

We acknowledge that these works will be undertaken under Lease Agreement as opposed to a traditional Building Contract, however, it is proposed to follow the established conventions used in the NEC3 Engineering and Construction Contract coupled with powers granted by the Lease arrangement.

We shall prepare an Initial Project Plan setting out our roles and responsibilities, risk register and confirming communication processes.

We shall provide the required contract administration and monitoring of the Leaseholder's work against the Works Specifications and accepted technical designs. This will involve reviews of the appointed Leaseholder's programme, designs calculations, method statements, drawings and health & safety risk assessments against agreed design parameters, established principles and the client's development aspirations and their compatibility with the previous land raising works. The initial inputs may include assisting the Leaseholder in discharging the Pre-Commencement Planning Conditions in order to help mitigate the risk of delays occurring to the leaseholder's material importation operations. Whilst it may not be an obligation on the consultant, our input on the previous phases of work could be of significant benefit to the project.

Once the main works are under way, our site monitoring role will commence. It will be flexible and remain so for the duration of the land raising works being dependent upon the rate of material being imported to the site. There will be a higher frequency of monitoring visits undertaken when material is freely flowing onto site and vice versa when there is little or no activity on site. In addition, if several sources of material are being utilised, there will be a particular need for additional checks to be made due to the increased risk of material variability and potential differences between their geotechnical performance.

A detailed materials tracker will also be utilised by CampbellReith to assess the completeness of the Leaseholder's records, although we expect the Leaseholder produce a tracker part of their clause DoWCoP compliant Materials Management Plan. Our site monitoring will review compliance with the Specifications generally, for example to confirm testing schedules against volumes, processes, and testing results. Our site visits will enable us to inspect the boundaries of the site, material stockpile quality and observe compaction trials. Our site monitoring visits will be recorded and a one page site visit proforma will be completed for each visit in order to evidence our site attendance and to highlight any issues that require further discussion and/or action.

Monthly progress meetings will be held with the Leaseholder to discuss the works in general and the progress of the land raising operations. These meetings will be used to identify what material is due to come on stream within the next period and we will use this information in planning our resources for the forthcoming site monitoring visits so that the works can be adequately monitored. They will ultimately allow CampbellReith to judge whether the lease conditions are being complied with and whether the leaseholder is likely to achieve the 40% fill Milestone within the first year. Risks to the delivery of the project will be actively considered and CampbellReith shall chair Risk Reduction Meetings as and when necessary with the Leaseholder in order to work with them to develop solutions should potential delays be identified or actual delays arise.

Post-land raising operations, CampbellReith will review the Leaseholder's settlement monitoring results during the 1 year's monitoring period following completion of the 2 year land raising works. We will also review and comment on the Contractor's Verification Reporting in a clear and methodical manner against pre-agreed reporting requirements setting out what the settlement reporting should comprise to aid transparency and onward communication to prospective developers and their respective consultants. The Verification Report will also be necessary to discharge existing Planning Conditions as per the previous phases of work.

Upon completion of discrete phases of the works and the works overall, we would expect the site to be land raised to the required level. CampbellReith will then procure and manage a Cone Penetration Test (CPT) ground investigation to independently assess the Contractor's work and to notify the HCA of any 'soft spots' within the engineered land raise that would require remedial work to correct.



The Twyford Site at Queenborough is an integral part of the HCA's Economic Assets Programme and it is a key component of the Kent and Medway Stewardship Plan. It is the largest of the HCA's remaining sites at Queenborough and it is a significant component of Swale Borough Council's housing land allocation (Swale Borough Council Adopted Masterplan 2010).

The Twyford Site is the next element of the HCA's regeneration strategy in the Queenborough area that started in 2007 with the demolition of the former Alfred Johnson & Sons Ltd sanitary-ware factory and the bottle kiln factory. However, the site requires land raising for flood protection purposes and the appointment of a Contractor to undertake the land raising works and a consultant to monitor the works on behalf of the HCA will enable the HCA to create the development platform that is required to facilitate delivery of the central section of the Queenborough and Rushenden Masterplan (2009) and potentially to acquire the material required to undertake the final section of land raising on the adjacent Klondyke site.

