

25 September 2015

Strategy for Engagement and Collaborative Masterplanning **for the former airfield and barracks at Waterbeach**

Urban&Civic are committed to developing the future of the former airfield and barracks site at Waterbeach, with full engagement from local partners and local communities. Engagement is always a fundamental part of our master-planning and design process, and has been at the heart of the approach agreed with MOD, and in early discussions with the Local Authorities and Parish Council and local communities.

1. Development Partner Role

Urban&Civic have been appointed by the Defence Infrastructure Organisation, working on behalf of MOD, to develop a future strategy for the former barracks and airfield site, which delivers it as a strategic site for housing.

The development management agreement signed with Defence Infrastructure Organisation on behalf of the Ministry Of Defence tasks Urban&Civic with securing early delivery for the development, securing taxpayer value for money and financial return. The agreement means that Urban&Civic will fund and construct all necessary post-planning infrastructure; manage the disposal of market housing plots to house builders; and build 35 per cent of the new units.

2. The Planning Context

The future of the former barracks and airfield is being developed alongside a backdrop of several planning processes. This is frequently the case with large-scale strategic sites, but the complexity here is a challenge, particularly in ensuring people know how best to get involved and to influence the developing plans.

By taking a long term big picture view of this important strategic site, we believe we can collaboratively develop a vision with broad support from partners and stakeholders, navigate that through a robust planning system to test and develop it, and ensure the foundation stones are in place to deliver it effectively, sustainably and successfully.

Any proposals we develop will sit in the context of:

- The Local Plans, which are looking at how South Cambridgeshire and The City combined can deliver 33,000 homes between 2011 and 2031, including the former barracks and airfield as part of a Strategic Site with the potential to bring forward a new town of 8000-9000 homes.

- The scheme previously promoted by RLW, which they called Denny St Francis, and looked at the barracks and former airfield alongside neighbouring farmland capable of delivering up to 10,000 homes.
- The Neighbourhood Plan, which will help the local community articulate a shared vision of what it wants for its future across the whole Parish area, including the former barracks and airfield site.

We will never look at the site in isolation, but always in the context of the aspirations and concerns of the local community. We need to consider these alongside the broader needs and ambitions of the local area for housing, infrastructure, and economic growth together with the national interest of developing the right future for this Government-owned brownfield site.

3. Our Principles

Our approach to collaboratively developing the future plans of the former airfield and barracks site in Waterbeach is fundamentally based on four core principles:

I. To be part of the community

One reason for bringing community uses back to the site was to ensure we build engagement and connections with a range of different groups and communities within the wider local neighbourhood; this enables us to understand the local area better and ensure active engagement through a range of different elements and events. Appointing a dedicated Communities and Partnerships Officer as part of the team ensures a consistent, responsive and accessible contact to the development, based on site and working exclusively within the design team to ensure the voice of the community is represented at every stage. That role will also co-ordinate the series of workshops, events and discussions to support this. We do not see planning as a process, but as an ongoing relationship, with key partners and stakeholders able to influence the process part at every stage.

II. To work through issues and aspirations with key partners and stakeholders

Any major development will throw up a range of challenges and opportunities to a local area. Some of these will potentially be negative impacts, others will be opportunities for new facilities or approaches which the new development can unlock. We will work with the local community and the local authorities to develop designs, approaches and interventions which minimise the impacts of the new development and maximise the benefits.

III. To take an evidence-led approach

Urban&Civic have a dedicated design team with extensive experience of masterplanning strategic sites and with a track record and forensic knowledge of this area. We build up our understanding of the site and the local area from extensive research, surveys and discussions. Engagement is a crucial part of this and sharing and testing data to ensure it reflects the experience of those living with and around the site is a crucial part of any process. We will therefore be open and transparent with the surveys and data that we collate as part of our planning processes, use local knowledge and expertise to test it and develop it to create robust approaches in any future plans.

IV. To be ambitious for the development and the local area

Urban&Civic take a long term interest in their strategic sites. Our aspiration is that through developing a shared vision for the development, achieving a quality of design and delivery and sustained investment and maintenance, the new communities and places will be respected nationally, recognised internationally and cherished locally.

