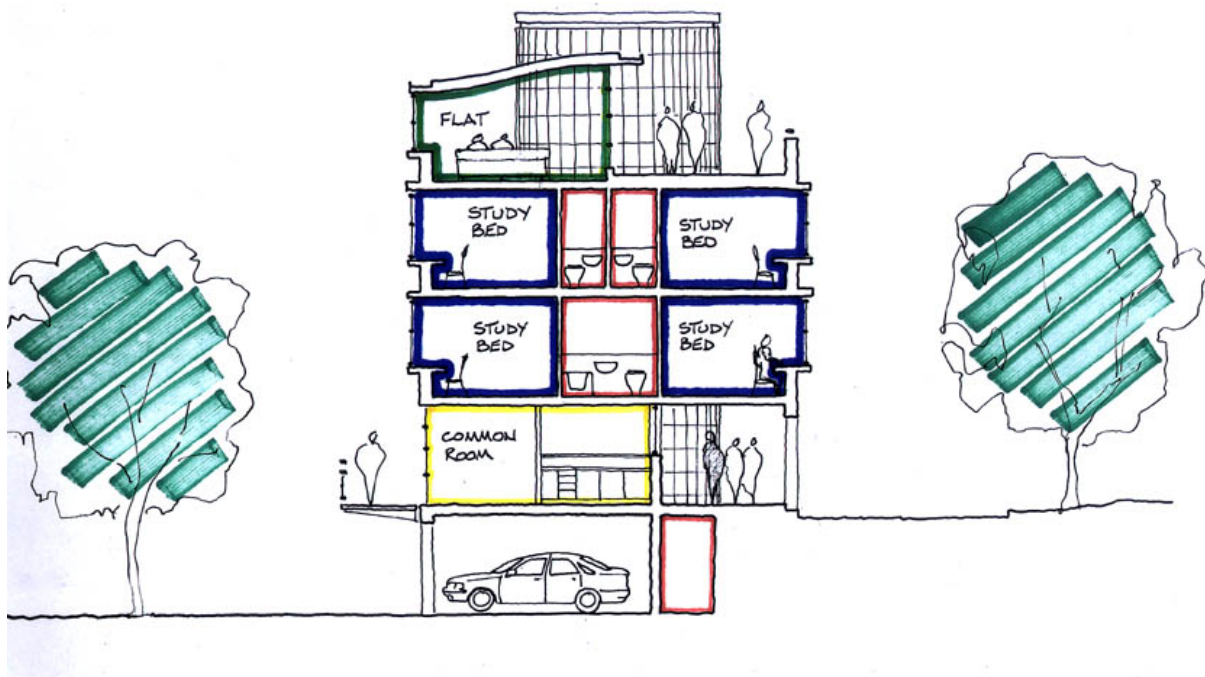
Since no such academy exists yet upon which to model or make comparison we have broken down the various parts of the brief into sections which can be directly related either to known or assumed examples of other buildings or previous relevant design work within our own experience.

The accommodation breaks down broadly as follows.

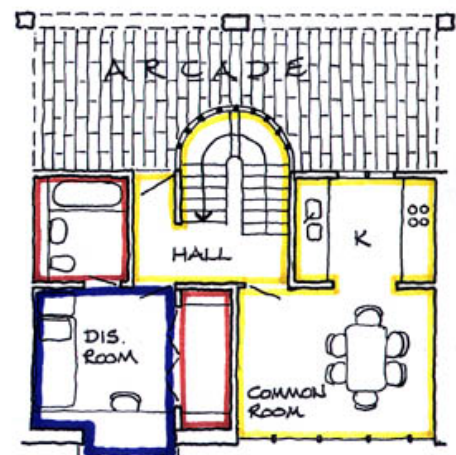
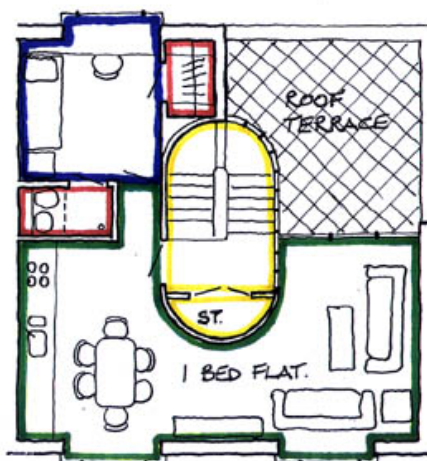
Residential

The brief assumes that there will be 1500 students attending courses at the Academy, of whom 500 will be resident on site in purpose built accommodation.





The space allowance is based on the notion of an arcaded terrace of 4 storey houses with common rooms at ground level and 4 study/bedrooms, each with ensuite WC/shower facilities, grouped around a central stair on each of the first and second floors. The top floor can either be planned as a one or two bedroomed flat or as a further common room space with roof terrace depending upon whether 4 or 8 students share a kitchen. Accommodation for wheelchair-bound students can be planned at ground level adjacent to the common areas. The combination of flats and ensuite accommodation should provide flexibility for the Academy to rent out individual rooms for conferencing and provide potential holiday let accommodation out of term time.



Arena

The largest single element in the brief is an indoor arena with seating capacity of 12000 people and capable of hosting a variety of events either in the round or with a stage at one end. These events could include anything from concerts to show jumping or trade shows.

The floor plate will be sized to cater also for the possibility of providing an ice hockey rink.

The emphasis is however likely to be on the use of the space as a performance venue rather than a home for sporting events.

We have taken as a model the brief used for the design of our un-built Glasgow Millennium Arena project for which considerable design development work was carried out. The spaces represented in the accommodation list are taken literally from the project, which included an element of community use as well as the significant inclusion of ice hockey and indoor athletics. However it does serve to give a feel for the scale of the overall arena which represents about a half of the total Academy brief area. (about 30,000 m²)

TV Studio

One broadcast quality digital TV studio has been allowed for in the brief.

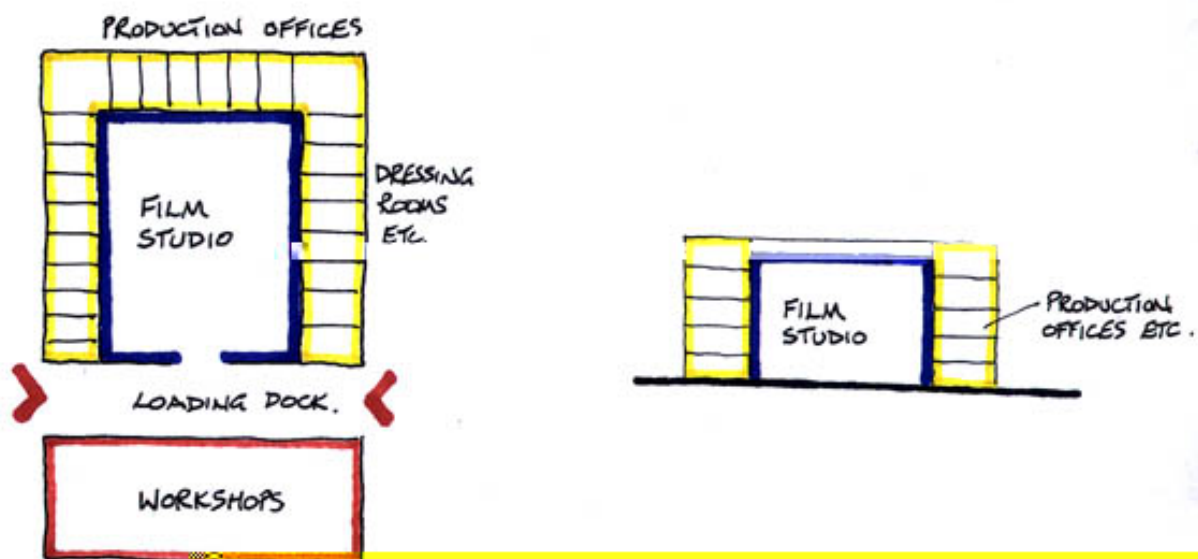
Typically this consists of a large lofty squarish studio space about 13.5m high (11m clear to lighting grid) surrounded by a number of smaller support spaces.

The list of accommodation and areas is a best guess assumption of what might be needed.

These facilities vary considerably according to user requirements. Further advice will be required from an end user before a final brief can be established.

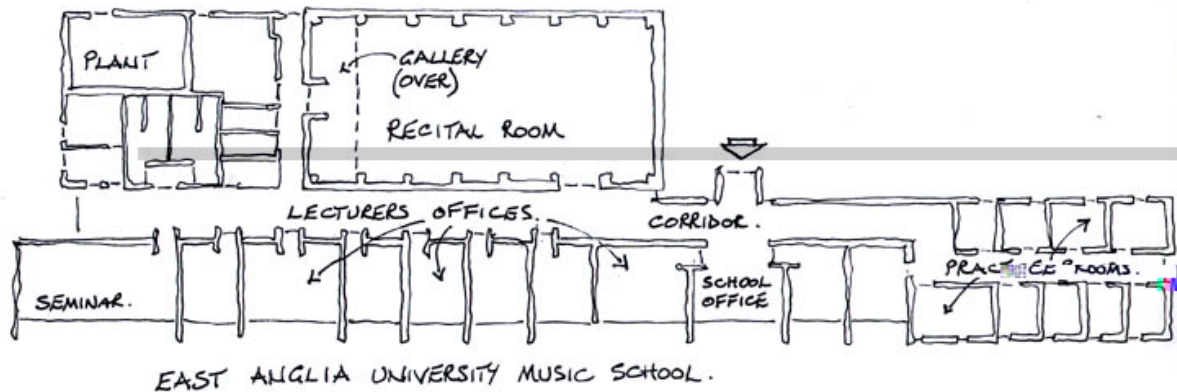
Film studios

Large volume studio space has been included for filmmaking and is likely to be closely related to the TV studio use. This space could also double up as a warm-up facility for the Arena. An allowance has also been made for workshops and other support spaces in addition to those included for the TV Studio.



Music

We have used the accommodation schedule for the University of East Anglia music school, which is of a modest size and seems to represent an appropriate scale of facility. However the recording studio element has been increased and a small radio station also included.



Dance

The dance school brief is a literal use of the accommodation planned for the new Laban Centre in Deptford, which is in the process of being realised at the time of writing. Some of these areas are very specific to the Laban centre and its teaching philosophy but have been left in for the time being because they are not large enough to distort the figures greatly. The school itself is quite large, catering for an anticipated student population of 400 with 70 staff. This is probably too large for the dance element of the Academy (as yet undefined) but is probably about right if drama students were to be included also, as users of the accommodation. A theatre is included in the brief and the areas given to dance studios could be assigned to rehearsal space for drama.

Teaching

A further allocation of general teaching accommodation has been included based upon the anticipated student population. This may need to be reviewed when it becomes clearer what each course requirement is likely to be. At the moment this includes spaces for seminar and IT use, a lecture theatre, library, photography and graphic design studios plus a small cinema.

Social

A list of other amenities related to the wellbeing of the users of the Academy has also been included. This list is not exhaustive and may vary to some degree anyway depending on what type of location is finally chosen for the Academy. (eg. Town centre site or green field)

Draft Accommodation Brief-14 April 2000

Residential 500 study bedrooms @ 11m² plus ensuite shower /wc or bathroom
 (Nottingham) 4-8 persons sharing a kitchen /dining/living space @ 25m-30 m²
 Approx 50-55 houses for 9-10 people at 242-256 m² =say 13500-14000
subtotal 14000 m²

Arena	Stewards changing rooms/showers	43 m ²
	Stewards lockers	113 m ²
	Front entrance	180 m ²
	Interview/Stewards briefing room	120 m ²
	Concourse toilets	1633 m ²
	Fitness and weights	114 m ²
	Visitor changing lockers	128 m ²
	Visitor changing showers	92 m ²
	Training room	12 m ²
	Lounge	20 m ²
	Laundry and equipment	18 m ²
	Star/performers/officials areas	25 m ²
	Physio	26 m ²
	Gym	26 m ²
	Home changing lockers	112 m ²
	Home changing showers	67 m ²
	Coaches Conference/film room/group changing	75 m ²
	Medical/first aid	71 m ²
	Drug test waiting room	24 m ²
	Drug test area	8 m ²
	Consulting room	10 m ²
	Specialist stores	47 m ²
	Kitchens and stores	433 m ²
	Concourse kiosks and vendors	749 m ²
	Skate store	72 m ²
	Staff changing room(catering)	34 m ²
	Staff toilets (catering)	33 m ²
	Laundry and uniform store	18 m ²
	Lifts	156 m ²
	Stairs	400 m ²
	Air handling towers	620 m ²
	Workshops and maintenance	720 m ²
	Holding rooms and police office	28 m ²
	Promoters rooms and police office	125 m ²
	Stadium management and security	125 m ²
	Trash compactor	29 m ²
	Equipment stores	693 m ²
	Stadium management /front of house	68 m ²
	Curling equipment stores	38 m ²
	Box office	46 m ²
	Community entrance	123 m ²
	Tourist information /retail	93 m ²
	Community reception	93 m ²
	Café	70 m ²

	Computer room	68 m ²	
	Exhibition space	557 m ²	
	Arts/craft studio	220 m ²	
	Function/orchestral rehearsal/choral rehearsal	792 m ²	
	VIP entrance/lobby and promotions	109 m ²	
	Back of house mezzanine	120 m ²	
	Stores	79 m ²	
	Corporate boxes	1012 m ²	
	Bar	385 m ²	
	Party suite	462 m ²	
	Commentary boxes	62 m ²	
	Control rooms and results	59 m ²	
	Press room	107 m ²	
	Press interview room	58 m ²	
	PA room	38 m ²	
	Plantrooms	1071 m ²	
	Main arena	5786 m ²	
	Unspecified back of house	600 m ²	
	Circulation	8075 m ²	
	Fixed seating	3714 m ²	
	Retractable seating	1615 m ²	
	Moveable seating	442 m ²	
	Subtotal	33161 m²	
TV	Television studio + scene dock 400 m ² +100 m ²	500 m ²	Video
	tape recording room	10 m ²	
	Telecine room (transfer of film to video)	10 m ²	
	Master control room	20 m ²	
	Electronic maintenance room	10 m ²	
	Announcer's studio	10 m ²	
	Apparatus room	10 m ²	
	Lines room	10 m ²	
	Sound control room	10 m ²	
	Sound recording studio	15 m ²	
	Animation studio	15 m ²	
	Post-production digital editing suites 6no @ 10	60 m ²	
	Rehearsal studios 2no @ 50	100 m ²	
	Electrical workshop	25 m ²	
	Metalwork shop	25 m ²	
	Carpentry workshop	50 m ²	
	Paintshop	25 m ²	
	Lamp store	15 m ²	
	Green room	25 m ²	
	Dressing rooms 4no @15	60 m ²	
	Wardrobe	20 m ²	
	Laundry	20 m ²	
	Tape stores	20 m ²	
	Stores	20 m ²	
	Production @ admin offices 15 people @10	150 m ²	
	subtotal	1235 m²	

Music	Recital room/Recording studio	150 m ²
	+ technicians gallery	17 m ²
(East Anglia)	Recording/Broadcasting/Electronics/Maintenance	57 m ²
	Electronics office	18 m ²
	Music listening room	18 m ²
	Directors office	22 m ²
	Secretaries' office	15 m ²
	6no.lecturers offices @ 15 m ²	90 m ²
	Rehearsal /assembly room	26 m ²
	Seminar room	40 m ²
	8no.practice rooms (3@ 7.5 m ² +5@5 m ²)	47.5 m ²
	Students instrument room	15 m ²
	Students room	10 m ²
	Music store	5 m ²
	Cleaners store	5 m ²
	Changing room	9 m ²
	Kitchenette	5 m ²
	Circulation	<u>90 m²</u>
	subtotal	610 m²
Film Studios	Sound Stage	1000 m ²
	Workshops	600 m ²
	Dressing rooms/post-production offices	<u>400 m²</u>
	subtotal	2000 m²
Radio	Broadcasting studio	20 m ²
	Control room	15 m ²
	Reception/waiting area	20 m ²
	Post-production digital editing suites 2no @ 10	20 m ²
	Recording studios 3no suites @ 50 m ²	<u>150 m²</u>
	subtotal	225 m²
Dance (Laban)	30 person dance studio	153 m ²
	30 person dance studio	188 m ²
	30 person dance studio	186 m ²
	30 person dance studio	190 m ²
	30 person dance studio	184 m ²
	35 person dance studio	226 m ²
	15 person dance studio	147 m ²
	15 person dance studio	122 m ²
	15 person dance studio	86 m ²
	15 person dance studio	134 m ²
	15 person dance studio	150 m ²
	15 person dance studio	115 m ²
	40 person dance studio +100 seated	240 m ²
	Director	16 m ²
	Secretary	9 m ²
	Vice Principal	14 m ²

	Security room	13 m ²
	Cloakroom	25 m ²
	Senior Common room	76 m ²
	Post room/building manager	18 m ²
	Publicity	57 m ²
	Lecture room	86 m ²
	Conference room	20 m ²
	Conference Room	18 m ²
	Meeting room	65 m ²
	Registration	51 m ²
	Office 2@ 18	36 m ²
	Control room to lecture room	8 m ²
	Music room	58 m ²
	Staff storage	117 m ²
	Post grad room	15 m ²
	Research tutor	10 m ²
	Head of research	10 m ²
	Counselling room	11 m ²
	Student Union room	14 m ²
	Tutor room	57 m ²
	Tutor rooms 4@ 11	44 m ²
	Tutor room	30 m ²
	Transitions	56 m ²
	Tutor room	9 m ²
	Seminar room 2 @ 28	56 m ²
	Pilates studio	144 m ²
	Dance movement therapy clinic	63 m ²
	DMT observation area	8 m ²
	Office	8 m ²
	Therapy 3@ 8	24 m ²
	Waiting area	25 m ²
	MIRC Entrance/admin area	48 m ²
Theatre (Laban)	Auditorium 300 seats	222 m ²
	Stage	261 m ²
	Store	24 m ²
	Production/Visual design office	33 m ²
	Visual design workshop	55 m ²
	Sound	18 m ²
	Lighting/IT	8 m ²
	Audio visual/computer	10 m ²
	Laundry & dye/model booths (separate rooms)	19 m ²
	Scene dock	32 m ²
	Costume design	57 m ²
	Lantern / dimmer room	11 m ²
	Workshop	35 m ²
	Lobby	19 m ²
	Lighting control/sound control	56 m ²
	Lobby	15 m ²
	General/ costume design store	32 m ²
	Amp room	3 m ²

	Entrance foyer	176 m ²
	Foyer	251 m ²
	Bar area	15 m ²
	Bar store	2 m ²
	Lift motor rooms	23 m ²
	Circulation	1309 m ²
	WC/s	218 m ²
	Dressing rooms 3no	49 m ²
	Changing rooms	125 m ²
	Kitchenette staff	9 m ²
	Kitchenette conference	3 m ²
	Kitchen cafeteria	52 m ²
	Kitchen refuse	5 m ²
	Kitchen cold store	6 m ²
	Kitchen staff room	14 m ²
	Kitchen stores	22 m ²
	Main equipment room	26 m ²
	Gas meter room	14 m ²
	Plant room	14 m ²
	Boiler room	22 m ²
	IT sub equipment room	12 m ²
	Plantroom monobloc	124 m ²
	Plantroom chiller	41 m ²
	LV switchroom	<u>22 m²</u>
	Theatre/dance	subtotal
		6904 m²
Teaching	Classrooms/seminar rooms @ 40-50m ²	
	1500 students @ 0.65m ² / student = 975m ² ÷ 40/50 = 20/25 rooms	
	Including IT rooms	say 1000 m ²
	Lecture theatre for 100 people (eg. Unilever)	160m ²
	Library	1000m ²
	Graphic design studios 2 @150	300 m ²
	Photography studios	300 m ²
	Cinema/ theatre with 100 fixed seats plus projection room	<u>160 m²</u>
	subtotal	2920m²
Offices	100 people @ 10 m ²	1000 m²
Social	Gym	700 m ²
	Changing for gym/dance	600m ²
	Swimming Pool say 25metres x 10m	350 m ²
	Changing for pool	150 m ²
	Club. Cabaret and bar for 100 people@ 2 m ² /person	200 m ²
	Club. Cabaret and bar for 400 people@2 m ² /person	800 m ²
	Restaurant 100 people @ 1.9 m ²	190 m ²
	Kitchen for restaurant incl. Stores	60 m ²
	Medical Centre	75 m ²
	Creche	50 m ²
	Exhibition space 3no @ 150 m ²	<u>450 m²</u>
	subtotal	3625 m²
	total	65680 m²

Ancillary	Lavatories (where not already included)	tba
	Circulation space (where not already included)	tba
	Plantrooms (where not already included)	tba
	Helipad	
	Lake	
	Car parking for 1000 cars @ 28 m ² /carspace	28000 m
		Say 3 hectares

Site Area

The site area required will depend upon location, final building configuration, landscape, etc. As an indication the footprint of the building based upon the enclosed schedule will be approximately 3.5Ha. This assumes the accommodation to be arranged over an average of two levels.

Car Parking for 1000 cars requires approximately 3Ha. Allow about 0.5Ha for coach drop off/servicing.

This gives a total of about 7Ha before landscaping and site configuration is considered. An urban site could require less area by vertically stacking some of the elements to produce a more compact footprint and by greater reliance on public transport to reduce car-parking demand.

Car parking and servicing can also be accommodated under buildings, which would reduce land take but increase construction costs.

Other models also exist for the major components (eg Arena) and the figures given should be considered indicative until a clearer brief can be defined.

Concept

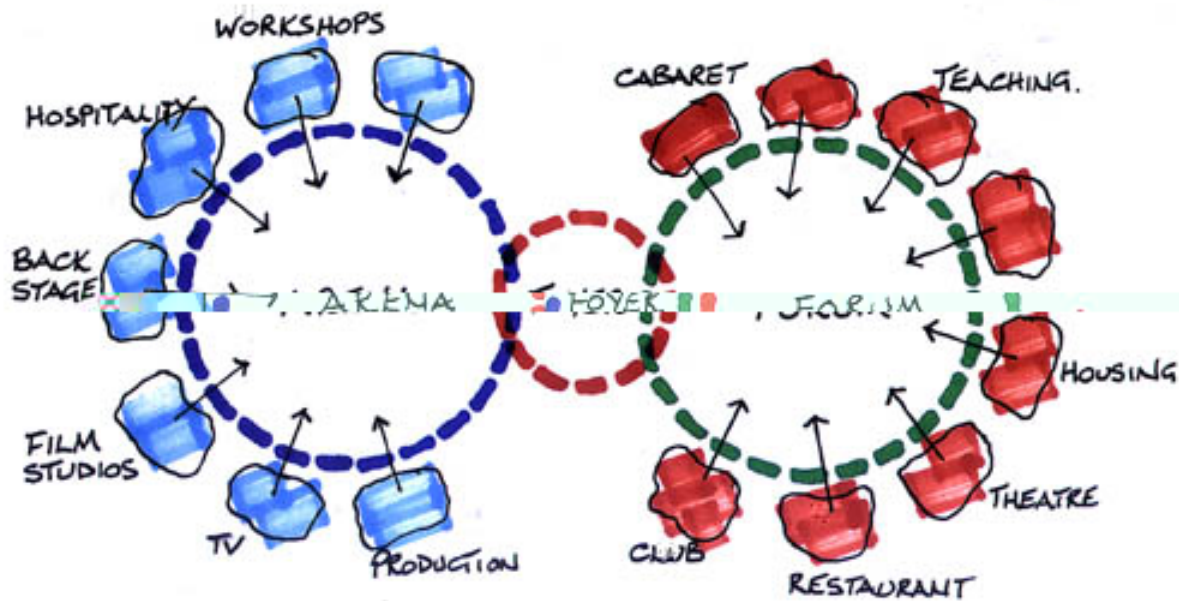
A key part of the idea to locate all of the various strands of the performing Arts onto one site is to do with nurturing a creative environment in which ideas and skills can be transferred between disciplines. Students will become familiar with all aspects of the creative process and not restricted within a narrow field of study.

For this to be encouraged, the layout of the Academy should be such that the various teaching facilities are closely related and interspersed with each as far as is practicable, so that all of the students are constantly aware of what is going on in other parts of the Academy.

It should also create opportunities for students and teachers to meet socially, so that relationships are built up across courses.

These ideas tend to reinforce the notion of an identity for the Academy as a whole rather than as an agglomeration of different schools and this should be reflected and reinforced in the architectural layout.

This suggests to us that the Academy should be planned around some kind of enclosed space which could act as a forum at the heart of the Academy, which holds it all together, where people naturally congregate, and which provides a strong overall identity for the community.



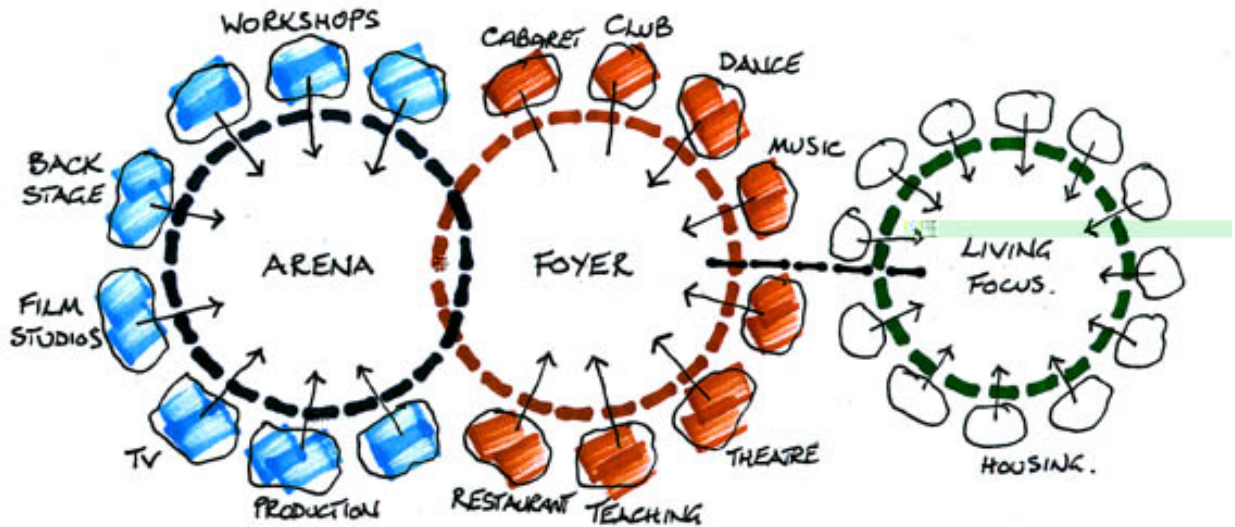
Initially given the relatively large size of the Arena we thought that it might be possible to use the Arena itself as this focal space. However, although there will undoubtedly need to be certain facilities which naturally need to group around the Arena itself (back of house in particular), the practicalities of running a large venue such as this inevitably conflict with the idea of creating a 24-hour social space.

