



OTTERPOOL PARK

COUNTRYSIDE • CONNECTED • CREATIVE

DOCUMENTS SUBMITTED IN SUPPORT
OP5 APPENDIX 4.15 – **OVERARCHING DELIVERY
MANAGEMENT STRATEGY**

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March 2022



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Application Administration

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OP2	Planning Fee
OP3	Outline Planning Application Form, including relevant certificates & CIL Form.

Environmental Statement

OP4	Non-technical Summary
OP5	Environmental Statement which assesses the impact of the proposed development on the following topics:

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Chapter 3	Development and Consideration of Alternatives
Chapter 4	The Site and Proposed Development
Chapter 5	Agriculture and Soils
Chapter 6	Air Quality
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Chapter 11	Human Health
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Documents submitted in support

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Overarching Delivery Management Strategy

MARCH 2022



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0 Executive Summary

The aim is for Otterpool Park to be a high quality and desirable place to live, visit or work. Set in the Kent countryside against a backdrop of the Kent Downs yet with excellent transport links, there is a rich diversity across the site that the proposals seek to preserve and enhance.

Radiating out from a town centre which incorporates Westenhanger Castle and Westenhanger Station, the development is carefully integrated into its surroundings with extensive areas of open space. Intended as an exemplar of sustainability, the housing and community buildings will embrace new technologies aligning with the District Council's drive to achieve carbon net zero by 2030. High-quality public realm will contribute to Otterpool Park's sense of place.

This strategy recognises that the size and complexity of Otterpool Park requires a robust approach to maintaining the quality and coherence of the initial vision for the garden settlement over a 19 year delivery period. This is to be reflected not only in the quality of the build but in the provision of place making and the maintenance of the completed development. Management options are set out under the overarching role of Otterpool LLP as the master developer

Funding for the development is confirmed for the initial phase with the principles of securing further funding for later phases clearly defined ensuring that the commitment to a sustainable, quality development can be realised with strategic infrastructure provided to suit the phasing.

Otterpool Park has never been about merely meeting local housing targets and is focused on a consistent, long-term vision that prioritises investment and delivery ahead of short term financial returns. We intend to ensure the building blocks and mechanisms are in place to secure our ambitions for its duration and beyond.

The strategy recognises that simply building a high quality development is not enough and identifies that ongoing community involvement will play a key role in the success of Otterpool Park as a thriving place to live.

1 Introduction

Otterpool Park is a proposed new garden settlement which will ultimately comprise up to 10,000 homes. This statement relates to the outline planning application seeking permission for the first 8,500 homes and supporting land uses. This sustainable new community is a site of strategic importance intended to meet Folkestone and Hythe District Council's (FHDC) identified need for new housing and growth.

Otterpool Park is located south of the M20. The northern limits of the outline planning application boundary follow the line of HS1 train line incorporating Westenhanger Castle and extend to Harringe Lane to the west. The site extends south to Aldington Road and its eastern boundary is formed by the A20/Stone Street (excluding the existing village of Lympe).

The principle of a new garden settlement at Otterpool Park has been comprehensively examined and tested as part of the Core Strategy Review process involving wide-scale and detailed consultation and engagement, supported by robust technical evidence. This document forms part of a wider suite of documents that supports an Outline Planning Application (OPA) submitted to FHDC. The OPA fully addresses the requirements of the relevant policies within the FHDC Core Strategy Review and responds positively to the requirements and priorities of the National Planning Policy Framework (NPPF).

