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1 INTRODUCTION

Following the publication of a Concept Masterplan in 2016, the University of Kent is preparing a Framework Masterplan for the Canterbury campus in line with Policy EMP7 of the Local District Plan.

The first step in this process is to prepare an overall spatial vision of what sort of place the Canterbury campus should be and the strategies for delivering it.

This document is to enable a range of stakeholders to discuss and shape this vision and the emerging strategies.

Representatives of the following stakeholder groups have been invited to contribute either by attending a workshop on Wednesday 19 July 2017 or in writing by Friday 18 August 2017:

- Ashford Borough Council
- Blean Parish Council
- Blean Parochial Church Council
- Blean, Hackington and Tyler Hill Society
- Campaign for the Protection of Rural England – Kent Branch
- Canterbury 4 Business
- Canterbury Archaeological Trust
- Canterbury City Council – members and officers
- Canterbury Connected Business Improvement District (BID)
- Canterbury Heritage and Design Forum
- Canterbury Society
- Canterbury World Heritage Site Committee
- Crab and Winkle Line Trust
- Diocese of Canterbury
- Dover District Council
- Environment Agency
- Hackington Parish Council
- Harbledown and Rough Common Parish Council
- Highways England
- Historic England
- International Council on Monuments and Sites
- Kent County Council – members and officers
- Kent Cultural Transformation Board
- Kent Invicta Chamber of Commerce
- Kent Union
- Kent Wildlife Trust
- Natural England
- Shepway District Council
- South East LEP
- Southern Water
- SPOKES East Kent Cycle Campaign
- St Michael's Road Area & Harkness Drive Residents Association
- St Stephen's Residents Association
- Swale Borough Council
- Thanet District Council
- Whitstable Road Residents Association

Comments made in discussion at the workshop and those submitted in writing will help guide the further development of a Framework Masterplan.
2 THE UNIVERSITY AND THE EMERGING STRATEGIC SPATIAL VISION FOR CANTERBURY CAMPUS

The University of Kent is a leading UK university with proven excellence in research, teaching and the student experience.

The Framework Masterplan for the Canterbury campus will help us evolve and develop our facilities as we continue to invest to build the best possible environment for our students, staff and University to flourish.

It underpins our commitment to secure our position as a top 20 UK university and be a globally recognised research institution by 2020. It will reflect our reputation for excellent teaching and as a highly ambitious centre for knowledge exchange.

We are proud to be part of Canterbury and the county of Kent and, through collaboration with partners, work to ensure our global ambitions continue to have a positive impact on the region's academic, cultural, social and economic landscape.

We are fortunate to be in a beautiful and historic city with its UNESCO World Heritage Site, and will work closely with Canterbury City Council (CCC) and a range of national and local agencies, organisations and interest groups to make sure that our proposals are appropriate and sensitive to our surroundings.

The Framework Masterplan will allow us to provide a range of important benefits for our students and staff, the University as a whole, Canterbury and the region. These include ensuring that the University is:

• An inspiring place to work and learn. We will enhance the experience people can expect when they come to work or study, with green, healthy, pleasant and sustainable buildings and outside spaces – environments where people feel inspired to learn, progress and flourish.

• Enhanced by better facilities. By refurbishing existing buildings, and building new ones, we are making sure that our staff and students have access to state-of-the-art facilities and learning environments. We are creating a mix of social learning spaces and more formal ones, and making use of the latest technology to enhance both learning and teaching at Kent.

• Fit for the 21st century. The Canterbury campus should inspire, motivate and attract more students, staff, employers and other partners to choose to work and study with us. We will be integrated with our local community and easily accessible by foot, bike and public transport.

• A catalyst for change. The masterplan is designed to act as a catalyst for enhancing the way we operate and evolve as a university over the coming years. It reinforces our commitment to providing the best possible experience for our students and staff and to increasing our engagement with business and innovation.

