

The Masterplan



"The plan is good because the people of Queenborough & Rushenden have made decisions about what they want"

Thomas Appleby age 9

"I want to be a hair dresser but we need more people in Queenborough & Rushenden need good haircut"

Peyton Massey age 9



"Teenagers always do graffiti in parks, they smash things in parks because there bored, I will see new factories, new houses, new road works, less traffic, new bridges"

Shannon Johnson age 9



The pupils of Queenborough First School, May 2006.

The Masterplan



Sketch of Marina area

Response to context

The development proposals

The development proposals for Queenborough and Rushenden set out a comprehensive, exciting, ambitious and sustainable future. The proposals are for a range of uses, landscape and open spaces carefully integrated into the existing townscape and landscape that builds on the built and environmental heritage to create a strong sense of place. The following pages set out the main components of the proposals. These proposals have a number of important themes:

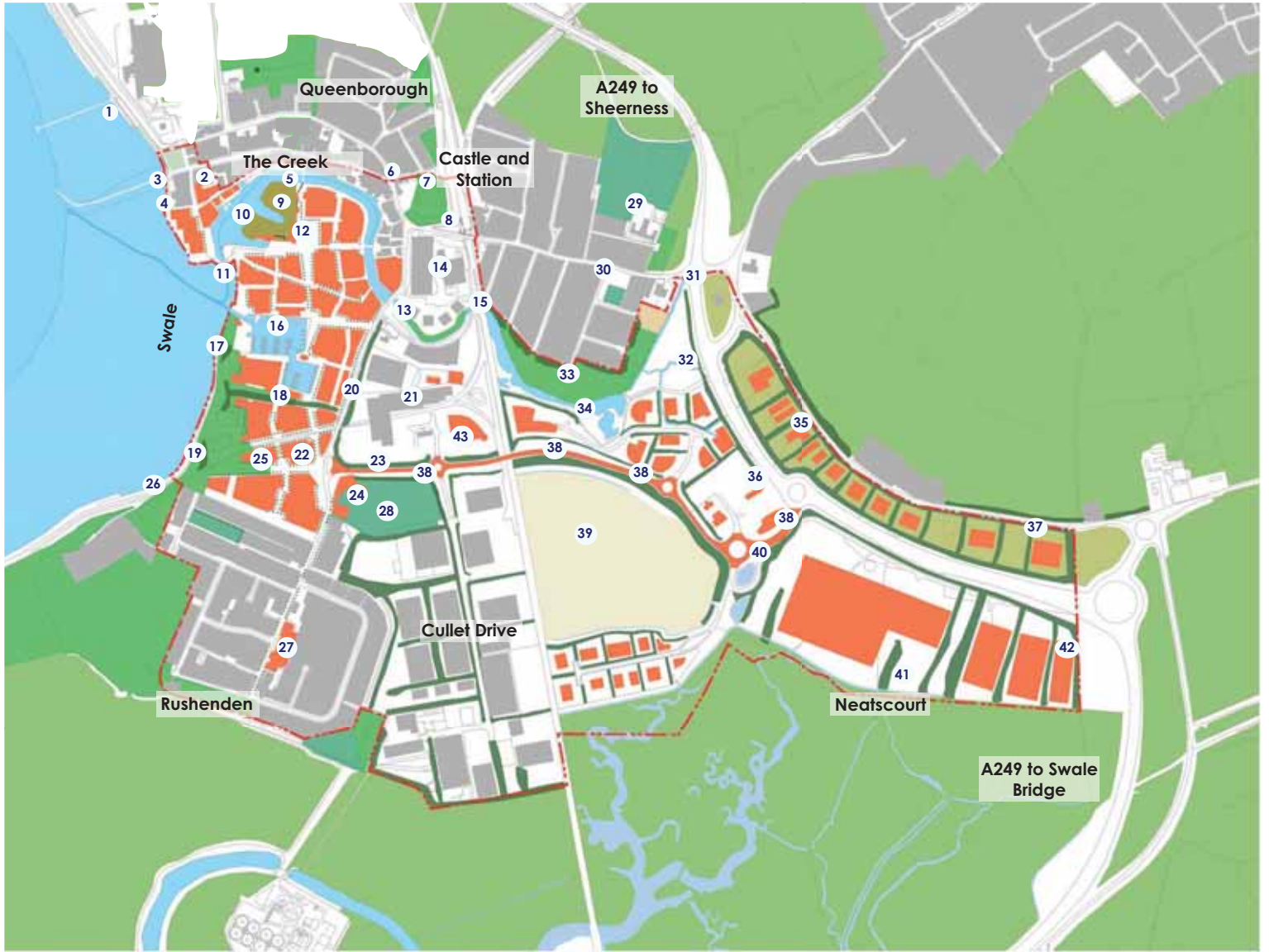
- **Vision:** the vision is for an exemplary development that, over time, lifts aspirations, provides good homes and jobs, excellent facilities for existing and future residents and forms the basis for a real community
- **History:** Queenborough is the oldest settlement on the Island and its fascinating history has been recognised in a comprehensive English Heritage study. A key element of any proposals will be to integrate and complement the setting of Queenborough and its creek and the conservation area that extends south to the 'Klondyke' area of the site. One key element will be to 'borrow' Queenborough in visual terms so to lend its strong character to the new. Views of Queenborough Church from the proposed development area are a key part of this strategy.
- **Connectivity:** Queenborough and Rushenden are poorly connected with Rushenden Road being an inhospitable and isolated connection. Footpath links are non-existent and opportunities to make the most of views across the Swale do not exist. A fundamental part of the masterplan is to connect and integrate existing areas by means of footpaths, cycleways, and calmed and attractive streets. Facilities such as shops, community space, sports and recreation are located on routes that provide good access for existing and future populations.
- **Sustainability:** the development will be based on the highest standards and understanding of the principles of sustainable development. This will include energy use and provision, CO2 emissions, recycling, water use and water management. The creation of a sustainable community is a core principle and will include the provision of education and community facilities, enhanced public transport, employment and greenspace provision
- **Environment:** the environment and site context and setting has strong characteristics and, in some cases is of significant nature conservation importance. The proposals are to use these characteristics to build on the identity of the Island and the locality to create a setting that is of the place. Since the place is one of water, swales and native vegetation the use of these for the creation of biodiversity and sustainability within the proposed development is appropriate.
- **Flooding:** The development areas are low lying and, as with much of the Island, water is an ever-present theme and entity. The Environment Agency has carried out a flood risk assessment on the development area and their findings are presented in this document. The masterplan has taken this into account and sets buildings at appropriate levels.

This part of the document will explain the masterplan in sufficient detail to give a clear indication of the type of place we are seeking to create. This detail will include massing, density, access, environment and open space, numbers and types of units, and an indication of the architectural and environmental qualities expected. In doing so it will set out the major elements guiding future development. These qualities will be supported by the Sustainability Charter, and other supporting documents which are all part of 'making the place'.

“... an exemplar for other masterplanning projects in the Thames Gateway”

South East Regional Design Panel, May 2006

The Masterplan



Plan 3.1 The Masterplan

The Masterplan

1. All tide landing
2. Dinghy store
3. Public hard
4. Old oyster beds
5. Boardwalk / bridge crossing / quayside improvement
6. Old school and library restored to new community / library hub
7. Castle site enhanced / reinterpreted
8. Queenborough Station - access and building improved
9. Green space by Creek retained and managed
10. Queenborough Creek
11. Existing channel
12. Predominantly residential development area at Klondyke
13. Tidal pool restored as part of Sustainable Drainage Systems (SuDS)
14. 'Pilkington' site retained as employment
15. Potential future pedestrian bridge link and footpath link
16. Potential new community water space and marina
17. Linear park along Swale
18. Proposed residential area: 'Caradon'
19. Waterside park / green space
20. Rushenden Road traffic calmed: 'Rushenden Street'
21. ISTIL with new vehicular access
22. Community hub and public square: shop, health centre, community facilities
23. New road entrance to Queenborough (traffic calmed)
24. Potential 'School for the Future' primary school
25. Proposed residential area: 'First Avenue'
26. Coal wash line retained
27. Streetscape / environmental and regeneration opportunity to Rushenden
28. Potential school
29. Queenborough First School retained
30. Main Road entrance to Queenborough defined / traffic calmed
31. The Aviator Public House (formerly The Lady Hamilton)
32. New A249
33. Footpath network and enhanced wetland green space
34. Enhanced wetlands and public amenities
35. 'Old A249' - Sustrans route
36. Potential landmark building
37. Potential Sheppey visitors' centre
38. Proposed Rushenden Relief Road
39. Port of Sheerness land
40. Employment - Commercial development e.g. office, distribution, small scale trade retail, light industrial. Set in a strong landscape sensitive to the existing environment and encouraging biodiversity.
41. Carefully controlled boundary respects environmentally sensitive areas and integrates development into landscape
42. 'Approach' landscape carefully managed to create sense of arrival and quality
43. Potential location of Combined Heat and Power (CHP) plant

The Masterplan sets out a coherent and holistic framework for the future of Queenborough and Rushenden. This approach hinges on creating a place of distinction, and therefore a destination. Queenborough and Rushenden will be joined together into a sustainable community with facilities, amenities, access, and employment as part of a supportive living and working environment. This environment will be an attractive one, drawing on the area's natural assets, such as the wide open spaces of the grazing marshes, the sinuous ditches and saltings, and the reaches of the Medway and Swale.

