

MULTIDISCIPLINARY PANEL
OJEU REF 2014/S 020-031462

**Otterpool Park Planning,
Master-Planning and Project Management**

Folkestone

Hythe & Romney Marsh
Shepway District Council



in partnership with
Cozumel Estates
owners of Folkestone racecourse

Mini Competition
Invitation to Tender
Response Document
10th June 2016

Sole Bidding Organisation

You are a sole bidding organisation if you are the only organisation bidding for this contract as part of your submission. You may intend to use subcontractors, consultants or other partner organisations to deliver against the requirements of the contract, but you do not need to identify them in your response*. Your organisation will be entirely liable to the Council for the delivery of the requirements of the contract.

*Exception: where sub contractors will play a significant role in the delivery of the services (e.g. more than 50%) please refer to Section 1.1

Consortia, Partnerships and Joint Venture

If you are tendering for this contract on behalf of a consortium, partnership or joint venture the following information must be provided:

Full details of the consortium, partnership or joint venture and

Information sought in this SAQ in respect of each of the consortia, partnership or joint venture constituent members as part of a single response.

Where suppliers are proposing to create a separate corporate entity, they should provide details of the actual or proposed percentage shareholding of the constituent members within the consortium in a separate schedule. However, please note the Authority reserves the right to require a successful consortium to form a single legal entity in accordance with Regulation 19(6) of the Public Contracts Regulations 2015

If there is a subsequent change in the consortium, partnership or joint venture you must inform the Authority immediately.

Special Purpose Vehicles

You are a special purpose vehicle ("SPV") if you have formed (or will form) a new legal entity for the purpose of bidding for this contract, with the intention that this organization will be awarded the contract. In addition the member organization of the special purpose vehicle will be required to be jointly and severally liable to Council for the delivery of the requirements of the contract, regardless of (i) the value of their contributions in respect of the contract sum, time, volume, quality or any other considerations, or (ii) the future organizational or legal standing of the special purpose vehicle. You must inform the Council of any withdrawal of members of the SPV during or subsequent to the ITT so that the implications of such a withdrawal may be assessed.

SECTION 1 – SUPPLIER DETAILS

1.1 ORGANISATION DETAILS

1.1.1 This Section is for **INFORMATION ONLY**. It must however be completed in full.

Full name of organisation bidding (or of organisation acting as lead contact where a consortium bid is being submitted)	Arcadis Consulting (UK) Ltd	
Registered office address: Manning House	Company or charity registration number	02212959
22 Carlisle Place	VAT registration number	762995771
London	Name of immediate parent company	Arcadis Consulting Europe Ltd
SW1P 1JA	Name of ultimate parent company	Arcadis NV
Type of organisation (please tick):	i) a public limited co.	<input type="checkbox"/>
	ii) a limited company	<input checked="" type="checkbox"/>
	iii) a limited liability partnership	<input type="checkbox"/>
	iiii) other partnership	<input type="checkbox"/>
	iv) sole trader	<input type="checkbox"/>
	v) other (please specify)	<input type="checkbox"/>

CONTACT DETAILS FOR THIS ITT	
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SECTION 2 – QUALITY/TECHNICAL QUESTIONS

2.1 HEADLINE QUESTIONS

NOT USED.

2.2 WEIGHTED QUESTIONS

2.2.1 Each question is weighted as follows:

Q1 – 10 %	Q2 – 5 %	Q3 – 10 %
Q4 – 10 %	Q5 – 10 %	Q6 – 10 %

QUESTION

Q1. VISION:

Please describe your approach to developing the creative and commercial vision for Otterpool Park

RESPONSE

Arcadis, Farrells and Barton Willmore are an established and successful multi-disciplinary team, with a track record of delivering high quality, landscape-led masterplans that have underpinned successful planning applications at comparable scale to Otterpool Park. We will bring the benefits of this existing collaboration and combined experience from the NW Bicester Eco-Town development to this project.

“North West Bicester is being driven by a pioneering partnership of leading experts in sustainability.” North West Bicester – *Thinking About Tomorrow A2 Dominion*



Bicester – Phase 1

We have extensive experience of working with our clients to develop sustainable and investable masterplans for new communities. Our team approach is to balance innovation and creativity with commercial and market understanding to create deliverable masterplans. The result is not just the provision of housing and employment to meet Local Plan requirements but the generation of communities where people can live, work and socialise, providing a “place-making legacy”. To achieve this we will work closely with Shepway District Council, Cozumel

Estates and key stakeholders to achieve your aspiration for a high quality, commercially robust and deliverable masterplan for Otterpool Park.

We acknowledge Shepway District Council's - *Visioning Summary* and the key principles set out to underpin development. Our team approach to successful residential-led masterplanning is aligned to these principles. Furthermore, the Otterpool Park Garden City will involve a landscape-led design to create a masterplan framework that responds to the existing communities, physical features, social needs and economic potential for the site and region. In doing so, the masterplan will respect the wider context including the setting of the nearby Kent Downs Area of Outstanding Natural Beauty that largely encircles the site, and respond to local distinctiveness to inform a sense of place that will define Otterpool Park.

Otterpool Park is a unique opportunity. The spatial framework will be inspired by local context and Garden Settlement principles, and encourage investment in strong communities over time that meets local needs. The vision for a high street and clustered villages within a core network of Green and Blue infrastructure will provide local services and exceptional quality of life, high quality design and sustainable homes. There is an opportunity here to rethink and explore how we apply the Garden Settlement principles with a fresh approach that offers market flexibility and creates a coherent platform for investment in both built and natural capital.

Creating a vibrant community is at the heart of the masterplan, because Otterpool Park's most valuable resource will be its people. The masterplan will have safe places for everyone to enjoy the environment – nature trails, sports and leisure parks, attractive walks to the shops and schools, characterful places to meet in the new town square, public art spaces and community halls catering for residents of all ages. Space will be provided for a potential farmers' market that will sell locally produced food, with edible landscapes and streets to encourage foraging and the understanding of wild foods whilst supporting rich biodiversity, habitats and eco-systems.



Residents would be engaged in community life and have a strong sense of identity and belonging, built upon the integrity of the Otterpool Park masterplan principles. This visionary place will encourage active involvement from every generation, developing pride in their community and sharing in its success. The community will also have strong connections with the wider area through effective partnerships, ensuring that it is seen as a fundamental part of the locality, not separate. New employment opportunities will be provided to complement the needs of the market and long-term aspirations of Shepway, but these will never seek to undermine existing employment opportunities in the local area. The flexible layout of our homes will allow extra space for working from home,

which will in turn reduce travelling needs and encourage people to tap into the local economy and adopt greater sustainable travel patterns through well connected public transport, walking and cycling networks.

In order to achieve these aspirations we will draw on the views of existing communities but also consider the people who are likely to move to this location from other areas. We have brought Kevin Murray Associates into our team specifically for their experience in helping guide the masterplan to accommodate existing and new residents and businesses. This is challenging but, if done well, can result in an extremely attractive place where people want to live.

Otterpool Park will include new schools, community facilities, nurseries, a health practice, a town square, and a community farm. The exceptional quality and extent of Green Infrastructure will encourage healthier lifestyles, promote sustainable transport choices and support start-up business units where sustainable practices are encouraged. Otterpool Park will showcase to the world what a sustainable future can look like by enabling people to live affordable, happy and healthy lives in high-quality homes that use resources wisely and enhance their natural environment.

The vision will be a response to key opportunities:

A strategic location in Kent:

- Highly accessible by High Speed train links to Ashford (8 mins) and London (within 1 hour).
- Land that is deliverable and can meet the local and national demand for high quality new housing.
- A strategic location for employment with fast connectivity by motorway, channel tunnel, high speed rail and airport links

Sustainability benefits from a new settlement:

- Over 10,000 homes provides demand for, and local containment of services - reducing travel, creating communities and opportunities for healthy lifestyles through walking and cycling.
- Sustainable travel made possible by the proximity of a developed Westenhanger Station and enhanced public transport links.
- Shared services with other regional town centres enables opportunities to invest in quality community infrastructure and support distinct cultural creativity in Folkestone.
- Improved network resilience – through provision of utilities, sustainable energy contributions, transport, access and modal diversity to encourage alternatives to car journeys, climate change mitigation and biodiversity improvement through Integrated Green and Blue Infrastructure provision.

Creating a distinctive place in the local context:

- Opportunities to enhance the setting of the heritage and landscape assets – so reflecting the landscape-led approach to place making. A network of Green Infrastructure linking and responding to the wider landscape context setting, close to North Downs (AONB), Romney Marsh and coastline.
- A wetland landscape using local features and streams, such as East Stour River, providing habitats, recreation and natural and sustainable solutions for flood mitigation and rainwater attenuation.
- The design will be inspired by local village character and vernacular materials combined with the best of new technologies and contemporary living.

A Garden City concept will provide:

- Clustered housing interspersed with generous green spaces making a great place, thriving and attractive.
- High quality housing – mix of ‘Starter Homes’ as per the Government Initiative, affordable, self-build, and private for sale and rent.
- A high street community hub, with schools, cafes, shops, meeting places, workplaces.
- A landscape-led design with mix of gardens, tree lined streets, and public open space.
- New employment opportunities, with training and skills, a place for home working.
- Areas of distinct character and neighbourhoods which are complete in each phase.
- High quality public realm with locally led management and community as stakeholders
- Majority land owners creates the opportunity for investment in advanced Green Infrastructure ahead of development phases to offer an established and maturing core landscape network to increase amenity and potential sale values.

Design will be innovative with cutting edge technologies:

- Innovative building design – faster delivery, higher efficiencies and standards.
- Future proofing with climate change adaptation and flexibility, reflecting extended delivery period
- Encouraging healthy life styles and collaboration with health providers.
- Connectivity through Smart IT technology and high speed broadband
- Strong and multi-functional Green Infrastructure network, incorporating a variety of habitats and opportunities for creative water management and recreation.
- Potential for energy provision on site, planned at macro masterplan level to inform phasing and staged expansions

Creating programme workstreams to drive innovation and creativity

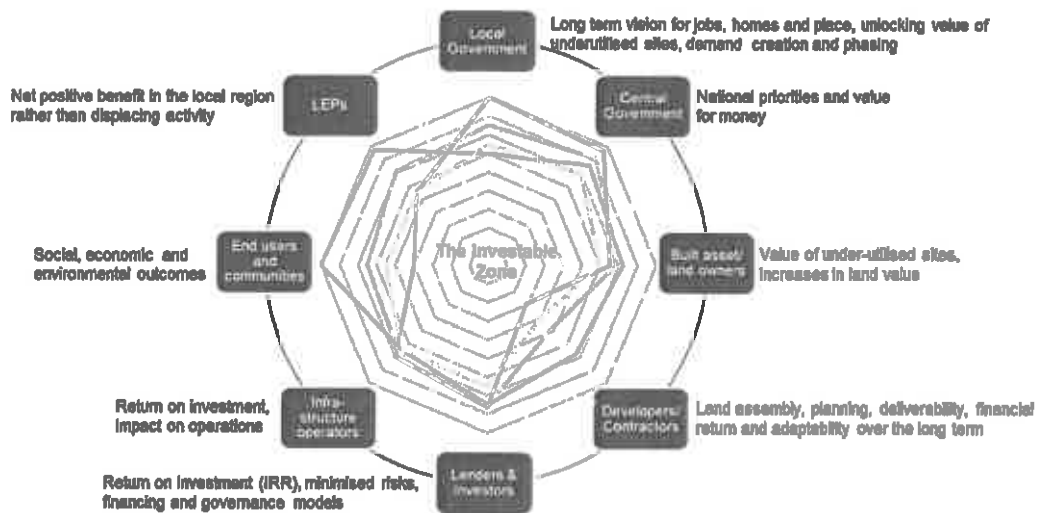
Our approach to ensure the commission is managed effectively and innovative solutions are developed that are acceptable to you and your key stakeholders is to identify *Workstreams* and *Leaders* for these, to address specific topics collectively. This has been an effective way on the *NW Bicester* and *Northstowe* projects, for example, of managing relationships with the client team and stakeholders; to develop and agree principles and solutions throughout the process; and ensure an effective approach to developing the masterplan. Each Leader would be responsible for liaison with the project manager and will report into the Otterpool Park Project Steering Group, providing feedback to the lead masterplanner and planning consultant and co-ordinating the stakeholder’s specific to the Workstream with regular meetings and communication. We have provided details of these workstreams and their respective leader in our response to Question 3.

What our clients say:

Tom Venner, Land Securities on the Lodge Hill development “It leaves me, on behalf of the Land Securities team, to express my sincere thanks for your Herculean efforts exerted on the project. The work has been outstanding”.

Creating an Investable Masterplan

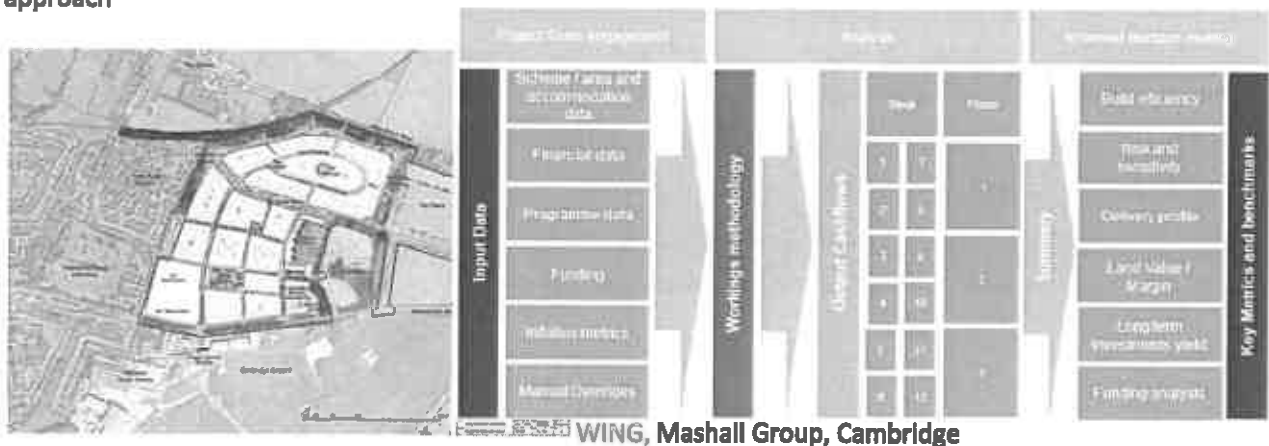
In our experience, sufficient clarity is required on the content and activities to take place within the buildings as much as the design and form of the buildings themselves. In order to be successful and create confidence to those investing, a robust and viable masterplan is required. Creating an investable proposition is the aim of the masterplanning process. We often refer to a successful masterplan as the design element of a really strong business plan, which also links closely to the selection of an appropriate planning status that will provide sufficient certainty whilst offering flexibility over the lifetime of the scheme. We have set out our approach to investable masterplanning in the diagram below.



Creativity and Commerciality

We appreciate that through the clarification questions and answers you have stated that the viability modelling will be delivered by another advisor. However, in our experience of projects of this scale and nature we believe it is important that viability is dealt with from the outset. Our approach would ordinarily include the development of a bespoke financial model for this scheme.