• An integral part of the city. The masterplan will be developed in collaboration with local residents and businesses and help ensure that the campus feels like and is an integral part of the city.

The current period of consolidation is a good time to prepare a Framework Masterplan so that it can start to help secure qualitative improvements to the campus and guide further improvements and growth in the medium and longer-terms.

The University published a Concept Masterplan in July 2015 as a first step to help engage with stakeholders and local people over the future of the campus. This was the subject of an extensive consultation programme between April and September 2016; the results of which are set out in full in the Concept Masterplan Consultation Statement (April 2017). The University is testing and developing these, and the emerging vision of the kind of place the campus will be is set out opposite. Once agreed, this will guide the development of a Framework Masterplan document.
The Canterbury campus will be defined by a high quality biodiverse landscape that helps to create an outstanding place to learn, work, visit and live. It will form an integral part of the City of Canterbury by providing educational, cultural, recreational, sporting and employment opportunities for people in the city and the wider Kent region. Roads on the campus will be transformed in to attractive streets that prioritise walking and cycling and buses. The campus will be developed in ways that protect its special natural environment, the setting of the World Heritage Site and local heritage assets. Future development will safeguard the amenities of people living and working in its surrounding villages and residential neighbourhoods and avoid any significant impacts on the wider surrounding area in terms of traffic, car parking, air quality and recreation. The campus will be an exemplar for environmental sustainability by reducing energy use and carbon emissions, adapting to climate change, incorporating high standards for water usage, waste/recycling and promoting healthy living and wellbeing.

Does this statement sum up the kind of place the campus should be? How could the statement be improved?
3 THE PROPOSED FRAMEWORK MASTERPLAN

The need for a masterplan is identified in Policy EMP7 of the Canterbury District Local Plan, which is now close to being adopted by CCC. However, the University’s objectives for a Framework Masterplan go beyond meeting this policy requirement and include to:

1. Provide a planning and decision-making tool for the University by giving spatial expression to its Estate Strategy in the short-term, a strategy up to the end of the District Local Plan Period (2031) in the medium term and a long-term vision for the campus beyond this;
2. Provide CCC as Local Planning Authority with a framework for determining planning applications;
3. Establish a flexible spatial ‘framework’ rather than a precise ‘blueprint’ for development that allows the University to achieve its full potential within a changing political, economic, social and environmental context;
4. Enable a broad mix of uses and their disposition within the heart of the campus and throughout the wider campus area;
5. Maintain and strengthen the campus character of the University by establishing a clear place-making strategy – including layout, scale and massing;
6. Ensure that future development respects the setting of the site in the wider countryside, the World Heritage Site and local heritage assets;
7. Establish a landscape and biodiversity strategy that ensures that the landscape character and nature conservation interests of the whole site, including ancient woodland, trees covered by Tree Preservation Orders and important hedgerows, and the Blean Complex are safeguarded and wherever possible enhanced;
8. Establish an effective movement and transport strategy that enables updates to the University Travel Plan and detailed Transport Impact Assessment as and when planning applications are made;
9. Establish whether the campus area is sufficient to deliver the long-term vision – including identifying proposals beyond the campus boundary and making recommendations for any additions to the boundary that are considered necessary;
10. Set out indicative phasing, delivery and infrastructure requirements;
11. Identify proposals for monitoring progress on implementing and reviewing the Masterplan; and
12. Provide a checklist of activities for all concerned in working through the masterplan process and to provide a staged structure and a summary of outputs at each stage.

The Masterplan will provide a bridge between Policy EMP7 and planning applications. It needs to maintain an appropriate balance between providing certainty whilst still allowing necessary flexibility. It will be informed and supported by an appropriate and proportionate evidence base – in the form of environmental and traffic data and a series of spatial strategies outlined below.