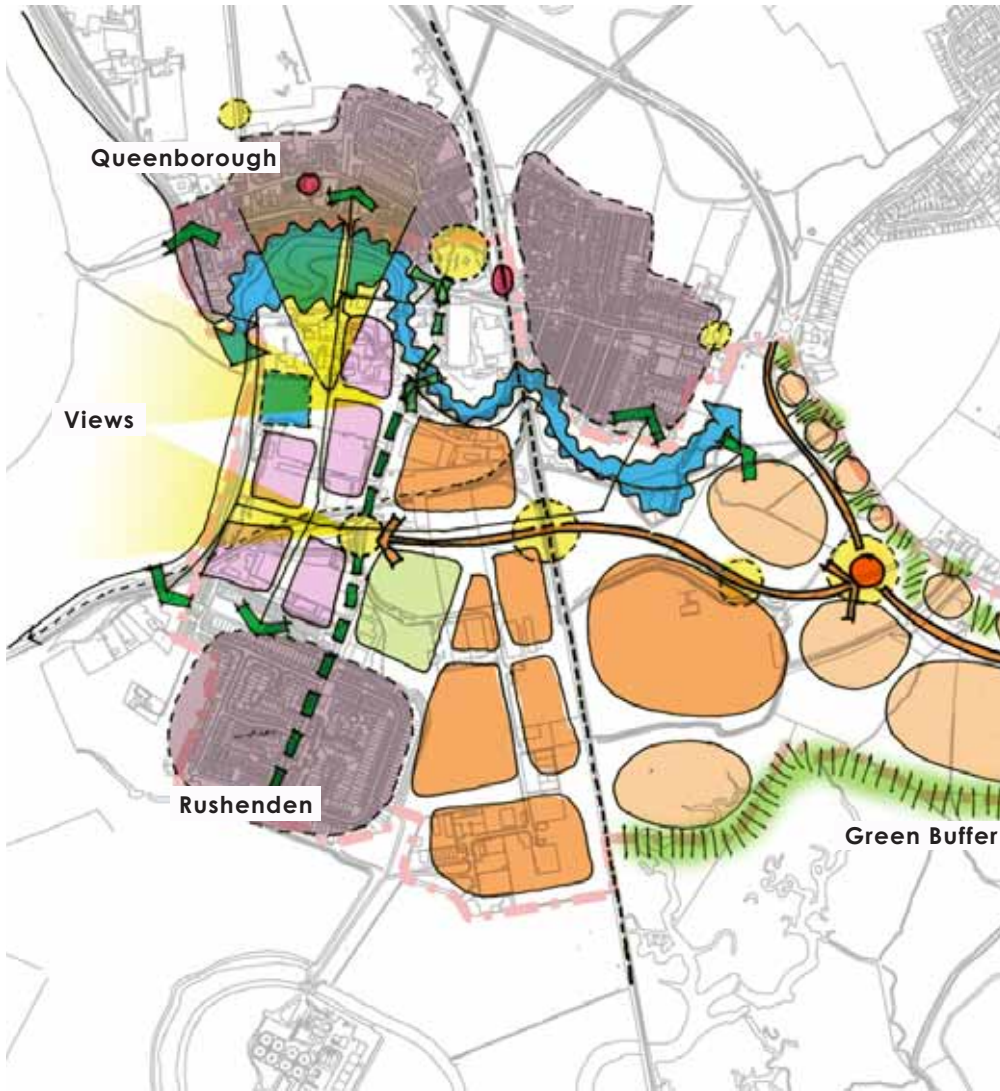
New and improved access, both to the Isle of Sheppey, and to employment land and to Rushenden via the proposed relief road, will be vital to this process. Included will be a diverse set of connections across various transport modes, from road and rail to pedestrian and cycle ways. A mix of uses across the area will ensure a lively community mix throughout the course of the day.

Community, jobs, and education will all be provided as part of an interdependent package of sustainable development.

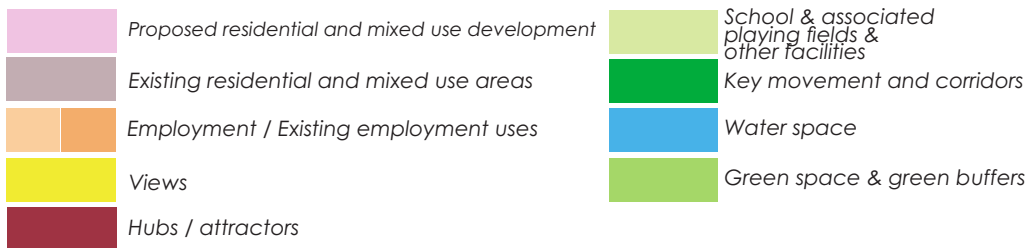
The plan includes key input from the design team with Rummey Design taking the lead as project masterplanners - in particular the Klondyke area has had substantial input from Art Lab Architects and their client Sheppey Ltd working closely with SEEDA and it's design team.

There has also been significant liaison in the development of the plan with Art Lab Architects, their client Sheppey Ltd. and the design team for the Klondyke site.

The Masterplan: Design Concept



Plan 3.2 Overarching Design Concept



Landscape Strategy

The external environment of Queenborough and Rushenden, the 'landscape', is made up of a number of components described in this document; the public realm, the design of infrastructure such as roads, water systems etc, the green space which has a range of functions, and to an extent the private realm in the way in which boundaries (fences, walls, facades) interface with the external environment. All of these together form the landscape. Each component is as important as the other, which is why a holistic approach to design is required. The design of roads, for example, will have a major effect on the way that the development is perceived so that "Manual for Street" thinking must be espoused and applied in spirit as well as principle. A number of key spaces have been identified which will be critical to the creation of "place" – shaping perceptions, but giving a particular character to individual parts. These key spaces include, but are not limited to:

- The Marina and its surroundings including the public realm to the north-east corner
- Rushenden Square
- Rushenden "Street"
- Swale Park
- The existing Creek edge and its links with Queenborough
- The new public realm of Rushenden
- The East-West Suds streets
- The North-South pedestrian route

These spaces and routes all have a different character, and are intended to be so. Some are hard, urban spaces, others 'soft' and green. Some should have a strong relationship with water, drainage, and biodiversity whereas others will be defined by buildings, and include artwork. The quality of detail, including planting design and lighting will be important to the overall impression. The spaces should be considered as a sequence, a network; the central point is that the landscape strategy must include the detailed design of all these spaces since they will probably have a greater impact on what sort of place the development will be than the buildings themselves. Whilst the masterplan must necessarily be broad in its thinking and proposals, all these issues are illustrated in it so that there is a rich source book of examples for the detailed design which is the next stage.

Design Concept

Creation of Place

Underpinning the masterplan is the creation of place. This means setting up the opportunities and aspirations for the creation of a high quality, distinctive and identifiable regeneration scheme that will attract employment to the area and benefit existing and future residents. The recent CABE housing audit states:

"The evidence shows that the design quality of the majority of new supply is average. If we carry on this way we will leave a sorry legacy to future generations." (Housing audit: assessing the design quality of new homes, CABE)

However, the masterplan is not just about housing, but the principles of good design will apply across the board. This section sets out the key areas that need to be followed through to exemplary detailed design which will create a place of unequalled quality in north Kent.

Waterspace

Water has played a key part in the development of Queenborough and Rushenden and the island as a whole. The masterplan sets out a series of principles that build on this and includes sustainable urban drainage (SUDs) where roof and road water can be managed in a natural and sustainable way. One of the most important proposals is for a marina and community waterspace centrally located within the proposed housing area. This is intended to be a viable and commercially run facility with a dedicated area for community use including training and boat launching. The intention is to add to the facilities of the all tide landing and creek to build up the capacity for mooring, repair and marine related activity. As part of the management strategy it is intended that proposed and existing water related activities could be brought together and managed as a whole. A separate study commissioned by SEEDA sets out the key technical principles and demonstrates the financial modelling and viability of the proposals. The marina will also provide a focus for the regeneration proposals and will bring important life and vitality into the scheme.

Sustainability

The sustainability agenda now plays a fundamental role in the design and development process. The Sustainability Charter - a supporting document to this masterplan - sets out the principles and standards considered important and that currently guide development. Suffice to say

that development proposals will be required to show the highest standards of sustainability in addition to minimising waste and efficiently using resources, the schemes must recognise the need to create vibrant and happy communities and to integrate principles of biodiversity wherever possible.

Housing

The masterplan sets out the development of around 2000 homes, of which over half will be houses, with the remainder being apartments. It is intended that these are distributed across the residential development area in a mixture of densities and tenures. The number of homes proposed has been arrived at by considering what is realistically possible while creating an attractive and vibrant place to live and work. Good urban design practice has been used to set out principles of massing and location to create a legible and permeable place that is well connected and has a variety of public realm spaces set within it.

Employment

The creation of employment opportunities is a key remit of the masterplan and opportunities areas are set out within this document to create around 180,000 sq.m of employment space. These include the development of mixed use (e.g. housing and employment) areas where appropriate i.e. adjacent to the marina. The significant employment opportunities exist within the Neatscourt area where proposals are well advanced to create a significant employment boost to the area. Coupled to employment opportunities will be a drive to integrate skills training into the development process and initiatives are currently putting this in place.

Community

A huge effort has gone into engaging the existing community at Queenborough and Rushenden in the process of developing this masterplan. This process is documented in the supporting volume "Statement of Community Consultation". The community continue to be actively involved and will play a key part in the proposals as they develop into detailed planning applications. The development of The Gateway facility and the activities it supports are establishing a strong community involvement in advance of permanent facilities to be provided. This building of 'community capacity' in advance of development is unusual and will set the brief for the detailed design of facilities set out in this document.

Greenspace / public realm

Places that people enjoy to live and work in are ones that provide a variety of activities, feel safe, can get away from it all or feel confident in allowing their children to play and are designed and maintained to the highest standards. The masterplan sets out a range of greenspace and public realm that is easily accessible and integrated into the regeneration area in a coherent and legible way. This document sets out the key components of public realm and greenspace providing a range of opportunities for recreation, walking and play. Proposals will need to evolve the themes set out here into detailed designs that set the highest standards in terms of public space design with reference to the Manual for Streets and guidance from CABE Space, Sport England, Play England and Kent Design amongst others. Of key importance to the overall landscape strategy of the Masterplan is the integration between the perimeter of any new development and the existing landscape environment. The design concept envisages green buffers in particularly sensitive areas such as where it adjoins Minster and Neats Court marshes and due consideration should be given to these and other ecologically sensitive areas. In such areas Natural England will need to be consulted to ensure that proposals are appropriate to the local environs and consideration should be given to the Swale Landscape Character Guidelines.

