

Innovation Park Medway Masterplan Statement

Growth for all

PREFACE

Summary and process

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

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

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

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

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

Masterplan consultation

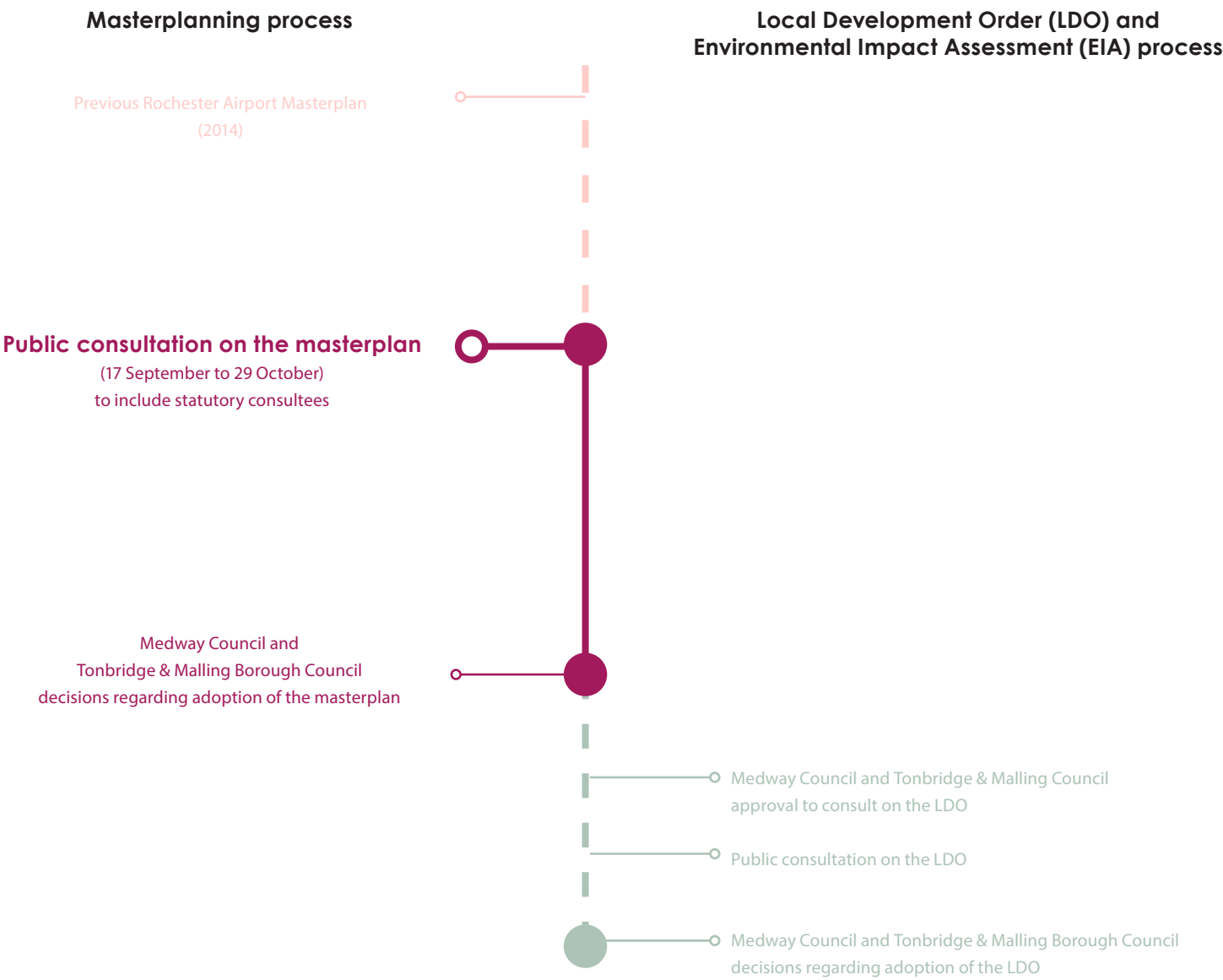
The previous Rochester Airport masterplan (2014) was consulted on publicly, and this document has been used to inform the development of the IPM masterplan.

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

Planning approach

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

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



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1.0

INTRODUCTION

1.0 Introduction

1.1 Purpose of the Document

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

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

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

1.2 Structure of the document

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

- * **Section 1: Introduction**
Sets out the scope and aim of the document.
- * **Section 2: The Innovation Environment**
Provides an analysis of the enabling environment for innovation.
- * **Section 3: Context**
Provides an analysis of the Site within its wider spatial, economic and planning context.
- * **Section 4: Site Appraisal**
Provides analysis of the built and natural environment of the Site and its local context. This section sums up the main constraints and opportunities of the Site.
- * **Section 5: Vision**
Identifies a vision for the site and outlines a set of concepts used to drive the creation of an Innovation Environment.
- * **Section 6: The Masterplan**
Presents an Illustrative Masterplan and explains the principles that underpin the design.
- * **Section 7: Phasing and Delivery**
Provides a brief summary of the phased delivery
- * **Section 8: Appendices**
Identifies the studies that have informed the masterplan and which provide an evidence base that underpins the masterplan proposals put forward within this document.