The plan opposite identifies the campus boundary, as identified in the emerging District Plan. It also identifies other nearby land that is owned by the University and the different character areas that the Masterplan will define and provide guidance for.
4 AN INCREMENTAL APPROACH

The University is working collaboratively with CCC, Kent County Council (KCC) and a wide range of other stakeholders to ensure that a high-quality Framework Masterplan will fully informed by a wide range of knowledge, expertise and opinion (including local). It is taking an incremental ‘stepped’ approach to developing the Concept Masterplan, which can be summarised as follows:

**Step 1: Strategic spatial vision (this step) (April to August 2017)**
Clarify the University’s development aspirations. Define the ‘building blocks’ for a draft strategic spatial vision – as set out in Appendix 1. Draw on these, including the emerging strategies relating to ‘place-making’, ‘planning and environmental’, ‘landscape and biodiversity’ and ‘movement and transport’, set out below to inform a Strategic Spatial Vision Discussion Document (this document). Undertake consultation on the document and develop the vision and strategies in the light of comments made.

**Step 2: Option studies (August to October 2017)**
Produce options in the form of a series of ‘mini-masterplans’ of character areas to be tested in workshops with various stakeholders. Undertake public consultation and technical assessments where necessary to help to determine option preferences. Publish a strategic options report.

**Step 3: Option review (November 2017 to January 2018)**
Assemble the various options in an overall ‘plan of plans’ and review, testing these against the University’s development aspirations and public consultation feedback. Identify an optimum/preferred option and test this through technical studies, stakeholder workshops and design review. Publish a preferred option report.

**Step 4: Framework Masterplan (February 2018 to April 2018)**
Publish a draft Framework Masterplan to cover the issues outlined above and undertake a 4th round of public consultation. Review and revise the Masterplan in the light of comments received and publish a Framework Masterplan Report.

**Step 5: Publication (May to July 2018)**
Submit the Framework Masterplan to CCC for approval for development management purposes. Agree any necessary amendments with CCC and incorporate them into the Masterplan before publication.
5 EMERGING PLACE-MAKING STRATEGY

This strategy is concerned with exploring the spatial organisation of the future campus, in other words the landscape settings, shared spaces, and the form and location of buildings. It is an issue which is perhaps the slowest changing of all the many issues that the University are charged with managing for the future. Whilst new University buildings will provide an environment for enhanced learning, academic excellence and student living, the masterplan concept advocates a wider diversity of landscaped spaces to broaden the opportunity for interaction within the University community. The places and spaces between the buildings will be the public ‘living rooms’ where all members of the University community can gather to exchange ideas, where formal events take place and informal encounters are made possible.

The Framework Masterplan will identify a set of guiding principles and strategies to deliver a successful ‘place’, based around the following themes:

**Landscape and public realm**

A  Create a campus interwoven with the prevailing landscape, geological and ecological character with a landscape design that supports and builds upon defining local characteristics.
B  Create a masterplan that acknowledges and responds positively to the sensitive context and setting of ancient woodlands and diverse historic landscapes.

**Development and built form**

C  Focus development (including student accommodation) within the Campus Heart to consolidate the ‘core’ of the University and Park Wood.
D  Increase density within the Campus Heart to sustain a vibrant and vital heart.

**Arrival and connectivity**

E  Improve connectivity between the University and city – ‘town and gown’ – by improving physical linkages between the two.
F  Create well defined campus arrival points to the west, south, east and north.

**Legibility and movement**

G  Create a hierarchical network of streets as places within the Campus Heart to create legible, attractive, accessible and safe pedestrian and cycle routes around the campus.

**Views and vistas**

H  Flexible guidelines on the layout, scale and massing of buildings will define, identify and protect key views throughout all parts of the campus and frame new views to historic Canterbury to be delivered within the Framework Masterplan.

**Car parking**

I  S sensitively accommodate car parking in consolidated areas at the fringes of the Campus Heart, and the points of entry, sympathetically integrated into the landscape and topography, such that parking does not negatively impact on the campus environment or setting.