Such a space is perhaps more akin to the foyer space of the Arena rather than to the Arena itself.

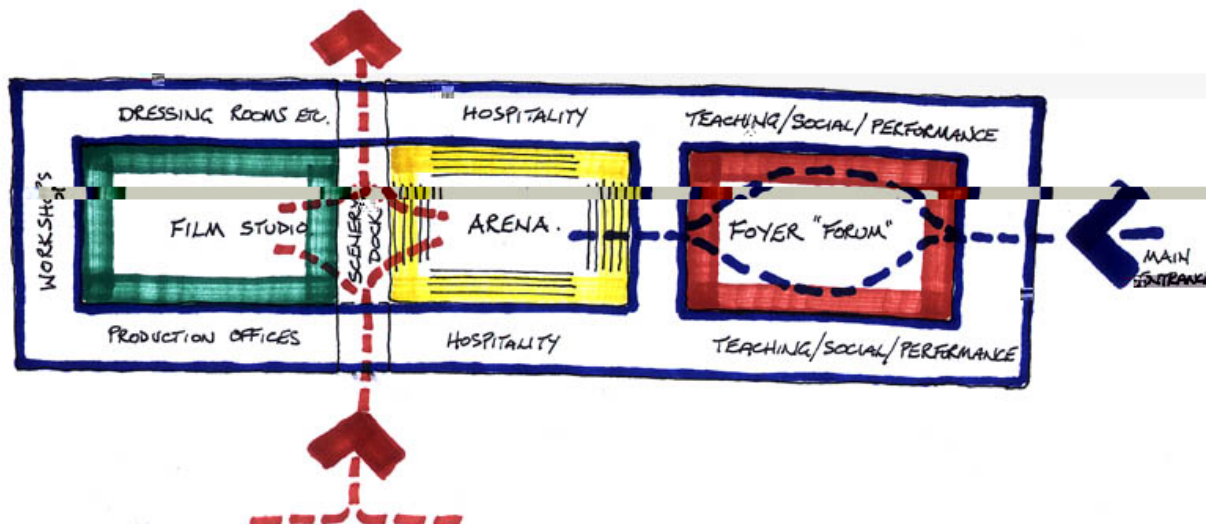
Therefore we propose that the Arena foyer should either address or become this forum space and thereby create the link between the Arena and the rest of the Academy.

The Great Hall

If the foyer were to become the forum space itself, it could take the form of another large covered hall, which also acts as a foyer to other teaching and performance venues. However it would probably not be large enough to accept the residential accommodation as part of its perimeter. Some other focus would need to be provided for the housing element.



There is a degree of commonality between the scale of these two large spaces and the film studio space which could lead to a solution involving an almost constant cross-section, consisting of a large volume space divided into three distinct zones (Studio, Arena, and Foyer) each surrounded by 3 or 4 storey galleried accommodation. This solution would have the benefit of being relatively compact and could fit well into an urban site almost like a railway station, or shopping mall.



Depending on the site chosen it may be more appropriate to open out this space to a wider view or landscape. In either case the possibility exists to create a permanent façade and image for the Academy to be seen in the context of a maturing landscape but without prejudicing its ability to expand at the back behind the façade.

We were asked to provide an image of the potential development for presentation to interested parties plus an idea of approximate development roots so as to give a clear appreciation of the feasibility of the overall project. Costs were not included in the original agreement of 17th August 1999 but we have endeavoured to give you a guide before you decide to invest further in studies for specific sites. Consequently the costs and land use figures are intended to address a range of options rather than one specific site and scheme.

The following narrative is intended to explain some of the issues that have informed the figures provided. A more detailed cost appraisal will need to be undertaken at the next stage when a specific site has been chosen and the development brief, including Arena and Hotel options, has been taken further.

BUILDING COSTS

The enclosed figures represent indicative costs applied to the brief areas given in the report. These are generally independent of the site chosen and assume normal (uncomplicated) construction conditions. The arena has the greatest potential for variation, as it will depend upon function and event profile as much as ultimate capacity. The input of an arena management consultant would be useful at a further stage to help develop the detailed brief for the site eventually chosen. The budget figure given allows for an exciting architectural image as demanded by the nature of this project.

The hotel costs reflect the higher range of star rating as agreed in our discussions and would be integrated into the overall scheme to take full advantage of the Academy and Arena. We have assumed that some facilities gym, social, etc would be shared with the Academy (item 10). A hotelier or hotel consultant would need to be consulted on specification, location, viability, etc in order to determine the positive benefit and options to the overall scheme.

For infrastructure costs we have made an allowance for a normal site zoned for suitable development. The actual site-specific costs would need to be evaluated as part of your land acquisition enquiries/negotiation. We have assumed a site requiring no decontamination costs and this is reflected in the land values assumed. Conversely, you may be offered a site which requires remedial works but which costs less. Our Manchester Stadium project is a good example of this but was driven by a determined political initiative for urban regeneration without which the development may have been less commercially attractive. Within Arups we have extensive experience in undertaking technical site evaluations but this is detailed work and other factors in site selection need to be resolved before a full environmental / technical assessment can be justified.

CAR PARKING

Following our discussions we have increased the car parking provision from 1000 to 3000 of which 2500 spaces are associated with the arena. Coach parking is assumed to be within this area provision. The exact parking provision will depend upon event profile, planning policy, proximity of public transport links and arena management demand for the chosen site. At this stage we have assumed all car parking to be at grade as this is normally more economic than providing parking structures provided that the site is large enough. However, toward the higher end of the assumed site cost range parking structures become economical.

It is a balance between land cost (and availability) and building cost. Incorporating parking beneath the buildings is also an alternative and particularly useful in hiding away cars on confined or sensitive sites and giving direct access to buildings above. The cost per vehicle is likely to be equal to or higher than for a dedicated parking structure however. As most of the car parking provision is for the Arena, it may be possible to provide car-parking overspill to adjacent daytime activities. As can be seen, car-parking provision is very dependent upon the site chosen. Parking on grade does offer an option for future expansion as additional buildings can be constructed over the parking zone providing covered undercroft parking in the process.

LAND ACQUISITION

This is the issue with the greatest variables and the site chosen will have a profound influence over the planning and management of facilities as well as the overall development cost. For the purposes of this exercise we have referred to the current Estates Gazette to establish a range of land costs but these will need to be tested for each site option together with the forgoing infrastructure cost assumptions. A local commercial estate agent might be able to provide additional guidance. A site close to good transport links and other high quality development is likely to be at a premium. Other sites may have planning, construction or adverse conditions that would deter development. We cannot therefore comment on the current site chosen for this exercise other than it looks well located for its purpose and offers sufficient space. Therefore in order that a range of sites can be considered we have given a range of indicative land take figures for the main component of the development to allow a quick initial assessment to be made.

"SPACE, SPACE AND MORE SPACE"

It is not possible to build on cheap farm land or green belt except in exceptional circumstances and with the permission of Department of the Environment obtained through public enquiring. We would not recommend this route to you. However, you may be able to find a site whereby part of your landscape may be integrated with existing green space to provide shared amenity. This would have the benefit of reducing land costs whilst providing a green outlook/environment. Alternatively the initial development could be planned to provide expansion over car parking areas etc as previously noted. A construction-phasing plan can identify these options.

RUNNING COSTS

We have provided indicative figures for building maintenance, landscape maintenance and energy costs. We are not qualified to advise you on other costs such as staffing, finance charges, security etc.

TRIPLE A MULTIMEDIA ACADEMY INDICITIVE COSTS

A. Construction	Area	Rate/sm	Total	Notes
Building Costs - Areas as report				
1 Residential Based on Durham university student units 500 en suite rooms average 20 per house	14000sm	800	11,200,000	Costs rise as unit numbers increased with lower occupancy/unit
2 TV Heavily sound proofed and serviced facilities	1235sm	1250	1,543,750	Excludes specialist fit out
3 Music As Last	610sm	1250	762,500	Excludes specialist fit out
4 Radio As Last	225sm	1250	281,250	Excludes specialist fit out
5 Film Studio Based on Leavesden sound stage	2000sm	850	1,700,000	Excludes specialist fit out
6 Dance Studio and administration	3440	1150	3,956,000	
7 Theatre Auditorium and administration	3464sm	1750	6,062,000	Excludes specialist fit out
8 Teaching Classrooms, Library	2920sm	1150	3,358,000	
9 Offices Administration	1000sm	1050	1,050,000	
10 Social Gym, pool etc	3625sm	1800	6,525,000	
11 Ancillary Sundry plant and circulation	1000sm	700	700,000	
12 Arena Based on Glasgow	33161sm	1050	25,000,000	12,000 seats
Site costs - Based on 26 hectare site				
13 Infrastructure Site area 26 hectares	Sum		6,000,000	Access, roads, services, enclosure
14 Car parking 1000 cars on grade 1000 cars extra to grade cost 1000 cars on structure	25,000sm 25,000sm 30,000sm	55 150 270	1,375,000 3,750,000 8,100,000	Construction type to be considered against land cost at 30sm / car
15 Landscape Water planting - balance site area	120,000sm	30	3,600,000	
			94,963,500	
Contingency 10%			9,496,350	
			104,459,850	
16 Hotel Higher range - 200 bed @ 50sm Shared facilities Contingency 10%	10,000sm	1800	18,000,000	
			1,800,000	
			19,800,000	
Excludes Inflation - Costed as current day Fees VAT				

TRIPLE A MULTIMEDIA ACADEMY INDICATIVE COSTS

B, Suggested Basic Values for Budget Purposes Not site specific				
1 Buildings as report			41,000,000	
2 Arena			38,000,000	
3 Hotel - Additional to report			20,000,000	
4 Infrastructure			6,000,000	
5 Car Parking - Extra 2000 to report			5,000,000	
6 Landscape			2,000,000	
			112,000,000	
C, Car Parking				
The indicative costs include for 3000 surface parked cars. Alternative solutions using More expensive car parking structures or parking under buildings will be considered In relation to land acquisition costs.				
D, Land Acquisition				
Land take (Hectares = 10000sm = 2.47 acres For functions as listed.				
Academy				
Building footprint	1.5H			Residential 3
Surface car parking	1.0H			/ Other 2 floor
Landscape	1.5/3.0H			
Arena				
Building footprint	2.0H			1 and 2 floor
Surface car parking	6.5H			
Landscape	1.0/2.0H			
Hotel				
Building footprint	0.5H			3 Floor
Surface car parking	0.5H			
Landscape	0.5/1.0H			
Total	15/18H			
Current Estates Gazette information on Kent Sales would indicate a range of £500,000 - £1,000,000 tested Per acre £1,200,000 - £2,500,000 per Hectare) example Average land take Bluewater				
	16.5			Marked not nb Area of site next Is approx 27H
E, Running Costs Per annum				
1, Building maintenance - decoration/fabric/services based on BCIS review				
Housing	14,000sm	15	210,000	
Other building	19,500sm	20	390,000	
Arena	33,000sm	20	660,000	
2, Landscape Maintenance	50,000sm	2	100,000	
3, Energy - electric's/gas/water/sewage all buildings	66,500sm	15	997,500	
4, Interest on loans			xxx	Not available
5, Rates and charges			xxx	Not available
6, Staffing/security			xxx	Not available

Appendix AAA3

http://www.culture.gov.uk/creative/future_env.html

Creative, Media & Arts: Internet Inquiry: Sub Group Reports

Page 1 of 5

FUTURE ENVIRONMENT

By Sub Group Chair, Professor Stephen Heppell, Ultralab, and member of Creative Industries Task Force.

The Future Environment sub-group sought to explore, through short (now) and medium (two years hence) term scenarios, just what the key issues were for policy makers and for SMEs themselves. We were all clear that policy action was required and that the changes we observed impacting on small and medium enterprises in the creative industries were substantial.

Straws in the wind

Together, we explored a number of scenarios for SMEs. It was clear that even in the short term, the scenarios painted suggested that complacency would be the wrong approach for policy. Many of the changes we observed alter the market conditions within which creative industry SMEs operate. These changes are real and rapid; they do not necessarily constitute comforting news for the sector, although with appropriate policies could be seen as opportunities. Indicative changes observed included:

price sensitivity within the creative industry sector will increase as the Internet provides consumers global access to market information, often in new forms. We noted examples of this including the following:

blind auctions (e.g. www.buyingedge.com a site where consumers enter a price range and product and suppliers bid to supply the good) turning the model of the market on its head. A consumer matches available goods and services to the price they are willing to pay;

comparison engines (e.g. the automatic and autonomous computer "bots" that search all retail sites against consumer originated product request) that display best price and move markets towards the economist's model of "perfect competition"; and

e-commerce Search engines - engines specifically suited to search for a particular sector's product information including price;

New market tools and conditions like these are global rather than territorial, applying both to the business to business sector and the business to consumer sector.

Although one predictable result of these market innovations is likely to be that UK companies will be under intense price and product information pressure and thus more price sensitivity, there are other changes too: because the product of much digital creativity (code) is so portable much work can be switched freely from country to country with the key drivers for location being skill-set and labour costs. Inevitably, as other countries ramp up their expertise this change will make our contribution and expertise base rather fragile.

At the same time the computer system architecture and integration software - the big object databases and creative digital tools - are often tightly linked to operating systems which are currently very much a US monopoly. A net result is that the high value added authoring and design tool development work drains to the US and creative industries drain there too for early access to those evolving new tools and the commercial lead this offers. There is some irony in such a flight to geographical proximity in a digital age but it is real and observable. In the long term technology may better support communities of practice that are globally scattered, it does not yet do this effectively enough to reduce the threat to our creative industries.

The two above points illustrate how quickly we could lose both low level coding work to emerging countries India, China, Easter Europe and high level creative work to the US.

Vast marketing budgets can give a semblance of scale (through venture capital with long/medium term horizons) which effectively exclude competition. One e-commerce company selling electronic toys will be spending \$40M on marketing against \$32M in revenues this year. Our UK venture capital does not seem to support such substantial confidence in the ability of relatively small consequent changes in market share to be reflected in equity value and we lose ground as a result.

Another problem for SMEs is the speed with which their specialisms can wax and wane - initially 'web site design' appeared to constitute a robust creative company future. Within a year retaining clients might depend on the ability to evolve those web sites by developing complex and database driven structures. Currently a capability with wired sprites and streaming digital video within those sites appears a necessary skill and within the current year the ability to develop for wireless and PDA technology will be an essential capability.

For SMEs this means a substantial and rapid development of core competencies from HCI expertise on to becoming relational database gurus, then through to a role as digital multilayered TV compression people and into a future as telecommunications experts... and all with the same employees, to retain the same customers. The alternative of staying with just one 'expertise' ("we just do simple web site design") is that the customer base changes rapidly and the digital tools available rapidly overhaul employee skills depressing prices as "everyone can do that..."

This amounts to considerable instability for creative industry SMEs.

There are many more such examples of recent change impacting on the industry. These examples all suggest that to survive companies need to be both agile and responsive, whilst the policy framework surrounding the industry needs to be constantly evolving, and similarly agile. This means that a policy solution is not what is sought here, but a change in the policy process to be able to hold pace with the rapid change in the industry. With such substantial change occurring year on year it is not unreasonable to expect that policy will need to change year on year, or faster, in response; this is a substantial philosophical (and probably organisational) change for DCMS.

All is not lost

However, ours is very far from a counsel of despair; the UK has uniquely many of the key components of the creative industries here with strong reputations for innovation with emerging technology - from cinema to games and in infrastructure. In a world where agility and responsiveness rule, an eclectic base constitutes the most effective protection against the future and we have that eclectic base in considerable strength. Our concern is to maintain strengths where other nations concerns will be to develop strengths, which is some comfort. In addition we have got much right: for example in wireless technology (which we saw unanimously as being the next very-significant-development in Internet technologies) we have a clear lead over other European countries.

In short we still have a viable creative environment and it is worth saving.

"How did they do that?"

We explored, and were much attracted by - the parallels between the environment in which the creative industries operate and the environment in which the financial industries operate: small financial organisations existing within a framework which vouchsafed quality (Lloyds, Stock Exchange), provided security for uncertain investors ("names", small investors) and provided a collaborative environment (the City) which offered sufficient critical mass and flexibility (post "Big Bang") to protect the competitive advantage of a traditionally strong invisible sector.

It did not escape our attention that the City has considerable protection from a regulatory framework that is fighting its own battles in e-commerce at the moment, but from a position of considerably more strength than the creative industries although both are significant contributors of invisible export earnings. For policy to evolve that offers a comparable kernel of support to that enjoyed by the financial sector it would be first necessary to indicate that such policy would be effective. Currently, we cannot know or demonstrate this, because of the lack of a model of behaviour that adequately describes the new economy that is emerging in the creative industries. Clarifying this is urgent and necessary to inform policy.

There is considerable debate amongst economists as to whether traditional models of competitive behaviour (oligopoly, returns to scale, etc) still work in this new world or whether the emerging paradigms are about a return to "purer"(!) models of economic behaviour - perfect competition (large numbers of suppliers, widespread knowledge of prices and goods on offer), coffee shop (ie dialogue based and informal) companies, even barter: sites are currently set up to allow traders to exchange (swap) commodities like fruit internationally. Sugar, coffee, tea, livestock and steel among other things are increasingly traded this way. In this uncertain market context within the creative industries, for example in software development, a relatively small but robust market share is reflected in what at first sight appear to be wild market over-valuations. These high equity values in fact reflect the significance of market share in an uncertain market and lead us to the suggestion that the UK should similarly highly value its world share of the creative industries market. It is literally more valuable than it looks and policy should acknowledge this.

"What state are we in?"

Perhaps leading on from that city analogy, we have a real concern that new payment forms will subvert taxes and other state interests, making policy intervention and support increasingly hard to support. For example if VAT is not paid on the sales of digitally transmitted software this may lead governments to undervalue the contribution of some sectors of the creative industry, despite their continued contribution to national income.

Similarly the initiative for new payment devices and paradigms may be outside the UK disadvantaging SMEs in the creative industry at a time when finance is probably the key enabling feature for SMEs.

Alternative methods of digital payment are increasingly important: Bluetooth allows phones to be digitally charged with money; beenz is a form of digital Internet currency. Proposals for both digital cash and e-wallets for secure payment have come from US software giants.

"And the winner is...?"

The product of creative industries is another uncertain which confuses the professional environment within which those industries exist:

software is moving to a thin client world sited on servers rather than desktop PCs; music is being transformed by MP3 (when the music is free and the live tours make a loss what is the product of the music industry? T shirts?); games consoles are increasingly cinematic in delivery, cinema is increasingly wedded to toys and games for its revenue; the distinctions between telecommunications, wireless, television and Internet are "blurred" if not indistinguishable in the consumer market as for example games consoles offer full Internet browser capability whilst the Internet offers streaming video; wireless devices deliver "Internet" access and 3rd Generation wireless (2MPS - WAP enabled) delivers "television."

... and so on. The "venn diagram" of overlapping creative sectors shows far greater overlap between many more sub-sectors than was anticipated.

This widespread blurring of the edges carries considerable implications for the 'professional environment' that has been a significant part of UK quality and branding. As an illustration annual awards events struggle for new 'all encompassing' categories with, for example, the Royal Television Society awarding web site design. These professional bodies have been a key scaffold historically for quality and for the external perception of quality, within the creative industries but also as a vehicle for meta dialogue and as a channel to both inform and respond to policy initiatives. If the professional bodies as constituted begin the break-down a unique strength of the UK creative industries will be lost. Change is inevitable; the key issue is who will direct that change?

A further illustration of the impact of this blurring between sectors are the confused guiding principles guiding the regulation of cross media ownership where the categories change faster than the regulatory framework. In many cases the government regulates all of these areas as very separate entities, particularly in the area of customs, excise, duty, privacy, ownership and security.

"Let me through, I'm a student"

Finally the traditional route-ways into our creative industries, that have given them a particular lead, need to be viewed as a cause for concern. The comfortable environment that fed able, creative students from eclectic sources into creative industries is threatened in several ways:

the 'work exciting, earn cheap' model that provided an 'apprenticeship' has gone because of student debts. With an average annual cost to be funded by borrowing and earning of around £7,000 per year students graduating cannot any more tolerate the low wage 'apprenticeship' model of developing capabilities in the workplace. Simultaneously the colleges can no more keep up with technological developments than the SMEs can, leading to a clash of expectations: students needing a professional income on graduation whilst SMEs see them at that point as beginning, not ending, a training cycle. The result is a leaching away of talented students into other sectors and the current shortage of skills within the creative industries. The effect of student debt has only just begun to impact and will rapidly worsen;

at the same time SMEs are needing to focus more internal effort of staff development onto existing staff, at increasing cost, and this has hurt the viability of a 'sandwich' model of studentship;

the colleges (mostly) cannot keep up with the pace of change, especially in hardware terms. Where medical and science subjects are treated to a special model of HE funding that reflects their high capital costs, degrees within the creative industries are not and this is clearly damaging and wrong; the new creative tools are vastly expensive, having access to them early is even more so;

the three year duration of an undergraduate degree is a very long time to be away from the industry - so the flow of talented mature students from within the creative industries is substantially reducing. HE will need to explore new flexibilities if it is continue to play a part in supporting professional development;

Unusually, in the UK media students do not end up in media jobs; by contrast in the US the only way into media jobs is through a media degree. This is a clear waste of resources and urgent dialogue is needed between the industry and HE to resolve the matter;

the publicly declared US solution to the difficulty in feeding enough talent into its creative industries is to import trained personnel for high level (design/planning/creative direction) tasks. The UK, with its rich seam of talent is a prime target for such recruitment - both pushing up labour costs and reducing our experience pool. This can be viewed in two ways, neither exclusive - either as a threat to the critical mass which gives our creative industries their vitality or as a useful 'Trojan horse' as our creative community maintains a foothold in the global industry.

So much to do, so little time: key areas for action

We focus our attention on the following areas for policy in the 'future environment' :

Networking

The 'community' of creative industries needs active and continuous support as a working environment in many, many ways including professional, social, financial, educational - imagine a 'virtual square mile' for example - that allows critical mass, small-scale and creativity to coexist with flexibility, innovation and profitability. This needs pro-active intervention by government but also some creative thinking in terms of the professional associations and organisations that speak for the creative industries.

Financial environment

The financial environment needs considerable attention. Government must find new flexibility in its regulation of investment markets to ensure that creative UK companies have a vibrant funding environment. This should include alternative markets (e.g. EuroNasdaq), tax concessions for venture capital and so on. Again this will require constant monitoring and consideration of intervention.

Regulation

The government must guarantee a "level playing field" for all SME's as they roll out e-commerce on the best available platform and as those platforms change continually. They must not be penalised by the historical happenstance of a category that they no longer fit. This is a tough problem.

It is also clear that database engines will prevail as the heart of the Internet; there will be a proliferation of companies and services based on shared data resources and we are concerned that the Data Protection Act was written for an entirely different era. It will need revising - for example to legislate for open standards and fair access.

Education and training

Work is needed to move education and training forward - with particular attention to maintaining the flow of creative students into creative industries. Historically this flow has been a key part of our successful environment. A key dialogue between DfEE, HE, DCMS, the Treasury and the creative industries is needed to move this forward.

Joined-up thinking

It is clear that what might seem like a simple administrative decision will have other substantial knock on effects. Standardising on software platforms for government administration would, for example, simply channel creative effort into what may be an overseas monopoly. Diversity and open systems may in contrast encourage innovation within the UK. Purchasing and requisition decisions should be made in the awareness of their impact on the UK's creative industries.

Economic model

Lastly, there is a need for the DTI and Treasury to consider developing a model for the new economic behaviours of these fluid and rapidly evolving industries which might be a reasonable basis for legislation, regulation and the allocation of resources. This is urgent.

Appendix AAA4

Data Student Applicants and Acceptances

Resulting from Terry Armstrong's extensive involvement in the industry he has identified the need for an integrated arts and multimedia academy. The major changes being experienced, particularly by the television industry has created an increase in demand for programming support capability. It follows this will require an increase in numbers of artists, production and associated specialists.

Many teaching establishments are known to be oversubscribed and frequently have to turn away potential applications, thereby indicating an unfulfilled demand.

The figures below highlight the high figures of University applicants who were unsuccessful in obtaining a place.

University and College Admissions 1998 Subject Application totals Acceptance Totals Ratio of Applicants to Acceptances

Media studies	16,280	2,358	6.9
Music	21,494	3,367	6.4
Drama	38,145	4,434	8.6
Cinematics	17,191	2,204	7.8
Combined arts	46,530	8,054	5.8
Total	139,640	20,417	14.6

Source, UCAS 1998 figures

119,223 individuals who applied but were not accepted on Arts and Media related courses in 1998

Below is an example of the UK growth rate of the industry in South East **Research findings taken from The South East Media forum** **Research and Recommendation report (June 1999).**

Research shows the extent to which the media industry has flourished in the South East of England. It may not be the largest sector in terms of turnover and employment, but there are huge opportunities for growth.

The South East media industry had a turnover of 3.8 billion in 1998 and employed 32,000 people, with at least one thousand freelancers living and working in the region. It has a projected growth rate of 17% in 1999. Based on current growth rates for each media sector and indicators of future market developments, we project the South East media industry could be worth £10 billion by 2003 if companies remain competitive.

South East of England projected growth rates

Sector	1998 turnover £ millions	2003 turnover £ millions	Compound Annual Growth rate 1998 - 2003
Cable & terrestrial TV transmission/service provision	958	6,355	46%
Magazine Publishing	714	804	2%
Internet Service Providers	388	679	12%
Regional Newspapers	337	416	4%
Book publishing	323	455	7%
Media technology	320	632	15%
TV broadcasting	237	330	7%
Corporate media	131	230	12%
Leisure software	189	408	17%
Film production	59	66	2%
TV production	56	61	2%
Radio broadcasting	53	69	5%
Music recording	21	36	11%
Total	3,786	10,541	23%

Projected growth in each media sector, 1998-2003. Source – Human Capital
The media industry is fast changing, highly international and very competitive. Successful media companies must be willing to take risks and to demonstrate a flexible, entrepreneurial attitude.

Recommendations

A culture of entrepreneurship must be encouraged at all levels. A change in attitude amongst UK businesses is vital if they are to compete effectively with their counterparts in other countries.

Projected growth in the media industry must be met by the provision of skilled staff
The general shortage of skilled IT personnel in the UK affects some parts of the media industry.

If the South East media industry grows at the rate we have projected, then it will be vital for the supply of staff with the relevant skills to meet growing demand.

Highly structured long-term training schemes do not meet the needs of small media businesses, which require short term, flexible training opportunities for staff.

The importance of the media industry in the South East

- The government cites media and entertainment as one of the sectors in which the UK excels. Examples of the UK's international leadership in media and entertainment include:
- Britain's share of creative exports – 16%, worth £7.5 billion a year – is three times larger than its overall share of world trade.
- UK computer games developers are known as some of the best in the world and there was a positive balance of trade in this sector of over £225 million in 1997
- UK music artists have an estimated 16% share of the world music market
- The UK is the biggest exporter of TV programming after the USA
- UK talent is prominent in the global feature film industry, as evidenced by the number of US Academy Awards won by the British each year.

