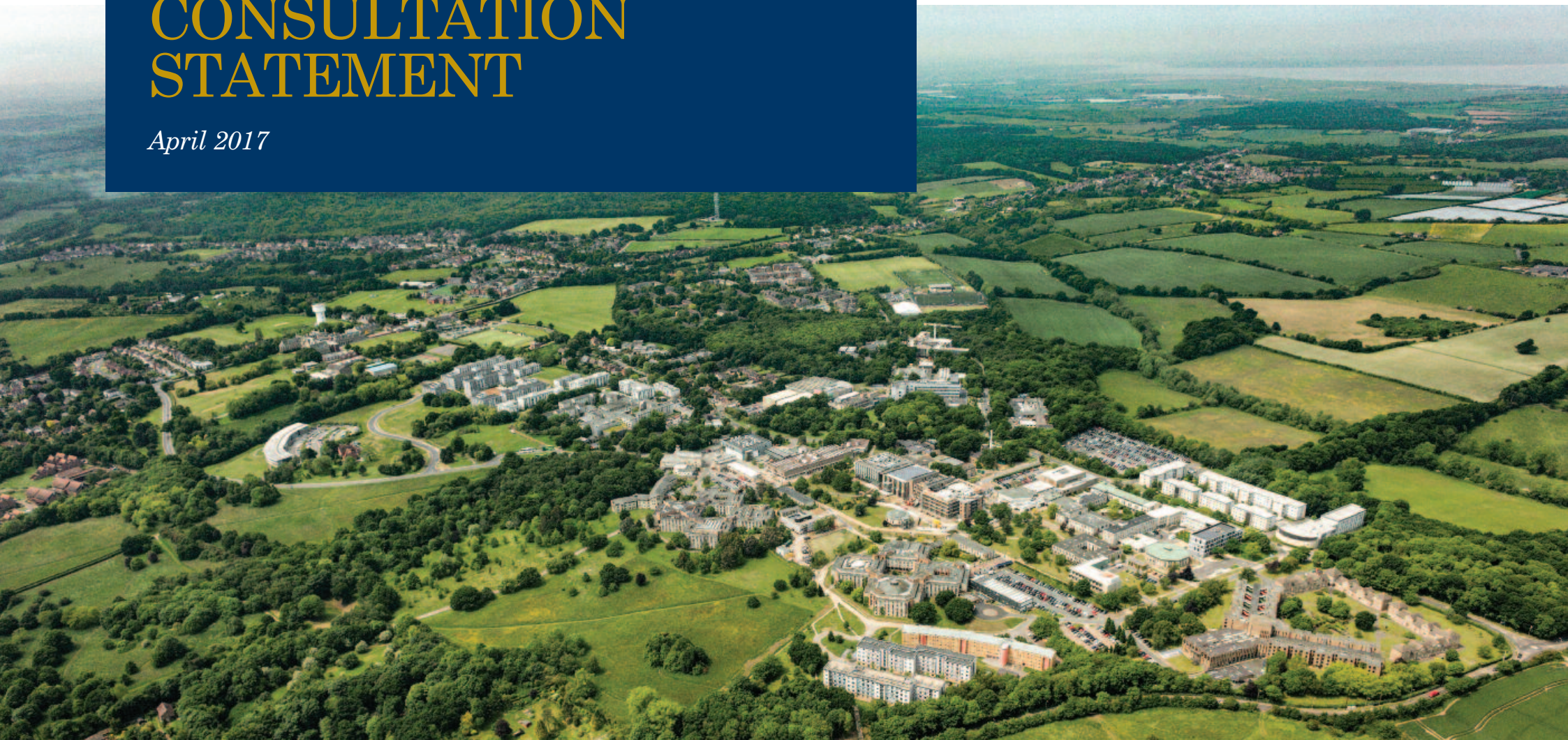


CANTERBURY CAMPUS CONCEPT MASTERPLAN/ CONSULTATION STATEMENT

April 2017



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EXECUTIVE SUMMARY

Canterbury City Council's emerging Local Plan requires a masterplan for the Canterbury campus; the University of Kent is therefore working collaboratively with the Council and others to develop a masterplan that articulates a long-term vision for the future of the campus and provides a framework for future development.

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 is part of a stepped approach to developing a more detailed masterplan that will provide a framework for the evolution of the campus over the coming decades.

The University is committed to undertaking an effective public consultation process in line with the principles of good practice and, as part of that process, the University will take into account comments received on the scheme at every stage. This statement provides an account of the first stage of public consultation undertaken, including who was involved, how they were involved and what comments were made. It also focuses on the Concept Masterplan and is the first of several that will record and track the progress of feedback and comments following consultation at various stages of the masterplan process.

The Concept Masterplan was the subject of an extensive consultation programme between April and September 2016. This included publication of the Concept Masterplan on the University's website, an on-line feedback form, a press release, email notification, a leaflet drop, four exhibitions, six presentations and six meetings. We continued to accept feedback after the published consultation deadline until the end of 2016.

The Concept Masterplan and the University's efforts to engage with people were generally welcomed. However, as should be expected at this stage of the process, a large number of comments were received on a wide range of issues. In total the University received 280 responses from individuals and organisations which contained 558 comments on different areas of the plan or University in general. This Statement sets out a record of all comments in full (in its appendices) and provides a detailed summary of the key messages under a number of categories (Section 6). It also draws out key messages about the consultation process.

The University and its consultants will carefully consider all comments during the next step of developing the proposals from concept into a more detailed masterplan.

The comments are expected to help inform the following:

- A review of the vision for the campus and the organising principles
- The scope and format of a more detailed masterplan, the issues to be addressed and the way in which ideas are presented and explained; and
- The need for and scope of studies and strategies into particular issues (eg, transport) to ensure that the masterplan is informed and supported by a proportionate evidence base.
- During the coming stages of developing more detailed masterplan proposals, the University and its consultants will take heed of the comments made during the public consultation process when identifying and developing masterplan proposals for the campus, and be ready to explain how these comments have informed their thinking during the design process that follows.
- The University is also keen to learn lessons for future engagement and consultation so that it can communicate more effectively with its neighbours, service providers, interested groups, organisations and decision makers. This Statement identifies a number of ways in which the University can do better next time and this will help shape its future consultation strategy.

1 INTRODUCTION

The University of Kent recently celebrated its 50th anniversary and, to mark this important landmark in its development, it is undertaking a re-appraisal of its estate.

The original 1965 Holford Masterplan took advantage of this unique hilltop location overlooking the historic City of Canterbury, by distributing the new college buildings along the ridgeline within a generous parkland setting. This allows the dramatic views, as well as the green landscape, to infiltrate right into the heart of the campus.

Students and teaching staff alike are drawn by the character of the existing campus. However, in recent years the University has been a victim of its own success; in the process of a rapid expansion during the last two decades, the coherence of the original concept has been diluted by a tendency to build beyond the original boundary of the heart of the campus.

The University of Kent currently enjoys a strong position in the academic market place, but also recognises that it must plan intelligently for future growth to maintain that edge. Enhancing the 'sense of place' will play a major part in attracting new students and staff to the campus, as well as differentiating the University of Kent from competing universities.

In 2015, the University commissioned Farrells to undertake a Concept Master Plan study to explore and articulate a vision for the next 50 years. Informed by the University's Institutional Strategic Plan and Estate Strategy and existing and emerging planning policy, this study concluded that the absolute priority should be to intensify the heart of the campus with the objective of unlocking development and place-making capacity to enable the creation of the 'Best Garden Campus in the UK'.

The Concept Masterplan describes a 'Vision' for the development of the campus as a proposition for debate with local stakeholders and all those concerned with the future of the University. The Concept Masterplan also sets out certain important organising principles to help inform the development of a more detailed masterplan, as a first step in response to the call for a masterplan by Canterbury City Council in its emerging Local Plan.

The Concept Masterplan 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. In conclusion, the whole campus will be the most powerful expression of the academic, cultural and civic life of the University, an enduring expression of the University's aspirations and achievements.

The objectives of the Concept Masterplan are as follows:

- 1 A plan for future growth and development for both academic and research buildings and student housing
- 2 Improved potential and value of the University land holdings
- 3 Make 'Placemaking' a top priority and a great place to be
- 4 Flexibility to accommodate an evolving mixed-use, knowledge-based economy
- 5 Reinforcement of the University's reputation for excellence in all aspects of sustainability
- 6 A coherent and unique brand for the university, recognising its reputation as the UK's European university
- 7 An environment for social Interaction
- 8 A stimulating, safe and supportive environment – home to a vibrant academic community
- 9 Strengthen the symbiotic relationship with the City
- 10 Create a remarkable public realm

To help establish the context for considering comments set out in subsequent sections of this Statement, Table 1 below summarises the key physical changes that the Concept Masterplan proposes.