**Infrastructure constraints**

J  Respond practically and pragmatically to constraints above and below ground including telecommunications, power lines, drainage and services, the Crab and Winkle Line tunnel, water courses, springs etc.
5  EMERGING PLACE-MAKING STRATEGY (CONT)

Architecture and architectural character
K Create a masterplan informed by the time depth of the site which respects the setting of
the site, the World Heritage Site, the landscape, social history etc.
L Develop a masterplan with a layout, massing and scale that will define the places,
spaces and built development within the masterplan and that has been tested and
informed by a visual impact assessment.
M Bring University-owned buildings and structures of historical or heritage value back to
life by giving them appropriate new uses and undertaking sensitive conservation-led
interventions where necessary.

Implementation and phasing
N Detailed masterplanning will continue through the life of the masterplan and will involve
the detail design of the buildings, landscape, movement and infrastructure across the
site.
O Future steps of masterplanning will define the phasing of the infrastructure and
landscape works to co-ordinate with phased building construction.

Management and maintenance
P Take account of on-going management and maintenance requirements when designing
and specifying places and buildings and take a long-term view to curating and
developing the campus and its different character areas.

What have we got right?
What have we missed?
What could be improved?
6 EMERGING PLANNING & ENVIRONMENT STRATEGY

This strategy will establish the planning framework (constraints and opportunities established by the Canterbury District Local Plan and associated guidance and statutory designations) and establish an integrated approach to land use, environment and well-being and infrastructure.

Land use and disposition

A Focus on the defined campus area but also identify proposals for University-owned land that adjoins the campus and identify proposals to amend the campus boundary where this is considered necessary.

B Respond positively to emerging Local Plan designations. Where this is not considered appropriate, identify proposals to remove or amend existing designations as part of an early review of the Local Plan.

C Where possible, facilitate the co-locating of related academic disciplines and encourage the sharing of spaces to foster inter-school communication and collaboration.

D To avoid undue pressure on the local housing market, net increases in academic or administrative floorspace that result in increased student numbers should be matched by a corresponding increase in purpose-built student accommodation on the campus to be focused within the Campus Heart and Park Wood.

E The University will continue to promote business and research opportunities to foster the knowledge-based economy by safeguarding and promoting the Canterbury Innovation Centre and the University’s Hub for Innovation and Enterprise and investigating opportunities to provide additional space, including small-scale business clusters in the Northern Land Holdings.

F The University will continue to provide sports, community and cultural facilities that are open to local people and look for opportunities to increase such provision.

G The University is considering partnering with an operator to establish a hotel and conference centre within the Campus Heart or its fringes.

H The University aims to keep in productive use farm land that exists in the Northern Land Holdings until such times as it is needed for development.

I Consider the campus as a ‘living lab’ to allow opportunities for students to engage with design and operation of buildings and spaces as part of their taught curriculum.

Environment and wellbeing

J Take account of landform, layout, building orientation, massing and landscaping to minimise energy consumption and overheating.

K Build flexibility and resilience into new buildings and significant refurbishments to increase adaptability to respond to climate change and other challenges.

L Prioritise good air quality, ventilation and a comfortable indoor temperature to ensure wellbeing and incorporate adaptable spaces and furniture to promote collaborative learning and social connection.

M Design elements will not only reduce negative impacts, but also actively enhance positive impacts on sustainability and wellbeing.

N Apply holistic sustainable development principles across the campus to promote healthy and sustainable lifestyles.

O Develop strategies for:
   • Expansion of the District Heating Network to serve all new buildings within the Campus Heart;
   • Developing a solar farm to generate low carbon electricity for the campus, with surplus electricity and incorporate appropriate renewable energy technologies within specific developments where feasible and viable;
   • Incorporating Sustainable Urban Drainage Systems (SUDS) where practicable and viable to help manage run-off rates and reduce the risk of pollution reaching sensitive controlled waters on campus; and
   • Implementing the University’s Carbon Management Plan to reduce its carbon footprint by 23% by 2020 (against a 2005 baseline) and set new targets for the future.