Being located close to London, the South East is well placed to benefit from London's international leadership in media and creative industries. (The Government estimates that half of all TV Producers and actors, one-quarter of TV Technicians and 80% of those working in other creative industries like fashion design and advertising are based in London)

Radio Broadcasting

Radio broadcasting has expanded dramatically in the UK in the 1990's, due to the licensing and launch of local commercial stations. As a result of the expansion of the medium, radio has been the fastest growing area of advertising expenditure during the 1990's.

There are 28 commercial stations in the South East region, plus four BBC local services.

TV Production

The growth of digital pay TV is already leading to a growth in demand for TV programming, however, demand is mostly for low cost programming. The parallel squeeze on free to air broadcasters programme budgets means that overall, expenditure on UK TV Programming is increasing only very slowly. However, the general future trend is positive.

Film Production

More than any other media sector film production can have a positive impact on a region's identity and a measurable impact on the value of tourism in the region. A report on film and tourism in Scotland concluded that somewhere between 10% and 30% of holidaymakers to Scotland had been influenced in their choice by seeing Scottish films.

Understanding Media Company needs

Some media companies, particularly those with a highly creative culture, intend to remain as a tightly knit creative team, where the founders of the business retain a hands-on role. These companies may develop a very good reputation and can add valuable depth and sustainability to the regional sector.

Appendix AAA5

National Campaign for The Arts

<http://www.ecna.org/nca/educationpr.htm>

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CALL FOR GOVERNMENT TO IMPLEMENT ITS POLICIES ON ARTS EDUCATION

The National Campaign for the Arts has submitted evidence to the National Advisory Committee on Creative and Cultural Education. This was set up by David Blunkett, Education Secretary and is chaired by Professor Kenneth Robinson.

The Prime Minister said "I look at my children listening, playing, watching and see their minds open up, their horizons broaden. I want others to enjoy what they enjoy". The NCA calls for a genuine entitlement to the arts for every child which should include the right to learn from artists in residence at school and to make visits to the arts.

To support this the NCA calls for

- new teachers to receive arts training and more INSET training for established teachers.
- partnerships between schools, arts advisors and arts funders.
- training and accreditation for artists to work in schools.
- the Government should reconsider its approach to the primary school curriculum.
- a study of the effect of the changes in the primary curriculum on arts teaching, recruitment on the children themselves.
- reconsideration of a place for dance and drama as curriculum subjects in their own right.
- an advisory service for each art form and a Theatre in Education service in each county.

The arts are very powerful in attracting and motivating children. They give confidence to young people who have not responded to other subjects. It is these children who are likely to lose more of their arts in the drive to focus on key skills. The NCA considers that the Government is in danger of creating an education system in which the theoretical arts entitlement of children in economically deprived areas disappears as their teachers on literacy and numeracy.

Notes to Editors

1. The National Campaign for the Arts (NCA), is an independent organisation, representing all of the arts. It is funded entirely by its membership, which comprises nearly 500 arts organisations - ranging from major companies, national organisations, local authorities, friends groups and small companies and venues. Our thousand individual members include many who work in the field of arts education as well as artists working in schools, parents and students.

2. Existing Government Policy

The DNH's *Setting the Scene* said that OFSTED would give the arts a greater focus in its regular inspection programmes at all Key Stages of the National Curriculum. However, the changes to the primary curriculum introduced by the Government go in the opposite direction. From September this year, OFSTED inspectors will not be required to comment on the teaching of arts subjects at Key Stage 1 and 2 as they are no longer part of the required core programme of study.

Create the Future (Labour's cultural manifesto prior to the last general election) made a commitment to improving the position of the arts in schools. This included:

- (Schools) will be expected to produce within their prospectus an annual arts statement showing what extra curricular creative opportunities (ECCO) the school provides. This statement would be produced annually showing what cultural experience and opportunities outside the classroom the school guarantees to offer its pupils .
- Schools and colleges will be able to make bids to the New (Opportunities Fund) for resources to fund new artistic activities for after school clubs. We believe that after-school clubs which would offer children a safe place to meet as well as opportunities for art, drama, dance and music. Through this initiative we will seek to revitalise the Theatre in Education initiative .

Schools have not so far been asked to include an annual arts statement in their prospectus and recent statements by education ministers seem to suggest that they see after school activities being focused on homework more than artistic activities.

The Government has ratified the UN Convention of the Rights of the Child which commits it to *promote the right of the child to participate fully in cultural and artistic life (Article 31)*.

3. Recommendations from the National Campaign for the Arts

1. The Government should implement its stated policies and

i) Give the arts a much greater focus in OFSTED reports so that the quality and depth of the arts programme in schools can be judged from reports and compared with other schools.

ii) Require schools to include a description of curricular and extra curricular arts provision in their annual prospectus to ensure that parents have good information about the arts commitment of schools.

iii) Ensure all art forms are taught at primary school and that the statutory entitlement of children wherever they live is clear and well defined.

2. The arts entitlement of children should be explicitly defined and the Government should ensure that resources exists to allow it to be reached for every child in every school.

3. The arts entitlement should include the right to learn from artists in residence at school and to make visits to the arts as part of school activity. School arts vouchers might be a way of ensuring this happens by providing funds for schools that cannot be sidetracked into other areas.

4. Teachers should receive extended training in the arts at the start of their careers whether they are intending to be as generalists or specialists. INSET training in the arts should be much more widely available.

5. The DfEE and DCMS should encourage partnerships at a regional or county level between schools, arts advisors and arts funders to create a source of information and to facilitate introductions between artists and educationalists

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6. There should be greater attention to training artists to work in schools both at the start of their career and at appropriate points during it. Training institutions should be expected to incorporate this area of work in their curricula. Accreditation of artists and companies to work in schools would help to establish a bench mark and to prevent untrained artists from exposing children to low quality work.

































































































7. The Government should reconsider its approach to the primary school curriculum. If it is resolute that the required programme of study must be slimmer, consider the appropriateness of leaving science, information technology and religious education in the core while removing art, music, PE and the humanities.

8. The Government should fund a detailed study of the results of the changes in the primary curriculum on the extent and nature of the practice of arts teaching, the recruitment and retention of specialist arts teachers and the effect on children in the cohorts affected by the changes.

9. The Government should revisit the case for including dance and drama in the curriculum as subjects in their own right.

10. As a minimum there should be an advisory service for each art form and a Theatre in Education service in each county.

Appendix AAA6

TRIPLE A MULTIMEDIA ACADEMY		ALRA	Rose Bruford	Uni of Birmingham	Mountview	WCMD	Guildford	LAMDA	Christchurch	Guildhall
New Media										
Music										
Dance										
Drama										
Broadcasting										
Film										
Technical										
Stagecraft										
Arena venue										
Theatre										
TV Studio										
Recording Studio										
Radio Studio										
Library										
Restaurants Bars										
Hotel										
Amphitheatre										
Recreation										
Boarding										

Appendix AAA7

http://www.culture.gov.uk/creative/key_issues.html

Creative, Media & Arts: Internet Inquiry: Key Issues

Page 1 of 2

Policy/Regulation

The speed and rate of change in the Internet Industry is so marked that government and industry can not afford to be complacent. In the chapter on the 'Future Environment,' we look at possible changes in policy process to match these rapid changes, with the emphasis on agility and evolution.

Telecommunications, wireless, television, and internet platforms and technologies are converging. This creates problems for professional bodies, and how they input to policy development. We need to look afresh at these support mechanisms to ensure they play a full part in developments, but in a way which reflects the converging environment.

Convergence throws up a number of regulatory questions. A key issue for legislators will be how to ensure a joined-up approach within government to reflect the new realities on the ground and how legislation can respond to a fast changing scenario.

The Internet throws up significant Intellectual Property Rights issues, such as:

- the use of others' trade marks or brand names in 'metatags' to improve a company's chances of being retrieved by a search engine
- how will new service systems resulting from the roll-out of ADSL (e.g. 'video-on-demand') protect intellectual property rights?

Business Opportunities

Three key areas were identified as the building of alliances; the opportunities for content providers and specialist search engines:

- A discernible trend in the Internet world is the diversification of core businesses and the promotion of alliances across sectors. Organisations are building on the strength of their brand names, and exploring the potential for diversification and the creation of alliances.
- As many web sites develop magazine content, the demand for all forms of content - text, graphics, music, radio, video - is increasing strongly. Content is one of the 'three Cs' (Community, Content and Commerce) central to many digital media strategies.
- As the Internet grows, there is likely to be a significant development of niche search engines and niche web site services. Specialist niche sites with professional, expert, in-depth knowledge and quality customer service are likely to attract consumers.

Payment/Pricing

There is a real concern that new payment forms will subvert taxes. For example, VAT is not currently paid on the sales of digitally transmitted software by consumers in the UK from vendors outside the EU. This problem is compounded by the fact that much of the momentum in this area is coming from the USA, and these developments may prove disadvantageous to SMEs in the creative industries and other sectors in the UK.

The Internet - with its lower overheads from setting up virtual shops - is having an impact on the pricing of products, as exemplified in the book industry. This will increase as the Internet provides consumers global access to market information, often in new forms e.g. comparison engines and e-commerce search engines.

Human Resources

There are claims of a skills mismatch, with Higher Education not providing leading edge technological education for those students who wish to join the creative industries in an IT or digital design role. The debt burden of student loans also means that they seek increasingly professional incomes on graduation - which puts SMEs in the creative industries out of the recruitment race.

There is much hype about Internet development, and certainly within the United States, there has been growing recognition of the need to place e-commerce and Internet developments within the overall business planning framework and to ensure that CEOs of companies and their executive teams are fully conversant with Internet technology.

Consumer Issues

Thanks to e-mail, on-line voting and chat-services on web sites, consumers can share experience and build virtual networks. This is also changing the way business is done. Consumers are becoming more pro-active and participatory and make their views known on products and services. Some strategists and digital media consultants suggest that consumers can participate in the building of an 'on-line brand' through their visible interactivity in e.g. web site for a and discussion groups.

In the future when access to the Internet in the UK is commonplace, many consumers will have viable web presences which will enable them to communicate more effectively with their family, friends and government, and to involve themselves in e-commerce through advertising and affiliation schemes run by retailers (e.g. in CDs and book selling). Indeed at MSN's small business advice site there is a service which targets 120,000 affiliates who wish to join affiliation schemes set up by SMEs.

Appendix AAA8

TERRY ARMSTRONG – CEO

General Manager, Head of Artist management, Records and Development.

Terry Armstrong has dedicated his life to education and training in the arts and new media. His career, which spans over fifty years, has given him an all encompassing overview in the performing arts which is greatly respected throughout the industry. His specialisms, which include production, direction, acting, presenting and singing combined with natural business flair and vision, led to the formation of the Triple-A Multimedia group of companies.

Terry's talent and determination became obvious from an early age. Born and bred in London's East End, he formed and organised his school drama group whilst performing in various West End and television productions as a juvenile actor. In the sixth form, he diversified into stage management, securing himself the post of assistant stage manager at the High Wycombe rep company. Building on this experience, he then joined Stage Décor Ltd, giving him the opportunity to work with and observe diverse and talented performers including Peter Sellers, Brian Rix, Arthur Askey and Cliff Richards.

He founded the Armstrong Academy Agency in 1993. With over 600 acts on its books, Terry quickly capitalised on the success of the venture. His wealth of expertise, and his ability to forge long-lasting, working partnerships ensured rapid expansion of the group, incorporating agency, record label, artist management as well as production under the Triple A umbrella. Strong branding, along with the ability to embrace and facilitate new technologies has led to the Triple-A multimedia group becoming a major force within the media industry.

His hands on approach has allowed him to continue and develop the passions which led him into the industry. As well as managing successful pop artistes, Terry has also produced, directed and starred in various TV and stage productions. He has a reputation for attention to detail, believing that even the little things have a profound effect on the success or failure of a project. He is a superb communicator, an asset that ensures he gets the very best from everyone working around him. Terry dedicates himself wholeheartedly to the projects that he works on, with a firm vision of the final product securely in his head. Motivation is his keyword, one that he enthusiastically embraces in his desire to get the very best from his team and his products.

Terry has been leading the way for many years in his approach towards partnerships in business. His concept that it could, and should be applied to all aspects of the media industry, originally seen as visionary and innovative, is now becoming standard practice. His in house policy of on the job training, combined with education, whilst producing commercial, marketable products has evolved into the Armstrong Multimedia Arts Academy, endorsed by central government.

CREDITS

Partnerships

Central/ local government, DCMS, The Prison Service, BPI, Agents Association, MMF, Pact, AIM, TBWA, Songlink International, Kent County Council, SEEDA, Skillset, Trevor Beattie, Pete Waterman, Newborn songs, Common Purpose (from which Terry also graduated as a community entrepreneur from the University of Kent, Christchurch, Canterbury).

Music management.

Ouch – 4 piece boy band that hit the no.1 and 2 spots respectively in the same week in Asia.

Hussey – 5 piece bubblegum pop group hotly tipped to take over where the Spice girls left off by the music industry.

Felon – former jailbird, reached no. 31 in the UK charts with debut single. Currently working with the UKs top urban producers.

Kate Sullivan – solo artiste. Her debut single ‘Undressed’ recorded at Ric Wakes Cove City studios.

Danny Litchfield – Male solo singer.

Shaun Williamson – ex Eastender, now starring in West End musical, Saturday night fever.

Production.

Thank God it's Friday – Live magazine chat show, sent to Ginger productions where the format was picked up by Chris Evans – resulting in TFI Friday.

Showbiz Kidz – Theatre based talent show as part of Kameron for Kent.

Pre production:

Triple A Play – interactive pop magazine show.

Sorry – 6x 30 mins. Interviews with prisoners.

Don't call us.... Based in an entertainment agency. Comedy drama. Video content of real acts.

Presenting.

Cancer Research – Interviews with Robbie Williams, Jarvis Cocker, Shola Ama, David Jason, Chris Evans, Denise Van Outen, Danny Baker, Paul Nichols and the cast of Eastenders.

Thank God it's Friday – live interviews, links and presenting.

RSPCA concert – co presenter and compere.

Showbiz Kidz – presenter, host.

Direction.

Thank God it's Friday.

Cancer research interviews.

Hussey Hussle – pop video.

Have I never – pop video.

Act Now – acting masterclasses and performances.

Special projects. These include Cancer research, RSPCA, Kameron 4 Kent, Act now – rehabilitation scheme for prisoners, Brands Aid.

Appendix AAA9

JASON ARMSTRONG – DIRECTOR

Special responsibilities – Technical, Audio/Visual, Acquisition, Distribution and Production.

Jason Armstrong has been a director of Triple A Multimedia group since its formation in 1993. He came to the industry with a solid business foundation in acquisition, distribution and customer service. In line with the company policy of education and work based training, Jason worked his way up through practical experience attending various seminars and courses along the way to arrive at the senior management position that he now holds.

In twelve years Jason has built up a reputation as an authority in the audio/ visual field. His lateral thinking and problem solving abilities combined with extensive experience in camera work and sound engineering has proved an asset to the firm, resulting in major successes for the production branch of the company.

His unique creative slant means that all artwork and design is done in house. Jason always maintains a firm vision of the end product, ensuring brand cohesion whilst remaining faithful to individual briefs and objectives.

With a 'hands on' approach to management, Jason oversees every part of a project from creation to completion and beyond. Anticipating every potential scenario and taking preventative measures in advance has saved the company considerable time and money throughout his career.

As well as bringing his technological expertise to the company, Jason plays a strategic part in formulating company policies as well as acting advisor to the CEO, particularly in the areas of multimedia, brand enhancement and diversification.

CREDITS

TV AND FILMING.

Meridian News.

Home Alone / Home on their own – pilot episode.

Cancer Research Campaign - - Interviews with Robbie Williams, Jarvis Cocker, Shola Ama, David Jason, Chris Evans, Denise Van Outen, Danny Baker, Paul Nichols and the cast of Eastenders.

Act Now – rehabilitation scheme for prisoners, commissioned by the NHS Trust.

MUSIC VIDEOS:

Hussey Hussle – five piece bubblegum pop group.

Have I never – Danny Litchfield, solo artiste.

Promo video – Kate Sullivan, pop singer.

Promo video – Time Flys, girl group.

DOCUMENTARY FOOTAGE (including interviews, performance, location shooting):

Felon – former jailbird now top urban artist.

Danny Litchfield

Hussey

Kate Sullivan

Various voxpops for TV and web.

SOUND ENGINEERING.

RSPCA concert – Shaun Williamson, ex Eastenders

Thank God it's Friday – Live magazine chat show, sent to Ginger productions where the format was picked up by Chris Evans – resulting in TFI Friday.

Showbiz Kidz – Theatre based talent show as part of Kameron for Kent.

Battle of the Bands – Live rock concerts, various.

Helen Shapiro

Hussey showcase

UK TOURS:

The Herbs

Ouch

Hussey

Danny Litchfield

Shaun Williamson

OVERSEAS TOURS:

Danny Litchfield

Shaun Williamson

EDITING.

VIDEO:

Hussey Hustle

Have I never

PV – Kate Sullivan.

PV – Time Flys.

TRIPLE A PRODUCTIONS:

Thank God it's Friday

Hussey documentary

Felon documentary

Danny Litchfield documentary

SPECIAL PROJECTS:

Cancer Research Campaign – interviews

Act Now - commissioned by the NHS Trust

RSPCA – Promotional campaign.

Kameron for Kent – Awareness campaign

ARTWORK/ DESIGN.

All Triple A Multimedia Group promotional material.

Triple A Records – all posters, video, DVD and CD sleeves/ inlays etc

Triple A Management – promotional posters, photographs, flyers

Triple A websites – Original layouts, formats and designs for websites including

Hussey, Kate Sullivan, Felon, Danny Litchfield, and Triple A Multimedia group

Appendix AAA10

PAUL FOX

- Paul Fox a highly motivated, commercially astute business individual who thrives on developing and mentoring teams to deliver solutions to the business.
- He takes pride in my dedication and ability to keep sight of the business drivers and always deliver on time.
- His entrepreneurial skill has contributed to the development of innovative solutions both commercially via the web and internally to support the business.
- He is just as comfortable communicating at board level as I am at a technical level to ensure the business objectives are met and sustain employee motivation .
- Paul strongly believes in promoting Technology and its benefits to the business.
- His extensive experience working within global multicultural environments has ensured he provides the highest levels of service and focus to ensure the success and stability for the business and IT.

Top 6 Major Achievements

- Consistently managed different cultures and delivered during times of change
- Generated e-commerce revenues in excess of £35 Million per annum
- Established strategic relationships with global organisations for mutual gain
- Improved service delivery throughout the business not just IT
- Motivation and Development of IT Departments
- Planned and managed migration of major ERP systems and businesses.

FSR Technology Sep02 – to date - *Business Consultant/Director*

Small focused Value Added Reseller based in South East

Advised and managed the development of a Value Added IT Reseller providing services, support, procurement and e-commerce. As a start up company Paul was fully aware of the need to be cost conscious whilst ensuring customer satisfaction. The company is set to achieve growth in the region of 200% in its second year and should once again make a trading profit.

Achievements

- Negotiated substantial product discounts in the region of 40% on retail Price.
- Built a strong ethos of working for pleasure and mutual benefit
- Recruited wisely to ensure company stability
- Automated procurement and on-line price checking
- Implemented solutions to the benefit and satisfaction of the client

Insight Inc. June 2001– Sept 2002 – *VP of Technology & E-Commerce*

The largest IT Reseller in the world with revenues approximately \$4 Billion. Paul was brought in by the CEO to initially restore the credibility of the IT department and rebuild the teams ability to communicate and deliver during a time of significant change. He planned and managed the successful ERP migration during the acquisition of Action PLC by Insight ensuring zero downtime.

Achievements

- Rebuilt a demoralised technical department of 70 people
- Tightened security to prevent malicious hacker attacks and internal company secrets from being leaked.
- Increased e-commerce revenue by 35% in 6 months from £27-£36 Million
- Developed Projects office for prioritisation of IT resources – IT always delivered to plan and met business objectives.
- Developed strategic relationships with Microsoft, Cisco and HP/Compaq for mutual business benefit and profit. – Revenue generated £50 Million.
- Reduced IT Overheads by 50% in 3 months creating a £2 Million saving.

- Relocated Global IT Infrastructure of mission critical systems providing tax breaks to improve Profit and Loss account by 3%
- Developed a 24 * 7 fault tolerant eco structure utilising Voice over IP
- Provided operational and strategic advice to ISP subsidiary

Hyperchannel Ltd. Jan 2000 to May 2001 - *Chief Technology Officer*

Worked closely with Venture Capitalist's restructuring the company whilst developing a solution to provide a European B2B2C IT trading Hub. I also assumed the role of Chief Operating Officer to manage European issues and drive through change.

Achievements

- **Managed the outsourced development of worlds first Multilanguage IT Trading hub.**
- **Acted as the main point of contact for all 8 country managers**
- **Responsible for commercial relationship with all our suppliers across Europe**

Intertek Testing Services, Nov 98-Dec 99 - *Regional I.T. Director EMEA & FSU*

Part of the Inchcape group, ITS employs in excess of 8,000 people and has over 200 offices worldwide. Paul had full budget and management responsibility throughout the entire region and often carried out major assignments independently.

Achievements

- **Developed Extranets for Exxon (Esso), Elf, Sasol and other major industry clients all profit making solutions. Largest being Exxon worth over £700K**
- **Converted IT department into a profit centre**
- **Successfully managed the Y2K project**
- **Delivered web based tracking system for the E.E.C 'Food Aid for Russia Project'**
- **Development of staff and improved IT awareness by managing expectation.**
- **Negotiated major worldwide support contracts to maintain our IT Infrastructure.**

Getty Images, October 96 to October 98 - *Global Head of Technology*

The largest content providers worldwide with global responsibility for the Technology function including total budgetary control. The high profile of the company allowed him to work with company's such as Microsoft, Sony, Carlton TV and Schlumberger to provide solutions including E-Commerce, Web design and hosting. Satellite communications, on-line banking and fully integrated Network solutions.

Achievements

- **Created a highly motivated team enabling staff to reach their full potential.**
- **Integrated over 30 acquisitions across the world into the business ensuring minimal impact on the existing company activities.**
- **Implemented E-Commerce to increase company revenue.**
- **Introduced Help Desk and Customer services to satisfy internal demand for IT.**
- **Developed with IBM a Digital Watermarking and encryption solution for images.**
- **Delivered a global solution to electronically transmit media files to our clients.**
- **Pioneered an image based search system that was used in the 'Super Janet' project for Colleges.**
- **Reduced overheads and capital expenditure.**

Acclaim Entertainment Ltd, January 95 to October 96 - *European IS Manager*

Reported to the Senior VP of Operations for the largest independent Games Publisher worldwide. He worked to very tight budget constraints and short time scales to ensure high street visibility of FMC products whilst still supporting the business.

Achievements

- **Implemented restructuring of WAN. Reduced overheads by £20k per quarter.**
- **Developed a fully automated help line in 9 European languages.**
- **Implemented a bespoke Customer Relationship Management System.**
- **Introduced Intranet for sharing of corporate data across Wide Area Networks.**
- **Developed a Warehouse Management System.**
- **Managed 200 staff developing computer games. Including Mortal Kombat.**

Christopherson Heath Group, 1989 to 1995 - *IT and Office Manager*

A prestigious and profitable Lloyds Insurance organisation. Paul had responsibility for the operation of three small company's including budgetary control of £200M and 35 staff.

Achievements

- **Implemented disaster recovery plan for Voice and Data systems.**
- **Successfully migrated mainframe database to open systems architecture.**
- **Implemented a thousand user Call Centre throughout UK offices.**
- **Chairman of a Lloyds systems user Group**

BPC Members Agency 1987-1989 - *Systems Administration Co-ordinator*

Paul managed the administration and operation of the computer systems.

Achievements

- **Specified and implemented a proposal to manage the computer Systems in-house from previously outsourced arrangements.**
- **Project managed the development of a bespoke securities database.**
- **Corporation of Lloyd's 1985-1987 - *Project Manager*,**

Managed team responsible for design and implementation of a 4,000-user solution.
Metropolitan Police 1980-1985 - *Administration Supervisor*,

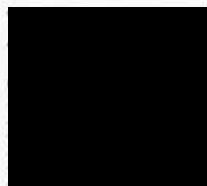
Paul was recruited and trained to become a Forensic Scientist. He learnt his trade in Criminal Records, Fingerprint, Obscene Publications, River, CID, Firearms and traffic divisions.



Working for England's World Class Region

5th January 2000

Our ref : 0170



Dear Mr Armstrong

Armstrong Academy of Performing Arts

Further to our meeting on 15 December 1999 we agreed to provide our initial feedback on your proposals for an academy for performing arts in Kent.

As discussed, subsequent to the publication of the Regional Economic Strategy the Agency has set up Regional Sector Groups. These Groups will be gathering information for bench marking and planning purposes. There is currently no planned project budget allocation for this type of scheme.

In the interim our view is that the proposal needs significant development particularly in the assessment of need and the way the project will dovetail with local/regional developments in this area, drawing on the advice of the Creative Industries Regional Sector Group. The Agency would be able to provide guidance on the development of the proposal and linkages with other initiatives but is not in a position to endorse specific projects.

There are a number of issues, which will have to be addressed and we have outlined these below.

- Market analysis – identification of student market linked to job availability and evidence of growth in the sector.
- Industry comment on the market opportunities for the arena and other non-academic facilities to be offered to the market.
- The development of partnerships with the economic drivers within the region and also Councils who may be willing to incorporate the proposal into a development strategy.
- Develop links with the emerging Enterprise Hubs and key business sector groups. (SEEDA's key objective is to establish a network of 25-30 Enterprise Hubs across the Region)
- Development of partnerships with organisations such as Southeast Arts, Skill Set, South East Tourist Board etc. to identify the academic aims and objectives of the project.

South East England Development Agency
The Observatory, Brunel, Chatham Maritime, Kent, ME4 4NT

Tel: 01634 899900 Fax: 01634 899901

SEEDA

- The Regional Cultural Forum is now being established and will be in a position to give you advice about this proposal in the context of the regional supply of such facilities. Dan Chadwick will be the contact for this Forum.
- An industry champion would be essential to the development and promotion of the proposal.
- Similarly it is important to establish links with existing colleges who may be considering expansion.
- The site requirements will have to be established to help identify a potential location.

I hope the above is of some assistance in developing the proposal. I have enclosed a contact list for your use and reference.