1.3 Project background

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

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

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

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

1.4 Masterplan objective

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

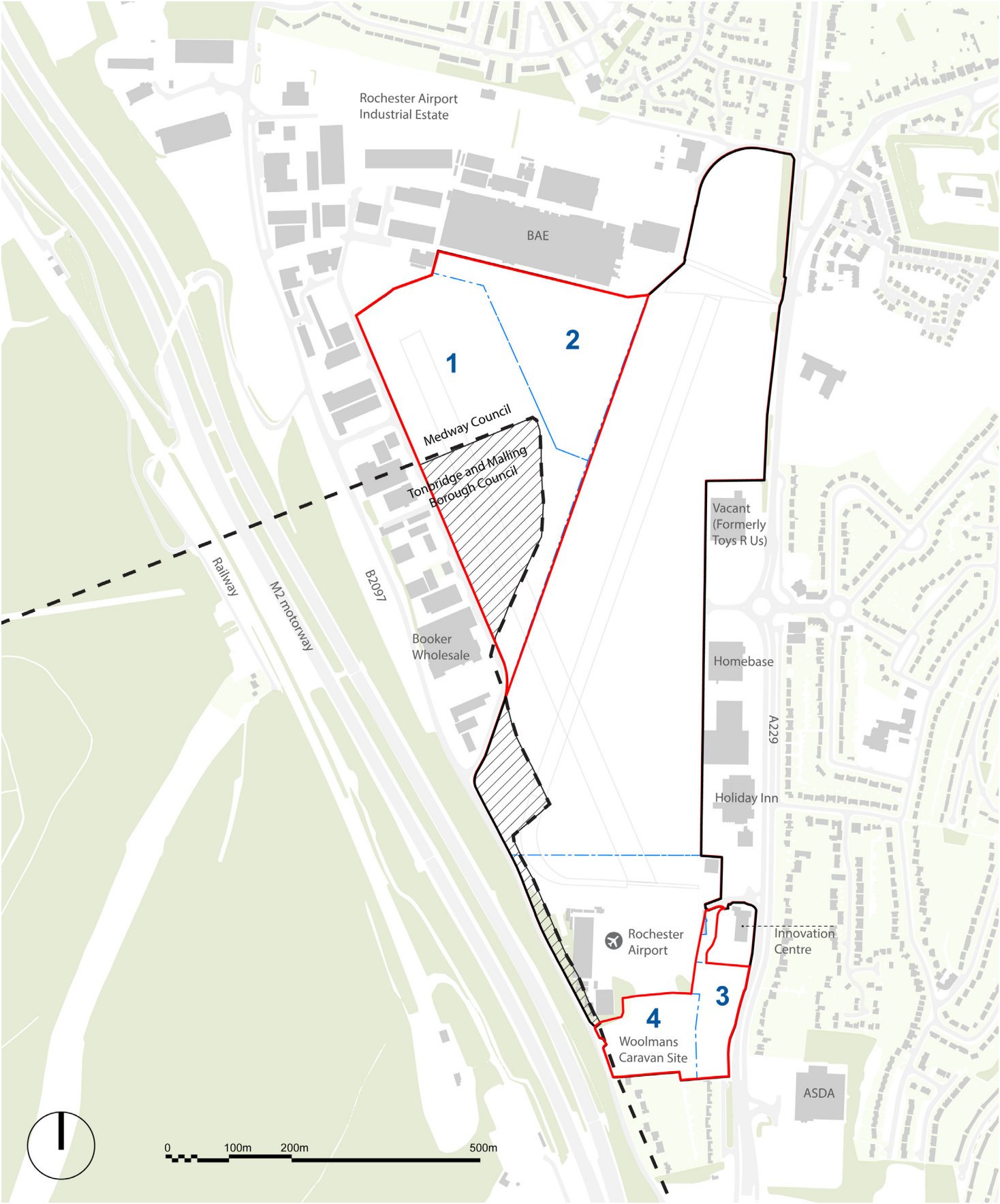
In order to develop a design response that delivers the required innovation environment a masterplan has been developed that incorporates design features that have been based on research into the innovation environments of national and international best practice projects. The masterplan presented in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