Infrastructure

P Work collaboratively with the County and City Councils, the Bus Partnership, Network Rail, the train operating company, utility companies and others to ensure that that physical infrastructure (transport, electricity, gas, water and sewerage, telecommunications and broadband) keeps pace with additional development.

What have we got right?
What have we missed?
What could be improved?
7 EMERGING LANDSCAPE AND BIODIVERSITY STRATEGY

The strategy will take a ‘whole system’ approach to green infrastructure and biodiversity, which includes integrating environmental sustainability, health and well-being and simultaneous consideration of the future of the area at ‘local’, ‘regional’ and ‘global’ scales (known as ecourbanism) and follow the Kent living landscape approach. A key objective of the Canterbury District Local Plan is to ‘protect and enhance the countryside, acknowledging its own intrinsic value, the diversity of its landscapes, heritage and wildlife and recognising that a high quality of rural environment contributes to the economic, social and cultural well-being of the District.’ There are a series of important local, national and international landscape and ecological designations, which the campus and adjoining University-owned land either sits within or adjacent to and an assessment of these will be an important part of developing the strategy.

Evidence

A The strategy will be informed by an extended phase 1 habitat survey, a landscape and visual impact baseline, and a landscape character and sensitivity appraisal in association with a review of larger issues such as climate change adaptation, carbon emissions reduction and carbon sequestration in line with the Climate Change Act 2007 that impact on the conservation of existing landscapes and ecology. This evidence will help shape local parameters for future development.

Landscape and biodiversity

B Respect the setting of the campus in the wider countryside to safeguard and to enhance both the landscape character and nature conservation interests of the area, and to inform a biodiverse biophilic approach to the public realm on the campus.

C Respond positively to the two sub-regional landscape character areas that traverse the area; the Blean Farmland and the Stour Valley Slopes and link and to reinforce the biodiversity of the Blean Woodlands.

D The Blean Complex is the largest area of ancient woodland in the country and it is a key character attribute here giving the context for enhanced place-making. It has a very special biodiversity value that will be safeguarded by ensuring that there are no significant increases in traffic or negative impacts on air quality, surface water runoff, or disturbance associated with the growth, and by providing attractive recreation and leisure opportunities for staff and students on campus.

E Ensure that the elevated position of the campus continues to provide an appropriate landscape backdrop to the World Heritage Site and other heritage assets in the centre of the city.

Environment and wellbeing

F Integrate the themes of climate change adaptation, natural capital accounting and ecosystem services, carbon emissions reduction and carbon capture opportunities, water sensitive urban design approach and continuous productive landscapes in a holistic approach to green and blue infrastructure provision.

G Make a positive contribution to the health and well-being of staff and students by creating healthy and productive landscapes for learning and living in combination with an approach to social sustainability through convivial place-making that helps connect people with nature. This includes the location of car parking, connectivity and way-finding and place naming (as addressed in the emerging Place-making and Movement and Transport strategies).

What have we got right?
What have we missed?
What could be improved?
The relationship of motor vehicles in particular with the university campus and adjoining University-owned land is likely to both constrain and influence future development, and the impact of motor traffic will determine many of the fundamental decisions underpinning a Framework Masterplan. A central theme of this strategy will be to minimise and ameliorate such impact, by reducing both dependency on private motor vehicles and by reducing the effect that traffic has on the built and natural environment. A central theme will be to continue to build on the successful Campus Travel Plan, reducing the demands for highway capacity and for centralised parking and identifying appropriate access arrangements for the Northern Land holdings and land to the north of Tyler Hill Road.