Arcadis' unique development modelling team is experienced in positioning bespoke financial models to drive value back to our clients. Using our in-house developed tools, built using robust software, the financial model can be put in place to analyse schemes of a variety of sizes, with differing use types and a broad range of constraints. The model can then compare a number of delivery approaches, such as the creation of joint ventures, in order to best address the needs of our client's. The scheme we are working on at Cambridge, WING, has benefitted from this approach



Our financial models are often used to create value where more widely used generic software packages cannot, and can easily model complex schemes in a transparent and flexible manner. We can use the model to fully understand and interrogate each individual scheme's specific challenges, and drive to exceed various performance targets. A key advantage of our approach is that the model is created bespoke to project requirements, and then managed and maintained by development experts, including cost consultants, valuation, planning and finance experts.

Key benefits include:-

- Real time optioneering of masterplan proposals to steer design team
- Avoid abortive work on sub-optimal schemes
- Certainty around cashflow
- Understanding around phasing considerations, constraints and impact on capital structure
- Optimisation of scheme proposals targeting tenure splits, build efficiencies and cost / value relationships
- Ensuring the correct relationship between build out and absorption that is aligned to market demand and decant strategy, and linked to phasing and programme
- Full focus on stakeholder outputs driven by the model through the design team
- Articulates the language of development, assisting client decision-making

Whilst we appreciate that, at this stage, this is out of scope, we would like to discuss this approach with you. If we continue with a traditional cost and viability exercise we will bring elements of this way of working – one team, informed decision making – into the project team environment.

Creativity and Commerciality from Sustainable Design

One of our initial thoughts for this commission is about balancing sustainability with commerciality. Often schemes are planned to have extensive sustainability components but frequently these are considered unaffordable at later stages with elements stripped back.

Whilst we have included for a robust, regulatory-compliant approach, as per the scope, we believe our experience in delivering enhanced sustainable solutions for large schemes such as this is very valuable to our clients and we would be keen to discuss your position on this. Through our work at Bicester, where sustainable design drove many decisions, we have seen that market uptake has been positive, even when the housing attracts a small premium on price to reflect the carbon efficiency of the homes and development.

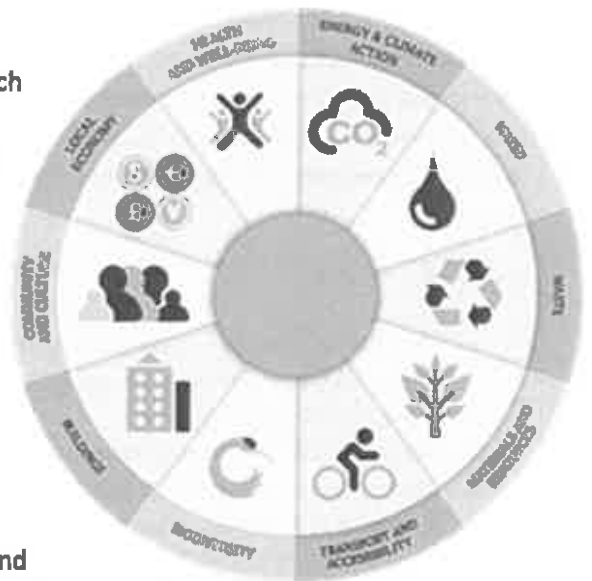
We believe we could provide additional value to this project using our STAR Framework tool, which provides a process for guiding, assessing and improving sustainability performance during the development of a masterplan. The STAR Framework allows sustainability issues relevant to a specific project to be defined and articulated, facilitating dialogue across the design team and ensuring that sustainability is integrated into the development of a masterplan from an early stage. With this in mind we would like to discuss this further in terms of increasing the scope of work to include this approach.

A set of Sustainability Principles are tailored for the project and outline a high level approach to delivering more sustainable outcomes. Performance Indicators underpin the implementation of the Sustainability Principles and focus on sustainability issues and innovative measures that are most relevant to the site and masterplan. We have recently employed this approach to a major scheme for Imperial College.

The STAR Framework outlines a best practice approach for each sustainability issue and allows this to be compared to a compliant / standard practice approach. Specific issues can be then be considered in more detail from a whole life cost and benefits perspective to inform design making and ensure that the optimum solution is delivered.

The STAR tool (sustainability target assessment rating) helps to define the vision by:

- Visualising the project's compliance targets (e.g. planning requirements, Council's sustainability objectives, benchmarks with similar projects, etc.)
- Explaining costs and the associated social, economic and environmental benefits for key stakeholders of different design options
- Identifying tangible and quantifiable indicators to drive quality and provide assurance
- Facilitates collaboration and means better decisions are made, quicker.



The outcome? A technically and financially viable masterplan that will deliver both commercial success and socio-environmental benefits to the community.

Strong Commercial Management

Arcadis will provide a team of cost experts in their sectors of expertise. The Developer Led Infrastructure team will provide accurate benchmark data for the costs associated with the Infrastructure works. This type of work is unique to Strategic Land sites and very different from the domestic infrastructure required for the residential units themselves. We have a team of dedicated cost experts in this field who are able to provide a high degree of cost certainty enabling scenario testing at a relatively high level. This is based on their extensive experience of similar work for national housebuilders.

Arcadis has the largest team of Residential Cost and Project Management experts in the UK. Working with housebuilders, developers, Registered Providers, Student Accommodation Providers, Build to Rent Developers and Local Authorities we have access to a huge pool of data from across the UK. We will utilise this huge wealth of experience to control the development of the design guide / brief with viability and deliverability in mind. It will be imperative to balance aspiration and deliverability promoting intelligent application of cost to achieve an exceptional scheme that remain deliverable.

QUESTION

2. SCHEDULE:

Please describe your overall approach to delivering the full project, including an outline and timetable for each stage of the work

RESPONSE

Managing the Design Process

We will work with you from the outset to determine your essential design criteria and what you believe good design means for the project accepting that the local community's aspirations and expectations need to be considered as a key part of this. Using a bespoke briefing paper/ questionnaire template we will capture information such as:

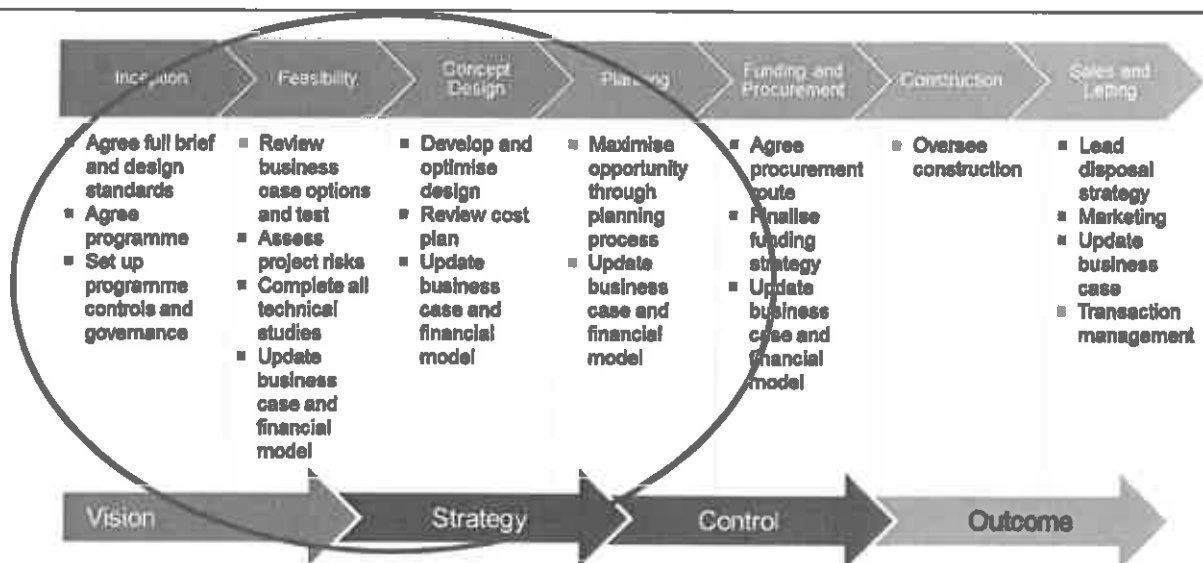
- What the project needs to achieve;
- What image the masterplan should present to the outside world;
- What aspirations the client has over and above basic requirements for developments of this scale and nature; and
- How the client will measure success in design terms.

This information is then transferred into the Client Brief document which also sets out the design requirements for the development and this is a live document that is then reviewed and updated as the design progresses. In developing the Client Brief it is essential to gain the views of both landowners.

Key Principles of our approach to delivering this commission:

1. The aim is to avoid abortive work and to ensure that key elements are agreed at the appropriate stage. Stakeholder consultation and engagement is fundamental at each stage to ensure support for the key decision required at the relevant stage, to enable the project to progress and minimise the risk of wholesale review late in the programme.
2. In short, you do not move beyond scheme fix unless and until the client has signed off and ideally, LPA support and key stakeholder support has been secured.
3. Stakeholder Engagement: We would suggest that consultation and engagement occurs throughout the project. The aim is to build support for the scheme, with the vision reflecting the aims and ambitions of all and the stakeholders committing to the project timetable. We have set out our approach to this in response to Question 6.

The Otterpool Park scheme is at the early stages of the planning and development process. The overriding objectives for this commission is to produce a high quality, investable and deliverable masterplan and develop an outline planning submission by the Spring 2018.



We understand that the vision needs to be finalised and a clear strategy implemented to take this idea from conception through to outline planning. We have set out the high level approach to each stage of the project below and created a more detailed programme for the next 2 years in response to this question.

Project Inception

The aim of this stage is to ensure both the client team and the Arcadis team are on the same page and have the opportunity to get to know each other and agree ways of working. This will also include refining the brief, scope for each stage and programme including all meetings. We anticipate that the following activities will take place:

- Project Inception Meeting;
- Site Visit;
- Review of progress so far and available evidence base;
- Understanding emerging evidence base and development plan context;
- Reviewing the project plan and programme;
- Confirmation of instruction of consultant team;
- Confirmation of the role of the client at the Implementation stage; and,
- Schedule of key dates for meetings and events.

Key Gateway: Brief Fixed

Stage 1: Feasibility and Capacity Study

The aim of this stage is to really focus on gathering and understanding the evidence base and the art of the possible for this masterplan and subsequent development. We anticipate that the following activities will take place:

- Undertaking desktop studies, reviewing data and constraints mapping;
- Feasibility studies, capacity studies and sketch designs;
- High level costings.(Subject to agreement , setting up of the financial model);
- Preparation of Environmental Impact Assessment and scoping material;
- Preparation of Transport Assessment scoping material
- Preparation of Stage 1 Capacity Report
- Workshops and meetings;
- Stakeholder Engagement;
- Confirm brief for Stage 2.

Stage 2: Framework Masterplan:

- Design team meetings & workshops
- Pre-application meetings;
- Workstream activities;
- Stakeholder engagement and community consultation;
- Preparation and review of core planning documents: Planning Statement, Design & Access Statement, Framework Masterplan
- Preparation and review of all technical studies – transport, utilities, sustainability, etc.
- Preparation and review of the Environmental Impact Assessment
- Formulation of draft master plan proposals and implementation strategy;
- Preparation and review of consultation statement;
- Update of the cost information and viability (or update of the Financial Model, to be agreed); and,
- Client review and sign off of Draft Masterplan Framework.

Key Gateway: Draft Masterplan Framework signed off

Stage 3: Outline Planning Application:

- Liaison with Planning Authority Officers;
- Review and iteration of reports and technical studies, with further testing as necessary;
- Agree principles of S106 and other requirements;
- Update all relevant documents including cost plan (financial model); and,
- Meetings and workshops.

Key Milestone: Outline Planning Application Submission

This is our approach but it will be important to work closely with the Client team on developing and refining this further from the outset of this commission.

On the next page we have developed the programme and scheduled out the time table for key activities.

QUESTION

3. CONSULTANT TEAM:

Please detail the structure of the proposed consultant team and how the team will work with the Client during the project.

RESPONSE

We have split our response to this question into two parts:

- PART 1 – Our Team, how we will structure ourselves and information on key team members
- PART 2 – How we will work with you during this commission

PART 1: Our Team

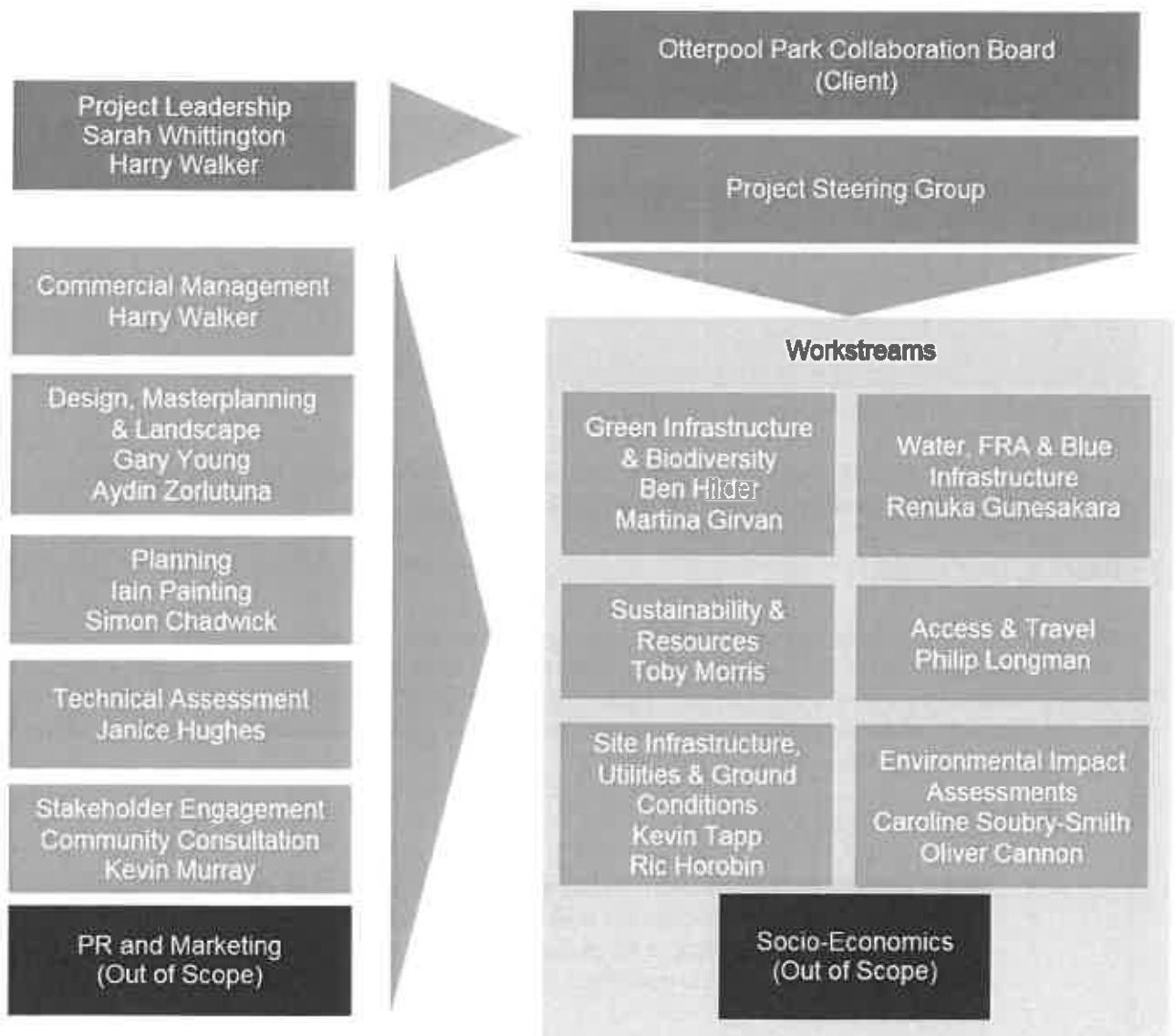
Our team has been brought together in careful response to the brief. Our entire team have worked together on a range of previous projects. This will benefit the Otterpool Park Scheme by offering a reassurance of an established working relationship and cost-effective skills pitched appropriately to the project. We have structured our team around a core of technical experts and advisors to ensure you get the best advice and professional expertise for the scale and nature of this scheme.

