# **Area Action Plan No. 8**

## Land at Queenborough / Rushenden **Isle of Sheppey**



## **Approved Development Framework** December 2004







- Masterplanners
  Urban Designers
  Landscape Architects
- Environmentalists

This Development Framework was adopted by Swale Borough Council as Supplementary Planning Document to Policies H1;H29;B1;B21and IN23 of the Swale Borough Local Plan 2000, and policies AAP8; MU5; MU6; T11 and B12 of the Swale Borough Local Plan Deposit Draft First Review.

Its adoption follows a period of public consultation and subsequent consideration of representations received at a meeting of the Local Plan Panel on 23<sup>rd</sup> September 2004 and the Council's Executive on 15<sup>th</sup> December 2004.

## Contents

- 1. Introduction
- 2. Strategic Development Context
- 3. The Vision and Objectives for Area Action Plan 8
- 4. The Development Framework Objectives
- 5. Design Principles
- 6. Planning Obligations
- 7. Implementation and Phasing
- 8. The Next Steps

Plan -1 Illustrative layout showing zones and primary land uses

Plan -2 Location of the Action Area within the wider North Kent Thames Gateway

Plan -3 Shows the Action Area plan set against the wider context of Queenborough

## 1.0 Introduction

- 1.1 The Development Framework provides an agreed long-term vision for Area Action Plan 8 Queenborough and Rushenden as identified in the Swale Borough Local Plan First Review Deposit Draft (2004). It sets out in diagrammatic form the main land uses across the site (see Plan 1). The adopted Framework takes on board comments and concerns raised through the consultation process, none of which challenged the fundamental principles set out in that document. This adopted Framework will be used as the basis for further consultation; for additional technical studies, for the drawing up of a more detailed Masterplan and development and ultimately as the basis for design of the eventual development and environmental improvements. The Framework therefore includes a quidelines and designed the broad set of principles to steer new development/regeneration proposals whilst allowing some flexibility as the design develops, to respond to issues including technical matters and local consultation. It is expected that the local community will provide a significant input into the Master Plan and subsequent delivery stages.
- 1.2 The Framework has been prepared by Rummey Design Associates, commissioned by the South East England Development Agency (SEEDA), in consultation with officers at Swale Borough Council. It is SEEDA who will be taking the lead role in the regeneration proposals using government money to invest in the area. This has already included the purchase of vacant industrial sites west of Rushenden Road. Other key partners include Swale Borough Council, Kent County Council and Swale Forward.
- 1.3 Area Action Plan No. 8 (AAP8) identified in the Swale Borough Local Plan First Review and shown on the attached Plan 1 comprises some 161 hectares of land and buildings on both sides of Queenborough Creek (policies MU5 and MU6), the existing residential and business communities at Rushenden and the employment land allocation at Neatscourt (policy B12). The area is identified as a major strategic opportunity for regeneration, through the introduction of new employment opportunities supported by new housing, to address both the current decline in the areas' industrial base and acknowledged issues of social exclusion and physical isolation. Whilst the AAP designation does not include Queenborough, it recognises, as an essential element of the wider regeneration proposal, the need to fully integrate with the existing neighbouring community for the benefit of the wider area. Support for this approach is reflected in the Area Investment Framework for North Kent and the current and on-going investment in the area by SEEDA. The scheme represents a significant mixed-use regeneration project with impacts both on the immediate communities and more generally for the whole of the Isle of Sheppey. Key to the scheme's success is the need to establish an agreed long-term Vision for the area, which addresses the wider community, social, cultural and environmental issues as well as physical land use issues.
- 1.4 The potential for this regeneration initiative is triggered by the completion of the proposed A249 road improvements including the provision of a second Swale crossing (scheduled for completion Summer 2006); and the provision of a new Rushenden Link Road, between the newly aligned A249 and Rushenden (through the AAP site). The A249 road improvements will improve access between the Island and the mainland. The Link Road will provide direct access from the industrial areas in the AAP to the trunk road network. Importantly the Rushenden Link Road will also operate as a "front door" to the regeneration area, so its design will need to take account of visual and environmental issues as well as technical engineering requirements. The timing of the new and improved infrastructure generally will be a key element in the overall phasing of the individual elements of the development which will comprise the regeneration proposals.