2 Purpose of the Overarching Delivery Management Strategy

This Overarching Delivery Management Strategy (ODMS) has been prepared to support the OPA for Otterpool Park. The OPA proposes the following;

- *Up to 8,500 new homes (Use Class C2 and C3) across a range of types, sizes and tenures.*
- *Up to 87,500 sqm of employment floor space (Use Class E and B2) including commercial business hubs, a commercial business park and a light industrial business park.*
- *Up to 67,000 sqm of education and community facilities (Use Class E and F) floor space including primary schools, secondary schools as well as nurseries and crèches, reserve school floorspace and / or SEN, health centres and potential for places of worship, libraries and community centres.*
- *Up to 29,000 sqm of mixed retail and related uses (Use Class E and Sui Generis drinking establishments and hot food takeaway) floor space.*
- *Up to 8,000 sqm of hotel (Use Class C1) floor space.*
- *Up to 8,500 sqm of leisure (Use Class E, F and Sui Generis cinema, concert hall, bingo hall and dance halls) floor space.*
- *Infrastructure and utilities including a new electrical substation, potable water network reinforcement and provision of a fibre-to-home broadband network.*
- *260.5 ha of green infrastructure (approximately 50% of the application site).*
- *Blue infrastructure.*
- *Car, motorcycle and bicycle parking.*

Development of this scale is anticipated to take 19 years between 2023/24 to 2042 to complete and will continually evolve. A flexible approach to delivery is therefore required.

This ODMS is submitted in recognition of the need to ensure that a development of the size and strategic importance of Otterpool Park must be delivered coherently through multiple stages of

development and avoid a fragmented approach which has the potential to compromise the overall vision. This reflects the fact that physical development alone does not make a sustainable community and that effective ongoing governance and management that engages and involves the residents is essential. The initial focus will be on delivery of key infrastructure and design quality but this will shift as the development progresses to focus more on management and maintenance. This ODMS considers the key principles to be followed for the delivery of the development and defines the management structures required to achieved them. Its purpose is to bring clarity and certainty to the stakeholders involved so that we can deliver the vision for Otterpool Park as set out in the OPA. It has the potential to be updated periodically.

3 Achieving the Delivery Management Strategy

Prior to February 2020, Otterpool Park was driven forward through a partnership between FHDC and Cozumel Estates. Subsequently, FHDC have acquired Cozumel's interest in the development and have focused on a more holistic delivery proposal looking beyond the current outline planning application across the lifetime of the development. To this end the Council has set up a wholly owned Limited Liability Partnership (LLP) – Otterpool Park LLP - that it is planned will act as a delivery company for the scheme (the subject of a report to the council's Cabinet on 27 May 2020). The LLP will have the capacity to form partnerships or joint ventures in future with other public or private organisations. It will be able to enter into contracts, purchase land and trade with the primary purpose of this delivery vehicle being to allow a master developer role for the whole scheme and if required or desired a specific developer role of phases or buildings.

Otterpool Park LLP intends to be involved with the project for its lifespan. It is committed to ensuring OP will be developed to a high quality and in adherence to the vision from day one until the last, using control mechanisms to safeguard this at each stage of the design, planning and construction process. As it is not a housebuilder the LLP is able to take a highly considered long-term view of the market with an ability to adopt a patient perspective on financial returns. It creates considerable opportunities to innovate beyond the norm, and ultimately secure a better 'Place' in the long run.

4 Development Funding

Otterpool Park LLP are committed to good placemaking which will result in higher land values over time. This in turn will increase the financial security of the development ensuring that the LLP are in a position to continue to invest meaningfully in the community's social and physical fabric across the lifetime of the development.

The initial phases of Otterpool Park will rely on funding secured by Folkestone and Hythe District Council and 'on- loaned', then to be drawn down by Otterpool Park LLP to implement the strategic infrastructure and place making initiatives required to support the growth of this new community. As the development progresses, funding will be generated by the sale of land parcels to 'secondary' developers who will build product for their known target markets e.g. different residential tenure types.

It is anticipated that the land sales will have varying commercial terms agreed regarding cash settlement, the consideration of which, may vary from upfront payment, payment as units are built and overage arrangements based on final achieved sales values. Otterpool Park LLP will manage the cash flow implications of these options. It is envisaged that it may be possible (if determined to be value for money) to secure market debt finance later in the project through borrowing against the security of such committed land sales or indeed on the underlying land value itself.