Table 1: Physical propositions from the Concept Masterplan**1 Propositions applying to whole campus:**

- Create the 'Best Garden Campus in the UK' – a vision for the future of the estate, taking a long-term view to 2050
- A reappraisal of the Holford masterplan created in the 1960's
- Create an efficient and clear mental map
- A coherent pattern of development to allow for future capacity needs and to enrich the campus
- A careful balance between built space and open space
- New buildings should be of great architectural quality
- Create a diversity of green landscapes of value and character
- Create a variety of characterful places and spaces and high quality external environments as gathering spaces, productive landscapes, spaces for public art, planting that changes throughout the academic year and seasons
- Reveal the historic narrative of the campus, linking together its past, present and future
- Strengthen and enhance the public links between the campus and the city
- Views to and from historic Canterbury should be protected and new ones created
- Take advantage of the existing transport infrastructure
- Former Hothe Court farmhouse to be re-used, Giles Lane to be adopted, Beverly Farmhouse to be re-used and the Innovation Centre to be expanded

2 Propositions applying to the campus heart:

- Intensify and consolidate the Heart of the Campus to prevent future sprawl
- Development should be focused in strategic areas to create an accessible, inclusive and a highly efficient core
- 'Places and spaces' between buildings should be public living rooms for formal events and informal encounters
- 'Tame' the existing roads
- Create strong, well-defined pedestrian and cycle routes – a new grid of paths supporting unprecedented accessibility

1 INTRODUCTION (CONT)

Table 1: Physical propositions from the Concept Masterplan (cont)

2 Propositions applying to the campus heart:

- Relocate parking to the periphery of the campus heart to create more room in the centre for building or spaces and places
- Develop a coherent pattern of streets, spaces and a variety of new spaces with a clear hierarchy defining vehicular and pedestrian routes, front doors and landmark features
- Better defined spaces between buildings to create and an attractive and coherent 'sense of place'
- Create a wide variety of spaces to broaden the opportunity for interaction between the University community
- Introduce a mix of new uses in the Heart of the Campus, including new academic and student residential buildings, to create activity and vibrancy throughout the public realm
- Create 2 new primary routes: A main east-west route along the ridgeline & a main north-south route along the 'Crab and Winkle Way'
- Create a Campus Walk or University 'high street' across the campus as a busy, lively pedestrian-dominant route
- The Campus Walk should be lined with shops, cafes, cultural and leisure buildings, student services and a variety of other active frontages and building entrances
- Library Walk should be considered as a priority location for University 'Centres of Excellence' and which reinforce and support the library as a centre of learning and social interaction
- Develop two 'Gateway Squares' along the primary east-west route, to serve as new landmark arrival spaces
 - To help orientate within the campus
 - To form a backdrop for new landmark buildings
 - As a location for shops, cafes and other related uses and services
- A new hard-landscaped square to the west of the campus will act as an occasional marketplace and gathering place for pop-up shops and cafes, and the place where seasons and festivals are celebrated
- A new entrance space to the east might be a predominantly 'soft' landscape, a much greener and quieter space for outdoor eating and drinking
- Facilities located around the Gateway Squares or along the Campus Walk will have their front door facing these spaces
- The open space to the south of the University library should become a space where large public events and gatherings take place, and where students and staff can continue to take advantage of the incredible views over historic Canterbury
- Extend the campus to the east of St Stephens Hill
- Develop strong links to the surrounding green open space

Table 1: Physical propositions from the Concept Masterplan (cont)**3 Propositions applying to the parklands:**

- Parklands should be preserved and enhanced as a complementary landscape asset around a more coherent and intensified campus core
- Parklands should be enhanced with new landscape components such as gazebos, mazes, observatories and an open air theatre
- It should have a significantly lower density of buildings than in the campus heart and a greater focus on open green landscape
- A location for the continued development of new academic buildings designed as landscape buildings or pavilions in the park that enhance the landscape rather than detract from it
- The design and setting should enhance the landscape character and personality of the parklands
- Development within the parklands should be considered, providing they are modest, pavilion-like features that enhance the landscape
- Hotel and conferencing facilities should be outside the heart of the campus, in order to take advantage of an association with the University whilst maintaining independence to cater for the non-University market
- There should be a new sustainable transport route connecting the city with the campus – perhaps utilising the ‘Crab & Winkle Way’
- Also, a new entrance should be opened on the north side of Canterbury West Station

4 Propositions applying to the northern land holdings:

- The green open space is a considerable landscape asset, providing a green setting to the north of the University
- This landscape setting should be retained as a distinct northern edge to the heart of the main University campus
- It should be connected to the heart of the campus by a new cross-campus route or routes, that could be created to link to Giles Lane and the new Campus Walk
- An opportunity to create valuable high value business growth in this part of Canterbury
- A commercial hub or a research and innovation campus which is linked to the University as a satellite development
- An opportunity to create rural business clusters along Tyler Hill Road as a ‘disaggregated’ satellite development between Blean and Tyler Hill
- A more independent part of the campus for a linked commercial hub/research and innovation campus, but which would not join the two existing settlements
- A complex of start-up business & incubator spaces in the northern part of the campus, where access to the University research community is strong but where road access is not in conflict with the University

1 INTRODUCTION (CONT)

Table 1: Physical propositions from the Concept Masterplan (cont)

4 Propositions applying to the northern land holdings: (cont)

- Satellite development would be connected to the heart of the campus by means of a shuttle bus service and other sustainable means of transport such as pedestrian routes, cycleways etc
- Development of a cricket green and pavilion immediately to the west of Blean Church, surrounded by new business space, which could be a University facility shared with the residents of Blean Village
- Create another phase of housing between the new Cricket Green and Tyler Hill Road
- A 'Park and Ride' scheme to connect the northern land holdings to the heart of the campus by means of a shuttle bus service
- A benefit to local communities in terms of jobs and start up locations and improved transport links
- The business clusters to have discreet parking in modest quantities
- Existing 'Crab & Winkle Way' pedestrian/cycle route widened for vehicles

The University consulted widely on the Concept Masterplan between April and September 2016. This Consultation Statement has therefore been prepared as a summary record of that Consultation Process, and includes the following:

- The role of the Concept Masterplan as the first stage in the process of preparing a more detailed masterplan
- Consultees and methods of consultation
- Comments received
- Key messages
- Lessons for future consultation
- Conclusions and Next Steps

This Consultation Statement is part of the University's commitment to engage with a wide range of stakeholders, to listen carefully to what they say, to take account of comments in developing a more detailed masterplan and to provide feedback to people on how their comments are influencing the University's thinking.

2 THE PURPOSE OF THE CONCEPT MASTERPLAN

Canterbury City Council is at an advanced stage of preparing a new Local Plan and is currently awaiting a report from the Planning Inspector who examined the Canterbury District Local Plan Publication Draft (June 2014). Policy EMP7 (University of Kent) in the emerging Plan makes clear that Canterbury City Council expects a masterplan to be prepared for the whole of the identified Canterbury campus site, before any further significant development takes place.

The University strongly supports Policy EMP7 and the requirement for a masterplan. The Concept Masterplan proposes a set of 'urban design principles', as well as some physical propositions and organising principles. These are intended, in due course, to form the basis of a more detailed masterplan that will satisfy the requirements of Policy EMP7 and establish more detailed guidance on how the campus is to be developed in the future.

The University intends to prepare a more detailed masterplan in collaboration with Canterbury City Council, local residents and businesses and other stakeholders. The objective is to ensure that a more detailed masterplan is informed by local knowledge and opinion so that Council as the Local Planning Authority can afford significant weight to it when determining future planning applications and both the University and local people can have a greater degree of certainty of outcome.

The Concept Masterplan represents the first stage in an incremental approach to developing a more detailed masterplan, and the first step in this process will be to define a 'Strategic Vision' for the campus. This next step will, in part, be informed by the public consultation process already undertaken on the propositions and organising principles that the Concept Masterplan describes.

A summary of the future steps in the process and opportunities for further consultation and engagement are set out in Section 9 – 'Conclusions and next steps: A Framework Masterplan'.