The completion of the land raising and subsequent sale of the former Caradon site (SLR1) has demonstrated the viability and technical robustness of the HCA's land raising strategy. These works have comprised site clearance, remediation, and preparation (installation of band drains and drainage layer) of the whole Twyford's site, together with the land raising of the southern section of this area, have created a de-risked site that is ready for the completion of the enabling process and subsequent sale.

Through our involvement in the preceding phases of this project we are only too well aware that securing suitable material for the land raising of the Queenborough sites at a viable cost has proved challenging with the cost being largely dependent on the supply of material available to individual contractors at the time of works being tendered. Various means of mitigating these costs and the supply issues upon which they are dependent have been explored and the use of a "nil cost" lease arrangement with the leaseholder having the ability to import material from potentially multiple sources that are only identified during the duration of the lease should provide the flexibility to overcome the supply issues without financial implications for the HCA. However, the corresponding challenge is to control the quality of the material that is imported to site irrespective of the nature and number of sources from which it comes so that it is both chemically and geotechnically suitable as engineering fill and will enable the HCA to sell the site for the maximum price with the minimum residual risk.

We believe that it will be the role of the HCA's appointed consultant to develop a close but independent working relationship with the appointed Leaseholder to help them to operate the site and manage the land raising works as efficiently and as transparently as possible so that both the material used and the overall works are demonstrably suitable to deliver a robust development platform suitable for residential development that will have at least a 120 year service life.

The Consultant's role will be to monitor the works and the Leaseholder's corresponding records and documentation in such a way and at such frequency to identify if and when significant potential issues are arising and to take proactive steps with the Leaseholder and the client to address such issues. The flexible structure of the Lease may well result in significant fluctuations in the land raising activity on site over the 2 year land raising period and we acknowledge that the HCA's Consultant must be able to respond quickly to such variations using appropriately experienced and qualified staff so that the Leaseholder's opportunities to obtain suitable material and place it at the optimum times can be realised whenever possible without increasing the risk to the HCA of the completed works not meeting the Lease requirements.

Through monitoring the Leaseholder's operations and undertaking independent testing of the completed works (including testing of individual phases of completed works to reflect the Leaseholder's works programme) the Consultant should actively assist the Leaseholder to produce their Verification Report so that this can be used to demonstrate regulatory compliance and to enable the HCA to bring the site to the market with comprehensive technical documentation.

The Consultant's review of the Leaseholder's land raising proposals including their programme, land raising sequence and surcharging designs should identify any significant concerns regarding the Leaseholder's ability to achieve the required residual settlement criterion at the end of the 3 year Lease period. This is a potentially complex assessment in view of the variability of the soils underlying the site and the potential variability in the supply of land raising materials, and our detailed site knowledge and previous assessments of the settlement processes during the Hydrock contract will enable us to assist the Leaseholder to predict and control the settlement process.

Our Knowledge of Queenborough and Rushenden and Existing Site Information

CampbellReith have extensive experience of the regeneration works at Queenborough and the wider area, having been involved since 2005 with the original input in to the overall masterplan, design, due diligence on individual sites, specification and procurement of ground investigations and initial remedial design. We have a detailed understanding of the prevailing ground conditions and many of the resultant issues. More recently, we are close to completing the 2015 Hydrock enabling and land raising works contract, with approximately one-fifth of the Twyford site now land raised.

CampbellReith have worked very closely with the HCA for the past four years to work on the design and delivery of the Phase 1B, 2A and 2B sites. Whilst challenging, CampbellReith have managed and adapted to unforeseen constraints and have managed the Contracts well. We have also drawn upon the experience of key staff members, are well versed in the existing technical documentation, Works Specification, land raising Geotechnical Design Report and played an active role in developing the Lease Agreement in conjunction with the HCA's solicitors to develop our proposal. As a result, we feel that we are in a unique position to provide the HCA with the best possible service.