Our proposed team structure is divided into:

- **Project Leadership Team**, who will be the senior project leaders and key client contacts
- **Workstream Leaders**, who will be the lead individuals and disciplines at the core of the project
- **Advisors**, who will be available to the project either with an active role or a background role such as Strategic Advisor or Economic Consultant should it be necessary to support the project team.

The Arcadis team includes external consultants whom we will manage as sub-consultants to Arcadis. These are **Farrells** who will lead on design and masterplanning; **Barton Willmore** who will be the planning consultant and **Kevin Murray Associates (KMA)** who will lead on stakeholder and community engagement. We are also proposing to retain **Simon Chadwick** from **Signet Planning** as a Strategic Advisor given his prior involvement in the early stages of this project and the scale of the opportunity. We also have other partners in our supply chain who can cover areas such as socio-economic modelling, economic appraisal and PR & Marketing which may be needed during this commission.

We have set out our team structure below and how we will interact with the Otterpool Park Collaboration Board.



About Our Team Members

We have given careful thought to the requirements of the brief for Otterpool Park. This extends not just to the disciplines but the individuals, whom we have selected due to their:

- Relevant project experience;
- Multi-disciplinary experience and previous inter-disciplinary working experience; and,
- Technical capability.

Project Leadership Team

Sarah Whittington – Project Director

Sarah Whittington is a Partner at Arcadis UK and will be the Project Director for Arcadis on this scheme. Sarah has extensive experience of developing investable and deliverable masterplans for new communities and for the regeneration of existing communities. Sarah will be the person accountable for the performance of Arcadis' team including the sub-consultants and will attend Otterpool Park Project Steering Group meetings. Sarah will also

provide leadership and support to the other members of the Arcadis team and attend workstream meetings where appropriate.

Suitability to the Role: Sarah is the UK Head of Housing for Arcadis and has over 15 years' experience of leading multi-disciplinary professionals to deliver complex housing solutions. She drives performance through her knowledge and understanding of land re-development, balancing the needs of the client and managing risks and opportunities to achieve the required outcomes.

Relevance of Experience: Sarah leads on Strategic Land and Regeneration projects across the UK for Arcadis and is currently advising a diverse range of clients on the acquisition new assets and disposals, investable masterplans for new communities and working closely with public sector land owners to drive value and community benefits from their asset base. Sarah works with clients such as Taylor Wimpey, Aviva Investors, Private Landowners and Strategic Land Companies. A full CV has been provided in Appendix A.

Harry Walker – Project Manager (including Commercial Management)

Sarah will be supported on a day to day basis by Arcadis' Development Management team which gives us access to a wide range development experts that can bring value to this project.. One of our Senior Development Managers, Harry Walker will be the Project Manager for the Otterpool Park scheme. Harry has significant experience of managing housing-led masterplans through the planning process ready for implementation and delivery. Harry is also an expert in mixed tenure developments and is currently working with local authorities advising on the delivery of local authority housing and private rented sector opportunities. Both Harry and Sarah will have access to junior members of the team to ensure the appropriate level of expertise fits the daily tasks required to keep this project on track and deliver the required outcomes.

Harry will also coordinate the cost plan for the scheme. We will appoint a dedicated Cost and Commercial Manager who will work with Harry as the scheme progresses.

Suitability to the Role: Harry is a property professional with a broad range of experience including development, landlord and tenant matters, regeneration and commercial valuation. Harry has over 30 years' experience working on predominantly real estate projects and has delivery experience from both a consultant and client facing perspective

Relevance of Experience: Harry has worked on predominantly real estate projects and has delivery experience from both a consultant (Arcadis, KPMG, Drivers Jonas) and client (BAA Heathrow Airport, Strategic Rail Authority) perspective. At Arcadis Harry is currently advising an outer London metropolitan council on a 20ha housing regeneration opportunity and a London Borough on overage negotiations for a mixed use town centre development. A full CV has been provided at Appendix A.

Gary Young (Farrells) & Aydin Zorlutuna (Arcadis) – Design & Masterplanning

With nearly 50 years of combined experience in Masterplanning and Landscape Architecture Gary Young of Farrells and Aydin Zorlutuna of Arcadis will lead the Otterpool Park design and masterplan. In response to the brief and to the site setting (not least the context of the Kent Downs AONB) we support Shepway District Council's view that the Otterpool Park masterplan needs to be landscape-led. Gary and Aydin bring the benefit of this same approach from over 6 years of working together on NW Bicester, since 2010, where Arcadis led the Green Infrastructure and Biodiversity aspects of the masterplan to comply with PPS1 on a demonstrable and onerous 40% Green Infrastructure provision as well as Biodiversity net gain. The landscape and visual impact of a masterplan for Otterpool Park will also be important in iteratively influencing the scale, layout and density of development and its relationship with adjacent receptors and landscape designations. This needs to be carefully balanced with a commercial return, a healthy tension which Gary and Aydin have successfully borne out on NW Bicester to achieve a high quality landscape-led masterplan that is equitable across multiple land owners and commercially robust.

Gary and Aydin are both collaborative and passionate designers that, through the masterplanning process, will benefit Shepway District Council, other major land owners and key stakeholders to achieve a robust and pragmatic yet creative masterplan. This will respond to the existing landscape and setting, incorporate new blue infrastructure and biodiversity, amenity, recreation and health benefits through a multi-functional Green Infrastructure network that also supports climate change resilience, providing for its future residents and users.

Led by Gary and Aydin Farrells and Arcadis will hold regular masterplanning meetings and workshops between our offices, in addition to planned Project Steering Group meetings and workstream meetings, to holistically design and plan the Otterpool Park development and further fostering our established relationship to the benefit of the project.

Gary Young – Masterplanning

Suitability to the Role: First class Honours Degree, Bachelor of Arts In Architecture, Newcastle upon Tyne University (1974 - 1977). Diploma In Architecture, Kingston upon Thames University (1978 -1980). RIBA professional qualification in Architecture (1981). ARB Registered Architect: ARB048610H (1981). RIBA Chartered Architect (1995).

Relevance of Experience: Northwest Bicester - Leads the NW Bicester masterplan, true zero carbon residential urban extension, part of Bicester Garden City and NHS Health New Towns Initiatives. Cambourne - Masterplanned completed Cambourne, Cambridgeshire, an award winning landscape led new settlement of three linked villages centred around a village green and existing farm buildings. Innovation - Contributes expertise for innovative approaches to sustainability, passive solar and zero carbon, climate adaptation, healthy places and landscape led place making. A full CV has been provided at Appendix A.

Aydin Zorlutuna - Landscape Architecture Lead / Landscape Masterplan

Suitability to the Role: Aydin leads the Arcadis UK Landscape Architecture & Urban Design team. Aydin is experienced in masterplanning and multi-disciplinary projects, challenging pre-conceptions and pro-actively driving collaboration.

Relevance of Experience: Relevant to a 'landscape-led' masterplan for Otterpool Park Aydin led the Green Infrastructure strategy for the NW Bicester Eco-Development for 6,000 homes, working closely with Farrells architects. Aydin currently leading a residential-led masterplan and outline application for 2,000 homes in Greater Manchester on land part owned by Peel Investments and part by Wigan Council. He has also successfully presented projects to CABE and Design Review Panels. A Full CV has been provided at Appendix A.

Iain Painting – Planning Lead

Iain Painting is a Senior Planning Partner at Barton Willmore and will lead on all aspects of planning. Iain and his team will work closely with you and our wider teams to prepare all the necessary documents and advice to create an outline planning submission for the Otterpool Park Scheme.

Suitability to the Role: Iain is a Senior Planning Partner with Barton Willmore and Member of the RTPI. Iain has worked with a range of clients, in both the public and private sectors. Iain has successfully lead a range of projects, including the promotion of large scale new communities, from site promotion, through to submission of an application, securing planning permission and implementation.

Relevance of Experience: Iain has worked on a number of high profile, large scale schemes and is leading the town planning input in the promotion of NW Bicester Eco Town, now a Garden Town, which will deliver 6,000 new homes, Barking Riverside, which will deliver 10,800 new homes and recently appeared on behalf of the Mayor of London at the inquiry in respect of the expansion of London City Airport. Iain is therefore adept at working with large consultant teams and public authorities alike. A Full CV has been provided in Appendix A.

Janice Hughes – Technical Lead

Janice Hughes is the Technical Director in our Development Planning team and will lead our technical teams during the course of this commission to ensure we are delivering the outcomes expected and advising on key technical matters as the project progresses. Janice will also bring her technical expertise and leadership into the Otterpool Park Project Steering Group.

Suitability to the Role: Janice is Technical Director for Development Planning and leads the transport team responsible for achieving consents for development and infrastructure projects. She has a broad experience in transport planning, with more than 22 years of experience in consultancy in development, regeneration projects and transport strategy development. Janice is Project Director for commissions delivering multi-disciplinary technical services to major developments.

Relevance of Experience:

Northstowe Phase 2 Development; Homes and Communities Agency. Janice has led the transport planning aspects to develop the masterplan and achieve outline consent (subject to S106) of the Phase 2 development of Northstowe – a 10,000 home new town in Cambridgeshire. She has advised on infrastructure requirements and led discussions with Highways England and the County Council to gain their agreement to the scheme proposals. Arcadis are now delivering engineering services to the HCA and Janice is Project Director to ensure effective and high quality inputs and continuing to advise on transport planning aspects.

NW Bicester Eco-development; A2 Dominion Group. Janice has led the transport aspects of the NW Bicester Eco-development – one of the largest in the UK – comprising 6,000 residential dwellings, employment, education and leisure land uses. She was responsible for the access and movement aspects of the Masterplan and engaging with transport stakeholders and has led submission documents to achieve consent subject to agreements for 4000 homes. Janice continues to advise on the S106 agreements and reserved matters applications and is the Project Director for Arcadis engineering and environmental inputs. A full CV has been provided in Appendix A.

Simon Chadwick - Strategic Advisor

Arcadis would like to retain Simon Chadwick as a Strategic Advisor to the Otterpool Park Project Steering Group given his prior involvement and knowledge of this scheme. We anticipate that Simon's role will be to support Arcadis and the Client team on policy and strategic matters relating to the Garden City settlement. Simon will also provide an independent voice within our team and someone who can review our inputs and outputs at key stages in this commission.

Suitability to the Role: Simon has a degree in land management from the University of Reading and is a Member of the Planning and Development Division of the RICS. Simon was formerly a partner of Chapman Warren Town Planning and Development Consultancy before its acquisition by RPS in 2000. He was a Director on the Divisional Board of RPS and Managing Director of the company's Northern area before leaving in January 2005.

Relevance of Experience: Simon has advised on a wide variety of large and small development projects including town expansion schemes for residential purposes, several business park proposals and major leisure developments including football academies and stadia. He also advises both food and non-food retail development companies and a number of tertiary colleges on property and planning issues. Simon is an experienced witness at public inquiries into planning appeals, development plans and the planning issues pertinent to compulsory purchase. He has acted as lead consultant on several large projects, including transport related schemes, business parks, town centre redevelopment and major residential schemes. A full CV has been provided at Appendix A.

Kevin Murray - Stakeholder & Community Engagement Lead

Kevin Murray and his team at Kevin Murray Associates have an excellent track record as experts in stakeholder and community engagement for complex development projects. Kevin will facilitate stakeholder engagement and lead on any community consultation events.

Suitability to the Role: Kevin is a highly experienced town planner and urbanist, a specialist in facilitating community and stakeholder engagement. With over 30 years' experience in the fields of planning, regeneration, housing renewal and urban design.

Relevance of Experience:

Filwood Park Masterplan, Bristol. Kevin Murray Associates planned and facilitated an Enquiry by Design process for the HCA. The challenge was to approach an underutilised park and former Industrial brownfield site and configure for new community greenspace, as well as new housing and mixed used development.

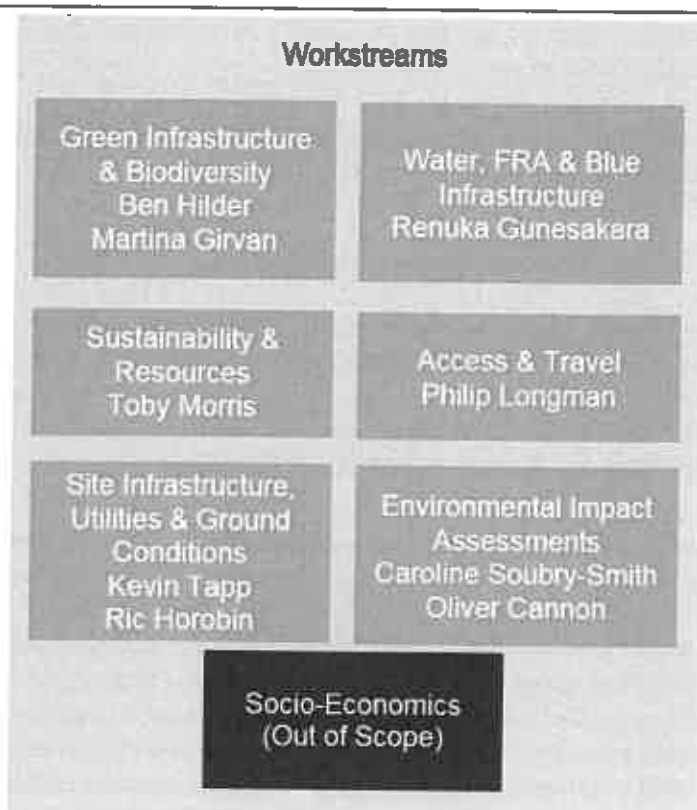
High Town, Luton. Working on public and stakeholder engagement. Responsible for organising, devising and facilitating the events and key focus group session with residents and local businesses.

Hatfield Vision 2030+, Hatfield, Hertfordshire. Performed a key role in producing and implementing the strategy for soliciting and analysing community and stakeholder contributions. The staged engagement process was carefully planned to draw out thoughtful inputs from residents, visitors, students and school pupils, traders and works, developers and politicians. A full CV has been provided in Appendix A.

Workstream Leaders

In our response to Question 1 of this proposal we have already stated that one of the ways we can drive creativity and commerciality is through the establishment of programme workstreams. Here we have set this out in more detail and provided information on the leaders of these workstreams.