#### 2.0 Strategic Development Context

- 2.1 The western part of the Borough, north of the M2 motorway, stretching eastwards as far as Teynham, marks the eastern extent of the Thames Gateway (Plan 2), one of Europe's most significant growth areas and a nationally recognised priority for regeneration. Together with support from the Government's Sustainable Communities Plan, the Gateway will, over the next few years, see significant investment from both the public and private sectors in new infrastructure, environmental improvements and new development. In relation to the Isle of Sheppey, SEEDA's current investment programme and the A249 improvements currently being undertaken on behalf of Highways Agency, are witness to this.
- 2.2 The Draft Kent and Medway Structure Plan (published September 2003) recognises the significance of the Thames Gateway and the role that Swale will continue to play within it. Policy NK3 states that measures to support economic regeneration at Sheerness/Queenborough will be pursued, but that provision of the A249 second Swale crossing is a prime requirement for this. Elsewhere Policy FP3 identifies land at Neatscourt as a strategic employment location. In particular, the draft Structure Plan promotes development within the Thames Gateway, which is innovative, of high quality and sustainable and highlights the role of mixed-use developments, such as that at Queenborough and Rushenden.
- 2.3 Having regard to this strategic context, the Deposit Draft Swale Borough Local Plan First Review defines an Area Action Plan (Policy AAP8) for the Queenborough/Rushenden area, including the strategic employment allocation at Neatscourt (Policy B12). The AAP recognises that the area represents a major opportunity to regenerate the wider environment, by the re-location of industry and its associated traffic from the centre of Queenborough; the creation of new and improved living and working environments, particularly within Rushenden, and enhancing the role of the creek. Central to the success of the regeneration theme is the need to ensure the integration of the existing and new communities of Queenborough and Rushenden both resident and business, and maximising the opportunities for each. The AAP also offers the opportunity to build on Queenborough's historic legacy and its tourism potential. Plan 3 shows the relationship of the AAP to the wider area of Queenborough.

#### 3.0 The Vision and Objectives for Area Action Plan 8

The potential for future development in the Area Action Plan is already established 3.1 through the Swale Borough Local Plan (adopted 2000) with housing allocations at Queenborough Creek (policy H29) and the employment allocation at Neatscourt (policy B21). Work on the North Kent Area Investment Framework, the direct involvement of SEEDA and the timing of the review of the Local Plan has enabled a more comprehensive, ambitious but achievable regeneration scheme to be promoted. In particular the proposed AAP8 now looks at how new development opportunities can facilitate the integration of the existing communities of Queenborough and Rushenden, taking advantage of new and improved road infrastructure, and building on existing levels of social and community facility provision. What is promoted is therefore not a purely physical development framework but one that also aims to provide the catalyst for social and economic regeneration of the wider Rushenden and Queenborough area. The continuing involvement of the existing communities (business and residential) in shaping this Vision and bringing the scheme to fruition will therefore be crucial to its success.