Other funding opportunities where they fit with the wider Otterpool objectives will be sought. Possible options include active travel funds, heritage funds and any bids will be developed in collaboration with stakeholders and partners as appropriate.

5 Development Management Principles

The Otterpool Park development will deliver on a broad and diverse range of objectives. The formation of Otterpool Park LLP creates a delivery vehicle capable of achieving quality with the ability to control and financially support initiatives compatible with these aims in a way that would not be possible for Folkestone and Hythe District Council. The development management principles and Otterpool Vision are summarised by the following overarching principles;

- **Infrastructure Delivery:** to provide serviced development plots with required utilities, drainage and access infrastructure and to coordinate the delivery of the necessary S106 agreement in the most efficient manner with the master developer taking responsibility to fulfil the majority obligations and plot developers a more limited set of items;
- **Self-Sufficiency:** essential infrastructure is to be delivered throughout the build period to enable each development area / phase to be brought forward and delivered without needing to wait for infrastructure to provide for that sequence. This will include the delivery of road, utilities and green infrastructure, community services and education.
- **Design Quality:** to ensure high quality standards through the application of principles defined by the Design Guides for each phase;
- **Flexibility:** to establish delivery mechanisms flexible enough to respond to changing needs as Otterpool Park matures as a new place;
- **Management;** to establish a management entity(ies) that will maintain over time and deliver all aspects of the development to a common quality standard;
- **Community Engagement:** to engage a growing community in design, specification and, where appropriate, management of community facilities;
- **Site Wide Approach:** to provide a coherent approach to estate management that establishes a common character and standard of land asset maintenance;
- **Commercial Approach:** to secure a sustainable long term management approach e.g., to cover the cost of estate management through initiatives such as commercial rents, car park charges, commuted sums and service charges;
- **Innovation:** to allow for innovative management solutions in the long term in for example both the community ownership, engagement and management of assets;
- **Early Phases:** to maintain an attractive setting for early development phases whilst construction continues in adjacent phases; and
- **Development Setting:** to undertake advanced tree and other planting that defines development parcels and creates landscaped edges and boundary treatments;

Otterpool Park LLP will orchestrate the delivery of major infrastructure elements that are needed to bring forward development. This will create a robust context for development that will likely provide greater procurement efficiency and more certainty for development partners, stakeholders and occupiers. Otterpool Park LLP will secure consistency of outcome and hold a long-term economic stake in the development.

6 Role of the Master Developer

Otterpool Park LLP recognises that land ownership and the ability to adopt a long-term perspective on value creation confers considerable opportunity and responsibility.

Otterpool Park LLP will act as master developer by:

- preparing and keeping up to date detailed masterplans and design codes (to be submitted for approval by FHDC) which are compliant with the Parameter Plans and Strategic Design Principles approved as part of the OPA;
- obtaining outline planning consent and liaising on scheme content with the local planning authority and statutory consultees;
- preparing planning applications for early works and interim uses on the site;
- being responsible for the design and implementation of major infrastructure works, including enabling works;
- adopting a robust technical and design review process prior to any future planning submissions and working collaboratively with the Local Planning Authority to ensure timely decision making and a flexible planning structure;
- ensuring that future plot developers enter into pre-application discussions and Planning Performance Agreements and commit to detailed scrutiny of their proposals prior to submission by the Place Panel;
- providing and selling fully serviced, remediated plots residential, employment and community delivery to housebuilders and other developers (including self-build options)
- agreeing terms and monitoring the development of the parcels by housebuilder partners through controls within the land transfer agreements that will require the 'buyer' to adhere to the established planning requirements and the wider objectives of Otterpool;
- liaising with other potential partners to explore options for joint ventures and other partnerships, including Homes England, housebuilders and housing associations
- designing and delivering a network of high quality parks and open space with integrated public art to provide diverse range of recreational opportunities for all ages, bio-diversity net gain and landscape enhancements;
- enabling the delivery of strong and sustainable local communities across the garden town through the provision of a range of community facilities such as schools, health facilities and sports provision;
- developing and managing the sustainable transport provision aimed at encouraging active travel and reducing private car use, in partnership with private sector operators and public transport providers;
- promoting commercial land for non-residential uses to maximise the diversity of the community and provide opportunities for jobs and training;
- controlling delivery of the town centre to ensure place making, and retaining land ownership; and
- having a role in the long-term stewardship of land and community assets recognising the importance of ongoing community engagement both existing and emerging to specifically protect the Otterpool vision including green space and heritage assets including Westenhanger Castle.