4. Our approach

We have been working with our experienced design team to pull together our shared experiences of collaborative masterplanning: that is working with a range of partners, stakeholders and local communities to develop in the first instance a vision, and from that an outline application which reflects and delivers that vision.

Below we set out some of the events and approaches to engage people in the developing design and the broad timeline and process we feel would work well for this site, for discussion. The summary table pulls both elements to form an indicative calendar of how this could fit together.

i) Formats and Mechanisms

We have developed a series of mechanisms and formats which ensure we engage all partners in the way they need to formally input to the process, while allowing for some flexible working and interaction across themes.

| Format | Timings | Audience | Purpose |
|-------------------------------|--------------|---|--|
| Introductory Visits and tours | Sept/October | Key Local Authority Officers, Local Authority Members, Statutory Partners, general public, community groups | To ensure good understanding of the site and context, share knowledge and issues/concerns and understand what they will be looking for at each stage of the process. |
| Officer Working Group | Monthly | Key Local Authority Officers | Key officers from SCDC and CCC will meet with U&C's team to receive updates and give feedback on the emerging Development Framework. |
| Individual technical meetings | As required | Engagement with bodies such as Natural England, Historic England, Environment Agency | Individual meetings on specific issues. These will develop specific responses but also feed into wider themed workshops. |

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| Open Studio Day | October | | An early and important event to engage local people (residents and businesses) will be an on-site open studio day. This will be an open invite for people to drop in meet the team and discuss the site and opportunities, with a particular focus on understanding the aspirations and principles of importance to the local community. There will also be tours of the site and an opportunity to express an interest in attending the themed workshops (see below). |
| Vision Workshops | As Required | | These discussions will look at some of the key principles and vision for the development, and have a fluid and open attendance, based on the subject area and public interest. We will use the approach to capture views and develop consensus around key points. |
| Thematic Workshops: | Regular | | These workshops will bring the design team together with stakeholders with areas of expertise in key areas including initial focus on the nature and character of the development, and later focus on specific detailed themes such as connectivity & transport; utilities & sustainability; green infrastructure; design quality and building a community. The sessions will be technical workshop sessions and include expertise from Urban&Civic's design team, statutory partners and special interest groups. Members of the public can also sign up to join these discussions at the Open Day. |
| Presentations and Briefings | As required | Members, Wider public, specific groups | At milestones through the process, briefings to County and District Council members, the Parish Council and other groups will help keep people updated and allow review and discussion at regular points. |
| Parish Council Meetings | Monthly | | U&C will attend all meetings as required to update, feedback and engage on the development, and other important issues within the community. |

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| Public Exhibitions | X4 | | Once the draft Development Framework has been prepared, a public exhibition will be held to display the proposed framework plan and key principles, answer questions and capture feedback. Further exhibitions are planned during the masterplanning stage and pre-submission of the Outline Application, as well as the formal exhibitions after submission. |
| Newsletters | Quarterly | | Quarterly newsletters will be published starting in September 2015. |
| Website | Ongoing | | U&C is already in the process of setting up a dedicated website which can be used to access materials, share news and invite comments. |
| Drop-in Surgeries | Monthly | | A member of the U&C team will be available at the same time same venue each month for local residents to drop in to discuss and concerns or ideas. |
| Published Reports | X2 | | Two engagement summary reports will be prepared and made available during the Development Framework process. The first, interim, report will be prepared following the various events up to November 2015 and summarise the various comments that have been received and how these have influenced the draft Framework. The second Engagement Report will update the interim version in relation to the comments received on the draft Development Framework. |

ii) Process and Timeline

The initial planning approach will have three key phases – although these processes are overlapping:

| Sept 2015 – March 2016 | March 2016 – Sept 2016 | Sept 2016 onwards |
|---|------------------------|---|
| <p>Development Framework Developing a shared vision, which sets out the principles and parameters of the development. This will include the former barracks and airfield site and the surrounding farmland.</p> | | |
| <p>Masterplanning Developing detailed aspects of a masterplan for the former barracks and airfield site, in full discussion with local parishes, local authorities, statutory authorities, partners and interested groups.</p> | | |
| | | <p>Outline Application For the barracks and airfield site planning application: pre-submission and post-submission, the formal element of public consultation.</p> |