#### 3.2 Four key themes have influenced the Vision.

- The regeneration scheme must bring benefits to, and integrate as fully as possible with, the existing residential and business communities. It is recognised that success will only come about if the local community take ownership of the Vision and are fully on-board from an early stage.
- The Vision should promote a positive image of Queenborough/Rushenden as somewhere people want to live, work, invest in and visit. Queenborough benefits from a good geographical location and quality historic and natural environments linked to the creek, harbour and surrounding marshland areas
- Success can only be brought about if a new Rushenden Link Road is provided which takes existing and newly generated traffic direct onto the A249. It is the provision of this Link Road that triggers the development potential of the area.
- Every effort must be made to ensure that other plans and initiatives being promoted within the area are taken account of, to maximise opportunities for external grant funding. This will only happen if the Vision enjoys the widespread support and backing of the local community and service providers.
- 3.3 The Vision for AAP8 is to create an exciting destination to live, work, invest in and visit, that integrates the outlying settlement of Rushenden into Queenborough utilising the historic creekside environment. The Vision proposes the regeneration of extensive areas of brownfield land on the western side of Rushenden Road for new residential, and public open space uses, providing social and community facilities/benefits to the existing and new communities, building and expanding on existing provision; as well as the quality of the environment and setting of the expanded settlement. To the east of Rushenden Road, through to the newly aligned A249, the aim is to promote high quality employment uses that will support the wider local economy, whilst acknowledging, supporting and building on the role played by existing businesses including the Port of Sheerness. Around the creek and harbour the Vision looks to build on Queenborough's recreational and tourism potential. Provision of new and improved access for pedestrians and vehicles and maximising opportunities for public transport will be key. The Vision embraces the opportunities provided to include all relevant stakeholders into the development process to create a truly outstanding sustainable development for future generations.
- 3.4 The objectives are wide-ranging and include economic, environmental, social and cultural contributions. In particular, the Framework will allow for better integration of

existing communities through the introduction of new residents and businesses. The following objectives have been identified:

- To recognise and respond positively to the strategic development opportunities identified for this area created by the improved access between the mainland and the Island, by creating an anchor point to retain employment uses on the Island, whilst providing the catalyst for new inward investment.
- To facilitate and co-ordinate redevelopment and provide a framework for controlling the process
- To respond positively to development constraints, and to maximise opportunities identified such as topography, flood risk, ecology, archaeology and history, contamination, highway infrastructure/capacity, and railway access. Constraints can also present opportunities, for example combining decontamination, local employment and development potential.
- To promote mixed use developments through the comprehensive and coordinated introduction of a variety of land uses across the site
- To integrate with and build on existing communities of Queenborough and Rushenden, so that each is strengthened.
- To provide a framework to guide effective community and other stakeholder engagement in the regeneration process
- To maximise opportunities to create sustainable development including exploration
  of opportunities for the use of renewable energy water management, biodiversity
  enhancement, energy and resource conservation, as well as economic and social
  sustainability.
- To maximise the opportunities to promote Queenborough as a tourist destination, particularly uses related to yachting / sailing (includes all scale of boating fraternity) which would help retain and augment existing boat building and other related skills.

#### 4.0 The Development Framework Objectives

#### 4.1 To facilitate and co-ordinate development

The regeneration of the Queenborough and Rushenden area presents a major challenge but also offers significant opportunities. It is important that the development of the Vision is co-ordinated with integrity and clarity to ensure that all who are involved with, or affected by, the project are provided with a clear understanding of what is proposed, and how to influence the process. The production of this Development Framework comprises the first step along the way.

#### 4.2 To respond positively to site constraints

The development/redevelopment of the Action Area will be subject to a number of physical and environmental constraints. These will influence particularly the location and approach taken to the various parts of the area, and may have a bearing on the timing of development. The main constraints are summarised below:

#### • Topography

The site is generally low-lying and is framed to the northeast and southwest by low hills. Engineered banks and levees for flood protection interrupt the levels of the site and a detailed topographical survey would be commissioned as part of the study.

#### • Flooding

The Isle of Sheppey has a history of flooding and the low-lying nature of the site would potentially put it at risk. A detailed flood risk assessment will need to be carried out in conjunction with the Environment Agency and the impact of any development on groundwater level, storm flows and run off ascertained, as would any potential risk from tidal flooding.