3 CONSULTATION PRINCIPLES

The University has reviewed Canterbury City Council's Statement of Community Involvement (SCI) dated 2007 that sets out commitments on how the City Council will engage with stakeholders over the preparation of Local Development Documents. This has helped the University to identify a number of key principles that have informed the consultation events that were undertaken about the Concept Masterplan and that will inform future rounds of consultation and engagement. The key principles are as follows:

- Be clear and transparent about the process and programme;
- Seek to engage a wide range groups and individuals, including those that have commented on emerging Local Plan Policies EMP7 (University of Kent) and previously proposed Policy OS6 (Green Gaps);
- Employ a wide variety of methods to engage all concerned;
- Make greater efforts to engage with key relevant 'hard to reach' groups;
- Acknowledge receipt of comments and feedback; and
- Prepare a Consultation Statement at each stage to record comments and feedback received, and explain how they have influenced the masterplan proposals.

4 CONCEPT MASTERPLAN: CONSULTEES & METHODS OF CONSULTATION

Taking account of the key principles identified above, the University consulted widely on the Concept Masterplan between April and September 2016. Appendix 1 sets out a list of consultees that were actively engaged. Set out below is a detailed account of the consultation that was undertaken.

Publishing the Concept Masterplan

The Concept Masterplan was published on a set of web pages that were made available on the University's website (www.kent.ac.uk/masterplan) from 25 May 2016. Throughout the consultation exercise, a PDF of the complete Concept Masterplan document was available to download, which included summary pages examining the Plan, the consultation process and dates for intended submission to Canterbury City Council. By the end of 21 September 2016 (the published consultation deadline), the pages had received over 13,863 views from 3,678 visitors.

A printed copy of the Concept Masterplan was made available in the University's Templeman Library from 22 June 2016. The Plan was also made available to the public in Canterbury's Beane House of Art and Knowledge from 3 August 2016. In addition, a number of printed copies were posted out to those who requested one and given out at events. Many of these were used by parish councils and local residents to help share the plan with neighbours who were less comfortable with online access or did not have it.

Initial Promotion

An email was sent to all **University employees** on 19 May 2016, introducing the Plan and advertising a presentation and exhibition for staff. At the same time, an online article with similar information was published on our University staff news web pages (www.kent.ac.uk/campusonline) and highlighted in our weekly email staff news round-up (Kent Staff Online) w/c 23 May 2016.

For **external audiences**, an initial press release was issued to local media (including the Kentish Gazette, Kent on Sunday, Canterbury Times, Medway Messenger and Kentish Express) on 26 May 2016. Resulting media coverage included a two-page feature in the Kentish Gazette (circulation 11,993) on 2 June 2016.

At the same time, a story was also published on our online News Centre (www.kent.ac.uk/news/kentlife/9990/university-concept-master-plan-under-public-consultation) and highlighted on our University website home page (www.kent.ac.uk) throughout the consultation exercise.

In addition, the June 2016 edition of the alumni e-newsletter featured the Concept Masterplan and was sent to former students at 60,637 addresses worldwide.

Presentation and exhibition materials

A series of **information panels** (16 in total) were produced, outlining the beginnings of the University campus at Canterbury 50 years ago and development since then, recommended design principles looking forward, and illustrations of how the concepts might translate into a new overall campus layout. The panels were used at both formal and informal presentations, meetings and exhibitions (see below).

Printed materials made available at the presentations, meetings and exhibitions, included A5 four-page **leaflets**, summarising content in the display boards, with a feedback form on the back page. In addition, a four-page **Kent in Brief leaflet** highlighted key facts and figures about the University.

NB: Copies of the presentation and exhibition materials mentioned in this section are available in Appendix 3.

Formal presentations

A number of formal presentations were made to key stakeholders from 25 May to 7 September 2016.

The presentations included an introduction/Q&A session with the Lead Master Planner (John Letherland) and/or senior University staff (including Deputy Vice-Chancellor Denise Everitt and Director of Estates Peter Czarnowski). Exhibition display boards and full copies of the Concept Masterplan document were on view at all of the presentations.

Table 2 below provides full details of the invited groups, date, location and numbers attending the presentations.

4 CONCEPT MASTERPLAN: CONSULTEES & METHODS OF CONSULTATION (CONT)

Table 2: Details of presentations

Invitees	Date	Location	No of attendees
All Canterbury City Councillors and selected Officers	25 May 2016	Kent Business School, Canterbury campus	16
Residents' Association committee members (south of the campus) <ul style="list-style-type: none"> • St Michael's • St Stephen's • Whitstable Road • Harkness Drive 	26 May 2016	Colyer-Fergusson Building, Canterbury campus	14
All University of Kent current staff (3,500)	26 May 5 July 2016	Gulbenkian Theatre, Canterbury campus Grimond Building, Canterbury campus	120 50
University of Kent former Staff Association	6 July 2016	Grimond Lecture Theatre	15
Local Conservation and Heritage groups <ul style="list-style-type: none"> • Canterbury Archaeological Trust • Canterbury Heritage and Design Forum • Canterbury Society • Crab and Winkle Line Trust 	6 July 2016	Kent Business School	19
Local Business Community <ul style="list-style-type: none"> • Business Improvement District members • Kent Invicta Chamber of Commerce (Canterbury chapter) • Representatives of Institute of Directors • Representatives of Federation of Small Businesses 	28 July 2016	The Abode Hotel, Canterbury	21
Parish Council members (north of campus) <ul style="list-style-type: none"> • Blean Forest • Hackington • Harbledown and Rough Common 	7 September 2016	Kent Business School	15

Exhibitions

University of Kent staff, members of the Local Business Community and the general public were also given a number of opportunities to visit an exhibition summarising key features in the Concept Masterplan. The details of these exhibitions are set out in Table 3 below:

To publicise the public exhibitions in advance, a press release detailing dates, times and venues was issued to our main regional media outlets on 26 July 2016. Two half-page full colour advertisements were also placed with the Kentish Gazette (circulation 11,993) on 21 July 2016 and Kent on Sunday (circulation 155,101) on 30 July 2016. An email was circulated to all members of the 'My Canterbury' mailing list (over 7,000 recipients), which was seen by 4,920 of the subscribers.

In addition, leaflets outlining the consultation process and exhibition details, were printed and arranged to be delivered by a third-party leafleting company in advance to properties in the postcodes CT2 7, CT2 8 and CT2 9 – approximately 9,500 homes and businesses covering north Canterbury, Blean and Tyler Hill. Feedback received near the end of the consultation period has indicated that unfortunately not all intended recipients did receive a leaflet – see section 8 'Lessons for Future Engagement and Consultation'.

Whilst we were too late in the process to repeat the leafleting and exhibitions, we did supply additional materials to the Tyler's Kiln in Tyler Hill at the request of members of the Parish Council and continued to accept feedback after the published deadline until the end of 2016.

Table 3: Details of exhibition

Audience	Date	Location	No of attendees
University of Kent current staff (6 July with Former Staff Association)	26/27 May 2016 5-6 July 2016	Colyer-Fergusson Building Grimond Foyer	50 60
Local business community	28 July 2016	The Abode Hotel, Canterbury (with presentation)	21
General public	2-3 August, 12/19 August 2016	The Abode Hotel, Canterbury Blean Village Hall	79 105

4 CONCEPT MASTERPLAN: CONSULTEES & METHODS OF CONSULTATION (CONT)

Additional meetings

A number of standalone or follow-up briefing meetings also took place with a number of groups, as detailed in Table 4 below.

Table 4: Details of additional meetings

Group	University representative(s)	Date	Nos attending
Canterbury City Council Leader and Officers'	Peter Czarnomski	Various dates	5
Blean, Hackington and Harbledown Parish Councils	Peter Czarnomski/Miles Banbery	17 June 2016	7
Canterbury BID (Business Improvement District) Board	Peter Czarnomski/Miles Banbery	6 July 2016	9
Kent Council Cabinet	Denise Everitt/Peter Czarnomski	18 July 2016	7
Local landowners and immediate neighbours	Peter Czarnomski	Various dates	10
Kent Ambassadors	Denise Everitt	13 July 2016	50