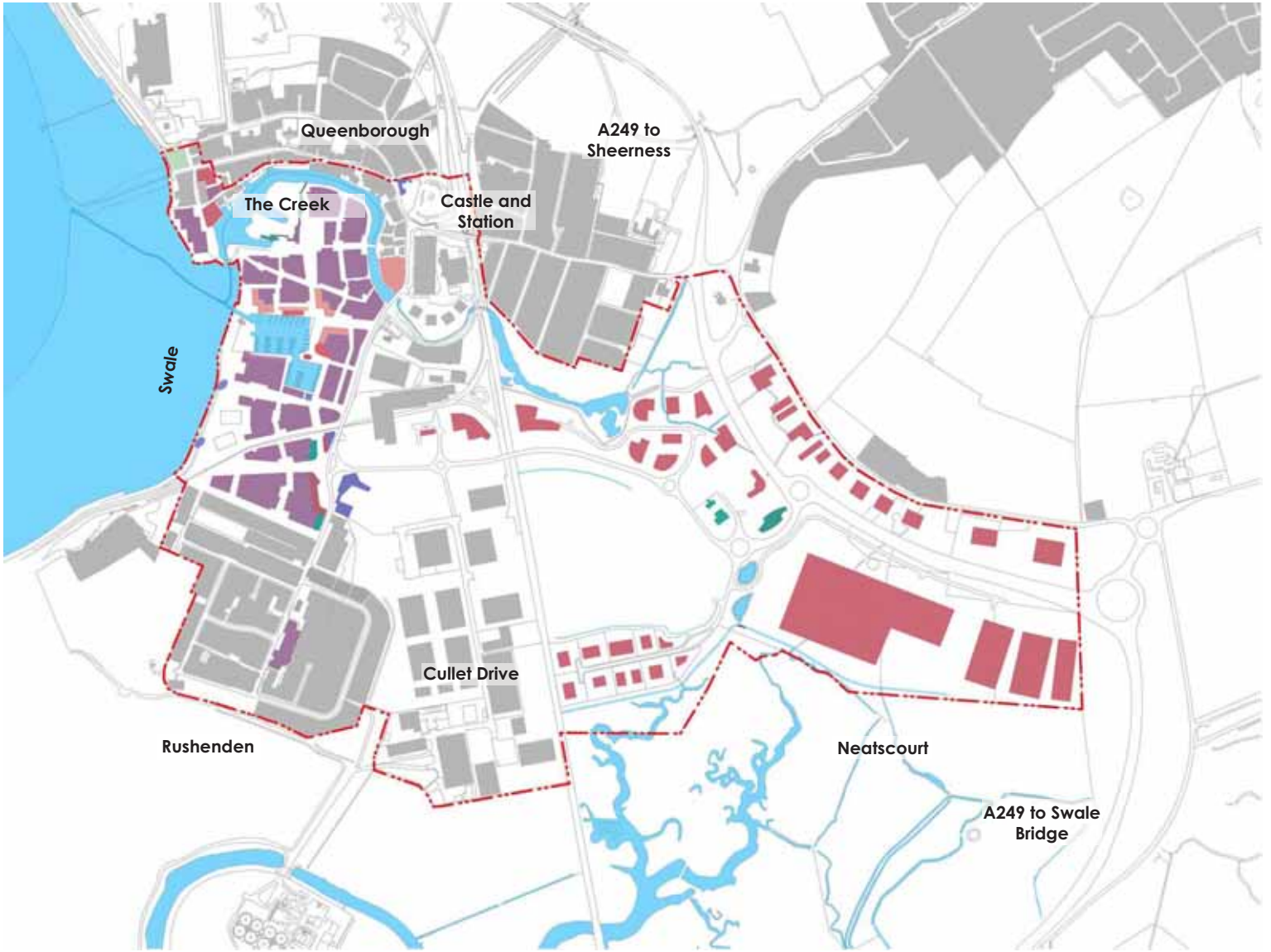
Integrating Rushenden

A key element of the masterplan is the integration and regeneration of Rushenden. It is intended that the development proposals set out will bring real benefits to the residents of Rushenden whether it is better access, improved facilities or funding to enhance the existing stock and public realm. In addition, the proposed regeneration of the area will allow other opportunities to be considered for the long term potential to enhance Rushenden.

Coalwash Railway

The Coalwash Railway, still occasionally used by the steelworks, is likely to remain for the foreseeable future. Therefore any residential scheme and open space design will need to consider how this would be safely integrated. This could in fact be made into a feature of the design and would operate in a similar way to trams in other urban areas.

The Masterplan: Land Use



Plan 3.3 Land Use

- Key:
- Employment
 - Residential
 - Mixed Use
 - Commercial
 - Community / Education

Land Use

Key land uses:

The masterplan sets out a range of land uses. These have been located as part of the design process to enable core principles of access, public space and community use to be appropriately disposed across the regeneration area. The principles set out in the Development Framework have been largely adhered to but developed into this masterplan setting out the types and locations of development types.

Residential

Residential use is shown in the area between Rushenden Road and the Swale. Table 2.1 sets out the approximate mix and numbers of units anticipated however it is anticipated that detailed design proposals will modify these within the principles set out. The residential component of the scheme is intended to provide a variety of housing types and these should seek to meet Lifetime Homes Standards where feasible. These will be set within an exemplary public realm of traffic calmed streets and squares well connected to greenspace and community facilities.



Employment

The masterplan area has the potential to create significant new employment opportunities for the local population. This is largely set out in the Neatscourt area but also within mixed use schemes in the housing area. A range of employment types is anticipated including office, large scale distribution, hotel and retail. It is anticipated that the marina will bring employment opportunities and also act as a hub or attraction bringing visitors to the project.

Commercial

A range of commercial facilities has been identified including the potential location of a hotel at Neatscourt and retail facilities at Rushenden Square and the Marina. These commercial opportunities will help to fulfil an anticipated need within the development but also to bring life to the scheme. These facilities may include cafes, restaurants and bars located at key locations including within the mixed use zones shown.



Community

The provision of good quality community facilities has been a constant theme of the masterplan design process. The land use plan sets out the disposition of these facilities. Work on their design is advanced in the case of the Old School buildings adjacent to Queenborough Castle site and potential activities are already being established at The Gateway building. Volume 2 of this masterplan sets out how the project is to be delivered and this includes the timely design and delivery of community facilities. It is anticipated that the provision of a modern healthcare facility, primary school and sports hall will all form part of this provision.



Water

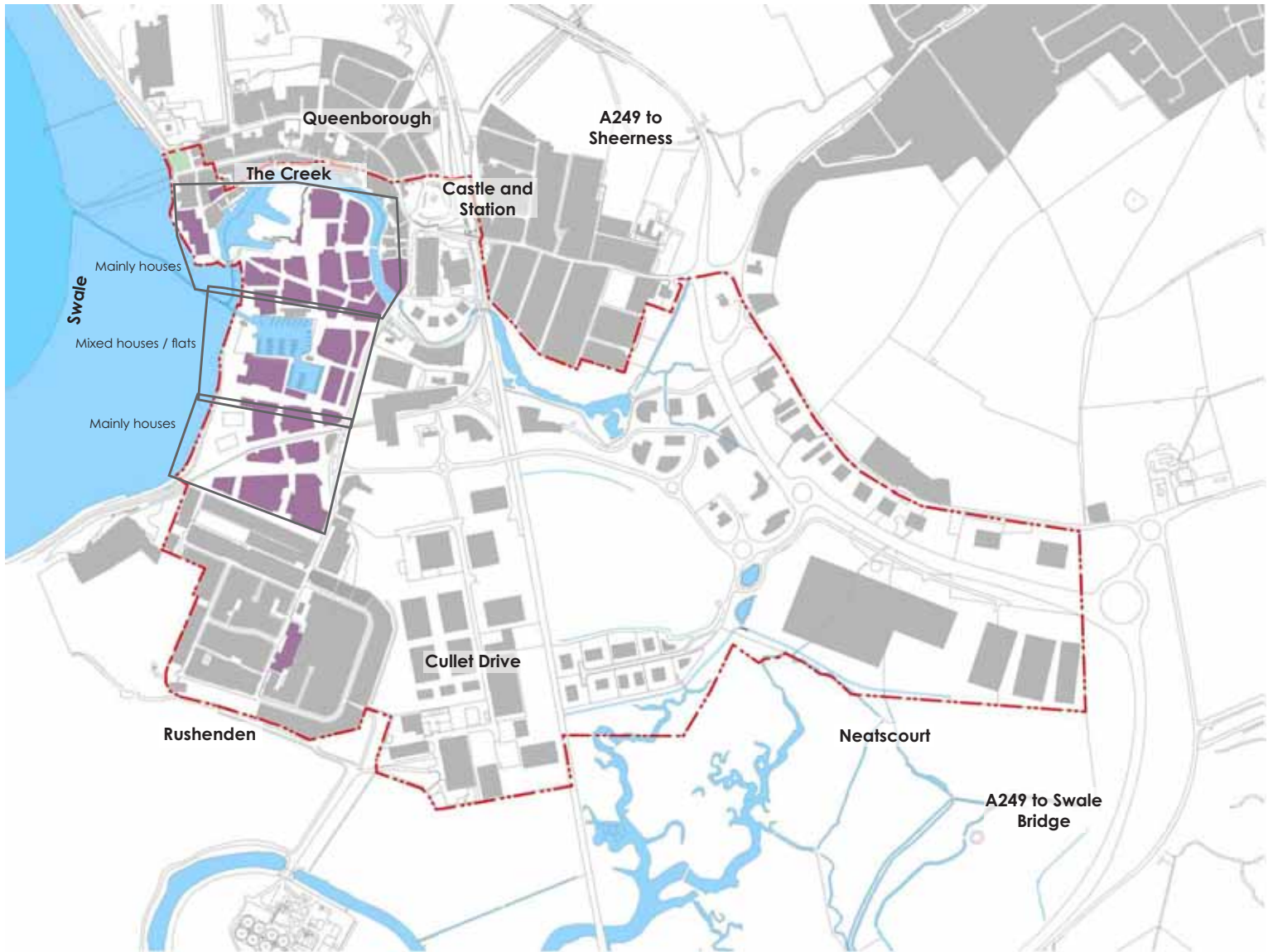
Described in detail in later pages water forms a integral part of this scheme whether it be to provide biodiversity, sustainable urban drainage or open (blue) space. It is fundamental to the creation of place and the reinforcement of the characteristics that underpin the natural and man made history of Queenborough and Rushenden and the island.



Greenspace

Set out in greater detail in later pages good quality greenspace is recognised as being absolutely vital in contributing to a healthy living and working environment. A key part of the strategy is to connect existing green spaces so that they become a part of the whole as opposed to being peripheral or isolated.

The Masterplan: Land Use - Residential



Plan 3.4 Land Use - Residential

Key:
 Residential

Residential

Residential proposals

The residential proposals set out the location, massing, typical density and mix of homes across the development area. It is intended that up to 2000 residential units can be accommodated within the masterplan area and these can be set with a well connected and high quality public realm.

2000 homes

Table 2.1 sets out the broad mix of homes anticipated. This is intended to be a guide for future detailed design. It shows that at least half of the residential units will be houses with the remainder being apartments. Of these only a relatively small percentage will be 1 bed. This mix is intended to accord with recent government guidance which requires new residential development proposals to provide a good mix of types including family homes.



Location

The majority of the housing provision is shown to the west of Rushenden Road and between the Queenborough Creek in the north and First Avenue in the south. There are areas to the north, namely the MIT and Foundry sites, where it is considered that good opportunities for housing or mixed use sites exist.



Information on Lifetime Homes Standards can be found in The World Health Organisation Age-Friendly Cities report and guidance provided by The Joseph Rountree Foundation: www.who.int/ageing/age_friendly_cities/en/index.html
www.jrf.org.uk/housingandcare/lifetimehomes

A mix of tenures and sizes

The residential component of the regeneration is intended to provide a good mix of tenures and affordability options. 25% is to be built as affordable housing with options for shared equity purchase. This 25% will be developed at



Table 2.1: DWELLINGS

Houses (52%)	%	Number	Size (ft ²)	m ²	Total (m ²)
2 Bed	16	320	1,076	100	32,000
3 Bed	31	620	1,248	116	71,920
4 Bed	5	100	1,743	162	16,200

Flats (48%)	%	Number	Size (ft ²)	m ²	Total (m ²)
1 Bed	14	280	646	60	16,800
2 Bed	29	580	775	72	41,760
3 Bed	5	100	925	86	8,600

Sub total	100	2000			187,280
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Of the total number of dwellings, 25% will be affordable; i.e: of around 2000 dwellings, 500 will be affordable.

an even rate across the life of the project. The different characteristics of the site and as set out in the next chapter mean a number of varying styles and types can be accommodated within the scheme.

