ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Friday, 5th December, 2014

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Kent County Council
kent.gov.uk

AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Friday, 5 December 2014 at 10.00 am
Darent Room, Sessions House, County Hall, Maidstone

Ask for: **Angela Evans**
Telephone: **01622 221876**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (14)

Conservative (8):	Mrs P A V Stockell (Chairman), Mr M A C Balfour (Vice-Chairman), Mr A H T Bowles, Mr M J Harrison, Mrs S V Hohler, Mr J M Ozog, Mr C Simkins and Mr M A Wickham
UKIP (2)	Mr M Baldock and Mr B E MacDowall
Labour (2)	Mr C W Caller and Dr M R Eddy
Liberal Democrat (1):	Mr I S Chittenden
Independents (1)	Mr M E Whybrow

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

UNRESTRICTED ITEMS
(During these items the meeting is likely to be open to the public)

A - Committee Business

A1 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A2 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

A3 Minutes of the meeting held on 17 September 2014 (Pages 5 - 34)

To consider and approve the minutes as a correct record

A4 Verbal updates

To receive verbal updates from the Cabinet Members for Community Services and Environment & Transport and the Corporate Director, Growth, Environment & Transport on the following:

- Highway Operations
- New HWRC and Transfer Station Contracts
- Redevelopment of Sittingbourne HWRC and Transfer Station
- Waste Tonnages
- Sustainability
- Transport Strategy
- Old Chalk New Downs
- Public Rights of Way
- Trading Standards

A5 Meeting dates 2015

Members are asked to note the following diary dates of meetings for next year:

Wednesday 14 January
Thursday 9 April
Tuesday 21 July
Wednesday 16 September
Friday 4 December

All meetings will commence at 10:00 am

B - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement

B1 14/00132 Safe and Sensible Street Lighting - LED Conversion (Pages 35 - 46)

To receive the report from the Cabinet Member for Environment and Transport and Corporate Director for Growth, Environment and Transport and to consider and endorse or make recommendations to the Cabinet Member

B2 12/01923 Canterbury District Local Plan & Transportation Strategy (Pages 47 - 164)

To receive the report from the Cabinet Member for Environment and Transport and Corporate Director for Growth, Environment and Transport and to consider and endorse or make recommendations to the Cabinet Member

C - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

C1 14/00145 Policy on Gatwick Airport (Pages 165 - 172)

To receive a report by the Cabinet Member for Environment and Transport and the Corporate Director, Growth, Environment and Transport on the decision taken by Cabinet that Kent County Council opposes a second runway at Gatwick Airport, opposes the increase in overflights across West Kent as a result of airspace

changes, and supports a reduction in the number of night flights.

C2 Christmas/New Year 2013-14 Storms & Floods - Progress Report (Pages 173 - 186)

To receive an update from the Cabinet Member for Community Services and the Director, Environment, Planning and Enforcement on progress on work following the severe weather and flooding over Christmas and New Year 2013-14.

C3 Highway Drainage (Pages 187 - 202)

To receive an update from the Cabinet Member for Environment and Transport and the Director Highway, Transportation and Waste on the County Council's drainage programme.

C4 Work Programme 2014/15 (Pages 203 - 206)

To receive an update on the Committee's proposed work programme.

D - Monitoring of Performance

D1 Performance Dashboard (Pages 207 - 218)

The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators.

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Peter Sass
Head of Democratic Services
(01622) 694002

Thursday, 27 November 2014

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

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KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 17 September 2014.

PRESENT: Mrs P A V Stockell (Chairman), Mr M Baldock, Mr C W Caller, Mr I S Chittenden, Dr M R Eddy, Mr M J Harrison, Mr G Lymer (Substitute for Mrs S V Hohler), Mr B E MacDowall, Mr J M Ozog, Mr R J Parry (Substitute for Mr A H T Bowles), Mr C R Pearman (Substitute for Mr M A C Balfour), Mr C Simkins, Mr M E Whybrow and Mr M A Wickham

ALSO PRESENT: Mr D L Brazier, Mr P M Hill, OBE, Ms C J Cribbon and Cllr J Wilson

IN ATTENDANCE: Ms A Agyepong (Equalities and Diversity Manager), Mr M Austerberry (Interim Corporate Director, Growth, Environment & Transport), Mr J Burr (Director Highways, Transportation & Waste and Principal Director of Transformation), Ms A Carruthers (Transport Strategy - Delivery Manager), Mr P Crick (Director of Environment, Planning & Enforcement), Mr I Dudding (Infrastructure Development Manager), Mr R Fitzgerald (Performance Manager), Ms M Gillett (Major Projects Manager), Mr D Joyner (Transport & Safety Policy Manager), Mr M Overbeke (Head of Regulatory Services), Mrs M Price (Partnership and Development Manager), Mr F Qadir (Principal Transport Planner - Delivery), Mr T Read (Head of Highway Transport), Mr M Rolfe (Trading Standards Manager (East)), Mrs S Thompson (Head of Planning Applications Group), Mrs C Valentine (Highway Manager) and Ms A Evans (Democratic Services Officer)

UNRESTRICTED ITEMS

28. Apologies and Substitutes
(Item A1)

Apologies were received from Mr Balfour, Mr Bowles and Mrs Hohler who were substituted by Mr Lymer, Mr Parry and Mr Pearman.

29. Declarations of Interest by Members in items on the Agenda
(Item A2)

(1) Mr Parry declared an interest in Item B5 as a Town Councillor and a Member of the Kent Association of Local Council (KALC) Executive Committee.

(2) Mrs Stockell declared an interest in Item B5 as a representative of KCC on the KALC Executive Committee.

(3) Mr Baldock, Mr Simkins, Mr Chittenden, Mr Parry and Dr Eddy all declared an interest as Members of their respective Borough and District Planning Committees in items on the agenda relating to roads and potential planning permissions.

(4) Mr Baldock requested at the end of item B4 that it be noted that he had left the Chamber for items B2, B3 and B4 and had not taken part in any discussions or votes.

30. Minutes of the meeting held on 22 July 2014
(Item A3)

(1) RESOLVED that the Minutes of the meeting held on 22 July 2014 are correctly recorded and that they be signed by the Chairman.

31. Verbal updates
(Item A4)

ENVIRONMENT, PLANNING & ENFORCEMENT

Transport Strategy

Gatwick Airport Ltd Consultation

(1) The Cabinet Member for Environment and Transport informed Members that the second phase of the consultation by Gatwick Airport Ltd on the London Airspace Change had closed on 14 August, and that this consultation had focused on the Gatwick local area.

(2) The consultation generated a considerable amount of correspondence from members of the public in West Kent who were concerned about the proposals. KCC's response to the consultation opposed the concentration of flight paths into a single route and argued for multiple routes that would provide more respite than Gatwick Airport Ltd was proposing.

Growth without Gridlock

(3) An update on Growth without Gridlock would be presented to the Cabinet Committee early in 2015.

PLANNING

Update on the County Council's Mineral and Waste Local Plan (MWLP)

(4) The MWLP was being prepared and this would become the County Council's Development Plan Strategy and set out how planning applications for mineral and waste management facilities would be considered in the County until 2030.

(5) The final stage (the Submission Document) of public consultation, the statutory six-week period for representations prior to submission of the Plan to the Secretary of State for Communities and Local Government, had closed at 5pm on Friday 12 September 2014.

(6) 167 representations had been received from 54 respondents. Responses had been received from individual local residents, district councils, parish councils, landowners, minerals and waste companies and statutory consultees. By comparison, the consultation on the pre-submission draft MWLP carried out earlier in 2014 had received 355 representations from 82 respondents.

(7) The representations would be submitted along with the Submission Document to the Secretary of State, who would appoint a Planning Inspector to hold an Examination in Public into the Plan later in the year.

HIGHWAYS, TRANSPORTATION & WASTE

Maintenance

(8) Following the award of the latest Pothole Grant district teams had been busy measuring up and committing works. There had been a varied approach across districts depending upon the highway repairs required; some had already spent their allocated funding on minor patching and pothole repairs while others had put together larger areas of resurfacing to prevent pothole formation and it was intended to deliver these works through the resurfacing contract. All funding from this grant had to be spent by 31 March 2015, it was expected this would be achieved well in advance of this date.

(9) Pothole numbers remained low and at expected levels for the time of year and repairs were able to be undertaken in the fine weather. District teams had been under some additional pressure due to overgrowth enquiries which could be time consuming. Highway safety inspections were being fully undertaken and low numbers of enquiries for insurance claim forms were being experienced.

Safe and Sensible Street Lighting

(10) KCC had been exploring the possibility of converting the entire stock of 118,000 street lights to Light Emitting Diode (LED) technology with a Central Management System at a cost of around £40m. This would reduce energy consumption and carbon emission by a further 50-60% with associated savings in respect of lantern replacement, electrical testing and maintenance.

(11) An interest free loan offer of £20m from Salix (a Government organisation, funded by the Department of Energy and Climate Change) had recently been secured and the intention was to apply for EU grant funding to cover the balance of this work. Work was being done to gain formal approval which would be followed by a programme of procurement and implementation. The conversion works were likely to take four years to complete with the earliest start date of late 2015/early 2016.

(12) The Cabinet Member had arranged to meet senior officers at the Highways Agency to discuss safety issues on the A249 Sheppey Bridge including the lack of lighting on this fast road which was in use 24 hours a day.

COMMUNITY SERVICES

Update on Wardens' Service

(13) The Cabinet Member for Community Services reminded Members that the County Council's budget decision in February had confirmed a reduction of the Community Warden Service funding of £1.28m. Since then, a proposal had been developed to restructure the service to meet these financial challenges and consultation was due to start on 29 September on these proposals.

(14) As much of the reduction as possible had been taken from the management and administration costs of the service and a plan had been produced for a robust warden service across the county. As part of the consultation process, parishes and communities were being asked if they would wish to buy into the warden service if this was possible. This was an option that had been suggested several times and had been trialled by Police with Police Community Support Officers (PCSOs) in the past. The consultation would also ask if parishes and communities were in favour of having volunteer wardens in addition to KCC wardens which would be much the same as the volunteer constables across the Police force to reinforce the warden presence on the ground.

(15) Following the consultation a firm proposal would be reported to the Environment and Transport Committee on 5 December before the Cabinet Member took the decision.

(16) The Corporate Director for Growth, Environment and Transport gave Members a brief update on the following topics:

Energy Saving - Low Carbon Plus and Low Carbon Kent

(17) The Low Carbon Plus project had awarded £225,247 worth of grant to 20 Kent businesses, levering in £379,510 of private sector funds and creating 28 new jobs.

(18) Low Carbon Kent had recently hosted the 3rd Annual Green Business Conference in Ashford with over 150 delegates in attendance.

Warm Homes

(19) From May 2013 to March 2014 the Warm Homes project had provided more than 1,000 eligible households across Kent and Medway with fully funded energy saving improvements such as cavity wall insulation, loft insulation and heating.

Major Highways Projects - LEP Funded Schemes

(20) With the welcome announcement relating to the allocation of South East Local Enterprise Partnership (LEP) funding from the Single Local Growth Fund, the following schemes were currently being prepared for progression to the next stages of delivery:

- A28 Chart Road Widening, Ashford;
- M20 J4 Eastern Overbridge Widening;
- Rathmore Road, Gravesend;
- Maidstone Gyratory; and
- Sturry Link Road, Canterbury.

(21) An update on the design and development work and current position of the first three projects listed above were subjects of reports later in the meeting's agenda.

32. 14/00055 Lorry Park Network (Phase 1)
(Item B1)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the Lorry Park Network (Phase 1) for the consideration of the Committee.

(2) The Chairman announced that a letter had been received from the Leader of Shepway District Council and she had also had a written submission from the local KCC Member, Miss Carey. Both documents are attached to these Minutes.

(3) Ann Carruthers, Transport Delivery Strategy Manager, and Fayyaz Qadir, Principal Transport Planner - Delivery, were in attendance to introduce the report and in particular referred to the following:

(4) Due to its position as the gateway between the UK and Europe, Kent suffers from issues caused by inappropriate overnight lorry parking as well as the effects of Operation Stack when it is called. In order to address these issues over the past 12-18 months preliminary investigation work had been undertaken. This included a three stage process of:

(i) Site identification and assessment
(ii) Assessment of demand for additional lorry parking; and
(iii) Commercial viability assessment

(5) The first step in the initial lorry park site identification had been to review all previous work considering potential sites for lorry parks including Operation Stack lorry parking facilities in the county. This led to a long list of 54 possible sites.

(6) Discussions took place with relevant local planning authorities (Ashford, Dover, Shepway, Swale, Tonbridge and Malling, Gravesham, Maidstone, Medway), Kent Police, the Highways Agency and a number of KCC internal consultees which had resulted in 31 sites going forward for further assessment.

(7) The 31 sites did not include the Aldington site that had previously been considered for a large scale Operation Stack lorry park because of high land costs and need for the construction of slip roads to the M20.

(8) Further assessment was made against the criteria below which reduced the number of potential sites to eight:

- Transport (access to site, strategic network junction capacity);
- Site characteristics (topography, capacity);
- Environmental considerations (designations, AONB, heritage, drainage); and
- Planning considerations (current land use, local plan allocations, proximity to residential)

(9) Five of the sites identified were on the M20/A20 corridor and three on the M2/A2 corridor reflecting the higher percentage of HGV (80%) that use the M20/A20

corridor and for a number of these sites their capacity could be increased if necessary.

(10) With regard to the demand assessment it was established that five to six nights a week current lorry park operators were turning lorries away. Work was also carried out to assess the level of demand for truck parking in future. HGV volumes were obtained from the Highways Agency and growth factors were applied from the Department for Transport (DfT), Eurotunnel and Port of Dover in order to forecast volumes to 2060. The latter two were used to account for growth in international traffic which was used as the basis for assessing demand for overnight parking. Along with data on existing HGV capacity this information was used to develop a demand model. The model, which calculates demand for parking every 5 years, shows a 330% increase over the time period to 2060 from demand for just below 1,000 spaces to just over 3,300 spaces, a trebling of demand.

(11) It was essential that the proposals were commercially viable given that the bulk of funding for this project would be via a loan. Reduced rate borrowing of £12.7m had been secured from the Public Works Loan Board to deliver the project.

(12) Consideration of the site assessment, demand assessment and commercial viability led to the shortlist of the three sites below:

a) Westenhanger, adjacent to Stop24, M20 J11;
b) Extension to Ashford International Truckstop; and
c) White Cliffs Business Park, Dover.

(13) Overall the Westenhanger site had the highest Internal Rate of Return (IRR) and Net Present Value (NPV) of the 3 sites. The main reasons for this were that it would be less expensive to deliver and would provide marginally more spaces than the other 2 sites and therefore provide a greater return in relation to cost. This would be aided by the fact that the Westenhanger site was in an ideal location in terms of access to the strategic road network.

(14) The landowner of the Ashford site had indicated that he wished to retain ownership with a view to expand the site in terms of future development. This site therefore was only likely to provide a short to medium term option whereas there was no similar constraint at Westenhanger making it the preferred site for the first lorry park providing a longer term investment.

(15) In response to the letter from Councillor David Monk, Leader of Shepway District Council (SDC), Ms Carruthers made the following points:

<u>Visual & Landscape Intrusion Impact</u>

(16) While the Westenhanger site is not in the Area of Outstanding Natural Beauty (AONB) it lies adjacent to it. Advice had been taken on the design and landscaping of the lorry park to limit any visual impact and fully incorporate the design in terms of flooding, ecology and landscape from the start. If the lorry park was built near the northern boundary of the site it would have less visual impact on the AONB. No major work had been done by KCC on this yet.

No Local Plan entry/allocation for a lorry park on this land

(17) SDC had adopted its Local Plan in September 2013 and it had taken several years to put together. It was unfortunate that the timing for the proposed network of lorry park sites did not tie in with this. Cllr Monk referred to a Regulation 18 consultation which would begin later this year as the next phase of SDC's Local Plan and KCC was fully engaged to working with SDC on the outcomes of this consultation. It was understood that some of the consultation would look at potential employment land throughout the district including land around motorway junctions.

Due consideration not given to other sites

(18) Of the original list of 54 sites 11 had been in Shepway. During consultation SDC had made KCC aware that they had an alternative preferred site in Westenhanger. This site was just to the west of the existing Stop 24 between the motorway and the railway.

(19) KCC had looked at the site in some detail and found that part of the site was within flood zone 3 designation, which meant that it was subject to flooding one in one hundred years or more. There were, according to the National Land Registry, more than forty title holders. Also, in order to access the site, KCC would have to implement Compulsory Purchase Orders on several houses. Given all these issues KCC did not consider this was a site they wished to put forward for further consideration.

(20) The Ashford site was comparable to the Westenhanger site on many of the criteria. The current landowner, who owned and ran the Ashford International Truckstop, was looking to extend the existing lorry park and also wanted to retain ownership of the site with aspirations to develop the site for other purposes if this became feasible in future through the Local Plan process. In terms of long term investment this could pose an element of risk.

(21) The White Cliffs site was poorer than the others on the commercial viability criterion. The site had been proposed originally by Dover District Council (DDC) but they had since made KCC aware of potential development opportunities within the White Cliff Business Park which may make the lorry park site unviable. Finally only 20% of HGV traffic used the A2/M2 corridor.

(22) Once a preferred site had been selected the next phase of work would be a public consultation later this year or early next year on the preferred site only.

(23) If in the future a second lorry park was deemed viable the whole process would begin again, the two sites not selected would not automatically be deemed appropriate.

(24) Members raised the following points in response to Ms Carruthers' introduction:

(25) Statistics showed that there was a need for lorry parks in the future, a trebling of HGV traffic by 2060 according to the DfT. As well as the lorry parking facilities KCC needed to look at the capacity of local roads and also at the bigger picture.

(26) A change was needed at national level to ensure that enforcement powers were available to challenge illegal parking.

(27) One giant lorry park for all was no longer viable. A series of smaller lorry parks was the way forward but the timescale for implementation of the first of this network of sites could be problematic. Provision for additional lorry parking would not be in place before 2018 by which time the problem would have increased. If it took so long to build the first lorry park there was time to lobby government to change the law and opinion across the country and the continent about the unacceptability of illegal lorry parking. Illegal lorry parking was not tolerated on continental Europe where measures to deal with it had been introduced 20 years ago. It was suggested that a change in culture was required as much as a change in the law to resolve these issues in the UK.

(28) The White Cliffs site was not viable not only because of the potential development on the White Cliffs Business Park but also because the A2 in its current state was not the preferred route for lorries hence only 20% of HGV traffic used it. Also many foreign drivers were unclear about the roundabout system and how it worked.

(29) Following the debate the Chairman put the recommendations to the vote. As a recorded vote had been requested the results were as follows:

For (11)	Mrs P Stockell, Mr C Caller, Dr M Eddy, Mr M Harrison, Mr G Lymer, Mr B MacDowall, Mr J Ozog, Mr R Parry, Mr C Pearman, Mr C Simkins, Mr A Wickham
Against (2)	Mr M Baldock, Mr M Whybrow
Abstain (1)	Mr I Chittenden

Carried

(30) RESOLVED that the Cabinet Committee agree the following recommendations:

a) the Council's previous proposal to address the impact of Operation Stack through the construction of one large scale lorry park at Aldington as set out in "Growth without Gridlock" (December 2010) is not pursued;
b) the site off the M20 Junction 11 at Westenhanger is the preferred location for the construction of a lorry park as the first phase of the delivery of a network of lorry parks across Kent;
c) scheme development work to take forward the delivery of this preferred site be progressed immediately in conjunction with KCC Property & Infrastructure Group including necessary officer or member decisions, dependent on the particular governance requirements, regarding land acquisition and securing planning consent for the project;
d) two strands of work, one on HGV parking enforcement and the other on HGV signing in the event of Operation Stack being called, be progressed in parallel with the development work to deliver the first lorry park, and;
e) consideration of progressing a second lorry park site as part of the network of sites across the county with a view to delivering this second lorry park within the next 5-6 years is brought back to Cabinet Committee at the appropriate time.

33. 14/00091 A28 Chart Road Widening, Ashford
(Item B2)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the A28 Chart Road Widening, Ashford . Mary Gillet, Major Projects Planning Manager, was in attendance to introduce the report and in particular referred to the following:

(2) The proposed widening of the A28 Chart Road is a KCC strategic proposal designed to ease local congestion and provide additional highway capacity to allow for the full strategic growth identified by the adopted Ashford Core Strategy 2008, including the Chilmington Green development.

(3) The widening extends from the Great Chart Bypass eastern roundabout (Matalan roundabout) and the Templar Way roundabout (Tank roundabout). The improvements would include the provision of an additional lane to the A28 Chart Road in both directions, between the Matalan roundabout and the Tank roundabout, resulting in a dual carriageway in both directions. Both roundabouts would also be improved, together with junction improvements to Loudon Way, Hilton Road and Brunswick Road. It would be necessary to widen the existing bridge over the railway to accommodate the dual carriageway.

(4) In order to optimise the design, reduce costs, minimise disruption and realise the benefits at the earliest time, it was intended that these strategic improvements were delivered as a single scheme.

(5) The recently announced award from the Single Local Growth Fund together with developer contributions secured via a proposed S278 agreement would enable the scheme to be progressed.