Otterpool Park LLP will be likely to act independently as master developer but may additionally work in collaboration / or in joint venture with suitable parties ensuring that the LLP demonstrates and controls the quality of the development delivered. In joint ventures the Otterpool Vision will form part of any joint venture 'shareholder' control obligations/requirements and be the basis of any agreed business plan to be followed.

The Otterpool Vision captures the following aspirations:

- To address the area's growing housing demands
- To use its strategic connectivity and promote sustainable transport
- To support the economy by providing job opportunities and workspaces
- To support the creative and digital industries
- To provide everything its community needs and is sustainable
- To be a high-quality development and a reference point for the way new places are designed

7 Design Control

A three-tier approach to the Otterpool Park planning permission is proposed. This involves:

- Tier 1 - the outline planning application and associated Section 106 legal agreement. The quality of the design is ensured by the parameter plans and development specification in addition to the strategic design principles with essential elements secured within these documents.
- Tier 2 - detailed masterplan and design code for each phase - Tier 2 detail will establish the framework for the development of a phase. Tier 2 provides a greater level of detail than at Tier 1 level but must accord with the details approved in Tier 1. Once approved, the Tier 2 detailed masterplan governs the form and content of reserved matters applications within a phase (Tier 3)).
- Tier 3 - reserved matters applications – these will seek approval for the matters reserved at the Tier 1 outline application stage (Access, Appearance, Landscaping, Layout and Scale). Tier 3 submissions will need to be in accordance with the Tier 1 and Tier 2 approvals.

Otterpool Park LLP's role as master developer will ensure that successive phases of the scheme comply with the original outline planning permission so that the quality of the built form, place making and sustainable ethos is maintained. Detailed negotiation will take place with delivery partners, including housebuilders to ensure quality and continuation of the Otterpool Vision and this may be further controlled with the form of title or covenant over the land.

It is envisaged that individual Reserved Matters Applications (RMAs) on plots that are built by developers will, as part of the land sale process, require approval from Otterpool Park LLP before being submitted for approval by the local planning authority. This will be a further control over relevant design codes (both outline and phase-specific) relevant to ensuring Otterpool Park's alignment with delivering on commitments made at the outline planning stage over the lifetime of the development.

Otterpool Park LLP intend to secure design quality through self-delivery of key community infrastructure such as schools.

8 Land Disposal

Sale of serviced land parcels to developers is a key part of the commercial model for Otterpool Park carefully balanced with the need for good placemaking.

Different scales of land parcels will be available across the outline application site thereby facilitating involvement of a range of delivery partners, including both local and national housebuilders, and

suited a variety of business models. With larger parcels, land may in effect be optioned for developers to move on to after initial units are developed and sold in accordance with the agreed land sale agreement (i.e., particularly that design codes and overall quality are achieved).

Self-build parcels for individuals or groups will be provided with plot infrastructure to be delivered and co-ordinated by Otterpool Park LLP as master developer.