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

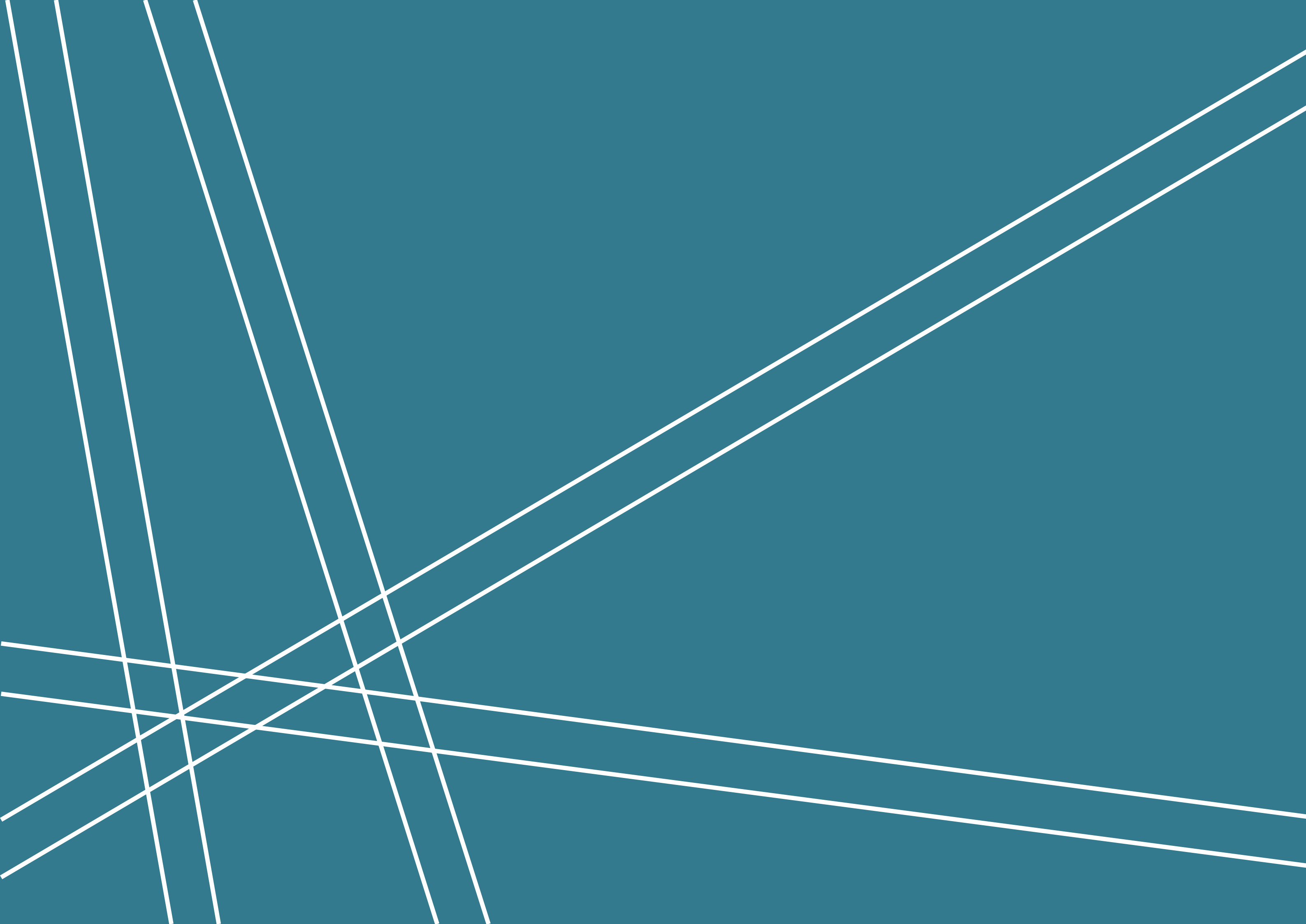
Meeting these aspirations requires a robust masterplan framework that is adaptive, allowing for a wide range of buildings and spaces that can be delivered when there is demand. Flexibility is the key, with a simple fundamental framework that gives certainty on the major place making features whilst allowing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



Location of IPM in a regional context



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



2.0

THE INNOVATION ENVIRONMENT

2.0 The Innovation Environment

2.1 Introduction

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

ambitions for Innovation Park Medway are

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

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

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

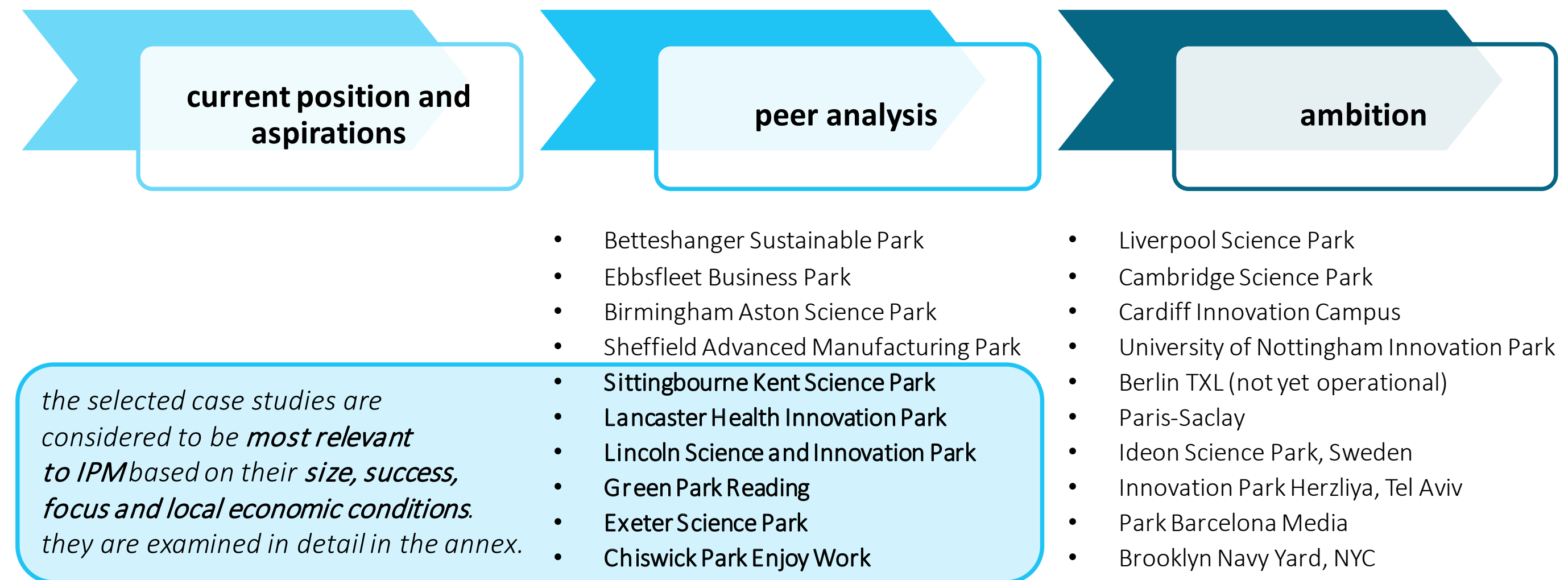
“
Innovation Park Medway
aims to provide high
skilled jobs and drive
innovation in the region.
”