Our approach to ensure the commission is managed effectively and innovative solutions are developed that are acceptable to you and your key stakeholders is to identify Workstreams and Leaders. This has been an effective way on the NW Bicester and Northstowe projects for example of managing relationships with the client team and stakeholders to develop and agree principles and solutions throughout the process and ensure an effective approach to developing the masterplan. Each Leader would be responsible for liaison with the project manager and will report into the Otterpool Park Project Steering Group, providing feedback to the lead masterplanner and planning consultant and co-ordinating the stakeholder's specific to the Workstream with regular meetings and communication. We suggest the following Workstreams and Leaders:



Other workstreams may need to be established over the course of this commission. For examples, a development of this scale, there will be a need for a range of employment, social and community facilities, shopping and services as well as education and health facilities and this would ideally form a separate workstream and we would welcome the opportunity to discuss this in the context of any wider HM Treasury Business Cases that may need to be prepared for funding of Infrastructure or other social and economic priorities. We anticipate that Shepway District Council would wish to have a key role in the planning of requirements, with our masterplanner participating in discussions as to appropriate land uses. However, we would be able to provide in-house experts to support these aspects if required.

Below we have provided a summary of our Workstream Leaders and their experience.

Ben Hilder – Green Infrastructure & Bio-Diversity Lead

Suitability to the Role: As a Chartered Landscape Architect with many years leading Landscape & Visual Impact Assessments, working with multi-disciplinary teams, and giving evidence as an expert witness at planning inquiries upon large scale residential and major infrastructure schemes, Ben is particularly suited to leading the LVIA aspect of this project.

Relevance of Experience: Ben's relevant experience includes LVIA's of: exemplar residential urban extensions to Brighton adjoining the South Downs National Park; major urban extensions to Basildon and Harlow in the greenbelt through Essex; Windfarms adjoining Areas of Outstanding Natural Beauty in Wales and Lincolnshire. Added to this he is particularly familiar with the Kent Downs AONB having worked in the county for many years, and having recently lead the restoration of Cobham Park.

Ben will be supported by Martina Girvan who will lead on Biodiversity

Suitability to the Role: Martina has worked closely with many technical disciplines including Landscape architects, engineers and masterplanners for both large (e.g. decanting of large MOD barracks) and small developments

(feasibility options for developing LPA owned land parcels). Delivering the schemes from initial survey through to masterplan, planning determination and on site delivery.

Relevance of Experience: Martina has been successfully leading teams of ecologists delivering masterplanning led schemes across the UK with ecology budgets of over £650,000

Renuka Gunasekara – Water, FRA and Blue Infrastructure Lead

Suitability to the Role: Renuka has led feasibility studies, detailed design and site supervision in highway drainage, sustainable drainage and infrastructure schemes, river and coastal flood defences, Strategic Flood Risk Assessments, Water Cycle Strategies and Environmental Impact Assessments. He was the Project Manager of EU funded pioneering Lamb Drove Sustainable Drainage Systems (SuDS) Pilot in Cambridgeshire.

Relevance of Experience: Renuka has led feasibility studies, detailed designs and site supervision in highway drainage, sustainable drainage and infrastructure schemes, river and coastal flood defences, Surface Water Management Plans (SWMP), Strategic Flood Risk Assessments (SFRA), Water Cycle Strategies (WCS), Forecasting and Temporary Defence Plans Deployment. He has promoted R&D, technical innovation and best practice in the UK. He was the Project Manager of EU funded pioneering Lamb Drove Sustainable Drainage Systems (SuDS) showcase project in Cambridgeshire. He has also contributed to the development, review and dissemination of planning policy and guidance in relation to SuDS, surface water management and development and flood risk management, which included PPS25: Development and Flood Risk Practice Guide.

Toby Morris - Sustainability & Resources Lead

Suitability to the Role: Toby is a senior consultant with extensive experience offering advice at all stages of project development from inception right through to detailed design and construction.

He effectively communicates and influences the provision of methodologies, advice and guidance to achieve the highest sustainable design standards possible through the most commercially efficient means.

Recently, Toby has been working with a number of developers on residential led developments, including Bicester Ecotown and Northstowe.

Toby is the Project Manager for Arcadis' multidisciplinary services on the Bicester scheme and recently prepared the energy strategy and true zero carbon components for Phase 1 and 2 of the Eco Town development. The scheme is seen as a major step towards meeting the government's green policy pledges and Britain's transition to a low carbon economy.

Toby is the lead Energy Consultant for the Northstowe Development, and recently prepared the energy strategy and zero carbon components of the New Town development.

The South Cambridgeshire Core Strategy has allocated Northstowe as a site for a sustainable new town with a target of up to 10,000 dwellings and associated facilities and nonresidential areas.

Toby also provides expert technical reviews of all energy and sustainability related submission documents on behalf of the London Legacy Development Corporation.

Phillip Longman – Access and Travel Lead

Suitability to the Role: Phillip has been involved in a wide variety of projects including transport assessments, master planning, urban realm redevelopment, traffic management studies, travel plans, transport strategies, accessibility studies, car parking studies, public transport and pedestrian modelling

Phillip's role on projects has ranged from providing technical support to project and programme management

Relevance of Experience:

Wembley Masterplan, Quintain Estates & Development. Providing transport planning input to Master planning of land around the new Wembley stadium in LB Brent, including access and parking strategies and the production of trip generation models and extensive options testing through highway capacity modelling to inform development aspirations.

Belfast South West Quarter Masterplan, Belfast Development Corporation. Strategic Transport review for the redevelopment of the south west quarter of Belfast City centre. Identifying existing vehicular, public transport and pedestrian movement through the Quarter along with the existing constraints and opportunities to development and provided an appraisal on a series of development options.

Croydon Borough Wide Transport Strategy, LB Croydon. Production of a transport strategy for the London borough of Croydon. Input to all aspects of the strategy, which included analysis of travel behaviour by ward and demographic, identification of existing issues on the transport networks over the whole borough including walking and cycling, mapping projected population change and development aspirations and identifying potential schemes to solve existing problems and accommodate change. The process included engagement with a large number of key stakeholders in the form of workshops and meetings.

Phillip will be supported by Anthony James on Transport Planning

Suitability to the Role : Anthony will provide transport planning support for the resolution of conditions and travel planning.

Relevance of Experience: Anthony has experience of all aspects of development transport planning including CTMPs and Travel Plans.

Stephen Davis – Site Infrastructure, Utilities and Ground Conditions Lead

Suitability to the Role: Stephen has over 25 years' experience in project management, design and delivery infrastructure and regeneration projects in the UK including waterfront, mixed use residential redevelopment and highways schemes. As Technical Director, Stephen will be able to apply this knowledge and his prior experience to provide added value to the project.

Relevance of Experience: Stephen's recent projects include NW Cambridge detailed design; Northstow pre-planning, masterplanning and Bicester Garden Town.

Stephen will be supported by Kevin Tapp in respect of Site Infrastructure

Suitability to the Role: Kevin's connections with the wider Arcadis business on both the design/engineering and consultancy sides are well developed. I have a track record of successful collaboration with the public realm and transport planning teams within Arcadis. I am an experienced highway infrastructure designer but also a well-practiced project and programme manager.

Relevance of Experience: Kevin has extensive experience in working for Dover Harbour Board and Highways England on projects in the east Kent region, I have an understanding of the local highways transportation issues and the expectations of local stakeholders. I and my team have working relationships with Highways England and

their contractor agent in Kent. My experience encompasses trunk road schemes and local road improvements. I have delivered to highway authority clients as well as private developers.

I have experience of delivery to contractors as clients and working in collaboration with contractors. My knowledge of buildability issues / risks is also reinforced by 18 months on the resident engineer team for the A13 improvement through Ford's plant in Dagenham and as designer/site supervisor/PM for multiple smaller local road schemes for Westminster City Council and Transport for London.

Stephen will also be supported by Ric Horobin - Technical Director - Hydrogeology

Suitability to the Role: Ric is a Chartered Hydrogeologist with 20 years' experience in groundwater resource development and management consulting. Ric has a wide range of skills developed through managing diverse teams on multi-national projects. Ric is currently responsible for the technical quality of all hydrogeological and water resource projects as well as managing the team of hydrogeologists and land quality specialists

Relevance of Experience: Ric was responsible for advising Bath & North East Somerset Council on the protection and management of the Bath Hot Springs from 2001 until 2013. He was the PM responsible for the modelling the impact of changes to the water infrastructure in Riyadh, Saudi Arabia, on groundwater beneath the city. He oversaw development of a numerical model to predict the operation and impact of the ground source heating and cooling system installed for the Eastbourne Terrace development, London

Oliver Cannon – EIA Lead

Suitability to the Role: Oliver has been responsible for the procurement, management and successful delivery EIAs for industrial, commercial and residential schemes, as well as other projects in the UK and overseas. This has included:

Management of EIA process from screening, scoping and consultation to assessment and production of Environmental Statements including report review and quality control. Assessment strategy development and guidance. Post-application consultation and queries on ES and other planning submissions. Authoring introductory ES chapters, Non-Technical Summaries, Environmental Management Plans, Sustainability Statements and environmental appraisals

Project management of multi-disciplinary services to support a range of planning application, including Environmental, transport, Infrastructure and Sustainability elements.

Relevance of Experience: Oliver is familiar with the development of robust information to support the potential planning options considered for this scheme. He is experienced in the management and coordination of EIA specialists together with a range of other technical disciplines to ensure delivery of efficient and informed planning submissions.

Oliver will be supported by Caroline Soubry-Smith – EIA

Suitability to the Role: Leads Arcadis Environmental South East offering, providing technical direction. Experienced EIA coordinator and environmental team manager having led numerous highways and infrastructure assessments across the UK. Extensive experience in environmental assessment, design and mitigation, particularly for transport schemes and urban environments. Proficient in stakeholder management including stakeholder meetings, workshops and exhibitions. She is a team player and is experienced in working closely with engineers, project managers and planners and representing the views of her specialist teams

Relevance of Experience: Caroline is experienced at providing pragmatic environmental advice and managing the production of robust but proportionate environmental studies and assessments for a diverse range of projects. She is skilled at leading and motivating multidisciplinary teams and acting as an interface between clients and technical

specialists to ensure that the environmental work adds value to the design process and proceeds according to programme.

As part of her role in environmental assessments, she is experienced in undertaking data collection, stakeholder liaison, public consultation, collaboration with project designers, assessment of impacts, mitigation development, reporting and ES production.

Caroline has an excellent working knowledge of statutory processes (including TWA, Highways Act, TCPA, DCO), legislative requirements and best practice for a variety of development types and specialist disciplines. From this range of experience she can identify the specific needs of a particular project and develop the most appropriate approach to ensure a proportionate and focussed assessment that meets the needs of the client and the consent processes

We have provided full CV's for all our Workstream Leaders and team members at Appendix A.

PART 2: How we will work with the Client during the project

In order to create a successful working relationship between you, the Client, and Arcadis team as your Project Managers we believe that establishing the core principles for how we will work together and what you can expect from us at this stage is critical.

Client's often appoint a Project Management consultancy to manage a project or programme that has not yet been designed fully and where a planning needs to be secured. This means that the project or programme will need further refinement to convert ideas into viable and deliverable proposals ready for implementation. A key skill of our Project Managers is to bring structure and transparency to complex projects and programmes whilst driving innovation and taking on board a diverse range of views, creating a high performing team environment where the solutions are viable, deliverable and optimise the opportunity.

We propose a simple framework that we can adopt that enables us to work effectively with you and our wider team members to achieve the desired outcomes and ultimately viable and deliverable projects everyone is happy with.

The core principles of this framework include:

1 The formal establishment of the development as a project and its governance

The Project Management role includes supporting, assisting and advising The Client on

- confirming the development objectives
- the roles which The Client will discharge
- the responsibilities The Client will meet
- the resources, capabilities, structures, protocols and processes The Client should put in place

2 The Client's objectives

We will support and assist The Client in identifying, refining and defining The Client's strategic objectives in relation to the development

3 The Client's roles and responsibilities

We will support The Client in agreeing and setting out The Client's roles and responsibilities with regard to the overall leadership and progression of the Masterplan

4 The Client's resources, capabilities, structures, protocols and processes

We will support and assist The Client In refining and defining the resources in terms of personnel, management time, financial expenditure and other resources which The Client, might, should or must deploy to the development at its various stages

5 Decision making, reporting, meeting management etc

We will: -

- establish appropriate channels of communication between The Client , the professional team and other key stakeholders
- understand The Client's decision making processes and establish and agree an appropriate reporting machinery
- Convening, chairing of and attendance at Client, Team and Project meetings
- set out the function and responsibility for recording minutes of those meetings and the appropriate circulation of them
- communicate and distribute Information appropriately and in a timely manner
- provide information appropriately and in a timely fashion
- notify The Client of decisions required of it
- agree with The Client the limit of any authority to be delegated to The Development Manager to change or otherwise amend Instructions to The Client's team under delegated authority

This is how we propose to work with you but from the outset we will review and refine this framework to ensure we agree on how we will work together and deal with opportunities, issues and risks. The environment we believe this will create is one of genuine partnership based on the principle of transparency, honesty and the power of the whole team working together towards the common objectives and high quality outcomes.

Leading a high performing professional services team

Arcadis understands that appointing and managing technically capable and reliable sub-contractors, suppliers and consultants will be a key ingredient in delivering successful outcomes for this commission. We will create similar frameworks and partnering principles with all members of our team to ensure they understand what is expected and are clear on their responsibilities; are supported by us as the lead Project Manager and by the Client's team; have access to the necessary information and decision makers at the right time; and, can bring the best of their organisations to this project to deliver real change.

Where further consultants are required our approach will involve vetting potentially suitable suppliers for:

- Relevant experience in the type of work;
- Extent of resource capacity, availability;
- Team member CV's including qualifications, skills and experience;
- Management approach, quality systems and accreditation;
- Financial standing, stability and the level of guarantees the supplier is able to provide;
- Environmental performance and existence of an Environmental Management System to relevant standards; and
- Client references

All projects need to be managed and reported within a governance structure with a strategic responsibility for overseeing the overall direction and development. We will be accountable to the Otterpool Park Collaboration Board for ensuring the Client's desired outcomes are achieved.

We will establish processes that achieve clarity and efficiency of decision making through the use of a decision making action tracker that identifies a sequence of meetings, key decisions, actions to ensure absolute clarity on our input, actions and role.

Creating a Project Plan

Once the Client Brief has been set we will then put in place procedures to control, monitor and manage the project and we do this by creating a project plan (Project Execution Plan). Charting actual progress of the project against the proposal will enable key milestones and decisions to be evaluated on a regular basis and defining the project scope at the outset will establish where the boundaries of the project lie and will help keep everyone's expectations realistic and achievable. The Project Execution Plan will also include a robust change control process that is embedded in the project and adhered to by the project team.

This document also establishes a common set of information owned by both the client and project team; provides clarity of how the development process is to be managed and controlled and defines the controls and procedures that will be required to ensure that the team works successfully together. Typically the Project Execution Plan will include:

- Client vision, aims and objectives and confirmation of client brief
- Project directory, establishing a comprehensive list of participants
- Clear roles and responsibilities
- Master programme with defined milestones
- Communication strategy
- Community engagement strategy and plan
- Reporting formats and meeting schedules
- Overall financial dynamics of the project
- Quality requirements
- Risk assessment and management regime

We propose that a clear communication framework is adopted between the Arcadis team and you the client to ensure effective liaison and communication throughout the project. We would propose that this will include:

General Information

All communication will be clear and concise. To avoid loss or confusion, we propose that all correspondence will have "Otterpool Park Masterplan" as a primary reference. Sub titles to identify the subject of correspondence will also be used for example 'Otterpool Park Masterplan –Environmental Impact Assessment'.