(6) RESOLVED that the Cabinet Committee endorsed the proposed decision to be taken by the Cabinet Member for Environment and Transport to:

a) give approval to the preliminary design scheme for A28 Chart Road Widening for development control and land charge disclosures shown in principle on Drg. Nos. B1620900/H/003A and B1620900/H/007A;
b) give approval to progress the A28 Chart Road Widening scheme shown as a preliminary design on Drg. Nos. B1620900/H/003A and B1620900/H/007A, including any ancillary work such as drainage and environmental mitigation;
c) give approval for Legal Services to undertake a dedication, transfer or other such legal mechanism to secure the land required to deliver the A28 Chart Road Widening Scheme as shown in Drg Nos. B1620900/H/003A and B1620900/H/007A, including any ancillary works such as drainage and environmental mitigation and subject to any substantive amendments arising from the design being approved by the Corporate Director of Growth, Environment & Transport;
d) give approval to the publication of Compulsory Purchase Orders, any other statutory approvals and any other necessary legal rights or consents required for the scheme shown in principle on Drg, Nos. B1620900/H/003A and B1620900/H/007A, including any ancillary works

such as drainage and environmental mitigation and subject to any substantive amendments arising from the outline design being approved by the Corporate Director of Growth, Environment & Transport;

e) give approval to enter into an agreement with Network Rail to allow the County Council to design and deliver a scheme on Network Rail infrastructure;

f) give approval to enter into funding agreements required for the scheme such as for the Single Local Growth funding, developer funding and other such funding agreements subject to the approval of the Corporate Director of Finance & Procurement, and

g) give approval to enter into construction contracts as necessary for the delivery of the scheme, subject to the approval of the Procurement Board, to the recommended procurement strategy.

34. 14/00092 M20 J4/A228 - Widening of Eastern Overbridge
(Item B3)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the M20 J4/A228 - Widening of Eastern Overbridge. Mary Gillet, Major Projects Planning Manager, was in attendance to introduce the report.

(2) RESOLVED that the Cabinet Committee endorsed the proposed decision to be taken by the Cabinet Member for Environment and Transport to:

a) give approval to the outline design scheme for M20 J4 Widening of Eastern Overbridge for development control and land charge disclosures shown in principle on Drg. No. ITB8066-GA-003 Rev A;

b) give approval to progress all statutory approvals or consents required for the scheme shown in principle on Drg, No. ITB8066-GA-003 Rev A;

c) give approval to enter into a S6 Agreement with the Highways Agency to allow KCC to deliver a scheme on the Highways Agency network;

d) give approval to enter into Single Local Growth Fund funding agreement subject to the approval of the Corporate Director of Finance & Procurement, and

e) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the recommended procurement strategy.

35. 13/00094 Gravesend Transport Quarter Phase 3 - Rathmore Road Link, Gravesend
(Item B4)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the Gravesend Transport Quarter Phase 3 - Rathmore Road Link, Gravesend. Mary Gillet, Major Projects Planning Manager,

was in attendance to introduce the report and in response to questions raised and comments made referred to the following:

(2) Some car parking provision would be retained at Gravesend Station but this would be reduced. Network Rail had been given permission to build a car park over the railway but this permission had lapsed.

(3) The Borough Council had reviewed the situation and were satisfied with car parking provision.

(4) RESOLVED that the Cabinet Committee endorsed the proposed decision to be taken by the Cabinet Member for Environment and Transport to:

a) give approval to the outline design scheme for Gravesend Transport Quarter Phase 3 - Rathmore Road Link shown on Drg. No. 4300015/000/001 Rev 2 for development control and land charge disclosures; and subject to planning approval;

b) give approval to the publication of a Compulsory Purchase Order, any other statutory approvals and any other necessary legal rights or consents required for the scheme shown in principle on Drg, No. 4300015/000/001 Rev 2 subject to any substantive amendments arising from the detailed design being approved by the Corporate Director of Growth, Environment & Transport;

c) give approval to the advance voluntary acquisition of No. 15 Darnley Road that is affected by the scheme on terms to be agreed with the Director of Property and Infrastructure;

d) give approval to the voluntary acquisition of Gravesham Borough Council car park land that is affected by the scheme on terms to be agreed with the Director of Property;

e) give approval to enter into a funding agreement for financial support through the South East Local Enterprise Partnership Single Local Growth Fund, and other such funding agreements as required for the delivery of the scheme, subject to the approval of the Corporate Director of Finance & Procurement and Infrastructure; and

f) give approval to enter into construction contracts as necessary for the delivery of the scheme subject to the approval of the Procurement Board to the procurement strategy.

36. 13/00038 Joint Transportation Boards Parish Attendance and Voting Rights
(Item B5)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information about Joint Transportation Boards (JTBs) parish attendance and voting rights.

(2) Mr John Wilson, Immediate Past Chairman of Kent Association of Local Councils (KALC), was also in attendance for this item. He welcomed the proposed decision stating that voting rights for Parish Council members seemed to be a natural progression.

(3) Mr Caller proposed and Dr Eddy seconded an amendment as follows:

1. It is recommended that the Cabinet Member for Transport and Environment be asked to ~~approve~~ note the KALC request for a total of two Parish Members to attend JTBs (with voting rights) ~~and attendant changes as set out in this report~~.

2. A report to all JTBs seeking District Council ~~agreement to~~ views on the KALC proposal will be considered in the autumn round of meetings.

(4) Mr Caller stated that he had proposed his amendment because for the County Council to decide something and then seek the agreement of District Councils was counterproductive. One size did not fit all and as some areas of Kent were not parished, some were partially parished and some completely parished the question of proportionality was raised.

(5) The Cabinet Member explained that to note the recommendation was not acceptable in this instance and that the document attached to the report as Appendix B was an agreement between KCC and Borough and District Councils.

(6) Mr Caller withdrew the amendment but suggested the recommendation should read 'approve on behalf of KCC subject to JTB agreement'.

(7) The Cabinet Member stated that it was not within KCC's power to impose anything on JTBs if they objected to Parish Council members being given voting rights.

(8) RESOLVED that the Cabinet Committee endorsed the proposed decision to be taken by the Cabinet Member for Environment and Transport to:

a) approve the KALC request for a total of two Parish Members to attend JTBs (with voting rights) and attendant changes as set out in the report.

b) commission a report to all JTBs seeking District Council agreement to the KALC proposal for consideration in the autumn round of meetings.

37. 14/00102 Sittingbourne Household Waste Recycling Centre and Waste Transfer Station Redevelopment
(Item B6)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the Sittingbourne Household Waste Recycling Centre (HWRC) and Waste Transfer Station Redevelopment. Melanie Price, Partnership and Development Manager, and Ian Dudding, Infrastructure

Development Manager - Waste Management, were in attendance to introduce the report.

(2) RESOLVED that the Cabinet Committee endorse the letting of contracts for the redevelopment and re-provision of the Sittingbourne Household Waste Recycling Centre and Waste Transfer Station.

38. 14/00103 Upgrading Safety Camera Partnership Equipment
(Item B7)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on upgrading Safety Camera Partnership equipment. David Joyner, Transport and Safety Policy Manager, was in attendance to introduce the report.

(2) In response to questions raised and comments made the following points were made:

(3) Digitalised mobile cameras created a more flexible approach.

(4) The only way to not get caught speeding was not to speed. Speed awareness courses helped fund projects and were a good way of educating drivers. Education was a key factor in reducing speeding.

(5) Following the debate the Chairman put the recommendations to the vote. As Mr MacDowall had requested a recorded vote the results were as follows:

For (13) Mrs P Stockell, Mr M Baldock, Mr C Caller, Mr I Chittenden, Dr M Eddy, Mr M Harrison, Mr G Lymer, Mr J Ozog, Mr R Parry, Mr C Pearman, Mr C Simkins, Mr M Whybrow, Mr A Wickham

Against (1) Mr MacDowall

Carried

(6) RESOLVED that the Cabinet Member's proposed project to upgrade the existing Safety Camera Partnership equipment be endorsed.

39. 14/00104 Winter Service Policy for 2014/15
(Item B8)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the Winter Service Policy for 2014/15. Carol Valentine, Highway Manager (West), was in attendance to introduce the report and in particular referred to the following:

(2) KCC's Highways Operations Winter Service Team had started work last year to implement national guidance for winter service as issued by the Department for Transport (DfT) and detailed in the Code of Practice for highway authorities – Well Maintained Highways - section 13 Winter Service. The appendix to this section of the

guidance – Appendix H – had been updated and amended as a result of lessons learnt in the industry over four successive cold and snowy winters.

(3) Although, for the first time since 2009, there were no snow days during the winter period 2013/14 there were still a number of days and nights where there were marginal temperatures hovering around zero. This lead to 70 primary salting runs being undertaken, 39 full runs covering all of Kent and 31 part runs.

(4) Kent was an example of best practice in Winter Service and during the summer work had been undertaken to refine and improve the winter service in the following areas:

- a route optimisation programme;
- assessing areas of Appendix H to implement this coming winter; and
- the procurement of the weather station contract.

(5) Kent's farmers were currently contracted to clear rural areas when there are snowy conditions and this provided an extremely valuable service. Last year it had been intended to carry out a trial by providing a few farmers with a trailer and salt so that they could treat areas that they have in the past just ploughed. The trial did not go ahead as there were no snow events; dependent on the weather it will be trialled this season. The results of the trial will be reviewed at the end of the season and decisions taken about how it can be taken forward in future years.

(6) Following the successful winter service campaign 'We're prepared are/have you?' which ran across the county in 2012/13, a similar campaign was planned for last year which was not used. Work is ongoing to continue this work for the coming season and the website and radio advertising as well as Twitter will be key in getting the winter message across the county.

(7) In response to questions raised and comments made the Committee received the following further information from officers:

(8) Route optimisation was an activity to optimise the existing gritting routes for the county and develop an in-house capability so that routes could be updated and amended without the necessity of asking consultants for help.

(9) The DfT's Well Maintained Highways Code of Practice recommended that local authorities identify a minimum network that would be treated continuously for a period of six days in the event of a severe winter event. Last year KCC identified the minimum network for Kent as being the main strategic network, i.e. all A and B roads and some other locally important roads as identified in the highway network hierarchy and amended the policy accordingly.

(10) Additionally KCC had identified an Operational Winter Period which is October to April and a Core Winter Period which is December to February and the stocks of salt needed during those periods to effectively treat the network in line with recommended resilience levels. KCC maintained a salt stock of 23,000 tonnes so are well within the recommended resilience level. Arrangements are in place for winter deliveries to keep stock topped up during winter and 2000 tonnes are held in a strategic stockpile at Faversham Highway depot. KCC also has a good working

relationship with adjacent local authorities to enable joint working in the event that mutual aid is required during a snow emergency.

(11) At the time of writing the report the ice prediction service currently provided by Vaisala was out to tender and a new three year contract would be placed once the process has been completed. The ice station data would be overlaid with route optimisation data to improve this facility.

(12) RESOLVED that the Cabinet Committee endorsed the proposed changes to the Winter Service Policy for 2014/15 for the Cabinet Member to agree.

40. Update on Trading Standards activities and initiatives
(Item C1)

(1) The Cabinet Committee received a report of the Cabinet Member for Commercial and Traded Services and the Director of Environment, Planning and Enforcement which contained an update on Trading Standards activities and initiatives. Mark Rolfe, Trading Standards Manager (East), was in attendance to introduce the report and in particular referred to the following:

(2) This report was in response to the Cabinet Committee's request at the July meeting for an update on the roles, responsibilities and remit of the Trading Standards (TS) service. The report included the legislative background to TS and the innovative intelligence-led work the team did such as protection from harm, animal health, rogue traders and Checkatrade.

(3) The report also looked at the support offered by TS to Public Health and business throughout Kent with advice and help, including the removal of rogue traders and scammers, to enable legitimate businesses to grow, develop and prosper.

(4) In his verbal update on 22 July the Corporate Director for Growth, Environment and Transport had spoken about the seizure of 1,000 dangerous chainsaws. These had been tested and confirmed as unsafe with the safety chain on the chainsaws being inoperable. This left TS with the problem of what to do with 1,000 chainsaws and in an innovative move they had been given to a well-known local children's charity to dismantle and dispose of for scrap metal.

(5) The prosecution of a seller of counterfeit goods mentioned in the report had resulted in the seller pleading guilty and currently awaiting sentencing. The prosecution of people storing explosives and fireworks in a dangerous manner, storage so bad it could have resulted in the loss of the whole storage facility, had also pleaded guilty and were awaiting sentencing.

(6) The most recent success was that, in partnership with border forces, TS had seized 32,000 sets of dangerous cosmetics with a street value of £13m. TS were working with Kent Scientific Services to see what chemicals were in the cosmetics but one brand holder had recognised that one of the eyeliners contained paint stripper.

(7) TS were now dealing with individuals and businesses that were deliberately engaged in fraud and organised criminality. Dealing with money launderers required

more work than it had previously because crimes were now more serious. In relation to rogue trading and the amber KPI, Members were assured that the dashboard target would be met.

(8) TS recognised that the majority of businesses in Kent were legitimate. Many businesses struggled with the technicalities of compliance with all the laws and legalities and TS invested a significant amount of time in advising businesses on this. Much of their advice was free however some services, including food services whose stock was tested at Kent Scientific Services, were chargeable.

(9) Following a meeting, and a major prosecution, about live animal export Members were informed that it was a lawful trade and TS was a law enforcement service so their powers in relation to the trade were limited. TS worked closely in partnership with the Animal Health & Veterinary Laboratories Agency (AHVLA) and the RSPCA to ensure that when the law was broken there were consequences for offenders. Road worthiness of vehicles was not within TS remit but was something that Kent Police and the Vehicle Inspectorate were responsible for.

(10) RESOLVED that the report be noted.

41. DCLG Consultation on the formation of the Ebbsfleet Urban Development Corporation
(Item C2)

41. DCLG Consultation on the formation of the Ebbsfleet Urban Development Corporation
(Item C2)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Director of Environment, Planning and Enforcement which contained information on the DCLG Consultation for the formation the Ebbsfleet Urban Development Corporation (UDC). Sharon Thompson, Head of Planning Applications, was in attendance to introduce the report and in particular referred to the following:

(2) This was Members' opportunity to shape KCC's response to the consultation on the UDC. Parliamentary approval was required before the formulation of the UDC could be taken forward and this would be informed by any responses.

(3) In March 2014, as part of the Budget, the Government announced plans to create a new 'Garden City' at Ebbsfleet capable of providing up to 15,000 new homes, primarily on previously developed land.

(4) The Ebbsfleet UDC was seen by Government as the delivery vehicle for the new Garden City as a response to the slow progress of development in the locality despite planning permission having been granted.

(5) The UDC, if established, would work closely with local authorities to coordinate investment, provide direction, focus and expertise to accelerate and drive forward development within the identified UDC area. A £200m funding package would be available to the UDC to unlock some of the infrastructure delays.

(6) Some key areas that Members might consider when forming their response to the consultation included:

- The boundary – the area largely covers the major development sites of Ebbsfleet, Eastern Quarry, Northfleet Embankment, Northfleet West Sub-Station and the proposed London Paramount site on Swanscombe Peninsula. The proposed area did not include the existing residential communities of Swanscombe, Greenhithe and Northfleet and also excluded areas such as Northfleet Industrial Estate and Springhead Enterprise Park where there was existing commercial development and multiple land ownership. The area included two wharves, Robin's Creek and Red Lion Wharf. A significant proportion of minerals come into the county through these wharves and the safeguarding of them was critical for the county's emerging Minerals & Waste Local Plan (MWLP). The implications of the loss of these wharves would lead to a need to establish alternative importation methods, potentially adding significantly to the cost and environmental impact of transport, including a potential change to road transport options which would ultimately impact on the costs of construction in the county.

- The powers of the UDC – the statutory objectives and powers of a Development Corporation are set out under Section 136 of the Local Government, Planning & Land Act 1980. It is proposed that the Ebbsfleet UDC should be given comprehensive and consistent powers within its boundary area. The UDC would not have plan making powers but would have powers to determine planning applications. In determining planning applications the UDC must have regard to the provisions of existing plans so far as they are material to the application; which means that the UDC would determine all planning applications within its area, including minerals and waste applications that would normally be determined by the County Council. The UDC would, however, be bound by the policies and development framework set out in the Local Plans produced by Dartford and Gravesham Borough Councils (DBC and GBC) and by the MWLP produced by the County Council.

- A Memorandum of Understanding (MoU) – an MoU would be agreed between the local authorities and the UDC which would set out the processes on how matters would be handled e.g. transitional arrangements, consultation with the local authorities and how local authorities might be engaged in any decision making. While the MoU would not be legally binding it provided the opportunity for the local authorities to agree with the UDC a wide range of matters relating to the delivery of development and infrastructure in the Ebbsfleet Garden City.

- The structure of the UDC Board – appointed by the Secretary of State a UDC Board consisted of a Chairman, Deputy Chairman and between five and eleven Board members. For the Ebbsfleet UDC Board 11 Board members were proposed, including the Chairman and Deputy Chairman, with the three local authorities (KCC, DBC and GBC) each having representatives on the Board.

(7) RESOLVED that the Cabinet Committee:

(a) note the information pertaining to the DCLG consultation on the formation of the Ebbsfleet Urban Development Corporation; and

(b) comments to the Cabinet Member for Environment & Transport inform his views in the formulation of KCC's formal response to the consultation.

42. Environment and Transport Cabinet Committee Work Programme 2014-15
(Item C3)

(1) The Cabinet Committee received a report from the Head of Democratic Services which contained information on the Environment and Transport Cabinet Committee Work Programme 2014-15.

(2) RESOLVED that the Environment and Transport Cabinet Committee Work Programme 2014-15 be agreed.

43. Performance Dashboard
(Item D1)

(1) The Cabinet Committee received a report of the Cabinet Members for Environment and Transport and Commercial and Traded Services and the Corporate Director of Growth, Environment and Transport which contained information on the Environment & Transport Performance Dashboard. Richard Fitzgerald, Performance Manager Business Intelligence, was in attendance to introduce the report. In response to questions raised and comments made the Committee received the following further information from officers:

(2) Recycling rates for municipal waste were calculated through detailed tracking of all waste collected by tonnage and waste type. Waste recycling included items such as green waste, wood and metal.

(3) While street lighting repair was showing as amber this was only 1% below target with the year to date performance at 93%, the highest it had been for several years. There were two issues affecting this target;

(i) The new electricity regulations had meant that many of the streetlights had had to be disconnected and reconnected. In some cases lights had had to be cut down for structural reasons. Reinstallation and reconnection had to be done by the electricity board and this took some time with training causing a bottleneck to repairs; and

(ii) resources had been largely concentrated on the part time lighting implementation.

(3) With regard to Kent Scientific Services income, the spend of clients shared with Hampshire had been low to date. However expected spend from clients shared with other local authorities meant that income would increase to meet the target.

(4) In response to a query about gulley emptying, Mr Burr confirmed that a report would be brought to the Cabinet Committee in the near future. The implementation of scheduled gulley emptying now meant there was sometimes a delay in responding to reported blockages; unless a reported blockage would cause a major accident or

flood property it would be added to the schedule and so, although the service itself had improved, public satisfaction had reduced.

(5) RESOLVED that the report be noted.

44. Annual Equality and Diversity report
(Item D2)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Corporate Director of Growth, Environment and Transport which contained information on the Annual Equality and Diversity Report. Akua Agyepong, Corporate Lead, Equality and Diversity, was in attendance to introduce the report.

(2) RESOLVED that the Cabinet Committee:

a) Noted current performance;
b) Continue to ensure that equality governance is observed in relation to decision making;
c) Noted the proposed changes to Equality Objectives and agree to receive revised objectives; and
d) Agreed to receive the report annually in order to comply with the Public Sector Equality Duty.

45. Motion to exclude the Press and Public

The Cabinet Committee resolved that, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

46. Establishment of a Transport Related Local Authority Trading Company
(Item E1)

SUMMARY OF EXEMPT ITEM
(Where Access to Minutes Remains Restricted)

(1) The Cabinet Committee received a report of the Cabinet Member for Environment and Transport and the Director of Highways, Transportation and Waste which contained information on the Establishment of a Transport Related Local Authority Trading Company (LATC). Tim Read, Head of Transportation, was in attendance to introduce the report and answered Members' questions.

(2) RESOLVED that the information be noted and that Members endorsed the proposed Cabinet Member decision.

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Folkestone
Hythe & Romney Marsh
Shepway District Council

Our Ref: SM/Cllr D Monk
Your Ref: Westenhanger Lorry Park
Direct Dial: 01303 853486
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E-mail: **david.monk@shepway.gov.uk**
Date: 16 September 2014

Cllr. Paulina Stockell
Chair
KCC Environment and Transport Cabinet Committee
County Hall
Maidstone
Kent
ME14 1XQ

Dear Cllr. Stockell

Environment and Transport Committee – Lorry Park Network (Phase 1)

I write in response to report 14/00055 Lorry Park Network Phase 1 that is due to be considered by the Kent County Council Environment and Transport Committee on 17th September 2014.

It is noted that the report suggests a number of recommendations from the Committee to the Cabinet Member for Environment and Transport, Cllr. David Brazier and that the following recommendation is included within the report :-

The site off the M20 Junction 11 at Westenhanger is the preferred location for the construction of a lorry park as the first phase of the delivery of network of lorry parks across Kent.

Whilst acknowledging the need for a solution to Operation Stack and overnight lorry parking in Kent, the District Council wishes to express the strongest possible concern regarding this recommendation and asks that both the Cabinet Committee and the Cabinet member take the following into account. These views are consistent with those previously expressed in the letter from Chris Lewis, Head of Planning, to the consultants Glenny LLP, dated 20th January 2014.

1. The appropriate mechanism for assessing the development needs and identifying site specific allocations within a particular area is the local plan process. The Shepway Core Strategy Local Plan was adopted on 18th September 2013 and along with a number 'saved' policies from the Shepway District Local Plan Review 2006 forms the development plan for the district. The proposed site at Westenhanger is not allocated for development in the Core Strategy Local Plan or as a 'saved' policy. Neither is there a planning policy for Shepway requiring a lorry park in this location.

2. A lorry park on this site, would be likely to have a considerable visual impact and would be built on highly visible greenfield land. It would be an intrusion into open

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countryside. Although not within the North Downs AONB, the site lies adjacent to it. Although no landscape assessment has been provided, it is likely that there will be clear views of the lorry park when viewed from the AONB, looking southwards from the North Downs ridge, and when looking at the AONB across the site from the south.