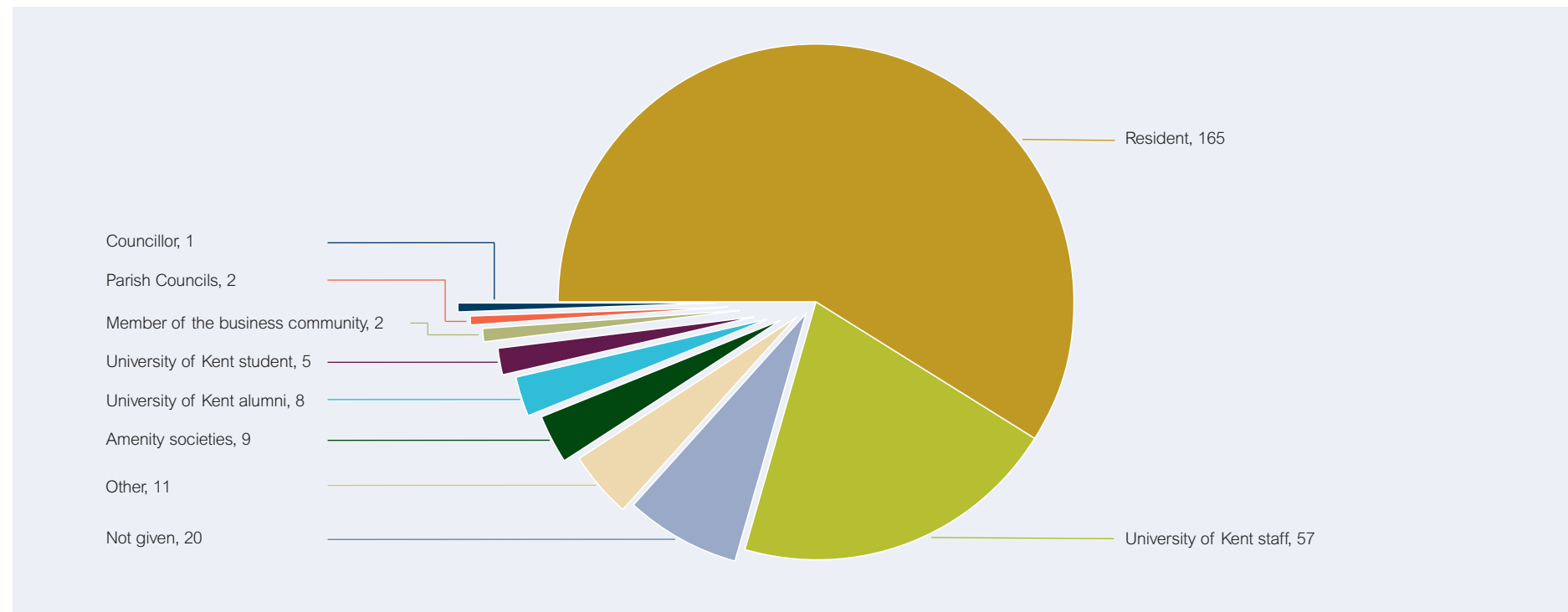
5 CONCEPT MASTERPLAN: FEEDBACK SUMMARY – NUMBER AND RANGE OF RESPONSES

The University received a total of 280 responses from individuals and organisations.

Figure 1 below summarises the range of consultees who responded. This shows that the majority of respondents to the first round of consultation were individuals, although it is fair to assume that the responses from the various organisations consulted will also reflect the collective views of a significant number of people.

Analysis of the methods of consultation reveals that of the 280 responses, 215 were received online via email or the University website and 65 were received as written or printed comments delivered by hand or by post.

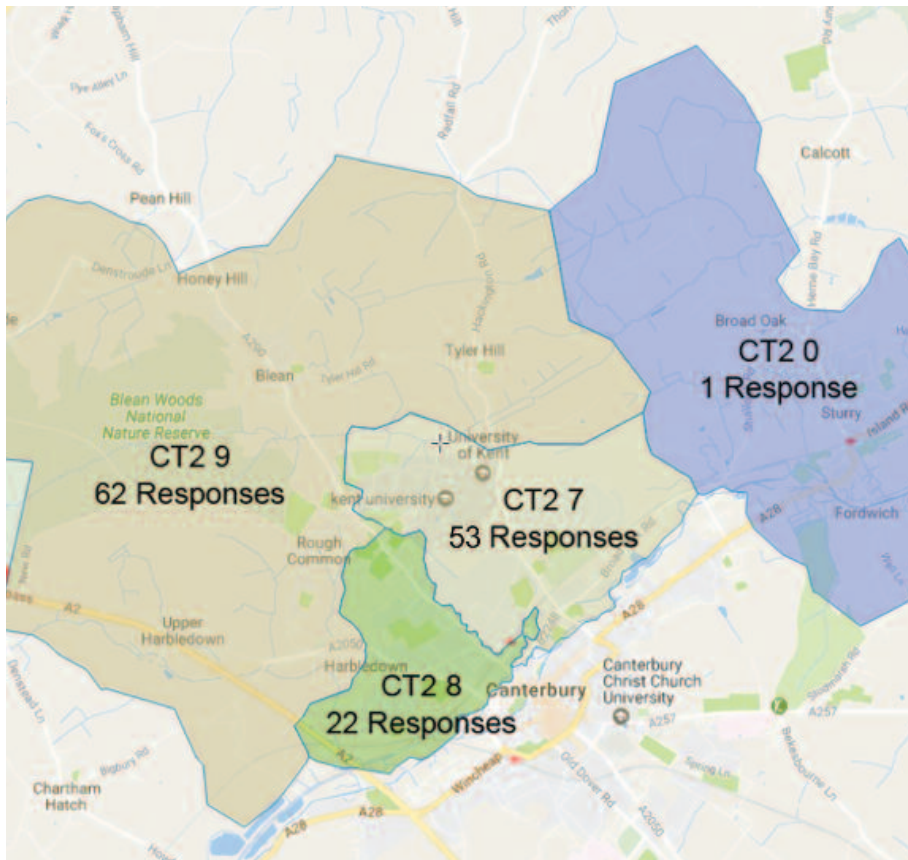
Figure 1: Number of responses received by category of consultee



5 CONCEPT MASTERPLAN: FEEDBACK SUMMARY – NUMBER AND RANGE OF RESPONSES (CONT)

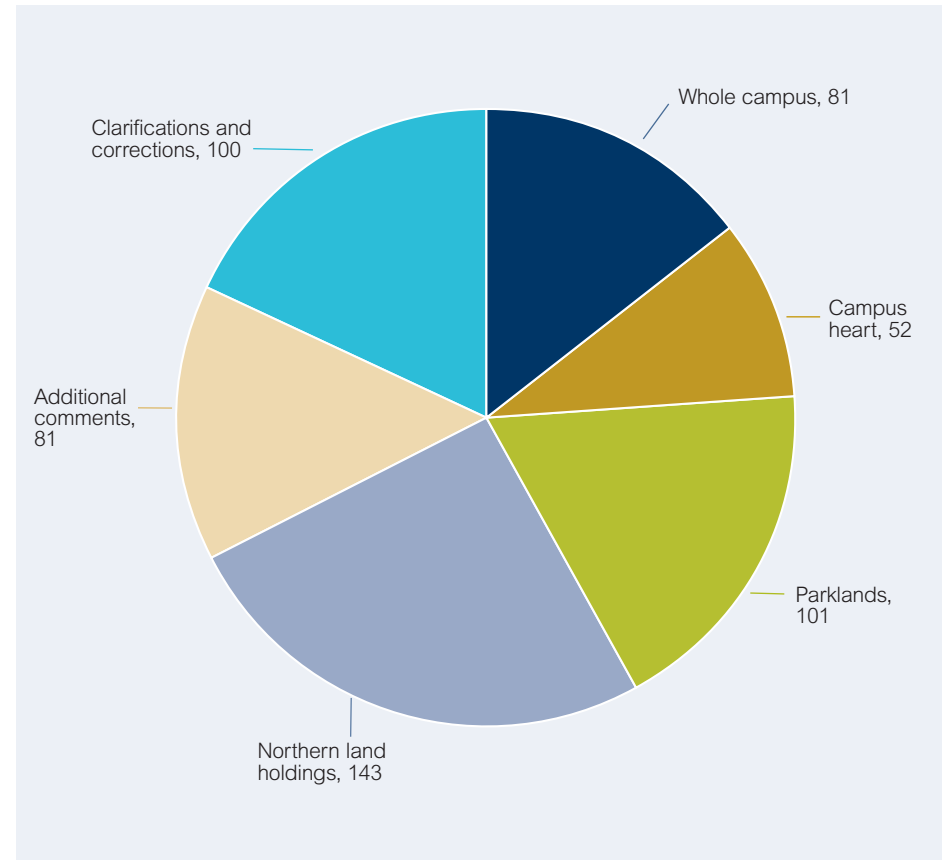
A postcode analysis of the feedback was also undertaken. Out of the 280 responses, 179 contained the postal addresses of the respondents. Of those, the overwhelming majority (137) came from the Canterbury postcodes of CT2 7, CT2 8 and CT2 9 shown below in Figure 2 below:

Figure 2: Postcode analysis of consultation responses



The 280 responses we received contained a total of 558 comments. Figure 3 below organises these comments into eight key categories or themes and identifies the number of comments that are made in relation to each category.