Yours sincerely

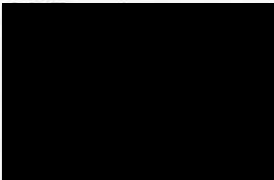


Keith Sadler
Senior Development Manager (Land and Property)

cc Gilly Bartrip
Fred Hasson
Dan Chadwick
Kathy Slack

RECEIVED 7 JAN 2000

Anthony Dunnett *Chief Executive*



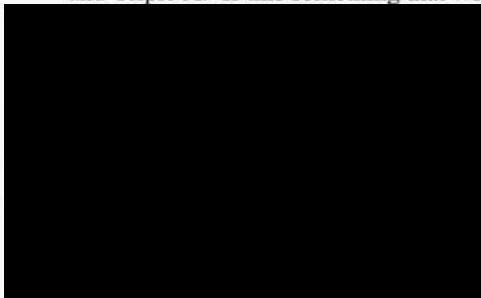
14 February 2000

Dear Mr Armstrong

Thank you so much for your letter of 24 January and your positive comments on the role of RDAs. We are delighted to have the support of entrepreneurs like yourself and hope that you will become involved in the future development of SEEDA initiatives such as Enterprise Hubs and partnerships with the private sector.

We are very interested in your Triple A proposal and we would like to be able to assist you in taking forward this project through our Creative Industries Regional Group. We look forward to receiving your updated proposal once you have addressed the issues in my letter of 5 January. Please don't hesitate to call me if there is any aspect of your proposal that you would like to discuss.

Meanwhile, may I just mention that we are always looking for business people to talk to the news media about SEEDA and economic development in the South East, it occurred to me that this might be of interest to you. Because of your special interest and experience in the performing arts I believe there could be opportunities for publicity which would reflect well on both SEEDA and Triple A. Is this something that would interest you?



RECEIVED 17 FEB 2000

South East England Development Agency
SEEDA Headquarters Cross Lanes Guildford GU1 1YA England Tel +44(0)1483 484 200 Fax +44(0)1483 484 247

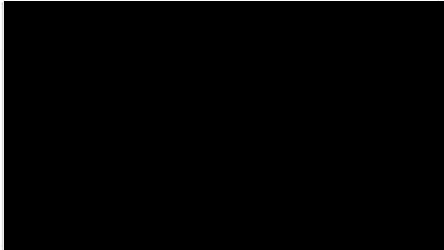


Department for Culture, Media and Sport
From the Secretary of State

2-4 Cockspur Street
London SW1Y 5DH
www.culture.gov.uk



C00/13506/06245/mk



29 September 2000

Dear Terry,

Thank you for your letter of 4 September regarding the Triple A Development Project 2000.

I am grateful to you for sending me details of the project. As you know, increased participation in the arts is a priority for the government, and I applaud your project's aims to provide more training opportunities in the performing arts for the young people of Kent.

I would like to take this opportunity to send my best wishes to you for the success of the Triple A Development Project 2000 and for your future ventures.

RECEIVED 4 OCT 2000

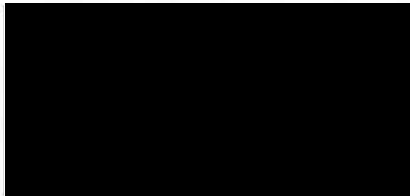


CHRIS SMITH



INVESTOR IN PEOPLE

Anthony Dunnett *Chief Executive*



3 October 2000

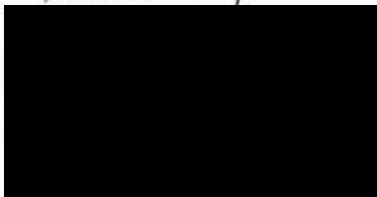
Dear Mr Armstrong

Triple A Development Project 2000

Thank you for your letter dated 1 September 2000 and to your letter to our Chairman, Allan Willett, enclosing the Business Plan for the Arts Academy. Please accept my apologies for the delay in responding but my team have been reading your project with interest.

The Plan incorporates some interesting new concepts and I have circulated the document to our Creative Industries Regional Group so that they are aware of the initiative. The project is still clearly in the conceptual stage having not identified a proposed site or development partners however we look forward to news of the latest developments.

Sincerely



RECEIVED 6 OCT 2000

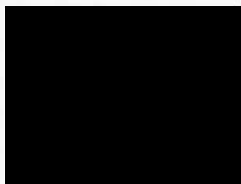
South East England Development Agency
The Observatory, Brunel, Chatham Maritime, Kent, ME4 4NT

Tel: 01634 899900 Fax: 01634 899901

South East England Development Agency

SEEDA Headquarters Cross Lanes Guildford GU1 1YA England Tel +44(0)1483 484 200 Fax +44(0)1483 484 247





10 October 2000

Dear Mr Armstrong

ARMSTRONG MULTIMEDIA ARTS ACADEMY

Thank you for briefing me on the Arts Academy project yesterday.

Following our discussion about the role of SEEDA and the progress of our industry Sector Groups, I can confirm that I will be sending a copy of Multimedia Arts Academy brochure to members of the Creative and Media Industries Sector Group

At our meeting you asked for advice on how to take forward your initiative and we discussed the support that you have already received from the Kent Economic Forum and Kent County Council. You advised me that you have approached Venture Capital organisations for support, have completed a business plan and that the outlook for the project looked positive. You also explained that you were considering other locations for the project which include France and Wales and that you had briefed the regional arts organisations on the project.

During our discussion you explained that you are looking for a SEEDA endorsement of the project. As we discussed, SEEDA is responsible for producing a Regional Economic Strategy which will include priorities identified by regional partners. It could well be that Kent partners would identify the need for a major Arts facility of the sort you are planning to be included in their sub regional strategy.

Please contact me if I can be of any further assistance.



ROBIN GILLUM-WEBB

RECEIVED 12 OCT 2000



**Kent
County
Council**

Economic Development Unit
Invicta House
County Hall
Maidstone
Kent ME14 1XX
Fax: (01622) 691418
E-mail: economic.development@kent.gov.uk

Ask For: Mike Evans
Your Ref:
Our Ref: ME/MT
Date: 18 October 2000

Dear Mr Armstrong

TRIPLE A DEVELOPMENT PROJECT 2000

Thank you for sending a copy of your business plan for the proposed Academy concept. It has been received by a number of my officers and KCC members responsible for Economic Development and my response is on their behalf.

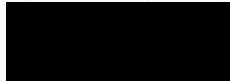
The project is certainly an ambitious and innovative one and we would like to compliment you for the effort you have given this over the last few years. However, we remain to be convinced of the viability of the concept, particularly due to the lack of confirmed financial backing. In addition, my view is that the project would benefit greatly from the backing of one of the County's universities, either UKC or Greenwich.

Your particular request relates to the availability of a suitable site, which is clearly a weakness of the project at present. One site which you might want to consider is new land that has been purchased adjacent to Kings Hill, earmarked primarily for recreational and educational purposes to service the growing residential community there. However the access and traffic generation could be problematic.

Other suggestions might be Chatham Maritime (SEEDA) or Ashford town centre, where there are aspirations for a media centre (contact Simon Reynolds, Economic Development Manager, Ashford Borough Council).


If you are interested in pursuing the possibility of a site adjoining Kings Hill, I suggest you contact Jim Maneri, the Managing Director of our development partner Rouse Kent Ltd

Yours sincerely



County Economic Development Officer

cc: Mr S Bruce-Lockhart
Mr R Thompson

Economic Development Unit  taking Kent forward

Mr Terry Armstrong 18 10 00.doc

RECEIVED 23 OCT 2000



INVESTOR IN PEOPLE

Alex King - Chairman, Audit
Member for Tunbridge Wells Rural East



Members' Suite
Sessions House
County Hall
Maidstone
Kent ME14 1XQ
Fax: 01622 694212
Tel: 01622 694434

Date: 6 November 2000

Dear Terry

Thank you for coming to County Hall this afternoon for a very useful meeting.

The position as I see it is that the County Council would, in principle, be very enthusiastic for the creation of the Academy outlined in your Business Plan because we recognise the value that such a facility would give the County. However, this is a very ambitious project and we do need to establish that it will command the broad range of support, particularly financial, that will be needed at the earliest possible stage. To this end we agreed a series of exploratory actions, as follows:-

1. University of Kent

Yinnon Ezra will broker a meeting for yourself with Robin Sibson, the Vice Chancellor, which I will also attend.

2. University of Greenwich

I am seeing Mary Spence who runs the Kings Hill Institute for the University tomorrow and I will try to identify an appropriate person within the University for a meeting.

3. SEEDA

You indicated that despite a very positive response from Allan Willett the project has subsequently been turned down. Obviously we need to explore this further and if you can give me a copy of the correspondence I will pursue this aspect.

4. Dartford Borough Council

I agreed to broker a meeting with the Leader of Dartford.

5. South Kent College

Yinnon will examine the possibility of the Academy link being with South Kent College because of their association with Brunel University.

6. GOSE

Yinnon will explore the attitude of GOSE with Andrew Campbell, the Director with responsibility for Kent.

7. Sites

Sue Stoneham will obtain the list of best sites available and discuss it with me for further discussion with you.



INVESTOR IN PEOPLE

8. Potential Backers

I would be grateful, in confidence, for details of the people you have spoken to on this and wherever possible a notation of their reaction. Correspondence, or a list where there is no correspondence, would be useful.

If we can get those actions moving we will seek to meet again before Christmas to review the position.

With best wishes.

Yours sincerely

[Redacted signature]

Alex Bagg

RECEIVED 8 NOV 2000

Date: 8 November 2000

Dear Terry

Thank you for coming to Kent on Tuesday for a very useful meeting.

It is my view that the County Council should, in principle, be very enthusiastic for the Academy outlined in your Business Plan because we recognise the value it will bring to the County. However, this is a very ambitious project and we do need to ensure we have the broad range of support, particularly financial, that will be needed at the earliest possible stage. To this end we agreed a series of exploratory actions, as follows:

c.c. Yinnon Ezra
Sue Stoneham
Mairi Jones

1. University of Kent

Yinnon Ezra will broker a meeting for yourself with Robin Storer, the Vice-Chancellor, whom I will also attend.

2. University of Greenwich

I am seeing Mary Spencer who runs the College of Education for the University tomorrow and I will try to identify an appropriate person within the University for a meeting.

3. GDEA

Ted will make that despite a very positive response to a letter from me and I hope that it will not be completely shut down. Obviously we need to explore this further and if you can give me a copy of the correspondence I will pursue this aspect.

4. Dartford Borough Council

T agreed to broker a meeting with the Leader of Dartford.

5. South Kent College

Yinnon will explore the possibility of the Academy not being with South Kent College because of their association with Brunel University.

6. GDEE

Yinnon will explore the attitude of GDEE with Andrea Campbell, the Director with responsibility for Kent.

7. Sites

Sue Stoneham will obtain the list of best sites available and discuss it with you for further discussion with you.

Sandy Bruce-Lockhart OBE Leader of the Council



County Hall
Maidstone
Kent ME14 1XQ
Fax: (01622) 694085
Tel: (01622) 694310



Date: 19 February 2001

Dear Terry

I was very pleased to hear that Alex King had met with you again and has subsequently had the opportunity to review your Business Plan again in the light of your discussion and the broad outcome of progress that you have made in recent weeks that you were able to give him. As I have said before a project of this nature combining the worlds of entertainment and education - with the prospect of substantial job creation - would, in principle, certainly have the support of the County Council.

You have indicated to Alex that you now have access to substantial financial backing and hope to be able to make an announcement shortly which will bring the project much more into the public arena. I understand that details are still confidential and you will appreciate that until we have more information, it is not possible to do more than support the concept in principle.

You have indicated that you will be looking for funding from a variety of sources including **interreg**. Once you are in a position to give us some detail our own officers could advise you on the preparation of such a bid.

I look forward to hearing more about your detailed proposals which will enable the County Council to give further consideration to your project.

Yours sincerely



RECEIVED 22 FEB 2001

Sandy Bruce-Lockhart



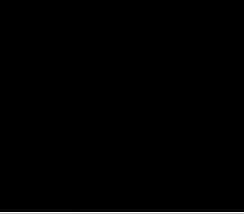
David Wilson FCIS, FCT
Managing Director

I2/DW/LW/AUG14/1

14 August 2001

Eurotunnel Developments Ltd
UK Terminal
PO Box 2000
Folkestone
Kent CT18 8XY
Telephone: 01303 282177
Facsimile: 01303 283905

STRICTLY PRIVATE AND CONFIDENTIAL



Dear Alex,

Destination 21

A brief note to update you on the position relating to this project. I have now had a very useful meeting with Terry Armstrong and his colleague, Rob Knibbs.

Mindful of the current confidentiality agreement between us, Terry has given me the assurance that matters will remain so as between us and that communication will be limited to the three of us in the future on this important project. For our part, we will work closely with Terry and his consultant and we have fixed to meet each other once I have had a meeting with an American multi-national which is due to take place on 11 September, thereafter I will be in a position to update you on exactly where this project stands at that time.

With kind regards,

Yours sincerely,



David Wilson

Cc: ✓ Mr T Armstrong

RECEIVED 16 AUG 2001



INVESTOR IN PEOPLE

Registered Office, Cheriton Parc, Cheriton High Street, Folkestone, Kent CT19 4QS. Registered in England No. 2119268.

Standard Confidentiality Agreement

31 January, 2001

**Eurotunnel Developments Ltd**

UK Terminal
PO Box 2000
Folkestone
Kent CT18 8XY
Telephone: 01303 272222
Facsimile: 01303 283901

Internet: www.eurotunnel.com

Dear Terry,

CONFIDENTIALITY UNDERTAKING

This letter relates to information (the "Information") to be exchanged between Eurotunnel being the trading name of the partnership of The Channel Tunnel Group Limited (whose registered office is at Cheriton Parc, Cheriton High Street, Folkestone, Kent CT19 4QS) and France-Manche S.A. (whose registered office is at 140/144, Boulevard Malesherbes, 75017 Paris) and Triple A Group, GMC Studio, Hollingbourne, Kent ME17 1UQ or any of their affiliates and or any of their respective advisers and and or any of their affiliates and or any of their respective advisers in connection with Project ECO (the "Purpose").

1. In consideration of disclosing such Information to the other, each party undertakes to the other that they will:
 - a) hold all information in strict confidence and (except as allowed below) will not disclose any of it to any other person without the prior written consent of the other party;
 - b) only use the Information for the Purpose as specified above;
 - c) restrict access to the Information to those of their directors, officers, employees and professional advisers who need such access for the Purpose set out above;
 - d) keep a record of the Information disclosed and of each person who is given access to it and ensure that all such persons adhere to the terms of this letter as if they were parties to it;
 - e) not reproduce or part with possession of any document containing or comprising the Information except as contemplated in 1(c) above;
 - f) on request of the other party return all the Information and all material containing any Information and will destroy any other materials which reflect or are generated from the Information.
2. The parties further agree and acknowledge that:
 - a) subject only to the limited rights described in this letter, all Information provided by one of the parties shall remain the property of the party providing the Information.
 - b) neither Eurotunnel nor any of their respective affiliates, directors, officers, employees or advisers accept or shall have any liability or make any



No. 1053/conund/24.07.98

INVESTOR IN PEOPLE

Registered Office, Cheriton Parc, Cheriton High Street, Folkestone, Kent CT19 4QS. Registered in England No. 2119268.

representation or warranty in respect of the accuracy or completeness at the time given or subsequently, of any Information provided by it;

- c) no Information provided by Eurotunnel is intended to form the basis of any contract which may be entered into between the parties, and nothing therein may be construed as a warranty or representation in relation to such a contract;

3. Either party may disclose any Information of the other after the party who intends to disclose the Information has demonstrated to the other's reasonable satisfaction that the information:

- a) was public knowledge at the time of its original disclosure or since then has become public knowledge (provided that there has been no breach of any obligation or confidentiality owed and no improper act or omission by the party intending to disclose the Information);
- b) was lawfully in its possession prior to such disclosure and was not acquired directly or indirectly from the other party or any of their affiliates or any of their advisers;
- c) is required to be disclosed by the regulations of any recognised stock exchange or to any government agency lawfully entitled thereto or to any court of competent jurisdiction acting in pursuance of its powers.


4. No failure or delay by a party in exercising any of its rights under this letter shall operate as a waiver of such rights, nor shall a single or partial exercise preclude any further exercise of such rights.

5. The parties acknowledge that damages would not be an adequate remedy for any breach of the provisions of this letter and that the other party would be entitled to injunctive relief in addition to any other remedies which may be available to it.

6. The parties agree that this letter shall be governed by English law and irrevocably submit to the exclusive jurisdiction of the English courts.

Please confirm your agreement to the terms set out herein by signing and returning a copy of this letter.

Yours faithfully



James Duncan
Development Director
Eurotunnel Developments Limited

Accepted for and on behalf of Triple A Group



Signature

Name: TERRY DEMING

Position: C. E. O.

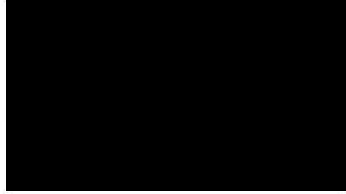
Date: 1, FEBRUARY 2001

No 1053/conund/24.07.98

Business Link Hertfordshire

45 Grosvenor Road St Albans Hertfordshire AL1 3AW
 Telephone 01727 813400 Business Information Line 01727 813813 Facsimile 01727 813706
 e-mail info@mybusinesslink.co.uk <http://www.mybusinesslink.co.uk>

21 November 2001



Dear Terry

Thank you for your letter of 19 November 2001. It was a pleasure to meet you last week and find out a little of what your plans are.

It would seem from the summary you provided and your letter that this is a highly exciting project that deserves funding. Equity finance seems the right way to go for you. Ian Netherton is your local manager for EquityLink™ and Kent Business Link is a 'fully paid up member' of the network so I feel it would be appropriate for you to register with them.

Ian will send your proposal to me in due course so that I can canvass my investors as well as his investors and the rest of our database. Once Ian has completed the formalities I will be pleased to do what I can in co-operation with him to find you the funds you seek.

Ian will be in touch shortly he tells me. All dealings will remain in strict confidence.

Yours sincerely



Stuart McRoberts
 EquityLink™

cc Ian Netherton, Business Link Kent

RECEIVED 22 NOV 2001

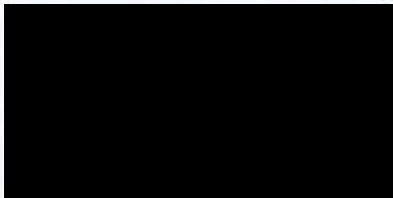


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Department for Culture, Media and Sport
Creative Industries Division

2-4 Cockspur Street
London SW1Y 5DH
www.culture.gov.uk



Your Ref:

Our Ref: 01/23649

18 December 2001



Dear Mr Armstrong

Thank you for your letter of 4 December 2001 to Tessa Jowell MP regarding the Triple A Project 2000.

The Secretary of State read your letter with interest and has asked me to pass on her best wishes to you for the success of future projects.

She looks forward to receiving updates on your progress with Eurotunnel, the KCC, Business Link Kent and SEEDA partnerships.

Yours sincerely

Claire Ives



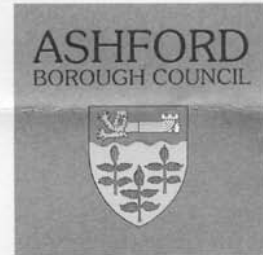
Project Assistant

RECEIVED 19 DEC 2001



INVESTOR IN PEOPLE

DIRECTORATE OF DEVELOPMENT SERVICES
John Jory, Director



CIVIC CENTRE,
TANNERY LANE,
ASHFORD,
KENT TN231PL

(01233) 637311

<http://www.ashford.gov.uk>
Minicom service

Your Ref
Date 24th January, 2002.

Dear Terry,

Triple A Development Project 2000

Thank you for your letter of 17th January, 2002.

I confirm that the Council is interested in seeing a development along the lines that you have described in your business plan in Ashford. I hope the details we have provided of land owners is helpful to you in seeking a development partner to bring your scheme forward to fruition. Certainly, it would bring a new dimension to the range of services here at Ashford and interesting employment opportunities.

I am sorry that we do not have boundary details of land ownerships other than in the broadest of terms. I am afraid you will need to contact individual land owners to discuss the suitability of possible sites. When you do so and begin to bring forward your proposals, please have regard to the Council's development policies contained in our Borough Local Plan.

Good Luck!

Yours sincerely,

John Jory
Director of Development Services

RECEIVED 25 JAN 2002

L0448



INVESTOR IN PEOPLE



Date: 01.05.02
Your Ref:



Dear Terry

Canterbury Capital of Culture 2008

Many thanks for your letter of 29 April.

I confirm that we still remain very interested in your plans for an Academy in Canterbury. I am meeting with our consultants working on the master plan for Kingsmead later this week and will talk them through your plans.

I am sorry they have not yet made contact with you but I will ensure they do so in the very near future.

Meanwhile I enclose a copy of our bid to become European Capital of Culture in 2008.

Yours sincerely

Robin Cooper
Head of Strategic Planning

IR01rc.doc

RECEIVED 3 MAY 2002

Canterbury City Council
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INVESTOR IN PEOPLE

Department for Culture, Media and Sport
The Rt Hon Tessa Jowell MP
Secretary of State

2-4 Cockspur Street
London SW1Y 5DH
www.culture.gov.uk

C02/02525/01142/DC



19th May 2002

Dear Ms Armstrong

TRIPLE A DEVELOPMENT PROJECT 2000/DESTINATION 21

Thank you for your letter of 19 April, bringing me up to date with developments on your Multimedia Arts Academy and drawing my attention to the impressive progress of Simone Locker.

Simone certainly appears to be a living endorsement of my contention that the arts, in all its forms, can be an excellent vehicle for cutting crime and giving ex-offenders a second chance. Simone's achievements are, as the cuttings enclosed with your letter demonstrate, already becoming widely known and I share your hope that she will be seen as an example by others. I have passed a copy of your letter on to the organisers of the Queen's Jubilee Celebration Concert.

I have read with interest your plans to develop a new arts academy in Kent and, while DCMS is not in a position to support the funding or building of the project, we would certainly agree with your view that such a development would have considerable potential to support the Government's social inclusion objectives. I am asking my officials to make contact with you to explore areas of mutual interest, as you suggest.

I look forward to hearing more about cooperation between your organisation and my Department in due course.

Yours

TESSA JOWELL

RECEIVED 23 MAY 2002



INVESTOR IN PEOPLE

Department for Culture, Media and Sport
Rt Hon Tessa Jowell MP Secretary of State

2-4 Cockspur Street
London SW1Y 5DH
www.culture.gov.uk

Our ref: C02/13081/04324/pa



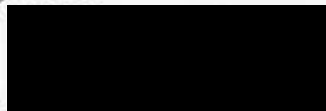
20th September 2002

Tessa Jowell

Thank you for your further letter of 16 September, about the Triple A Development Project 2000/Destination 21.

I understand that my officials have contacted you and that a meeting will be arranged shortly to discuss how the Triple A project might best complement my Department's overriding objective of enhancing the lives of young people.

Tessa

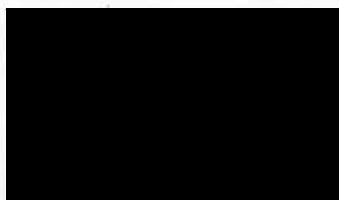


TESSA JOWELL

RECEIVED 9 OCT 2002



INVESTOR IN PEOPLE



16 October 2002

Dear Mr Armstrong

RE. TRIPLE A DEVELOPMENT PROJECT 2000

Thank you for your letter of 27 September to Jim Brathwaite enclosing details of the Triple A Development Project 2000. Jim has asked me to reply.

I understand that you are aware that SEEDA has established a Technology, Media and Telecoms Sector Group. I have passed the papers to Alan Searle, Manager of the Group and asked him to consider them as appropriate.

Yours sincerely



PHIL BAILEY

RECEIVED 17 OCT 2002

Date: 22/10/02
Your Ref:



Dear Terry

RE: TRIPLE A DEVELOPMENT PROJECT 2002

Many thanks for your letter of 11 October.

We have now received the consultants' report on Kingsmead, which looks at various options to develop the site including your proposal. We are currently discussing this informally with our elected members. Our offices are undertaking work to refine the finances involved in the various options and that is a few weeks from completion.

On (or about) 30 October we expect to learn which City has been selected to become European Capital of Culture in 2008 and which cities will be selected as Centres of Excellence.

We intend to prepare a report to our Members probably in November or early December with a view to undertaking public consultation on the development option early in the New Year. We would hope to be in a position by Easter 2003 to select a preferred development and then to consider how we programme, fund and market the sites involved.

I will ensure you are kept informed of progress.

Yours sincerely

Robin Cooper
Head of Strategic Planning

CC - Colin Carmichael, David Reed, Malcolm Burgess, File

RECEIVED 23 OCT 2002

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Canterbury
CT1 1YW

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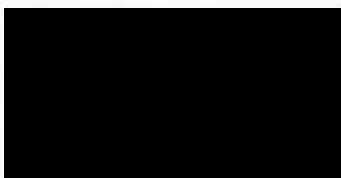


INVESTOR IN PEOPLE

Department for Culture, Media and Sport
Creative Industries Division

2-4 Cockspur Street
London SW1Y 5DH
www.culture.gov.uk

RECEIVED 5 DEC 2002



Your Ref

Our Ref 02/14140

2 December 2002



Dear Terry

TRIPLE A DEVELOPMENT PROJECT

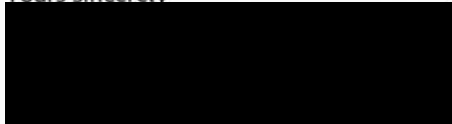
Despite some further research I am afraid I have little more to add to the discussion we had on 8th October. You have clearly talked to all the key players in Kent and the South East region about your project and your business plan has been seen by a number of people.

We look to the Regional Development Agency, SEEDA, responsible for developing a Regional Economic Strategy, and the Regional Cultural Consortium, tasked with developing a strategy covering arts, culture and creative industries, to support and develop ideas such as yours. From the DCMS perspective we have no capital or grant funds available to support the kind of project you propose. The South East RCC has just published their latest report 'The business of culture'; this is available on their web site www.culturesoutheast.org.uk.

I know you are already aware of developments on the training front with Sector Skills Councils and I have nothing new to offer on this. Discussions about how the creative industries will be covered by a SSC remain to be determined by the sectors themselves working with DfES and the Sector Skills Development Agency.

I am sorry I can't be more optimistic but I will continue to bear your project in mind, and raise it with appropriate contacts, both in the region and other Departments in Whitehall.

Yours sincerely



Sally Edgington
Creative Industries Division



INVESTOR IN PEOPLE



**Office of the
Deputy Prime Minister**

Creating sustainable communities

Kristan Sanft
Deputy Programme Manager and Policy Officer
Growth Areas Division
Zone 1/C4
Eland House
Bressenden Place
London
SW1E 5DU

Web site: www.odpm.gov.uk

12 August 2004

Dear Mr Armstrong,

Thank you for your letter of 21st July 2004 to the Deputy Prime Minister regarding the Triple A Development Project 2000. I have been asked to reply.

As you mention in your letter, Ashford has been designated as one of the four Growth Areas for additional housing in the South East. But I must inform you that the funding announced in the Sustainable Communities Plan, published in February 2003, has now been allocated. Therefore we are unable to provide any financial support for the Triple A Development Project 2000.