3. Development when sited in open countryside, either in or adjacent to an AONB, needs very careful consideration even where the general principle of development in such a location is considered to be acceptable in terms of adopted planning policy. It is considered that, in particular, a lorry park on the scale proposed has the potential to cause considerable harm. The proposal will consist of approximately 300 lorries parked on an open site, along with associated amenity and other buildings as well as floodlighting, signage etc. Whilst it may be possible to reduce the visual impact through structured landscaping the nature of the proposal is still likely to result in an incongruous from of development. In short, even if the general principle of development were to be found suitable in this location having followed due process, it is difficult to see how a high quality design solution could be achieved for a lorry park that is capable of making the proposal acceptable, when assessed against both local and national planning policies.

4. Whilst the planning issues relating to the Westenhanger site have, to some extent, been acknowledged in the report they are dealt with in a superficial way in Table 2 and appendix G and in paragraph 9.7. The District Council does not consider that they have been given sufficient weight when assessed against other criteria such as the Net Present Value (NPV) and Internal Rate of Return (IRR) and general accessibility of the site. Given the fundamental role of the planning system in determining whether a development is able to proceed much greater significance should have been given to the identified planning constraints and issues within then report.

5. With regard to the NPV and IRR being higher than for the other two shortlisted sites, and therefore a key factor in determining the recommendation, it is assumed that this is in part due to the considerably lower land cost for this site compared to the other shortlisted sites (£422,000 as opposed to £4.8 million and £2.5 million). This lower land cost represents an acknowledgement of the current planning status of the site as previously expressed. It also understood that no agreement has been reached with the landowner(s), for KCC or another operator to acquire the site, which is clearly necessary for the scheme to proceed and brings into question significant questions about its deliverability. It is also noted that the land cost, as set out in the report, provides limited up-lift from the current agricultural land value and given that the proposal has the potential to blight the current Hillhurst Farm complex.

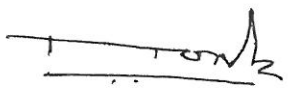
6. The District Council has commenced the development of the Shepway Places and Policies Local Plan, that will, on adoption, set out a number of site specific allocations across the District. An initial 'regulation 18' consultation is scheduled to commence in November 2014. This provides an opportunity to take forward in a comprehensive way, the objectives of the Core Strategy and a number of other strategies and evidence base documents in order to develop an appropriate mix

of land use allocations, including potentially those related to lorry parking. We look forward to working with Kent County Council throughout the development of this document in order to identify the sites necessary to meet the economic, social and environmental needs of the District.

7. This Council does not consider that Kent County Council has adequately assessed alternative sites across the District in sufficient detail.

I trust these views will be given the appropriate level of consideration and look forward to hearing of the decision in due course. Should you wish to discuss these matters further, please do not hesitate to contact me so we can arrange a meeting.

Yours sincerely



Cllr David Monk
Leader of the Council

CC. Angela Evans (Committee Clerk, Kent County Council)

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To: the chairman and members of the Environment and Transport Cabinet Committee

Agenda Item B1 Lorry Park network (Phase 1) 17 September 2014

It is understandable that the County Council should seek ways to mitigate the effects of Operation Stack and deal with the nuisance of overnight lorry parking. However, the proposals before you seem unlikely to deliver this.

My Elham Valley division suffers from the nuisance of overnight lorry parking as much as anywhere in Kent. It also bears the brunt of diverted motorway traffic when Operation Stack is in place. Elham Valley also contains the villages of Sellindge, Westenhanger and Lympne all of which feature in your report.

The proposal for a 2,057 space lorry park in Aldington parish and on the border of Sellindge village was first made in 2008. It is very welcome that this blight on the village has been lifted but the arguments that were advanced to support the large lorry park are very similar to those now made for the smaller network and similarly flawed.

The example of Stop 24, the 82 place lorry park at Junction 11 of the M20 shows what happens when lorry parking is provided. When the application for this site (also in my division) went through the planning process in 2010, it was claimed that this lorry park would resolve overnight lorry parking problems both in the immediate area and in Folkestone. The result has been quite the opposite as it attracts lorries to its outskirts whether there are spaces available at Stop 24 or not.

It is claimed that HGVs cannot be forced to move from where they are a nuisance unless there are sufficient places available for them at lorry parks. Provision of 300 places will clearly not be sufficient to meet this demand so will not remove the present nuisance. The extra places will be taken by reputable HGV companies and the operators who don't want to pay for parking will continue to park where they will.

Are the Police expected to enforce parking restrictions on HGVs or will KCC employ wardens? Where are the details of how the system of enforcement will work?

KCC risks raising expectations which it cannot meet of resolving overnight lorry parking and Operation Stack. We need to keep the lorries on the motorways, off our local roads and encourage transit rather than stopping in Kent.

There are many site specific objections to the Westenhanger proposal which will emerge if a planning application comes forward but I hope this committee will reject the whole idea of KCC itself providing lorry parking.

Susan Carey, Member, Elham Valley

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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From: David Brazier, Cabinet Member for Environment and Transport
John Burr, Director of Highways, Transportation and Waste

To: Environment & Transport Cabinet Committee – 5 December 2014

Subject: 14/00132 Safe and Sensible Street Lighting - LED Conversion

Key decision: The cost of the physical works means that this will be a key decision, which will be the subject of a separate report to this Committee at the appropriate time.

Classification: Unrestricted

Past Pathway of Paper: PAG and Corporate Board Away-day

Future Pathway of Paper: To the Cabinet Member for Environment and Transport for decision.

Electoral Division: All

Summary: This report provides an update on the steps already taken and works currently underway to reduce energy costs and carbon emissions associated with the County Council's street lights. It also sets out details of further works that could be undertaken to achieve significant additional reductions.

Recommendation: That the Cabinet Committee note the report and endorse action being taken for conversion of the County Council's stock of street lights to LED.

1. Introduction

1.1 Kent County Council is one of the largest lighting authorities in the UK and has around 118,000 street lights and some 25,000 lit signs and bollards. The annual cost of illuminating these is around £5.8m, a cost that keeps rising. The average increase for energy prices this year has been around 11%. The carbon produced from generating the energy to illuminate these is around 24,000 tonnes which accounts for over half the carbon footprint across the entire KCC estate.

1.2 The County Council's Carbon Management Action Plan (2013) sets a new carbon reduction target of at least 2.6% per annum up to 2015 across its estate (based on a 2010/11 baseline). Nationally, the Climate Change Act (2008) has introduced a revised UK target of 80% reduction in carbon dioxide emissions by 2050 (based on 1990 emissions levels). The Act aims to enable the UK to become a low-carbon economy and gives Ministers powers to introduce the measures necessary to achieve a range of greenhouse gas reduction targets and mitigate the risk of climate change. Since April 2014 all street lighting is being captured by the Carbon Reduction Commitment Energy Efficiency Scheme (CRC) which in effect is a further tax. This is currently £16 per tonne of carbon produced.

2. Financial Implications

The scheme has an estimated value of £40m. An interest free loan of £22m has been secured, this leaves a funding gap of £18m that the County Council would need to forward fund and underwrite. However, the scheme on its own merit will generate sufficient savings to pay for itself over a maximum of 8 years.

3. Policy Framework

The proposal is transformational and fulfils the principle of achieving value for money.

4. The Report

What have we done so far?

Lamp Replacement/Trimming/Dimming

4.1 We have already upgraded inefficient mercury lamps and failing lamps with energy efficient units. We have also introduced as standard for new equipment photocells that switch on later and turn off earlier, thus reducing the burning hours. In addition we have replaced some lanterns, where affordable, in order to dim the wattage at pre-determined times to reduce energy consumption. These measures have saved £130k per annum.

Trial Switch-off of Surplus Lights

4.2 In the past, street lighting went far beyond the required needs; around 1,200 street lights were identified as not necessary. If these schemes were being designed today these lights would not be installed as they are far in excess of the normal lighting standards and have a disproportionate maintenance cost due to their locations. This resulted in the development of a number of sites for trial switch off.

4.3 Site-specific risk assessments and safety audit of each site were carried out. We also liaised extensively with Kent Police and consulted Joint Transportation Boards to make sure that we only switched off lights that were not needed. The works were completed in summer of 2014 and will deliver an annual saving of around £100k. We are monitoring crime levels and road safety during the twelve months trial period, and sites being adversely affected will be switched back on. The scheme will be reviewed at the end of the trial period to determine whether further action needs to be taken.

Part-night Lighting

4.4 This involved converting 60,000 of our 118,000 street lights, mainly in residential and rural areas and consisted of installing a light sensor in each column which has a built in timer. This means that the column turn on automatically at dusk, turn off at midnight, turn back on at a 5.30am and stay on until first light. During the summer these times change to 1am to 6.30am respectively. This is very much like a householder switching off the lights when going to bed.

4.5 Lights on main roads, town centres, roads with a history of or potential for crime, roads with road safety measures in place and roads that have potential road safety concerns were excluded from the programme and remain lit all night. The hours of switch-off and exclusion criteria were the subject of a public consultation exercise. Details were publicised through press releases and interviews, adverts in local papers and radio as well as a poster campaign. Leaflets explaining the proposals were placed at libraries and district council offices. Parish/Town Councils were contacted in writing and invited to participate in the consultation. Of those who responded 75% agreed with the proposal.

4.6 The physical works started in December 2013 and were completed in September 2014. These will deliver an annual saving of around £800K.

4.7 The combined effect of Trial Switch-off and Part-night Lighting will generate a saving of around £900k. These measures will also reduce carbon emission by 5,000 tonnes to 24,000 tonnes. However, this year, the cost of energy rose by over 11% and carbon emission is being taxed at £16 per tonne of carbon produced. The combined effect of these equates to £923k, wiping out the savings. Had these measures not been introduced the annual energy and CRC bills would have been in excess of £6.8m.

What we are planning to do?

4.8 Given the budgetary pressures, the CRC tax, potential future penalties for carbon production, and the desire to tackle wasted energy and light pollution we have been exploring what more can be done.

4.9 Majority of our street lights (around 105,000) have Sodium lamps which are very energy hungry, around 11,000 have the more efficient Cosmopolis units and the remainder are equipped with various types of light sources. National street lighting standards were reviewed recently and the new standards published in 2013 focus on sustainable lighting solutions and, through risk assessment, provide opportunities for areas to be lit to lower lighting levels, with better quality light sources.

Light Emitting Diodes (LED)

4.10 Innovations in street lighting technology in recent years mean that the market can now offer products and controls that deliver ultra-efficient street lighting solutions at affordable prices. A key recent development has been the improvement in LED technology resulting in better product reliability and much lower costs. Manufacturers now guarantee their LED products for up to twenty years.

4.11 Whilst Part-night Lighting and Trial Switch-off measures, referred to above, will save around £900k per annum in energy costs and reduce carbon emissions by about 5,000 tonnes each year, the use of LED technology offers by far the largest potential for reducing both energy cost and carbon emissions. Replacing the existing stock of lanterns with LED units can result in a further reduction of 60% in energy use, carbon emission and therefore significant cost reduction. Appendix 1 provides details of pros and cons of LED lighting. Appendix 2 illustrates the illumination levels of both conventional and LED lighting.

4.12 In recent years, the capital cost of LED lanterns has fallen significantly and has now reached a plateau. Any further decreases are likely to be relatively small. The unit cost of LED lanterns is now comparable to that of conventional units. As LED becomes more prevalent, conventional units will become rare and therefore more expensive to buy and maintain.

Central Management Systems (CMS)

4.13 The control mechanism used to manage illumination levels is known as Central Management System. This involves installing a small radio device on each column, a collection of these; around 1,000, are then linked to a local base station, which in turn is connected to a remote Central Monitoring Unit. This is a highly versatile system that coupled with LEDs enables complete management of street lighting including dimming, switch on/off, fault reporting, etc. The fault reporting element of CMS will offer a significant improvement in customer service, in that it will enable real time reporting of faults reducing the need for members of the public to report them to us. CMS also future-proofs the authority against any future changes in street lighting policy. Appendix 3 shows how CMS operates.

4.14 We have in the past two years established a number of trial sites using both LED and CMS. Early evaluation of these sites has shown favourable results, particularly in relation to costs and energy usage. We are currently focussing on evaluating energy usage reporting, the day-to-day functionality of the software, and the extent to which fault reporting can be fed electronically into our asset management IT system.

The proposal

4.15 We have developed a proposal for converting the County Council's entire stock of street lights to LED with full CMS control. This will involve replacing all street lighting lanterns with LED lanterns. The lighting columns are not being replaced, this is because majority of these have significant residual life and the remainder will be replaced as they become life-expired. The scheme will cost around £40m and about three years to implement. The scheme will result in reduced energy consumption and carbon emission and far less maintenance requirement. The annual saving from these will be around £5.3m at today's prices. The scheme is now being developed in detail and conversion works could begin in late 2015 or early 2016, pending approval of funding.

Funding

4.16 We have been exploring a number of funding options, through a mixture of grant funding, KCC investment and borrowing.

EU

4.17 A number of EU funding streams have been examined; the front runner appears to be South Eastern Local Enterprise Partnership's (SELEP) Structural and Investment Fund, which has £16.5m for carbon reduction initiatives and a further £28.8m for innovation. We intend to make a bid for £10-15m but at this stage, we are

not aware of the level of demand for these funds. Further work is being undertaken to see if there are other EU funding streams available.

4.18 We understand that SELEP will be calling for 'expressions of interest' in early 2015 with decision expected early the following year. These funds are grants and do not need to be repaid, but have to be match-funded by the County Council. To this end, we have been holding discussions with Salix about raising 0% loan capital to use as match funding.

Salix

4.19 Salix is a Government organisation, funded by the Department of Energy and Climate Change, which provides interest-free loans to the public sector for energy reduction projects.

4.20 Their governing principle for making loans available is based on the cost of reducing energy consumption; with the main emphasis on projects that pay for themselves from energy saving within five years. We have developed an excellent relationship with Salix and have secured a loan offer of £22m which will be drawn down, in stages, over the conversion period.

4.21 A benefit of Salix, over and above the 0% terms (negative interest when considering inflation), is that Salix have confirmed the loan repayments can be recycled within the County Council to fund new energy saving initiatives. An example of this is converting our lit signs and bollards to LED, which could deliver an annual saving of £200k. This is not confined to LED technology; our property and school estate could benefit in terms of energy efficient boilers, roofing/insulation and lighting.

KCC

4.22 As indicated above the level of EU funding is dependent on demand from other organisations and may be significantly less than we apply for. This could leave a gap of £18m in funding for the scheme, which the County Council would have to underwrite and forward fund.

<u>Procurement</u>

4.26 The plan is to fully engage with the market to ensure that all options are considered, i.e. the County Council pays for the works; either County Council or the provider manages the long term maintenance. The market may wish to offer an alternative model, for example, it may propose to finance implementation and manage long term maintenance, which is akin to a PFI. This will ensure that the deal that delivers maximum savings at least cost is procured.

4.27 To this end, on 27 October 2014 we published the Prior Information Notice for market engagement in the Official Journal of European Union and on Kent Business Portal to generate expressions of interest. Interested parties have until 24th November 2014 to submit their brief. We will then assess their submissions, shortlist suitable companies and invite them to a two day Market Engagement Event on the

1st and 3rd December 2014. At the time of writing this report twenty two companies had expressed an interest. Information gathered from the Event will inform the formal procurement that will follow.

5. Conclusions

5.1 Energy prices continue to rise and this will be further exacerbated by carbon tax which applies from April 2014. We therefore need to do more to reduce energy consumption and carbon emissions. Converting our stock of street lights to LED with CMS will modernise the asset and will ensure energy efficient and cost-effective street lighting for a generation. It will also future proof the County Council against any changes in street lighting policy. Converting the 25,000 light signs and bollards could follow resulting in even more savings.

6. Recommendation

That the Cabinet Committee note the report and endorse action being taken for conversion of the County Council's stock of street lights to LED.

Contact details

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Appendix 1

LED and CMS	
Advantages	**Disadvantages**
1. Significant reduction in energy consumption and carbon emission – circa 60%. 2. Complies with new national standards for low lighting classes. 3. Reduces base load when per unit cost of energy is high, and increasing year by year, so part-mitigates future unfunded price pressures. 4. Upgrades network with new modern light sources e.g. keeping pace with technological changes. 5. Future proofs network and provides active control of individual lighting units 6. Negates requirement for outage detection cycle 7. Provides significant maintenance savings through the use of new more reliable equipment and places this onus on the manufacturer/ contractor. 8. Includes re-wire and electrical test, a further saving. 9. Reduces obtrusive light and sky glow throughout the night so better customer satisfaction and less “wasted” energy. 10. Instantaneous light allows lights to be switched on later and switched off earlier so is flexible to changing policy decisions. 11. Savings from variable lighting in line with reduction in light levels	1. High capital cost – but payback of less than 8 years. 2. Long period of upgrade i.e. up to 4 years - but it is a significant project as 118,000 streetlights are to be converted. KCC has one of the largest street lighting stocks nationally. 3. Annual service charge for use of CMS system/support, around £150k – a small cost in comparison to £5.3m of annual savings. It is a flexible solution to future changes in street lighting policy.

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Appendix 2

Photographs below show obtrusive light reduction using LED lanterns

Conventional Lanterns (High Pressure Sodium)

- Less directional, the street light is illuminating much of the flank wall
- Fading over lantern lifetime
- Less even lighting coverage of road surface.
- Sky glow.
- Energy inefficient

LED Lanterns

- Better cut-off of light
- Less illumination of areas that do not need to be lit.
- Very little fading over lifetime of lantern.
- Better light coverage of road surface.
- Less sky glow.
- Energy efficient
- Warranty

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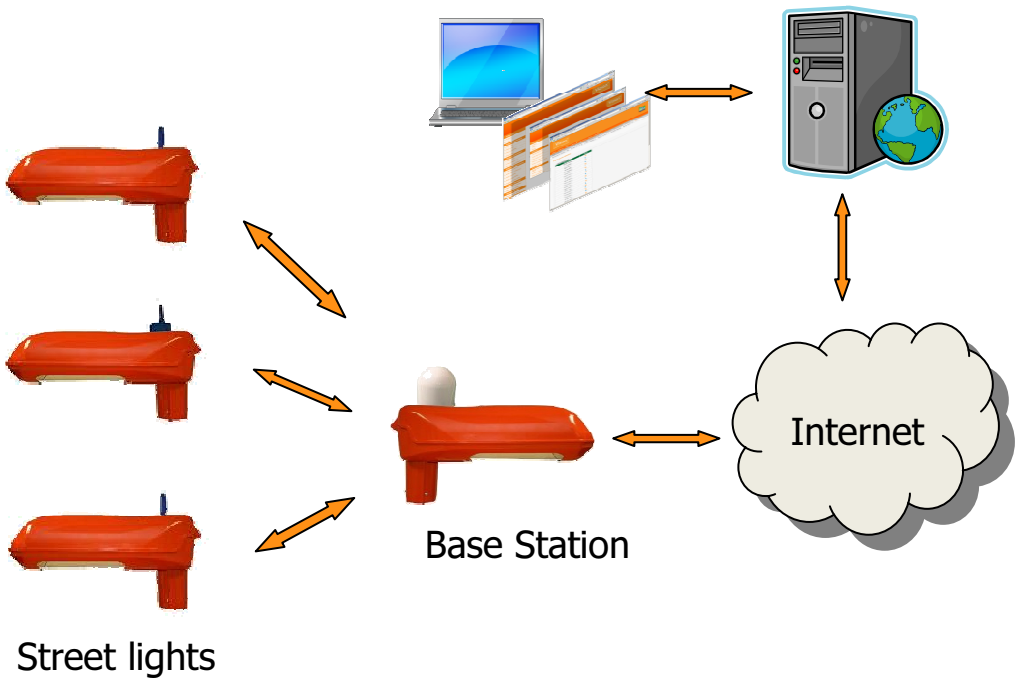
Schematic of a Central Management System



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From: David Brazier, Cabinet Member for Environment & Transport
Mark Dance, Cabinet Member for Economic Development
Barbara Cooper, Corporate Director for Growth Environment & Transport
Paul Crick, Director Environment Planning & Enforcement
Tim Read, Head of Transportation

To: Environment & Transport Cabinet Committee – 5 December 2014

Subject: 12/01923 Canterbury District Local Plan & Transportation Strategy

Classification: Unrestricted

Past Pathway of Paper: Canterbury Joint Transportation Board (JTB)

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: All Canterbury District Divisions

Summary: The report sets out an overview of the draft Canterbury District Transportation Strategy and its consultation progress.

Recommendations:

The Cabinet Committee is asked to consider and endorse the principles of the draft Canterbury Transportation Strategy.

1. Introduction

The draft Canterbury Transportation Strategy, attached as Appendix 1, has been jointly produced with Canterbury City Council. It reflects the fact that the car will be the primary mode of travel for the foreseeable future and it proposes significant investment in highway infrastructure. It provides potential highway solutions to facilitate the proposed growth of 15,600 homes and 6,500 jobs identified in the Canterbury District Local Plan up to 2031.

2. Financial Implications

The majority of the measures detailed in the strategy, and in particular the significant elements of highway infrastructure estimated to be worth over £70m, are linked to the larger developments and therefore have identified sources of developer funding. Other measures have gained funding through KCC's bid to the Local Enterprise Partnership.

3. Bold Steps for Kent and Policy Framework

3.1 The Draft Strategy directly addresses our three Bold Steps for Kent. It helps the Kent economy to grow by detailing new highway infrastructure which will unlock significant development; it puts the citizen in control by designing transportation

services that meet their needs and it tackles disadvantage by promoting choice in travel.

3.2 The Draft Strategy also closely relates to the Local Transport Plan for Kent 2011 – 2016 and Growth without Gridlock in Kent and Medway (2014).