#### • Ecology

The AAP area and Queenborough itself are surrounded, for the most part, by grazing marsh, much of which is designated for its nature conservation interest. The coastal boundary and part of the southern boundary to Neatscourt actually abut land designated as being of international and national importance for nature conservation important particularly for its populations of wildfowl and wading birds. Land to the south of the AAP is also designated for its landscape quality. Within the AAP much of the Neatscourt site also comprises grazing marsh, although it does not carry a statutory designation. Particular care will need to be given to the impact of development on these areas. A detailed ecological survey of the site and its environs will be undertaken by specialist ecological surveyors, in close liaison with the appropriate statutory authority, and the impact of any development on the ecology /local hydrology of the area, carefully assessed. The development will be subject to a Sustainability Appraisal incorporating a Strategic Environmental Assessment.

#### Archaeology and historical legacy

The history of Queenborough can be traced back over many centuries. It retains a number of historic links for example with Admiral Nelson. The historic core, designated a conservation area, contains a number of listed buildings and extends to either side of the creek. The castle site in Queenborough at the northern end of the AAP is a Scheduled Ancient Monument and one of the sites that requires further investigation as to the value and extent of the subterranean features, should they extend further into the AAP. The Archaeological Officer at Kent County Council advises that there is a variety of historic interest in and around Queenborough from prehistoric, Roman, Medieval and later date. In line with this advice, a detailed study of the potential heritage resources present, including its industrial and maritime history will be undertaken. The AAP regeneration scheme offers the opportunity to significantly improve and promote the historic environment in this area.

#### Physical barriers

The creek and the Sheerness branch railway line are the main physical barriers to the integration of the new development into the existing settlement. Other barriers such as field drains and flood barriers and a branch line to the rolling mill also need to be considered. The proposals include for the crossing of the railway line and opening up of an existing crossing over the creek to unite the disparate elements of the AAP.

#### Contamination

A large proportion of the site west of the Sheerness branch railway line is, or has been used for industrial processing including a chemical works. The earliest known reference to a chemical factory in the UK was recorded in Queenborough in 1579. The regeneration scheme offers the opportunity to address this issue. A programme or series of programmes of investigation will need to be undertaken as development progresses to ensure that the types of uses proposed for any individual part of the AAP remain acceptable. A number have already been commenced.

#### Highway capacity

A detailed highway capacity study will be carried out in liaison with the engineers for the A249 improvements. It is the completion of these A249 improvements and the provision of the Rushenden Link Road, which are the triggers for opening up the development potential of the AAP. The new infrastructure proposals will be developed on the back of this study. Detailed highway information will be crucial to establishing a phasing plan for the AAP. The study will help to identify what if any development may be acceptable within the AAP area in advance of new or improved road system. It will look at both the type and level of traffic generated.

#### **Re-locating existing businesses**

The brownfield element of the Action Area is currently primarily an employment area and, whilst parts of it are vacant, under occupied and derelict a number of businesses still operate out of it, including out of those areas now proposed for housing or community/leisure uses. It is essential therefore, that alternative locations within the AAP are investigated and offered to any business so affected. At the same time, the scale of the regeneration proposals proposed, will allow the opportunity for larger landowners and businesses to rationalise their land holdings. Early contact and close and continuing liaison with the local business community will be essential to this process. Retaining and supporting existing firms is an important element within the Vision.

#### 4.3 To promote a comprehensive mixed-use development

The framework document promotes a comprehensive and co-ordinated mixed-use development, which embraces all of those issues and uses highlighted in Local Plan policies AAP8, MU5, MU6 and B12 as well as a limited amount of retail. In particular it embraces the linked themes of:

- integration and strengthening of the new and existing communities, both residential and business;
- maximising the extensive brownfield and greenfield development opportunities opened up by new and improved road infrastructure; and
- significantly improving environmental quality

To achieve this the indicative land use plan (Plan 1) accompanying the Framework shows a number of broad development areas as follows

Zone 1 Land north of Queenborough Creek (MU6) Mixed use housing, commercial, leisure and retail uses appropriate to a waterside location.