Density

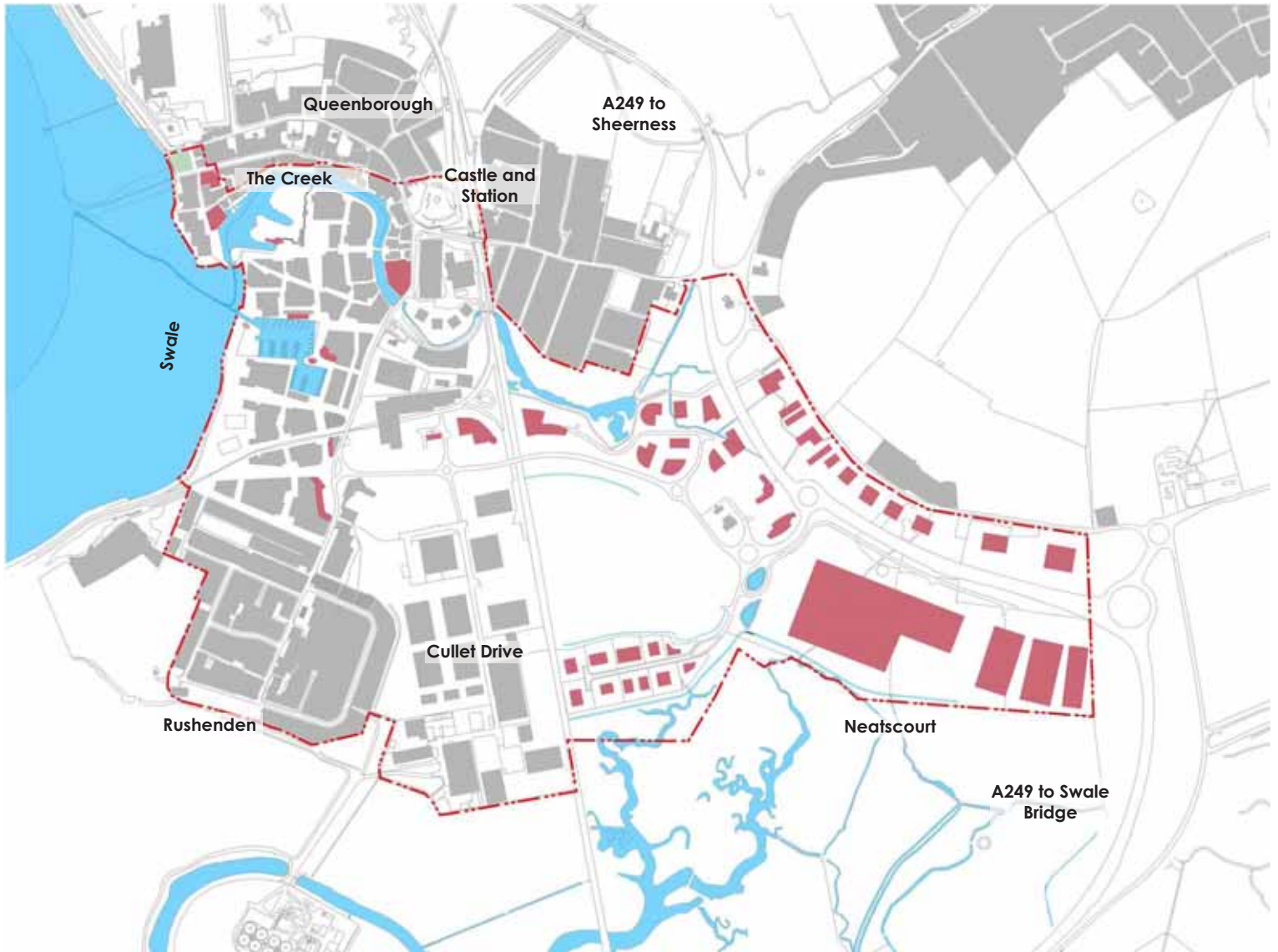
The proposals set out a fairly dense housing scheme but not one which is considered inappropriate. The density proposals are described elsewhere but will result in a tight knit development with many characteristics of historic North Kent towns such as Whitstable such as human scale spaces and tightly defined



Character areas

A number of character areas have been defined and these are described in the next chapter. The intention is to respond to existing characteristics or designed features for instance the conservation area of Queenborough or the proposed marina.

The Masterplan: Land Use - Employment



Plan 3.5 Land Use - Employment

Key:
 Employment

Employment

Employment proposals

A major element of the masterplan is the provision of significant employment opportunities. As part of this existing employers have been consulted, along with the community, throughout the design process and this will continue as development proceeds.

Scale

Around 180,000 square metres of employment space is proposed throughout the development. This will provide a wide range of jobs over the period of the scheme. Currently proposals are being advanced for the first phases of development on Neatscourt and as part of this the detailed design of the link road is being advanced. This is essential for improving access to existing and proposed employment sites.



Location

Employment is proposed across the masterplan area although the largest quantum is on the Neatscourt site. Here improved access will open up areas for development including office and distribution. Neatscourt has the potential and is planned to accept a variety of uses including 'land hungry' activities such as storage and, as currently, parking for imported cars. To the west of the railway existing employment at Cullet Drive will benefit from the link road crossing the railway and allowing direct access to the new A249. To the west of Rushenden Road employment is intended to form part of the development in areas such as the Marina and Rushenden Square where it will add life and vitality and provide services for the new and existing population.

Table 2.2: COMMERCIAL SPACE	Use Classes	Size (ft ²)	m ²
Rushenden Square	Retail / Restaurant / Office	12,900.00	1,200
Marina	Retail / Business & business services / Restaurant / Pub-bar / other Commercial	37,625.00	3,500
Klondyke	Retail / Restaurant / Businesses / other Commercial	18,812.50	1,750
Queenborough Community	Retail	5,912.50	550
A249 Corridor	Business / Industrial / Storage & Distribution mix	376,250.00	35,000
Neatscourt:			
Roadside to include headquarters, hotel, pfs, offices, restaurant	Business / Hotel / Restaurant	322,500.00	30,000
Distribution	Storage & Distribution	602,000.00	56,000
Mix of Units	Business / Industrial / Storage & Distribution	559,000.00	52,000
Sub total		1,935,00.00	180,000

Queenborough & Rushenden Built Development Schedule

Mix

The proposed mix is shown on the adjacent table. It is intended that the employment provision will provide a wide range of job opportunities.

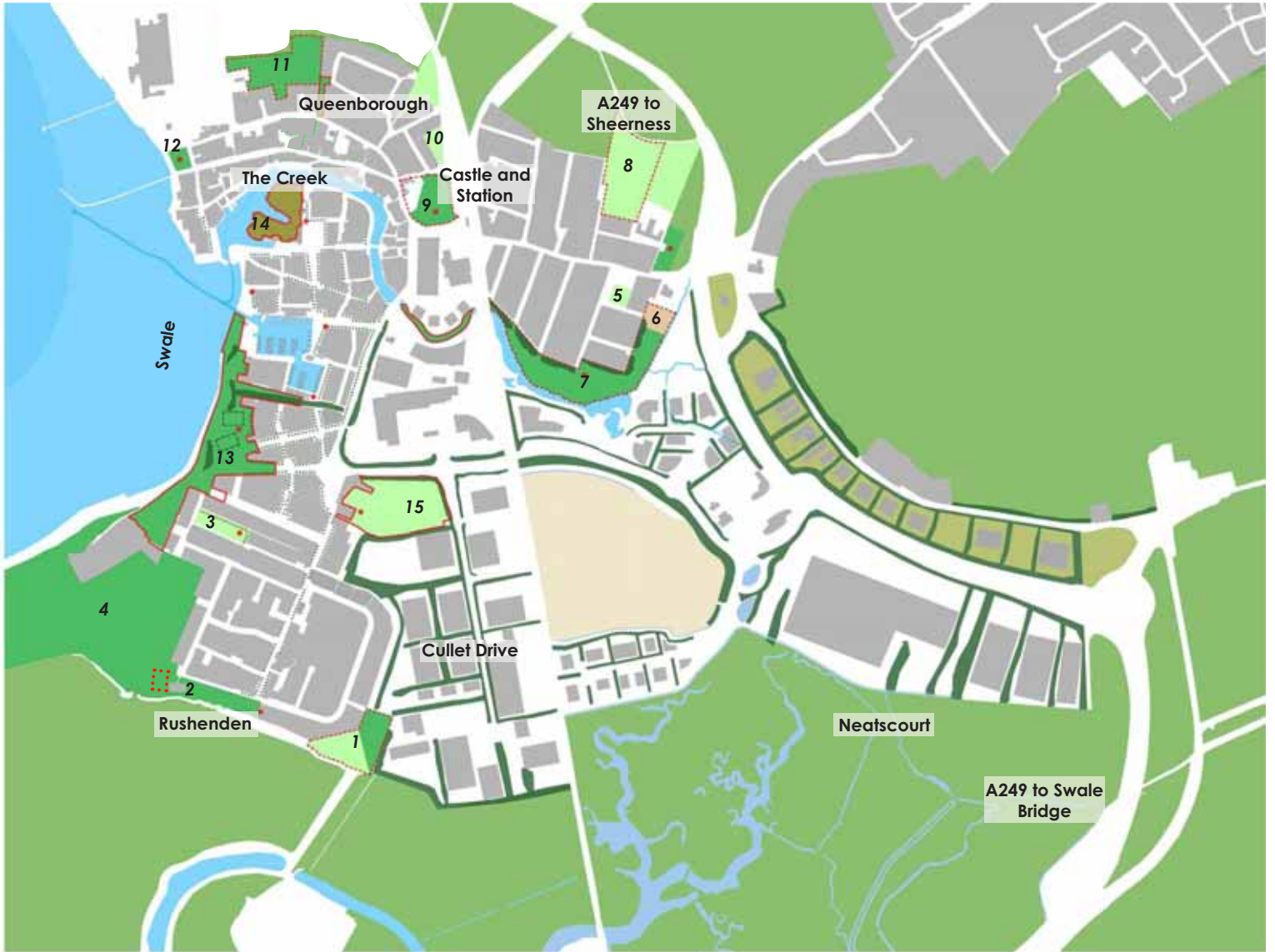
within existing vacant commercial floorspace. Subject to normal planning considerations, the Council will seek to assist businesses to relocate.

All existing employment, including that around the Creek, is important, and the Masterplan envisages this being retained wherever possible. Existing Port of Sheerness vehicle compounds will remain in their position south of the proposed Rushenden Relief Road, flanked by B2 and B8 manufacturing, industrial, and distribution uses. Where it is not possible to retain employment in situ, opportunities exist either within the existing and proposed commercial areas, or

North of the Relief Road and north of the alignment of the new A249, B1 office, light industrial, and nursery / starter businesses will be accommodated, along with small units for potential freehold owner occupier and investment sales. Space will also be provided for quality strategic development such as regional headquarter offices, roadside uses including hotel, restaurants, public house, petrol filling station and associated uses.




The Masterplan: Green Space



Plan 3.6 Green Space

Key:

- | | | | | | |
|--|-------------------------------------|---|---------------------------------|---|-------------------------------------|
|  | Existing landscape context |  | Play |  | Enhancements to existing open space |
|  | Structural landscape (trees, hedge) |  | Public green open space (parks) |  | Potential 5-a-side football |
|  | Allotments |  | Nature conservation areas |  | Proposed open space |
|  | Formal open space (sport) | | | 1 | Number as on table 2.3 |

Public Open Space

Public Open Space Strategy

Queenborough and Rushenden benefit from their position in the midst of a unique landscape of marshes and waterspace. They are also within easy reach of Elmsley Marshes, which provide some of the wildest landscape and superior bird watching opportunities in England.