Figure 3: Summary of consultation feedback by Masterplan category



6 CONCEPT MASTERPLAN: SUMMARY OF COMMENTS BY CATEGORY

Appendix 5a sets out in detail a complete list of all the comments that were received by groups and Appendix 5b sets out all the comments received from individuals.

Below is a combined summary of all comments (both group comments and comments from individuals) made in relation to each of the categories that are identified in Figure 3 above.

The 280 responses we received contained a total of 558 comments. The comments received fall broadly into three independent categories:

- A Comments (offering support as well as expressing concerns) made directly in response to the urban design principles and the physical propositions made in the Concept Masterplan. (377 comments)
- B General comments and suggestions in addition to the Concept Masterplan. (81 comments)
- C Clarifications and corrections to any comments and misunderstandings in relation to the Concept Masterplan. (100 comments)

The number of comments in each category is indicated alongside each of the comments. However, it should be noted that the numbers do not represent a like-for-like comparison. For example, some represent group comments whilst others are comments made by individuals. No value should therefore be attributed to the total number of comments on any issue. They have been included to help the reader get a sense of reoccurring comments, as well as the strength of feeling expressed in relation to the various issues raised.

A Comments of overall support and concerns (377 comments)

The following comments were made both in support of, and as expressions of direct concern to, the propositions made in the Concept Masterplan proposals. A total of **377 comments** have been recorded overall in this particular category.

The comments have been assembled in this table under a number of 'geographic' categories that relate directly to the propositions for the various parts of the campus made in the Concept Masterplan.

The comments have been organised so that opposing views are expressed clearly on the same issues, such that a balance can be struck between the various comments made. As will be noted, many of the comments of support are in direct opposition to other comments of concern. A careful analysis of these varying views will need to be made in the next stage of work to achieve a balanced masterplan approach.

The University and its consultants will carefully consider all of these comments during the next step of developing the proposals from concept into a more detailed masterplan.

The number of comments in each category is indicated alongside each of the comments. Comments from groups have been recorded as one comment, as have comments from individuals. In consequence, the numbers do not represent the actual number of people having agreed or commented on any particular issue, but have been included to help the reader get a sense of those issues which recurred in the feedback, as well as the strength of feeling expressed.

6 CONCEPT MASTERPLAN: SUMMARY OF COMMENTS BY CATEGORY (CONT)

Table 5: Overall support and concerns

Comments in support	Comments received	Comments of concern	Comments received
Overall proposals across the whole campus (81 comments received in total)			
1 Creating a more aesthetically pleasing Garden Campus is a wonderful idea – it will have a large impact on recruitment and student experience	15	1 The University should not increase student numbers – Canterbury cannot cope	10
2 Having a professional masterplan being commissioned by an internationally well-regarded firm of architects is a good thing	3	2 The Plan is based on questionable assumptions – socially, financially and intellectually weak The Concept plans are weak and lack detail Diagrams and maps in the master plan should have better labelling of buildings and roads	1 8 3
3 This plan and vision, if executed correctly, would ensure Kent can compete with talent on a global scale	2	3 The University does not need to plan for expansion due to the impact of Brexit	1
4 These plans could possibly create more employment opportunities. This is vital to the community	2	4 The University does not need to plan for expansion due to the rise of online learning	1
5 The University needs to build more accommodation to take the strain off the town centre	10	5 When is it going to end – the constant building and developing of the UKC site	1
6 The University could raise its profile as a green university by developing the Campus Heart whilst leaving the wilder aspects of the campus wild	1	6 The Plan makes few concessions to the interests of those likely to be affected by the physical expansion	1
7 Large areas of grassland support the semi-rural feel and should be kept	12	7 There is no mention of wildlife within the Masterplan – it should be considered	2
8 Having the master plan online in full was very helpful to residents	4	8 The door-to-door leaflets were too vague with a map that was too small and insufficiently detailed	3

Comments in support	Comments received	Comments of concern	Comments received
9 I would like to offer my support for the proposals at Kent University	1	9 I would like the reference to Stour Valley being called the Pilgrims Way questioned, no reference exists to the Roman approach to Canterbury along the Kentish Stour to Fordwich and the movement of materials into Canterbury from this important area!	1
The Campus Heart (52 comments received in total)			
10 The plans for the Campus Heart are good	4	10 The Campus Heart should not be intensified – the campus will lose its parkland feel The Campus Heart should be considered for conferencing needs rather than 'The Parklands'	6 1
11 Improving the main entrances to the campus would be helpful for new visitors	2	11 Linking Darwin Square to a new eastern campus entrance seems impossible given the narrow/steep/busy nature of St Stephen's Hill	1
12 St Stephen's Hill would be a perfect spot for expansion, particularly for the views down to the Cathedral and the easy access for bus links	4	12 The hotel should be built on the fields to the east of St Stephen's Hill	4
13 The campus does need more named open spaces, roads and places	3	13 More cycle paths and pedestrian routes would be a great improvement	6
14 The grand High Street would be a great addition to the campus	5		
15 Increased cycle paths would be a great addition to the concept	9		
16 Creating better maps on campus would be helpful for new visitors	2		
17 The new pedestrian priority should be introduced immediately, with additional zebra crossings and clearer indications of shared areas (eg School of Arts)	3		

6 CONCEPT MASTERPLAN: SUMMARY OF COMMENTS BY CATEGORY (CONT)

Table 5: Overall support and concerns (cont)

Comments in support	Comments received	Comments of concern	Comments received
18 Moving car parks to the Campus Heart outskirts is a good idea More car parks should be built near Turing College	1 1		
The Parklands (101 comments received in total)			
19 Enhancing the Parklands to make them more attractive for leisure time is an excellent idea (eg mazes, play areas, open air theatres, wildflowers)	11	19 The plans for The Parklands and The Northern Land Holdings are very troubling. Chaucer Fields should not be built on; it is a great asset to the University, it would worsen relationships with local residents, the geography amplifies noise, any permanent hospitality centre would produce unreasonable noise pollution and there are medieval hedgerows bordering the bridle way There should be a reference to a/the Green Gap	4 37 8
20 In support of the sustainable new route – great opportunity to build links with local community/tourism to sell our University	6	20 The proposed shuttle service at the base of the cycle path would have a negative impact on the local area because people would start driving and leaving their cars at the base of that route The Crab and Winkle track bed route to the south should not be changed; this would increase student noise, it is not wide enough for a shared, pedestrian and cyclist route, it runs behind back gardens on Salisbury Road/Leycroft Close. A better and more regular bus route would be preferable The implications of changing the Crab and Winkle track bed on wildlife have not been adequately considered	2 6 8
21 Creating a route from the University down to the Canterbury West Station would be an improvement and would help locals, staff and students	14		

Comments in support	Comments received	Comments of concern	Comments received
22 Creating a main route from the University to the Station would prevent the anti-social behaviour that regularly happens around the Station West Road area	1	22 Connecting the city centre with the campus with walkways will cause more security implications – will there be cameras and patrols?	2
23 I would hope that the University can put pressure on both the Council and Network Rail to implement an access to the station from that side of the line	1	23 The pedestrian and cycle route from the campus to West Station will be a waste of money if the property in Roper Road is going to be developed for housing	1
The Northern Land Holdings (143 comments received in total)			
24 The innovation and research centres in the north are welcome as is their proposed farmstead character	3	24 The University needs to demonstrate the need for business/research use of this area before destroying agricultural land	2
25 Glad that the University has opened dialogue with local residents and others	8	25 The University must genuinely engage with local residents and has not done so thus far	24
26 Pushing car parks out of the centre of the campus and having a Park & Ride or shuttle bus service would a great idea	6	26 Building car parks and University buildings outside of the campus will create huge pressures on the local roads surrounding the University and is not environmentally friendly Tyler Hill Road is not suitable for an increase in traffic. There is to be a Herne village bypass, in conjunction with Strode Park development, which will increase traffic through Tyler Hill and potentially Tyler Hill Road. The junctions at Fleets Lane and Link Road which are already hazardous enough, will be further compromised by increased traffic on Tyler Hill Road. The recent effects of the Chestfield bus which has been rerouted along Tyler Hill Road, has caused traffic problems and reduced the safety of families and older people walking to the church from the shop. This gives a glimpse of the carnage a park and ride will cause.	41 11

6 CONCEPT MASTERPLAN: SUMMARY OF COMMENTS BY CATEGORY (CONT)

Table 5: Overall support and concerns (cont)

Comments in support	Comments received	Comments of concern	Comments received
		27 Should not sell off land for housing in Blean – it should be preserving the area's environmental and historic integrity	9
		28 Blean is in a Conservation Area and the land surround the village is reserved for agricultural use	6
		29 The University's developments around Blean and Tyler Hill will lead to a reduction in property prices	6
		30 These proposed developments would create an undesirable conurbation linking the two villages	3
		31 Tyler Hill and Blean are already suffering increased traffic due to developments in Whitstable and Herne Bay	2
		32 Blean does not want or need a cricket pitch	7
		33 The impact of the proposed reservoir at Tyler Hill needs considering	1
		34 The University should not sell off land for housing in Blean – it should be preserving the area's environmental and historic integrity	9
		35 Much of the land near Blean suffers from well known drainage, flooding and sewage issues making it unsuitable for cost-effective development	6

B General comments and suggestions in addition to the Concept Masterplan (81 comments)

The following comments have been included in the table below as they offer further propositions and suggestions in addition to those made in the Concept Masterplan. A total of 81 comments were received in this particular category.