2.2 Benchmarking

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

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

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



2.0 The Innovation Environment

2.3 Case Studies



Lancaster Health Innovation Park

Indicators Lancaster Health Innovation Park

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

Indicators Lancaster (2016):

- GVA per capita: £17,449
- Median annual earnings: £27,915

Floor area: 7,500m² (first building)



Lincoln Science and Innovation Park

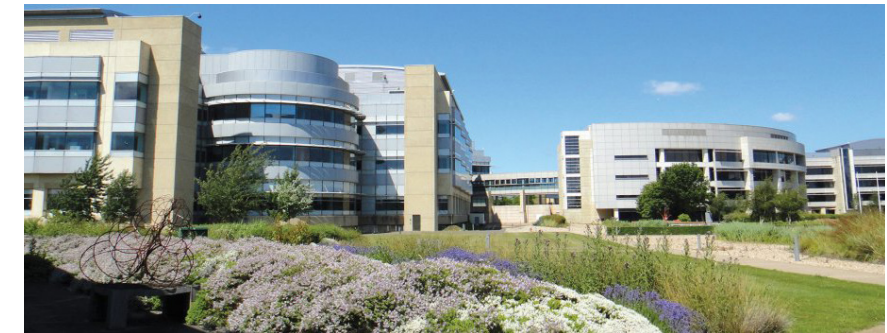
Indicators Lincoln Science and Innovation Park

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

Indicators Lincoln (2016):

- GVA per capita: £22,243
- Median annual earnings: £24,465

Floor area: 10,000m² (approximately)



Harlow Science Park

Indicators Harlow Science Park

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

Indicators Greater Essex (2016):

- GVA per capita: £52,300
- Median annual earnings: £31,237

Floor area: 109,000m²



Exeter Science Park

Indicators Exeter Science Park:

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

Indicators Exeter (2016):

- GVA per capita: £31,446
- Median annual earnings: £27,275

Floor area: 80,000m²



Chiswick Park Enjoy Work

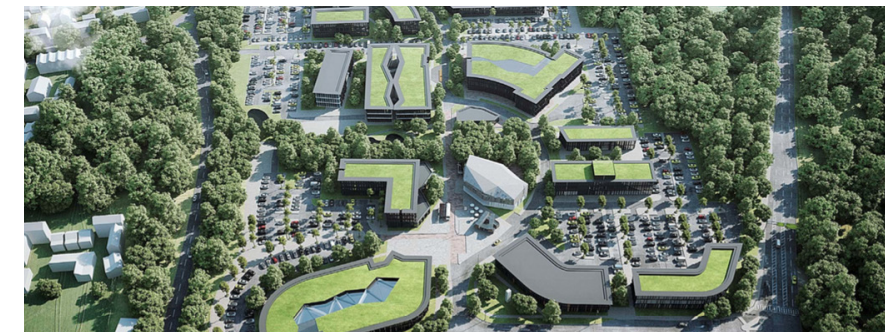
Indicators Chiswick Park Enjoy Work:

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

Indicators Hounslow (2016):

- GVA per capita: £47,759
- Median annual earnings: £30,901

Floor area: 180,000m²



Discovery Park

Indicators Discovery Park:

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

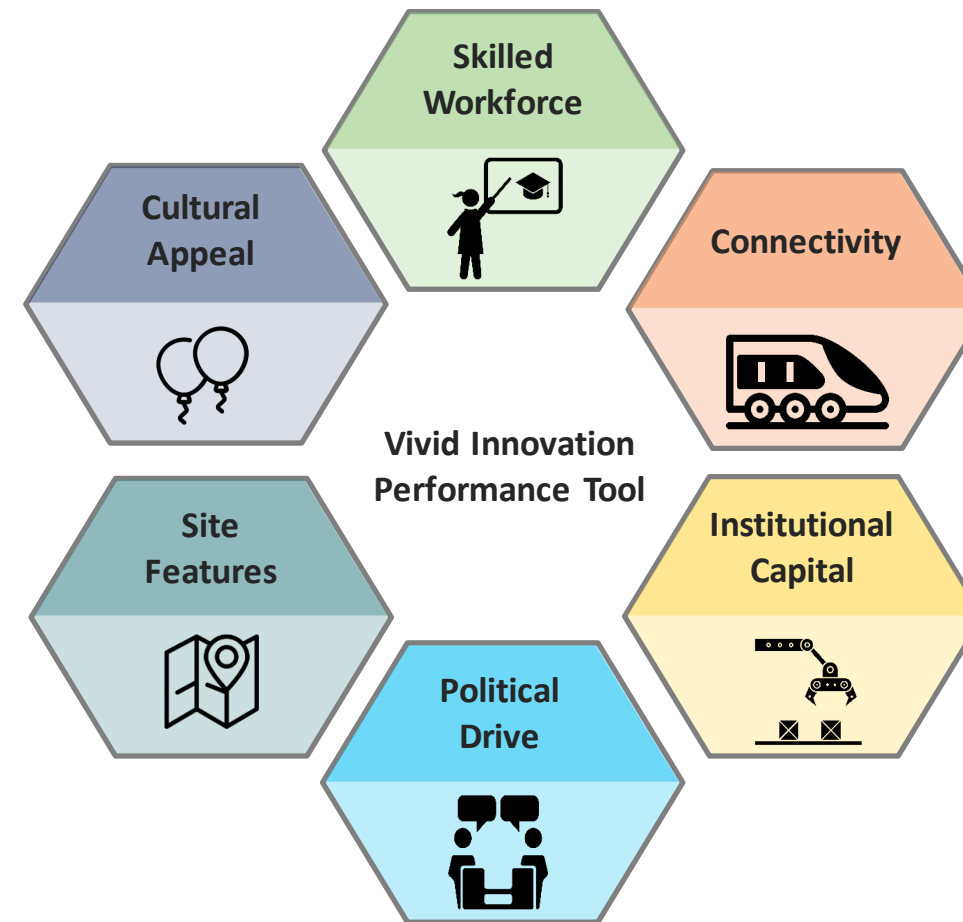
Indicators Kent (2016):