Land sold will be subject to the controls to be enshrined within the outline planning permission (namely the planning parameters, design controls and associated legal obligations). In addition, the master developer will consider further control models such as:

- LLP approval of delivery RMA submissions;
- Where land transfer is envisaged, this will be conditional upon completion of development plots including step in rights in the event of funders defaulting;
- Approvals are granted to developers as a means of ensuring that appropriate standards are achieved in terms of for example, technical viability, sustainability compliance;
- Retention of an overall masterplanner resource to ensure overall design quality is maintained and that proposed layouts are aligned with the original intention of the masterplan.

The town centre is central to Otterpool Park's sense of place and it is expected that Otterpool Park LLP will retain the freehold and will be working with a range of partners to ensure an attractive mixed use town centre can be created and sustained. This is the area that is most likely to involve partnerships with more specialist developers and community providers.

9 Sustainable Development Standards

The Sustainability Statement (document ref OP9) and Energy Strategy (document ref OP5 Appendix 4.9) set out objectives for Otterpool Park. These objectives will be used to inform future design and performance measures. The tiered nature of the planning application allows the objectives set out at the outline planning stage to be reviewed and adapted for each phase allowing the impact of new and improved technologies together with changing patterns of behaviour to be reflected in the development of Otterpool Park. The strategies align with Folkestone and Hythe's target of reducing its own carbon emissions to net zero by 2030 and influencing change across the district with support for local communities, organisations and businesses to reduce their carbon footprint to net zero also by 2030.

A monitor and manage strategy will be applied to relevant aspects of the development as they are delivered as they are needed rather than being based on assumptions made at the start of the process. For example,

- Transport measures intended to ensure future capacity on the highway network have been estimated on the basis of housing numbers and the associated trip generation but this will be monitored as Otterpool Park evolves to ensure that any improvements are both timely and proportionate. In this way, Otterpool Park can develop reflecting changes in working patterns and travel behaviours and deliver measures of maximum benefit to the community whether this is in the form of new roads or further investment in public transport.
- The delivery of schools across Otterpool Park is currently determined based on assumptions around the percentage of children likely to live within the development or its vicinity. These assumptions will be monitored to ensure that sufficient school places for the right age cohort are provided within an engaging high-quality educational environment.

This monitoring approach will be a collaborative undertaking with key consultees and stakeholders. It is envisaged that Otterpool LLP as Master Developer will set Key Performance Indicators against which Otterpool Park will be required to report with support from delivery partners. Opportunities for trial projects will exist within the development to assess potential of innovative technologies that will evolve during the lifetime of the development. Data collection and management will be a key part of this monitoring process in creating a digital twin.

10 Affordable Housing

Otterpool Park LLP is committed to the provision of 22% affordable housing and a layout for this will be determined as part of the masterplanning. The preferred approach for the delivery of affordable housing would be provision on separate plots with the build out by a Registered Provider. It is envisaged that discussions will be held with a number of Registered Providers and delivery would not be via a single entity. Where it is not possible to entirely separate affordable housing provision from market housing through separate land parcel ownership, a contractual agreement would be required between the housebuilder and the Registered Provider to cover delivery.

11 Community Development

Establishing a sense of community through place-making and ethos in large-scale new developments built out over a long period of time is a significant challenge and Otterpool Park LLP recognises that they have an important role to play in ensuring that opportunities to create a sustainable community are seized such as the inclusion of a full time community development worker for Otterpool. Such opportunities may include:

- encouraging the development of mixed uses on the site through active market interventions e.g., where Otterpool Park LLP own land to consider rent discounts, flexible lease terms (which might include turnover rents to encourage local community spending if part of rental income is clearly used to meet local community amenity costs) and rights to terminate leases especially in the early phases of the development;
- providing early community facilities;
- community development support to provide advice and coordinate activities to encourage a sense of ownership, local pride and cohesion; and
- integrating Otterpool Park with the wider community such as Lympne and Sellindge but also further afield to Hythe and Folkestone to enable facilities, particularly open spaces, to be accessible to the wider population.