Rights of way and walking and cycling
A All existing public rights of way across the campus will be maintained and enhanced and way-finding will be improved. Additional permissive routes for both walking and cycling will be established to facilitate further routes such as the National Cycle Network Route 1 (The ‘Crab and Winkle Way’). Additional east-west and north-south paths will be explored, particularly to serve Tyler Hill Road, Tyler Hill and Blean.
B The network of footpaths, bicycle routes and rights-of-way will be carefully integrated with the road network to increase its prominence and status. Crossings and gathering points will be clearly defined and legible.
C Links between campus and the rest of the city will be strengthened and enhanced through creating a stronger north-south pedestrian and bicycle link. Such a link will allow for any additional future sustainable transport infrastructure/service. As part of the link, the University will work with the train operating company and Network Rail and others to explore the potential for a northern exit and entrance for Canterbury West Railway Station.

Travel planning
D The Strategy will continue to adapt and build on the successful transport initiatives initiated and developed in the Campus Travel Plan, including:

- Creating a hierarchy of priorities for walking, cycling and public transport over private cars;
- Developing and extending the Bus Partnership. The potential for increasing bus facilities and stopping points will be explored, especially for areas such as Park Wood and Giles Lane. Improved bus links to Blean and Tyler Hill will be considered;
- Improving bus links, including investigating additional connections to Whitstable Road and measures to minimise the need for buses to turn around in the campus; and
- Limiting car parking to essential users and visitors.

Routes and traffic
E The assessment and base line for traffic movement will be refined through a detailed traffic count at key junctions, combined with an Automated Number-Plate Recognition (ANPR) survey to establish the proportion of traffic flowing through the campus.
F The network of roads within and around the campus will continue to be accessible for public use. Such routes, including Giles Lane, University Road and Park Wood Road, will be gradually adapted to create a low-speed network, capable of multiple use for pedestrian activity, cycling and vehicular traffic.
G As part of reducing the highway characteristics of the campus roads, measures will be developed to create distinctive ‘places’ at key locations and intersections. These will have specific names, and will be intended to enhance legibility and navigation within the campus. Key locations will include:

- A University main central point of arrival, close to the Jarman Building;
- A linked square at the intersection of Giles Lane with University Road;
- A remodelled place at the junction of Park Wood Road with Giles Lane; and
- Stronger entry or transition places at the three main entrances to the campus from both Whitstable Road and St Stephen's Hill.
H This strategic approach will build on the study carried out for the University in 2013 – ‘Redefining traffic movement, pedestrian and cycle safety and creating a coherent campus’, which outlines the principles for creating an integrated, low-speed framework for traffic and movement within the campus.
8 EMERGING MOVEMENT AND TRANSPORT STRATEGY (CONT)

I The University intends to explore with Kent County Council, potential benefits from revised service and maintenance agreements for Giles Lane. This will aim to reduce management and maintenance responsibilities for the county, and allow greater flexibility for the University to adapt and enhance the route consistent with the Masterplan. Giles Lane will continue as a publicly accessible east-west route through the campus.

J The principles of place-making and low-speeds will be extended, wherever possible, to include key elements of the highway network outside the campus boundary, subject to discussion and agreement with the local highway authority (KCC). This will improve safety and accessibility to the campus, raise driver awareness of the presence of the University, and improve links between the campus and the rest of the City of Canterbury.

Access to the Northern Land Holdings
K Further transport and movement links will be considered to connect the areas south of Tyler Hill Road, to the north of the Campus Heart and Park Wood areas. This will aim to minimise any impact of traffic from potential future developments in the northern part of the campus and any proposals for land to the north of Tyler Hill Road.

Car parking
L Car parking within the campus will be maintained at approximately current levels (circa 2000 spaces). Existing car park arrangements will be reviewed, with the aim of consolidating and simplifying the current arrangements. Wherever feasible, replacement car parking bays will be carefully integrated into the landscape, and be located within the Campus Heart or its fringes and the points of entry. Pedestrian and cycle links between car-parks and the buildings and spaces they serve will be improved.

M The Strategy will aim to minimise migration of parking to surrounding residential streets. This may involve the introduction of residential parking zones where these are locally supported.