Zone 2 Land south of Queenborough Creek (MU5) Principal housing site. Comprises housing, community facilities including public open space/leisure provision, plus limited commercial and business uses.

Zone 3 Existing Rushenden residential area.

Zone 4 North of Rushenden Link Road and East of Rushenden Road. Existing employment site, to be retained primarily in employment use, but with a wider range of uses introduced reflecting its Importance as a link area between Queenborough and the new housing and employment in Zones 2 and 7

Zone 5 North of Rushenden Link Road. Open landscaped buffer area

Zone 6 Rushenden Industrial Estate – Existing employment area.

Zone 7 Neatscourt (B12) Principal new employment site that also incorporates existing car depot.

Zone 8 North east of newly aligned A249 Open area proposed primarily as a landscaped buffer but with possible scope for some new employment use.

Zone 9 Queenborough Castle Important existing community and transport hub, containing public open space, library, public house, the former Old School building and railway station.

The following paragraphs set out in more detail the main land uses and how they will be distributed throughout the zones.

#### 4.4 Housing (Zones 1,2,3 & 4)

The Local Plan proposes a guideline figure of 735 new dwellings to be located primarily in Zone 2 and to a lesser extent Zone 1. Together these sites will provide for a full range of house type, size and tenure, including occupation by disabled and special needs groups. Zone 2 particularly offers the opportunity to provide in addition, a mix of live/work units and housing with mooring facilities around the creekside. Housing schemes will be expected to demonstrate a high standard of energy efficiency and generally embrace sustainable design and build techniques. The use of community heating schemes should be explored.

It is anticipated that a minimum of 30% of the residential development would be affordable housing based on an identified need, and distributed throughout the residential areas, to complement that which already exists throughout the wider AAP8 and Queenborough area.

#### 4.5 Retail (Zones 1,2,4 & 7)

A small amount of new retail provision such as specialist shops/cafes/bars etc is envisaged to service the new housing in Zones 1 and 2. The exact amount will be determined through the masterplanning process. It will be of a scale and type to complement existing provision in both Rushenden and Queenborough and to meet the needs of visitors/tourists. In Zone 7 a limited amount of trade counter type provision and café type uses to serve the on-site business community is envisaged. Sheerness will remain the main retail centre on the Island.

#### 4.6 Leisure and recreation (all zones)

A framework of public and private areas of open space will be established across the AAP. It will take on board and build on existing levels of provision at both Rushenden and Queenborough. Maximum opportunity will be taken of the use, which can be made of the waterside locations along the Swale and Queenborough Creek. The aim will be to provide a green network linked to new footpaths and cycle routes encouraging integration and improving access between uses and between communities. Major new provision is envisaged for Zones 2, 4 and 5.

#### 4.7 Employment (Zones 1,4, 6,7 & 8)

Employment is by far the largest land user within the AAP, encompassing both existing businesses and the strategic employment allocation at Neatscourt (policy B12). Provision of the new and improved road links will benefit both existing and new uses making the area more attractive as a place to invest, and emphasising its role as the main employment site for the Island. The provision of new employment opportunities will also allow for the creation of new employment opportunities for existing and new residents of the area by protecting and enhancing the role of existing viable businesses in the community and providing the catalyst for new businesses in the area. Where existing businesses need to be re-located from areas proposed for residential and other use, the Framework allows for alternative sites to be found within the AAP area. Continuing dialogue with the existing business community and individual landowners will be essential.