However it is clear that the project has provoked a lot of interest and support and it does appear that it could be of benefit to Ashford, the future of the town and its focus on growth. I would suggest that you contact Martin Bacon, Managing Director of Ashford's Future Co-ordination Team, on tel; 01233 330 718 to discuss any support they may be able to offer.

Yours sincerely,

Kristan Sanft

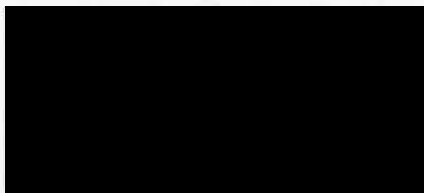


Department for Culture, Media and Sport
The Rt Hon Tessa Jowell MP
Secretary of State

2-4 Cockspur Street
London SW1Y 5DH
www.culture.gov.uk



C04/11217/05890/DC



28th November 2004

Dear John

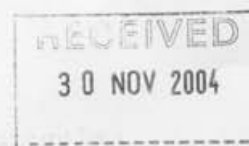
Thank you for your letter of 8 September regarding the Triple A Development Project 2000. I must apologise for the delay in my response.

We have considered your proposals and have concluded that the European Social Fund (ESF) is likely to be the most appropriate potential source of European funding for your project. The Government Offices have responsibility for managing these funds and I therefore recommend that you contact David Steed, Team Leader of ESF at the Government Office for the South East. Should you decide to pursue ESF funding, I am sure that the Government Office will be able to help you with your application. Mr Steed can be contacted on 01483 882474.

Yours



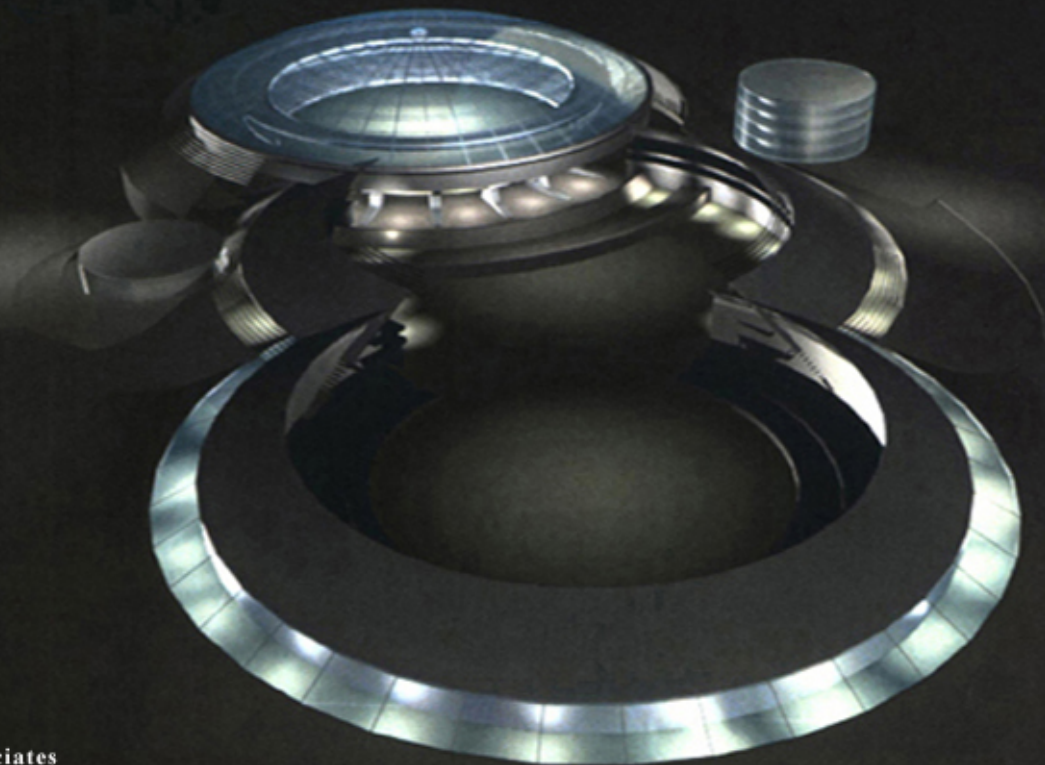
TESSA JOWELL



INVESTOR IN PEOPLE

JANUARY 2000

TRIPLE A MULTIMEDIA ACADEMY LIMITED



Arup Associates

As ever encreasing numbers of young people aspire to a career in the performing arts, new digital media, technology and communication, the Triple A Multimedia Academy proposes a unique new vision for delivering vocational education and training in the arts and new media.

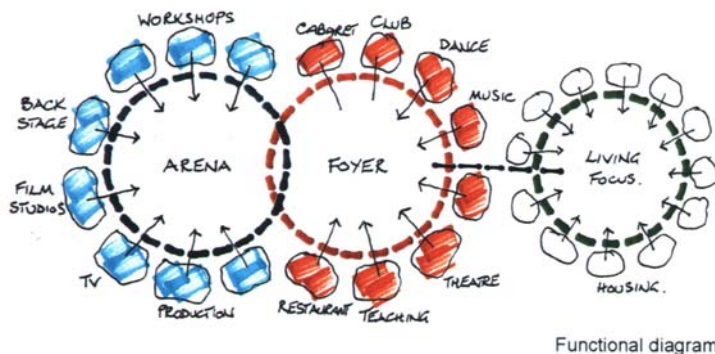


www.triple-a.uk.com

As ever increasing numbers of young people aspire to a career in the performing arts, new digital media, technology and communication, the Triple A Multimedia Academy proposes a unique new vision for education and training.

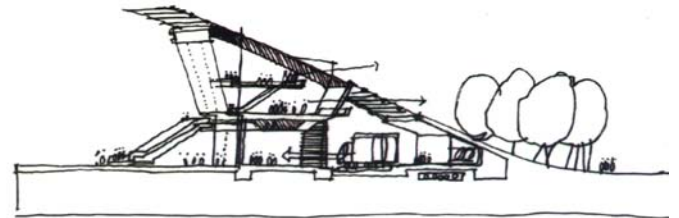
Central to this vision is the belief in an holistic approach that formal education must be integrated with practical training and that individual disciplines can learn from each other. In addition, the promoters of the Academy believe that students should be trained in business management, e-commerce and the use of the latest technology to give them the best possible chance of success.

The Triple A Multimedia Academy, part of the Triple A Group of companies, is proposing to build a new campus to make this vision a reality. The Academy will offer a comprehensive range of courses covering not just the performing arts but also an extensive array of technical disciplines including production, set design, lighting and sound plus theatre and artist management etc. Hands on experience for the students will be achieved through the Triple A Concept of design by facilitating the convergence of the commercial world with that of education and training in the arts, new digital media and information communication technology.

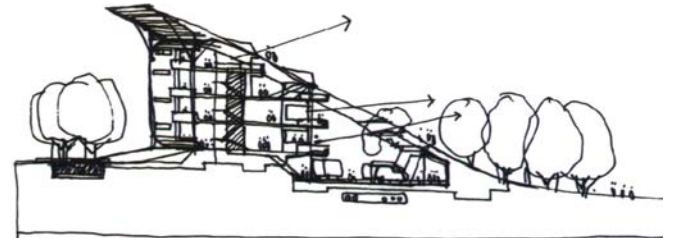


Functional diagram

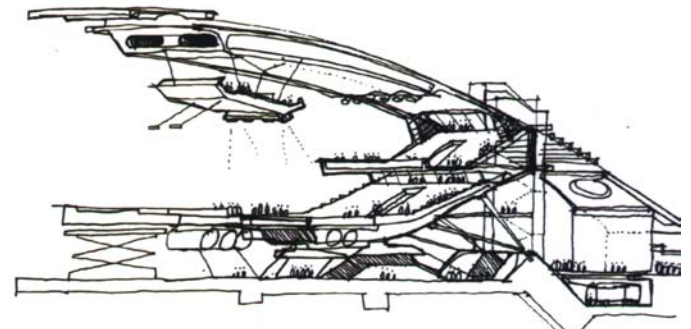
Fundamental to the idea of the Academy is to locate all of these various strands of the performing arts, new media and commercial activities onto one site in order to nurture a creative environment in which ideas and skills can be transformed between disciplines providing a seedbed for perpetual innovation. Students will become familiar with all aspects of the creative process and not be restricted to a narrow field of study. For this cross-fertilisation to be encouraged, the layout of the Academy is such that the various teaching facilities are closely related and interspersed with each other. Students will be constantly aware of what is going on in other parts of the Academy and the design will serve to create opportunities for students, teachers and professionals to meet socially so that relationships are built up across courses. These ideas reinforce the notion of an identity for the Academy as a whole rather than as an agglomeration of different schools and commercial enterprise which is reflected in the architectural layout.



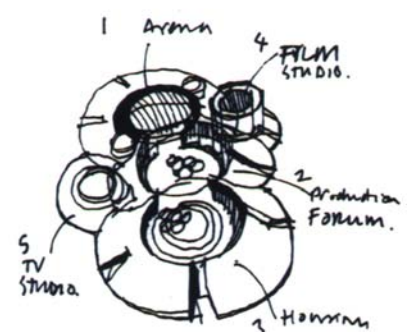
Foyer Sec



Residential Sec



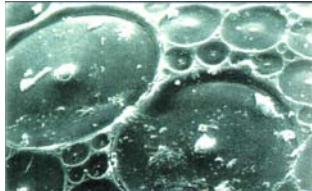
The Triple A Development comprises a vast futuristic entertainment, leisure and communication complex encompassing an American style multimedia arts academy campus choc-a-bloc full of talented, creative, cosmopolitan students. A major new build development complete with film studios/sets, TV studio, dance and drama studios so set out as to accommodate guided tours for visitors. A 12,500 seat futuristic multi-purpose Arena to host full scale theatrical and musical productions, exhibitions, trade fairs and international conferences together with art galleries, theatre, cinema and a 200 bed hotel and night-club overlooking an amphitheatre. A positive hot-house of creative energy generating wealth and posterity in the region and globally.



To this end, the Academy is planned around an enclosed space, which acts as a forum at the heart of the development. This forum unites all the parts of the Triple A Complex which will create a space where people naturally congregate and provides a strong overall identity for the community. It is proposed that the Arena foyer should become this forum space thereby creating the link between the Arena and the rest of the commercial aspects of the complex with the Academy. The forum takes the form of a large public space, with elements of covering where required which in turn acts as a foyer to other teaching and performance venues.

The Arena foyer addresses a large external landscaped space (a 'village green') enclosed by terraces of buildings representing all of the other parts of the Academy including the student residential element which will keep the place alive and secure at night.

This space will be predominately for pedestrian activity, which is encouraged by ensuring that the shortest distance between buildings is always around or through the space and not through other buildings. Meeting places and common areas are planned at ground level directly off an arcade with more specific or private accommodation above. The organic nature of the plan allows for adaptation through the design and briefing process. Additional activities can be added without diluting the strength of the diagram.



The circulation spaces are interlocked between the great circles. The quality and character of the spaces are designed to complement the activities, the residential piazza is soft landscaped, the production facility forum is hard landscaped. Activity is encouraged to inhabit the spaces.

The interlocking circles are easily phased and allow for expansion both into the space and for outward growth into the banked landscaping.



Silbury Hill

The Arena is the only complete circle in the diagram. The overlapping area into the forum space exposes the structure of the Arena tiers. Earth banks surround the circles of activity. These banks are gently sloped into the site and give the Triple A Development a profile drawn from historical precedent in the English landscape. The sense of community is heightened by the 'found' spaces hollowed out from the earth banks or man made 'hills'.

Phasing and organic growth



Layout



Arena, Production & Housing



TV Studio, film studio added



Completion and beyond

[REDACTED]

From: Roy Freshwater [REDACTED]
Sent: 04 April 2017 14:08
To: futuremedway
Subject: Medway Local Plan - Comments on draft vision by UKIP Rochester and Strood Branch: UKIP Gillingham and Rainham Branch: UKIP Chatham and Aylesford Branch

Categories: Red Category

UKIP Rochester and Strood Branch: UKIP Gillingham and Rainham Branch: Chatham and Aylesford Branch
UK Independence Party response and comments to the Medway Council Local Plan 2012 - 2035

Property developers are exploiting planning authorities and ruining Medway as Medway Council has no money to build affordable homes for key workers or address the chronic shortage of affordable housing for desperate families wanting to rent homes in Medway. Affordable housing quotas are trampled as toothless authorities bow to property developers who now run the housing policy of Medway Council because the Conservative government are refusing to provide the funds to allow Medway Council to become house builders again.

ALL COMMUNITIES IN MEDWAY WANT A BOLD MEDWAY COUNCIL TO START KNOCKING ON THE DOOR OF NO 10 AND START DEMANDING FUNDS AND GUARANTEES FOR AFFORDABLE HOUSING, GPs TO FILL EMPTY SURGERIES, SUFFICIENT HOSPITAL BEDS FOR INCREASES IN LOCAL POPULATIONS, NEW ROADS, SUSTAINABLE TRANSPORT AND GENERAL INFRASTRUCTURE IMPROVEMENT MONEY - THE LOCAL PLAN IS ABOUT MORE PEOPLE AND MORE PEOPLE MEANS FOR TAXES FOR THE GOVERNMENT AND MORE COUNCIL TAX - COMMUNITIES WANT THE MAJORITY OF THIS EXTRA MONEY TO BE REINVESTED IN MEDWAY INFRASTRUCTURE AND AFFORDABLE HOUSING AND NOT LOST IN UNPAID COMPANY TAXES INVESTED IN OFFSHORE COMPANIES

Strategic Issues and Response - The expansion of Medway Towns to meet the employment and government housing targets of 29,463 new homes **cannot be achieved no matter which of the four scenario's is finally agreed by Medway Council unless there are major increases in the building of affordable homes for key workers and for local workers earning mid or low local wages.** The Council has stated that the many important small businesses in Medway are reliant on local workers earning local low or minimum wages. There is also a need for massive investment in roads which are gridlocked, home care services for the increasing elderly population to stop bed blocking in Medway hospital, mental health services and local GP services which are mostly already in crisis management. **To deliver sustainable development it is essential that Medway Council also has infrastructure funding and proposals in place before granting planning permission for homes, schools, water supply, waste management, office space, retail space, university expansion, warehousing and agriculture expansion.**

UKIP is very concerned that the local plan does not address the lack of adolescent mental health unit in Medway. There is very limited Children's respite and growing population will add further to this strain on nonexistent services. It is unacceptable that children and young persons are having to be sent long distances around the country to find suitable units and away from their families. The local plan needs to look and at the ever growing mental health needs of Medway.

UKIP is concerned that Thames Gateway regeneration programme and discussions with Medway Council should only go forward when firm infrastructure plans and investment has been put in place and agreed with local communities. We continue to be concerned that developers are using Thames Gateway regeneration as a means of maximising profits and walking away after destroying local communities and submitting 'viability' secret valuation to reduce to practical nil any section 106 investments in local communities and substantially reducing the building of agreed numbers of affordable homes.

Private Sector refusing to fund the building of affordable housing for key workers and low paid and middle wage earners in Medway

Without urgent investment from the government, the private sector will continue to build homes on the green fields of Medway and maximise house sale costs and their profits without regard to community needs. Housing developers have made it clear they are a business and the housing crisis in Medway 'is not their problem' Landlords Association also confirmed they will maximise profits from rents and the housing crisis in Medway 'is not their problem' Both these important groups providing the majority of housing to buy and for rent in Medway have made it quite clear that the Council is totally responsible for providing affordable housing for those essential workers being paid a minimum wage that keep Medway running. Medway Council has no money to build affordable housing for key workers such as nurses, blue light services, teachers, home care staff needed to prevent hospital bed blocking, Medway Council staff being paid minimum wages and provide essential services, young people forced to live at home with £60K debts from getting a university degree, bricklayers, electricians, retail workers and community workers. Medway Council refuses to highlight the immoral and unfair actions by Housing developers who will continue to employ specialist accountants to produce secret 'viability' accounts to substantially reduce both 106 payments to Medway Council and the percentages of affordable housing they are forced to build during the planning process. Who is going to build affordable homes to buy or rent for first time buyers and renters in Medway - the answer 'No one'.

UKIP would ask Medway Council to carry out a further commission for Strategic Housing and Economic Needs Assessment

UKIP is requesting that Medway Council to commission another company to carry out a strategic housing and economic needs assessment as the lack of affordable being built in London is shifting and requiring a large number of people and families to commute from London and live in Kent and Medway. Medway at the present time has 12 people wanting to view each property advertised for renting in local estate agents in Rochester and a further 10 people are being turned away because of having no guarantor, references or sufficient deposit. The need for 29,000 additional homes, therefore, seems a substantial underestimate having regard to the above information.

Scenario 1 Maximising the potential of Urban regeneration

Subject to community support, UKIP would support this scenario and approach set out on the condition that Medway Council does not allow necessary infrastructure needs to get trampled because of the rush to meet the housing target set by the government. That proper consultation takes place with communities on the infrastructure improvements and investment opportunities in Gillingham, Chatham and Strood to enable exciting new character improvements to go forward for these town centres which are both necessary and critical for the survival of these town centres. Such regeneration will generate new jobs. As

mentioned, a full range of housing will be needed but special consideration should be given to building small attractive town developments for senior citizens to allow the release of urgently needed family homes back into local communities. A good example of the consequences of the major undersupply of affordable homes means no affordable homes are available for 340 staff vacancies at Medway Hospital and other desperate low paid and middle wage earners working in Medway.

Scenario 2 Suburban expansion

Subject to information from the communities, UKIP would not support this scenario because past experience show infrastructure needs are trampled and affordable housing promises broken by property developers. The 9 major property developers will continue to build new homes on Medway precious green fields to maximise profit and will be pricing homes mostly aimed for sale to London commuters. No homes or only a token number of affordable homes will be built for local people to rent or buy and promised affordable housing totals will continue to be unfairly reduced under developers viability claims which are sadly becoming all-powerful tools in the way our countryside and villages are being shaped. In the past 5 years communities have seen only token infrastructure investments by property developers and in real terms, we have promises about urgent Strood Town Centre road improvements and important roundabout road improvements but nothing happens!! UKIP will be demanding to see infrastructure funding and firm plans for investment in place before accepting that sustainable urban extension around Rainham, Capstone and significant expansion around Hoo St Werburgh can be considered by communities. Communities cannot even get a traffic warden to walk the local streets to protect children and disabled people because Medway Council 'has no money' so what chance is there for any credible infrastructure plans being put forward by a Conservative-run Medway Council.

Scenario 3: A rural Focus

It is totally unacceptable to local residents that Hoo Village should be turned into a town and destroy the valuable countryside and lifestyles of the community. The proposal and scenario identify Hoo St Werburgh village to be expanded into a rural town with the expansion set outside the Hoo Village envelope but within the Parish of Hoo. There is no details or proposals how the necessary infrastructure investment will be met. Developers have specialist accountants who will ensure confidential 'viability' discussions achieve substantial savings on section 106 payments before completion of developments so that no money is available and necessary road and infrastructure investments will not be met in Hoo Village, Chattenden, Deangate and Lodge Hill. The green belt buffer zones which give local areas character will disappear and no funds for available for additional local bus transport, schools, doctors, no new local jobs for local people and no additional and necessary services for elderly residents - if fact local services will be far worse for communities with large development companies just walking away with massive profits. So the community will get very little or nothing for allowing housing developers to ruin our countryside and green fields and lifestyle. The developers make massive profits, the Council get massive additional Council tax running into millions of pounds and the community gets nothing but grief - seems fair!!!

Scenario 4 Urban regeneration and a rural town

Subject to community support, UKIP would support this scenario on the condition that Medway Council does not allow necessary infrastructure needs to get trampled because of the rush to meet the housing target set by the government. That proper consultation takes place with communities on the infrastructure improvements and investment opportunities around waterfronts and town centres and urban areas including Lodge Hill. There is still strong local opposition to Lodge Hill development and habitat for nightingales and destruction of green nature sites. Having regard to the proposed large number of homes for Lodge Hill (if approved) UKIP will be asking to see infrastructure funding and the number of affordable homes guaranteed and improvements works started in parallel with house building on the Lodge Hill site. There are urgent new character improvements needed to go forward urgently for all town centres which are critical for their long-term survival. Such regeneration will generate new jobs. As

mentioned, a full range of housing will be needed but special consideration should be given to building small attractive town developments for senior citizens to allow the release of urgently needed family homes back into local communities.

[REDACTED]

From: Nick Grief [REDACTED]
Sent: 02 March 2017 12:37
To: futuremedway
Subject: Medway Local Plan 2035

Follow Up Flag: Follow up
Flag Status: Completed

Good afternoon,

In my capacity as Dean for the University of Kent's Medway campus, I very much welcome Medway Council's commitment to the development of FE/HE provision in Medway and consolidation of the 'learning quarter' in Chatham Maritime. I really like the vision for Medway as set out in the Development Options consultation document, namely 'a leading waterfront University city of 330,200 people, noted for its revitalised urban centres, its stunning natural and historic assets and countryside'.

Thank you for the opportunity to comment.

Best wishes,

Nick Grief
Professor Nicholas Grief
Dean for Medway
University of Kent

Email [REDACTED]

Medway Campus office:
Tel: 01634 888843

Canterbury Campus office:
Tel: 01227 826589

Bridge Wardens' College
Clock Tower Building
The Historic Dockyard
Chatham
Kent ME4 4TZ

Eliot College
Canterbury
Kent CT2 7NS

Medway Council Local Plan 2012-2035

Development Options - Regulation 18 Consultation Report January 2017

REPRESENTATIONS ON BEHALF OF TRENPORT INVESTMENTS LIMITED

INTRODUCTION

These representations are submitted by Vincent and Gorbing on behalf of Trenport Investments Limited in response to Medway Council Local Plan 2012-2035 Development Options - Regulation 18 Consultation Report January 2017, and responds to the issues and questions raised in the Questionnaire.

Trenport Investment is a privately owned investment and land development company with an active portfolio of property and development projects throughout the country. It owns substantial areas of land in Kent, including land in Medway, which includes most of the land around Cliffe.

Trenport has previously made representations on the emerging Medway Local Plan and the Council's SHLAA, and has promoted development around Cliffe, including the submission of a Preliminary Masterplan. A copy of the Preliminary Masterplan accompanies these representations. For further information on Trenport's proposals for Cliffe see the Statement which was submitted in response to the SHLAA consultation in February 2016.

QUESTIONNAIRE RESPONSES:

Visions for Medway

Do you agree or disagree with the draft vision for Medway in 2035? Please see below

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Strategic objectives

The objectives for the plan are focused on environmental, social and economic well-being and regeneration, set out under four broad themes:

- A place that works well
- A riverside city connected to its natural surroundings

- Medway recognised for its quality of life
- Ambitious in attracting investment and successful in place-making

Do you agree or disagree with the strategic objectives in Section 2 of the draft Local Plan?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response to any specific aspects of the strategic objectives:

Development Options

Government policy requires Local Plans to plan positively to meet the development and infrastructure needs of the area. By 2035, Medway will need:

- 29,463 homes
- 49,943 m2 of B1 office space, 155,748m2 of B2 industrial land, and 164,263m2 of B8 warehousing land
- 34,900m2 of comparison retail space and 10,500m2 of convenience (groceries) retail space up to 2031
- New schools, health facilities, transport infrastructure, open spaces, and community centres

Section 3 of the Development Options consultation report sets out four potential different approaches to meet these development needs. At this early stage of work on the Local Plan, these are broad approaches. Following this consultation, more work will be carried out to identify specific sites to include in the draft Local Plan.

The Council wants to hear your views on where this development should take place so that Medway grows sustainably. We welcome your comments on how different locations and types of development could contribute to successful growth, and where there may be potential issues to address.

Now you have read about the four potential development options please rank the options in your order of preference, from 1 to 5, where 1 is your most preferred option and 5 is your least preferred option (PLEASE TICK ONE BOX PER ROW AND ONE BOX PER COLUMN ONLY):

	1	2	3	4	5
1 - Maximising the potential of urban regeneration					
2 - Suburban expansion					
3 - A rural focus	✓				
4 - Urban regeneration and rural town					
5 - Alternative sustainable development option					

1 (most preferred), 5 (least preferred)

There is space to tell us about your alternative option in the 'Other alternatives for delivering sustainable development' section further on.

Please explain why you have ranked the options in this order

We consider that development at Cliffe should be part of any development strategy for Medway Council's area. We are pleased that each of the four options includes potential development at Cliffe. We have previously submitted a masterplan for development of land around Cliffe, which Trenport owns, which illustrates how up to 500 dwellings could be accommodated. We have re-submitted this masterplan at this stage to demonstrate how development around Cliffe could take place. [For further information on Trenport's proposals for Cliffe see the Statement which was submitted in response to the SHLAA consultation in February 2016].

We note that in the Development Options document at Appendix 1A - Map - Medway Local Plan 2012- 2035 Working towards a development strategy, there is land around Cliffe shown as '*potential areas for consideration of development*'. Trenport agrees with the designation of the land as such and will assist the Council with considering the potential of the area to accommodate development and identifying what would be an appropriate area for development. In this respect, the masterplan suggests that land to the south of Cooling Road could also be developed, should it be required. It also suggests that the existing sports ground could also be a suitable area for development, subject to satisfactory re-provision and enhancement of the facilities elsewhere with the development or on other land owned by Trenport. Should the Council consider that more land is required around Cliffe for development then that land is owned by Trenport and could be made available for development.

In terms of the Development Options put forward, Trenport consider that Option 3 is the most appropriate (see below).

Option 1 - Maximising the potential of urban regeneration

Thinking about option 1 please explain what aspects of this potential development you support? Please comment in the box below.

Thinking about option 1 please explain what aspects of this potential development you do not support? Please comment in the box below.

Option 2 - Suburban expansion

Thinking about option 2 please explain what aspects of this potential development you support? Please comment in the box below.

Thinking about option 2 please explain what aspects of this potential development you do not support? Please comment in the box below.

Option 3 - A rural focus

Thinking about option 3 please explain what aspects of this potential development you support? Please comment in the box below.

As stated earlier we note and support the fact that each option includes potential development around the village of Cliffe. It is noted that the notation for Cliffe and some other villages, in this option, is 'Expanded Village' as opposed to 'Incremental Expansion' in the other options. The brief explanation of this scenario says that the Expanded Villages could accommodate up to 2600 dwellings, as opposed to the Incremental Expansion in the other options, which could accommodate up 900 homes (Scenario 2) and 650 homes (Scenario 4).

We consider that the area around Cliffe is more than capable of accommodating at least 500 as set out in out in the Trenport Master Plan, and so we support the rural focus option and its Cliffe being identified as an Expanded Village.

One point Trenport also wish to emphasis is the ability to bring forward development at Cliffe quickly in the first half of the Plan period relative to the uncertainty on Lodge Hill which is an option for the second half (see para 3.39).

Thinking about option 3 please explain what aspects of this potential development you do not support? Please comment in the box below.