We propose that email will be the primary mean of communication. Letters will only be used for formal or contractual correspondence.

Circulation and Lines of Communication

Communication between the client's representatives and Arcadis regarding the delivery of the commission will be undertaken formally between the Client's Project Manager and Sarah Whittington as Project Director for Arcadis. Any formal requests for information will also be channelled through the Client's Project Manager.

Arcadis team members, following agreement with Sarah, are requested to liaise directly with identified officers and stakeholders and report discussions and actions back to Arcadis. Conversations whether direct or by telephone between the parties involved are acceptable to expedite progress of the project whenever appropriate. Sarah must

be made aware (preferably via email) of the content of the conversation if any discussion has an impact on the project programme, or identified milestones.

Creating the Otterpool Park Project Steering Group

It is important that a Project Steering Group is established from the outset as a collaborative forum where we can all share information, debate ideas and make decisions that move this project through the key stages of masterplanning towards the preparation of the outline planning submission.

The Project Steering Group will be attended by the client's representatives, Arcadis' Project Director, Design & Masterplanning leads, Planning and Technical Leads, with any technical leads or advisors, by advanced agreement.

We will discuss and agree with you at the Inception Meeting the representatives from Shepway Council and Cozumel Estates. Given that a Collaboration Board has already been established by the dominant land owners for this scheme we would propose that the Project Steering Group is established as a working group that makes recommendations for decisions and approvals to the Collaboration Board on a monthly basis. There will also be progress updates and ad-hoc workshops where members of both the Collaboration Board and Project Steering Group may need to come together.

At this stage we have based our proposal on monthly Project Steering Group meetings. We recognise that during certain points in the programme we will need to be flexible around this, particularly when the steering group meetings need to take the form of workshops to download and work through technical aspects of the masterplan and the outline planning submission documents.

We will ensure that:

- Agendas are issued at least 5 working days in advance with the flexibility of adding ad hoc agenda if absolutely necessary due to the pace of the programme;
- All actions and decisions are recorded succinctly in a format to be agreed from the outset, with clear ownership of actions;
- A risk register will be produced at the outset, updated and reported at each meeting;

We have assumed that Project Steering Group meetings will be held at either Milbank Tower or Shepway Council offices but it may be appropriate to use of Arcadis', Farrels and Barton Willmore offices in London on some occasions; Alongside Project Steering Group meetings we will issue a progress report update between the monthly meetings and this will be circulated by email.

Project Confidentiality

Details of discussions with held within Project Steering Group and other forums relating to this project will remain confidential, unless prior permission is obtained from the Client Project Manager.

Arcadis' team members will not disclose any details of the study to any party not directly associated with the project unless specifically requested to by the client. Any information issued must be copied to the Client Project Manager and Sarah Whittington.

The details and content of any consultation with stakeholders will be agreed at the Inception Meeting and subsequently agreed in advance with the Client's Project Manager and the Sarah Whittington.

Discussion or comment to the media is expressly forbidden unless agreed with the Client's Project Manager and any appointed Public Relations representatives.

How we will work as a multi disciplinary team

Our UK and global Arcadis offices are joined together through the use of Skype software. This allows us to effectively communicate with one another wherever we may be and includes the ability to screen share and hold design critiques, document reviews, etc, in a virtual office when needed

Our carefully selected sub-consultants are employed under clear and unambiguous briefs but with a familiarity of previous shared experience to promote good working relationships

Our development, engineering and environmental teams working in tandem. Our Project Director and Project Managers are specialist in land re-development for new communities and they provide Project Management resilience.

Arcadis uses a shared project file server using Office 365 / Share Point. Access can be granted to our sub consultants and our clients so we propose to establish access for the Otterpool Park Scheme.

In addition to client progress meetings and workshops we will also hold internal design team workshops bringing key individuals and disciplines together to promote open and transparent design and rapid resolution of problems. We hold Technical Reviews working cross-discipline at key stages

We formalise project team management through written instructions featuring the what, by when and in how much time specific tasks are required. We also provide clear instructions on who is checking and approving work for each discipline.

Ensuring Outputs & Programme Delivery

The Project Manager will ensure the project outputs are delivered to the agreed timeline through the aid of the following:

- Transparent and open communication with the client throughout the project;
- Weekly internal progress updates shared amongst the design team;
- Fortnightly internal team meetings, followed by a progress report to the client highlighting key issues, progress compared with programme, updated risk register, summary of next steps;
- Built-in team resilience which includes a healthy team resource and team hierarchy for the core leads of Landscape Architecture and Highways and Civils services;
- Deputy Project Manager & Project Director will provide management / client liaison support as needed;
- A project risk register developed through workshops held early during each work stage. Risks will be allocated owners who are best placed to address them, regardless of whether client, consultant or contractor. Risks will be reviewed at progress meetings with new risks added and old ones closed out. Costs will be allocated to risks and mitigations;
- Arcadis quality assurance and document issue procedures will be followed as well as key requirements (to be agreed) for protocol reporting to the Collaboration Board/Steering Group;
- Arcadis team sub-consultants will be appointed by contract with clear scope and commercial arrangements in accordance with the HCA Contract and Arcadis sub-consultancy agreement;
- Proactive change management, including variations & scope changes, to be highlighted through early warnings with the client and in accordance HCA Contract
- Weekly verbal / email updates on previous week to the Client Project Manager at beginning of each week.

How we will deal with changes during the project

In forming the Project Team for this commission we have considered the key roles and responsibilities and who within Arcadis and our partner organisations are best placed to meet the requirements of this brief. Our Project Director, Sarah Whittington, will have the overall responsibility for ensuring the most effective team is formed and

will ensure that the Clients priorities are held as the key drivers for the project throughout. The approach we adopt will ensure the most effective project team will be assembled by:

- Determining the skill sets required within the project team to deliver the scope of works;
- Agreeing who is the right person for each role within the team, considering both internal and external resources;
- Ensuring that the individuals have the capacity and availability for the duration of their involvement in the project; and,
- Involving, where appropriate, the key stakeholders in any changes to the team

In forming the team the Project Director and Project Manager will establish a 'high performing culture' by developing whole team practices for openness and transparency and partnership working with you to enable key issues to be addressed frankly and openly. Once the team is formed, we will conduct a workshop to set up "delivery for success" through establishing a Project Charter and Project Execution Plan. We will share this with you at the Inception Meeting.

Our approach to guaranteeing/maintaining the Project Team

Our Resource Management team manage efficient and effective deployment of resources in order to maximise utilisation across the business and to ensure we mobilise the right team and resource to avoid changes during project delivery. This is done by understanding the skills and capabilities of our people, resource planning, abilities to mobilise, career aspirations and cost.

However, it is inevitable that over the course of a 2 year programme we will encounter staff changes. We provide assurance to you that this will not affect the quality of our professional advice and the outcomes we deliver. We will maintain open and transparent communication with you at all stages, keeping you up to date on resourcing matters related to this commission.

We have a number of tools which provide visibility of what our resource pool is and our working policies encourage and support employees in working flexibly to promote work life balance and family commitments as well as supporting mobilisation.

QUESTION

4. INFRASTRUCTURE:

Please detail your approach to identifying and solving infrastructure challenges.

RESPONSE

Our approach to identifying the infrastructure challenges and bringing forward deliverable solutions would be through an holistic approach integrating transport planning and engineering elements with environmental, green and blue infrastructure, together with social, community and economic infrastructure. This would be through the workstream approach whereby our technical leaders take responsibility for taking account of the priorities of the project and highlighting and addressing infrastructure for each technical area, in a co-ordinated way with the master planning and project management teams. This approach has been successfully used by us on other projects similar to Otterpool Park including NW Bicester Eco Development and Northstowe new town. The specific work streams would allow us to target problems and progress through to resolution, in conjunction with consultees and key stakeholders.

We have assumed in our approach that the requirements for social, community, education, health and economic infrastructure will be identified under separate commission from the client but we would work with them collaboratively to identify and address challenges. We would however be able to offer these aspects from within Arcadis if required.

For each technical area, we would take an approach whereby we identify the challenge, examine what solutions would contribute to achieving the principles of the Vision, assess impacts on costs and viability and identify appropriate phasing, ensure solutions would be acceptable with stakeholders and identify the environmental impacts. Through this process we would aim to arrive at infrastructure provision which is deliverable and acceptable and achieves the Vision for the Garden City.

Figure 1: Finding the Right Infrastructure Solutions



Each workstream leader would contribute to the management of the project by inputting to the decision log, risk register and gateway review process.

Our project team would make use of GIS to produce a database of environmental information, both gathered data and that available from Local Authorities for use throughout the masterplanning and EIA phases.

Technical Studies

To enable identification of challenges and appropriate solutions, we envisage undertaking the following technical studies:

- Topographical survey
- Biodiversity and Green Infrastructure strategy
- Access and travel strategy including spreadsheet traffic model and junction capacity assessments;
- Highway infrastructure options
- Appraisal of energy and sustainability options
- Soil resource plan
- Phase 1 Geo-Environmental Desk Study and potentially site investigations (to be determined)
- Heritage Impact Assessment
- Waste strategy
- Integrated Water Management Strategy (IWMS)
- Air quality and noise and vibration modelling and assessments

Infrastructure challenges

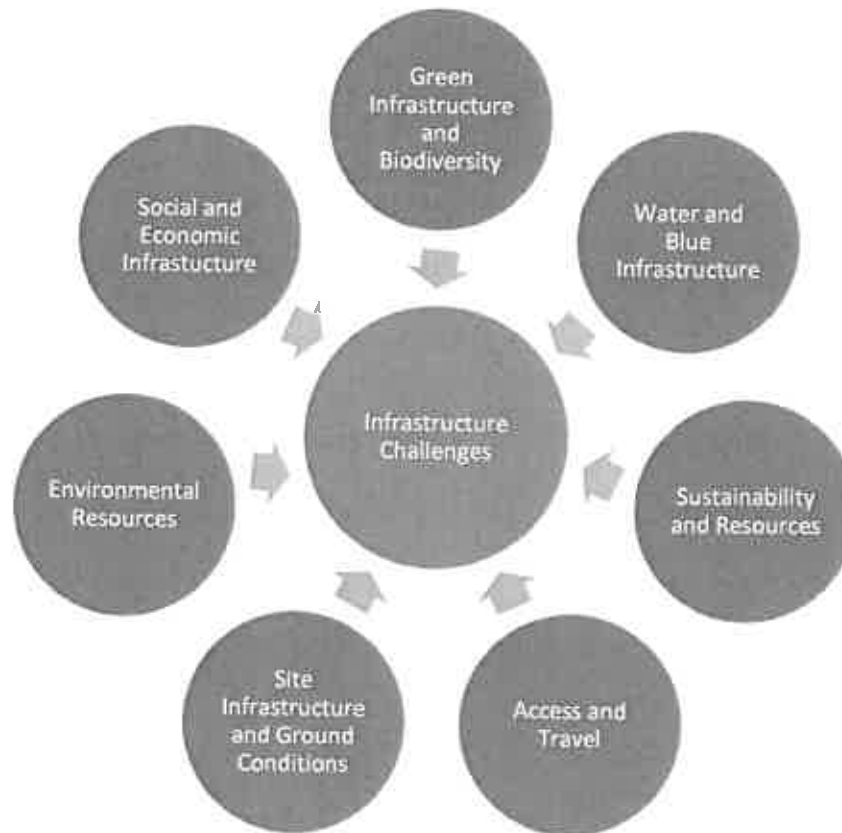
We have set out what we see as the potential key challenges at this stage and ideas as to how these might be addressed. It should be noted that we have no fixed ideas at present as to the right solutions for Otterpool Park as they will emerge out of the process.

Phasing of infrastructure will be a key challenge across each aspect and we will contribute to the Phasing Plan for the development, with the aim being to ensure infrastructure requirements do not present a constraint or halt to development and the cost impacts can be managed.

Case Study: Northstowe Phase 2 Development, Homes and Communities Agency

We undertook technical assessments at an early stage to demonstrate to the satisfaction of the highway authority that a second primary road and dual carriageway link road previously included in an early framework were not needed to deliver the Phase 2 3,500 homes. This enabled a substantial reduction on the infrastructure costs and assisted in the viability of the scheme. We continue to advise on the infrastructure phasing for the development.

Figure 2: Infrastructure Challenges



Green Infrastructure and Biodiversity

The Principles: Embracing and enhancing the natural landscape character of the area, providing a good quantity and diverse networked range of green open space of the highest quality (with the ambitions of this representing at least 40% of the land take). Approaching masterplanning from a landscape perspective.

Challenge	How we might address it
Where are we?	<ul style="list-style-type: none"> • Placemaking including the establishment of character and Identity will feature strongly in the strategy for landscape and GI. We will design distinct places where people want to live, work and play. • GI and Landscape will be utilised to positively enhance desirability of the scheme for potential residents, and convey a positive impression of the scheme to the wider community and transient users, through designs offering identity, beauty and delight.
Integration of existing communities	<ul style="list-style-type: none"> • The landscape scheme may address such issues as access, views/visual amenity and outdoor recreational needs and desires of the existing communities, as well as, where necessary landscape mitigation measures such as buffer zones.

Challenge	How we might address it
<p>Minimise impact on existing landscape and heritage features</p>	<ul style="list-style-type: none"> • GI will assist in the protection, interpretation, articulation and integration of existing landscape, heritage and ecological assets. • Existing landscape character within the site provides an opportunity to inform the schemes proposed character areas. Landscapes beyond the site will be considered, with particular reference to the Kent Downs AONB. The strategic landscape structure of the site (such as new woodland, tree belts and vegetated margins to water courses, as identified in the 2004 Kent LCA, and which would, for example, present opportunities to visually contain areas of new development in views from the sensitive AONB) so that likely landscape and visual impacts are designed out, rather than simply requiring mitigation or compensation.
<p>Encourage healthy lifestyles and community interaction</p>	<ul style="list-style-type: none"> • The Green Infrastructure will substantially assist in catering to the cultural, social, recreational and educational needs of the community. It will be fundamental in raising the quality of life, and facilitating/encouraging healthy lifestyle choices for new and existing residents, as well as fostering a sense of community and facilitating human interaction. • This may be achieved, for example, through the provision of facilities for local food production (allotments and community orchards, for example), safe, attractive walking and cycling routes, sport and play provision and attractive, functional communal spaces. • Provision of access to nature and to the open countryside beyond the settlement. • Provision of a diverse network of green spaces, and high quality public realm, easily accessed from homes.
<p>Protect and enhance biodiversity</p>	<ul style="list-style-type: none"> • The existing fauna and flora will be mapped, identifying where habitats must be retained and where creation and or enhancements of habitats is most beneficial. The strategy will set out measures for protecting and enhancing existing features, for example bat foraging routes requiring dark corridors, with additional planting to connect currently fragmented areas would be designed into the proposals. The potential to enhance elements of the site for translocation/ habitat creation requirements within the site would be maximised.
<p>Enable ease of navigation/legibility</p>	<ul style="list-style-type: none"> • Create characterful, distinct neighborhoods through use of layout, materials and planting. Landscape input to design of the streetscape, including a clear street hierarchy, will play a major role in this.