- GVA per capita: £39,021
- median annual earnings: £29,095

Floor area: 300,000+m²

2.4. Indicators of potential performance

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



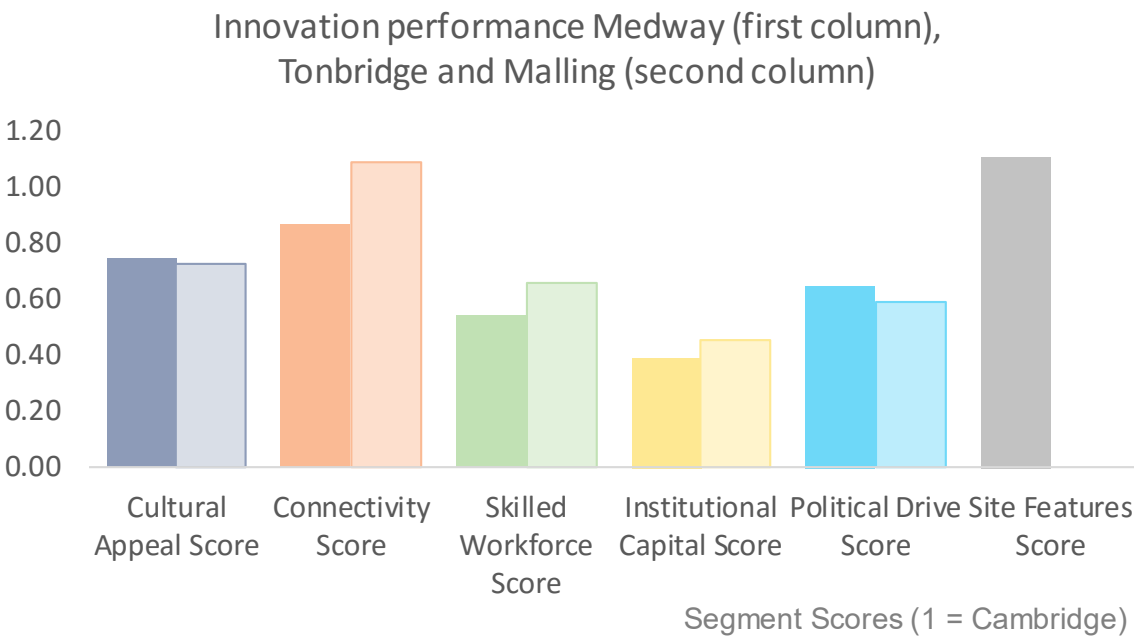
- the success of an economic zone **is in large part dependent on the environment it operates in**
- based on a extensive innovation literature review and our experience working with economic zones, we have identified **6 key factors to contribute to the success of an economic zone**
- the **Vivid Innovation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