4. The Report

4.1 The existing transportation strategy for Canterbury District, Unlocking the Gridlock, was adopted in 2004. The majority of the measures identified 10 years ago have been implemented and have been successful, but with the growth proposed in the Canterbury District Local Plan and the existing transport challenges, a new transportation strategy is required.

4.2 The headline aim of the draft strategy is “to improve access to services, goods and opportunities”. The draft strategy reflects the fact that the car will be the primary mode of travel for the foreseeable future and it proposes significant investment in highway infrastructure. It seeks to achieve reliable vehicle journey times and support sustainable development. The draft strategy also aims to protect the historic environment in the city of Canterbury and retain the distinctive character of the coastal towns and rural communities.

4.3 Transport computer modelling of the impact of the growth has been undertaken to provide the evidence base required by the planning process. The modelling demonstrates that only 13% of traffic on the city’s road network is through traffic. The model has been used to predict the increase in travel demand and traffic growth for two future scenarios:

- With general background economic growth to 2031 travel demand would increase by 17% and traffic growth would increase by 18%.

- With general background economic growth plus all of the proposed Local Plan development to 2031 and the proposed significant new developer funded highway improvements, travel demand would increase by 30% and traffic by 28%.

4.4 Given these predicted increases the draft strategy aims to protect the extra capacity created by the highway improvements and keep traffic levels to those existing at present. The philosophy is to provide new road building solutions funded substantially by development to unlock growth at known pinch points and, in order that this additional capacity is not simply backfilled with additional traffic, to absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working. A key target of the strategy is that traffic levels in the centre of Canterbury should not increase beyond the current levels which have been static since 2001. The success of the previous balanced transport strategies, the current high usage of public transport, and the high student population make this target ambitious but achievable.

4.5 The 4 key themes of the draft strategy are:

i) Managing and Improving the Network:
A2 Interchange at Bridge

Sturry Relief Road
Herne Relief Road
A28-A257 Barracks Link Road
A2 Off-Slip Road at Wincheap
Wincheap Relief Road
Extend Intelligent Traffic Systems and Urban Traffic Management and Control

ii) Car Parking Strategy:
Increase Park and Ride Capacity in Canterbury
Gradual reduction in City Centre Parking Capacity
Use Parking Tariffs to Encourage Use of Park and Ride and Sustainable Transport
Park and Ride for Whitstable

iii) Reducing the Demand to Travel:
Mixed Use Developments
Increase car sharing & home-based working
Establish a Car Club in Canterbury
New walking and cycling routes

iv) Encouraging Travel Choice:
New 20mph Zones
Extend Bus Services and Increase Frequencies
Reduce the relative Cost of Bus Travel Compared with Driving
Fast Bus Route from South Canterbury
Complete the Sturry Road Bus Lane
Bus Priority Measures on Old Dover Road, New Dover Road & Wincheap
Improve Rail Provision on High Speed and North Kent Mainline Routes
Increase Parking Provision at Canterbury West and Sturry Stations

4.6. Public consultation was undertaken on the draft transportation strategy for 6 weeks from 5 June 2014. The results of this were reported to the Joint Transportation Board on 15 October 2014 and the JTB recommended that the draft strategy should be approved as supporting evidence for the Canterbury Local Plan with the proviso that development would not be permitted until legally binding agreements have been entered into with developers to provide the necessary quantum of funding to enable the provision of necessary highway infrastructure.

4.7 The draft Canterbury Transportation Strategy was approved by the Executive of Canterbury City Council on 22 October 2014 and was deposited as part of the Local Plan supporting evidence on 21 November 2014. It is expected that the Examination in Public will take place in Spring 2015.

5. Conclusions

The draft transportation strategy for Canterbury reflects the fact that the car will be the primary mode of travel for the foreseeable future and it proposes significant investment in highway infrastructure. However, to ensure that this additional capacity is not simply backfilled with additional traffic, the balanced approach of the draft strategy will absorb the increase in the demand to travel by increasing walking, cycling, public transport and home working. This approach is essential in order to

tackle the existing transport related problems of congestion and poor air quality and to accommodate additional travel demand from new development.

6. Recommendation

The Cabinet Committee is asked to consider and endorse the principles of the draft Canterbury Transportation Strategy.

7. Background Documents

Canterbury VISUM Transport Model: Local Plan Preferred Option Testing Report 2014

8. Contact details

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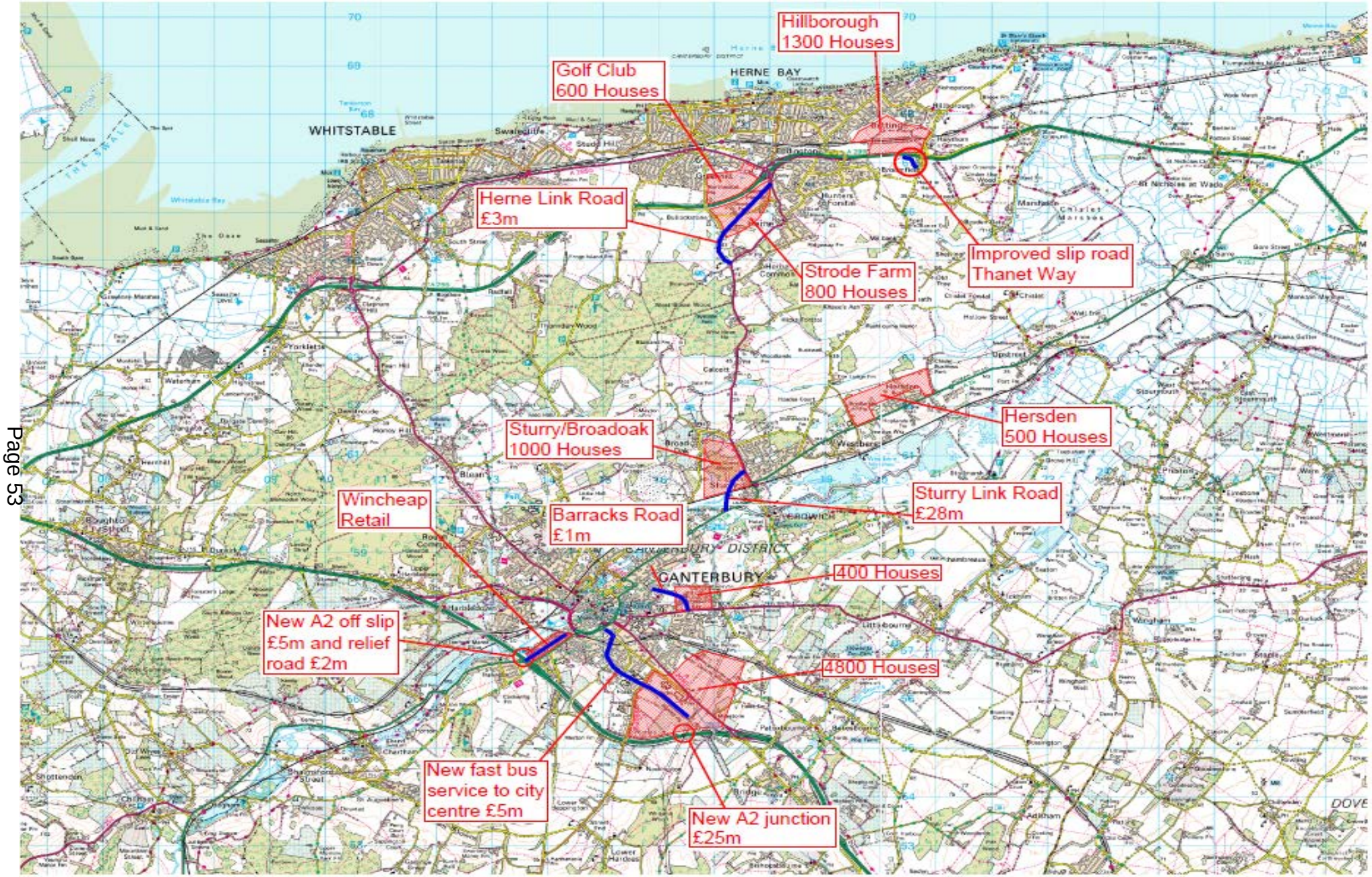

Plan showing strategic land allocations and proposed highway improvements

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CANTERBURY CITY COUNCIL

Canterbury District Transport Strategy 2014-31

Draft

Adopted by Canterbury City Council on xth Xxxxxxxx 2014
Adopted by Kent County Council on xth Xxxxxxxx 2014

canterbury.gov.uk

Contents

Foreword

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David Brazier

Cabinet Member for Transport and Environment, KCC

Councillor Peter Vickery-Jones

Portfolio Holder for Engineering and Transport, CCC

Introduction

This Strategy replaces the Canterbury District Transport Action Plan – Unlocking the Gridlock (2004) and the Canterbury District Walking and Cycling Strategy (2003).

It is a joint document of Canterbury City Council (CCC) and Kent County Council (KCC) and has been prepared to provide the transport policy framework for the Canterbury District to the year 2031.

The Canterbury district contains the historic city of Canterbury with its world heritage sites, the coastal towns of Whitstable and Herne Bay and numerous rural village communities. Each of these distinct areas has different transport needs and challenges and the strategy aims to provide a balanced approach to meet these and provide the most appropriate solutions for the District as a whole.

The main objectives of the strategy are to:

- Provide a detailed policy framework for the district which is consistent with National and Regional transport policies including Kent County Council's transport plan "Growth without Gridlock in Kent and Medway (GwG)".
- Support Canterbury City Council's Local Plan taking into account committed and proposed levels of development.
- Identify the transport improvements and solutions that are required to support and accommodate the predicted increase in travel demand.
- Provide a funding and delivery mechanism for the identified transport improvements and actions.

The strategy will be monitored and regularly reviewed throughout its lifetime. Review points are not fixed but will be undertaken when needed, and may be triggered by a number of factors, which could include:

- Changes in the land use planning context set by the Local Plan.
- Changes in other relevant policy areas.
- Changes in the funding environment for transport infrastructure
- Data showing how successful interventions have been in addressing problems.

The current funding environment is challenging but investment in transport infrastructure that delivers growth is seen as a priority for Government. Therefore, although it is important to maintain a level of realism over what might be delivered by 2031, a strategy that is constrained by known funding will not provide the evidence base to support future funding and investment opportunities.

An ambitious but realistic strategy is therefore presented which will require strong commitment and partnership working between Kent County Council and Canterbury City Council in order to meet the challenges ahead.

This Strategy was prepared by Canterbury City Council's Transportation Team and Kent County Council's Highways and Transportation Team. If you would like to discuss any aspect of the Strategy, please contact us at:

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Executive Summary

The Canterbury district Local Plan proposes 15,600 new homes and 6,500 new jobs by 2031 and this Transport Strategy provides the framework for the transport network to support this growth and tackle existing challenges.

The headline aim is "to improve access to services, goods and opportunities and tackle the negative impacts of traffic by promoting sustainable modes of transport, achieving reliable vehicle journey times and supporting sustainable development".

The strategy also aims to protect the historic environment in the city of Canterbury and retain the distinctive character of the coastal towns and rural communities.

Part of the evidence base for the strategy is a 'VISUM' Transport Model. The model has been used to forecast the increase in travel demand and traffic growth from a base year (2008) for two future scenarios:

(a) Background traffic growth to 2031 with existing planning consents and proposed transport measures – this is referred to as the 'Do Minimum' scenario.

(b) As (a) plus all development and transport measures proposed in the Local Plan Preferred Option – this is referred to as the 'Do Something' scenario.

The model forecasts that in the Do Minimum scenario, travel demand (person trips) would increase up to 17% and traffic growth (vehicle trips) would increase by 18%.

In the Do Something scenario, travel demand would increase up to an additional 13% and vehicle trips by an additional 10%.

The Transport Strategy contains four key strands to reduce these increases, improve journey time reliability and meet the target that traffic levels in the centre of Canterbury do not increase by 2031.

Those strands including the aims and a summary of the main actions are as follows:

(1) **Encouraging sustainable travel**

Aim: Encourage the use of alternative modes of transport as an alternative to the private car.

Actions:

- New walking and cycling routes
- Safer cycling initiatives
- Public realm improvements
- New 20mph zones
- Extend bus services and increase frequencies
- Reduce the relative cost of bus travel compared with driving
- Fast bus route from south Canterbury
- Complete the Sturry Road bus lane
- Bus priority measures on Old Dover Road, New Dover Road, Wincheap, Borstal Hill
- Improve rail provision on High Speed and North Kent Mainline routes
- Increase parking provision at Canterbury West and Sturry Stations

(2) **Car parking strategy**

Aim: Manage the availability of car parking to balance the impact of car use with the need to provide access to services and opportunities.

Actions:

- Increase Park and Ride capacity in Canterbury
- Gradual reduction in city centre parking capacity
- Use parking tariffs to encourage use of Park and Ride and sustainable transport
- Park and Ride for Whitstable

(3) **Managing the network**

Aim : Achieve reliable journey times across the transport network.

Actions :

- A2 Interchange at Bridge
- Sturry Relief Road
- Herne Relief Road
- A28-A257 Barracks Link Road
- A2 Off-Slip Road at Wincheap and Wincheap Relief Road
- Extend use of Intelligent Traffic Systems and Urban Traffic Management and Control

(4) **Reducing the Demand to Travel**

Aim: Reduce the overall number and length of journeys undertaken.

Actions:

- Mixed use development
- Increase car sharing
- Increase home-based working
- Establish a Car Club in Canterbury
- Robust travel plans

These actions will provide additional capacity for all modes of transport, making goods and services more accessible to all, whilst also providing the means to reduce the need to travel.

Chapter 1 – Background

1.1 Canterbury's current Transport Action Plan, titled *Unlocking the Gridlock*[1] is now ten years old and since it was produced there have been many changes in the district. With the need to submit a new Local Plan and the Government and County focus on economic growth, now is the appropriate time to publish a new transport strategy.

1.2 Since the previous transport action plan was adopted, planning and consultation has continued on the proposals and actions identified in Unlocking the Gridlock. Most of the aims and objectives from 2004 are still supported, so this strategy expands and builds on this previous work.

1.3 The issue of highway maintenance is acknowledged as a priority for both councils. However the annual programme for highway maintenance is decided independently by the county council through a countywide asset management approach. Therefore, highway maintenance is not covered in this strategy.

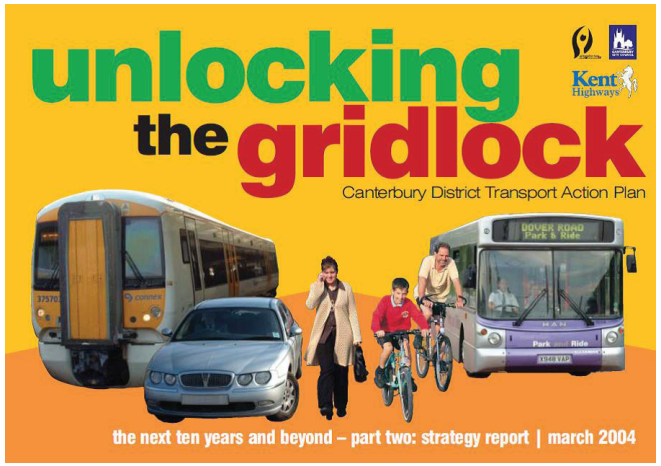
Local transport strategies

1.4 Under the current plan-led system, local transport strategies have traditionally been prepared to bring together transport improvements identified by local people with the longer term needs of the area as identified in the Local Plan. The role of these local transport strategies includes:

- being an open and accountable statement of intent and ambition by politicians
- informing decision making at the local and county level to ensure resources are used effectively and to give certainty to those wishing to invest in the area
- keeping communities informed about the issues that are important to them and helping them to understand how future schemes could have an impact on their lives
- to demonstrate to government that a sound approach to local spatial planning and transport planning is being undertaken.
- to inform developers of the infrastructure requirements of a district

1.5 A number of local transport strategies already exist in Kent, and Canterbury has been at the forefront of this work. In 1999, Canterbury City Council set up a Transport Forum to debate and build consensus on the transport problems and possible solutions. Public consultation was then carried out with local organisations, businesses, residents, transport providers, lobby groups and elected councillors to test their conclusions.

1.6 It was agreed that congestion was the main issue and that alternatives to the private car such as park and ride, public transport, walking and cycling, as well as measures which manage the demand to use the private car, should be developed and promoted, particularly in the urban areas. This also met with the government's policies to support sustainable development. After agreeing the priority issues, the city council investigated these issues to determine the most effective actions to tackle them and these were published in the Canterbury District Transport Action Plan 2004, titled 'Unlocking the Gridlock'.



Significant successes 2004-14

High speed one domestic services

1.7 On 13 December 2009, high speed domestic rail services commenced in Kent, dramatically cutting journey times from London St Pancras to East Kent destinations including Ashford, Canterbury and Folkestone, to less than an hour.

1.8 Data from Southeastern has shown that rail travel overall in the district is growing. The number of journeys to and from Canterbury, Herne Bay and Whitstable has grown from 1.2 million in 2008 to over 1.5 million at the latest count (December 2011)[2]. The numbers also suggest that rail travel has been relatively unaffected by the recent recession.

Canterbury West Station improvements

1.9 In December 2010, £3.96 million of investment to improve the facilities at the station were completed. These improvements included a new footbridge and two lifts, new and enlarged booking hall, disability compliant toilets, a new waiting room and enlarged cafe area, secure cycle parking and better lighting. The funding was provided by the National Stations Improvement Programme (£1.41 million) and the Access for All Programme (£2.55 million).

1.10 Forecourt improvements were completed in November 2013 and these have transformed the appearance of the public space and created a high quality 'gateway' into the city.

Figure 1.1 Canterbury West Station

Increasing bus patronage

1.11 Against a national trend of declining bus use, Canterbury has managed to buck this trend through a combination of measures implemented by all partners working together through a Quality Bus Partnership. Taking annual passenger boarding, there has been an increase of more than two fold between 2004 (4.5m passengers) and 2013 (9.5m passengers)[3].

1.12 The improvements that have brought about this increase have been led by the Canterbury Triangle bus route, which links Canterbury, Whitstable and Herne Bay with a regular 10 minute service. It was introduced in 2004

to improve the service with modern, environmentally-friendly low-floor easy-access buses providing a frequent, punctual and reliable service. In response, bus patronage has increased from 1.54 million passengers in 2003 to 3.74 million passengers in 2011.

1.13 Many other routes to Canterbury have also had big increases in frequency and passenger numbers as shown below:

- Margate: four buses per hour (two per hour in 2004)
- Sandwich: three buses per hour (one to two per hour in 2006)
- Deal: new direct service via Whitfield; five buses per hour via Dover or Sandwich (one per hour in 2006)
- Dover: four buses per hour (one per hour in 2008)
- Folkestone: five buses per hour (three per hour in 2007)
- Ashford: one bus per hour

Traffic levels around Canterbury

1.14 Between 2001 and 2010, traffic counts were carried out on the main routes into the city. These counters created an outer cordon on the edge of the city and an inner cordon nearer the centre. The results show that the level of traffic passing through these cordons has changed little during this period. *(Table 1.1: Canterbury Cordon Vehicle Counts 2001-10)*

1.15 The Canterbury Parking Strategy (2006) continued the principles of the 1989 PARC Plan (Park and Ride in Canterbury) by adopting a policy of redistributing city centre parking to Park and Ride sites. 200 spaces were removed when St Johns car park was converted to a coach park in 2009 and the New Dover Road Park and Ride is due to be expanded by 110 spaces by May 2014.

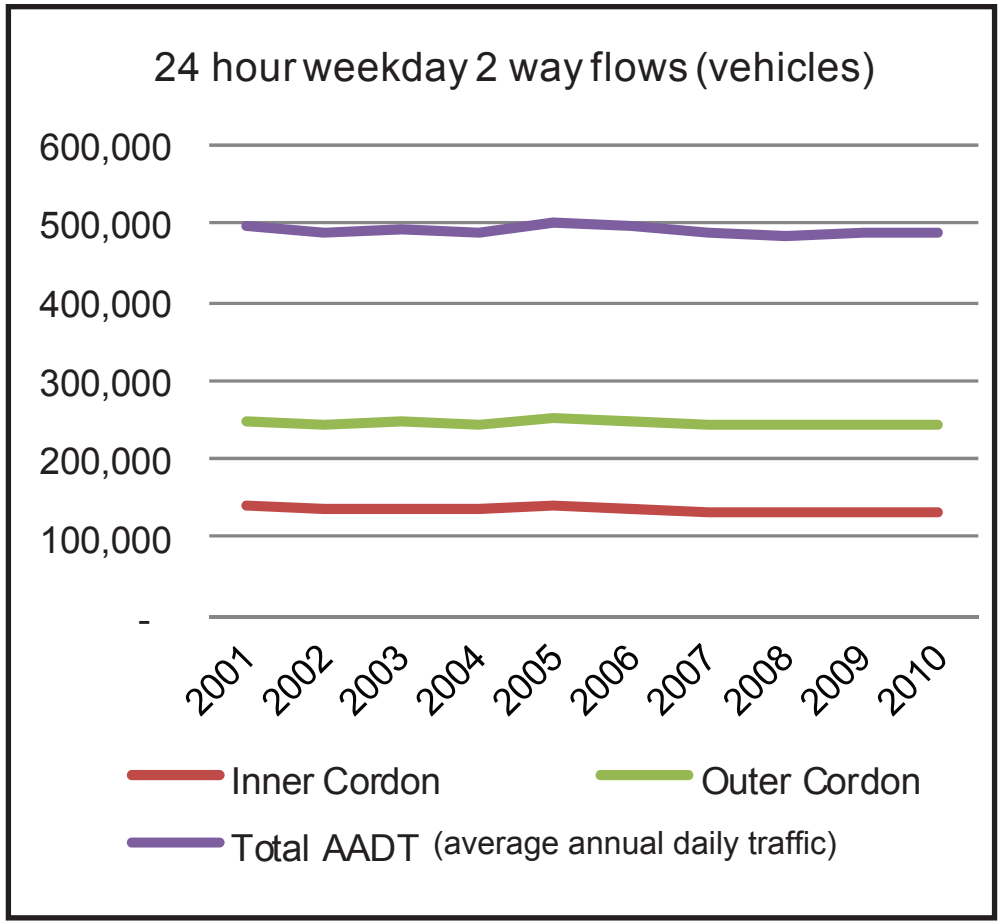


Table 1.1: Canterbury Cordon Vehicle Counts 2001-10

A2 slip road improvements

1.16 The new slip road from the A28 Thanington Road to the A2 London bound was completed and opened to traffic on 25 August 2011. It improves accessibility to the A2 from the Wincheap area and reduces unnecessary traffic on the city centre ring road. In particular it provides a suitable link from the A28 to Herne Bay and Whitstable avoiding the city centre .