Challenge	How we might address it
Integrate Blue Infrastructure	<ul style="list-style-type: none"> Utilise the functional aspects of the scheme to best advantage – for example capitalising on the amenity and biodiversity value of Sustainable Urban Drainage System (SUDS) features such as swales and attenuation ponds.
Climate change adaptation	<ul style="list-style-type: none"> Multi-functional benefits of street trees can be utilized for example to reduce Urban Heat Island Effect and provide shade to dwellings. Plants will be selected for ability to withstand drought and in consideration of their particular water demands. Biodiversity roofs and three dimensional living walls may be utilised on buildings to reduce heating/cooling requirements. Rain gardens will also be incorporated where possible.
Quantifying eco-system services	<ul style="list-style-type: none"> Use of the Natural Capital approach to qualify and quantifying the ecosystem services delivered by the existing site, and the proposed design. In the context of Otterpool this would be assessing the multifunctional benefits of the existing green and blue infrastructure with the aim to maximise these services within the context of the proposed masterplan development, both qualitatively and quantitatively, potentially by monetising those services. Services such as, flood attenuation, passive cooling, recreational value, health benefits, biodiversity value etc. <p>Not only does this approach facilitate decision making process amongst technical specialists and cost accountants but it assists with the delivery and demonstration of net gain with regards to biodiversity and therefore a smooth planning determination process.</p>

Case Studies: Natural Capital Led Design

Our experience in delivering Natural Capital led design and assessment on NW Bicester Eco Development and Silvertown Tunnel Crossing for TfL have resulted in securing the best value for money for biodiversity along with the greatest flexibility regarding mitigation. This approach has enable us to:

- Maximise design efficiencies;
- Facilitate Internal and external stakeholder engagement;
- Ensure smooth progress through the planning process by detailing the additional benefits the masterplan will provide;
- Demonstrate the net gains of the design and provide confidence regarding delivery post planning determination;
- Fulfil CSR responsibilities while maximising brand value.

Water and Blue Infrastructure

The Principles: enhance natural blue assets and make best use of technologies in energy generation and conservation and climate change adaptation and mitigation	
Challenge	How we might address it
Manage water demand and storage	<ul style="list-style-type: none"> • Water Recycling • Demand Management • Surface Water Storage Requirements • Rain gardens and swales • Strategic SuDS Network Outline • Integrated water cycle management system approach • Design biodiversity roofs and 3 dimensional living walls that do not require Irrigation
Provide adequate space for drainage	<ul style="list-style-type: none"> • Allocate adequate space within the masterplan to accommodate SuDS proposals • Areas and phasing of drainage identified within masterplan
Prevent flooding on site and downstream, prevent impact on existing drainage infrastructure	<ul style="list-style-type: none"> • Identify flood extents and necessary flood mitigation • Application of SuDS methods integrated into green infrastructure • On site waste water treatment
Prepare a suitable water cycle strategy for the site	<ul style="list-style-type: none"> • Water recycling options including rainwater harvesting, green water re-use, grey water reuse targets for development

Sustainability and Resources Infrastructure

The Principles: Maximising economies of scale and capturing land value to deliver new technology...for energy and make best use of technologies in energy generation and conservation and climate change adaptation and mitigation	
Challenge	How we might address it
Highly efficient buildings with low energy demand	<ul style="list-style-type: none"> • Minimise energy demand through fabric efficiency and the incorporation of passive design measures. The proposed development would adopt appropriate future proofed building standards to ensure energy efficiency is the first priority in achieving its carbon reduction and sustainability objectives • Passive design measures could include biodiversity roofs, rain gardens and other green infrastructure which will also serve climate attenuation in general • Supply energy efficiently. Reduce energy consumption through use of low-carbon technology. The following options would be considered: • Connection to existing heating or cooling networks; Site wide Combined Heat and Power (CHP) network and Communal heating and cooling.
Make best use of technologies in energy generation and conservation	<ul style="list-style-type: none"> • Various technical, environmental, social and economic constraints associated with each technology would be considered to explore the options available for the masterplan site. • Environmental Appraisal <ul style="list-style-type: none"> ○ Carbon reduction potential ○ Impact on surrounding landscape

	<ul style="list-style-type: none"> ○ Impact on local biodiversity ○ Environmental Quality – noise, air quality ● Social Appraisal <ul style="list-style-type: none"> ○ Governance ○ Equity ○ Health and Wellbeing ● Economic Appraisal <ul style="list-style-type: none"> ○ Typical cost ○ Typical payback ○ Incentives / Grants ○ Phasing (cash flow) ○ Connecting Infrastructure ○ Land Values ● Technical Appraisal <ul style="list-style-type: none"> ○ Physical factors ○ Connecting Infrastructure ○ Integration with other technologies
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Access and Travel

The Principles: Maximising investment in and the use of infrastructure assets and prioritising walking, cycling and sustainable transport	
Challenge	How we might address it
Highway capacity and road safety – on the local and strategic road network	<ul style="list-style-type: none"> ● Develop sustainable travel infrastructure to minimise car use ● Develop Masterplan with walkable neighbourhoods and accessible land uses ● Consider how highway infrastructure integrates or needs to be separate to existing highway access in the area ● Options for junction upgrades/ improvements to be considered (13 local junction likely to require options) ● Measures to minimise traffic routing through existing communities to be developed ● M20 J11 and Operation Stack issues would be addressed through separately commissioned assessments
Provision of public transport access to jobs and key services and facilities	<ul style="list-style-type: none"> ● Infrastructure improvements to Westenhanger Station to create public transport interchange, park and ride and attractive passenger facilities ● Enhanced services between Ashford and Folkestone ● A local bus network to serve Otterpool Park with bus priority features ● Wider connections will be required to nearby destinations including Hythe, Folkestone, Ashford and Canterbury. ● Provision of a bus interchange in the vicinity of the main local centre with bus stands/public transport interchange at Westenhanger station.

An attractive cycling and walking network

- Provide extensive and safe cycle network as an integrated part of the landscape and land use strategy.
- Provision of secure cycle parking at Westenhanger station and at key services and facilities
- Maximise the Natural Capital (including biodiversity and amenity) value of the network by green infrastructure design with input from all of the technical specialists.

Case Study: NW Bicester Eco Development, A2 Dominion

Arcadis developed an access and travel strategy and travel plan for the development which aims to achieve 50% of trips by non-car modes and create a high quality, healthy environment for walking and cycling. This was not just an aspiration but has become the reality with the introduction of the bus service for the first phase in June 2016.

“Grayline Coaches will officially launch its brand new, low emissions zone compliant bus service from Elmsbrook at NW Bicester, the country’s largest true zero carbon housing scheme, on Wednesday 8th June – providing six weeks free bus travel to new residents.

Working with lead developer A2Dominion, the 30 minute service will operate from 6.30am to 7.30pm Monday to Friday and 8am to 6pm on Saturday taking residents down the Banbury Road into Bicester town centre and serving Bicester Village Train Station at peak times, picking up additional patronage on route.

A2Dominion has subsidised free travel for this limited time, to incentivise residents of the new Elmsbrook community to try alternative sustainable modes of travel.

All homes at Elmsbrook are located within 400 metres of a bus stop and an in-home information system provided to all households will also give residents real-time bus information from their nearest stop, making public transport more accessible.”

<http://nwbicester.co.uk/2016/06/4223/>

Site Infrastructure and Ground Conditions

The Principles: Support the vision for the development through provision of site infrastructure	
Challenge	How we might address it
Potential for soft ground or constraints for likely foundations and landfill site to the north of the industrial area	<ul style="list-style-type: none"> • Undertake Phase 1 Geo Environmental Desk Study for the whole site to determine the history and environmental context of the area • Subject to agreement undertake intrusive investigation across the site to obtain information about the underlying geology / ground conditions and land / groundwater quality.
Reduce the amount of material being removed / cut fill balance / reuse of topsoil in gardens etc.	<ul style="list-style-type: none"> • Ensure efficient soil management across the whole master planning area
Address off-site impacts on service infrastructure	<ul style="list-style-type: none"> • Consider combining facilities on site e.g. combined energy/ waste water treatment
Identification and management of long lead-in utility infrastructure works	<ul style="list-style-type: none"> • early engagement with statutory undertakers • consider multi-utility supply approach incl inset agreements

Provide adequate space for utilities

- Allocate adequate space within the masterplan to accommodate service infrastructure
- Areas and phasing identified within masterplan
- Planned for a coordinated approach to service routes and to prevent impacts on the environment.

Environmental Resources

The Principles: healthy and sustainable environments, maximising the visibility and enjoyment of local heritage assets

Challenge	How we might address it
<p>Soils Resources & Agricultural Quality Provisional data shows that the site comprises predominantly Grade 2 land, i.e. best and most versatile (BMV), with small areas of Grade 3a and 3b.</p>	<ul style="list-style-type: none"> • Use land of lower grade where possible for development • Demonstrate the relatively lower importance of BMV land in this area • A Soil Resource Plan, as part of Materials Management Plan, must show how soil (topsoil and subsoil) resources will be re-used (in line with the Defra Construction Code) and integrated into the development. • Green Infrastructure proposals must then ensure continuation of the services currently provided by the soil i.e. flood risk attenuation, water filtering, biodiversity, food production etc.
<p>Heritage Provisional data shows that the site contains one scheduled monument – Westhanger Castle, two grade I listed buildings and five grade II listed buildings. There are also a range of designed heritage assets within 1km of the masterplan area including registered parks and garden which share boundaries with the masterplan area.</p>	<ul style="list-style-type: none"> • A Heritage Impact Assessment must demonstrate how the significance of these sensitive resources will be retained by the development • Consider in the masterplan how heritage assets can be protected and public understanding and enjoyment can be maximized
<p>Water Resources The site is on a principal aquifer (the Lower Greensand)</p>	<ul style="list-style-type: none"> • the Impact on groundwater will need to be considered sensitively and strategically. There are no major groundwater abstractions near the site, but they could well be minor ones.
<p>Air Quality Impacts from new and existing vehicle emissions and forms of proposed on-site energy production</p>	<ul style="list-style-type: none"> • Identification of current areas with any issues • development of sustainable travel measures with no or low emissions • consideration of air quality issues in discussions on energy proposals
<p>Noise & Vibration Interaction of the sensitive residential with the proposed commercial in a mixed use scheme along with the impacts of the current noise climate and sources on the proposed sensitive elements of the design</p>	<ul style="list-style-type: none"> • Design may need stand-off distances or mitigation similar to those we developed for West Warminster Urban Extension

Social and Economic Infrastructure

The Principles: a significant proportion of self-containment, local neighbourhood shopping centres, an attractive town centre, maximising visibility and enjoyment of local heritage assets, strategic new employment space and ultra-fast IT enabled community	
Challenge	How we might address it (note that advice is assumed to be provided by social and economic consultants)
Create a place where people can both live and work	<ul style="list-style-type: none"> • Provide land for a mix of employment types in accessible locations • Provide IT infrastructure such that home working is encouraged
Appropriate integration of existing communities	<ul style="list-style-type: none"> • Integration through good walking and cycling connections to facilities and services • Landscape buffer and arrangement of land uses to maintain existing communities as separate entities
Provide a viable and vibrant town centre	<ul style="list-style-type: none"> • A flexible masterplan to enable responsiveness to town centre requirements
Provision of social, education, health and community facilities	<ul style="list-style-type: none"> • Create strong neighbourhoods and identify land use requirements for social and community infrastructure

Case Study: Northstowe Phase 2 Development, Homes and Communities Agency

The Phase 2 development of Northstowe includes the town centre comprising a mix of retail, employment, leisure, social and community uses, a town park, primary schools, secondary and further education campus and sports campus. We have worked alongside the clients' team and with specialist social and economic consultants to support through design and phasing, the potential for a vibrant and viable town centre and facilities that can be phased over time alongside the growth of the development.

QUESTION

5. CHALLENGES:

Please describe your approach to the planning challenges and risks you anticipate may be faced.

RESPONSE

Planning Challenges

The promotion of projects the scale of Otterpool Park gives rise to a range of challenges for the decision making basis. These will evolve and change as the promotion progresses.



Scheme Principle Challenges and Approach

We assume that there is broad support for the principle of the development within the Council, given recent Cabinet meeting outcomes. The issue will be to embed that support into the defined scheme and to secure the support of those that remain unconvinced.

Whilst there may be support for the principle of the development or at least its consideration, the concept of the development and hence why people support in the first instance will vary. Stakeholders and the community will often respond that they were unaware of the scale, or didn't appreciate or are concerned as to the wider consequences. Sometimes, whilst the concept is supported, the scheme proposed isn't what was envisaged or hoped for. This can also manifest into a fear of making the wrong decision or giving permission too cheaply. Comments such *"We need to be sure that we have got this right"* or that *"This needs to be the best"* are typical. This is accentuated in multi-phase projects to be developed over an extended time period.

Our approach would be to provide a response that is evidence based, with the issues identified and tested through focused engagement and consultation, in the context of an agreed programme enshrined through a Planning Performance Agreement (PPA), or similar. We will work with the client team and stakeholders to set the vision at

an early stage, which is seen as being essential, as this sets the defining objective of the project. All issues would be identified and tested, through our proposed “workstream” approach and stakeholder sign-off secured.

In promoting NW Bicester, the Government had set out in the supplement to the PPS1 the key performance criteria for the ‘Eco Town’. One of the challenges we successfully addressed was how to apply and develop these criteria alongside with the aspirations and needs of the community. At an early stage, we prepared a project brief with the LPA and key stakeholders. This set out the key aims and objectives and the approach to delivering the project. Key evidence was assembled and prepared including town wide transport modelling and population forecasting, so that the future growth of the community could be tested and understood. We would seek to develop a similar approach for this scheme.

Policy Challenges and Approach

Development Plan: Section 38(6) of the Act requires the application to be determined in accordance with the Development Plan.

The Development Plan comprises of the Shepway Core Strategy (adopted 2013) and saved policies of the Local Plan (2006). The proposal is not identified in the adopted development plan.

The Council consulted on its Places and Policies Local Plan: Issues and Options Consultation (Regulation 18) in March 2016. The document is anticipated to be published for consultation (Regulation 19) later this year, although no date is currently known. Once adopted, this document will replace the saved policies of the Local Plan (2006). The Shepway Policies Map will be replaced on adoption of the Places and Policies Local Plan.

The Local Development Scheme (2015) states that the Core Strategy Review evidence base gathering began in late 2015. It is anticipated that the first round of consultation will take place in summer 2018.

At the scale proposed, any application could be alleged to predetermine the outcome of the local plan. It is therefore fundamental that the emerging development plan provides for the proposal and identifies the site as a strategic allocation.

The master plan would be prepared in tandem with the emerging Development Plan and indeed, there is some merit in this as it will help the formulation of the evidence base. That said, it is likely that the Council would wish for the Development Plan to be sufficiently advanced before granting permission. It is also open to the Council to adopt the master plan as non-statutory planning guidance. The Council can also bring forward an Area Action Plan but this will add to the process, cost and timescales.

At *Bicester*, the Council brought forward a site specific strategic allocation and an SPD, informed by the master plan, which provided the basis for subsequent phased Outline and Reserved Matter applications. We would work with the client team to assist in developing the appropriate planning strategy for Otterpool Park.