Option 4 - Urban regeneration and rural town

Thinking about option 4 please explain what aspects of this potential development you support? Please comment in the box below.

Thinking about option 4 please explain what aspects of this potential development you do not support? Please comment in the box below.

Other alternatives for delivering sustainable development

Are there any alternative sustainable development options that will meet Medway's growth needs that have not been considered? Please comment in the box below.

Housing

For the housing policy approaches set out in SECTION 4, please indicate below whether you agree or disagree with the following policy approaches:

Do you agree or disagree with the policy approach for housing delivery?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Housing delivery is the key strategic issue that the Local Plan needs to address, by quite some margin, and in particular providing sufficient housing to meet the projected 21.8% (or around 30,000 dwelling) increase in population by 2037, and for this to be achieved in such a way that the impact on the environment is minimised. Also, related to this is for the Local Plan to do all it can to try and ensure that this housing is actually delivered.

Trenport agree in particular with the aim that:

"Housing delivery will be required to contribute to the development of sustainable communities, with the coordination of infrastructure and service provision".

The Local Plan should accommodate additional housing in rural areas with existing services and facilities (such as Cliffe) to help to support the existing community services and facilities in the village for the benefit of existing and future residents. There is a risk that if settlements are not allowed to grow they will stagnate and decline in population (due to reductions in household sizes), which, alongside increased competition from elsewhere (such as internet shopping), will lead to a continuing decline in services and facilities leading to a greater use

of private cars and a reduction in the relative sustainability of the settlement, making them less sustainable location. This is evident in a number of former shops and other facilities in villages, such as Cliffe, which have changed to other uses, mainly residential. By increasing the population base existing services could be maintained and even improved, helping to make the villages more sustainable.

Do you agree or disagree with the policy approach for housing mix?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport agrees that:

"..an appropriate range of house types and sizes should be provided to address local requirements "

The size of Trenport's proposed development site at Cliffe, and its location and disposition relative to the existing settlement, means Trenport can look at accommodating a broad mix of house types including affordable and, potentially, an element of self-build.

Do you agree or disagree with the policy approach for affordable housing and starter homes?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport's proposals for Cliffe will include an appropriate proportion of affordable housing which will help meet local affordable housing needs for Cliffe and the surrounding rural area.

Do you agree or disagree with the policy approach for Supported Housing, Nursing Homes and Older Persons Accommodation?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for student accommodation?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for mobile home parks?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for houseboats?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for houses of multiple occupation?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for self-build and custom house building?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

The Council could provide for the demand for land for self and custom build housing by providing for an element of these in larger site allocations / developments. Trenport is happy to assist with delivering an element of these as part of its proposed development at Cliffe. This could be integrated within the development or a standalone part of the development (also integral).

Do you agree or disagree with the policy approach for gypsy, traveller and travelling show people accommodation?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for housing that have not been considered? Please comment in the box below

Employment

For the employment policy approaches set out in SECTION 5, please indicate below whether you agree or disagree with the following policy approaches

Do you agree or disagree with the policy approach for economic development?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for the rural economy?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport agree in particular with that part of the policy which says:

“The council will seek the retention of key rural services and facilities to promote sustainable villages, providing for the needs of rural residents.”

As stated elsewhere in these representations, Trenport’s proposed development around Cliffe would help to support the existing community services and facilities in the village for the benefit of existing and future residents.

Do you agree or disagree with the policy approach for tourism?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for visitor accommodation?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for employment that have not been considered? Please comment in the box below

Retail and town centres

For the retail and town centre policy approaches set out in SECTION 6, please indicate below whether you agree or disagree with the following policy approaches

Do you agree or disagree with the policy approach for retail and town centres?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for retail and town centres that have not been considered? Please comment in the box below

Natural environment and green belt

For the natural environment and green belt policy approaches set out in SECTION 7, please indicate below whether you agree or disagree with the following policy approaches:

Do you agree or disagree with the policy approach for Strategic Access Management and Monitoring?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport agrees with the requirement to provide a contribution towards the strategic access mitigation scheme, provided the tariff is fair and reasonable and meets the usual CIL/s106 tests.

Do you agree or disagree with the policy approach for securing strong Green Infrastructure?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport in particular note the following part of the policy:

“A high level of protection from damaging impacts of development will be given to Sites of Special Scientific Interest and Ancient Woodland”

In this respect we note that in recent years the Council has concentrated on achieving development at Lodge Hill / Chattenden to help meet housing and other development needs and believe that this has diverted Medway away from giving more serious consideration to other options, including our client's proposals for land at Cliffe, and that

this has delayed delivering the necessary housing. There is no certainty that that development will ever take place due to the fundamental wildlife issues on the site. Development of land at Lodge Hill would be fundamentally at odds with this policy.

Notwithstanding this uncertainty even if it were to progress it would be likely to be some time before it could take place, possibly several years, whilst the necessary infrastructure is put in place, and even then at 5,000 dwellings it only represents one sixth of the number of homes necessary. There is therefore a need for a more mixed strategy, even if it is to deliver housing in the short to medium term, alongside (or instead of) Lodge Hill, which can include Cliffe.

Do you agree or disagree with the policy approach for landscape?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Do you agree or disagree with the policy approach for flood risk?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Do you agree or disagree with the policy approach for air quality?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Are there any alternative sustainable development options for the natural environment and green belt that have not been considered? Please comment in the box below

Built environment

For the built environment policy approaches set out in SECTION 8, please indicate below whether you agree or disagree with the following policy approaches:

Do you agree or disagree with the policy approach for design?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for housing design?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport agrees with the thrust of the policy on housing design, including the following requirements:

“As a minimum meet the relevant nationally described internal space standard for each individual unit

As a minimum meet the Medway Housing Design Standard (MHDS) for external spaces including shared outdoor amenity space, shared access and circulation, cycle storage, refuse and recycling, management, visual privacy and private outdoor space, environmental comfort”

However, the rigid application of such an approach in all circumstances could frustrate the wider objective of the efficient use of land thereby resulting in the need to allocate more development land. The policy needs to permit exceptions for example on the grounds of viability or because of the particular locational or physical characteristics on the site – it should be for the developer to demonstrate to the LPA’s satisfaction as to why these space standards should not apply on a particular site.

Do you agree or disagree with the policy approach for housing density?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for heritage?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for the built environment that have not been considered? Please comment in the box below

Health and communities

For the health and communities policy approaches set out in SECTION 9, please indicate below whether you agree or disagree with the following policy approaches:

Do you agree or disagree with the policy approach for health?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for health and communities that have not been considered? Please comment in the box below

Infrastructure

For the infrastructure policy approaches set out in SECTION 10, please indicate below whether you agree or disagree with the following policy approaches:

Do you agree or disagree with the policy approach for general and strategic infrastructure?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Do you agree or disagree with the policy approach for education?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport agree that the Local Plan can secure the provision of new and expanded schools to meet the needs for new school places associated with development (should there be a short fall in available capacity) by requiring larger developments to either fund off-site education provisions or provide provision on-site where suitable, the particular approach depending on the circumstances and what is appropriate. Where necessary the location of expanded and/or new schools would be identified and allocated as part of the preparation of the Local Plan and Proposals Map.

Do you agree or disagree with the policy approach for community facilities?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for communication infrastructure?

Agree

Disagree ✓

Don't know/ No opinion

Please explain your response:

It is beyond the ability of a developer to ensure superfast broadband is available (especially upfront) on a new development as that is provided by BT or others. All the developer can do is ensure the physical infrastructure within a site (e.g. ducts or similar) is provided.

On the question of contributions to upgrade the existing network, we question whether this would be lawful as we consider that BT have a statutory duty, and County and Unitary Councils receive money from Central Government, to roll out broadband.

Do you agree or disagree with the policy approach for open space and sports facilities?

Agree ✓

Disagree

Don't know/ No opinion

Please explain your response:

Trenport agrees that:

“New developments shall be required to include on-site open space provision or to contribute towards off site provision based on the size of the development.”

Trenport’s development proposals around Cliffe would provide for the existing sports ground to be relocated as part of the development, to provide a larger and much improved facility. In addition to this it is proposed to provide further playing fields (if required) and open space and parks, which would significantly increase the amount of open space at Cliffe.

Do you agree or disagree with the policy approach for utilities?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for implementation and delivery?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for infrastructure that have not been considered? Please comment in the box below

Sustainable transport

For the sustainable transport policy approaches set out in SECTION 11, please indicate below whether you agree or disagree with the following policy approaches:

Do you agree or disagree with the policy approach for transport?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for transport and the River Medway?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for waterfronts and river access?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for marinas and moorings?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for aviation?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for vehicle parking?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for cycle parking?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for connectivity?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for sustainable transport that have not been considered? Please comment in the box below

Minerals, waste and energy

For the minerals, waste and energy policy approaches set out in SECTION 12, please indicate below whether you agree or disagree with the following policy approaches:

Do you agree or disagree with the policy approach for minerals planning?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for waste planning?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for energy?

Agree

Disagree

Don't know/ No opinion ✓

Please explain your response:

Do you agree or disagree with the policy approach for renewable and low carbon technologies?

Agree

Disagree

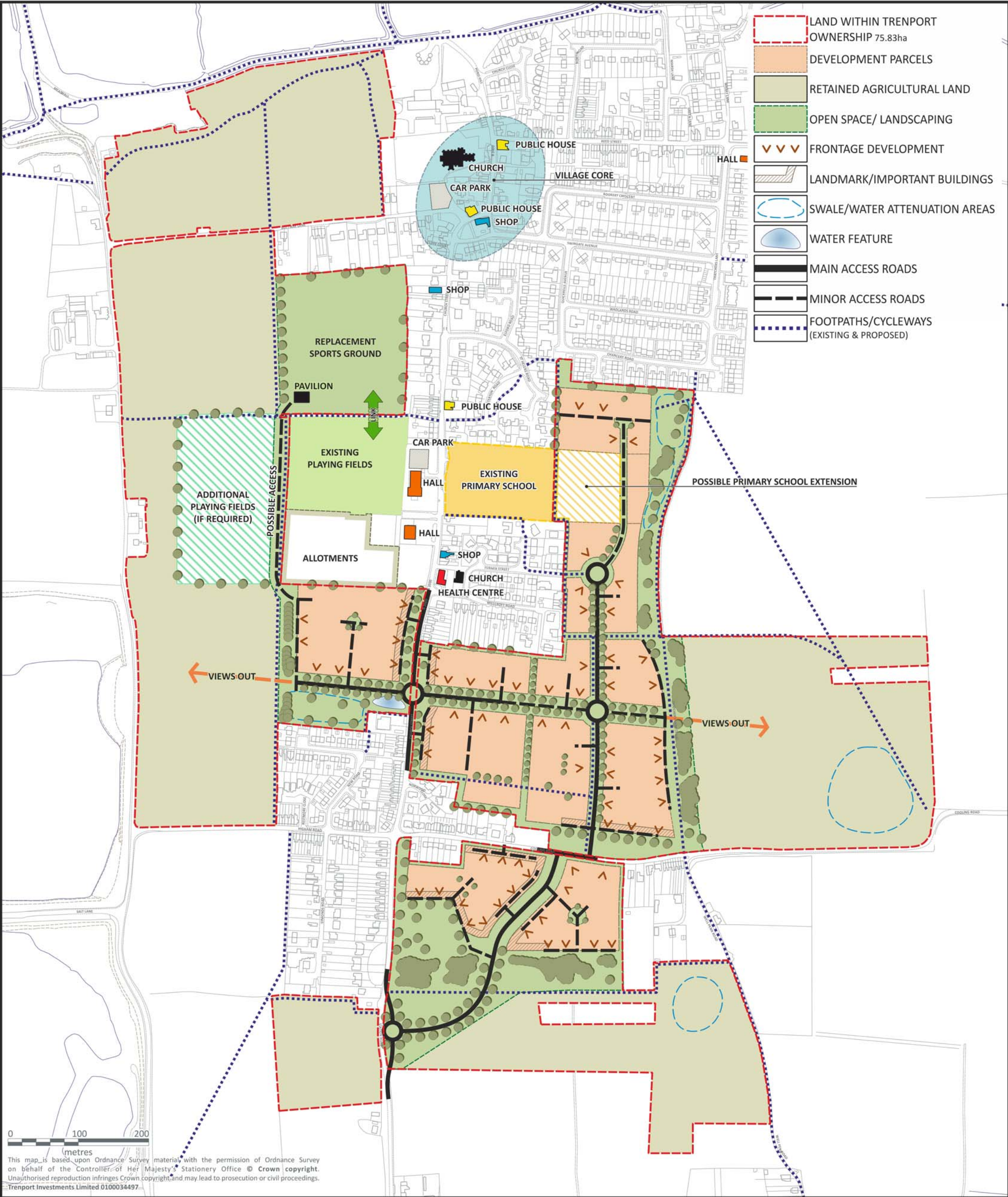
Don't know/ No opinion ✓

Please explain your response:

Are there any alternative sustainable development options for minerals, waste and energy that have not been considered? Please comment in the box below

General Comments

Is there anything else Medway Council should consider about the development options or the policy approaches in addition to what you have already commented on above. Please comment in the box below.



REVISION A:
Amendments to masterplan following consultants comments
HNA/23-02-2016

PROJECT TITLE
Medway Local Plan

DRAWING TITLE
Preliminary masterplan

SCALE	DATE	CHECKED
1:5000	FEBRUARY 2016	
	DRAWN	DATE
	HNA	
PROJECT No.		
4325	N	110A
VINCENT AND GORBING		
CHARTERED ARCHITECTS AND TOWN PLANNERS		
STERLING COURT NORTON ROAD STEVENAGE HERTS		
TELEPHONE: 01438 316331 FAX:01438 722035		

From:

Planning Policy Regeneration
Medway Council
Gun Wharf
Dock Road
CHATHAM Kent
ME4 4TR

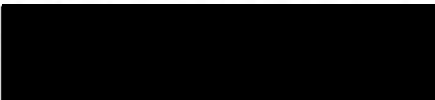
23 January 2017


Dear Sirs

I wish to make representation on the draft Local Plan as follows:

- 1] I agree with the formation of a "Green Grid" and would support the principle of no incursion into the Green Belt around Cuxton and Strood.
- 2] I support the Council's proposal to support the formation of neighbourhood forums and plans.
- 3] There is still no mention of the Dockside Shopping Centre. Would it be considered as an out of town retail park and would further retail development be allowed there?
- 4] I do not support the planting of trees near houses due to possible root incursion into site services and the undermining of house foundations unless the Council agrees to draw up an approved planting list for developers to comply with.
- 5] No consideration has been given to discourage the use of diesel vehicles not using biodiesel within the air quality action zones say by limiting their use to certain times of the day of when air quality drops to dangerously poor levels.
- 6] Why mention park and ride when the only park and ride sites are for commuters only and lie outside the Medway Unitary Authority area?
- 7] Insufficient consideration has been given to the need for water towards 2035 when it is admitted there will be a shortage. Should consideration be given to siting a desalination plant in Medway or should the Council insist that grey water facilities be provided in all new housing in order to cut water use?
- 8] Of all the development options, I would support ~~with~~ option 1 or option 4 in order to reduce further incursion into the green grid at Capstone. I would not support any development to the north of Rainham or Gillingham as this is an area which will progressively become prone to flooding due to back wash into the storm drains at high tides such as is already taking place in Lower Halstow.

I hope my views will be taken into account when drawing up the final draft of the Local Plan.


Vivienne Parker



Planning Policy
Regeneration, Culture, Environment & Transformation
Medway Council,
Gun Wharf Dock Road,
Chatham,
Kent
ME4 4TR

Development options Regulation 18 consultation report - Resident Response

I am writing to respond to the above consultation report.

As a resident of Grange Road for over 40 years, I have long benefitted and valued the greenfield environment that we are blessed to be surrounded by. Some 20 years ago, local residents banded together to try and buy a slivers of land at both the back and front of Grange Road to provide us and future residents with a miniature green belt to protect our environment from any future development. We were unable to buy these slivers of land and the consequent degradation of previously high quality agricultural and nature-rich land via the destruction of fruit tree to allow for private horse-grazing, has led to the situation today where this greenfield land can be considered suitable for mixed-use development.

I am not against, in principle, the use of greenfield land for new development that supports housing need. However, the Development Options report provides insufficient analysis or justification for the options presented in the report. It is not possible to tell whether all options for 'Brownfield first' have been exhausted; whether the Council and other public agencies have done all they can to bring public sector land to the market; whether more radical options for truly making Medway a city have been considered; nor to identify and understand the estimated amount of development assumed to be yielded by each site put forward, and hence the interrelation between housing need and different development options/scenarios.

More concerningly, the explicit identification of the 'Mill Hill' site in all scenarios, as well as the identification of a beneficiary (Gillingham FC) in one of these options, suggests that a decision to both proceed with this site for development and that a deal has been struck with Gillingham FC, irrespective of comments received in this consultation.

What follows is my commentary on the development options report and specific questions I wish to be answered in **bold** -

Paragraph 2.3 - unwarranted and unjustified comparison of the Medway with Brighton and Hove and Plymouth. Both Brighton and Plymouth have a single contiguous urban area, rather than the separated urban settlements that characterise the Medway Towns. A cursory look at statistics shows on Centre for Cities (<http://www.centreforcities.org/data-tool/#graph=map&city=show-all&indicator=total-jobs\\single\\2015>) shows that Brighton has a GVA almost double that of the Chatham Primary Urban Area (which is in effect Medway), and double the amount of jobs. This early comparison with Brighton (which has more in common culturally and economically with London than Medway), seems purely designed to play to the narrative pushed by Gillingham Football Club, that the relocation of the stadium can mirror the success of Brighton and Hove Albion.

The comparison with Plymouth is more justified but it still has a larger GVA and approximately 20,000 more jobs, and this is for a city in an 'Objective 1' region, one of the more deprived in all of Europe. This demonstrates partly the underperformance of Medway cited but also the agglomeration benefits of a contiguous urban area.

- **Which options for comparator locations were considered and why were Brighton and Plymouth chosen?**

2.4 Medway is not a city by any definition or justification. Whilst this is a worthy and justifiable ambition, the development plan document does not seek to consider the radical options that would be required to truly achieve city status and performance. These would include significant increases in housing density, modal shift and an integrated public transport network, with estate regeneration and intensification around existing low-density neighbourhoods that surround existing rail stations. There are large swathes of very low-density, poor quality suburban housing stock of negligible historical or conservation value that surround Gillingham, Rainham and Chatham rail stations. Whilst some intensification is proposed in these areas, the quantum referenced does not imply sufficiently radical change.

- **What options for regeneration and densification around existing transport hubs was considered?**

2.22 Given the wider strategic issues reference in this paragraph, why was the needs assessment done only with Gravesham? Gravesham's housing market area is more intimately linked with Dartford and influenced by the HS1 station at Ebbsfleet. The continued lack of housing delivery in Kent Thameside has had implications for the Medway housing market area but with a delivery vehicle now in place and infrastructure investment now promised by government, this should soon accelerate.

- **What consideration has been made for the implications of accelerated delivery in the Ebbsfleet Valley and the impact on the Medway housing market?**

3.1 - Why is there no link or detailed explanation of the SLAA? It is increasingly seen as best practice (see Greater Manchester Combined Authority for the best example) to publicise the SHLAA and also more transparently conduct a Call for Sites process. The process undertaken by Medway is opaque and very difficult for lay citizens to understand.

- **Where can the SHLAA site map be accessed?**
- **Please publish all information received as part of the call for site.**

3.8 -

- **Why is there no link provided to the Brownfield Sites Register nor any reference to the quantum of development that has/will be achieved on the 35 sites nor could be achieved on the remaining 7?**
- **Why is there no reference to understanding potential additional brownfield land that could be brought forward e.g. by bringing forward unused or underused public assets.**
- **Why is Medway Council not part of the One Public Estate Programme?**
- **How can it be sure that there are no additional brownfield sites that could be brought forward if Medway doesn't have the cross public sector picture of where assets are?**

3.9 "It is unlikely that the full range of development needs could be met solely in the identified regeneration areas on brownfield land."

- **What is the reasoned justification for this statement?**
- **What measures have been taken to identify additional brownfield land?**
- **Where is the summary of alternative options for fulfilling the housing need of the area - eg greater density, changing site allocations from industrial to residential, developing a new garden city at Stoke Harbour etc?**

3.9 "The council's approach seeks to make use of greenfield land that is free from environmental constraints, of lesser value for landscape and agricultural purposes, and well related to services and infrastructure. "

- **where in the documentation is there a link between this qualitative statement and the quantitative evidence that should be in place to support the inclusion of greenfield sites in the development options?**

3.12 - "much land on the Hoo Peninsula, and bordering the urban areas of Strood and Rainham is of the highest grades of best and most versatile agricultural land. Government policy is that local planning authorities should take account of the economic and other benefits of this land." - this government policy also suggest that should the economic and other benefits of residential use of agricultural land outweigh the agricultural use, residential development can be supported. In this content -

- **why has the Council not considered the proposed 'Stoke Harbour Garden City' the runner up to the 2014 Wolfson prize (https://england.shelter.org.uk/professional_resources/policy_and_research/policy_library/policy_library_folder/report_wolfson_economics_prize_2014) which could accommodate 30,000 - 40,000 people within 15 years?**

3.18 -

- **where can people find out about what sites were put forward and by whom as part of the call for sites?**

3.19 - "a range of alternative scenarios have been developed" -

- **why are there no scenarios in which the greenfield land referred to in the local plan as 'mill hill' is not included?**

3.24 - “the regeneration area would extend beyond Gillingham to include a modern football stadium for Gillingham Football Club at Mill Hill, supported by a mixed development of apartments, shops and wider leisure facilities. An iconic building would establish the new character of this area and mark the extent of the regeneration zone.”

- **Why is this the only reference to a specific tenant/developer (Gillingham Football Club) in any of the development options?**
- **Why is the only scenario where Gillingham Football Club is referred to as a tenant for the ‘Mill Hill’ area but all the other scenarios include mixed use development?**
- **Is Gillingham Football Club assumed as a tenant for the Mill Hill site under all ‘Development Option’ scenarios?**
- **Given housing need is a strategic priority how does a football club, which implies low housing density (the total footprint of the playing field and seating areas precluding housing), meet the strategic needs of current and future Medway residents?**
- **Why have no other options for a potential location for Gillingham Football Club been considered anywhere else in this document?**
- **Given the significant transport impact of such a concentrated use of leisure, residential and retail, what transport studies have been conducted the Council or presented to the Council as part of the Call for sites for this site?**
- **Given the reference to “iconic building” what architectural, design or financial documents have Medway Council used to come to the conclusion that this site would or could financially generate an iconic building?**
- **Where are there other examples of iconic buildings would the Council point to that have been enabled by regeneration? What is the benchmark for “iconic buildings”?**
- **Given the reference to “new character of this area”, what architectural, archaeological, cultural, landscape or nature assessments or studies of the existing character of the area have been conducted to assess that development in this location (promoted under all scenarios) will be “sensitive to the natural environment” (as referenced in 3.17)?**
- **Given that the Council wish to “safeguard and establish strategic green spaces and corridors, to protect wildlife features and provide healthy and attractive places for people to live and work.” how has it been determined that the Mill Hill site does not form part of the strategic green space and corridor network?**

- **Given there are no references in the Employment chapters nor Retail and Local Centre chapters to the need for “shops and wider leisure facilities” outside of the identified local centres, why has this site been selected outside of the Government's “town centre first” policy?**
- **What consideration has been given to the introduction of a major traffic-generating retail, employment and leisure centre at this location, to the nearby Pier Road Air Quality Management area?**
- **What meetings have taken place between planning officers, councillors and representatives of Gillingham Football Club and landowners of the Mill Hill site (Kingsley Smith) during the period that both the ‘Issues and Options’ report and this Development options consultation document? What records exist of and such meetings?**

10.29 -

- **How was it determined that there was a ‘consensus’ in the issues and options consultation that Gillingham FC should be supported to find a location for a new stadium?**
- **What alternatives were presented in that consultation (including support in finding a location outside of Medway)?**

My family and I have long supported Gillingham Football Club and have observed the protracted tale of Mr Scully pretending to support the club in finding a suitable location for a new stadium. If Mr Scully truly wished to support the club he should focus on investing in the playing side. The current stadium has more than sufficient capacity for what has always been a tier three and four club. The comparisons made by Mr Scully with Brighton and Hove Albion (BHAFC) is laughable. Whilst Gillingham have a latent fanbase larger than that of BHAFC, BHAFC have no competition for that fan base. BHAFC have long history of success in the top tier of English football and cup competition - Gillingham FC have an anomaly of 4 seasons in the second tier.

I thank you for the opportunity to respond to this Development Options report and look forward to receiving your response.

Your sincerely

Vivienne Webb

Response to Medway Council Local Plan 2012 -2035

Summary

The 4 scenarios described in the Medway plan have been reviewed and Scenario 3: A rural focus identified as the most suitable. Indeed, if Medway council does not come up with a cogent plan which fully utilises the opportunities afforded on the Hoo peninsula, then national Government and the London authority will see the Hoo peninsula as an opportunity for them to meet their housing needs. However, it is considered that new development proposed for the peninsula should not be centred on Hoo St Werburgh because this would lead to urban sprawl in a rural setting. In addition, this proposal includes the development of Lodge Hill, which is unacceptable as this is an SSSI.

Instead, "Stoke Harbour" as described in the Shelter submission to the Wolfson Economic Prize MMXIV should be constructed wholly or in part. This new, small garden town would have fully integrated amenities, ready access to employment and good transport links. Modified in this way Scenario 3 would give the best chance of meeting the Vision and Strategic Objectives set out in the Medway plan.

Introduction

It is accepted that Medway will have to plan for a significant increase in population and housing as part of a national response to the current housing shortage and to the projected significant increase in population, which are both likely to have a disproportionate affect on South-East England. My comments are based on a review of the 4 alternative development scenarios, and how they would meet this challenge, and the Vision and Strategic Objectives set out in the Medway plan.

Scenario 1: Maximising the potential of urban regeneration

This proposal would regenerate certain waterfront sites and urban centres with high density development including flats and retail. High density housing means high-rise housing with little green space, which is not the best option for families, the less able and the elderly. It would seem the additional population moved to these areas would still be largely dependent on existing resource for retail, healthcare, recreation, education and employment. Such resources are already overstretched, and the current urban transport links are regularly and frequently congested. The situation would be made significantly worse by the proposed high density development. The towns would become evermore gridlocked as significantly more people used the current urban road network, which would be extremely difficult to improve.

This scenario does not meet the Vision or Strategic Objectives set out in the plan.

Scenario 2: Suburban expansion

The key areas proposed for development are

Strood - the associated loss of Green Belt is not acceptable.

Capstone/Darland banks - this would lead to the loss of a local nature reserve and loss of a green gap between existing developments. The roads from this area to Luton & Chatham, Gillingham, Hempstead Valley, and the A2 & M2 are already overloaded.