New cycle routes

1.17 The Great Stour Way is a three mile surfaced shared use path between Canterbury and Chartham running alongside the river was opened on 21 May 2011. It forms part of National Cycle Route 18 and provides a more direct and attractive traffic-free alternative to the previously signed cycle route on Cockering Road and the heavily trafficked A28 through Thanington and Wincheap.

Figure 1.3 Great Stour Way Cycle Route

Figure 1.2 A2 London Bound On-Slip Road

1.18 The Oyster Bay Trail is a coastal cycle route between Reculver and Whitstable and forms the missing link between the Viking Coastal Trail in Thanet and National Cycle Route 1 in Whitstable. The first phase between Reculver and Swalecliffe, consisting of 6.5 miles of promenades, new traffic-free cycle paths (around Bishopstone Glen and through Reculver Country Park) and lightly trafficked residential and traffic calmed seafront roads was completed in 2009. Phase two comprised a two mile section between Swalecliffe and Whitstable harbour with an additional shared use path between the harbour and Stream Walk where the route connects with National Cycle Route 1. This phase was completed in July 2013.

About our district

1.19 The Canterbury district includes the historic city of Canterbury, the seaside towns of Whitstable and Herne Bay, and rural villages. The district has a population of 153,400 (2012 ONS mid-year estimate).

1.20 Canterbury is a city with a national and global reputation, being world renowned for its cathedral and with its vibrant and cosmopolitan character, is a major draw for tourists, students and shoppers.

1.21 The city is the predominant retail, cultural and educational centre for East Kent and a principal focus for professional services, sitting at the centre of this sub region and is rich in cultural activities offering a broad range of festivals, events and cultural facilities. The new Marlowe Theatre and the redeveloped Beaney Museum and Library have both recently opened.

1.22 Whitstable is famous for its oysters. Its distinctive character, mixing maritime heritage with contemporary art galleries, trendy designer clothing and independant shops makes it a popular destination to live or visit.

1.23 Herne Bay is a traditional seaside town, offering candy floss and fish and chip bars and was recently awarded a Blue Flag award for its beach.

1.24 The district has 12 miles of coastline and beautiful countryside including five areas of High Landscape Value : The North Downs, Blean Woods, North Kent Marshes, The Wantsum Channel and the valley of the River Stour around Canterbury. These areas cover about a third of the district and the Blean Woods comprise the most extensive area of ancient semi-natural woodland in the south east.

1.25 All of these make the district a great place to live, work and visit and nine out of ten residents say they are satisfied with the local area where they live.

1.26 We know from our research over many years that transport issues are consistently a priority for our residents.

1.27 Our 2012 Residents Survey provided the views of over 1,760 local people. We asked them which issues they thought were most important in making somewhere a good place to live, and from the list of 20 issues, public transport was ranked sixth.

1.28 We also asked which issues most needed improving. Road and pavement repairs were the top priority, followed by the level of traffic congestion in second place, and public transport was ranked ninth. Since 2003, road and pavement repairs and the level of traffic congestion have consistently been the top two issues.

Canterbury district's transport network

1.29 Canterbury district is well served by a wide range of transport networks. The A2 trunk road, which provides access to the port of Dover, runs through the heart of the district, giving good access from Canterbury to the rest of the UK. The Primary Route network consists of the A28, which connects the city with Ashford to the south and Thanet to the north-east and the A299 Thanet Way serves the seaside towns of Herne Bay and Whitstable. Further A and B roads connect the main urban areas, complemented by a network of minor roads and streets.

1.30 There is good rail access in the district which has ten stations on the following lines.

- **Ashford to Ramsgate (via Canterbury West) line** which serves, Canterbury West, Chartham and Sturry
- **North Kent Line** serving Whitstable, Chestfield and Swalecliffe and Herne Bay
- **Chatham Main Line** – Dover Branch serving Faversham, Canterbury East, Bekesbourne and Adisham.

1.31 Passenger rail services in the district are currently provided by Southeastern, under the Integrated Kent Franchise, which covers the majority of the County's rail services (including High Speed services). The district also has a good connection to Ashford International station where daily Eurostar services operate from St Pancras International to Lille, Paris and Brussels.

1.32 Most of the bus services in the District are operated by Stagecoach, with a mix of wholly

commercial services and some 'socially necessary' services such as many school and rural services and off-peak services. Canterbury has seen the successful development of branded bus routes such as the Canterbury Triangle and the Thanet Breeze. Additionally, a number of express coach services operate in Canterbury, including daily scheduled services to London from Canterbury, Herne Bay and Whitstable.

1.33 The city council operates three Park and Ride sites, located on the edge of the city on New Dover Road, Wincheap and Sturry Road with capacity for 1,800 vehicles which have saved nearly 8.5 million car journeys into and out of the city centre since 1992. A shuttle bus service to Canterbury hospital from the New Dover Road site commenced operation in April 2012.

1.34 Canterbury has a strong track record in encouraging walking and cycling for everyday journeys. The city has an extensive pedestrianised area and a well-established cycle network

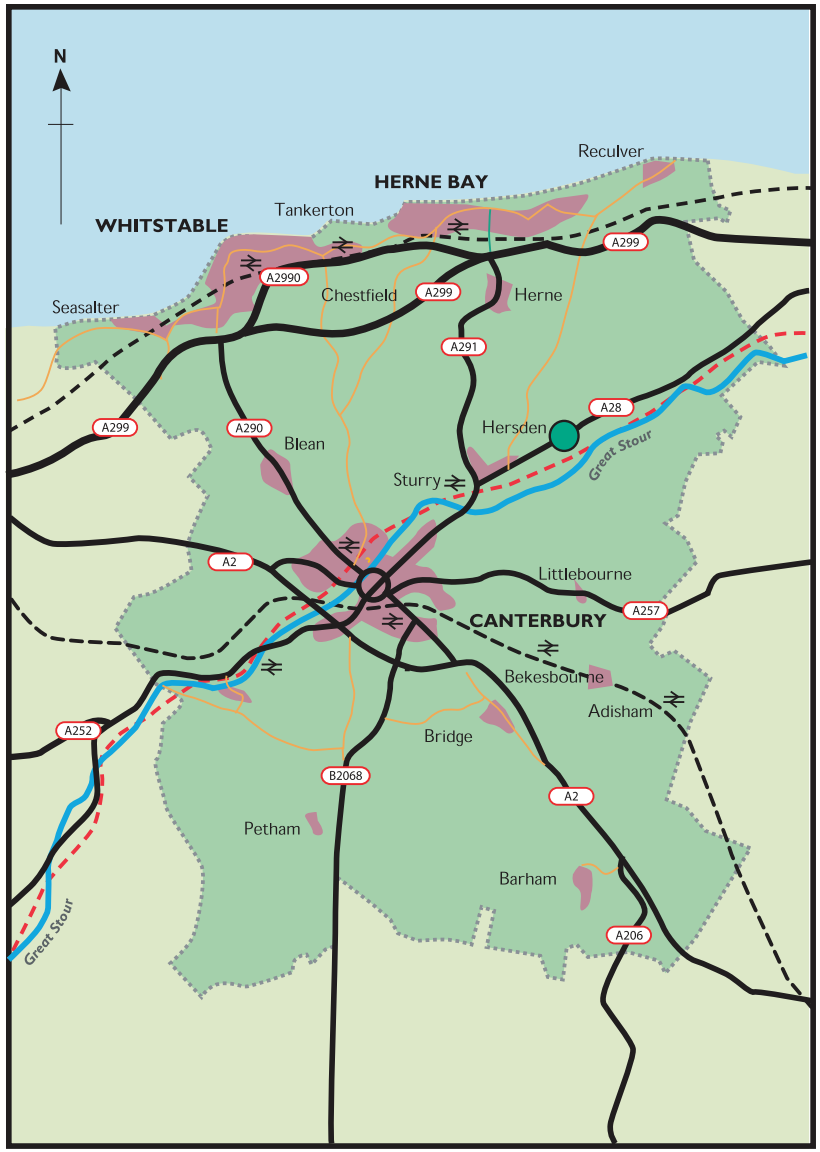


Figure 1.4 Canterbury District Transport Network

which links into off road routes like the Crab and Winkle and National Cycle Route 1. For the more adventurous, there are sign posted long-distance cycle routes along country lanes; Regional Cycle Route 16 towards Dover, Regional Cycle Route 17 towards Folkestone and the Channel Tunnel and Regional Route 15 on the new Oyster Bay Trail from Whitstable to Reculver and beyond into Thanet. In the city, there are approximately 300 cycle parking places at 40 locations.

1.35 The Canterbury district does not have an airport or seaports as such, but Whitstable Harbour remains a working harbour, importing aggregate and producing asphalt for the construction industry.

1.36 Parking provision and availability in the District is variable. There are 17 public car parks serving the city centre, 16 are operated by the city council along with the Whitefriars multi-storey, providing a total capacity of 4,261 spaces. There are ten public car parks in Whitstable and eight in Herne Bay. For on-street parking, Canterbury is divided into 12 zones, with an additional zone in Whitstable and Herne Bay where on-street parking controls apply. Measures vary depending on the location and include residents' permit schemes, pay and display with various time limits, business user permits and daily vouchers for those visiting residents.

Roles and responsibilities

1.37 Canterbury City Council (CCC) has a wide range of responsibilities. In terms of transport, CCC is responsible for on and off street parking enforcement under the Traffic Management Act 2004 as well as the provision and maintenance of car parks, street cleaning, the licensing of taxis and private hire vehicles, the provision of bus shelters, monitoring of air quality and the preparation of a Local Plan. The city council continues to employ a transportation team and is pro-active in managing transport in its area due to the impact that transport has on just about every aspect of life in the district.

1.38 **Kent County Council** (KCC) is the strategic authority for Kent with a statutory responsibility for the provision of a range of services and is the local transport authority for Kent with responsibility for the management and maintenance of all non-strategic roads in the county. In addition, KCC plans and delivers local improvements to the highway network for which funding is received from government through the submission of a bid under the Single Local Growth Fund.

1.39 The management and maintenance of motorways and trunk roads in England is the responsibility of the **Highways Agency (HA)**, which is an executive agency of the Department for Transport (DfT). Both CCC and KCC work in partnership with the HA to prevent incidents on the strategic road network which have an adverse impact on local roads and to assess the impacts of major development and local transport improvements on the road network.

1.40 Kent's domestic rail services are operated by private train operating companies on the basis of franchise contracts specified and let by the DfT. The 'Integrated Kent Franchise', which covers the majority of the county's rail services (including High Speed services), is currently held by **Southeastern**. Rail infrastructure, including all tracks, signals and stations, is owned, operated and maintained by **Network Rail**, a government created private company.

1.36 Stagecoach East Kent operates the majority of bus services in the district and KCC and CCC work closely with them through a Quality Bus Partnership (QBP) which commits all parties to invest jointly in the quality of local bus services and supporting infrastructure.

[1] Canterbury City Council (2004), *Unlocking the Gridlock, Canterbury District Transport Action Plan*

[2] Canterbury City Council (2011), *The Impact of High Speed One Scrutiny Review – Final Report, December 2011*

[3] Stagecoach in East Kent and East Sussex (2013), *Supplied Passenger Figures*

Chapter 2 – Key challenges

Introduction

2.1 The purpose of this strategy is to improve the quality of life for Canterbury's residents and visitors by tackling problems related to local transport. This chapter identifies and specifies these problems and quantifies them where measured. Data for the district is presented where available but for many indicators, these have only been collected at the national or regional level and a district breakdown is not available.

Traffic growth and congestion

2.2 For most of us, the delay and frustration caused by congestion is the biggest transport problem. According to the Department for Transport (DfT), 23% of adults said congestion was a problem most or all of the time on their general road journeys.[1]

2.3 Nationally, traffic levels have steadily increased but the rate of increase has slowed since 1990 and between 2008 and 2010; total road traffic fell, primarily due to the economic recession[2]. Overall, major roads showed a 1.3% decrease in traffic, and minor roads saw a 2.2% decrease in traffic between 2009 and 2010. But despite this recent decline, the DfT forecasts suggest the longer term trend of continual traffic growth will resume and that motor vehicle traffic on the non-strategic road network will grow by 37% from 2010 to 2040[3]. It has been estimated that, based on current car usage, the housing growth planned for Kent could result in an extra 250,000 car journeys on the county's roads every day[4].

2.4 Congestion can be described in many ways but the most suitable measure is to compare journey times in the peak period with the journey time when traffic is flowing freely. If this is calculated per unit length of the journey, it can easily be seen where on the network traffic speeds are slowest. The national congestion indicator (NI167) is measured in Kent by vehicle journey time per mile on all major 'A' roads. The three year figures for 2006-2009 show a reduction from two minutes 11 seconds to two minutes 8 seconds, which is roughly in line with the trend recorded by other English local authorities.

2.5 A DfT study of road pricing gave the value of congestion and unreliability for the UK as £12 billion per year at 2004 prices[5]; this was adjusted to £10.9 billion a year in 2009[6]. The study (2006) concluded that the increase in congestion between 2003 and 2025 would cost £24 billion a year; and The British Chambers of Commerce estimated congestion to be costing businesses £23.8 billion in 2008.

2.6 It is recognised that car ownership is the largest single component of traffic growth and that journeys to and from work are the biggest contributors to peak hour congestion. As such, the statistical data obtained from the 2011 Census in relation to these two aspects provides important information to help identify the key challenges and shape the strategy approach as set out in chapter four.

Table 2.1: Total number of cars or vans in Kent local authority districts in 2011 (Census 2011)

Area	All cars or vans in the area (number)
Maidstone	90,872
Canterbury	73,833
Swale	72,421
Sevenoaks	71,838
Tonbridge and Malling	71,258
Ashford	68,054
Tunbridge Wells	64,474
Thanet	62,110
Dover	57,730
Shepway	56,461
Dartford	51,131
Gravesham	50,774
Kent	790,956

2.7 The Census shows that there are 73,833 cars or vans owned by households in the Canterbury district (Table 2.1). This is the second largest figure in Kent (behind Maidstone), however it should be noted that Canterbury is also the second largest district in the County with 60,771 households.

2.8 As a percentage, car ownership in the Canterbury district increased by 15.3% since the previous census in 2001. This increase is lower than the Kent average of 16.8% but above the South-East and England averages of 12.5% and 13.7% respectively.

2.9 The number of households in the district increased by 9.3% over the same period which shows that car ownership growth outstripped household growth by a factor of 1.6.

2.10 The 2011 Census also provides data on the method of travel to work that is comparable on a national level and regional level (Table 2.2)

Table 2.2: Method of travel to work as % of work trips (excluding not in employment)

	All categories: Method of travel to work (alternative)	Work mainly at or from home	Underground, metro, light rail, tram	Train	Bus, minibus or coach	Taxi	Motorcycle, scooter or moped	Driving a car or van	Passenger in a car or van	Bicycle	On foot	Other method of travel to work	Not in employment
England	**38,881,374**	**10.3**	**4.0**	**5.2**	**7.3**	**0.5**	**0.8**	**54.0**	**4.9**	**2.9**	**9.8**	**0.5**	**35.3**
South East	**6,274,341**	**11.8**	**0.3**	**7.0**	**4.4**	**0.4**	**0.8**	**57.5**	**4.6**	**2.9**	**9.8**	**0.5**	**32.1**
Kent	**1,055,397**	**11.2**	**0.3**	**8.9**	**3.7**	**0.4**	**0.8**	**57.5**	**5.0**	**1.7**	**10.2**	**0.4**	**34.8**
Ashford	84,252	12.5	0.2	6.2	2.6	0.2	0.6	60.2	5.3	2.5	9.2	0.4	31.7
Canterbury	111,867	11.6	0.3	5.0	4.9	0.3	0.7	55.0	4.7	2.7	14.7	0.4	41.3
Dartford	70,488	7.7	0.7	16.9	5.1	0.6	1.4	55.2	4.3	1.1	6.7	0.3	29.6
Dover	80,786	10.3	0.2	3.5	3.6	0.5	0.8	61.3	6.0	2.1	11.2	0.6	37.6
Gravesham	73,191	8.2	0.4	10.6	6.6	0.4	1.1	57.6	6.2	0.9	7.5	0.4	34.9
Maidstone	113,231	11.7	0.1	6.5	3.7	0.2	0.7	60.4	4.8	1.2	10.4	0.3	31.0
Sevenoaks	82,098	13.7	0.4	19.4	1.5	0.3	1.0	52.5	3.5	0.8	6.5	0.4	31.8
Shepway	77,938	11.0	0.2	3.8	4.8	0.5	0.7	59.5	5.4	1.8	11.8	0.6	38.1
Swale	98,607	10.3	0.2	6.7	2.0	0.4	0.9	61.6	5.4	2.2	10.1	0.4	36.3
Thanet	94,452	10.5	0.2	3.8	6.2	0.6	1.0	56.5	6.7	2.5	11.6	0.5	41.6
Tonbridge and Malling	86,435	11.4	0.2	11.8	2.1	0.2	0.9	59.7	4.3	1.4	7.7	0.3	30.6
Tunbridge Wells	82,052	14.0	0.2	14.2	2.3	0.3	0.6	49.7	3.8	1.1	13.4	0.4	30.2

Source: 2011 Census: Method of travel to work (alternative), local authorities in England and Wales: Table CT0015EW

2.11 These figures show that within Kent, the Canterbury district lies third behind Tunbridge Wells and Sevenoaks for the lowest proportion of trips to work by car and has the highest proportion of trips to work on foot or by bicycle.

2.12 In terms of journeys to work on foot, the figure of 14.7% is also significantly above the England and South-East averages of 9.8%.

Table 2.3: % change in method of travel to work between 2001 and 2011 in Canterbury District

Mode of travel	% increase
Bus or coach	+61.1
Train	+47.4
Work mainly from home	+33.3
On foot	+16.2
Driving a car or van	+12.0
Passenger in car or van	-14.9
Bicycle	+0.3

2.13 The largest percentage change has been in bus travel and the 61% increase is significantly above the South-East and England average of around 9%; seven districts in Kent actually saw decreases in bus travel to work.

2.14 Although travel to work by car or van also increased by 12%, when compared to the large increases in public transport, its modal share actually decreased from 56.5% to 55% in overall terms.

2.15 The biggest percentage decrease has been as a passenger in a car or van and this statistic is reflected regionally and nationally.

Transport for all

2.16 The data in the previous section shows that car ownership is increasing and approximately 55% of all journeys to work are made by car or van. However a key challenge of the transport strategy is to meet the needs of all residents in the district.

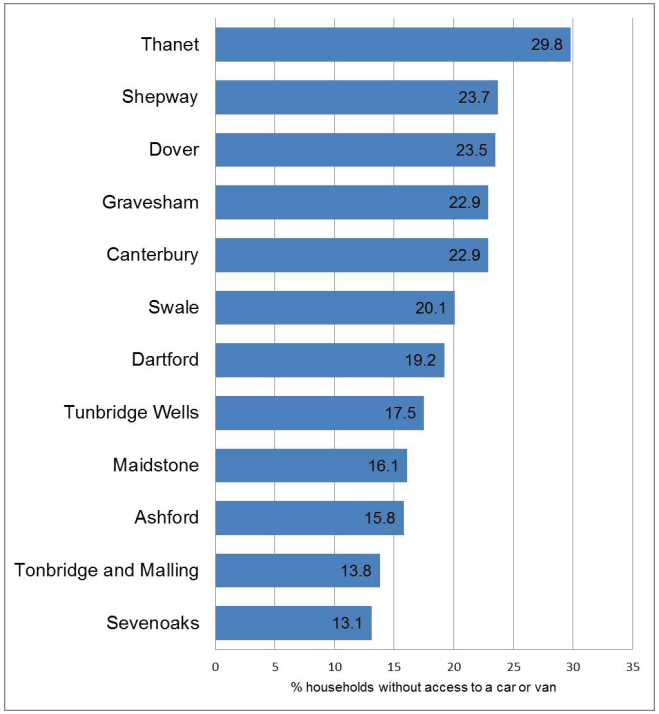
2.17 The English Indices of Deprivation 2010 (ID2010) are the government's official measure of multiple deprivation at the local level. Four of the indicators used are transport related:

- road distance to a GP surgery
- road distance to a supermarket or convenience store
- road distance to a primary school
- road distance to a Post Office.

2.18 A significant proportion of Kent's residents are also unable to access jobs, services and opportunities independently due to their age, income or disability. Two out of five jobseekers say lack of transport is a barrier to getting a job, and one in four jobseekers said the cost of transport is a significant issue[7]. Six percent of 16 to 24 year olds turn down training or further education because of transport problems. Young people in rural areas, and those with learning difficulties and disabilities, are more likely to cite costs of transport as a constraint in pursuing post-16 learning. In 2008, 44% of workless households did not have a car or van (compared with 22% of all households)[8].