Within the masterplan area and Queenborough and Rushenden there is an appropriate quantity of open space and opportunities for sport and recreation outside. However these existing open spaces are not well connected and thus not used to their full potential. For instance the high point of Rushenden Hill is only easily accessible to Rushenden residents.

The public open space strategy is a key element of the masterplan and sets out a range of new opportunities but critically links these to existing open space with a comprehensive footpath and cycle network. Table 2.3 shows how the proposals, taken together with that which exists, provide more than adequate open space provision for the existing and proposed population. Open spaces, therefore, are provided as part of a green grid strategy, making important linkages for human movement and biodiversity, creating new parks and opportunities for play areas and recreational activities. They are also a crucial part of the area's drainage strategy. Here it is intended to integrate surface drainage into the development via swales and ponds to form part of a SUDs scheme and to provide biodiversity as an integral part of the landscape proposals.

Design of all public spaces should take into consideration current Best Practice, for example obtaining Green Flag Status and reference to Natural England's Accessible Natural Green Space Standards, Sport England Active Design and consideration of the key principles of the Green Grid network and the Thames Gateway Parklands guidelines.

The proposals include the possibility of a primary school and here it is expected that the open space required as part of this provision will be available for community use at appropriate times. The school will be designed in line with Building Schools for the Future programme and, in common with the philosophy developed, it is expected that community use will be encouraged where appropriate.

Even if use of the school playing fields is not possible, adjacent to the school an indoor sports hall is proposed, and this will be available for the public.

This will provide a valuable additional recreational resource for the community alongside the open space provision, and will provide flexible space for a variety of community activities including active sports, clubs and groups. Locations for play are shown throughout the masterplan area and it is expected that these proposals will

be developed to the latest thinking including Play England's emerging strategies.

In addition to the open space areas described above and set out in Table 2.3, the proposals also include the provision of a new marina, which will provide additional opportunities for leisure and recreation and should consider access for activities such as fishing.

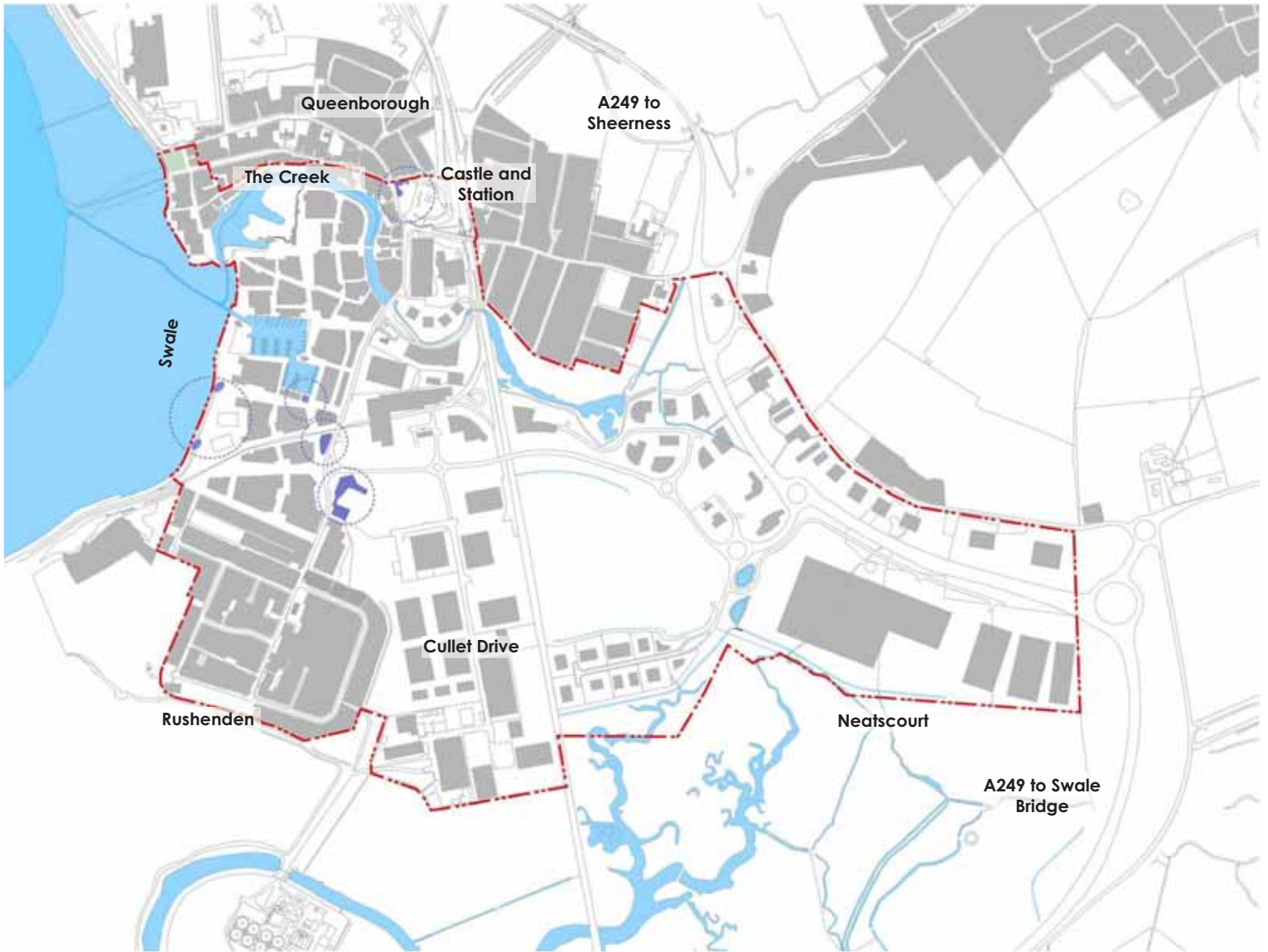
Table 2.3

Net housing site area (assume 80% of site)	12.52
Existing population (last census)	3,144
New population (2.2 / unit)	4,400
<i>Sub total</i>	<i>7,544</i>
NPF standards 2.4ha/1,000 population	18.1ha
10% net site area (residential)	1.25ha
TOTAL OPEN SPACE REQUIRED	19.35 ha

Existing Rushenden	Casual (ha)	Active (ha)	Other (ha)
1 - CARE centre		1.2	
2 - Rushenden ball court & play area		0.96	
3 - Rushenden kickabout		0.38	
4 - Rushenden Hill	7.4		
Existing Queenborough			
5 - Bowling green		0.15	
6 - Allotments			0.35
7 - First Ave. recreation ground	1	1	
8 - Playing fields		1.97	
9 - Castle green	0.89		
10 - Playing fields		0.19	
11 - Coronation Cres. allotments			0.63
12 - Queenborough Park	0.16		
Proposed			
13 - Swale Park	2.5		
14 - Creek Park	0.92		
15 - Rushenden school grounds (or equivalent)		2.2	
Sub total	12.870	8.05	0.98
TOTAL OPEN SPACE PROPOSED	21.90 ha		



The Masterplan: Land Use - Community / Education



Plan 3.7 Land Use - Community / Education

Key:

 Community / Education

Community / Education

Community / Education

The masterplan has a range of community facilities built into the design. The delivery of these is set out in the Volume 2 - Project Delivery. The comprehensive consultation process identified the need for a range of facilities and, where possible, these have been taken forward to the masterplan. The detail design of these will be developed over time and when planning applications are made. The proposed facilities are intended to be flexible and multi-use therefore allowing for a range of activities over time. For instance a space could accommodate a digital cinema in the evenings and be available for yoga during the day. In some cases proposals are currently being advanced, for instance the Old School at Queenborough. The development of the old Jewsons building into its current use for skills training and community use is setting the precedent for the future use of permanent facilities. This precedent will, in part, establish the brief for the community facilities that will be built in the Rushenden Square areas as part of the Queenborough Old School regeneration.



Table 2.4: COMMUNITY SPACE / FACILITIES

	Use Classes	Size (ft ²)	m ²	Total (m ²)
Healthcare facility	Non-Residential Institutions	24,757	2,300	2,300
School (inc. community space)	Non-Residential Institutions	22,058	2,050	2,050
Sports Hall	Non-Residential Institutions	8,073	750	750
Other community space	Non-Residential Institutions	2,690	250	250

Queenborough & Rushenden Built Development Schedule

Location

The location of community facilities is adjacent to main access and communication routes with a 'split' between Queenborough and Rushenden. In Queenborough the Old School will become a new facility following conversion and restoration. It is intended that the Library will form part of this complex in an updated form. Towards Rushenden the proposed urban space of Rushenden Square will become the hub for a range of community activities and help to redress the current imbalance.



The proposed primary school

This will be designed and built according to latest thinking - Building Schools for the Future. It is intended that, where possible, certain facilities should be available for community use including the sports fields. This is something that will be considered when the brief for the design of the school is developed. The masterplan process has established the need and value of a primary school in this location. KCC will evaluate this in the context of the wider education picture. In the event a school is not provided, the need for public open space here is acknowledged and this will be provided.

Health care

A new health care facility is proposed adjacent to Rushenden Square. This will replace all existing doctors surgeries in Queenborough with a state of the art facility including a pharmacy, nurses facilities and support staff. This facility will be easily accessible from all parts of the surrounding area and provide a much needed facility.

Shops and retail

Rushenden Square will have a medium sized retail facility able to provide the majority of food and convenience needs for the existing and proposed population. It will have adequate parking and be located on convenient footpath and cycle routes. Other opportunities for cafes and restaurants are shown and these will add much needed life and vibrancy to the proposals.