5. The Process in detail

i) The Development Framework:

This document would be drawn up by Urban&Civic with the support and input of key stakeholders, partners and the local community. It is the intention for this plan to be endorsed by key local and strategic partners - including the District Council - to set an agreed vision for the future and provide context for the developing masterplanning process for the barracks site. Crucially this Framework considers not just the former barracks and airfield site, but the adjacent farmland which has been promoted by RLW, and the aspirations of Waterbeach being developed through the Neighbourhood Plan. It would include:

- Vision for the site, key development objectives including the role and function of the site in relation to Waterbeach village, the wider north Cambridge area and the economic area.
- Place-making principles including the development's integration/separation from the existing village, relationship with Denny Abbey, and with the neighbouring farmland
- An outline development specification, with ranges of scale, which can then be tested through an Environmental Impact Assessment. The feedback from this can then inform the detailed masterplan
- Key fixes and parameters informed by existing heritage and ecological assets, transport infrastructure and community feedback
- Initial aspirations for the number, nature, character and facilities of neighbourhood areas within the new development
- Potential locations for key access points, car and non-car connections within and beyond the site.

All of the information arising from this work, can be used by partners in Neighbourhood Plan and Local Plan discussions. The process of developing the vision in the context of the wider area is critical. Not only does this enable all of the wider aspirations and concerns to be brought into the design process, but it enables a design to come forward in the context of what might be happening around the site. Crucially it will also enable the parameters to be set for the Environmental Impact Assessment, which needs to look at all potential ranges of development on the site and across adjacent land to ensure all potential impacts are considered to inform the creation of a sustainable development.

The work will be informed by technical evidence being pulled together by the design team. This includes the following survey work:

| Theme | Update on work | Potential Role in DFD preparation |
|--|---|---|
| <i>Transport</i> | Initial work has been undertaken on local traffic counts, pedestrian and cycle use surveys and bus surveys. Further traffic surveys planned for Autumn 2015. | Identifying connections, access points, sustainable travel routes and services and movement framework. |
| <i>Utilities and supplies</i> | Utilities Summary Report has been completed with responses from service providers including Cambridge Water, Anglian water, Gas, Electricity and BT. | Delivery requirements – essential and desirable infrastructure |
| <i>Air Quality</i> | Site is not an Air Quality Management Area (AQMA). Milton Junction air quality data to be obtained and used for baseline purposes. | Identification of areas to avoid built development and other appropriate strategic design responses. |
| <i>Noise</i> | Baseline noise measurements report completed. | Identifying areas of the site sensitive to existing noise sources and potential design responses. |
| <i>Ground conditions</i> | Desk top and walk over survey of ground conditions has been completed. | Identification of areas requiring mitigation |
| <i>Water</i> | Review of existing drainage and water conditions currently being undertaken. | Identification of any flood risk areas and determining strategic approach to sustainable drainage systems including as part of multi-functional green infrastructure. |
| <i>Landscape and green infrastructure</i> | Topographical plan prepared for the barracks site. Baseline views have been recorded (winter and summer). Desk top review of on and off site landscape assets undertaken. BS 5837 Tree Survey to be undertaken September 2015. Agricultural Land Quality assessment to be undertaken Autumn 2015. | Identifying valuable landscapes, tree belts and trees. Defining design approach landscape character and multi-functional green infrastructure. |
| <i>Ecology</i> | Phase 1 extended habitat survey is being undertaken along with detailed ecological surveys. Most due for completion September 2015. Winter bird surveys taking place November 2015-February 2016. | Identification of habitats flora and fauna to inform location of open spaces, green corridors and other strategic mitigation. |
| <i>Built heritage & archaeology</i> | Desk top archaeological and built heritage assessment to be undertaken August/September 2015. | Identification of heritage assets and appropriate response to setting. |
| <i>Socio-economic</i> | Interim socio-economic baseline conditions report completed. | Education and other community services requirements. Local employment market. Relationship to Waterbeach and other settlements. |
| <i>Sustainability Strategy</i> | Assessment of sustainable development potential of the site to be prepared regarding energy, resources, construction and movement. | How to make a new development an exemplar in sustainable development responding to key themes and opportunities (climate, community and connectivity). |

An **Opportunities and Constraints Workshop** and paper will be a key starting point here, and reflect the key areas we have already identified from early studies and local engagement, and which need to be developed through engagement and considered at every stage of the process.