What have we got right?
What have we missed?
What could be improved?
The University will work collaboratively with partners where necessary to bring about positive change. Subsequent planning applications will be supported by more detailed studies, strategies and assessments, in accordance with the CCC’s reasonable validation requirements. Design and Access Statements that accompany applications will explain how specific proposals relate to and help implement the Masterplan. The University will monitor progress on implementing the Framework Masterplan and review and update it as necessary.
APPENDIX 1: STRATEGIC CAMPUS VISION BUILDING BLOCKS

- Draft Strategic Spatial Vision

**What is the vision for the campus?**
- What sort of place will it be?
- What will it offer the City?
- How will benefits be reinforced?
- How will concerns be resolved?

- University Institutional Plan (2015-2020)
- Estate Strategy (2015-2025)
- Development Projects (Short/Med/Long-term)
- Political/Economic/Social context
- Environmental Data
- University & CCC discussion
- University Consultation Strategy

- Consultation Feedback on Concept Masterplan
- Canterbury District Plan & Planning Guidance
- Relevant Kent CC Strategies
- Findings of the H&FEIR
- Local Enterprise Partnership Strategy
- University emerging Strategies
- University & CCC discussion
- CCC Consultation Protocol

- Strategic Spatial Vision & Next Steps
Appendix 1: Strategic Campus Vision Building Blocks

Our students volunteered over 77,000 hours both on campus and in the local community during the 2015/16 academic year.

The Gulbenkian was awarded National Portfolio Organisation status with the Arts Council of England for three years from April 2015.

From June to September 2016, the University’s Conference Office staged more than 4,350 events and booked over 145,000 overnight stays, raising revenue of over £4m.

Kent Union’s Raise and Give (RaG) raised £170,046.052 in the 2015/16 academic year.

The Higher and Further Education in the Canterbury District – An Impact Review (January 2017)

The Higher and Further Education in the Canterbury District – An Impact Review (January 2017) represents a comprehensive enquiry in to the impacts, both positive and negative, of HE and FE on the City. The CCC-led Review identifies 32 recommendations. The six key relevant ones for the Masterplan are set out below:

1. The council, with Canterbury 4 Business, Canterbury BID and the universities, will work to ensure that Canterbury is marketed as a desirable location for high value employment.
2. The council, working with the universities, will investigate ways to boost the supply of workspace for local businesses.
3. The council, working with the universities, will review and continually look to improve the support on offer in the district to enable people, including graduates, to start their own businesses.

The council, as part of its housing strategy, will seek information to recommend the appropriate type, size and affordability of future private Purpose Built Student Accommodation developments.

Policy HD7 Purpose Built Student Accommodation (as proposed to be amended) states that “All future increases in academic or administrative floorspace resulting in increased student numbers by the universities, must should be matched by a corresponding increase in purpose-built student accommodation. It adds “The City Council will support proposals on campus, subject to other relevant plan policies.

Brexit

Brexit Article 50 triggered for the UK to leave the European Union, with negotiations to be completed by end of March 2019. Brexit is likely to have implications for the University’s staff and students and the implications need to continue to be thought-through throughout the masterplanning period.
Government Higher Education Policy
The Higher Education and Research Act (2017) makes significant changes to the ways in which Higher Education is governed. It also allows for two-year condensed degree courses, with shorter breaks.

University Governance
Professor Karen Cox is to be the University's new Vice-Chancellor and President from 1 August 2017. Professor Cox will provide new leadership and direction for the University.

Thames Estuary 2050 Growth Commission
The 2016 Budget established the Thames Estuary 2050 Growth Commission to prepare an ambitious vision and delivery plan for North Kent, South Essex and East London, with a report due in Autumn 2017. This may be more relevant for the University’s Medway campus, but needs to be kept under review.

University Plan 2015-2020
The Plan establishes the following vision, before focusing on three main strategic objectives (Research, Education and Engagement). The Canterbury campus is identified as the 'headquarters of the University. The vision and strategic objectives need to be implemented flexibly

"By 2020, the University of Kent will have secured its position as a UK top 20 university and be a globally recognised research institution. We will build on our distinctive positions as the UK’s European university to extend our reach and impact and become a beacon of excellence in education and research in our region, the UK and internationally. Our global reputation will be built on the application of our knowledge and expertise to find solutions to some of the world’s major challenges."