2.19 The Census provides information regarding the number of households that do not have access to a car or van.

Table 2.4: Households without access to a car or van in Kent (Census 2011)



2.20 In the Canterbury district 22.9% of households do not have access to a car or van. This is the fourth highest percentage in Kent behind the East Kent authorities of Thanet, Shepway and Dover.

2.21 There has also been a 4.3% increase in the number of households in the district that have not had access to a van or car since 2001. Canterbury lies approximately midpoint (166th out of 326) in the national rankings.

Table 2.5: Percentage change in the number of households without access to a car or van in Kent local authority districts 2001-2011 (Census 2011)

Area	% change
Shepway	13.1
Dartford	9.3
Maidstone	4.4
Canterbury	4.3
Tunbridge Wells	3.2
Kent	2.7
Swale	2.6
Ashford	2.3
Gravesham	1.3
Thanet	0.3
Tonbridge and Malling	-0.8
Dover	-2.4
Sevenoaks	-5.4

Economic growth

2.22 It is recognised that congestion is generally a symptom of success. According to a 2011 report by Experian[9], the Canterbury district fared well during the recession and has enjoyed positive growth higher than the average in south east England. The district has also bucked the regional and national trends and enjoyed positive growth in employment. This has been due to the area's lower concentrations of employment in those sectors most affected by the recession (financial, business services and manufacturing) while private education remains strong and the retail sector has been fairly resilient through the recession and is forecast to grow.

2.23 Despite this success, public sector cuts will have a disproportionate impact in the district. 20% of the workforce is employed by the city's five further and higher education institutions. A further 20% work in other public sector jobs and it is estimated that 1,260 jobs in public and private sector organisations could be lost in the district between 2011 and 2015 due to cuts in public expenditure.

2.24 In response to these challenges and to ensure Canterbury retains its position as the economic driver for east Kent, the Local Plan objectives are focused on strengthening and broadening the local economy and providing sufficient housing to meet local need and support economic growth.

2.25 Economic growth and new development will inevitably mean an increased demand to travel and therefore the single biggest challenge of this strategy will be how this increase in demand will be accommodated.

New housing in east Kent

2.26 The South East Plan made provision for 10,200 new dwellings in Canterbury in the period 2006 to 2026 but subsequent studies have concluded that adhering to the South East Plan housing figures is unlikely to lead to a net increase in jobs over the plan period. Therefore, the city council's proposed level of housing is 15,600 new houses between 2011 and 2031.

2.27 The adopted Dover District Local Development Framework Core Strategy makes provision for 14,000 new homes in and around the town[10]. Much of the housing allocation is concentrated in the Whitfield urban extension, which is less than 25 minutes away from Canterbury city centre so this development is likely to increase the demand for traffic using the A2 and New Dover Road.

2.28 In 2003, Ashford was designated as one of four South East Growth Areas in the Government's Sustainable Communities Plan. A multi-million pound investment programme is currently underway which will effectively double the size of the town.

2.29 New housing and employment in Swale will be focused around Sittingbourne and Sheppey. Swale Borough Council is proposing the development of between 13,500 and 18,500 new homes up to 2031 but is currently reassessing these housing targets. Mixed use development is likely to focus on the expansion and redevelopment of Sittingbourne town centre, the expansion and diversification of Sheerness Port, and the expansion of Kent Science Park to the south of Sittingbourne, incorporating new housing and employment. The policy for Faversham and surrounding rural area is for modest development.

2.30 In Thanet, it is anticipated that Manston Airport and surrounding sites will be the main generator of employment and that Westwood Cross will develop as a large scale residential and business community. Central Margate will be the focus of regeneration efforts and the Port of Ramsgate's cross-channel role will be strengthened.

2.31 Shepway's Core Strategy was formally adopted by the council on 18 September 2013 and has a target to provide 8,000 new dwellings by the end of 2025/26. Development will be led through strategic sites at Folkestone Seafront, Shornecliffe Garrison, Folkestone Racecourse and Westenhanger. The future spatial priority for the North Downs area is to accommodate major new development within the Strategic Corridor (outside of the AONB); consolidating Hawkinge's growth and sensitively meeting the needs of communities within the AONB at better served settlements.

Air quality

2.32 Road transport is a primary source of many air pollutants, particularly in towns and cities. The ever more stringent EU vehicle emissions standards were predicted to deliver cleaner air, but levels of key pollutants have not been falling alongside our busiest streets. This is despite traffic levels being relatively stable in central areas of the UK since the 1990s.

2.33 Modern diesel vehicle emission controls underperform in urban driving conditions and these stop-start motions are common place in the streets of our towns and cities, but aren't adequately represented in the legislated emission standard test conditions. Therefore, a brand new diesel car and one that has been driven for over 10 years, in urban driving conditions, emit similar amounts of a critical pollutant. Worryingly, from a local air quality perspective, diesel cars are more popular than ever. In 2010, sales of diesel cars overtook those with petrol engines for the first time.

2.34 Air pollution can have serious short term and long term effects on people's health, triggering respiratory illness, lung disease and heart conditions. Traffic accounts for over half of the total emissions of nitrogen dioxide (NO2) and particulates (PM10) nationally. The previous government's air quality strategy set health based ambient air quality objectives (emission levels) for ten pollutants. Where it is found that these objectives are likely to be exceeded, the local district council must declare an Air Quality Management Area (AQMA).

2.35 Canterbury City Council has been monitoring air quality since 1993 and declared its first AQMA for Broad Street/Military Road in 2006, followed by an adopted Air Quality Action Plan (AQAP) in 2009. This AQMA has now been included within the council's second AQMA, Air Quality Management Area 2 – Canterbury City Centre which was declared in November 2011 and includes North Lane, St Peters Place, St Dunstan's Street, Wincheap, Sturry Road and Rheims Way, which are all heavily trafficked local roads. The 2009 AQAP will be revised to encompass the areas within AQMA2 and also reflect progress to existing action plan measures and also any new measures.

Canterbury

2.36 Canterbury is the main centre of east Kent for shopping, education and cultural activities. The city currently depends on a large net inflow of commuters to support the level of jobs in the area and has 12 schools offering education to approximately 9,600 11 to 19 year olds. The district attracts almost 7 million visitor trips a year[11] plus a student population of 15,000[12].

2.37 As a consequence, nearly 160,000 vehicles per day travel to and from Canterbury along the nine 'A' and 'B' roads that converge on the city[13] and Canterbury suffers from significant congestion, pollution and other traffic related problems particularly during peak hours. Cross-city trips make up about half the traffic entering the city during peak times[14]. Canterbury is unique in that it has level crossings on three of the main routes into the city at St Dunstans, Sturry and St Stephens Road, which add to traffic delay and disruption.

Figure 2.1 Ring Road Congestion

2.38 Traffic levels in the city have been monitored through an inner and outer cordon in the city. Figure 2.2 shows the extent of these cordons and traffic data for the baseline year of 2008.

2.39 Table 2.6 shows the number of vehicles crossing the inner cordon during the period 2006 to 2010 and demonstrates that traffic levels in the city have more or less stayed constant since 2006.

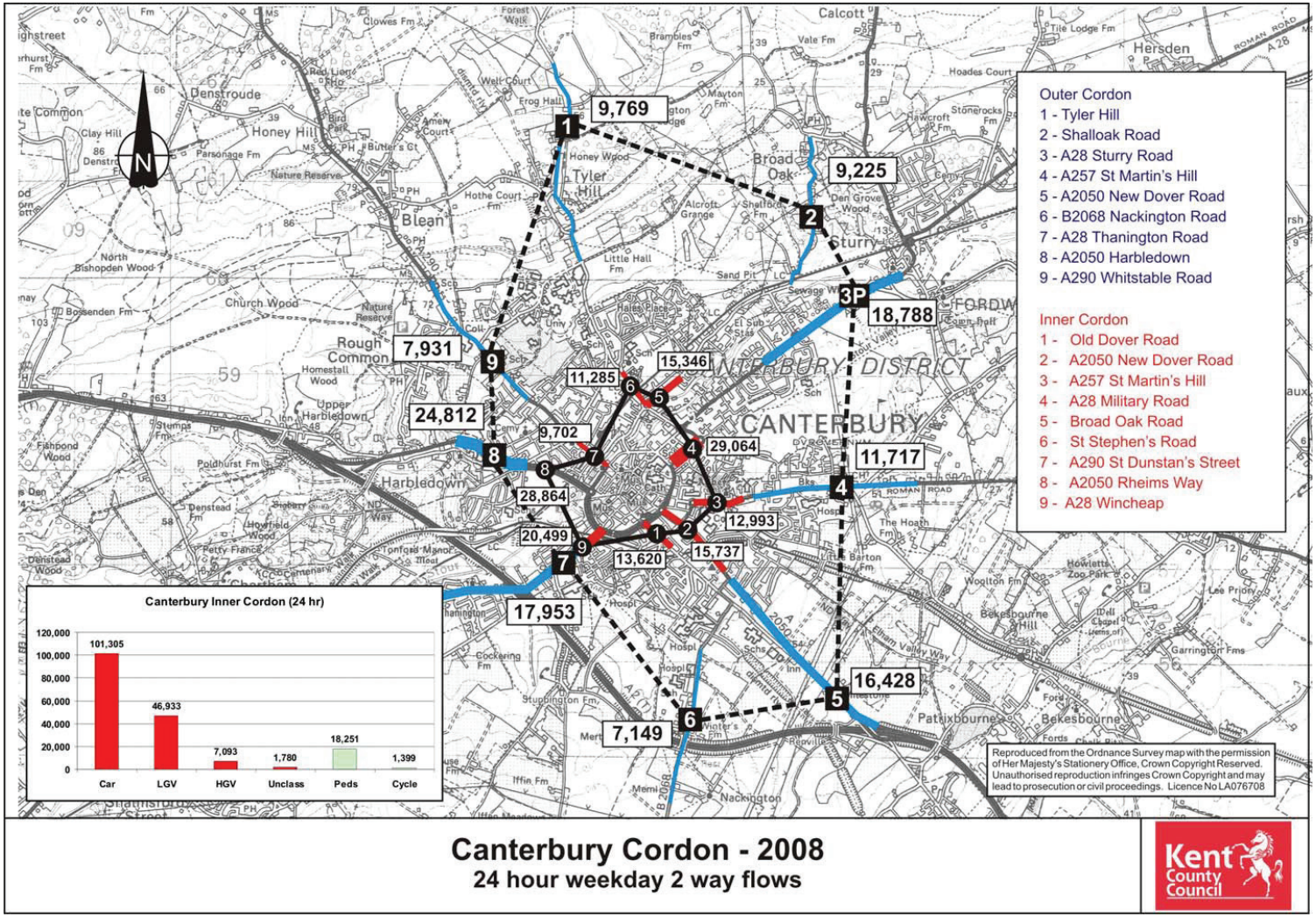


Figure 2.2 Canterbury Cordons Areas

Table 2.6: Multi Modal Two Way Flow - Canterbury Inner Cordon 2006-2010

Cordon	Vehicles in 24 hours					% Change 2009-10
	2006	2007	2008	2009	2010	
Canterbury	154,329	149,673	148,238	151,611	153,080	1.0

Whitstable

2.40 Whitstable is a successful and thriving coastal town which attracts many visitors. The High Street is the main shopping area for the town and is the main vehicle access to the harbour. The town's popularity has increased the long standing conflicts between through traffic, on-street parking, deliveries and pedestrian movement. There is also a very high seasonal demand for car parking, especially during the weekends of the Oyster Festival when 70,000 people visit the town .

Figure 2.3 Whitstable Congestion

Herne Bay

2.41 In contrast to Whitstable, Herne Bay does not suffer from congestion and the key challenge is to revitalise the town centre. The main issue for Herne Bay is retail leakage to other areas particularly Canterbury, Westwood Cross and superstores along the A2990. As a result many vehicle journeys are made which could be avoided if the town centre can be regenerated. Reducing the need to travel outside the town to access services, supplies and for employment is one of the aims of the Central Development Area Action Plan.

Villages/rural areas

2.42 The Canterbury district has many rural areas which consist of picturesque villages and hamlets surrounded by beautiful countryside.

2.43 In rural communities, transport issues relate mainly to highway safety and the severance of local communities. These include speeding, hazards such as tight bends and the risk of injury to pedestrians walking to local shops, schools and other amenities. The distance from urban centres and limited provision of public transport means that many rural communities have little choice but to own a car. Only 51% of rural households are within a 13 minute walk of a bus stop with at least an hourly service, compared with 96% of urban households, and approximately 20% of households in England without access to a car reported some difficulty in accessing doctors and supermarkets[15].

2.44 Some villages also suffer from traffic using rural or residential areas to avoid congestion on main distributor routes.

International traffic

2.45 Dover Harbour Board operates Europe's biggest roll-on roll-off ferry port for both freight and passenger traffic. It handled 12.75 million passengers, 2.47 million cars and 2.21 million HGVs in 2013[16]. Government forecasts suggest an 85% growth in cross-Channel (Ramsgate, Dover and Channel Tunnel) freight between 2005 and 2030, with a short term forecast of 2% per annum[17]. This represents an increase in HGVs from 3.8 million in 2005 to 7.1 million in

2030. This growth is likely to be largely shared by the Port of Dover and the Channel Tunnel, as these offer the shortest and most attractive cross-Channel routes.

2.46 Kent County Council would like to see a system of 'bifurcation' for port traffic which would be encouraged to use either the A2/M2 or M20/A20 route depending on the port/Channel crossing being used, rather than the M20/A20 which is currently the strategic national corridor. The use of the M2/A2 would be supported by the proposal for a third Thames Crossing, which would connect to the A2 if located to the east of the current Dartford Crossing.

2.47 It is not clear what impact increased traffic on the A2 through the district will have; the A2 itself does not suffer from congestion though there are delays at the M2 Junction 7 during the peak which is acknowledged as a potential constraint on development by the Highways Agency

Safer Roads

2.48 Across the European Union, road traffic accidents remain the leading cause of death in children and young people[18]. However, in Great Britain, since the early 1990s, the number and severity of reported accidents has reduced. Compared with 1990, in 2012: there were one-third the number of people killed in road accidents (-66%); there were fewer people seriously injured (-62%); and the slight casualty rate is 38% lower[19].

2.49 In Kent, there was a small increase in the number of killed or seriously injured (KSI) from 519 in 2011 to 524 in 2012 . The number of child KSIs remained constant.

2.50 Collisions and casualties in Canterbury have remained consistent over the last three years. After a peak in child casualties in 2011 (52), child casualties have reduced in 2012[20] to 40. Pedestrian and pedal cycle casualties in Canterbury continue to make up larger than average proportions of casualties. Canterbury also recorded the highest number of casualties aged 65 and over.

[1] DfT (2008), *Public attitudes to congestion and road pricing*

[2] DfT (2011), *Transport Statistics Great Britain Statistical Release - 15 December 2011*

[3] DfT (2013), *Road Transport Forecasts 2013 -Results from the Department for Transport's National Transport Model*

[4] Kent County Council (2010), *Growth without Gridlock – A transport delivery plan for Kent*

[5] DfT (2004), *Feasibility Study of Road Pricing in the UK*

[6] Cabinet Office Strategy Unit et al. (2009), *The Future of Urban Transport*

[7] Office of the Deputy Prime Minister and Social Exclusion Unit (2003), *Making the Connections: Final Report on Transport and Social Exclusion*

[8] Office for National Statistics (2008),

[9] Experian (2011), *Review of Canterbury Futures Study At a Crossroads*

[10] Dover District Council (2010), *Dover Local Development Framework: Core Strategy*

[11] VisitCanterbury (2010), *The Economic Impact of Tourism on the City of Canterbury 2010*

[12] ECOTEC (2009), *Canterbury District, the Strategic Housing Market Assessment*

[13] Kent County Council (2010), *Kent Travel Report*

[14] Canterbury City Council (2004), *Canterbury District Transport Action Plan – Unlocking the Gridlock*

[15] DfT (2009), *Transport Trends*

[16] Dover Harbour Board (2014), *Annual Traffic Statistics*

[17] DfT (2007), *UK Port Demand Forecasts to 2030*

[18] South East Public Health Observatory (2008), *Choosing Health in the South-East*

[19] House of Commons Library (2013), *Standard Note: Reported Road Accident Statistics*

[20] Kent County Council (2013), *Road Casualties in Kent Annual Review 2012*

Chapter 3 – Existing plans and strategies

Introduction

3.1 Local plans and strategies need to:

- support national and regional objectives set out by statutory bodies including the government, who control the way that local planning is carried out through legislation and guidance
- be consistent with the priorities and objectives set out by the county council and the city council
- take account of and support plans by other organisations and authorities that will have an impact on the district

3.2 The coalition government wants to move decision making to local people to create a "Big Society" and The Localism Act 2011 gives new freedoms and flexibilities for local government and new rights and powers for communities and individuals. This includes reforms to the planning system, where the decision on the scale and distribution of new housing and the priorities for new infrastructure and economic development has passed to local councils and the Local Enterprise Partnerships.

3.3 Government control of local transport decision making through reward funding has also been abolished, with the focus shifting to making local authorities accountable to their residents through local targets and performance monitoring.

Canterbury

Canterbury City Council Corporate Plan

3.4 The current Corporate Plan was adopted in September 2011 and it sets out a number of council pledges relevant to the Transport Strategy to:

- support the growth of our economy and the number of people in work;
- plan for the right type and number of homes in the right place to create sustainable communities in the future;
- support improvements to tackle traffic congestion;
- tackle disadvantage within our district;
- make our district cleaner and greener and lead by example on environmental issues;

These pledges were broadly supported by a wide range of local stakeholder groups.

3.5 Some of the key actions in the Corporate Plan relate directly to the strategic direction of the Local Plan which will affect the Transport Strategy. These actions include:

- Preparing and delivering a new Local Plan that strengthens and diversifies our economy in our city, towns and villages;
- Making best use of existing land and identifying new opportunities to enable existing businesses to stay and expand and for new businesses to locate to the area;
- Supporting higher and further education organisations to achieve their ambitions and to create jobs for new graduates and others in the local community;
- Through the council's plans, encouraging and influencing the growth of the economy, especially in the knowledge-based sector;
- Encouraging the building of the right number and type of homes in the right place to support job growth;
- Ensuring the new Local Plan allocates enough land for enough homes to meet the needs of our sustainable communities in the future;

- Ensuring new building development occurs in the right places to support broader travel options and promoting alternatives to reduce traffic across the district; and
- Ensuring that our plans and activities give sufficient protection to heritage sites and the built and natural environment.

Canterbury District Local Plan

3.6 The Local Plan provides the framework within which development can take place up to 2031 and is being produced by the city council. This Transport Strategy will sit alongside the Local Plan as supporting evidence.

3.7 The Local Plan states the vision for the district as

"through focused, well-planned and environmentally sustainable growth, by 2030 the Canterbury district will be defined by a dynamic strong economy and distinctive cultural and visitor experience from which our communities will prosper. As a council we will provide leadership for our community and shape our district through working in partnership to deliver our vision.

We are ambitious and will do the best for our people and will be prepared to take the difficult decisions which may be needed when choices have to be made. We will support the growth needed to deliver our ambition of having a strong dynamic economy and a skilled well-paid workforce supported by the quality of life and housing of the appropriate scale and quality."

3.8 The Plan objectives are:

- to strengthen and broaden the local economy
- to provide sufficient housing to meet local housing need and support economic growth
- to protect the built and natural environment
- to develop sustainable communities, and seek to ensure that adequate community facilities are provided

Futures work and review

3.9 In 2006-7, the council commissioned work on a Futures study for the district. Working with key local and statutory stakeholders and Experian Business Strategies/Future Foundation, the work identified a number of realistic future scenarios that could face the district.

3.10 The key outcome was that the best strategy for the district to pursue would be to work to the area's strengths by reinforcing the 'Canterbury experience' (the visitor economy and a strong mix of retail, leisure, culture and heritage), and to make the best use of the area's existing resources, such as the strong education base, by supporting and encouraging the development of the knowledge economy. This twin-track approach would be underpinned by a strong commitment to high environmental standards and supporting local goods and services.

3.11 In 2011, taking into account changing economic circumstances, the council asked Experian to review the findings of the original study, to seek to ensure that the assumptions and conclusions remained valid. Experian confirmed that the scenarios were still valid, and that the preferred scenario was still achievable, although in the short term, circumstances would be more difficult.

3.12 The strategic vision set out as the basis for the Local Plan has been developed from these outcomes. The vision recognises that there needs to be more sustained effort to create a higher-value local economy with high-paid jobs by improving the district's retail and cultural experience and building more business service activities. Green and sustainable principles must underpin this development to ensure the protection of the district's environment, which is in fact a key asset in attracting higher value jobs and higher spending visitors.

3.13 To help to realise the strategic vision, the Local Plan needs to make available appropriate land for necessary development and create the right conditions in terms of:

- conditions for business – to start up, attract and retain new businesses
- conditions for visitors – to encourage them to visit, to stay and to spend; and

- conditions for residents – to improve quality of life whilst retaining our heritage and natural assets.

An overview of recent Local Plan development

3.14 Since the Core Strategy Options Report was published for consultation in 2010, the council has been seeking to move its planning strategy forward.

3.15 The revocation of the Regional Strategies (including the South East Plan) and the introduction of the National Planning Policy Framework (NPPF), have significantly changed the national policy context for the preparation of Core Strategies and Local Plans.

3.16 In order to respond to the changing national policy context, the council has undertaken a number of studies to better understand the implications of different levels of development for the district, and in particular in relation to the NPPF and the outcomes from the Futures work. It has also sought the views of local people on development issues in general, and the potential future development options for the district.

Links to other Canterbury City Council strategies

3.17 The council's Environment Strategy was first adopted in July 2009 and revised in November 2013. It addresses a range of environmental issues in the district including pollution; travel and transport; energy conservation; the natural and built environment and climate change.