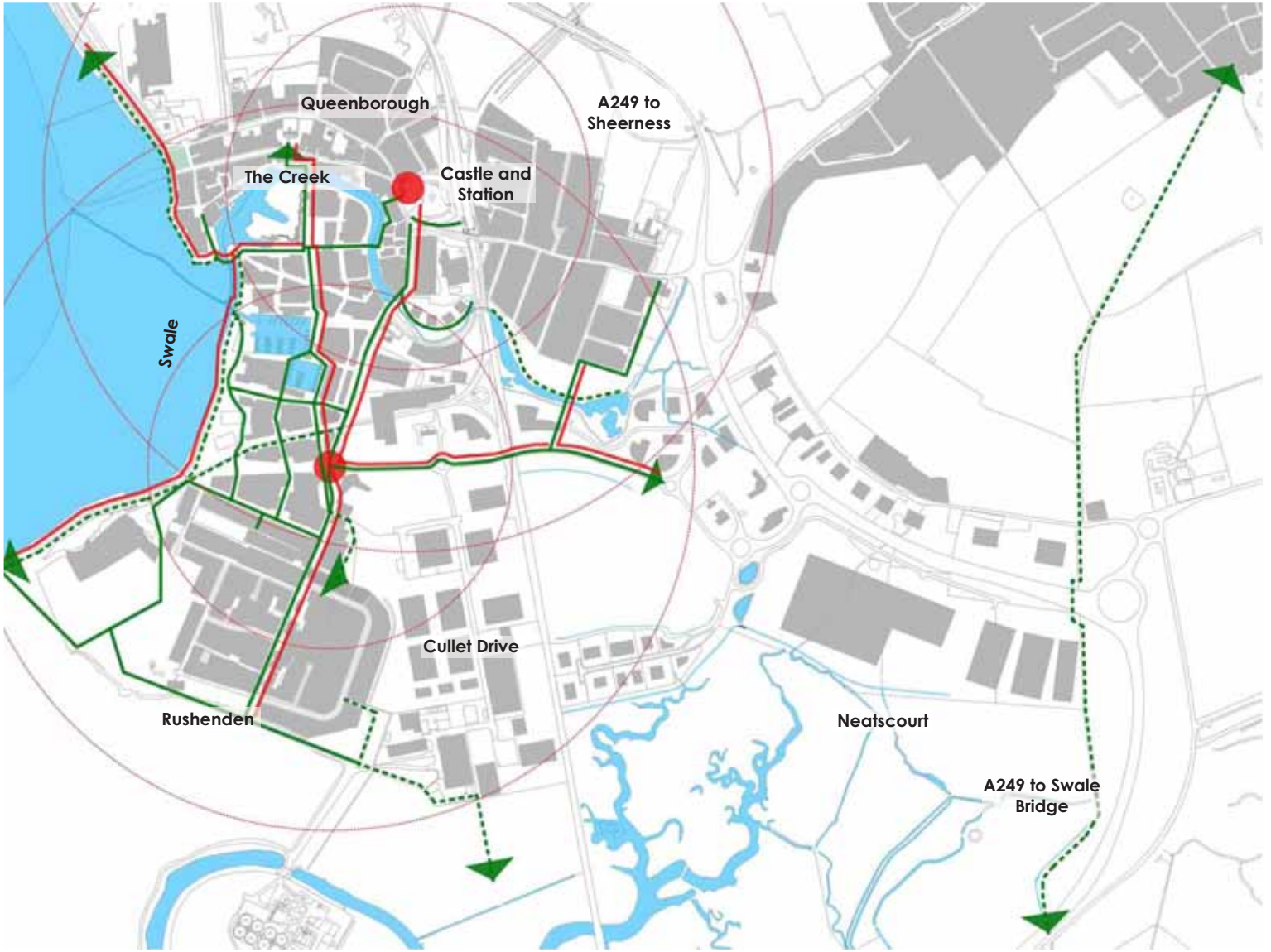
Sports Hall

As set out in the previous pages this will be co-located with the proposed primary school and provide flexible space for sports and other activities.

Waterspace




The marina will have two basins, one for commercial use and one primarily for community use. This will provide a safe and enclosed waterspace for water related training activities such as canoeing. It will also contain a range of more affordable moorings.



The Masterplan: Pedestrian & Cycle Access



Plan 3.8 Pedestrian & Cycle access

Key:

-  Public footpaths
-  Main pedestrian route
-  Cycle route

 Walking distances:
400 m (5 minutes)
 800 m (10 minutes)

Pedestrian & Cycle Access

Footpath and cycle access

Connectivity via footpaths and cycle routes are a key component to the masterplan. The ability to move easily across the masterplan area is important in terms of creation of place and community and in order to effectively link existing communities. Existing opportunities such as across the 'dam' and towards the station are to be explored and opened up.



Walking Distances

Queenborough, Rushenden and the AAP area are quite compact and walkable. The majority of services are available within a 10-minute radius, and the longest pedestrian journey within the area is generally not more than 15 minutes. A network of foot and cycle paths, along with the road system, will make choice possible to maximise the number of efficient routes and for daily variety.



Location

North south and east west routes are shown on the adjacent plan. These are intended to provide a range of routes and, in particular, connect Queenborough and Rushenden effectively. To the north of the residential area bridge connections will cross the creek. These will need to be designed to allow access to boats where appropriate but they should be considered as attractive features and landmarks within the development area.



Shared surfaces & home zones

In line with current good practice it is intended that many of the internal residential roads will be calmed and part of this approach will be achieved through the use of shared surfaces taking a lead from the Manual for Streets. This approach is intended to create a pedestrian friendly network of streets and squares that are safe for all to use.

Home zones within residential areas will allow shared use of surface and encourage activities other than vehicle use. Their design will encourage careful driving and redress the pedestrian / vehicular balance.

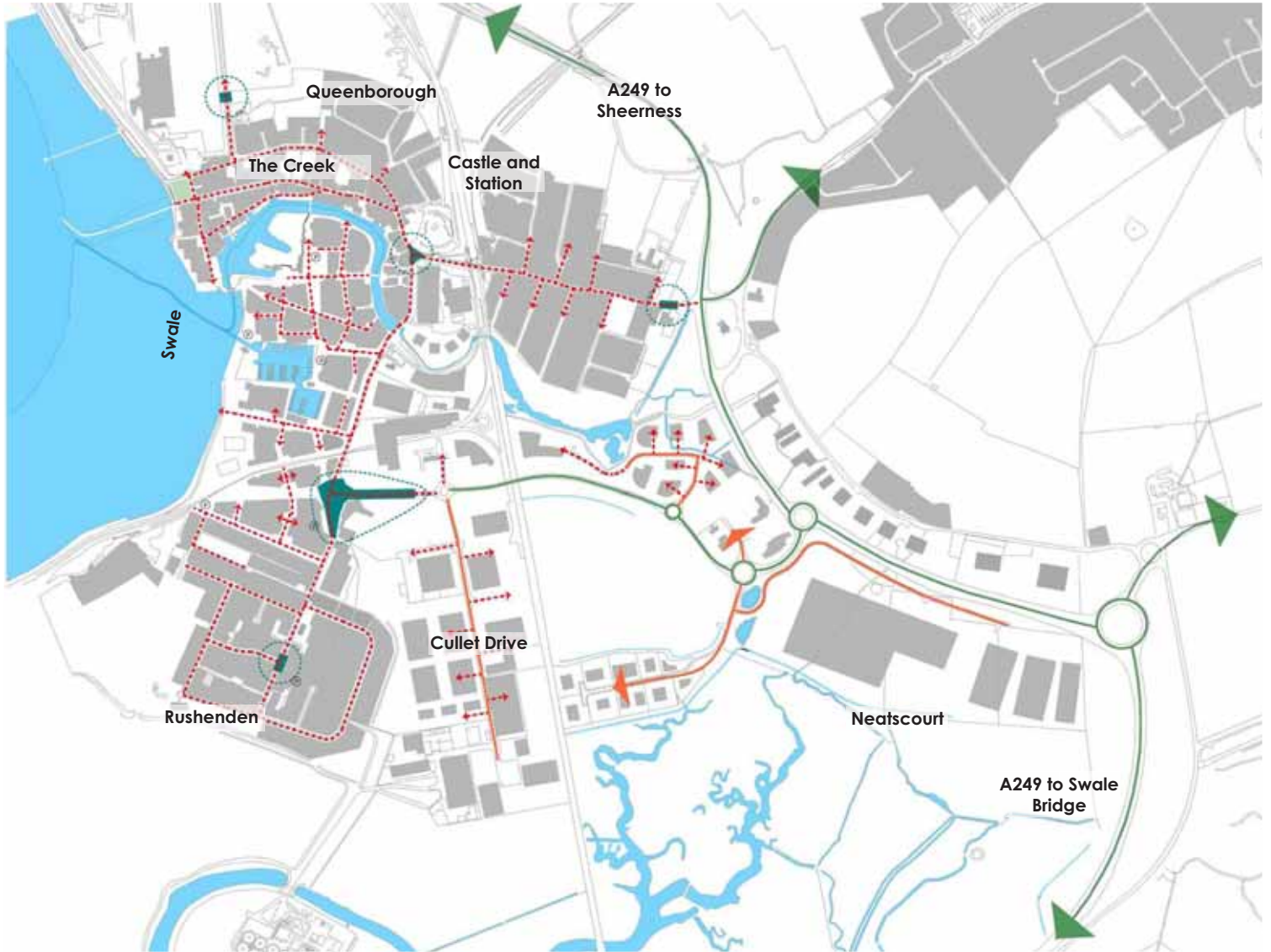


Cycling

Key cycle routes are shown and these will enable good access to the wider area. Where possible cycle routes will be on shared but fully marked out surfaces.



The Masterplan: Vehicular Access & Movement



Plan 3.9 Vehicular access & movement

- Key:
-  Primary
 -  Secondary
 -  Tertiary (20mph)
 -  Traffic calming
 -  Potential parking locations

Vehicular Access & Movement

Vehicular access and movement

Public transport

The Rushenden Relief Road will allow a loop circuit for buses to provide a service to the new employment at Neatscourt, the proposed Rushenden Square and its community facilities, Queenborough Castle and Railway Terrace, Main Road, and then on to Sheerness, Minster, and the rest of the island.



Rail services will continue at Queenborough Station, which is on the course of the bus routes. Access to new development from the station is within easy walking distance through the new footpath routes proposed, as are the employment areas at Neatscourt. Footpaths and cycle paths will connect with road and rail links at key nodes. It is intended to improve the environment of the station area to make access and the user experience better.

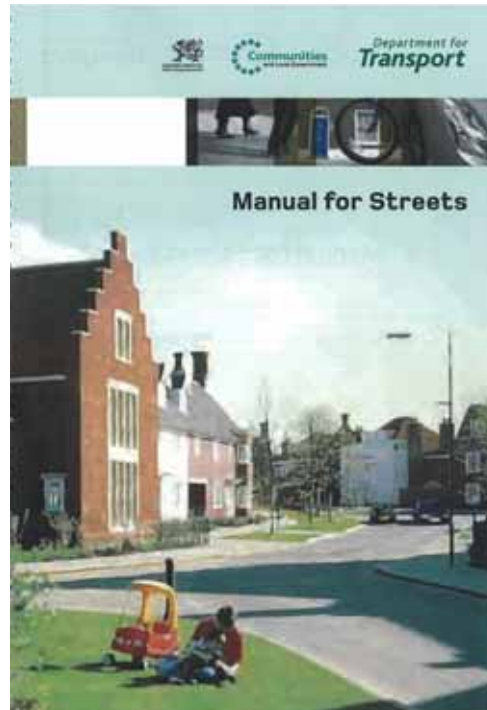


Vehicular Access

The majority of heavy traffic, especially distribution and port-related traffic in Queenborough and Rushenden will be routed outside the community core via the A249, Brielle Way and the proposed Rushenden Relief Road. Rushenden Road may thus be recast as 'Rushenden Street', and noisy, dangerous traffic will be mostly removed. Main Road and the High Street will also be substantially calmed, with a significant portion of the traffic currently using Whiteway Road diverted to the A249.

Traffic calming

Significant traffic calming will occur at key intersections - at the eastern extent of Main Road, at Queenborough Castle, at Rushenden Road at the Creek and at the new intersection of Rushenden Road and the Rushenden Relief Road - Rushenden Square. This last is to be developed as a public square and a shared space. Home Zone principles will be applied to residential streets, placing priority on pedestrians over cars.



Manual for Streets

The recently published Manual for Streets replaces older guidance on residential street design. It is intended to redress the balance between pedestrians and cars and considers streets and public realm in this way. The intention throughout much of the residential development is to use shared surfaces in order to create an attractive and safe pedestrian environment.