#### 4.8 **Community Uses (Zones 2 & 9)**

An audit will be undertaken to assess the needs and opportunities for new and improved community facilities within the AAP and wider Queenborough area such as a doctor's surgery, lifelong learning centres, a new school and other facilities. It will establish existing levels of provision within Rushenden and Queenborough and the use to which these buildings and spaces can be put, as well as their existing level of use. Consultation with the local community and service providers will be essential to establish what is required and how best it is provided. New facilities are likely to be concentrated within a new district centre to be located towards the southern end of Zone 2, close to the existing community at Rushenden. Facilities (including new retail provision) at the centre will complement those already present in Rushenden and at Queenborough around the Main Road/station area (zone 9). New provision will however be limited in scale, as Sheerness will remain the main retail and administrative centre for the Island. Opportunity does exist nonetheless to upgrade and improve the existing facilities, including bringing the former Old School building back into use.

#### • Integration with existing communities

Provision of visual, social, environmental and circulatory links with the existing communities will help integrate the regeneration into the existing landscape and social fabric of the area.

#### • Transport/Access

Completion of the A249 improvements and the provision of a direct link from the A249 to Rushenden are the triggers for opening up the development potential of the AAP and should be provided as soon as possible. The junction of the link road with the A249 (the Neatscourt roundabout) is fixed. Following further detailed work and discussion, a new alignment from that shown in the First Deposit Draft Local Plan, is now proposed within the AAP, to the north of the existing car depot. This allows the road to provide an important "front door" role to the AAP. It also allows maximum use to be made of the remaining land areas within the AAP. The exact alignment of the route will be an issue for the more detailed Masterplan

document the preparation of which is the next step in the process. Junction capacity will be a key factor in the formulation of a phasing strategy. It is acknowledged that more major junction improvements are likely to be required in the longer term.

Within the AAP priority will be given to providing a comprehensive network of footpaths and cycle ways to link Rushenden with Queenborough and the new regeneration area and to maximise the opportunities for new or improved public transport provision. Improved linkages from the Rushenden housing estate to other areas/facilities will be a priority.

#### Environmental Enhancement (all zones)

•

Removal of industrial traffic from the centre of Queenborough will provide a significant improvement to all existing communities. Provision of mitigation and environmental benefits to buffer and soften the development of the action area in relation to the existing communities and neighbouring nature conservation sites will need to be included, A framework to co-ordinate these improvements will need to be prepared. Such a framework offers major opportunities to improve the visual appearance of the existing industrial areas for example through the co-ordinated use of materials, designs and boundary treatments. The framework will be required to consider the sensitive boundaries between uses within the AAP as much as its potential impact on neighbouring areas such as the important landscape and nature conservation designations to the south.

Regeneration of the area to the south of the creek will allow for significant improvement to be made to the appearance of this part of the Queenborough conservation area.

## 5.0 Design principles

The design of the development within the area will be underpinned by a sound and thorough site and context assessment supported by detailed background research. The process of analysis and design will be transparent and adopt a unified approach, working closely with consultees and community groups to achieve the agreed common vision.

Design guidance and advice such as that offered by the Regional Design Panel (the Architecture Centre), CABE, The Groundwork Trust, the Kent Design Guide, and other supplementary planning guidance adopted by the Borough Council should be considered in addition to advice and guidance provided by statutory and non-statutory consultees.

Key aspects of the design principles should include:

- To enhance and build upon the existing historic character of Queenborough and of Rushenden to create a new and strong identity for the area. This includes consideration of layout, existing architectural styles, materials, massing and density of the residential and mixed-use development.
- To provide continuity and links between the existing developed areas and the new proposed areas.
- To provide clarity and orientation without the need for signs and visual clutter. The layout would include distinguishing character areas and land markers to aid movement around the site.
- To incorporate flexibility to allow for future building trends, innovations and policy changes.
- To create a high quality public realm, which will, in itself, provide a catalyst for regeneration.
- To incorporate diversity and stimulation for all communities.
- To incorporate best principles of energy efficient and sustainable development in terms of energy supply, recycling, employment and maintenance for example.
- To blend land uses including environmental corridors to create an attractive environment in order to encourage investment.
- To provide a safe and secure environment by designing out risk and crime, wherever possible.
- To provide a clean and healthy environment, encouraging physical activity and reducing the cause and effects of pollution.
- To provide a framework for maintenance of the public realm for its lifecycle through formal adoption and management arrangements.
- To conserve and protect natural resources, habitats and features of cultural importance.
- To reduce car dependence and improve quality of life.