2.0 The Innovation Environment

2.4.1 Innovation Performance Indicators

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

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



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

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

2.5 Policy Options to Support Innovation

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



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

2.0 The Innovation Environment

2.6 Insights from benchmarking and case study review

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

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

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

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

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

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

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

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

encouraging collaboration

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

fostering face to face communication

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

accommodating technology

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

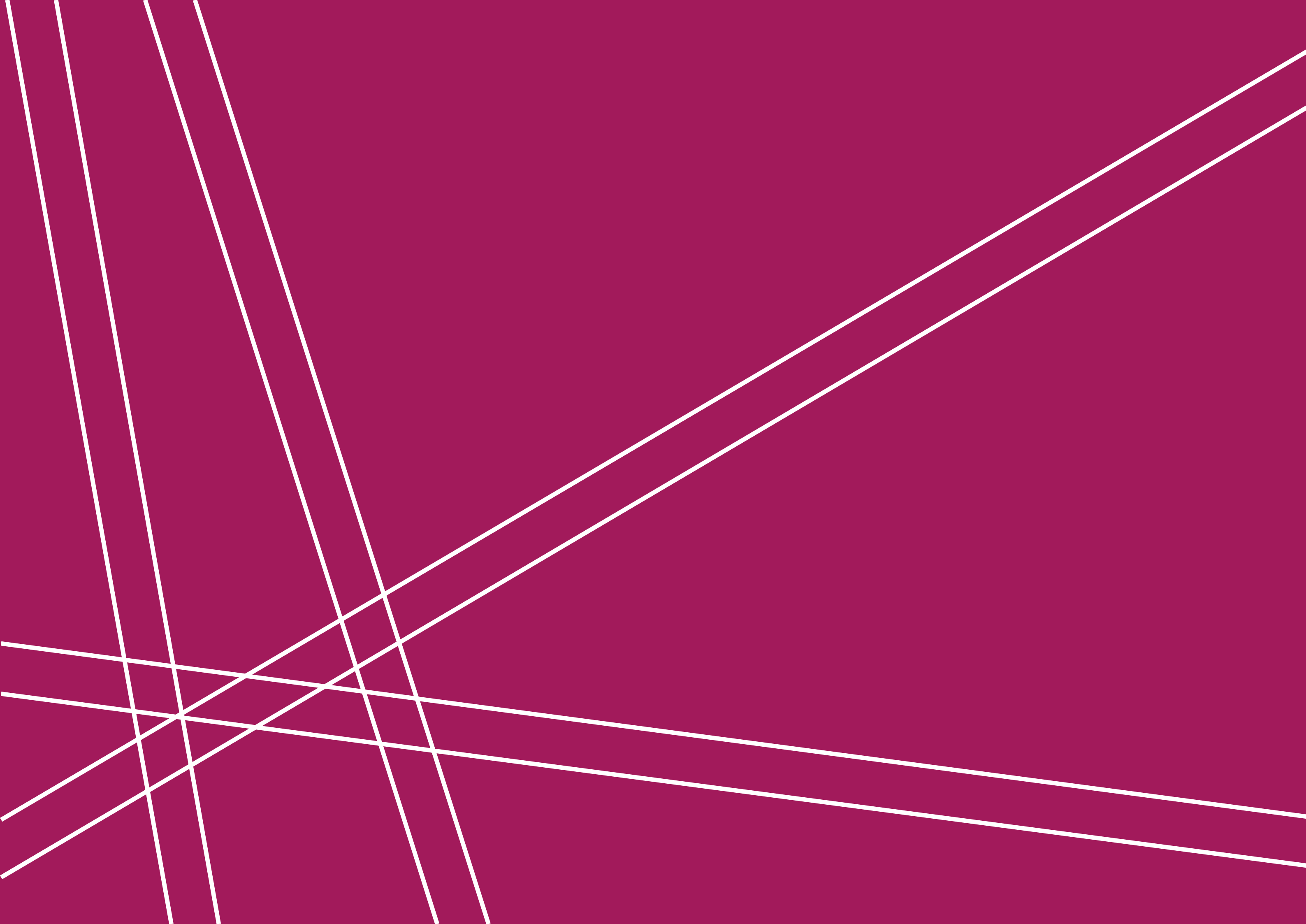
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IPM offers opportunities to improve regional performance on skills, institutional capital and demonstrating political drive to promote innovation, economic growth and skilled jobs.

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3.0 CONTEXT

3.0 Context

3.1 Site Location

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

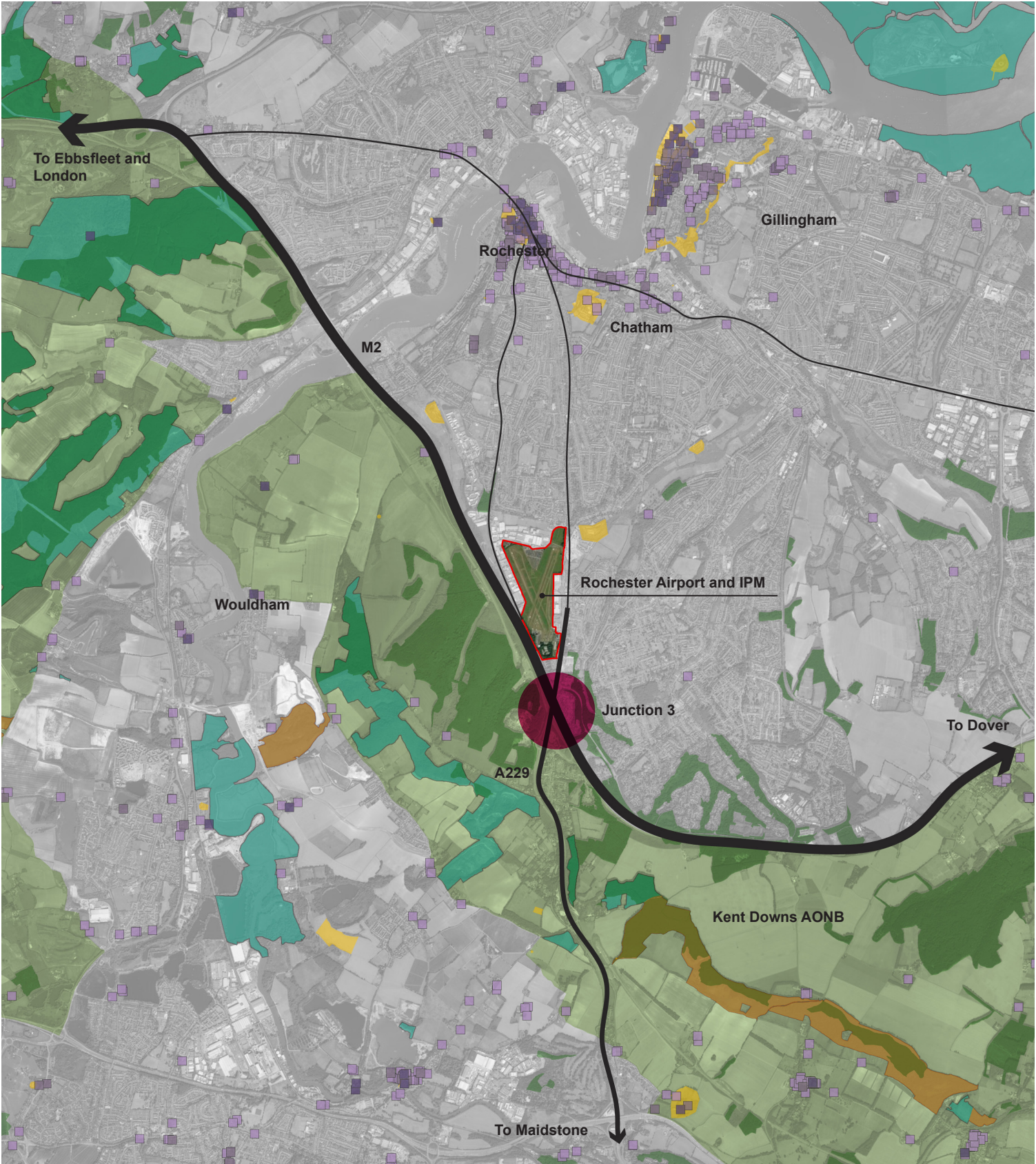
The Airport is approximately 2.2 miles to the south of Rochester and Chatham town centres and 35 miles east of Central London. It is located approximately 0.9 miles north of Junction 3 of the M2 motorway and 3.5 miles north of Junction 6 of the M20 motorway, linking the site with London, the M25 motorway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