The focus of this phase will be a series of discussions, workshops and events to look at the overarching vision, as well as explore key themes. This will be done with statutory authorities such as the Environment Agency, Historic England, and drawing in expertise from water companies, nature groups and local interest groups. Our aim is to have a no-surprises approach: where every issue, opportunity and concern is identified, discussed, and potential solutions developed collaboratively. These themes will be taken forward and developed throughout the Masterplanning process.

The fixes and parameters established through this process will be a fundamental part of providing the ranges that will be tested through the Environmental Impact Assessment process. This will look at all of the potential impacts of new development, which will then need to be addressed in an Outline Application.

ii) Masterplanning

The discussions that help us form the Development Framework, will also establish some key working groups to help develop the thinking into detailed proposals as part of a Masterplanning process. This will start to flesh out and apply the principles into real design for homes, community facilities, transport infrastructure and green space. It will also work through the water management, energy, waste and other important aspects to ensure a robust and sustainable development in the short, medium and long term.

Suggested key themes for regular workshops include:

1. Transport (Connectivity)
2. Community, including homes and facilities
3. Green Infrastructure
4. Utilities and sustainability aspirations
5. Heritage

We will reflect and refine our approaches in this phase to ensure discussions and workshops continue to engage statutory and technical partners, community and local interest groups and expertise as well as the wider public. This will ensure the ideas, issues and solutions get fully developed into detailed proposals for the Outline Application.

Alongside those discussions a series of regular open days will both ensure we keep people engaged in the process, and also test the developing thinking at regular intervals to ensure it remains joined up and that nothing has been missed.

iii) Outline Application

We retain an aspiration to be able to submit an Outline Application for the site by the Autumn/Winter 2016. This will depend on the issues that arise through these early phases, and so timings may vary. The Outline Application is where the formal consultation process begins. We would anticipate by this stage, that all of the key issues and concerns have been addressed and

questions answered and that there are no surprises for local residents, statutory bodies or key expert and interest groups. Pre-Application exhibitions will show summary versions of the final plans that have emerged from the previous engagement and which will form the submission.

The local communities will also have a formal consultation led by the District Council post-submission, where they can have their say as individuals and through the Parish Council's planning role.

6. The timetable

The attached spreadsheet sets out an indicative timetable which pulls together the timings and draft approaches outlined above.

7. The Team

Urban&Civic have brought together an experienced Design Team to support the process set out above, and they will all engage directly with key stakeholders, partners and local community in developing the right approaches for the development.

| The Design team | | |
|------------------------------------|--|--|
| Role | Organisation | Key contacts |
| Development Partners | Urban&Civic | <i>Tim Leathes (Development Director)</i> <i>James Scott (Strategic Planning)</i> <i>Nigel Hugill (Company Chairman and Design Champion)</i> |
| Community Engagement | Urban&Civic | <i>Rebecca Britton</i> |
| Master Planning & Design | Fletcher Priest Architects (FPA) | <i>Jonathan Kendall (Design Champion)</i> <i>Stina Hokby</i> |
| Town Planning | David Lock Associates (DLA) | <i>Julia Foster</i> <i>Darren Bell</i> |
| Transport and Infrastructure | Peter Brett Associates (PBA) | <i>Ron Henry</i> <i>Eliot Page</i> |
| Noise | PBA | |
| Air Quality | PBA | |
| Drainage & flood risk | PBA | |
| Ground conditions | PBA | |
| Landscape and Green Infrastructure | Bradley Murphy Design (BMD) | <i>Ryan Murphy</i> |
| Ecology | Resource & Environmental Consultants (REC) | <i>James Patmore</i> |
| Built Heritage and Archaeology | Beacon Planning | <i>Joanna Burton</i> |

This team will be accessible through the workshops and events and for direct questions with key stakeholders and partners. They will also be able to be reached through the community engagement lead Rebecca, part of whose role is to act as a single point of contact across the team and development to answer questions, provide updates on a regular basis, and engage in ongoing projects on the ground which support the aspirations of the local communities around the site.