Government Policy and Guidance: The NPPF and PPG sets out the Government’s policy and guidance in respect of range of matters which will be taken into account.

Of fundamental note is the recent publication of the Government’s prospectus on Garden Settlements. This guidance and the matters that are identified as being required to be addressed in any submission should form the agenda for the promotion. Beyond the eligibility requirements for location, promotion and necessary stakeholders, there are number of issues that we will work with the client team to deliver:

- a strategy for community involvement to help ensure local support
- high quality design - ‘well-designed, built to a high quality and attractive’
- part of a wider strategy to meet local needs, but with a commitment to deliver over and above objectively assessed need
- viability and deliverability, with reference to infrastructure, land value capture, minimising land costs and deferral of land receipts.

From a planning perspective, the prospectus provides a real opportunity to bring forward new settlements across the country. The recently released publication by TCPA, 'Practical Guides for Creating Successful New Communities' is likely to provide a useful framework in this respect. Our integrated planning and design teams are experienced and effective at putting together attractive and compelling submissions to successfully promote large scale residential-led new communities. In addition to our work at *Bicester*, we have a thorough understanding of Garden City principles and were one of five practices shortlisted in the Wolfson Economics Prize 2014 for how to deliver of a new Garden City.

Process Challenges and Approach

Planning Status: The aim must be to secure the planning status of the site to enable funding and certainty regarding impact and planned mitigation. It is assumed that the application will be parameters based. Our work on both *Barking Riverside* and *Bicester* have been based upon scheme parameters, reflected in both drawings and a written documents and are enshrined within the terms of the Outline Planning Permission (OPP). The OPP then provides a platform for the successful implementation of the development. A site-wide, outline planning permission was secured at *Barking* whilst at *Bicester*, a number of applications are being promoted in the context of the master plan.

Our planning strategy for *Bicester* has been to develop a Masterplan to form SPG for the development including undertaking EIA and technical assessments on the overarching masterplan for all 6,000 homes. This has enabled flexibility on bringing forward parts of the development in line with housing build out, infrastructure phasing, and landowner aspirations in various planning applications. Each planning application has been prepared in line with the agreed Masterplan and technical assessments, thus saving time and effort in gaining agreement of the planning authority. Where other developers within the Masterplan area have not complied with the established Masterplan, this has led to delay and decisions have not yet been made.

There is merit in both planning routes outlined. We would discuss and agree with the client team the most appropriate approach to achieving the required planning status, with due consideration of key issues, including land ownership and control.

Consultation: To achieve buy in from stakeholders and the wider population, we would suggest that consultation and engagement commences at an early stage and continues throughout the project. The aim is to build support for the scheme, with the vision reflecting the aims and ambitions of all and the stakeholders committing to the project timetable. (Refer to Q6 for greater detail on our approach)

Technical Challenges and Approach

Notwithstanding broad support for the principle of the scheme, successful promotion of the scheme will require the detailed impacts of the scheme to be understood and the delivery of the key benefits and mitigation to be assured. There are a range of technical challenges that will need to be addressed to ensure the robust promotion of the site, its allocation and indeed, the grant of permission. These include:

Designations: As set out in the Shepway Proposals Map (2013), parts of the site fall within the following designated areas:

1. **Site of Nature Conservation Area;**
2. **North Downs Character Area;**
3. **Special Landscaped Area (Policy CO4);**
4. **Ground Water Source Protection Zone (Policy U4);**
5. **Area at risk of flooding;**
6. **Lydd Station Safeguard Area (Policy TR3);**
7. **Employment Opportunities Area (Policy E2 and Core Strategy Policy SS4);**
8. **New/enhanced recreation/ leisure facilities (Policy LR5).**

Our technical teams are experienced in assessing the constraints placed by these designations, and mitigation strategies that will inform the development of the masterplan.

<p>Landscape and Green Infrastructure: Given the largely agricultural nature of much of the site, a number of challenges and opportunities have been identified. Optimised solutions would be developed through:</p> <ul style="list-style-type: none"> • Clarification of key stakeholder expectations on GI • Protection of the setting of the nationally important Kent Downs AONB, the Sandling Park and Lympe Park Registered Parks and Gardens, and the surrounding locally valued Special Landscape Area. • Protection of key views from these areas, and from the North Downs Way, Saxon Shire and Elham Valley long distance paths. <p>Protection of the existing amenity of residential property in the settlements Lympe, Westenhanger, and Barrow Hill.</p>	<p>Flood Risk: The site is drained via a series of watercourses eventually culminating in the East Stour, which runs through the northern section of the site.</p> <ul style="list-style-type: none"> • There are Flood Zone 2 and 3 within the river corridor through the site. Our approach to design would seek to better the situation through the design of an integrated landscape design incorporating a blue/green infrastructure strategy that not only mitigates flood risk but enhances the quality of the scheme. • The study area contains several large waterbodies, which would be enhanced through the Sustainable Urban Drainage System (SuDS) principles: amenity, biodiversity, quality and quantity. • Surface Water Flooding is likely to be an issue at points across the site and will require a comprehensive SuDS strategy which is developed from an early stage. <p>We have successfully developed solutions to address flooding/surface water management on a range of strategic schemes, including Bourn Airfield and Northstowe in Cambridgeshire, and <i>Bicester</i>.</p>
<p>Soils Resources & Agricultural Quality: If detailed assessment work confirms the land is predominantly Best and Most Versatile (BMV) land then this poses a challenge. There are no measures available to mitigate for the loss of BMV land, but we may be able to avoid the most valuable areas, and infer less importance on this topic based on the extent of BMV land in the wider area, in particular to the south around Romney, but this will likely leave a significant residual impact for the scheme. Parts of the Northstowe site are BMV and this was taken into account in the masterplan development.</p>	<p>Biodiversity: Given the identified constraints and the large agricultural component of the study area, concerns can be anticipated over impacts to biodiversity. Our approach will be to clearly identify ecological and arboricultural constraints, potential impacts and mitigation strategies that will address these, building on our successful approaches on other strategic sites, including <i>North West Cambridge</i> and <i>Bicester</i>.</p>

Noise & Vibration: Key sources of noise and vibration come from proximity of M20/HS1. We will draw on our extensive experience of assessing impacts from major infrastructure, and would assess the constraint through:

- Quantification of the existing baseline and ambient noise climate
- Construction of a 3d noise model of the site to map the propagation of noise

Our assessment would be used to inform the masterplan, which, given the scale of the study area, should be able to accommodate such constraints.

Energy & Sustainability: We would work closely with the client team and stakeholders to establish a framework that meets or exceeds regulatory requirements and delivers a viable, high quality scheme. In order to ensure appropriate measures are included from the early stages, we would seek to establish:

- Clear definition of carbon reduction requirements and identification of parameters relative to developing appropriate energy and sustainability strategies,
- Clarification on certification for residential units in the absence of CfSH, Home Quality Mark.

Working within the agreed parameters with the client team, the scheme would be considered against a range of options for the different elements that contribute toward sustainability and energy strategies, building on our experience of delivering the largest zero carbon scheme in the UK at *Bicester*.

Community Infrastructure: The creation of a successful neighbourhood will require the delivery of infrastructure, social and community facilities. The provision of health care and education is undergoing change and review and a partnership approach should be sought with key delivery agencies. We would recommend that the client team engages with appropriate advisors, particularly health and education, once the project definition becomes clearer.

Heritage: The site contains heritage assets of the highest sensitivity.

The EIA must be clear how significant impacts to these sensitive assets will be avoided.

The masterplan design must show how the settings of heritage assets have been respected, e.g. through maintaining key views and sympathetic design.

The majority of the site is undeveloped agricultural land so the archaeological potential of the site is undetermined. Pre-application archaeological fieldwork may be required to determine this potential. The type, scale and scope of this fieldwork cannot be determined without consultation and desk-based assessment

The technical challenges for planning outlined above are not exhaustive but will drive not only the form of development and may also may affect the practical delivery of the scheme. Stage 1 of the proposed programme will take these issues forward and identify the degree to which they constitute 'show stoppers', their impact upon the form of development and how their mitigation and/or accommodation should be assessed through the formulation of the scheme.

Delivery Challenges and Approach

Phasing: A scheme the scale of Otterpool will need to be phased over a number years. The phasing of the scheme, both technically and in terms of the delivery of a community would need to be determined at the outline stage.

With any large scale project, to be developed over an extended period, there is a need to maintain flexibility whilst at the same time providing sufficient 'fix' or detail to enable assessment and mitigation of impacts. The use of parameters to form the basis of the OPP provides this flexible base whilst at *Barking Riverside*, we promoted Sub Framework Plans as an intermediate stage, post OPP but preceding reserved matters. The SFPs are essentially 'mini master plans', which define the serviced land parcels and the design, land use and technical requirements per land parcel. This approach is particularly useful where a number of developers will be build out specific land parcels with the promoter acting as strategic developer and providing serviced land.

Viability: The upfront costs are often prohibitive requiring new ways of delivering phased infrastructure, including assignment and apportionment of costs. In order to understand the costs and phasing of delivery, we would advise that a financial model is established. We note that viability consultants will be appointed jointly by the promoter and the LPA, which will assist in the agreement of a model.

At *Barking Riverside*, consultants have been appointed jointly by the promoter and the LPA to create the financial model. This model forms the baseline for the testing of various scenarios and the s106 agreement and will form the basis of the review mechanism. We would recommend a similar approach for this project.

Market Absorption: One response to enhance viability is to increase build rates and hence revenue. However, a clear understanding of the market is required, both for serviced land and the rate of sales. This will drive the revenue stream for the development. A variety of tenures should be promoted, with retirement and Private Rented Sector (PRS) offering the opportunity for a more rapid rate of occupations with positive benefits in terms of placemaking and building the community. A range of tenures should, therefore, be considered with a clear understanding as to market capacity.

Self-build also represents an opportunity to broaden the scheme although the scale of demand may be more limited. Careful consideration needs to be given as to the impact of self-build upon the marketing of private sale units and the role of the promoter.

Delivery of Infrastructure beyond direct control: The scheme will require new schools, health and community facilities. Whilst the promoters can provide land, the actual delivery of the facilities is dependent upon others. Furthermore, the form of delivery is subject to ongoing political change and funding restrictions. The scheme should include a monitoring and review mechanism, with the master plan flexible to accommodate change. In our experience, the education authority will engage with the planning process whereas the NHS commissioning team is often more difficult to deal with. All efforts should be taken to include appropriate stakeholder from the NHS and LEA into the project, from an early stage.

Bicester, *Barking Riverside* and *Northstowe* have been identified under the Government's Healthy Towns Initiative and we are working to embed healthy lifestyles into the projects. This goes beyond health care and indeed, exercise, and looks at issues such as isolation and neighbourhoods. We would bring this thinking to the Otterpool Park scheme.

Maintaining variety and Quality: A multi phased development, over a period of time, with a drive for volume to maintain revenue will require a number of outlets. There is a need to create a sense of place, pride and variety. Whilst design coding can assist, there needs to be a clear means of control. A steering group, formed by representatives of the promoter, LPA and other key stakeholders can assist in the review and audit of detailed proposals, with the advice of a design champion. The design champion can be the original master planner, who is tasked with maintaining the 'vision and key principles of the master plan'. CABE or Design Council review can also assist, which we have engaged with for the *Bicester* scheme.

At Barking Riverside, we have set up a Steering Group comprising the GLA, TfL, London Borough of Barking & Dagenham and Barking Riverside Limited. The Steering Group meets once a week to drive the project, review progress and discuss key issues. It is intended to continue the Steering Group post permission to guide implementation and post occupation monitoring and review. This will include design review or prior approval of reserved matters. The Steering Group also assists in minimising and hopefully eliminating programme delay and 'project drift'.

Programme: Maintaining programme is always a challenge of a project of this scale and complexity. The aim will be to avoid abortive work and to ensure that key elements are agreed at the appropriate stage. Stakeholder consultation and engagement is fundamental at each stage to ensure support for the key decisions required at the relevant stage. This enables the project to progress and minimises the risk of wholesale review late in the programme, with attendant risks.

In short, we would propose not move beyond scheme fix unless and until the client team has signed off and ideally, LPA support and key stakeholder support has been secured.

Project Drift: We need to be mindful of the risk of delay and drift, with the attendant implications for costs. Our approach to minimising this risk would through the creation of a project programme, enshrined into a Planning Performance Agreement (PPA), or similar, and owned by a Steering Group comprising the LPA, County Council and the promoter and other key delivery partners/stakeholders.

Pride and Governance: The success of the development should be judged post occupation and is therefore dependent upon the attitude of the residents and businesses, and visitors. Pride in the development is central to this and empowering the community in the management of the development should be promoted. Community Interest Companies of similar schemes provide a vehicle for the community's role, which would be an area to explore further as the scheme develops.

At Bicester, a process has been established to encourage the increased role of the community in the governance of the development, with a staged process with reducing developer/promoter and LPA engagement as the role of the community increases. This has been drawn up in conjunction with the Town Council.

Market Conditions and Retailing: Over the lifetime of the project, market conditions will change as will technology. Retailing is under-going a period of rapid change and Government approaches to the funding and delivery of health and education, in particular, will 'evolve' over the delivery period. The provision of the necessary facilities is fundamental to the successful implementation of the development but much lies outside of the control of the promoter. The 'Steering Group' should work together to lever in funding wherever available and be supported by specialist advice as to retail demand and capacity (outside our current offer).

Planning Risks and Issues: There are a number of further issues that can be identified as risks to the programme and the success of the project. These include:

Risk	Our approach
Continued objection and Judicial Review or challenge to decisions of the Council;	Our “workstream” approach to engagement and consultation would seek to flush out and address objections and address these jointly with stakeholders, as the scheme develops
Conclusions of EIA process which identify fundamental ‘show-stoppers’	Given the scale of the development, we would anticipate being able to address/mitigate constraints.
Change In Government policy in relation to Garden Cities and Villages;	Our highly skilled team is engaged with industry forums such that we would be able to anticipate future trends and direction, and design in flexibility into the scheme to mitigate against such changes, given the 30+year delivery programme.
Objection and challenge from competing sites;	We would monitor the allocation and progress of other sites and advise how best to respond to, and design against, the risk of challenge.
Delay to the development plan review;	We would work closely with the Shepway District Council, helping to inform the Development Plan review process. The timetable for review can be impacted by factors outside our control, but we would advise on necessary adjustments to the planning programme should such delay occur.
Infrastructure and site development costs to high relative to market capacity and hence viability.	This is a common challenge for strategic sites, requiring considered design and care in negotiation of planning obligations, such that they reflect the Impacts from this scheme only. We have successfully advised on this for several strategic sites, including <i>Bicester</i> and <i>Lodge Hill</i> , Chattenden, Kent, where significant numbers of other developments were coming forward in parallel.

QUESTION

6. STAKEHOLDER ENGAGEMENT:

Please describe your proposed approach to stakeholder engagement, including consideration of the local political context of the project.

RESPONSE

In response to this question we have set out our approach to Stakeholder Engagement and Management for this commission. We have a consistent approach to stakeholder engagement that we flex during commissions as they move through the key gateways.