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

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

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

- Site boundary
- Area of Outstanding Natural Beauty
- Ancient Woodland
- Special Areas of Conservation
- Sites of Special Scientific Interest
- Scheduled Monuments





3.2 Regional Context

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

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

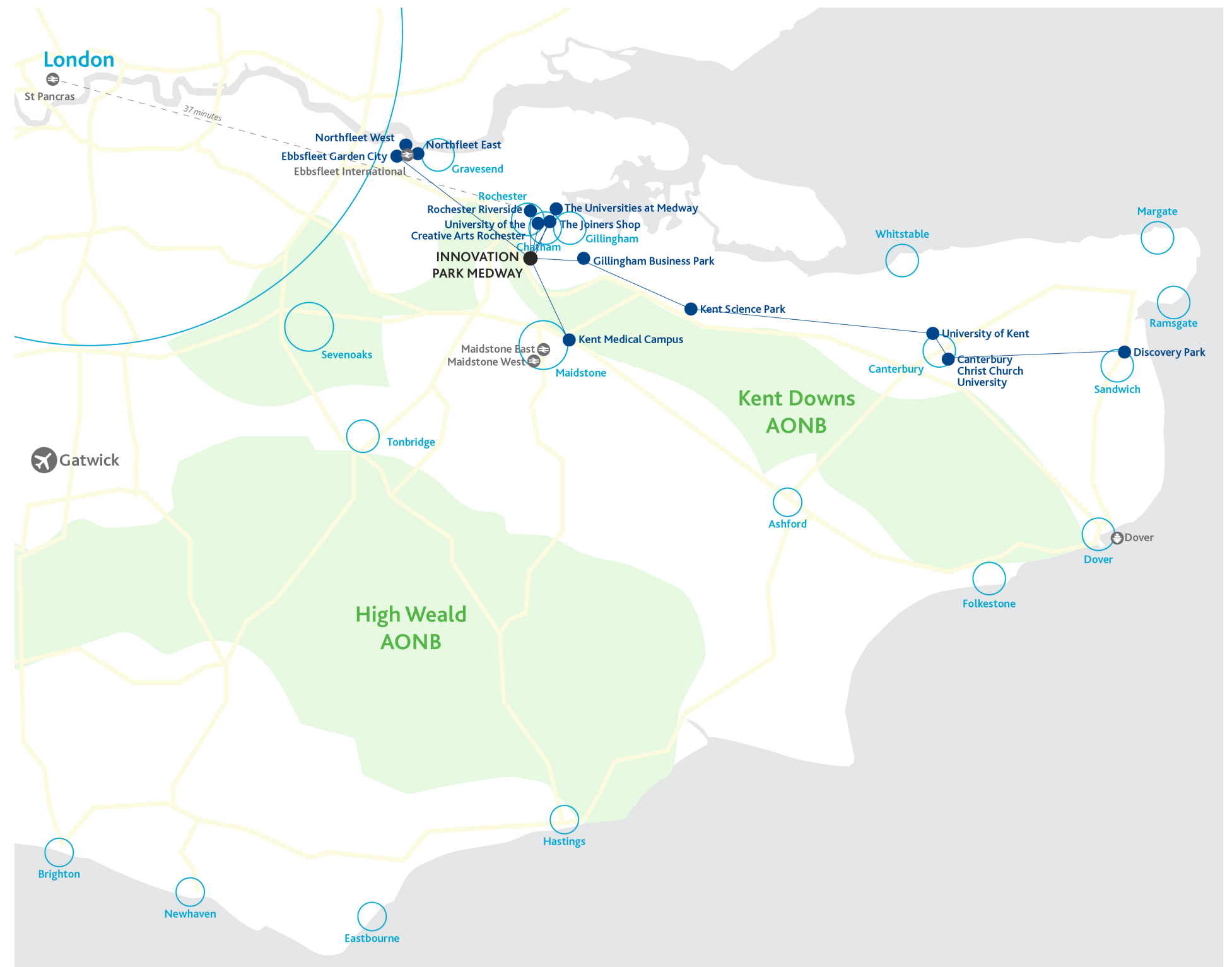
Enterprise Zones are Government-designated areas in England that offer incentives to business occupiers in order to stimulate business growth and the creation of new jobs.