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18 September 2015

ADDENDUM:

Engagement and Masterplanning strategy for the former airfield and Barracks at Waterbeach

Urban&Civic agreed to put together a note which set out the core actions and amendments to the strategy discussed at the Waterbeach Parish Council Planning Group meeting on 15 September, 2015. The Group was expanded to include the Neighbourhood Plan Working Group for this discussion.

The Group felt that the approach was reasonable, and welcomed the commitment to engage throughout the process. Feedback from the group through the discussion led to a series of amendments being agreed. These follow below.

Amendments/Agreement on the Engagement Strategy:

- 1) A) U&C to share a list of key stakeholders and partners to be targeted for meetings under each proposed workshop or meeting. This will include:
 - a. Statutory authorities
 - b. District and County Council officers
 - c. County/regional special interest groups
 - d. Local representative groups

B) The Group will feed back on this list and add any other local interest groups or expertise which they feel should be included. Many of these will also have the opportunity to sign up at public events.
- 2) U&C will provide a detailed timetable of suggested dates, times and locations for the stakeholder sessions, for the Group to note and feedback on to ensure no major timing clashes or issues and to ensure strong representation from the Working Group. Details of the sessions may depend on agreeing the themes, but we are looking to standardise regular time slots, across the themes, so that it will be easier for people to diarise and plan around.
- 3) It is anticipated that the Working Group will have a presence at each of the main vision and thematic sessions. They will also have a visible presence at the Open Day sessions, to ensure people can input their views to both processes and to both local and U&C representatives and to ensure a coherent communication with the public about the parallel planning processes at work.
- 4) Collated information from each session will be shared with the NP Working Group and WPC after each workshop/discussion session. U&C will undertake to share additional data and survey work, subject to agreement with core partners. U&C to review the data sets and report back.
- 5) Rebecca (U&C) will join for some of the discussions at the monthly NP Working Group meeting to ensure further joining up and sharing of information and to allow additional discussion across key priorities and issues. This may include inviting additional expertise from the Design Team to support the process.

- 6) U&C undertake to explain as clearly as possible the planning process stages, the Local Plan, Neighbourhood Plan and RLW aspects at each event. This will be updated as required and developed with input from SCDC, WPC and the NP Working Group.
- 7) U&C to review and agree themes of workshops to reflect the eight identified priorities of the Neighbourhood Plan Working Group and to ensure that those issues-led discussions, integrate and compliment with the fundamental themes discussed on vision, character and identity and relationship with existing places and communities. This will be worked up in detail by the end of September, with each theme scoped out, interconnections identified, key issues set out, and outcomes need from the discussions clarified.
- 8) U&C to approach Landbeach, Horningsea and Milton Parish Councils to discuss the approach and timing and invite them to take part in key discussions, in particular relating to transport.
- 9) U&C to commit to funding an impartial planning consultant who will enable the Parish Council and Working Group to have a constructive and informed discussion/involvement when commenting upon and responding to planning matters raised by the proposed development of the former barracks and airfield.

Specifically, the Consultant will be expected to assist with material planning discussions and matters such as:

- Community facilities (e.g. education / health / play space);
- Visual Impact Assessment;
- Transport and Traffic – including offsite junctions and road improvements;
- Housing typology;
- Phasing;
- Construction impact mitigation;
- Retail;
- Heritage and Archaeology;
- Ecology and Biodiversity;
- Maintaining the distinctive identities of existing communities.

A draft Terms of Reference will be shared and an appointment process agreed.

If this misses out any other points raised, we would be happy to discuss further and feedback at the next Parish Council meeting – if that would be appropriate. We anticipate sharing information agreed by the end of September.

Rebecca Britton

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