Estate Strategy 2015-2025
In summary, this identifies the need for:

• A flexible and effective working environment.
• The replacement of facilities that are no longer fit for purpose.
• Construction of new fit for purpose academic building(s) to facilitate historic growth and to locate Schools within a modern environment
• A new and enhanced Student Union building that will replace the current nightclub (The Venue) and the Student Union offices (Mandela Building).

• A new/enlarged academic building (for Economics) on the site of the current KRDC building.
• A strategic investment in new research and innovation facilities (growth in science subjects).
• Additional bed spaces depending on strategic priorities and any future growth in student numbers
• Where appropriate convert vacant offices within existing Colleges back to student bedrooms.
• Ongoing requirement to address backlog maintenance
• Four further grass pitches and further expand and enhance leisure facilities and explore joint ventures.
• Non-retail informal learning, social and meeting spaces.
• Public spaces to add to enjoyment and contribute to a sense of “Place.”
• Invest in greener energy facilities in pursuit of our goal to make a 23% reduction in carbon by 2020.
• Ensure significant investment in the infrastructure to ensure the future sustainability of the campus to support the future developments.
• Continually review both the private and public road infrastructure to ensure that it means the daily requirements of transport and safe pedestrian movement.
Appendix 1: Strategic Campus Vision Building Blocks

**Cost to Capital Local Enterprise Partnership – Strategic Economic Plan (2014)**
Currently under review, the SEP sets out the following:
- The vision is that Coast to Capital will deliver exceptional growth and productivity gains to deliver economic performance to rival the best in Europe and the rest of the World.
- The mission is to remove all the barriers to achieving economic performance.
- The goal is to create an additional 100,000 jobs in the private sector by 2035.

Research and technology is identified as one of the region’s competitive advantages and the Medway campus is identified as a hub for creative industries.

**Kent County Council Strategies**
The key relevant Kent County Council (KCC) strategies are as follows:
- Local Transport Plan for Kent (2100-16)
- Kent Environment Strategy (2016)
- Canterbury District Surface Water Management Plan Stage 1 (2012)
- Local Flood Risk Management Plan (2013)

**Canterbury District Local Plan and Guidance (submission version 2014, as proposed to be modified and adopted)**
Policy Emp7. Emerging Policy EMP7 states that: “Within the campus of the University of Kent, identified on the proposals map, the City Council will support development of educational buildings for teaching and office space; student accommodation; business accommodation (compatible with the University’s role in research and development and business innovation); sports facilities and other facilities directly related to the University’s core business.” The policy states that the City Council will expect a masterplan to be prepared for the whole identified campus site, prior to any significant development within the site and that this should:
- Maintain the campus character of the university;
- Respect the setting of the site in the wider countryside;
- Identify the key uses and their disposition within the site and any relocation of uses within the wider campus area; and
- Set out a landscape and biodiversity strategy for the whole site.

It also refers to the need for significant development proposals to be subject to updating the University’s Transport Impact Assessment and a review the University Travel Plan.

Other Policies and Guidance. A significant number of other policies in the emerging District Plan are relevant for the Masterplan and there are a number of designations on the Proposals Map and CCC’s Planning Constraints Map.

**CCC – other strategies**
The key relevant CCC strategies are as follows:
- Corporate Plan (September 2011). The Plan sets out a number of Council pledges and key actions relevant to the Local Plan. One of the key actions is: “Supporting higher and further education organisations to achieve their ambitions and to create jobs for new graduates and others in the local community.”
- Canterbury District Transport Strategy (2014-2031)
- Quality Bus Partnership – a voluntary agreement between Stagecoach, Kent County Council and The University to invest in improvements to bus routes and bus services across the district