3.18 The council's Housing Strategy was adopted in 2012. The strategy seeks to meet the housing needs of local people, and to support the economic aspirations of the area for the period 2012-16

3.19 The council's Local Economy Policy acknowledges the challenges to the district's economy and seeks to tackle the issues identified in both the Futures Study and Local Plan.

3.20 The council's Open Space Strategy sets out a way forward to enhance open space for future generations. It includes an assessment of access, quantity, quality and value and a programme or priorities of projects for each typology has been agreed. The Strategy is currently being updated for the period 2015-2020.

3.21 The council's Public Realm Strategy "Streets as Destinations" (2008) sets out the priorities for investment in the historic centre of Canterbury.

East Kent Regional Policy

Manston Airport Master Plan

3.22 The expansion of Manston Airport is considered a key enabler to boost the economy of Thanet and is well placed to pick up the increasing demand for flights in the south-east. In November 2009, Infratil published its Master Plan for Manston Airport, which set out its proposals for the progressive expansion of the airport over the next 25 years in order to cater for a forecast 4.75 million passengers per annum by 2033[1]. Part of the proposal is for a Thanet Parkway station located near Minster to serve the airport. In April 2013, KLM commenced flights between Manston and Schiphol airport. On 29 November 2013, the airport was sold to Manston Skyport Limited.

Dover Port Masterplan

3.23 In the future, increased trade in goods and commodities can be expected and the Department for Transport GB-wide forecasts suggest a two fold increase in roll-on roll-off traffic, from 85m tonnes in 2005 to 170m tonnes in 2030[2]. Dover Port published its master plan in March 2006[3], setting out proposals to respond to the forecast increase. The Masterplan has identified that the Eastern Docks is close to capacity and that increased ferry demand could only be met through developing a second terminal at the Western Docks. In December

2011, the government approved the £400 million development of Terminal 2 and while it will not be built until market conditions are favourable, the potential future impact on freight traffic in the county is significant and will undoubtedly see increased freight traffic using the A2 through the district.

County Policy

Vision for Kent 2012-22 (2012)

3.24 The Vision for Kent is a countywide strategy for the social, economic and environmental wellbeing of Kent's communities. It has been written around three major ambitions, which are to:-

- **Grow the economy** by supporting businesses to be successful, including improvements to the transport network and the provision of high-speed broadband;
- **Tackle disadvantage** by fostering aspiration rather than dependency, including the provision of comprehensive, reliable and affordable public transport services providing access to education and employment opportunities; and
- **Put the citizen in control** by involving people in making decisions and working with them to design services that meet their needs and suit them, including the continued provision of KCC's Member Highway Fund and support for community bus and rail schemes.

Growth without Gridlock in Kent and Medway (2014)

3.25 Growth without Gridlock in Kent and Medway is KCC's bold and ambitious 20-year plan for essential transport improvements and innovative funding solutions to support the substantial growth planned of 23,000 new homes and 40,00 new jobs by 2021. The Plan calls for greater transport funding and delivery powers for local transport authorities and calls on the DfT to progress those schemes of national importance, including a third Thames Crossing, a long-term solution to Operation Stack, dualling the A21 and a scheme of foreign road user charging. Recent changes in regional governance have seen the creation of Local Enterprise Partnerships and the devolution of major scheme funding into a Single Growth Fund. The Plan recognises that a partnership approach is essential to delivering the transport programme.

3.26 The transport schemes proposed for the Canterbury district are:

- Sturry link road
- A28 Sturry Road integrated transport package
- A2/A28 off-slip and link road

Local Transport Plan for Kent 2011-16 (2011)

3.27 The preparation and submission of a Local Transport Plan (LTP) is a statutory requirement of all local transport authorities in England. An LTP sets out the authority's policies and delivery plans for managing and improving the local transport network. The government's Guidance on LTPs (July 2009)[4] made clear that they should reflect and support Local Plans and that, in two-tier areas, county councils should work closely with districts to ensure alignment between these documents and ensure that the transport implications of development proposals are identified and mitigated at an early stage in the planning process.

3.28 KCC's strategic approach for Kent's third Local Transport Plan (LTP3), covering the period 2011 to 2016, was to develop five LTP3 Themes aligned to the previous government's national transport goals. These themes are:-

- **Growth without gridlock** – covering the objectives of traffic management, unlocking regeneration and housing growth, improving access to jobs and services, and supporting the function of the county's international gateways;
- **A safer and healthier county** – covering the objectives of safer roads, active travel, and a safe and secure network;
- **Supporting independence** – covering the objectives of improving access to public

transport, walking and cycling, particularly in disadvantaged areas;

- **Tackling a changing climate** – covering the objectives of reducing emissions from transport and smarter travel; and
- **Enjoying life in Kent** – covering the objectives of improving access to learning, culture, social networks and the countryside, enhancing the journey experience, protecting Kent's natural and built environment, and providing for sociable streets.

3.29 The LTP3 Implementation Plans allocate the funding over the five years up to 2016 to these themes with additional Implementation Plans and funding for the Members Highway Fund and Crash Remedial Measures.

Rail Action Plan for Kent (2011)

3.30 The Rail Action Plan for Kent sets out the principal objectives of KCC to ensure that the new Integrated Kent Franchise delivers a rail service that fully meets the needs of the county's commuters, residents and visitors[5]. It recommends that further improvements to several routes in the county be included in the new franchise specification and that ticket prices offer better value for money. Major priorities for action include:-

- reinstatement of city services to Maidstone East and West Malling;
- extending high speed services from Dover via Deal and Sandwich to Ramsgate;
- improving rail journey times between Ashford and Ramsgate via the proposed Thanet Parkway Station at Cliffsend;
- improvements to the North Kent line;
- investigating the feasibility of a direct Ashford-Gatwick service;
- including Maidstone East as the principal Kent terminus for Thameslink services from 2018.

National Policy

Local Transport White Paper (2011)

3.31 In January 2011, the Government published a White Paper – *Creating Growth Cutting Carbon - Making Sustainable Local Transport Happen*[6] which set out how local transport initiatives can contribute to its vision for

"a transport system that is an engine for economic growth, but one that is also greener and safer and improves quality of life in our communities".

3.32 The government believes that targeting investment in projects that promote green growth will build the balanced, dynamic low carbon economy that is essential to our future prosperity. It also believes that local action is best placed to deliver the early reduction in carbon emissions through the promotion of sustainable transport modes like walking, cycling and public transport which also facilitate access to local jobs that will boost economic growth.

3.33 Therefore, the government's priority for local transport, is to:

"Encourage sustainable local travel and economic growth by making public transport and cycling and walking more attractive and effective, promoting lower carbon transport and tackling local road congestion."[7]

National Planning Policy Framework (2012)

3.34 The DfT's vision has been carried forward into the government's new National Planning Policy Framework (NPPF), which has replaced the previous suite of Planning Guidance. The NPPF emphasises the importance of rebalancing the transport system in favour of sustainable transport modes, whilst encouraging local authorities to plan proactively for the transport infrastructure necessary to support the growth of ports, airports and other major generators of travel demand.

3.35 The NPPF recommends that Transport Assessments and Travel Plans should accompany applications for developments that generate significant amounts of movement, although it recognises that the opportunities to maximise sustainable transport solutions will vary from urban to rural areas. Paragraph

32 sets out three tests that development plans and decisions should take account of. These are whether:

- the opportunities for sustainable transport modes have been taken up depending on the nature and location of the site, to reduce the need for major transport infrastructure;
- safe and suitable access to the site can be achieved for all people; and
- improvements can be undertaken within the transport network that cost effectively limit the impacts of development.

Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe.

[1] Kent International Airport (2009), *Kent International Airport – Manston: Master Plan*

[2] DfT (2012), *The National Policy Statement for Ports*

[3] Dover Harbour Board (2006), *Planning for the next generation – overview of proposals*

[4] DfT (2009), Guidance on Local Transport Plans

[5] KCC (2011), *Rail Action Plan for Kent*

[6] Department for Transport (2011), *Creating Growth, Cutting Carbon - Making Sustainable Local Transport Happen*

[7] Department for Transport (2010), *Business Plan 2011–2015.* (http://www.dft.gov.uk/ about/publications/ business/plan2011-15/)

Chapter 4 – Strategy for the Canterbury district

Introduction

4.1 This chapter forms the core of this strategy because it:

- takes the long-term vision for the district as set out in the previous chapter
- considers different transport policies and objectives that support this vision; and
- demonstrates how these policies and objectives have informed both the preparation of the Local Plan and the prioritisation of local transport measures.

Strategy approach

4.2 The approach taken for the previous Canterbury District Transport Action Plan was to adopt five key aims:

- improve travel choice
- reduce traffic congestion
- improve road safety
- reduce travel demand
- improve travel awareness.

4.3 It was felt that congestion was the biggest problem to be tackled but that further road building would be of limited benefit due to the lack of available land to build on, the threat to the historic fabric of the city and the impacts of increased traffic elsewhere on the network. It was decided that the priority would be to encourage a shift to other modes of transport and therefore aimed to bring about an improvement in public transport, park and ride, walking and cycling.

4.4 This approach has been broadly successful: Canterbury continues to be a vibrant and attractive place and traffic levels have stabilised. However there is still congestion, air quality remains poor in places and barriers to walking and cycling using public transport still remain.

4.5 This strategy seeks to build on and develop the successful policies in the previous plan. However it is accepted that a more focussed and robust delivery plan is required to ensure that the identified actions reduce or remove existing problems and cope with future challenges in particular the impact of new development.

4.6 This strategy proposes a hierarchy of transport modes where measures to cater for them will be considered in the following order:

- walking
- cycling
- public transport
- park and ride
- private car

4.7 To do this, this Strategy is broken down into seven strands as shown in Table 4.1. Each strand has an aim and a number of related transport issues.

Table 4.1: The Strands of the Strategy

Headline Aim	Strand	Aim	Main Transport Issues
"To improve access to services, goods and opportunities and tackle the negative impacts of traffic by promoting sustainable modes of transport, achieving reliable vehicle journey times and supporting sustainable development" ***success to be measured by:** **1. average journey times to key destinations by sustainable forms of transport** **2. journey time reliability** **3. modal share targets**	Encouraging sustainable travel	Encourage the use of alternative modes of transport as an alternative to the private car	Walking Cycling Bus Rail
	Car parking strategy	Manage the availability of car parking to balance the impact of car use with the need to provide access to services and opportunities	On and off-street parking supply Parking tariffs Park and Ride Future parking demand Residential parking standards Enforcement and management issues
	Managing the network	Achieve reliable journey times across the transport network	Intelligent transport systems Improving traffic flow Additional capacity and transport infrastructure improvements Minimising disruption
	Reducing the demand to travel	Reduce the overall number and length of journeys undertaken	Sustainable and mixed use development Travel plans Car sharing/car clubs Broadband coverage and home-based working
	Access for all	Support independence and reduce social exclusion	Transport poverty Supported bus services Community transport Concessionary travel schemes Inclusive design
	Air quality and freight	We will stabilise and, where possible, reverse the adverse effect of transport on the natural and built environment and on local communities	Local air quality management Air quality action plan Freight action plan Planning and development control
	Road safety	Reduce the number of people killed and injured on Canterbury's roads.	Crash remedial measures 20mph zones Speed management Road safety campaigns Safer routes to school

Key aims

4.8 We are all familiar with the impact that congestion and delays have on our lives. It is generally accepted that a degree of congestion is inevitable, particularly at peak periods and that this is an acceptable price to pay for a place being successful and attractive. While we all want to spend as little time as possible or our journey, most of the frustration comes from being unable to predict how long a journey will take. The RAC has reported that its members feel that "now it's the unnecessary and unexpected delays which cause anger…motorists want to know how long their journey is going to take, however long, so they can plan around it"[1].

4.9 Therefore, this strategy aims to improve journey time reliability so that the time it takes to travel varies as little as possible from day to day and we can better estimate our arrival time. Journey times along a route are fairly constant until it starts to reach capacity and then delays occur at junctions. There are ways of managing traffic flow but these have limited ability and the best way to achieve reliable journey times is to avoid traffic build up.

4.10 It has long been recognised that building extra road capacity does little to solve existing traffic congestion and can actually increase traffic on roads. There is likely to be limited funding available for major road building and we need to accept that there is finite road space, particularly in an historic city like Canterbury.

4.11 Therefore the way to tackle congestion while maintaining and improving access is to promote alternative forms of travel. This means that those who still need to use a vehicle will still be able get around and those journeys that could be walked, cycled or taken on the bus or train will be encouraged.

4.12 The government's white paper 'Creating Growth, Cutting Carbon' (2011) states that two-thirds of all journeys are under five miles and research has shown that a substantial proportion of drivers would be willing to drive less, particularly for shorter trips, if practical alternatives were available.

4.13 Data from the 2001 Census revealed that 37% of people who work in the city travel less than 3 miles. In many cases these journeys can take longer by car than walking or cycling, as well as being more expensive.

4.14 It is accepted that walking and cycling is not suitable for all and some of the barriers and solutions are considered in Chapter 5. However a key aim of this strategy is to break the habit of car use for journeys of three miles or less by car. Changing attitudes, and the fundamental way people choose to travel will take time and require strong commitment as well as investment. But other cities both in England and across Europe have faced similar congestion problems to Canterbury and have succeeded using this approach.

4.15 In addition, adopting a sustainable approach to transport is considered essential in order to mitigate the impact of additional development. A target of this strategy is that traffic in the city centre will not increase by 2031 and the predicted increase in the demand to travel will be met by increasing the mode shares of walking, cycling, public transport and home/ remote working.

4.16 There will still be a need to consider some new road building directly associated with developments, as well as highway improvements that improve traffic flow. The scale of proposed development provides the opportunity to deliver key transport infrastructure that has been as aspiration for many years including : Sturry relief road, Herne relief road, A2 interchange at Bridge, A257 to A28 link road and an A2 off-slip road at Wincheap.

4.17 There is currently one Air Quality Management Area (AQMA) declared for parts of the ring road and main arterial routes into the city centre. This was due to nitrogen dioxide mainly resulting from vehicle emissions exceeding Air Quality Objectives (AQO). A reduction in traffic congestion can lead to a reduction in vehicle emissions with the ultimate aim of bringing levels of nitrogen dioxide to below the AQO limit. This would enable the existing AQMA to be revoked and is a key aim of this plan.

The scale and location of new development

4.18 In 2011, a Development Requirements Study was undertaken to consider different levels of development that would meet the Futures 'preferred option'. The main conclusion of the study was that a significant level of housing would be required to support an increase in local labour supply and encourage new job creation and the development of new and innovative industries. Crucially, the report concluded that adhering to the South East Plan housing figures would be likely to lead to virtually no net increase in jobs over the plan period.

4.19 Also in 2011, public opinion research was undertaken by Ipsos MORI[2]. This work demonstrated that there was a significant level of public support for the scale of development set out in the draft Local Plan. There was an expressed desire that higher levels of development should deliver tangible benefits to local people in terms of affordable housing and economic benefits, and providing the opportunity for young people and families to remain in their local area. The majority of respondents also believed that more needed to be done to support local business. The research indicated support for development at Canterbury, Herne Bay and the larger, better-served, villages, but less support for development at Whitstable and the smaller villages.

4.20 The proposed scale of new development is shown in Table 4.2

Table 4.2: Proposed Scale of New Development in Canterbury 2011-31

Development type	2011-16	2016-21	2021-26	2026-31	Total (2011-31)
Housing (dwellings)	3,000	4,200	4,200	4,200	15,600
Employment land (sqm)	25,000	25,000	23,775	23,000	96,775
Open space (ha)	45	45	44	44	178

4.21 One of the key roles of the Local Plan is to consider and evaluate 'realistic and reasonable' alternatives in developing the most appropriate development strategy. Work had been carried out on various options under the LDF Core Strategy options but as a result of the government's decision to abolish the South East Plan, the city council decided to review its development requirements and the settlement hierarchy to inform the new Local Plan.

4.22 The Settlement Hierarchy Study (2011) recommended that new housing development should primarily be concentrated in the urban centres of the district, with limited new development in the rural settlements, proportionate to their scale and position in the settlement hierarchy.

4.23 The allocation of land for new development will continue to make the best use of previously developed land and buildings and will follow a sequential approach to the sustainable location of new development. The distribution of new development will also reflect the settlement hierarchy and be commensurate with their scale and position in the hierarchy.

4.24 The urban areas of Canterbury, Herne Bay and Whitstable will continue to be the principal focus for development.

Planning and transport

4.25 Land-use decisions taken in the past are having a profound effect on travel patterns today as the location, type and layout of new development and redevelopment influence how we travel to these places.

4.26 Since the 1980s, there has been a shift to the edge of urban areas with a number of out-of-town retail developments and other facilities being permitted. This has been mainly a result of concerns relating to their impact on the local road network, which has led to development being located close to the motorways and other strategic routes and away from town centres; places which are likely to be attractive to businesses and developers because of their wider accessibility by car.

4.27 This has encouraged longer distance commuting and more journeys by car, making walking, cycling and bus use to these locations virtually non-existent. There has been out-of-centre retail development in Canterbury in the last twenty years, most notably on the Sturry Road and in Wincheap. This type of development can be difficult to serve by bus and their layout is unattractive and obstructive to movement between shops on foot.

Sustainable development

4.28 The land-use planning system – both at the strategic level of the local plan, and at the day-to-day level of development control – offers an important tool for building in less car-dependent lifestyles for the next 20 years and beyond.

4.29 It is not the role of the Transport Strategy to challenge or confirm the overall scale of development. However transport data and policies are relevant in assessing the distribution and impact of development.

4.30 The key transport objectives of sustainable development are to place development in the right location to reduce the need to travel and to ensure sustainable transport alternatives to private cars are available.

4.31 The 2011 census data (Table 4.3) shows that walking and cycling journeys account for 34.7% of all travel to work journeys from Canterbury city wards but only 17.4% as a percentage district wide. Similarly travel to work by car is 39.5% from city wards and 55% district wide.

4.32 This data supports the established transport principles that locating new development at existing housing and employment hubs reduces car dependency.

Table 4.3: Method of travel to work in selected Canterbury wards (Census 2011)

2011 Census	Barton	Northgate	St Stephens	Westgate	Wincheap	City Wards	City Wards	Canterbury District	Canterbury District
	No	No	No	No	No	No	%	No	%
Total in employment	4,596	2,687	4,147	4,531	4,377	20,338	100.0	65,620	100.0
Work mainly at or from home	449	161	344	450	420	1,824	9.0	7,592	11.6
Underground, metro, light rail, tram	18	13	19	14	12	76	0.4	176	0.3
Train	154	86	248	299	184	971	4.8	3,252	5.0
Bus, minibus or coach	214	197	258	324	207	1,200	5.9	3,197	4.9
Taxi	13	7	14	19	11	64	0.3	170	0.3
Motorcycle, scooter or moped	21	17	18	20	29	105	0.5	433	0.7
Driving a car or van	1,748	1,005	1,552	1,695	2,024	8,024	39.5	36,080	55.0
Passenger in a car or van	181	171	169	206	196	923	4.5	3,106	4.7
Bicycle	149	115	187	193	210	854	4.2	1,750	2.7
On foot	1,610	908	1,323	1,294	1,073	6,208	30.5	9,626	14.7
Other method of travel to work	39	7	15	17	11	89	0.4	238	0.4

4.33 In terms of reducing the need to travel, the mix and scale of development are both influencing factors. Mixed use developments, such as residential with some local services and employment provision can reduce the need to travel large distances.

4.34 Scale can be a factor in delivering essential transport infrastructure because of development viability. It is also a factor if there is a need to establish new bus routes which need to be commercially operated.

4.35 In line with the principles of sustainable development and this strategy's overall hierarchy of transport modes, measures for walking, cycling, public transport and park and ride will be considered first for new development to support and establish sustainable travel.

4.36 New developments must take into account the needs of cyclists and pedestrians in terms of design, layout and permeability. Traffic free networks should be considered that are safe, direct and attractive and where pedestrians have priority over vehicles and vehicle speeds are kept low. These principles, as outlined in the Kent Design Guide, will be used to secure high quality design for new development.

4.37 Developments should be designed so that cyclists always feel safe and confident sharing space with vehicles. Road geometry and surfacing materials have a big influence on driver behaviour and vehicle speeds. Where possible, traffic free green corridors should be incorporated to provide attractive and direct cycling and walking routes.

4.38 Ideally, development will be located where it can be served by logical extensions to the existing bus network so that good bus access will be provided from day one to establish sustainable travel habits. This should avoid the use of 'double runs' to and from a single entrance/exit to the development so that bus access will offer an improvement to the network and generate extra use rather than purely adding extra journey time and length to existing services. This extra use should ensure that new routes funded by section 106 contributions will be commercially sustainable in the medium term. Bus stops should be as convenient as car parking spaces to encourage greater bus use and located close to junctions and footpaths.

4.39 Teleworking or home-working is becoming increasingly common, especially for workers whose jobs don't depend on them working in an office. In terms of transport, this increasing trend provides significant benefits by reducing the need to travel. In order to accommodate this trend, developers should design in suitable work space facilities within new homes.

The key sites

4.40 The city council has identified a number of key strategic sites for mixed-use development, where development will be subject to development briefs/ masterplans. These are listed in Table 4.4 but are subject to change through the Local Plan adoption process.