20mph

The entire residential area, including existing streets, is intended to be signed and designed to achieve a maximum speed of 20mph.

Parking

Parking standards will seek to achieve a balance between the needs of the community and the need to create an attractive, safe and sustainable development. Current Kent Design guidelines will guide the provision of parking. Public parking for businesses and visitors will also be required and a number of potential locations is shown on the adjacent plan. The detail of these will need to be brought forward at detailed design stages. Residential parking will generally be on street, in parking courts or in semi basement car parks below apartment block. On plot parking will be discouraged as it is space hungry and experience shows that it is not always used for the purpose intended.

Link Road

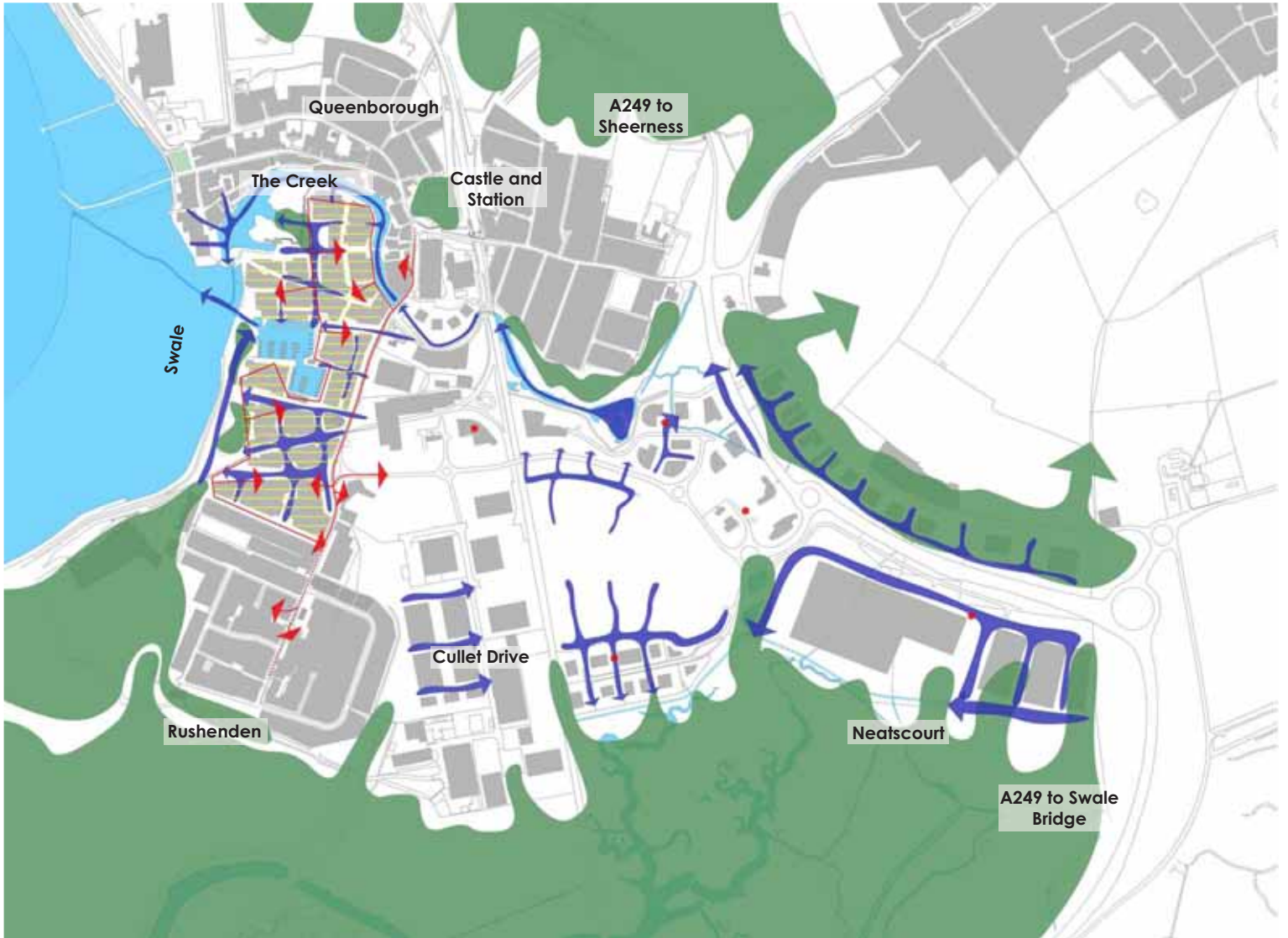
The Rushenden Link Road will enable access to employment areas and open up the current brownfield sites for residential uses. It will become THE approach to Queenborough and Rushenden and its design and management will have a critical impact on the approach experience.



Traffic calming

At key locations traffic calming measures will be used to signal arrival, direction change and slow traffic. The link road will enable this to occur along Main Road and for Queenborough to benefit from slower and quieter traffic movement. This calming will discourage the current use of the roads by HGV's and encourage them to use the link road. At key locations such as the proposed Rushenden Square shared surfaces will be employed to create safe pedestrian zones.

The Masterplan: Sustainability



Plan 3.10 Sustainability

Key:

-  Local CHP Plant
-  Indicative CHP Ring
-  Potential CHP Main Ring Extension
-  SUD's System (contributing to Biodiversity enhancement)
-  East West Building Orientation (passive & active solar collectors)
-  Areas of Biodiversity enhancement

Sustainability

The development of a highly sustainable regeneration scheme that meets the most stringent standards is at the core of the masterplan approach for Queenborough & Rushenden. SEEDA is at the forefront of developing sustainable approaches and methodologies such as the Sustainability Checklist and Combined heat and Power plants fuelled through locally produced biomass. A supporting document - the Sustainability Charter - sets out the underlying principles and targets expected of this masterplan. The adjacent plan summarises the main physical components and approaches:

SUDs

A comprehensive Sustainable Urban Drainage system allows water to be harvested for re-use or held to disperse naturally or through evaporation, creating the opportunity for biodiversity to be enhanced.

CHP

The use of Combined Heat and Power plants to provide district heating and electricity with the potential to use biomass to fuel these. The plan shows a notional ring main to support this - a vital consideration at an early design stage.

Orientation

The consideration of orientation of buildings to use solar gain and solar collection as part of a comprehensive sustainability strategy is important. Within the residential areas it is proposed that an east west building orientation and therefore north south roof alignment will enable this. This does



The use of SUDs and the presence of adjacent areas of nature conservation importance suggests good opportunities to encourage biodiversity within the masterplan area. The landscape of reeds, marshes, ditches and waterways can easily be adapted to an attractive and ecologically valuable landscape and so reinforce local distinctiveness and character. Opportunities for increased biodiversity should be taken wherever possible across the masterplan area whether this be by the use of green roof, native planting or grassland management techniques - it should underpin all consideration of the built and landscape design.



The Sustainability Charter contents is summarised below by way of introduction:

The South East region currently contains around 8 million people living in 3 million homes, and based on 2001 figures lies 15th out of 86 European Regions in terms of the size of its economy. However, it also has an ecological footprint 3 times greater than the resources currently available. This is a situation that clearly needs to be addressed as soon as possible.

Throughout its portfolio of development and regeneration projects, SEEDA leads the way in guaranteeing that all elements of sustainability are addressed as comprehensively as possible. In so doing it helps to ensure that all new developments far exceed existing development standards, creates communities that are truly sustainable and provides a high quality of life for residents.

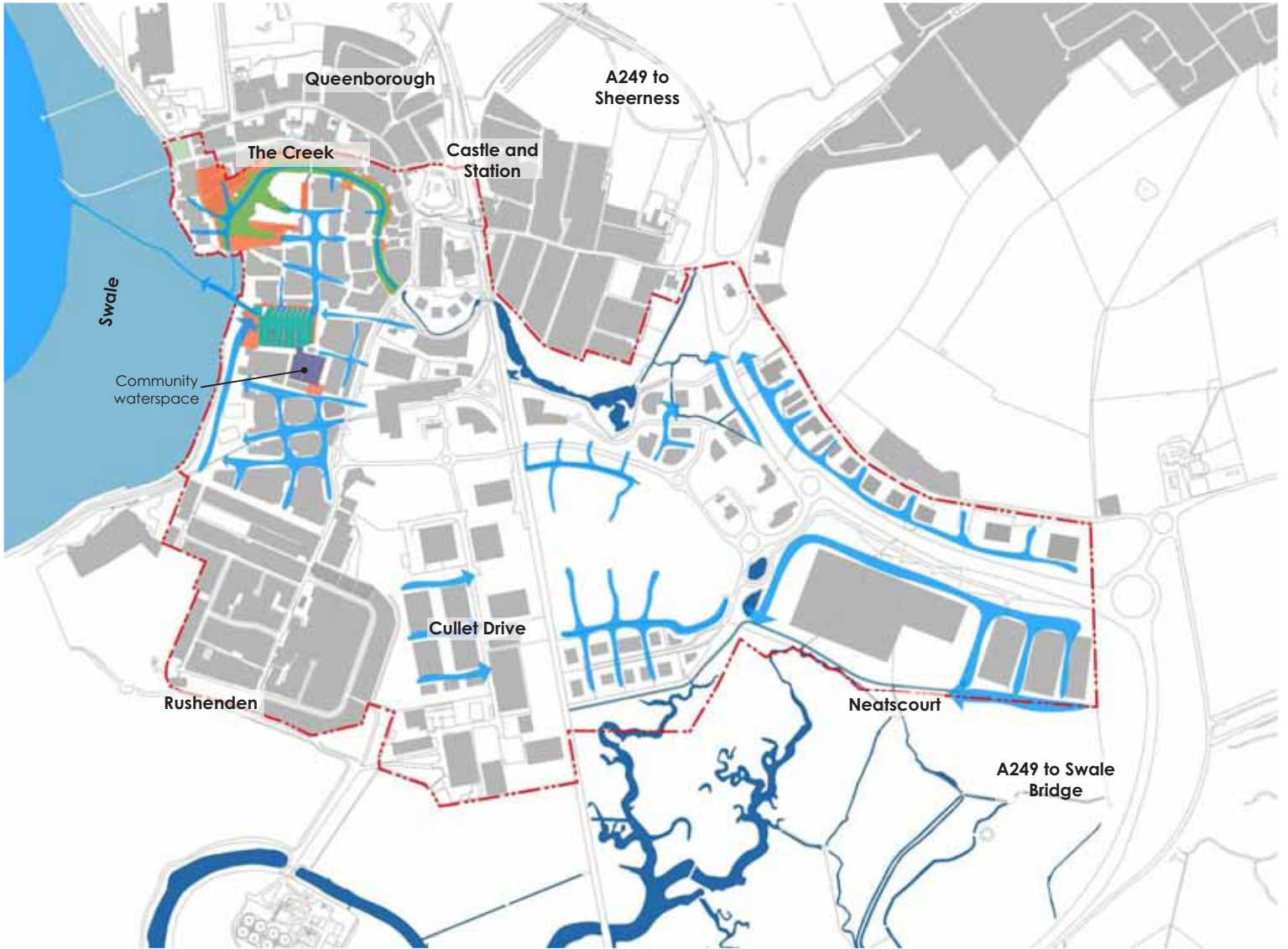
The Queenborough and Rushenden regeneration is ideally positioned to demonstrate what is possible, and how we can work to exceed national and international targets, not in 50 years time, but now. It is vital that a high profile regeneration project such as this can act as an exemplar to the wider community, demonstrating best practice to the construction industry, regional and local government and future residents of the area.