## 6.0 Planning Obligations/Developer Contributions

In addition to the public investment already committed to the area, through ODPM and SEEDA, additional contributions will be required to ensure that the eventual developers provide, or contribute towards essential new infrastructure, community services, environmental improvements and facilities needed as a result of the development. The Masterplan following from this Development Framework will address these issues identifying both the amount, type and cost of facilities required and the timing of their provision. It will include either within it, or as an accompanying document a Developer Contributions Strategy. A number of matters will be the subject of such obligations, many of which have been mentioned in the previous paragraphs. However, it is important that all the matters are identified at the outset so that they can be properly planned, costed and budgeted for, and so that all involved are aware of what these issues are. Whilst they have still to be considered in detail, the matters likely to be the subject of planning obligations are:

- Affordable housing
- Health provision
- Education provision
- Social and community facilities
- On and off site environmental improvement and management
- Provision of off-site cycle, footpaths and public access
- Provision of the Rushenden Road link
- Public transport
- Public open space, public realm and recreation; and
- Improved flood defence.

#### 7.0 Implementation and Phasing

The Development Framework envisages a comprehensive and co-ordinated approach to redevelopment / regeneration in the Action Area. It is envisaged that this will extend over a number of years and will therefore require long-term project management.

Following adaptation of this Framework the next step will be the formulation of a Masterplan, which will draw together the various constraints and opportunities outlined above and to establish a timetable from which individual Site Development Briefs and planning applications can emerge. The preparation of the Masterplan will establish amongst other things a sequence for phasing infrastructure provision, decontamination and other pre-development works.

The development of this major site will require co-operation from all key stakeholders (public and private) to achieve a phased development of the area, in line with the overall objectives of the Development Framework and the Masterplan. It is expected that this approach, with the significant public and private sector investment which will follow, will have a beneficial regenerative effect on the area to be shared by local people and newcomers alike. Where deemed necessary however for the proper implementation of these proposals, the option of compulsory purchase will be considered by the relevant authority. It is anticipated that resort to such a measure would, however, be exceptional. It is intended that most issues will be resolved through consultation and negotiation.

#### 8.0 Next Steps

The adopted Framework will be used to inform the formulation of a Masterplan for the Action Area, site Development Briefs, and Planning Applications. The Masterplan will respond in more detail to the variety of influences including engineering and environmental studies, consultation with statutory consultees and local people, health and education. The aim of the Masterplan will be to produce a credible and realisable design for the totality of the development. It is at this stage that a phasing plan will be provided.

In parallel with the progress of work on the Masterplan, SEEDA as a land owner in the area (having acquired the former Caradon Works and First Avenue sites), will continue setting up arrangements with other landowners and local businesses to allow comprehensive and holistic regeneration proposals to be produced. SEEDA and its consultants will also continue working with the Borough Council, Kent County Council, Swale Forward, the Town Council and other service providers on a range of issues including land uses, social facilities, and matters of principle, which need to be addressed. These consultations will help to determine the amount and type of new facilities and other infrastructure necessary to serve the development and will be key in influencing the Masterplan. The Community and Skills Group recently established which contains representatives from each of the main partner organisations, the Town Council, Amicus on behalf of the local Housing Associations and local residents will have a key role to play. Understanding local requirements, existing and longer term is key to ensuring that the Vision and the developments, which will achieve it, are realistic both in terms of what is proposed and in the timing of their provision.

#### Plan -1 Illustrative layout showing zones and primary land



Area Action Plan 8



Plan -2 Location of the Action Area within the wider North Kent Thames Gateway





## Plan -3 Shows the Action Area plan set against the wider context of Queenborough