In addition to responding to the question we have also set out an approach to Community Consultation. We have included Kevin Murray Associates in our team to facilitate Stakeholder Engagement and lead on Community Consultation. We have provided our approach to both as they will differ slightly due to the nature and needs of the audience. However, in our experience it is usually more advantageous for the Client to appoint organisations like Kevin Murray Associates directly as having an independent and objective facilitator working separately from the masterplanning team is often more effective and can reduce the risks around objections and disruptive behaviour. This is something we would like to discuss further with you should we be appointed.

Stakeholder Engagement

Successful and positive stakeholder engagement and management is a critical success factor to the Otterpool Park commission. In order to ensure high quality design, mitigate the risk of delay and even failure to launch, the masterplan that evolves from this commission must not only be realistic and deliverable but endorsed by those involved and affected. Our team's approach to stakeholder engagement and management will ensure that the opportunities afforded by the masterplan are maximised and that all streams of activity can be aligned for the greatest possible overall benefit to the Council and Cozumel Estates, key stakeholders and local communities in the area. We do this by creating a positive environment in meetings and workshops, ensuring active support for the proposals from those who are affected by the development, listening and acting upon ideas and concerns whilst maintaining the momentum, managing expectations and minimising the risk of indecision.

We understand that effective partnership working is crucial in ensuring that the aspirations of Shepway Council, Cozumel Estates and key Stakeholders are fully realised. We adopt a collaborative approach ensuring all stakeholders are engaged throughout this commission and are given every opportunity to shape and add value to the proposals. You need to have confidence that the final proposals are deliverable and that the delivery plan is supported by a robust audit trail that is credible under scrutiny. This is what we aim to do and to achieve this, we will work closely with the Otterpool Park Collaboration Board and key stakeholders and ensure clear and effective communication from the project outset through to completion.

Our experience of major new towns and Garden Cities means we understand and can deal with many of the issues our clients will face when appointing a professional team to support the delivery of significant physical change in an area particular in areas designated as green belt. Below are the key issues we will seek to deal with through our approach.

Key Issue	How we will address this
Maintaining good lines of communication	We will ensure clear communication both with the Otterpool Park Collaboration Board and other key stakeholders from the outset and agree the detail for these at the inception meeting. This will need to address time consuming and costly issues which can arise through poor communication.
Lack of co-ordinated engagement	We will ensure a co-ordinated approach from the outset through early identification of stakeholders and appropriate engagement methods. We will utilise existing relationships and networks to ensure effective stakeholder engagement. We will use the workstream approach with regular meeting for technical leads to liaise with key stakeholder in an open and co-ordinated way.
Ideas and assumptions are not tested	We will work with you and key stakeholders to fully test ideas and challenge thinking. This will ensure proposals are fully tested to ensure a robust evidence base.
Issues that arise from stakeholder engagement are not addressed	We will maintain regular and effective communication with you to ensure potential risks are identified, captured and mitigated as soon as possible. This will enable early agreement of a suitable strategy and mitigate issues as they arise.
Lack of a credible evidence base	We will share information throughout the project and ensure all engagement is recorded. This will ensure there is a robust audit trail which is credible under scrutiny.
Stakeholders not willing to engage	We will develop a stakeholder engagement plan which will identify the most appropriate method and means of engagement, recognising where stakeholders have previously consulted.

Methodology

We understand from our experience of working on similar large scale development projects that a collaborative approach is essential in ensuring effective delivery of this commission, stakeholder buy-in and ultimately develop projects that can be delivered. Our aim will be to address any concerns during each stage of the planning process such that the risks of objections are limited. For example on the Northstowe project we attended meetings with councillors to explain and answer questions on transport issues which meant that transport was not further debated at the planning committee.

We will adopt an open approach to engaging with the Project Team, Otterpool Park Collaboration Board and a wide range of identified stakeholders. Our experience has shown that this approach encourages a sense of ownership and instils enthusiasm and positivity amongst partners whilst ensuring stakeholder expectations can be managed carefully so that promised outcomes can be delivered.

Communication Framework for All

We recognise the importance of this project to the growth and sustainability of the area and the sensitivity and scrutiny that it will be subject to given these schemes are on the national political agenda in respect of solving the UK's housing crisis. Poor communication is often the cause of failure for projects of this nature and we therefore propose that a robust Liaison and Communication Framework is adopted between the Arcadis Team, the Project Team and Otterpool Collaboration Board. This will set out how we will promote an open, honest and transparent style of communication. We will prepare a draft Communication Framework and present this to you at the inception meeting to ensure effective liaison and communication from the outset of the project.

Stakeholder Engagement Plan

We understand the importance of early engagement with stakeholders and therefore we will identify key stakeholders and a suitable engagement strategy for each stakeholder at the start of the project through a comprehensive Stakeholder Engagement Plan. We have considerable experience of undertaking stakeholder engagement and we will draw on this experience to work with the Project Team and Otterpool Park Collaboration Board developing a Stakeholder Engagement Plan specific to the needs of this scheme. We will also develop a Communications Plan that sets out a consistent message to all target audiences, the forms of communications and information to be used, the timing and frequency of communications and the process for collection and analysis of feedback. The Communications Plan will support and complement the Stakeholder Engagement Plan to support effective delivery.

Feedback from Engagement Events

To ensure an open and transparent approach, we will capture the outcome of all engagement within the Stakeholder Engagement Plan which will be shared at the Project Steering Group Meetings. This will ensure everyone involved in the project is aware of the outcome of engagement undertaken to ensure a co-ordinated and robust approach. In addition, a project Progress Report will be issued to the Otterpool Park Collaboration Board, also on a monthly basis, to support regular communication. The report will capture tasks completed in the previous period, objectives/ tasks for the period ahead, areas of concern, project risk, opportunities and added value delivered.

We propose to deliver three key outputs in respect of Stakeholder Engagement & Management:

- A Stakeholder Engagement Plan
- A Communications Plan
- Stakeholder Workshops and reports

Approach to Community Consultation by Kevin Murray Associates

Engagement Context

Our provisional understanding of the context within which the engagement for the Otterpool Park framework will be carried out is that as we are at the early stages engagement with key stakeholders has been limited.

As with all places now there is a heightened level of scrutiny when engaging with public and stakeholders due to active social media streams which feeds a constant mainstream media spotlight on public-facing projects. We are aware that there have been some negative commentary on the proposals for Otterpool Park on social media but this is to be expected for something of this scale and nature.

We also understand that the Otterpool Park project is being pursued to meet the high profile drive to meet housing need in a context of public services facing (whether perceived or actual) increased pressures. This will add an additional layer of scrutiny to the process, locally and even nationally.

Strategy

The strategy we propose is

- Progressive engagement, built around specific focus stages in the planning and design work programme
- Held over several (3-4) days at key hinge points, where the method is about a move to the next stage
- All responses are 'recordable' and can inform/influence next stages

- Build in clear links to how participants have informed the process – to aid the necessary trust/credibility dimension.

It is absolutely critical that this is interactive, and not simply consultants/developers or officers telling/explaining/justifying what they already consider is the right course. Along the carefully staged route we need to build and share understanding and ownership around

- The issues, principles, purpose and vision of creating a new Garden Town settlement
- The key choices, interventions and 'limits'/realities
- The intended, actions, priorities and likely impacts/benefits both for the new Garden Town itself and for the existing community.

The proposed stages of this strategy are

Stage 1 September – December 16 Key questions + principles

- Review any existing/recent consultations
- Workshop(s) with key stakeholders and agencies
- Youth, business, civic, agency interactive workshop 'analysis & ideas' sessions
- Open community sessions – ideas wall, open input
- Log all issues arising
- Analytical report of feedback

Stage 2a January 2017 – June 2017 Create draft options/scenarios

- Community planning workshops/Charrette stage
- Online presence and feedback of material
- Place Talks 1/2 – with others from elsewhere
- Analytical report of feedback

Stage 2b Summer 2017 Emerging masterplan

- Business, civic, agency interactive workshop 'explanation' sessions
- Open community sessions – with mini exhibition of ideas, options
- Online presence and feedback
- Place Talks 3/4
- Analytical report of feedback

Stage 3 January 2018 – March 2018 - Final Exhibition

- Major exhibition of emerging masterplan and actions
- Feedback at event and online
- Analytical report of overall activity and feedback

Stage 1: Key questions and principles

Early engagement with key groups and the local public to initiate conversation, and hear ideas and concerns in an open format.

Format:

Workshops engaging with key stakeholders and agencies to establish and reiterate key questions, principles and hear issues and concerns.

Youth, business, civic, agency interactive workshop 'analysis & ideas' sessions

Open community sessions – ideas wall, open input

Output:

Analytical feedback report used to inform Stage 2.

Stage 2a: Generating Draft Masterplan Options

A key stage that allows stakeholders and the community to participate in co-production exercises that generate draft masterplan options

Key questions at this stage:

Do we have the baseline analysis right?

What are the issues and transformational opportunities from your perspective?

What are the key spatial relationships with respect to Otterpool Park?

What are the desirable outcomes from your perspective?

Format:

Community planning workshops, open to the community, that include targeted sessions for:

- Schools and young people (Youth Council) sessions
- Agency session,
- Business/traders session,
- Civic and community councils session
- Public exhibition(s) with associated presentations to explain the process and show the outputs generated through it. Gather public data on the key questions using feedback cards.

Output:

Community planning charrette around draft masterplan options

Analytical feedback Report used to influence and shape:

A. Emerging options

B. Key Principles

Stage 2b: Emerging Options and Approaches to the Masterplan

Key questions at this stage:

Are these the right kinds of opportunities to explore and exploit?

What are the benefits from each Masterplan option or opportunity?

What are the trade-offs made in each Masterplan option?

Do you have any preferences or additional suggestions?

Format:

- Politician preview
- Public exhibition of emerging propositions with
- Agency Review session
- Business, retail, culture tourism sessions

Output:

Analytical feedback Report used to create a check and balance, informing alignment and risks ahead of adopting a preferred Masterplan option.

Stage 3: Outline Planning Pre-submission Masterplan Exhibition

Key questions:

Does this relate to the issues, aspirations, goals people raised earlier?

What are the strengths of the emerging masterplan and delivery approach?

*Are there elements you support/encourage?
Are there any concerns or weaknesses?
What do you consider the priority elements to be?*

Format:

Councillors and Council Officer Preview & Media briefing
Public exhibition

Output:

Analytical Feedback Report used in Revision and Update of Masterplan and supporting strategies and other updates ahead of a targeted Q2 2018 submission for outline planning permission.



Structured questionnaire feedback at each stage

At each stage the discourse will be augmented by an online questionnaire around the exhibition and workshop material. However, we must take care not to run a popularity contest on social media. That should be used only to get people to attend events and/or view the material and provide comment.

Media information management

The links with the media will be important at each stage, possibly as well as local radio and TV.

How can we draw residents, local businesses etc. into the process to enable them to co-create and support a new Garden Town?

Through the use of a responsive process that allows people to transparently see how their participation and input shapes the process and final outcomes. To do this we would propose a multi-staged approach that allows people to participate in the development of the process. Below is a suite of techniques/processes that have been used by Kevin Murray Associates successfully in the past.

Public space animation – cart/pop-up stall that animates an area, stimulating conversations around how spaces and places could begin to be used differently.



Ideas shop – a place for the public to openly share their ideas and view what others have said.



Workshops – participatory process that would include future scenarios to create a vision and strategy for the area.



Participatory charrette/design workshop – a live-design process allowing participants to work with the consultant and client teams with designers to explore design-solutions for key areas such as the town centre.



Large-scale mapping – Introducing people to a different scale of mapping creates a more engaged process when using mapping to locate issues and ideas.



Talks/Seminar Series – Invited speakers from other places sharing experiences that relate to the place being studied has proved to be a helpful tool for establishing common points of reference and encouraging new thought about places.



Website – communication of the engagement process and outputs, including Interactive elements. These examples are taken from Sauchiehall.net, a current project for Glasgow City Council.



Online mapping – an interactive mapping tool as part of a project website that allows users to highlight Issues and share ideas through an online/app format.



Social media – Twitter and Facebook are valuable tools for initial engagement and communicating information throughout processes. They are also useful for crowdsourcing material about an area.



Site visits –At the outset of the process the site visit can be used to build a common understanding of a place and establish issues and ideas. Used at a mid-way point a site visit can be used to discuss and visualise anticipated change for an area.



Consultation tour/events outreach – City and town centres have a much wider user-base than are present in that centre on a day-to-day basis. Reaching out to other areas is an effective way of capturing these users, but also people who do not use centres and gaining understanding from them. This method is effective when linked to events that are already taking place, such as markets and festivals, such as the Hatfield Farmers and Craft Market, held on the first Saturday of every month.



Overall we want to ensure our team works closely with the client team to engage with all key stakeholders and local communities to ensure there is buy in and support for the proposed plans for Otterpool Park. Our approach is designed around listening, learning and responding to feedback from all angles whilst minimizing the noise and disruption from those for whom this scheme will not affect.

SECTION 3 – PRICING SCHEDULE

Please complete the accompanying Resource Schedule **APPENDIX B**.

The Resource Schedule outlines different stages of the project and the deliverables expected within each stage.

Please complete the table for Stage 1 and add lines for any additional activities you would include in this stage. The list of activities contained in the Stage 1 table is not exhaustive.

Please use the table "Stage X" as a template for detailing and costing the subsequent stages of the project. Copy and complete a table for each stage of the project.

Price evaluation will be based on the total tender price, which is the sum of all the activities in the Resource Schedule submitted.

SECTION 4 – FORM OF TENDER

TO: Shepway District Council

PROVISION OF: Otterpool Park Planning, Masterplanning and Project Management

REFERENCE: OJEU Ref: 2014/S 020-031462

We Arcadis Consulting (UK) Ltd the undersigned, having examined the Invitation to Tender (ITT) and all other relevant schedules ("the ITT Documents"), do hereby offer to provide the supplies, services and/or works to the Council as specified in the ITT Documents and in accordance with the attached additional documentation, commencing and continuing for the period specified in the ITT Documents (including any option to extend).

If this offer is accepted, we will execute such documents as maybe appropriate in order to create a binding contract between the Council and ourselves.

We agree that before executing the Contract (and associated schedules) substantially in the form set out in the ITT Documents, the formal acceptance of this Tender in writing by the Council or such parts as may be specified, together with the contract documents shall be required as a condition precedent to the entering into of the Contract.

We further agree with the Council in legally binding terms to comply with the provisions of confidentiality set out in paragraph 1.3.8 of the **INVITATION TO TENDER INSTRUCTION DOCUMENT**.


We understand the Council is not bound to accept the lowest of any Tender received, nor assign a reason for the rejection of any Tender. We accept that any costs incurred in Tender preparation are for our own account.

We further undertake and it shall be a condition of any Contract, that:

The amount of our Tender has not been calculated by agreement or arrangement with any person other than the Council and that the amount of our Tender has not been communicated to any person until after the closing date for the submission of Tender and in any event not without the written consent of the Council.

We have not canvassed and will not before the evaluation process canvass or solicit any member or officer, employee or agent of the Council or other contracting authority in connection with the award of the Contract and undertake that no person employed by us has done or will do any such act.

I warrant that I have all requisite authority to sign this Tender and confirm that I have complied with all the requirements of the ITT.

Signature:	
Name & status:	Lara Potter – Director
Dated:	30 th June 2016
For and on behalf of:	Arcadis Consulting (UK) Ltd