Lower Rainham - development in this area would require the complete upgrade of the Lower Rainham road, and it is difficult to see how this could be achieved without considerable permanent disruption to the existing community. Only the development proposed for the Mill Hill area would be readily accessible to the A289.

East of Rainham - If it were possible to modify the M2 Service Area to a full motorway junction then some further development in this area might be enabled, but it would also require extensive upgrade of the local network of narrow country lanes.

However, in all cases the developments proposed would lead to further urban sprawl, the loss of farm land and green areas important to nature, and as with Scenario 1 would lead to significantly increased traffic on the existing urban road network.

Overall, for the towns Scenario 2 represents more of the same, and does not meet the Vision or Strategic Objectives set out in the plan.

Scenario 3: A rural focus; and Scenario 4: Urban regeneration and a rural town

Scenario 3 would require some development in suburban areas with the concomitant problems described above, but on a smaller scale. The development of Hoo St Werburgh could provide a focus for all the Hoo peninsula, and potentially provide much improved retail, leisure, healthcare, educational and employment opportunities. However, Hoo St Werburgh has over the years developed from a small village in a rather piecemeal manner, and further development would not readily provide the number of houses together with the range of facilities required to give the high quality development envisioned. Further, the development of Lodge Hill which is part of this scenario, should not be pursued as the development of an SSSI is not acceptable.

Some mitigation of the loss of Lodge Hill could be the development of Hoo saltmarsh. This island, with the exception of Hoo fort at its Easterly point, has been used for the deposition of material excavated during the building of Crossrail, and is now covered with spoil to a depth of several metres. Thus its development would not be precluded by potential flood risk, or environmental issues. If the problem of linking the island to the Northern bank of the Medway could be overcome by a suitable bridge or causeway, then more than 30 hectares would be available for a landmark high-rise waterfront development.

There are transport issues to be overcome in progressing Scenario 3. However, as well as the need to improve the A228, there is the opportunity to provide an alternative to road travel by the upgrading of the existing railway line from Hoo Junction to Grain, perhaps as a light railway. This could also serve the existing communities on the peninsula from Cliffe and Cliffe Woods to Grain. This scenario has some potential to meet the needs of Medway if the shortcomings could be overcome, and it would not contribute to the urban sprawl and traffic problems of the urban communities South of the river.

Scenario 4 is also attractive but places less emphasis on development at Hoo St Werburgh and thus would require greater urban development South of the river than Scenario 3. Scenario 3 is preferred.

Alternative proposal

Of the 4 proposals Scenario 3, even without any development of the SSSI at Lodge Hill, gives the best chance of meeting some aspects of the Vision and Strategic Objectives set out in the Medway plan. However, the implementation of Scenario 3 represents a missed opportunity, and a variant of Scenario 3 could be implemented which goes much further in both meeting the requirements for housing and associated development needed by the plan, and the Vision and Strategic Objectives.

You will be aware of Shelter's entry to the Wolfson Economic Prize MMXIV "A New Garden City" which proposed a 4 centre development of 60,000 homes on the Hoo peninsula. The centres were as follows:

Hoo Junction - 20,000 homes: this is in Gravesham and is not of direct relevance to the Medway plan. However, the recent Government white paper **Fixing our broken housing market**, Chapter 1: Planning for the right homes in the right place, paragraph 1.9 states authorities should work together to meet housing requirements.

Isle of Grain - 15,000 homes: this has been designated as employment land in the Medway plan.

Lodge Hill - 5,000 homes: this is an SSSI and development is not appropriate.

"Stoke Harbour" 15,000 homes: this is situated between the Kingsnorth industrial area and the A228; plus potentially another 5,000 homes situated to the North of the A228. This extension occupies roughly the same location indicated in Scenario 1 as possible employment land to offset the Medway City Estate. Overall the land required need not impinge on any SSSI. The Shelter submission describes the development of Stoke Harbour in detail, including why the site was selected, vision for the development, employment, transport links, land purchase, investment structure, delivery and sales. The proposed timing of the project meets those of the Medway plan.

"Stoke Harbour" alone (as a whole or in part) could provide the necessary homes to meet the needs of the plan without excessive infill and urban sprawl South of the river. Occupying a green field site it could be built in such a way that it could meet all aspirations set out in the Medway plan for affordable housing in an attractive environment alongside employment areas, with a carefully planned town centre and retail areas together with appropriate healthcare, recreation and educational facilities. It would be physically separate from the communities at Grain, High Halstow and Hoo St Werburgh, but would be located to provide a convenient and attractive centre for the people of the Hoo peninsula. It would also provide an attractive waterfront and marina on the North bank of the Medway.

"Stoke Harbour" would have the same need for improved transport structure as Scenario 3. The A228 would have to be upgraded, but "Stoke Harbour" is better situated to take advantage of an enhanced rail link to Hoo Junction as the existing railway line passes through the middle of the main site. This proposal would also enjoy all the advantages and support offered to new garden towns and villages as indicated in the Government white paper **Fixing our broken housing market**. See Chapter 1: Planning for the right homes in the right place; paragraphs 1.35 & 1.36.

The Hoo peninsula has been the subject of proposals for an airport at Cliffe, and more recently at Grain (Boris Island). It has also been stated that London would be looking to the East to meet its housing needs. It is thus highly likely that the Hoo peninsula is seen as a suitable site for development by national Government and the London authority. It would be better if Medway were to propose a housing scheme for the Hoo peninsula which met local needs, rather than have others impose developments **in addition** to whatever Medway has decided to build South of the river.

Conclusion

Scenario 3 is the most attractive of those described in the Medway plan, but should not include the SSSI at Lodge Hill. It is proposed that Scenario 3 be modified to include a new garden town at "Stoke Harbour" rather than an enlargement of Hoo St Werburgh. Both options should limit development South of the river Medway to the development of key urban centres, judicious infill of small sites and the redevelopment of rundown areas, thus minimising further urban sprawl and gridlock.

The development of "Stoke Harbour" would best help Medway Council meet its Vision and Strategic Objectives for Medway:

By 2035 Medway will be a leading waterfront University City of 330,200 people, noted for its revitalised urban centres, its stunning natural and historic assets and countryside.

Response to Medway Local Plan Consultation

Following attendance at one of the Medway Local Plan consultation meetings, discussions with planners and reading the consultation document I am writing to put forward my objection to the proposed use of Lodge Hill for new development and housing, in doing so overriding its status as a Site of Special Scientific Interest (SSSI) and destroying ancient woodland, rare grassland and the habitat of already declining wildlife, including the iconic Nightingale.

The rich and diverse wildlife heritage that exists at Lodge Hill is no less significant than other heritage sites we are proud of in Medway; its scrubby, un-manicured nature belying its internationally important environmental status, and whilst this site does not bring in the revenue or perhaps perceived kudos of other local gems no-one would suggest bulldozing Rochester Castle or Chatham Historic Dockyard to make way for housing or new development.

As a Site of Special Scientific Interest Lodge Hill should be protected from development by nature conservation legislation. Medway Council's own website states that '... any activity that recklessly or intentionally harms the SSSI or its flora or fauna will be an offence liable in summary conviction to a fine not exceeding £20,000 or on conviction on indictment to an unlimited fine. . .' (3rd February 2017). This statement reinforces Medway Council's legal, environmental and ethical responsibility to protect Lodge Hill yet it has still bowed to pressures from developers committed to building on the site, stating in the executive summary of the consultation that Medway Council supports the development. Not supporting or acknowledging the importance of the legislation that protects Lodge Hill's status as a SSSI creates a dangerous precedence for other SSSI's in the country to be treated in the same way.

In fact not many people reading the consultation document would know that Lodge Hill is actually a SSSI, or has ancient woodland with our iconic bird in its midst. Medway Council has neglected its duty of care to protect our natural heritage by supporting '... the development of Lodge Hill as a planned new settlement' (executive summary), and more importantly failed to provide local residents with transparent information within the consultation document regarding the importance of Lodge Hill as a SSSI. Nowhere in the whole document does Medway Council make it clear that Lodge Hill is one of the '... significant areas that are internationally important for wildlife . . .' The map in 'Section 7: natural environment and green belt' also fails to adequately demonstrate its status to all but the keen eyed and informed, this vagueness no doubt designed to detract from previous statements regarding '... protecting important environmental and heritage assets.' How is this legally acceptable as a full and informed consultation if Medway Council have not given residents and readers all the facts about this important heritage site?

As a health professional living and working in the Medway community I fully recognise the needs of local families for affordable homes; however there also needs to be recognition of

the importance of environmental diversity and open spaces to balance the increasing urban sprawl and congested roads and rail systems.

The Medway Council Local Plan consultation document suggests that we are to expect our population to increase by almost 54,000 by 2035; yet also acknowledges that we have considerable infrastructure challenges such as already congested roads with air quality issues (Section 11), limited appropriate land for building (Section 7), and more importantly ongoing concerns regarding provision of health and social care to our current population, in particular an already stretched (and CQC rating of 'inadequate') Medway Maritime Hospital and an aging GP population with a higher ratio of patients to GP than the national average (Section 9).

One in five children in Medway live in poverty, a figure that horrifies and has not changed significantly in the last five years (Medway child health profiles 2011 – 2016). It seems these families are very unlikely to benefit from the Local Plan as I was informed by one of your planners that there will be no social housing amongst the 29,463 proposed new houses. It would appear negligent for Medway Council not to address the housing needs of our most vulnerable residents (many living in poor quality private rental accommodation) whilst catering for incomers and those already able to afford housing.

We appear to be bursting at the seams without the capacity to provide adequate services for existing residents – Medway cannot continue expanding infinitely and there has to come a time when Medway Council says 'enough is enough'; surely, given the evidence, that time is now?

The Nightingale is a small, unassuming bird with a widely acclaimed song that has been celebrated by poets, writers and musicians for over 1000 years. It weighs less than one ounce yet travels over 3,000 miles to West Africa for the winter then returns in the spring to breed in its birthplace. In Great Britain there are just a few select areas in the South East of England where the Nightingale breeds, of which Lodge Hill is its largest and most important stronghold. At a time when the United Kingdom has seen the Nightingale population drop by 90% over the last fifty years we were very fortunate in 2012 to know that eighty five pairs successfully bred at Lodge Hill (rspb.org.uk). This population and the hope for future generations of Nightingales would be decimated by development of the scale that is being proposed.

Medway is privileged to have such numbers of Nightingales, and it is our responsibility to protect their future and celebrate their presence in our corner of the world. Moreover it is vital that Medway Council takes responsibility for the promise given in Section 7 that 'a high level of protection from damaging impacts of development will be given to Sites of Special Scientific Interest and Ancient Woodland', not just for local residents and to lessen environmental impact but to ensure the legal protection Lodge Hill has been awarded is not compromised, without which all other SSSI's across the United Kingdom would be at increased risk of damage or destruction.

Wendy Brownrigg
Medway resident

February 2017

13 April 2017

Planning Policy
Regeneration, Community, Environment and Transformation
Medway Council
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ME4 4TR

**WILLIAMS.
GALLAGHER.**
town planning
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Sent by Email

Dear Sir / Madam

Medway Local Plan 2035
Development Options Consultation January – April 2017
Representation on behalf of Chatham LLP (c/o Ellandi LLP)

Williams Gallagher Town Planning Solutions Ltd (Williams Gallagher) act on behalf of Chatham LLP (c/o Ellandi LLP) (Ellandi) who own and manage the Pentagon Shopping Centre in Chatham Town Centre. By way of introduction, Williams Gallagher was formed in January 2017 by Matthew Williams and Heather Gallagher who previously advised Ellandi LLP through Savills (UK) Ltd (Savills).

This letter is submitted to provide observations in connection with the Medway Council Local Plan 2035 Development Options Consultation. It follows representations submitted by Savills on Ellandi's behalf in connection with the Local Plan Issues and Options Consultation in February 2016 (enclosed with this letter for ease of reference).

To summarise, our comments are primarily concerned with Section 6 of the Consultation Document which sets out the Council's policy approach to retailing and town centres in Medway. Our review of this Section confirms, inter alia, that:

- the Council will seek to strengthen and enhance its network of town, neighbourhood, local and village centres to provide a focus for retail, leisure, cultural and community activities;
- the Local Plan will make provision for the allocation of retail floorspace for comparison and convenience shopping in line with the needs of Medway's growing communities;
- the Local Plan will establish a retail hierarchy, set out defined town centre boundaries and establish primary shopping areas, primary and secondary frontages to inform a town centre first policy approach to secure the vitality and performance of centres, and its sequential approach;
- the Local Plan will provide policy to inform a retail impact assessment threshold approach;
- the Council will seek to retain the retail core and strengthen the character and unique offer of each town and district centre through management of uses, assessed through satisfaction of an A1 retail percentage threshold, or defined appropriate uses;
- the Council will consider the introduction of policy on temporary uses to address vacancies to boost the vibrancy and vitality of the Centre; and

- the Council will have regard to the uses, format and scale, location, access and parking offered by retail warehouses/parks to define policy, with the aim of securing the role, vitality and vibrancy of town centres.

In addition to the above, Paragraph 6.1 of Section 6 confirms that Medway Council has recently commissioned a Retail Study in collaboration with Gravesham Council (the North Kent Retail and Commercial Leisure Assessment dated November 2016). This has been published to inform the Development Options consultation and has been utilised to establish the retail needs of Medway up to 2037.

The following retail floorspace requirements are cited in the Consultation Document:

- a need for 46,100 sqm comparison floorspace by 2031 and 70,500 sqm by 2037;
- a need for 12,300 sqm of convenience retail floorspace by 2031 and 13,200 sqm by 2037.

In terms of specific advice for each of the centres, the Consultation Document (Paragraph 6.3) notes the findings of the North Kent Retail Study, advising that Chatham remains at the top of the hierarchy and should be the main location for additional comparison retail growth (which we support). It also notes that no further comparison retail is recommended for any of the other centres.

In order to improve Chatham, it summarises a series of recommendations from the North Kent Retail Study (again, which we support):

- a need to undertake public realm works to improve its appearance;
- a need to actively bring forward sites;
- the need to explore further opportunities for convenience retail;
- a need to improve and plan for a stronger evening economy through commercial leisure provision; and
- a need to resist out-of-centre proposals.

The Consultation Document also confirms at Paragraph 6.9 that the Council will consider the need to review the town centre boundaries set in the 2003 Medway Local Plan and present proposals for consultation as part of the process of preparing the new Local Plan. It also states that the Council will seek views on the definitions of primary and secondary frontage areas, and primary shopping areas.

Finally, Paragraph 6.21 of the Consultation Document notes an increase in planning applications for out of centre retail development which in the council's view, underlines the relevance of providing updated policy on retail warehousing and retail parks in the new Local Plan. It states that this could include consideration of the role of edge of centre sites where there is evidence that the vitality and viability of centres could be boosted through linked trips, and appropriate provision is made for a good quality public realm, access and parking.

Williams Gallagher Observations

As stated above, this representation is principally concerned with Section 6 of the Development Options Consultation Document, the content of which is summarised above.

We do however wish to begin by lending our support to the Council's overarching commitment to Chatham Town Centre at Paragraph 2.33 of the Consultation Document which includes, inter alia, an acknowledgement that Chatham is central to the success of Medway's development.

We are also pleased to note that the Council has commissioned a new Retail Study for Medway which is available for review and the findings summarised in the Consultation Document. Our review of this document confirms that it provides a series of recommendations for the emerging Plan which we assume will be considered by the Council in due course and articulated as policy following this stage of consultation.

In view of this, we wish to express the following high level concerns about this document and how it has been interpreted in Section 6 of the Development Options Consultation document.

Retail Need

As highlighted above, Paragraph 6.1 of the Consultation Document indicates that within Medway there is:

- a need for 46,100 sqm comparison floorspace by 2031 and 70,500 sqm by 2037;
- a need for 12,300 sqm of convenience retail floorspace by 2031 and 13,200 sqm by 2037.

A review of the Retail Study itself (prepared by GVA) confirms that the above figures assume that existing commitments in the Medway area will not come forward. Accordingly, they are not considered to be an accurate reflection of the final recommendations set out at Section 10 of the Retail Study.

The actual quantitative requirement identified by the Retail Study is for 14,300-22,400 sqm net additional comparison goods floorspace by 2025, rising to 61,100-68,100 sqm net by 2037. This is based on the assumption that the commitments for new retail floorspace – which include a site in Chatham Town Centre, and new floorspace in Hempstead Valley – come forward as planned.

The Retail Study then goes on to recommend at Paragraph 10.25 that given the inevitable change in the future passage of time, continued economic uncertainty and expected evolution and change to housing numbers, that instead of planning for the full requirement identified by the Study, the Council should plan for need arising in the period to 2028 under the baseline Experian forecast. This equates to the delivery of around 24,300 sqm net of comparison goods floorspace over the full Plan period (as opposed to 70,500 sqm as specified by the Consultation Document).

This is an important recommendation which does not appear to have been taken on board by the Consultation Document - which is of concern because based on economic modelling alone, the capacity identified by the Retail Study is significant and likely to have severe implications for the vitality and viability of Medway's network of centres where this capacity cannot be accommodated in town centre locations (due to physical and economic constraints). It opens the door for speculative and harmful development in inappropriate locations.

At present, it would appear that the Consultation Document has only taken on board the results of the economic modelling and has disregarded the final recommendations of the Retail Study which is to plan for a more realistic figure across the Plan period. Both the NPPF and Practice Guidance clearly state that need is a product of both quantitative and qualitative assessment – accordingly, an element of realism must be applied once quantitative assessment has been undertaken. This needs to account for the health of existing centres, investor sentiment and the extent to which relying on quantitatively derived figures in isolation could lead to significant adverse impacts on town centres.

Importantly, PPG states that:

"It may not be possible to accommodate all forecast needs in a town centre: there may be physical or other constraints which make it inappropriate to do so. In those circumstances, planning authorities should plan positively to identify the most appropriate alternative strategy for meeting the need for these main town centre uses, having regard to the sequential and impact tests. This should ensure that any proposed main town centre uses which are not in an existing town centre are in the best locations to support the vitality and vibrancy of town centres, and that no likely significant adverse impacts on existing town centres arise, as set out in Paragraph 26 of the National Planning Policy Framework". (Paragraph: 006 Reference ID: 2b-006-20140306)

In this case, it is considered that the floorspace identified by the Consultation Document places undue reliance on the results of the economic modelling (without commitments) and disregards other important qualitative factors which would point towards the fact that Chatham Town Centre would struggle to deliver such large amounts of comparison goods retail floorspace across the Plan period. This leaves the door open for speculative and harmful development coming forward in inappropriate and unsustainable locations. We would therefore encourage the Council to consider the final recommendations of the Retail Study in more detail and to adopt more realistic capacity figures going forward (having regard to the PPG requirement to ensure that main town centre uses are in the best locations to support the vitality and vibrancy of town centres, and that no likely significant adverse impacts on existing town centres arise).

Sales Density / Efficiency Assumptions

Paragraph 6.19 of the Retail Study sets out GVA's assumptions in regard to sales efficiencies which represent the ability of retailers to increase their productivity through improvements to sales densities. It goes on to state that Experian does not provide clear guidance on sales densities and as such it makes an assumption as to the improvement to the sales efficiencies of existing and committed floorspace equating to:

- 1.65% per annum for comparison goods; and
- 0.3% per annum for convenience goods.

In regard to comparison goods in particular, we would query the use of these assumptions, particularly when we consider Experian does in fact provide a clear set of forecasts for improvements to sales densities up to 2035. For comparison goods, the latest Experian forecast growth rates (as set out in the Experian Retail Planner Briefing Note (ERPBN) 14 (November 2016)) are as follows:

Comparison Goods	2015	2016	2017	2018	2019-23	2024-35	Average Sales Density Growth Rate 2015 – 35
Density Growth Rate	5.3%	2.7%	1.5%	1.0%	2.3%	2.2%	2.3%

Table 1: Retail Sales Density for Comparison Goods including Changes to Floorspace
Source: Table 4b (ERPBN 14)

Applying these growth rates to the turnover of existing floorspace (as well as the turnover of new shops) would result in far higher sales densities in the test years which, as can be seen below, would reduce the overall capacity for new comparison goods retail floorspace by some margin:

	COMPARISON GOODS					
	2015	2020	2025	2028	2031	2037
TOTAL SPENDING (£m)	£632.95	£750.89	£919.28	£1,039.38	£1,174.55	£1,495.93
Existing Retail Floorspace (sqm net)	111,734	111,734	111,734	111,734	111,734	111,734
Sales per sqm net (£) – Based on Experian Retail Sales Densities (RSD)	£5,665.00	£6,241.79	£6,979.72	£7,450.59	£7,953.22	£9,062.51
Sales per sqm net (£) – Based on GVA Retail Sales Densities (RSD)	£5,665.00	£6,148	£6,672	£7,008	£7,360	£8,120
Sales from Existing Floorspace (£m)	£632.95	£697.42	£779.87	£832.48	£888.65	£1,012.59
Sales from Commitments (£m)	£0.00	£66.70	£72.40	£76.00	£79.90	£88.10
Residual Spending to Support New Floorspace (£m)	£0.00	-£13.23	£67.01	£130.90	£206.00	£395.24
Sales per sqm in New Shops (£m) – Based on Experian RSD	£6,000.00	£6,610.90	£7,392.46	£7,891.18	£8,423.54	£9,598.42
Sales per sqm in New Shops (£m) – Based on GVA RSD	£6,000	£6,512	£7,067	£7,422	£7,422	£8,188
CAPACITY FOR NEW FLOORSPLACE (SQM NET) – BASED ON EXPERIAN RSD	0	-2,001	9,064	16,588	24,456	41,178
CAPACITY FOR NEW FLOORSPLACE (SQM NET) – BASED ON GVA RSD	0	-418	14,349	24,297	36,684	61,133

Table 2: Updated Capacity Assessment (based on latest Experian Forecasts of Retail Sales Densities)

Notes

1. Figures in black derived from Table 8b, Appendix 2 of the GVA North Kent Retail & Commercial Study
2. Figures in red are Williams Gallagher revised calculations based on Experian Sales Density projections set out at Figure 4b of Experian Retail Planner Briefing Note 14 (November 2016) and as summarised in Table 1 above

Further clarification is required as to why the sales densities that have been used in the Retail Study are appropriate – not least because as demonstrated above, an adjustment to reflect published forecast data can make a significant difference to the amount of floorspace that is forecast across the Plan period (in quantitative terms).

Amendments to sales densities as specified above would also affect the recommendations of the Retail Study at Section 10 which is to plan for need arising in the period to 2028 under the baseline Experian forecast. The figures above would suggest that the Council need only to plan for 16,588 sqm to 2028 (as opposed to 24,297 sqm).

Town Centre Uses / Designations

The Policy Approach to Retail and Town Centres at Page 59 of the Consultation Document confirms that the Council will seek to retain the retail core and strengthen the character and unique offer of each town and district centre through management of uses, assessed through satisfaction of an A1 retail percentage threshold, or defined appropriate uses.

In respect of this particular matter and referring to Chatham, we note that the North Kent Retail Study has already made recommendations for primary and secondary frontages in the Town Centre which includes the ground floor of the Pentagon Shopping Centre (Primary Shopping Frontage) and the first floor of the Pentagon Shopping Centre (Secondary Shopping Frontage).

It also recommends that:

- the Primary Shopping Area should retain a critical mass of retailing activity, to help ensure strong levels of footfall and complement the diversification of uses in secondary areas of the town centre;
- applications for change of use away from class A1 use within the Primary Shopping Area should be resisted; and

- the Council may wish to consider the use of Article 4 Directions as a means of enforcing this.

Whilst we support the proposed frontages in principle, we are concerned that the recommendations in the Retail Study in regard to the retention of retail uses in core areas (including a blanket restriction of changes of use away from retail in the Primary Shopping Area) will lead to long term voids in Chatham Town Centre – voids which could be prevented through applying more flexible and positively worded policies in respect of changes of uses in this location (as called for by the NPPF).

Ellandi is a well-established community shopping centre specialist who has considerable experience in repositioning shopping centres such that they are commercially viable and contribute to the vitality and viability of the town centres that these shopping centres serve. It has also owned the Pentagon Shopping Centre since December 2015 (and were asset managers prior to this) – since this time, its asset managers have worked closely with local and national commercial agents to attract and retain good quality tenants for the Centre which has led to an excellent understanding of the local retail market.

It is with this experience and understanding in mind that we wish to highlight our concerns that blanket restrictions on changes of use in the Primary Shopping Area of Chatham could lead to long term voids where A1 occupiers cannot be found. It is also Ellandi's experience and understanding that leads us to conclude that town centres such as Chatham can benefit significantly from a mix of uses within Primary Shopping Frontages, not least because they help generate additional footfall and encourage increased dwell time.

We acknowledge that Paragraph 23 of the NPPF states that in drawing up local plans, local planning authorities should define the extent of town centres and primary shopping areas, based on a clear definition of primary and secondary frontages in designated centres, and set policies that make clear which uses will be permitted in such locations. However, the NPPF (which should be read in full) is also clear that:

- local planning authorities should plan proactively to meet the development needs of business and support an economy fit for the 21st century (Para 20);
- investment in business should not be over-burdened by the combined requirements of planning policy expectations - planning policies should recognise and seek to address potential barriers to investment (Para 21);
- local planning authorities should set out a clear economic vision and strategy for their area which positively and proactively encourages sustainable economic growth (Para 21);
- policies should be flexible enough to accommodate needs not anticipated in the plan and to allow a rapid response to changes in economic circumstances (Para 21).

In this case, we find the recommendations contained within the Retail Study to be inconsistent with the NPPF emphasis on building a strong, competitive economy, not least because it will place a significant burden on town centre investors and their ability to bring forward complementary non-retail uses and respond to market demand, even where it can be demonstrated that these uses will serve to enhance the vitality and viability of Chatham Town Centre. More flexible policies will enable the Town Centre to compete on a level playing field with centres such as Bluewater which continue to improve their non-retail offer in line with consumer demand.

We support the intention to consider the introduction of policy on temporary uses to address vacancies to boost the vibrancy and vitality of the Centre.

Requirement for Impact Threshold

In addition to the above, we note that the Consultation Document indicates that the Plan will include a policy which will set a local threshold for requiring retail impact assessment. We fully support this proposal. However, we have been unable to locate any evidence which would support the introduction of such a threshold which is essential to ensure it is set at an appropriate level and can be defended at Examination.

As stated in our representation dated February 2016, the Council is required to undertake a robust assessment of thresholds to identify a locally set threshold or thresholds over which impact assessment will be required for main town centre uses (office, leisure, retail etc). The NPPF threshold of 2,500 sqm is very high, particularly in respect of town centres such as Chatham which are vulnerable and even a small out of centre scheme could have a disproportionate effect on the vitality and viability of the centre.

Our experience of the NPPF threshold is that developers of out of centre proposals increasingly size a scheme just under the NPPF threshold on the basis of there not being a unit available within a town centre location that meets all of the operational requirements of an occupier. This then allows the developer to circumvent the requirement to assess the proposals against the impact test - the NPPF is clear that this is only required over the nationally set threshold or where a locally set threshold, based on robust evidence, is set.