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

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

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

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



Strategic Location and Innovation Network

3.0 Context

3.3 Planning Context

3.3.1 Current Policy

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

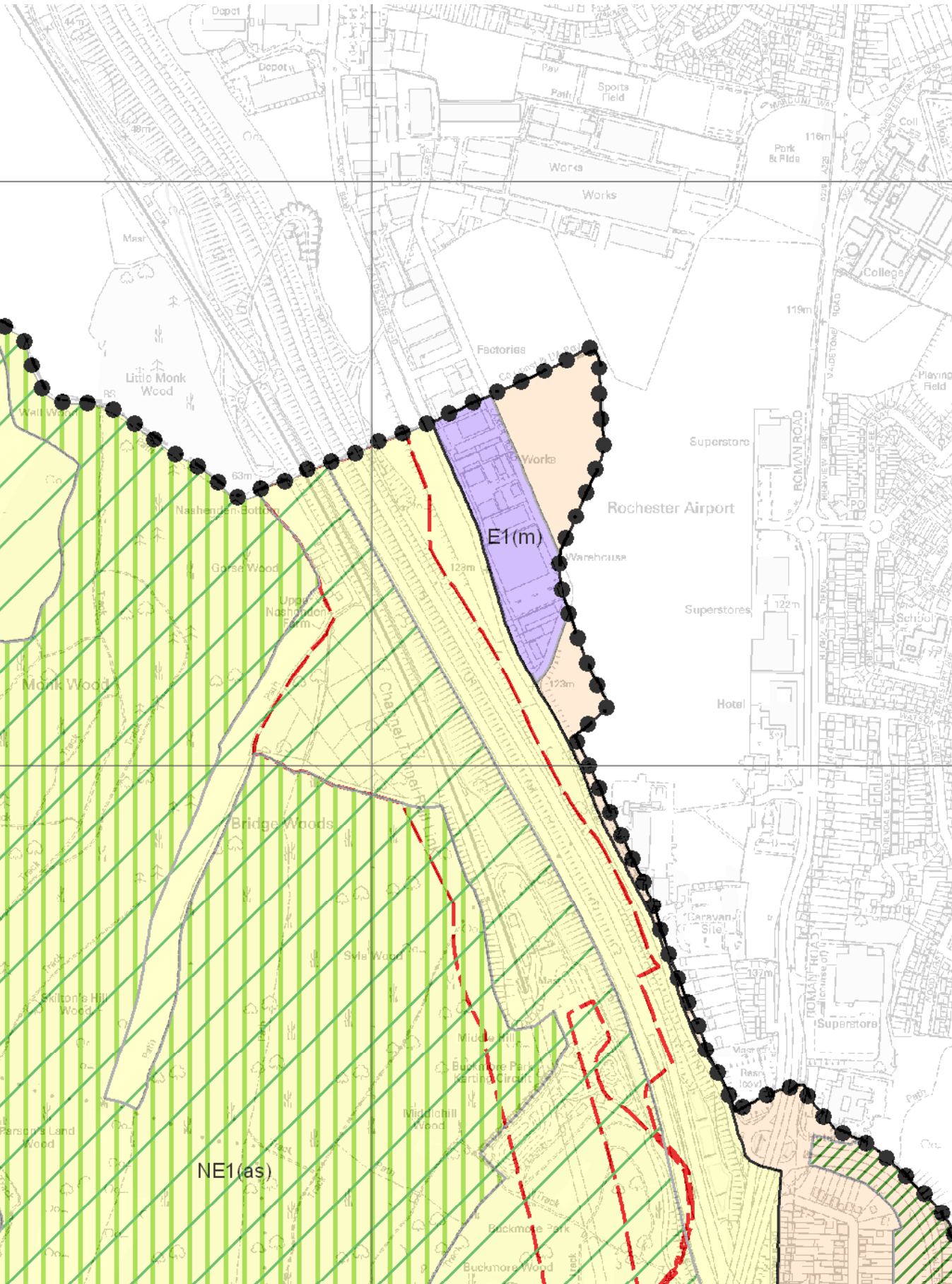
The Development Plan for Medway comprises the saved policies of the Medway Local Plan 2003 ¹. In Tonbridge & Malling the Development Plan comprises the Core Strategy 2007, the Development Land Allocations DPD 2008, the Managing Development and the Environment DPD 2010 and the saved policies of Tonbridge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

3.3.2 New Local Plans

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

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

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



Tonbridge & Malling Borough Council Local Plan Proposals Map

LEGEND

Borough Boundary

Core Strategy

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

Development Land Allocations

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

Managing Development and the Environment

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

Saved Policies

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

For information purposes only

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