Some of the comments raise issues and questions which will need further consideration before a response is made. The University and its consultants will carefully consider all of these comments during the next step of developing the proposals from concept into a more detailed masterplan.

Again, the number of comments in each category is indicated alongside each of the comments. Comments from groups have been recorded as one comment, as have comments from individuals. In consequence, the numbers do not represent the actual number of people having agreed or commented on any particular issue, but have been included to help the reader get a sense of those issues which recurred in the feedback, as well as the strength of feeling expressed.

Table 6: General comments & suggestions in addition to the Concept Masterplan Proposals

General comments & suggestions in addition to the Concept Masterplan Proposals	Comments received
Parkwood student village (though not changed in this plan) should be intensified as it is already developed	12
New buildings should reflect the surrounding county – materials should be chosen more sympathetically	10
The older buildings need to be refurbished to create an attractive campus. This is affecting recruitment and student experience	6
A swimming pool on campus would complement the Kent Sport facilities further and increase income to the University	5
The accommodation on campus needs to be accompanied by sufficient car parking spaces to relieve the use of residential streets for all day parking by members of university staff and students	4
More parking is needed for staff	4
Buildings should not be too tall – no bigger than the Templeman Library	3
Make sure to give consideration to parking for the public visiting the campus	3

6 CONCEPT MASTERPLAN: SUMMARY OF COMMENTS BY CATEGORY (CONT)

Table 6: General comments & suggestions in addition to the Concept Masterplan Proposals (cont)

General comments & suggestions in addition to the Concept Masterplan Proposals	Comments received
The University should consider underground parking	3
The land below Eliot and Rutherford needs to be cultivated/improved	3
Giles Lane through traffic needs to be stopped	2
Some of the example images in the master plan from other places appeared irrelevant or unhelpful in thinking about Canterbury	2
Build the Hotel/Conference centre at the Beverley Farmhouse site	2
The University should be working with the Council to enable students to live in student accommodation rather than family homes	1
New buildings within the Campus Heart should be part of colleges and not just named buildings	1
If intensifying the built environment, consideration needs to be taken for the current tree population	1
Trees currently obstructing Eliot dining halls view – those trees should be felled	1
Please keep Jennison Pond	1
More social space for staff is needed	1
If you increase buildings and body mass, you need to increase the width of the corridors and stair wells in each building	1
New names for roads, buildings etc should reflect gender equality	1

General comments & suggestions in addition to the Concept Masterplan Proposals	Comments received
If the Parklands might contain more interesting gardens, the University should look to the Royal Entomological Society for advice on planting bee friendly areas	1
The area between Beverley Farmhouse and the City and Cathedral has special historical significance which should be mentioned and respected	1
Would there be a pedestrian bridge over Forty Acres Rd? How would the railway-line be crossed?	1
Student accommodation in the north for PhD or mature students would be appreciated	1
Subsidised housing for staff in the north would help recruit staff as Canterbury house prices continue to rise	1
Developing the fields nearer to Park Wood rather than the Tyler Hill Road would seem an easier win for planning permission	1
A Boris bike scheme should be brought in for people who travel in from train stations and bus stations or for campus use	1
The insistence on more and more parking seems to ignore the fact that other transport solutions are possible and in fact more sustainable ie, to improve bus services and take a more positive approach to restrict car use for staff. This requires further attention before more land is destroyed merely for car parking	1
Masterplan p40 – the train shown is not a Javelin	1
The plan should have included examples of how the campus may change over time – 10 year stages	1
Having mapped walking routes for hikers and locals would be desired	1
Gender specific housing needs to be created – many females with Islamic background find it hard to attend University due to their family's beliefs	1
I would like to offer my support for the proposals at Kent University. The Stour valley should not be called the Pilgrims Way – no reference exists to the Roman approach to Canterbury along the Stour to Fordwich and the movement of materials into Canterbury from this important area	1
We urgently need a student union open to all during the day of week and evenings as is the case at most (all?) universities	1

6 CONCEPT MASTERPLAN: SUMMARY OF COMMENTS BY CATEGORY (CONT)

C Clarifications and corrections (100 comments)

The following comments have been included in this table where they appear to have been in response to misunderstandings or mis-readings of the propositions made in the Concept Masterplan. A total of 100 comments were received in this particular category.

Inclusion in this table is not intended to diminish the significance of these comments in any way, as the number of comments is quite significant in some cases. However, they do appear to be based upon suppositions or presumptions which were not intended to be conveyed by the Concept Masterplan, and as such each comment has been provided with a response or clarification.

As with the tables above, the number of comments in each category is indicated alongside each of the comments. Comments from groups have been recorded as one comment, as have comments from individuals. In consequence, the numbers do not represent the actual number of people having agreed or commented on any particular issue, but have been included to help the reader get a sense of those issues which recurred in the feedback, as well as the strength of feeling expressed.

Table 7: Clarifications & corrections

Clarifications & corrections from consultation	Comments received	University of Kent comments
1 The Crab & Winkle Way should not be changed; it is valued and enjoyed in everyday use in its current form, it is a popular path for runners and walkers. Do not allow cars to use it. It will take away this peaceful and safe option from parents and children who choose to walk/cycle to school	34	1 Agreed, this is Sustrans Route 1, and as such it is a very valuable local and national route and should remain a resource for walkers, school children and cyclists. It was not the intention of the Concept Masterplan that cars should use this route. The Concept Masterplan Report should have been clearer. It was suggested that the route might be widened slightly to accommodate a sustainable transit system (eg: a shuttle bus) to connect the campus with the satellite research hubs proposed in the Northern Land Holdings. However, it would be our preference to use the former 'Crab & Winkle' Rail Line for this purpose if at all possible.
2 The Northern Land is a major asset to the townspeople and University in its present form due to lack of green space elsewhere	20	2 We consider the green open space that constitutes the Northern Land Holdings of the University to be a considerable landscape asset in providing a green setting to the north of the Campus Heart, made clear in the Concept Masterplan Report on page 105. We believe that this landscape setting should be retained in large part as a distinct northern edge to the University campus.
3. The University should not be removing all cars from the Campus Heart and putting them in Blean	9	3 It was definitely not the intention of the Concept Masterplan to suggest the relocation all the cars from the Campus Heart into Blean. As part of enhancing the campus heart, the idea we intended to convey was a proposal to relocate existing car parks from the centre to the outer edges of the Campus Heart, and NOT to the outer edges of the University land ownership (Concept Masterplan Report page 57).