12 Blue / Green Infrastructure

Otterpool Park LLP are very aware of the role that blue / green infrastructure plays in creating a desirable setting for the development and amenity for future residents. The open space is provided via a mixture of parkland notably the Castle deer park, formal and informal play areas, sports pitches and allotments. Open water and wetland areas enhance the existing racecourse lake and East River Stour.

The infrastructure also provides habitat to maintain and encourage biodiversity within the site and Otterpool Park LLP will be responsible for ensuring the strategy for achieving biodiversity net gain is delivered with regular monitoring of progress potentially through the development of Key Performance Indicators and annual reporting to the LPA. The proximity of the Kent Downs

recognised as an Area of Outstanding Natural Beauty is a further opportunity to enhance the setting for Otterpool Park.

Increased public access over this large site area will be achieved through cycle ways and pedestrian routes. Links to the wider countryside will be made through the same cycle and walking network. Post Covid, these aspects are likely to be even more important to future residents of Otterpool Park in making their choice of where to live and forming too the 'place premium' that creates and sustains values for all.

Otterpool LLP are committed to the provision of a full time Green Infrastructure Ranger to ensure the enduring quality of the natural environment which is such a key feature of Otterpool Park.

13 Management Options for Otterpool

Whilst Otterpool Park LLP will retain the overarching role of Master Developer and will be responsible for the governance of large parts of Otterpool Park with overall responsibility for decision making in relation to land and assets, stewardship needs to be considered ensuring a management and maintenance regime for each asset. Further detail can be found in the Governance and Stewardship Strategy (document ref OP5 Appendix 4.13).

The timing of the requirement for scale of management and maintenance of assets will be largely guided by the rate of occupation of Otterpool Park and clear definitions and completion of major elements of infrastructure. Phasing of the development has yet to be determined so flexibility is important in terms of both scale, scope and timing.

A high level of community representation and engagement is envisaged for the management of the open spaces and community assets. These underlying assets will likely be independently owned from Otterpool Park LLP by a new legal entity which will;

- be responsible for stewardship of the assets noted above in perpetuity, working with a range of other partners on day-to-day management and maintenance to a high standard;
- be financially independent and self-sustaining, maximising the use of its assets for income generation;
- protect and enhance biodiversity habitats to ensure as noted above at least 20% net gain; and
- work closely with the Otterpool Park LLP, recognising the value of a high-quality environment for both commercial benefit and resident satisfaction.

The engagement of the local community and the opportunity created for local employment has steered the decision making in determining this management option for some elements of Otterpool Park. Its final form will also be governed by the Section 106 agreement setting out the roles and responsibilities considered necessary for a community such as Otterpool Park to flourish and grow but also protect the diversity of its roots in terms of heritage, landscape, ecology and many more.

Sustainable funding of this long-term management entity will be critical, and likely to be funded through a range of income sources including commercial incomes, endowments and grants. In addition, some form of local homeowner estate maintenance cost will likely be levied to contribute to costs.

Management of some elements of the development will remain outside the remit of the 'Community' or will at least require further assessment before any final decision is made.

- Westenhanger Castle is a significant asset for Otterpool Park and preserving its heritage and ensuring its long-term sustainable role within the development is a key consideration for Otterpool Park LLP.

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- The town centre is likely to remain in the ownership of Otterpool Park LLP which will facilitate its responsiveness to the future trends and needs of the community. Funding of the town centre could be realised through income sources generated by commercial rents or car parking.
- Highway infrastructure will be offered for adoption by the Highway Authority except where they do not conform to Kent County Council's requirements for materials and layout and are considered in the context of public realm.
- Utilities will also sit outside the remit of the Community and be managed in collaboration with the statutory undertakers although Otterpool Park LLP may choose to bring forward new initiatives and technologies for the benefit of Otterpool Park.

A programme for establishing the new Community body and a full business plan including funding sources will be prepared by Otterpool Park LLP for approval by its Board and by the council's cabinet.

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