We would therefore recommend that research led by Medway Council (or an appropriate consultant) is undertaken as soon as possible to assess where the current balance of unit sizes lies in each of the Borough's town, district and local centres. A suitable threshold or thresholds can then be set which supports the spatial strategy to promote Chatham Town Centre as Medway's main town centre.

Retail Parks

As a final point, we note there is reference to Medway's retail parks throughout the Consultation Document, culminating in the following statement at Page 59:

"The Council will have regard to the uses, format and scale, location, access and parking offered by retail warehouses/parks to define policy, with the aim of securing the role, vitality and vibrancy of town centres".

Paragraph 6.21 also states that:

"Recent years have seen many more out of centre retailers seeking permission and securing approval compared to in-centre locations. This underlines the relevance of providing updated policy on retail warehousing and retail parks in the new Local Plan. This could include consideration of the role of edge of centre sites where there is evidence that the vitality and viability of centres could be boosted through linked trips, and appropriate provision is made for a good quality public realm, access and parking".

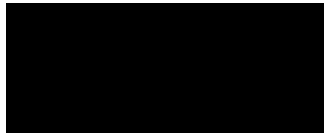
We are unclear as to what is meant by these statements which could be interpreted in one of two ways, either:

- that Medway Council will seek to restrict the proliferation of the Borough's retail parks in the interests in protecting its network of allocation; or
- that Medway Council considers retail parks to have a role to play in meeting the retail needs of the Borough.

In our view, the focus should be on providing for retail needs in the Borough's town centres first and foremost, only then should edge of centre sites be considered (which are well connected to the relevant town centre). The expansion of out of centre retail parks in the Borough remains of significant concern to Ellandi and should be subject to full scrutiny through the plan making process to avoid significant adverse impacts on Medway's network of centres.

On behalf our client, we request that we are kept up to date on the progress of the Medway Council Local Plan. We trust that these comments are helpful, and would be happy to meet with you in due course to discuss any of the issues raised in more detail.

Yours faithfully



Matthew Williams
Williams Gallagher
Town Planning Solutions Ltd

Enclosed: Savills Representation dated 29 February 2016

29 February 2016



Planning Policy Regeneration, Community and Culture
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Dear Sirs

REPRESENTATIONS TO THE MEDWAY COUNCIL LOCAL PLAN ISSUES & OPTIONS CONSULTATION

Savills (UK) Limited (Savills) act on behalf of Ellandi LLP who own and manage the Pentagon Shopping Centre in Chatham Town Centre. This letter is submitted to provide observations in connection with the Medway Council Local Plan Issues and Options 2012-2035 Document.

Context to Representations

Ellandi was formed in 2008 and is a leading specialist shopping centre investment and asset manager. The approach is to proactively transform the towns in which it invests by working with occupiers and other stakeholders to ensure that its shopping centres perform a successful and vibrant role for the local communities that they serve. By pioneering a new form of shopping centres that are referred to as 'Community Shopping Centres', Ellandi is successfully increasing footfall for not only its shopping centres but the associated town centres securing. The result is a substantial positive effect on the vitality and viability of the associated town centre.

The Ellandi Community Shopping Centre Initiative is a truly community-orientated initiative which, amongst other things, seeks to facilitate through the planning process the repositioning of Ellandi's shopping centres, and the town centres they serve, at the heart of their local communities. By applying financial and intellectual capital to often under-invested locations, Ellandi has become a market leader in promoting centres. This promotion includes engaging with local stakeholders, empowering centre managers to connect with local people through events and charities and incubating complementary ancillary uses to ensure that the towns in which they operate thrive.

Driving Ellandi's strategic focus is a fundamental and unwavering belief that community improvement, regeneration and financial return are not mutually exclusive. Rather, it considers its shopping centres have a major role to play in terms of creating a positive impact that improves / regenerates town centres to the benefit of all those involved. This in turn has far-reaching and long term benefits including job creation, social cohesion and encouraging sustainable patterns of travel.

Importantly, Ellandi recognises that the town planning system has a fundamental role to play in supporting their overarching objectives and therefore welcomes this opportunity to engage with the Medway Local Plan at this early preparatory stage. Ellandi look forward to continuing their positive working relationship with Medway Council to ensure the Local Plan promotes Chatham Town Centre as a focus for regeneration and growth and affords it adequate policy protection so that the investment strategy for the Centre can be brought forward effectively.

Offices and associates throughout the Americas, Europe, Asia Pacific, Africa and the Middle East.

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The Pentagon Shopping Centre

Ellandi acquired the Pentagon Shopping Centre in December 2015 as it provides substantial opportunities for positive asset management to enhance the retail, leisure and community offer within Chatham Town Centre. The town is the administrative headquarters of Medway Unitary Authority, as well as its principal shopping centre, being of sub-regional importance in providing goods and services.

The Pentagon Centre is located within the main shopping area of the Town Centre alongside the High Street. It currently comprises of 330,000 sq ft of retail space on two levels, with a 430 space car park. Adjacent to one of the largest Primark stores in the South East, key tenants include Boots, Sainsburys, New Look, JD and Wilko.

Chatham Town Centre has already benefitted from a significant regeneration programme which includes the new bus terminal, related infrastructure and town centre promotion. Ellandi has aspirations to work in conjunction with Medway Council to deliver improvements to the Pentagon Centre including introducing a large food store, leisure facilities and reconfiguring existing units to create larger floorplates capable of meeting modern retailers' requirements.

It is with the above investment in mind that Ellandi wish to make a number of practical observations in regard to the Medway Council Local Plan which, amongst other things, is intended to address the management and growth of the Authority's Main Town Centre (Chatham) and to ensure that it continues to fulfil a central role for both residents and visitors.

Our observations are focused in response to the key questions raised in the Issues and Options Consultation document. They are designed to be productive, to ensure the vitality and viability of Chatham Town Centre is preserved and enhanced in line with National Guidance, and to assist the Local Planning Authority in advance of the Local Plan being progressed towards Examination.

Developing a Vision for Medway in 2035

Q1. What do you think should be the key components of and ambitions for the Local Plan's vision for Medway in 2035?

Ellandi support the overarching approach to guide the future development of Medway, for it to be an economically successful, attractive and vibrant place where people want to be. This approach should require a focus on reinvigorating town and local centres within the Authority, and in particular that of Chatham as the principal shopping centre at the top of the settlement hierarchy.

It is noted that such an approach is best set out within the National Planning Policy Framework (NPPF) at Paragraph 23 where it is stated that Local Planning Authorities should promote competitive town centres that provide customer choice and a diverse retail offer and which reflect the individuality of town centres. The NPPF defines suitable 'main town centre uses' as retail, leisure, entertainment facilities, which includes restaurants, bars and offices.

The 'Context to Representations' section of this letter sets out the vision that Ellandi is progressing with the regeneration of the Pentagon Shopping Centre. This vision is wholly consistent with the current strategy of the adopted Core Strategy and one that we would ask is maintained and supported by the new Local Plan. Changing the focus would undermine the investment plan to regenerate the Pentagon Shopping Centre as a Community Shopping Centre.

There are development opportunities throughout Chatham Town Centre which should be identified within the new Local Plan as part of a Masterplan / investment strategy for the town centre. The Masterplan / investment strategy will assist in defining how Chatham Town Centre can continue to contribute towards meeting a phased plan led need for employment, retail and housing development.

This approach is in accordance with Paragraph: 002 Reference ID: 2b-002-20140306 of the planning practice guidance which states:

“A positive vision or strategy for town centres, articulated through the Local Plan, is key to ensuring successful town centres which enable sustainable economic growth and provide a wide range of social and environmental benefits. Once adopted a Local Plan, including any town centre policy that it contains, will be the starting point for any decisions on individual developments. Local planning authorities should work with the private sector, Portas Pilot organisations, town teams, neighbourhood planning groups, town centre management organisations and other relevant groups when developing such strategies. Non-planning guidance produced by other Government Departments and the sector may be useful in producing such a strategy.”

Strategic Issues

Q2. What do you think are the strategic issues the Local Plan needs to address?

Ellandi note the need for the Council to consider the preparation of the Medway Local Plan within the wider context presented by its location within the Thames Gateway growth area and the proximity of London. Accordingly, the Council will need to assess a range of key cross-boundary strategic issues which cover the need to accommodate a significant increase in housing development and make sure that there is sufficient land available to support economic growth at the same time.

Whilst the requirement to meet housing needs over the plan period is an important consideration it far too often becomes the focus of the spatial strategy with other land use strategies given minimal attention. The Council must therefore ensure sufficient assessment of the retail need across the Plan area, taking into account cross-boundary requirements, is also undertaken. Although an assessment to identify capacity for future retail growth within Medway has been carried out as part of the North Kent Strategic Housing and Economic Needs Assessment (SHENA) (March 2015) this will still require a substantial update to the Medway Council Retail Needs Survey which was undertaken in 2009 and is now out of date. Once updated, this information should be used to define an appropriate retail strategy that is cognisant of the quantitative growth in expenditure for Medway along with a qualitative assessment to understand whether meeting all defined expenditure growth is desirable. This research and analysis is critical in forming a sustainable retail strategy for Medway to 2035.

Q3. How should the Council respond to these issues?

In order to respond effectively to the strategic issues which are identified the Council will need to undertake an update to its evidence base. This should not just seek to roll forward capacity figures to set the quantum of floorspace that development management policies will need to accommodate. The requirement for a significant increase in new housing and economic growth will necessarily form the backdrop to assessing both quantitative capacity but also the qualitative need for further retailing within Medway. The Plan must therefore provide a clear strategy as to where and when any further retail development will be accommodated to ensure that the town centres first approach of the National Planning Policy Framework (NPPF) is properly considered and is not undermined by plan led capacity being brought forward in advance of the corresponding population growth envisaged through substantial housing requirements. This should also take account of the potential implications that any expansion of the Bluewater Shopping Centre may have on defined centres within Medway such as Chatham.

Ellandi would specifically highlight the need for:

- A Threshold Policy for Main Town Centre Uses Impact Test – ‘Evidence and Justification Assessment’ to set out the evidence justifying a lower threshold for impact assessment within the authority compared to the 2,500 sq m limit set out in the NPPF;

- An Investment Strategy for Chatham Town Centre which builds upon work carried out for the emerging 'Chatham Placemaking Masterplan' and seeks to bring together the range of development briefs / frameworks which have been prepared for the Town Centre over the last decade. This should all be translated into the Local Plan; and
- A comprehensive update of the Medway Retail Study, including new household surveys that reflect cross-boundary shopping patterns.

The objectively assessed need for retail / traditional B Class employment and residential growth should be considered as strategic issues within the Plan so that the plan led need is supported by a clear spatial strategy for phased growth over the lifetime of the Plan. This fosters investor confidence and also allows for triggers to be built into the strategy, such as partial review, should any parts of the strategy fail or not deliver as anticipated.

This approach will secure the flexibility that the NPPF calls for over the lifetime of the plan, but ensures that the spatial strategy for growth is only altered through the plan making process where cross-boundary implications are appropriately considered, rather than through ad-hoc updates to evidence outside of the plan process.

Retail, Commercial Leisure & Town Centres

Q25. Should we focus investment & retail capacity on Chatham to consolidate its position as Medway's highest order centre?

It is noted at paragraph 10.8 of the consultation document that whilst Chatham is Medway's highest order centre, it is underperforming against what could be expected for a centre of its size and scale.. To address this Ellandi advocate that any substantial redevelopment opportunities incorporating retail uses should be prioritised within Chatham Town Centre in accordance with its position at the top of the settlement hierarchy. Lower order centres should seek smaller scale improvements that respect their size and function. Any new policy should therefore be clear that scale will be integral to decisions on proposals for new town centre uses and that this will be assessed in relation to the town centre hierarchy.

As stated earlier in this letter, there is a need for the Council to commission a new study to understand potential and future requirements for retail and other town centre uses. The existing retail evidence base is out of date for the purpose of plan making.

Guidance on the preparation of the evidence base to underpin the strategy and development management policies of Local Plans is set out within the National Planning Policy Framework (NPPF) and the Planning Practice Guidance (PPG). Paragraph 158 of the NPPF states:

"Each local planning authority should ensure that the Local Plan is based on adequate, up-to-date and relevant evidence about the economic, social and environmental characteristics and prospects of the area. Local planning authorities should ensure that their assessment of and strategies for housing, employment and other uses are integrated, and that they take full account of relevant market and economic signals."

The PPG expands on the above, setting out that evidence needs to inform what is in the plan and should also be kept up-to-date. Moreover, if key studies are already reliant on data that is a few years old, they should be updated to reflect the most recent information available (and, if necessary, the plan adjusted in the light of this information and the comments received at the publication stage) (PPG: Paragraph 014 Reference ID: 12-014-20140306).

It therefore follows that that a revision to the retail and town centre uses evidence base is required to identify the up to date, objectively assessed retail and leisure needs for Medway. The planned retail and leisure needs should then be included within the Local Plan 2012-2035 along with an appropriate strategy for its phased delivery on sustainable town centre sites over the plan period. It may be that the strategy is not to meet all quantitative need as there is sufficient qualitative provision in town centres, including with redevelopment opportunities, not to have to allocate out of centre sites.

Any revision to the retail evidence base should include an updated household survey. This is required because at present the retail study does not take account of on-going alterations to units and occupier line up at Bluewater. Incremental alterations to this regional shopping centre will have altered its level of turnover and influence on trading patterns. As a result, planning applications for retail development that are accompanied by impact assessment work will underestimate potential impacts on Chatham Town Centre.

Notwithstanding the above, longer term capacity for retail floorspace should also be treated with caution. This is because longer term floorspace requirements can be subject to change due to the innovative nature of the retail sector and associated consumer behaviour. This is reinforced by the Government's response to the CLG Select Committee Inquiry into the Operation of the NPPF (February 2015). The paper recommends that Local Authorities review their Local Plans regularly (in whole or part every five years) to ensure that they are up to date. It must therefore follow that if sites are to be allocated to meet the assessed retail need, these sites should be allocated in accordance with the sequential and impact tests (PPG: Paragraph 006 Reference ID: 2b-006-20140306) and subject to phased delivery in line with plan-led need. Any sites allocated in out of centre locations should be identified as reserve sites that might deliver retail development towards the end of the plan period, subject to regular plan led updates of capacity forecasts maintaining that such a need exists.

This approach would accord with the town centre first requirement of the National Planning Policy Framework (NPPF) along with providing flexibility over the longer term to deliver planned retail needs if 1) plan led need exists; and 2) suitable evidence is provided to demonstrate that the town centre allocations cannot be delivered during the remaining lifetime of the plan. The sequential and impact tests would also remain to be passed.

Local Plans that correctly interpret and include the plan making requirements of the NPPF as set out above give confidence to investors to take forward town centre development projects.

Q26. Should we seek to facilitate development in Chatham of sufficient critical mass to improve market share, or plan for investment to meet currently identified capacity only?

It is stated at paragraph 10.8 of the consultation document that Chatham currently draws a relatively low proportion of the available expenditure from its local catchment. This scenario has come about as a result of the close proximity of higher order centres such as Bluewater which have a material impact on the ability of Chatham to compete for higher order goods. This highlights the need for Chatham to differentiate its offer by meeting convenience and day to day comparison needs. The Pentagon Centre is well placed to be the focus of such an offer.

Ellandi is supportive of any aspiration which seeks to improve Chatham's market share, however we would note that this is not only to be achieved through a quantitative increase in floorspace but also through qualitative improvements to existing floorspace provision. Sufficient time should be afforded for this to take place.

In advance of identifying an appropriate strategy to address Chatham's low market share it is first necessary to establish an accurate baseline position. This will require the commissioning and preparation of an up to date Retail Study which allows for the assessment of both quantitative capacity and qualitative need for further retailing and leisure uses across the Borough. This will enable the Council to identify a clear strategy as to where and when any further retail and / or leisure development will be accommodated.

In respect of meeting capacity, NPPF paragraph 23 identifies that it is important that needs for retail, leisure, office and other town centre uses are met in full and are not compromised by limited site availability. However, this must be considered within the context of the settlement hierarchy relevant to the Local Plan area (NPPG Paragraph 3) and where within that hierarchy it is most sustainable to meet that need without compromising the vitality and viability of existing town centres. This puts further onus on the Council to assess sub-regional retailing and leisure requirements and how this impacts upon the overarching retail strategy for Medway. Without this there is substantial risk of development being pursued in out of town locations at a scale that is wholly inappropriate for the settlement it is attached to.

Longer range forecasts should be treated with caution and therefore planning to meet needs in full over the lifetime of the plan should be critically assessed against the implications for the vitality and viability of town centres including identifying timescales for when further retail development may be required. The Council should review its retail evidence base in full at the earliest opportunity so that it can devise an appropriate strategy for its phased delivery on sustainable town centre sites or through store efficiency gains over the plan period.

In summary, the Local Plan is the opportunity for objectively assessed development requirements to be tested and spatially planned, which includes identifying appropriate growth for different centres. This must be undertaken with full consideration of each centres role within the retail hierarchy, the market implications of diverting retail growth to alternative centres and the infrastructure requirements that would be required. Without doing this then the plan cannot be effective.

Q27. What should the mix be in Medway's town centres between retail and other supporting uses, including food and drink, commercial leisure, employment and residential?

The principle of maintaining a focus on A1 retail floorspace within Chatham Town Centre is supported by Ellandi. However, it is stressed that whilst the Council should seek to manage the loss of A1 retail floorspace within the Primary Shopping Area, the wording of any policy should not be overly restrictive and ignore national guidance on the need to adopt a flexible approach to the future role of town centres. This approach is set out by the NPPF at paragraph 23 where it is stated that Local Planning Authorities should promote competitive town centres that provide customer choice and a diverse retail offer and which reflect the individuality of town centres. The NPPF defines suitable 'main town centre uses' as retail, leisure, entertainment facilities, which includes restaurants and bars, and offices. This recognises that retail forms only one part of the experience for visitors to a town centre; it is equally about gaining access to people driven services, eating out, meeting with friends and having an opportunity to socialise. Accordingly, the emerging Local Plan should recognise that customers expect more from their shopping experiences and there is pressure on shopping centre owners, managers and tenants to respond to this.

The NPPF also attaches significant weight to supporting economic growth through the planning system, noting that investment should not be overburdened by the combined requirements of planning policy expectations and that centres should be resilient to anticipated future economic changes. The ability to undertake a balanced consideration of complementary town centre uses at the time they are proposed, where this does not undermine the predominance of A1 retail, is the preferred approach of the NPPF to securing the vitality and viability of town centres.

Bullet 3 of NPPF Paragraph 23 requires Local Plan policy to: *"define the extent of town centres and primary shopping areas, based on a clear definition of primary and secondary frontages in designated centres, and set policies that make clear which uses will be permitted in such locations."* To accord with national policy, the Local Plan should include a plan for each of the designated centres that clearly identifies primary and secondary shopping frontages. A number of recent local plans have failed to grapple sufficiently with this issue causing delays to their adoption. Policy should not be overly prescriptive in terms of setting a specific percentage or number of contiguous non-A1 uses that are permissible. Rather it should look to place the onus on the Applicant to demonstrate how a non-A1 use would secure the vitality and viability of the primary shopping area as a whole and, if the proposal is within the primary shopping frontage, whether the proposal would undermine the overall predominance of A1 retailing.

Q28.Should we consider making provision for a new or replacement supermarket in Gillingham town centre?
If so, where should this go?

Ellandi would support the provision of retail floorspace within Gillingham (or any other centre within the authority) which is appropriate to its scale and role within Medway. Furthermore, any perceived capacity for new convenience or comparison goods floorspace within Medway should respect the settlement hierarchy with Chatham being the focus for substantial Town Centre improvements. Lower order centres should consolidate their role in the hierarchy by providing local convenience and specialist comparison goods.

Q29.What should our approach be to proposals for new or enhanced out of town retail?

The Council should develop policy that supports and enhances the vitality and viability of defined centres within Medway. Accordingly, these should be the preferred location for retail (food and non-food), office, leisure and cultural facilities.

Any alternative to this approach which gives out of centre sites greater status in the hierarchy to increase their sequential preference is contrary to the principles of the NPPF and could not only harm Chatham Town Centre but also the vitality and viability of Medway's network of centres. It is noted at paragraph 10.11 that Hempstead Valley is classified as a District Centre, however it is clear that this functions in a manner more akin to a destination of greater scale and offer. Incremental improvements to this facility have impacted upon higher order centres such as Chatham. For instance Marks and Spencer closed its store in Chatham High Street but is represented at Hempstead Valley. This adverse impact is further heightened by the fact Bluewater being located in close proximity to Chatham. The introduction of new or enhanced out of centre retail floorspace would see Chatham's market share deteriorate further.

In order to accord with the provisions of the NPPF the Council should:

- set out a Town Centre first approach for the location of town centre uses across Medway;
- set out a hierarchy of retail centres, comprising town, district and local retail centres;
- define town centre boundaries, primary shopping areas and secondary shopping streets where applicable;
- set out policy to resist further significant out of town retail development in order to support bringing forward retail led regeneration within Chatham Town Centre;
- set a floor space threshold for when an Impact Assessment is required for edge of and out of centre retail and leisure proposals, reflecting the roles of different centres; and
- seek to ensure that the role of Chatham Town centre as a retail destination is enhanced by directing retail, leisure, tourism and cultural development to the town centre, enabling it to offer a vibrant, vital and distinctive experience.

With respect to the town centres first approach, it is noted that the anticipated timing of the substantial growth in Medway will influence the phasing for when and where the Local Plan seeks to deliver plan led retail need and the preferred strategy for doing this. These considerations will in turn influence how the sequential and impact tests within the NPPF are interpreted and drafted within the new Local Plan. The NPPF requires plan led need to be met in full and therefore the Local Plan must grapple with how to do this in the most sustainable manner that supports the overall vision for Medway. It should be noted that quantitative retail need, whilst an important factor, forms only part of the Council's approach to defining a retail strategy for the Borough.

This is because, as clearly stated in the PPG (Paragraph: 003 Reference ID: 2a-003-20140306) *"the need for all land uses should address both the [...] quantity of economic development floorspace needed based on quantitative assessments, but also on an understanding of the qualitative requirements of each market segment"*. This means that whilst there is an onus on local authorities to understand from a purely quantitative stand point the amount of expenditure capacity that exists across the Plan period (which can be converted into a floorspace requirement), this must be set against a consideration of the qualitative issues.

For example, expenditure calculations may suggest a level of capacity over the Plan period that would require a significant amount of out of centre floorspace to be delivered across the retail hierarchy. However, following a review the qualitative offer of the hierarchy, it may become apparent that a certain market segment (e.g. clothes and footwear) is already well catered for and in fact there is no need to deliver the level of floorspace identified by the quantitative assessment. Or alternatively, there are a high number of vacancies in a certain centre that need to be addressed before expansion is considered.

This would in turn inform a decision to reduce the amount of retail floorspace that is required to be delivered over the Plan period and instead allow authorities to focus on producing effective town centre strategies which seek to address qualitative deficiencies within their areas including tackling addressing vacancies, improving public realm, encouraging new entrants, site assembly for in-centre redevelopment and implementing a place marketing strategy to entice more visitors.

Successfully delivering a town centre first approach will require policies for development management that are adapted to reflect and support local circumstances. The new Local Plan should not simply 'cut and paste' the sequential and impact tests from the NPPF but instead consider when and where need / capacity is likely to arise. This is to avoid the unintended consequences of an applicant seeking to deliver all of the floorspace at the start of the Plan period without supporting retail expenditure being available. It would be beneficial to define what the Council considers to be the appropriate scale and form of development for each of the town and local centres within Medway. This will need to be determined by updated retail assessment work to identify any existing gaps in provision for each of the centres and therefore the scale and type of retailing required to support a sustainable future for the centres. The provision would also then allow capacity figures as informed by qualitative assessment to be set that are relevant to each centre and in turn the phasing requirements for delivering that capacity.

The phasing of capacity will be strongly influenced by housing growth and the location of this growth, therefore policy should ensure that new retailing is generally phased in line with housing growth. This should not restrict town centre sites, as allocated in the Local Plan, from coming forward in advance of plan led capacity being available.

In addition, the Council should undertake an assessment of thresholds to identify a locally set threshold or thresholds over which impact assessment will be required for main town centre uses (office, leisure, retail etc). The NPPF threshold of 2,500 sq m is too high, particularly in areas where town centres are vulnerable and even a small out of centre scheme could have a disproportionate effect on the vitality and viability of the centre. Our experience of the NPPF threshold is that developers of out of centre proposals increasingly size a scheme just under the NPPF threshold on the basis of there not being a unit available within a town centre location that meets all of the operational requirements of an occupier. This then allows them to circumvent the requirement to assess the proposals against the impact test - the NPPF is clear that this is only required over the nationally set threshold or where a locally set threshold, based on robust evidence, is set. We would therefore strongly recommend that research led by Medway Council is undertaken to assess where the current balance of unit sizes lies in each of the Borough's town, district and local centres. A suitable threshold or thresholds can then be set which supports the spatial strategy for the Plan.

Development Strategy

Q86. What approach should be taken to future development opportunities and mix of uses in Chatham Town Centre and Waterfront?

Ellandi fully endorse a strategy which seeks to focus development within Chatham Town Centre and the Waterfront. The Council proposes three options for enhancing the town centre, namely (1) delivering additional residential redevelopment and retail floorspace; (2) delivering additional employment floorspace and residential development to support existing retail floorspace; and (3) maximising additional residential development and allowing for a controlled reduction in retail floorspace.

Q87. Do you agree that the other town centres require improvement in their existing roles, or should we consider holistic review of any of them in conjunction with nearby waterfront regeneration sites?

Ellandi would support the improvement of other town centres within Medway subject to this being appropriate to their scale and role within the hierarchy. Accordingly, this should respect the fact that Chatham is the principal centre within the authority and should be the main focus of new retail floorspace.

A holistic review of the retail and leisure strategy is required as stated throughout this letter.

Summary

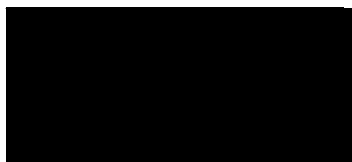
Having reviewed the Medway Local Plan Issues and Options 2012-2035 Ellandi is broadly supportive of the suggestions proposed, but await clarification on the hierarchy of centres, definitions of the role and function of town and district centres and, to that end, specific policies relating to town and district centres.

The council should update the Medway Retail Study to identify quantitative and qualitative retail and leisure needs as informed by a new shopper survey. Work should also be undertaken on developing deliverable town centre strategies that focus on addressing the structural changes of the centres (where these are apparent). The resultant strategies should be included within the emerging plan.

On behalf our client, we request that we are kept up to date on the progress of the Medway Council Local Plan.

We trust that these comments are helpful, and would be happy to discuss any of the issues raised in more detail.

Yours faithfully

A solid black rectangular box used to redact the signature of Matthew Williams.

Matthew Williams
Director