The Queenborough and Rushenden Sustainability Charter (the 'Charter') has been designed as a document that should be used by all these parties, and forms part of the Masterplan for all future development within the regeneration area.

A number of targets have been developed that address all aspects of sustainability, and the initial target framework is included here. These targets are standards that all developers are expected to meet when bringing forward detailed development proposals. To make these targets applicable, relevant and achievable, each site released for development and controlled by SEEDA will be accompanied by individual site development criteria that will lay out more detailed and site-specific targets and will act as a condition of sale. The targets given here are shown in order to give a clear indication of the commitment of SEEDA, Swale Borough Council, the Department for Communities and Local Government (DCLG), and the local community to ensuring that Queenborough and Rushenden becomes a truly sustainable development.



The Masterplan: Waterspace



Plan 3.11 Waterspace



Waterspace

Waterspace

Water is a recurring theme in Queenborough and Rushenden and is playing a significant part in the masterplan.



Character

Approaching the Island water is a visible element in the landscape whether it be drainage ditches and Swales or the need for bridges and crossings. Within the masterplan area water will form a key element through SUDs networks, the Creek and marina.



Marina

The proposed marina will create a viable and active water based activity within the centre of the proposed residential development. It will become a focus of attraction and a destination in its own right and, with the existing attractions of the Creek and historic core of Queenborough become a key component in the development proposals. It will create employment opportunities and support existing boat related activities in the area and will become complementary to the activities of the Creek. SEEDA have commissioned a report on the viability of the marina and this shows it will work as a commercial enterprise. The marina will accommodate community access and use in one of its basin to enable water related education and recreation to take place.

Creek

The creek is one of Queenborough's most attractive features and the proposed crossings and public realm access will open it up for all to enjoy. As a working creek there are no proposals to threaten this existing use and it is expected that the marina will encourage and bolster any existing marine related employment.

The SUDs network will use the creek to move roof and surface water from Neatscourt to the Swale and it is intended that re-engineered dams and control mechanisms will enable the historic flushing process to re-start.



SUDs

Sustainable Drainage Strategy (SuDS) principles shall be used throughout the Masterplan area. Collection and retention of surface water will be required to maintain appropriate water levels within drainage ditches throughout the site area. Soils are impermeable clays, thus removing the option of infiltrating surface water to the aquifer. Over 90% of surface water is currently removed solely by evaporation and evapotranspiration. It is for this reason that green roofs are recommended as a cost-effective measure to ameliorate any localised flooding, and should be considered as part of SuDS schemes for individual developments.

The Queenborough and Rushenden area represents the ideal environment in which to employ reedbeds for filtration, including for sewage treatment, which has proven safe, cost-effective, and to provide excellent habitat for birds and other animals. Management of a SuDS system is critical and it is envisaged that this will be brought into an area-wide management strategy as outline in Volume 2: Project Delivery.

Peak flows will run off to local water bodies and, ultimately, the Swale.

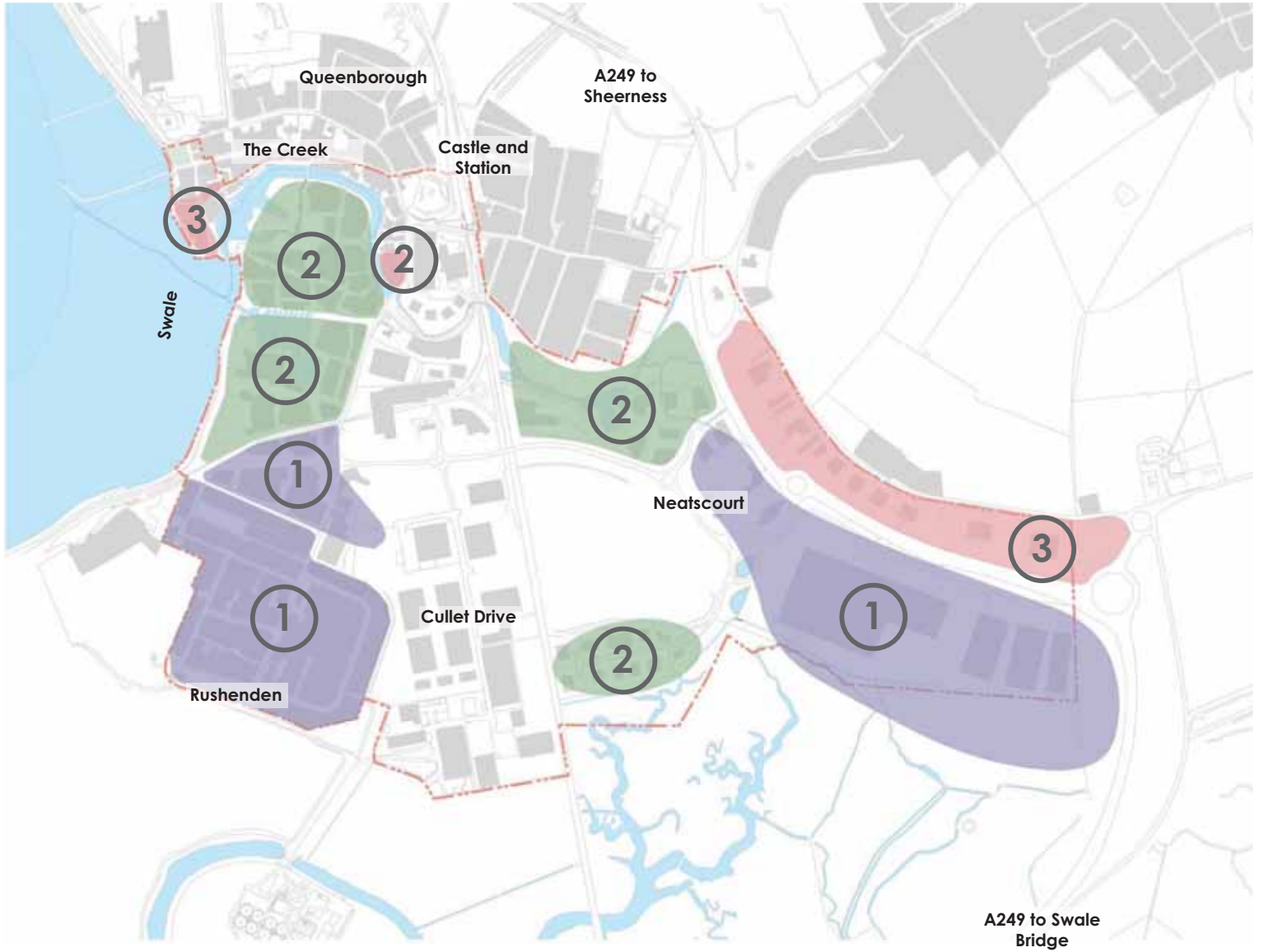


Biodiversity and environment

The existing wet land environment is rich in biodiversity and it is intended that this characteristic will be encouraged throughout the masterplan area. Waterways, ditches and swales will drain and native planting of reed, willow and other species will create a naturalistic environment which fits with the wider area and creates a distinctive place.



The Masterplan: Phasing



Plan 3.12 Indicative Phasing

Delivery Strategy

Volume 2 of the masterplan - Delivery Strategy sets out in detail the approach to delivery, phasing and management. The following comprises the executive summary from this document.

The adjacent plan shows the main anticipated phasing sequence and the detail of the delivery strategy (Volume 2) should be referred to. Indicative phasing is shown at short, medium and long term. The timescales indicated are for guidance only as, for instance, the interest of a potential major developer will bring sites forward and an increased demand for housing could increase the annual build.

The indicative phases shown on the adjacent plan are:

1 - Short term (0-5 years)

This refers to areas where at the current time (August 2007) it is the case or likely that detailed applications for development will come forward in the near future. To the east of Rushenden Road this includes the relief road which is necessary to release any significant development sites.

2 - Medium term (5-10 years)

Areas where development is seen in the medium term although demand for employment sites or housing could bring these areas forward.

3 - Long term (10-15 years)

These areas are envisaged to be developed towards in the longer term. Again if circumstances changed these may be bought forward.

A key part of the development of the new housing, mixed use or employment sites will be the infrastructure requirements and the ability of the area to cope with construction activities. The construction of the link road is critical to almost all future development and this is an early short term phase. Once sites are accessible and serviced appropriately the planning process and SEEDA as a significant landowner and development partner will seek to direct construction in an appropriate manner.

Volume 2 sets out a strategy for implementing the Masterplan proposals, having particular regard to the various organisations involved, the

need for substantial new infrastructure, the need for a phased approach to such a large project, and the need for on-going management.

In terms of infrastructure provision, achieving the Queenborough and Rushenden regeneration proposals will require significant investment in new physical and social infrastructure to support the levels of new development proposed. The cost of providing that infrastructure will need to be shared across the various development sites within the Masterplan area.

This Strategy provides the mechanism by which the costs of communal infrastructure are apportioned in a fair and equitable way across the various development areas shown in the Master Plan. It provides a relatively simple and straightforward mechanism by which all parties can contribute equitably to the cost of infrastructure provision in a manner that will allow the development to proceed. Without the funding for the requisite infrastructure, the development will not be able to proceed.

The Strategy includes an indicative Phasing Plan. The Phasing Plan sets out key limitations on development within the Master Plan area, which will ensure that development will not be able to proceed beyond set thresholds without the requisite infrastructure for the next stages being in place. Conditions/S106 agreements on individual planning permissions would set out the limitations on individual developments, having regard to the provisions of the Phasing Plan, and any other material factors existing at the time of the decision.

This Strategy also sets out options for the future management of the area, in the form of a Management Strategy. The Strategy identifies potential structures for on-going management within the Masterplan area, and the mechanisms for putting an appropriate management structure in place.

The key benefits of the Strategy are:

- Simplicity in operation for Swale Borough Council - many of the issues currently the subject of complex S106 negotiations can be covered by payment of a standard charge;
- Simplicity and clarity for potential developers - the Strategy sets out upfront the cost implication of many of the usual S106 'variables', thereby reducing uncertainty;
- Flexibility for the specific infrastructure requirements of the development to be refined as it progresses - one of the main disadvantages of a standard S106 for a project likely to take place over a long timeframe is that infrastructure requirements are fixed at the outset. Although this strategy makes assumptions about the cost of infrastructure provision based on expected examples, it does not tie funding to specific pre-determined infrastructure schemes;
- 'Discounts' to potential developers, arising from the 'underwriting' of a large part of the cost of the provision of the Rushenden Link Road by SEEDA, and recognition that development in the early stages will not benefit from the enhanced land values that will arise in later stages.
- The option for developers to provide the infrastructure required by this strategy direct, in lieu of commuted payments.