CONTINUED OVERLEAF

Clarifications & corrections from consultation	Comments received	University of Kent comments
		<p>With hindsight, the text at the bottom of Page 97 of the Concept Masterplan Report was misleading. As can be seen from The Parklands drawing on Page 92 of the Report, the proposition was for discreet small-scale car parking areas directly associated with proposed 'disaggregated' satellite developments. We did provide clarification on parking and the Concept Masterplan at the presentation to the parish councils of Blean, Hackington and Harbledown which is included as Appendix 4.</p>
<p>4 The University should not be putting satellite business developments in Blean</p>	<p>9</p>	<p>4 There is no intention to build satellite business developments in Blean village. The proposal in the Concept Masterplan was for a small number of 'disaggregated' satellite development between the villages of Blean and Tyler Hill and independent of the two existing settlements (Concept Masterplan Report page 105). However, the Concept Masterplan proposals also include a Cricket Green and Pavilion immediately to the south and west of Blean Church, as a University facility shared with the residents of Blean Village. To fund this facility, some new business space and/or housing was proposed surrounding the new Cricket Green and south of Tyler Hill Road</p>
<p>5 Locating car parks further afield will add an extra time to peoples commutes – the plans are impracticable</p>	<p>8</p>	<p>5 Any parking provided in the Northern Land Holdings would be associated with the discreet research hubs/small business clusters proposed in that part of the campus. Our plan proposes discreet parking areas integrated with these clusters, and transport connections to the heart of the campus by means of a shuttle bus service and other 'green' transport links (Concept Masterplan Report page 104).</p>
<p>6 The 'Northern Lands' are a dynamic and rich biodiverse area for wildlife including sky larks. The University's existing agricultural land is supporting Britain's food security and should not be removed. The University should concentrate on one or two specific areas and leave as much land for farming for as long as possible</p>	<p>4 1 1</p>	<p>6 The Concept Masterplan Report clearly makes the point that the green open space in the Northern Land Holdings is a considerable landscape asset in providing a green setting to the north of the University. It is true that the Concept Masterplan Report does not actually specify 'agricultural use', but that use would certainly be within our definition of a 'green setting'. Building University facilities in the Northern Land Holdings is not considered to be a viable or desirable part of the growth of the University in the short to medium term (Concept Masterplan Report page 102).</p>
<p>7 Parking should not be pushed into residential areas</p>	<p>3</p>	<p>7 Agreed. The Concept Masterplan proposals certainly do not advocate providing University car parking within private residential areas (see points 3 and 5 above).</p>

6 CONCEPT MASTERPLAN: SUMMARY OF COMMENTS BY CATEGORY (CONT)

Table 7: Clarifications & corrections (cont)

Clarifications & corrections from consultation	Comments received	University of Kent comments
8 The University should not be building car parks near the ancient church of St Cosmus and St Damian, Blean	2	8 Agreed. It was not intended in the Concept Masterplan proposals to build car parks near to this church (see points 3 and 5 above). A diagram showing park and ride car parks on the Blean Road was labelled inaccurately in the Concept Masterplan Report – there are no plans to do this. We did provide clarification on parking and the concept master plan at the presentation to the parish councils of Blean, Hackington and Harbledown which is included as Appendix 4
9 Position the park and ride along the A2 instead of the Northlands where it is already congested	1	9 The Concept Masterplan Report proposes discreet parking areas in the Northern Land Holdings, and transport connections to the heart of the campus by means of a shuttle bus service and other 'green' transport links (Concept Masterplan Report page 104).
10 A 'conceptual' plan cannot get to planning approval stage by Spring 2017 and include enough consultation with neighbouring residents	1	10 Agreed. It is not the University's intention to seek a planning approval for the Concept Masterplan proposals within this timescale. During the coming stages of developing more detailed masterplan proposals, the University and its consultants will take heed of the comments made during the public consultation process when identifying and developing masterplan proposals for the campus.
11 Masterplan p44 – main footpath from Eliot College into town should be to the west of the college	1	11 This comment is quite correct. The diagram indicated on page 44 of the Concept Masterplan Report indicates proposed routes, and not existing routes, as intended. Apologies for this error.
12 The Jarman plaza is in an unattractive part of campus and should not be made bigger	1	12 Agreed. The Jarman plaza is at present a large and unattractive space at the junction of University Road and Giles Lane, which does nothing to celebrate this major point of arrival to the Campus for most visitors, students and staff. This first new square proposed in the Concept Masterplan is intended to establish a new 'front door' to the heart of the campus, which is appropriate to the importance of this location. We believe this space should be lively and surrounded by buildings with active uses at ground level. It should be large enough to host a year-round programme of events, with annual festivals celebrated here and the space landscaped to reflect the changing seasons and key points in the University calendar (Concept Masterplan Report page 118).

Clarifications & corrections from consultation	Comments received	University of Kent comments
13 Contradictions on page 74 and page 69 in regards to the location of the hotel on the southern slopes.	1	13 Noted, but we do not believe there is a contradiction. Our assumption is that there may be a need or justification for more than one type of hotel serving different markets in different parts of the campus. Further in-depth analysis, including market testing and consultation with the public will be undertaken in future stages of the masterplan process to determine whether this is a valid assumption or not.
14 The campus area on page 87 is not to scale.	1	14 Apologies – all drawings should have been provided with a scale bar to avoid any such confusion.
15 Turing College and the road leading to it is not on the Campus Heart map.	1	15 Apologies, the visuals are in conflict on this point, but given the scale of development at Turing College we believe that it should be included as part of the Campus Heart.
16 In depth analysis is needed surrounding this comment: 'Parklands will also provide locations for buildings.'	1	16 Noted. The concept for Parklands does assume the possibility of further buildings, and the report goes on to clarify: "Such buildings will be designed as 'landscape buildings' or 'pavilions in the landscape' which could include appropriately-designed functional commercial or academic buildings, as well as landscape components such as gazebos, mazes, observatories, open-air theatres and so on". Further in-depth analysis will be undertaken at the next stage of the masterplan process.
17 The route from Canterbury West Station to University of Kent ignores the existence of established homes.	1	17 Noted. The drawings are intended to convey a concept rather a firm, fixed proposal. Once again, further in-depth analysis will be undertaken to explore how the most direct route might be established given the distribution of existing homes and other buildings, at the next stage of the masterplan process.

7 TAKING ACCOUNT OF COMMENTS

The University and its consultants will carefully consider all comments in developing the Concept Masterplan into a more detailed masterplan. The comments are expected to help inform the following:

- A review of the Vision for the campus and the organising principles
- The scope and format of a more detailed masterplan, including the issues to be addressed and the way in which ideas are presented and explained; and
- The need for, and scope of, studies and strategies in to particular issues (eg, transport) to ensure that a more detailed masterplan is informed and supported by a proportionate evidence base.

The University and its consultants will keep track of the key comments when identifying and developing spatial options and explain how these comments have informed their thinking during the planned 2nd stage consultation.

8 LESSONS FOR FUTURE ENGAGEMENT AND CONSULTATION

In addition to the detailed comments made in relation to the Concept Masterplan (set out in Appendices 5a and 5b and summarised above), a number of general points were made in conversation with stakeholders at both presentations and exhibitions, though were not necessarily reflected in the feedback.

The University is keen to learn lessons about how best to engage with its neighbours and other stakeholders. Table 8 below sets out the key general comments that University of Kent staff took from conversations they had with stakeholders and sets out a response to them.

Table 8: General comments and responses

General comment	University response
<p>Respondents were unclear what the University business plan was and how this related to the Concept Masterplan.</p> <ul style="list-style-type: none"> • There was a general sense of not knowing what a leading university in 2016 did or how it was funded. • This led to a feeling of surprise and often displeasure that the University had plans to further develop innovation/enterprise and commercial activity which many perceived as non-core activities or not appropriate for a university though are essential to the business and region and have been for a number of years. 	<p>Need to provide further information about the University as a Higher Education Institution and its broader strategic objectives.</p>
<p>Many respondents were not aware that the Concept Masterplan was always intended to be followed by more detailed environmental and transport studies.</p> <ul style="list-style-type: none"> • Consequently, they were left with the impression that the University had neither understanding of those issues nor any desire to consider or appreciate those issues. • Where the Concept Masterplan briefly mentions options, such as car parking on the Tyler Hill Road, the lack of technical evidence meant that these raised more questions than answers. 	<p>Need for proportionate evidence to inform and support a more detailed masterplan and for this to be made available to local people.</p>
<p>There was a difference in how respondents were consulted on the Concept Masterplan:</p> <ul style="list-style-type: none"> • In general, organisations and agencies were either met with informally or invited to presentations. Having more knowledge of planning processes, they reacted positively to the long-term and conceptual nature of the Plan and welcomed the opportunity to be involved at such an early stage. They also appreciated the ability to address questions directly to the author of the Plan or a senior member of the University staff. • The majority of individual respondents had been offered the chance to read the Plan in full online, or would have attended an exhibition or seen a leaflet. Whilst many also appreciated its conceptual nature, it appeared that without the opportunity to attend a presentation and ask questions, misunderstandings and suspicions remained that the printed materials did not help at all. • Also, those without experience in planning matters found it was easy to mistake the Plan for a planning application. A number of people appear to have mistaken the need to plan for consolidation and expansion as an expression of definite intent. 	<p>Need to be clearer about the status and role of a more detailed masterplan and what its function will be in the overall planning process.</p>

CONTINUED OVERLEAF

8 LESSONS FOR FUTURE ENGAGEMENT AND CONSULTATION (CONT)

Table 8: General comments and responses (cont)

General comment	University response
<p>In general, the Concept Masterplan was better received by neighbouring residents to the south of the campus than those to the north:</p> <ul style="list-style-type: none"> • The University has previously sought planning permission for a building on part of the Parklands to the south and so there had already been considerable interest from neighbouring residents over a number of years. • The St Stephen's Ward to the south contains a large number of student residences and the main thoroughfares between the University and City. This has led to a greater awareness of the University's impact and greater levels of communication between residents and the University. • Residents' associations from the south of the campus took an active role in the consultation process helping to inform more residents of the initial ideas and explain the conceptual nature of the Plan. • In the north of the campus, there is less history of student accommodation, parking or pedestrian thoroughfare. • The University has not mentioned the possibility of building on its northern borders before and few residents were aware of the extent of the University's land ownership or the potential to build there. • There are fewer residents' association in the north and the University has built fewer relationships with residents • The Concept Masterplan suggests a greater number of developments in the Northern Lands than in the Parklands to the south. 	<p>Need to make particular effort to engage with residents and businesses to the north to strengthen relationships and build trust.</p>
<p>A number of comments were made on the drawings, photographs and terminology used in consultation material and in the Concept Masterplan document itself.</p> <ul style="list-style-type: none"> • Though the diagrams and illustrations were appreciated by many and attracted a lot of attention, some key maps and plans contained a lack of accuracy and clear labelling that the public needed to understand what we were meaning. • Some of the photographs and drawings appeared to suggest types or scales of development that were not intended. • A number of labels and phrases carried negative or unhelpful connotations – terms such as 'Park and Ride' and 'Innovation Park' suggested to members of the public much bigger than intended and environmentally damaging • There was some confusion as to when references were to the 'Crab and Winkle Way' path and when they were meant to be to the original track bed of the Crab and Winkle railway line. 	<p>Need to work harder at making sure that facts and ideas are clearly communicated.</p> <p>Some of the photographs and drawings used in the Concept Masterplan Report were considered to be inappropriate or unclear. More appropriate images were used in the presentations to the public.</p>
<p>There were a number of comments welcoming the availability of online information, but as the consultation progressed University staff became more aware of a greater demand for offline materials and ways of feeding back than was anticipated.</p>	<p>Need to better resource the consultation process and make consultation material available in a wider variety of formats to suit all consultees.</p>
<p>The University commissioned a mass leafleting exercise to cover all properties in CT2 7, CT2 8 and CT2 9. Late on in the process, the University received comments from some residents living in Tyler Hill and along the Tyler Hill Road that they had not received these even though feedback from other residents confirmed delivery.</p>	<p>Need to more carefully commission and monitor the delivery of leaflets.</p>

General comment	University response
<p>There were a number of adverse feelings and perceptions about the University's impact on Canterbury City and the District that overlapped with the City's HE/FE Impact Review.</p> <ul style="list-style-type: none"> • Many of the positives were not well understood – eg, volunteering, Jobshop and economic/social/cultural provision. • Some of the beliefs (such as the University's negative impact on city traffic and student parking in residential areas) have subsequently been investigated by the Review. 	<p>Need to use the findings of the review to support future communications and more fully understand the concerns of the residents.</p>
<p>Whilst many residents did use the campus for culture or leisure activities, others were unclear how welcome they were on campus and how publicly accessible the University is:</p> <ul style="list-style-type: none"> • What services the University provides that the public might benefit from • Where on campus you are allowed to go • Where the public footpaths are • What there is to see and visit • What cafes/facilities there are 	<p>Need to be clearer about what the campus has to offer members of the public and make that information more easily available.</p>
<p>Local stakeholders were interested in how the University manages its land and sometimes had questions – but were unclear who they were meant to ask and what response should they expect? For example:</p> <ul style="list-style-type: none"> • Current and proposed capital projects • Building refurbishments • Land management/gardening enquiries 	<p>Need to make clearer who local people should contact.</p>

In addition to the above, the University and its consultants have also identified the need to be clearer going forward about:

- What change can be effected by the University working alone and what change needs to be carried out in partnership with other stakeholders (eg, Canterbury City Council, Kent County Council, Network Rail); and
- Phasing and what is likely to happen in the 'short', 'medium' and 'long-term'

9 CONCLUSIONS AND NEXT STEPS: A FRAMEWORK MASTERPLAN

Conclusions

The University is committed to undertaking effective consultation in line with the good practice consultation principles it has adopted. The preparation of this statement, which sets out who was involved, how they were involved, what they said and how the University is going to take account of comments, is part of this commitment.

The Concept Masterplan was the subject of an extensive consultation programme between April and September 2016, as set out in Section 5. This included publication on the University's website, on-line feedback form, a press release, email notification, a leaflet drop, four exhibitions, six presentations and six meetings.

The Plan and the University's efforts to engage with people were generally well received. However, as should be expected at this stage of the process, a large number of comments were received on a wide range of issues. In total the University received 279 responses from individuals and organisations which contained 524 comments on different areas of the plan or University in general. A full list of comments is set out in Appendices 5a and 5b and the key comments, by theme, are summarised in Section 7.

The University and its consultants will carefully consider all comments during the next step of developing the Concept Masterplan in to a more detailed Framework Masterplan. The comments are expected to help inform the following:

- A review of the vision for the campus and establishing a shared Strategic Vision;
- The scope and format of a Framework Masterplan (issues to be addressed and the way in which ideas are presented and explained); and
- The need for and scope of studies and strategies in to particular issues (eg, transport) to ensure that a Framework Masterplan is informed and supported by a proportionate evidence base.

The University and its consultants will keep track of the key comments when identifying and developing spatial options and be ready to explain how these comments have informed their thinking during the planned 2nd stage consultation.

Section 8 identifies a number of lessons for future engagement and consultation and the University will draw on these when preparing its consultation strategy for the 2nd stage of consultation.

The next steps: A Framework Masterplan

The University's objectives for a more detailed Framework Masterplan are for it to:

- 1 Provide a planning and decision-making tool for the University by giving spatial expression to its Estate Strategy (2015-2025) 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 over the next 50 years;
- 2 Provide Canterbury City Council as the Local Planning Authority with a framework for considering and determining planning and related applications within the campus;
- 3 Establish a flexible spatial 'framework' rather than a precise 'blueprint' for development;
- 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;
- 6 Ensure that future development respects, and where possible enhances, the setting of the site in the wider countryside, Canterbury Cathedral World Heritage Site and nearby conservation areas;
- 7 Establish a Landscape and Biodiversity Strategy that ensures that the landscape character and nature conservation interests of the whole site 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 its long-term vision – making recommendations for any additions that are considered necessary; and
- 10 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 University will work collaboratively with CCC on preparing a Framework Masterplan for the Canterbury campus.

The process of preparing a Plan will be incremental, with Step 1 focusing on developing a common Strategic Vision and with subsequent steps (set out below) subject to review as the process unfolds:

Step 1: Strategic vision

- Define the 'Building Blocks' for a Draft Strategic Vision
- Review Concept Masterplan in the context of this Statement
- Agree the Client Brief in the light of the above
- Undertake a Draft Strategic Vision Study
- Prepare a strategy to guide next stage of public consultation (Round 2)
- Undertake public consultation on Draft Strategic Vision (Round 2)
- Review the feedback from Round 2 of public consultation
- Adjust, finalise and publish a Strategic Vision Report, and
- Agree the next steps before progressing to Step 2

Step 2: Option studies

- Identify and agree options to be studied from within the existing Concept Masterplan
- Produce options expressed through a series of 'Mini-Masterplans' of character areas
- Test the options in workshops with various stakeholders
- Prepare presentation and exhibition material
- Undertake a 3rd round of public consultation to determine option preferences
- Publish a Strategic Options Report, and
- Agree the next steps before progressing to Step 3

Step 3: Option review

- Assemble the various options in an overall 'Plan of Plans' and review
- Test options against the agreed Client Brief & Public Consultation Feedback
- Identify & agree optimum/preferred option
- Test the Preferred Option through desktop studies, stakeholder workshops & design review
- Publish a Preferred Option Report, and
- Agree the next steps before progressing to Step 4

Step 4: Framework Masterplan

- Agree the overall layout of the Framework Masterplan
- Agree the overall form & massing of the Framework Masterplan
- Agree the strategic phasing & delivery of the Framework Masterplan
- Undertake a 4th round of Public Consultation
- Masterplan team to prepare Framework Masterplan Report for submission to CCC & (where relevant KCC)
- Publish a Framework Masterplan Report, and
- Agree the next steps before progressing to Step 5

Step 5: Publication

- Submit the Framework Masterplan to CCC for approval
- Undertake a further round of presentations and advocacy to CCC
- CCC internal consultation & feedback
- Agree any amendments with CCC & incorporate into Framework Masterplan
- Final agreement & adoption by CCC