Table 4.4: Key Strategic Sites

Site	Housing Allocation (dwellings)	Employment Floorspace (sqm)
Land South of Canterbury	4,000	70,000
Land at Sturry/Broad Oak	1,000	
Land at Hillborough, Herne Bay	1,300	
Strode Farm, Herne Bay	800	15,000
Herne Bay Golf Club	600	
Land at Greenhill, Herne Bay	300	
Land North of Hersden	500	
Land North of Thanet Way, Whitstable	400	
Land at Howe Barracks	400	
Kent & Canterbury Hospital Site	500	
Ridlands Farm/Langton Lane	310	

Land South of Canterbury

4.41 A strategic site is located to the south of Canterbury between the railway line to Dover, the A2 and the edge of the city. This is a proposed mixed use development including employment land, a community hub, play areas, green spaces, primary school and the potential relocation of the Kent and Canterbury Hospital. The transport proposals include a new grade separated junction on the A2 with access roads into the site, a new and expanded Park and Ride site to replace the New Dover Road site with bus services accessing the city centre via a new access road. A fast bus route will serve the residential areas providing a six to eight minute frequency service into the city centre. The proposed green spaces will afford footpath/cycle way links between the development areas, the new services and permeate into the city and towards the village of Bridge. In order to reduce car dependency, particularly as the site is located close to a new junction onto the strategic road network, it is vital that the development is designed to give priority to sustainable modes of travel. Key aspects of the design and phased delivery will include:

- ensuring the fast bus service is convenient for all residents.
- ensuring the bus service is operational as soon as houses are occupied in order to form sustainable travel habits.
- providing new residents with free bus travel into the city centre for a reasonable period of time (for example two years)
- considering appropriate car parking standards and locations to encourage reduced car ownership
- establishing a car club

Land north of Thanet Way, Whitstable

4.42 An open site between the A2990 Thanet Way and St Luke's Close for 400 houses, accessed from the A2990 with pedestrian and cycling links northwards into adjacent quiet roads. The lack of a high frequency bus service along the old Thanet Way to serve the site will need to be addressed.

Strode Farm, Herne Bay

4.43 A mixed use site to the south of the A299 Thanet Way and to the west of Herne village for 800 homes and 15,000 sqm of retail, leisure and business use. There is a proposal for a Herne relief road which will divert through traffic either via Bullockstone Road, which would be upgraded, or a new road, thus reducing traffic levels and associated air quality problems in Herne village.

Land at Hillborough, Herne Bay

4.44 Proposal for 1,300 dwellings at a site located to the north of the A299 Thanet Way and to the south of Beltinge, with access from Sweechbridge Road. Land is set aside for a business park, a primary school and for local services. The site is bisected by the North Kent line and this 'barrier' will need to be overcome to maximise the opportunities to connect to local roads for walking and cycling. Junction improvements on the A299 at Heart in Hand will be required. The development layout will need to consider ways to reduce vehicular access onto the Hoath Road as a route into Canterbury.

Herne Bay Golf Club

4.45 Proposed residential development for 600 homes with some small scale local retail and commercial uses around a central open space. Vehicle access is to be from the A2990 Thanet Way and Bullockstone Road with direct pedestrian and cycling links into the adjacent residential areas.

Land at Sturry/Broad Oak

4.46 There is a proposal for 1,000 homes on land situated north of the railway line between Shalloak Road and A291 Sturry Hill with some minor employment land, allotments, new woodland, public gardens and a playing field. This proposal includes a Sturry relief road and a new bridge over the railway line and the River Stour to take A28 and A291 traffic through the site easing the delays caused by the Sturry crossing and improving the environment in the village of Sturry.

4.47 Other essential transport measures would include an in-bound bus lane and a new link road into the Sturry Road Park and Ride at the junction of the relief road and the A28. Direct and attractive cycling and walking links between the development and the village of Sturry and into Canterbury via a riverside path will also be required.

4.48 Opportunities to maximise the use of Sturry railway station in order to increase rail use will be a high priority including increasing parking provision. Measures that reduce rail safety risk, including the removal of footpath crossings and the closure of the Broad Oak level crossing will also be pursued.

Land at North Hersden

4.49 It is proposed to expand Hersden to the north by 500 new homes on existing agricultural land. Access to the site will be via existing junctions on the A28.

Howe Barracks

4.50 A residential development at Howe Barracks is proposed and an essential transport requirement will be the provision of a link road between Chaucer Road and the A257. This link road will remove a significant volume of traffic from the ring road, including at Broad Street which is within an Air Quality Management Area.

Kent and Canterbury Hospital Site/Ridlands Farm/Langton Lane

4.51 The relocation of the hospital would enable the site to be redeveloped for housing. The site, as well as developments at Ridlands Farm and Langton Lane, would be directly served by the fast bus service into the city.

Infrastructure planning and delivery

4.52 Alongside the Local Plan, the city council is developing an Infrastructure Delivery Plan in partnership with Kent County Council which will identify the key elements of infrastructure that are required to support the level and distribution of development being proposed. It is critical that the necessary infrastructure (whether physical or social) is delivered in a timely way, to ensure that the development programme is not delayed significantly.

4.53 It is likely that the large transport infrastructure measures that are directly linked to the development sites will be delivered under Section 106 agreements. The county council will ensure that appropriate thresholds, trigger points and phasing programmes are included within these legal agreements in order to manage the impact on the highway network. A Community Infrastructure Levy will be used to deliver the wider transport improvements which are identified and costed in Chapter 12.

The Canterbury VISUM Transport Model

4.54 In order to assess the transport implications of future development, Canterbury City Council and KCC have updated the existing strategic multi-modal VISUM model for the district. The model simulates traffic on the existing highway network and can test the future effect of major new development on the network and/or model changes to the network. This allows planners to assess the impact of various development options and new infrastructure or policy changes on traffic movements. This model also includes the effects on demand for not only car travel but also bus and rail services.

4.55 The model estimates the travel demand for highway and public transport trips for each scenario. While total travel demand is referred to as person trips, walking and cycling trips cannot be directly modelled and different methodology is used to take these modes into consideration.

4.56 The model includes a 2008 Base Year and uses data from across the district, with the detailed model area focussing on the city and immediate surrounding area. All main roads, junctions and link roads are included along with details about the length, speed capacity and other characteristics. The study area is divided into zones and the number of car trips per day between these nodes is established. The highway assignment model software finds the shortest path between every pair of zones and estimates and assigns the traffic on each path.

These estimates are then calibrated with the amount of traffic in real-life.

4.57 New links can be created, representing new infrastructure and the traffic diverted from the link due to the new road can be calculated. The multi-modal model allows for travellers to switch between car, bus, rail and park and ride options in response to travel costs and congestion. This provides a better representation of actual travel behaviour than a purely highway based model.

4.58 The outputs from the model that are used to assess overall demand and network performance, include:

- total vehicle distance travelled (vehicle km)
- average network speeds (km/hour); and
- total travel time (vehicle hours)

4.59 Total vehicle kilometres and total vehicle hours, when taken in relation to the number of trips made, provide an indication of the level of efficiency of the network.

4.60 Inner and outer cordons have been used to assess traffic demand moving within the city and between the city and the immediate surrounding areas.

Figure 4.1: Inner and Outer Cordons in the VISUM model

4.61 The model makes a number of assumptions including:

- the alignment, capacity and arrangement of transport measures which are still at the conceptual design stage;
- the model makes provision for a number of economic and physical interventions but it does not account of all sustainable transport actions including walking and cycling improvements and measures proposed to reduce travel demand. It is therefore realistic to assume that further sustainable modal shift and mitigation could be achieved over and above the modelled outputs;
- no allowance can be made for car availability in the mode choice model;
- car parking availability and costs; a 5% increase in cost per annum has been assumed but changes in parking capacity are not directly taken into account.

The scenarios

4.62 Two main alternative scenarios have been tested, with different arrangements of housing, employment and transport interventions, to measure the impact on the transport network by (the horizon year of) 2031:

- **Do minimum** scenario: this is a benchmark scenario that assumes no further development over and above the existing planning consents and planned transport measures and assumes national forecast growth in traffic
- **Do something** scenario: this scenario tests the main strategic sites proposed in the Local Plan and the associated range of transport measures

Modelling results

4.63 The full modelling report is the 'Canterbury VISUM Transport Model: Local Plan Preferred Option Testing Report' and is included as Appendix 1 to this strategy.

4.64 The report explains the development scenarios, transport inventions and assumptions. Results are presented in a number of ways including journey times, average speed across the network and mode share. The overall impact is explained in terms of total travel demand for both person trips and vehicle trips.

4.65 As expected, under the do minimum scenario, the demand for making journeys is projected to increase by 17% and 15% for the morning and afternoon/evening peaks, from the 2008 base to 2031.

4.66 For the Do Something scenario, this demand increases by an additional 11% and 13% respectively.

4.67 As a consequence, traffic flows are forecast to increase from the 2008 base for both the do minimum and the do something scenarios. Across the district, traffic levels are forecast to increase by approximately 18% for the do minimum scenario and an additional 10% for the Do Something scenario, although on some routes, the proposed improvements limit this increase.

Conclusion

4.68 It is clear that traffic levels, even under the do minimum scenario, will continue to increase and the district faces an ever increasing demand for travel. It will therefore be essential to implement the identified sustainable transport actions so that alternative modes of transport can meet this additional demand.

[1] RAC (2010), *RAC Report on Motoring 2010*

[2] Ipsos MORI (2012), *Public Opinion Research into Future Development in Canterbury District*

Chapter 5 – Encouraging sustainable travel

Walking

Introduction

5.1 Walking forms part of nearly every journey we undertake and there are few places that cannot be reached on foot. Therefore pedestrian activity extends to every home, shop, school, workplace, leisure centre and visitor attraction using existing streets, pedestrian areas, alleyways, paths and bridleways.

5.2 Canterbury's urban areas are particularly suited to walking. The city is mainly flat and compact and the old city wall acts as a barrier to vehicles while offering pleasant walking routes and quiet back streets. Herne Bay and Whitstable are also flat and most services are located within a short walking distance. As such the potential to shift journeys currently made by car to walking is extremely high which would help to reduce peak hour congestion.

5.3 While there are barriers to most other forms of transport, walking is available to nearly everyone and is the cheapest and healthiest way to get around. It is a good way to meet neighbours, explore the local area and feel part of a community. Therefore, in a hierarchy of sustainable transport modes, encouraging people to walk is at the top.

5.4 This strategy recognises that while there will be obvious a desire line between key destinations, walking permeates all parts of the network and improvements should concentrate on those locations where there are barriers to walking. Therefore, the walking policy is:

> **Policy 5.1: Walking**
>
> We will encourage walking by providing a safe, direct and pleasant walking experience and supporting walking initiatives

Mobility impaired pedestrians

5.5 The needs of pedestrians vary greatly depending on physical ability, confidence, awareness, judgement etc. Some struggle to make a journey that others find straightforward and these mobility impaired pedestrians include wheelchair users, the infirm, elderly, parents with pushchairs and those carrying large and heavy items.

5.6 Canterbury City Council and KCC recognise that more needs to be done to support those who are mobility impaired so that they can enjoy the same opportunities that most people take for granted. The type of measures and work that are proposed includes:

- dropped kerbs and tactile paving
- keeping street furniture to a minimum
- removal of illegal obstacles placed on the footway and overgrown vegetation
- provision of pedestrian ramps and other aids during road works
- access improvements for journeys linking residential areas, residential care/nursing homes and sheltered housing with shops, surgeries, hospitals and local amenities
- improved access to buses, trains and railway stations
- support and promote Canterbury Shopmobility.

5.7 Kent County Council has prepared guidance and policy for inclusive design, to make the pedestrian environment accessible for all members of society. The guidance covers the design of the public realm for new and re-development schemes but does not address access within buildings which comes under the Building Regulations. The document includes an audit tool which can be used to help guide professionals when assessing the accessibility of a public space. The intention is to adopt it as Supplementary Planning Guidance to the Kent Design Guide and for it to be a reference

point for local planners, developers and their consultants during the early stages of the planning process.

Safer walking

5.8 Pedestrians are particularly vulnerable to the threat posed by traffic and other users and from trip hazards and obstacles in the highway. Many people cite this reason for not walking more. Therefore, we are committed to minimising the risk to pedestrians through a range of measures which target those parts of the transport network where the risk is greatest and these will include:

- traffic management schemes
- public realm improvements
- improved street lighting
- new or improved pedestrian crossings
- new footways and walking links
- considering the needs of pedestrians in all planned transport improvements
- local improvement measures at schools that are involved with Safer Routes to School projects and promotion of School Safety Zones
- ensuring that the potential for conflict between pedestrians and cyclists is minimised
- ensuring that vehicle speeds are appropriate and taking measures to reduce them if necessary
- considering the implementation of 20mph zones, particularly in residential areas.

Walking links

5.9 The existing network of alleyways, passages, footpaths and bridleways provide pedestrians with alternative, direct, pleasant and convenient routes away from traffic. Footbridges and subways facilitate shorter walking journeys avoiding busy main roads, railway lines and rivers.

5.10 Recent examples of new routes include the Horses and Goats Tunnel which links the city centre with the Chartham to Canterbury riverside path and the A2 Pedestrian/Equestrian Bridge at Kingston.

5.11 Opportunities to provide or improve a short length of path, subway/tunnel or new bridge to substantially reduce the walking distance between key destinations will be considered.

5.12 Actions to improve the public rights of way network are contained in KCC's draft Countryside and Coastal Access Improvement Plan (2013).

Health benefits

5.13 Physical activity is important in maintaining and improving our quality of life. It has a beneficial effect on most chronic diseases, especially heart disease, obesity and certain forms of cancer. Exercise can reduce symptoms of depression and possibly, stress and anxiety and may provide other psychological and social benefits[1].

5.14 The Chief Medical Officer has said that "for most people, the easiest and most acceptable forms of physical activity are those that can be incorporated into everyday life. Examples include walking or cycling instead of driving"[2] .

5.15 Walking for Health (WfH) is a national initiative that encourages more people to become physically active in their local communities by offering regular short walks over easy terrain with trained walk leaders. A national centre, run by the Ramblers with support from Macmillan Cancer Support, provides information and resources to support more than 600 local schemes. In Canterbury, the walks are led by East Kent HealthWalk and offer a 'FREE, FUN and EASY way to get fit, meet friends, lose weight and have fun'.

Walking promotion and initiatives

5.16 The councils will support or undertake a combination of education, training and publicity covering Safer Routes to School, pedestrian training, school travel plans, walking buses, company travel plans, vegetation clearance, Travelwise, and other national campaigns.

Public realm improvements

5.17 Research has shown that high street turnover can increase by 5-15% following public realm investment and that people who travel to shops by foot, cycle or public transport spend as much if not more than those by car[3].

5.18 The city council continues to recognise the value of public realm improvements to increase footfall and business in local shops and cafes, attract investment and reduce crime. Canterbury has been at the forefront of pedestrianisation schemes and the first phase was completed in 1981. Since then the pedestrian only core area has gradually expanded in order to protect the historic environment and make the centre an attractive place for shoppers and tourists.

5.19 A recent example is the King's Mile enhancement along Palace Street, Guildhall Street and Sun Yard in the heart of the city. The carriageway was narrowed to a single lane with passing points and loading bays and the pavement was widened to provide space for trees, planters and tables and chairs with improved street lighting. This has created a vibrant and historic area with numerous new shops, cafés and restaurants.

5.20 Further public realm improvements are identified in the Action Plan in Chapter 12 and in a separate Public Realm Strategy.

Figure 5.1The Kings Mile

5.21 A pedestrian zone was created in Herne Bay in 1989 and there is also potential to develop an area in Harbour Street, Whitstable.

Pedestrian zones issues

5.22 Canterbury: conflict between delivery vehicles and pedestrians before 10.30am and after 4.00pm. Potential solutions include: extending the pedestrian core period, improving management/co-ordination of deliveries and better control measures and enforcement.

5.23 Herne Bay: conflict between pedestrians and vehicles due to unauthorised access. Potential solutions : tighten vehicle access controls to include weekdays, increase enforcement. A barrier was installed in 2013 to prevent unauthorised access on Saturdays.

Walking mode share target

5.24 The 2011 census data shows that walking represents 14.7% of journeys to work across the district. The target within this strategy is to increase this mode share to 18% by 2031.

Cycling

Introduction

5.25 At the beginning of 2013, the All Party Parliamentary Cycling Group held an inquiry on the question, "how can we get Britain cycling". The inquiry report published in April 2013 included 18 recommendations and contained a target that 10% of journeys in Britain are made by cycle by 2025. Cycling has so much to offer as a means of transport, particularly for local journeys as it has little environmental impact, keeps you fit, is affordable and also takes up less road space than the private car.

Figure 5.2 Cyclists in New Dover Road

5.26 The district has real potential to encourage cycling. East Kent is warmer and drier than most parts of the UK and its hills are more rolling than steep. The built up area of Canterbury is only three miles across at its widest part and the topography and medieval street pattern are suited to cycling. All of these factors provide the perfect base from which to create a nationally recognised cycling friendly city.

5.27 Yet, while the majority of adults (85.8%) in the UK say they can ride a bicycle[4], over two thirds (69%) of people say they cycle less than once a year or never and nationally, cycling only accounts for 2% of all journeys[5].

5.28 37% of people who work in the city centre travel a 'cycle-able' distance of less than three miles to work, according to the 2001 Census and for the large number of students in the area, cycling is the most affordable way of getting around. However from the 2011 Census data we know that cycle to work journeys account for just 4.2% of journeys from city wards and 2.7% District wide.

5.29 Canterbury also only ranks 221 out of 319 district councils for the proportion of residents who cycle at least once per month[6] and is seventh out of the twelve districts in Kent.

5.30 Recent evidence from the government's 'Cycling Demonstration Town' pilot has shown that substantial increases in cycling can be achieved with sufficient Investment. In Exeter, cycle trips increased by 45% in just under six years and Lancaster managed a 28% increase over the same period. This was achieved through a package of measures covering both infrastructure and 'smarter choices' projects which focussed on those people who could best be persuaded to take up cycling.

5.31 Canterbury already has a good cycle network but many more routes are identified in the Action Plan. The delivery of all these routes would be significant in terms of maximising the potential benefits of cycling as a sustainable alternative to the car.

5.32 Because of limited road space and other land constraints it should be recognised that it will not be possible to provide a totally separate cycle network. Although some off-road routes are identified, the aim is to deliver a comprehensive network of cycle friendly routes within the available road space, with features such as traffic restraint, traffic calming, environmental improvements and 20mph zones supplemented by cycling facilities including cycle friendly crossings.

Figure 5.3 Cycle Friendly Zebra Crossing, Whitstable

5.33 Priority will be given to the main urban areas and links to surrounding settlements which generate significant amounts of commuting. In particular the Canterbury to Sturry riverside cycle route. Key cycle routes will link residential areas with town centres, railway stations, schools, shops, places of work, bus stations, leisure facilities and other public services.

Policy 5.2: Cycling

We will encourage cycling as an alternative to the private car for local journeys through a comprehensive network of cycle friendly routes and cycle related improvements

Safer cycling

5.34 Cyclists are particularly vulnerable as road users, and studies have revealed that the foremost factor which deters people from either taking up cycling or cycling more frequently, is the fear of crashes with motor vehicles[7].This fear is further accentuated by the speed at which some drivers drive and the aggressive attitudes of some drivers towards other road users.

5.35 Canterbury continues to record an above average rate of casualties to cyclist numbers. In December 2012, the city council's Scrutiny Committee carried out a Cycle Safety Scrutiny Review and made 13 recommendations to the Executive on proposals that would make cycling safer and more attractive and these included the introduction of 20mph zones.

5.36 KCC will implement safety improvement schemes where there are clusters of crash injuries involving cyclists, in accordance with the county council's priority system. This will be supported by other initiatives which promote safer cycling and will include:

- national standard cycle training (Bikeability)
- basic cycle training including on-road cycle training for adults
- bike doctor sessions
- education on highway code and behaviour
- advice on helmets, high visibility clothing and lights.

5.37 Potholes, poor road surfaces and other hazards are one of the main barriers to cycling. KCC has been proactive in tackling this and has drawn on additional resources to blitz those potholes as a result of recent extreme winter weather. As part of this, we will look to prioritise those routes with high levels of cycling where potholes can cause injury as well as damage.

Reducing conflict between pedestrians and cyclists

5.38 The numbers of crashes and injuries between pedestrians and cyclists remains low, however, mobility impaired pedestrians feel vulnerable as they may not see or hear cyclists coming towards them. 'Near misses' can be traumatic and prevent these people from venturing outside on their own.

5.39 Therefore, full segregation of pedestrians and cyclists will be the first solution considered. However where full segregation is not possible or feasible due to a lack of space or low pedestrian flows, the careful design of shared segregated/unsegregated facilities will be used to minimise any potential conflict. Early consultation on these routes will be carried out with local disability and pedestrian groups.

Figure 5.4 Cycle Racks at Beaney Museum

5.40 Canterbury City Council civil enforcement officers already tackle illegal and unsafe cycling on footways and footpaths and will continue to respond positively to target those areas where there is a problem. We also plan to publish a "user code" for cyclists to promote and encourage safer cycling including advice on cycle helmet use, high visibility clothing and the dangers of using mobile devices while cycling.

Cycle parking

5.41 Whilst the main focus on planning and implementing a cycle network will be on cycle routes, equally important is secure cycle parking at destinations with associated facilities such as showering facilities and lockers. Cycle parking should be provided in a convenient location with good natural surveillance or monitored by CCTV. A sufficient number of secure and covered cycle parking spaces must be provided in order to reduce the car dependency within new residential developments.

Cycle hire/loan schemes

5.42 Potential cyclists can be put off owning their own bicycle due to the expense, particularly if they're not sure whether they will enjoy cycling. Darlington set up a bike loan scheme which offered local residents use of a bicycle for a month to help decide whether they wanted to buy a bike of their own. The city council is keen to offer a similar scheme, potentially teaming up with a city university or hospital to make this available to students and staff.

5.43 London has shown that an area-wide cycle hire scheme can be successful. Canterbury is suited to short journeys by bike, and the business case for a city-wide bike hire scheme will be explored.

5.44 In tandem with this, Canterbury welcomes over seven million tourists per year, attracted not only to the historic city but also to its countryside and coastline. All of these can easily be reached in a couple of hours by bicycle and the attractive traffic free routes like the Crab and Winkle and Great Stour Way make travelling an enjoyable experience. Therefore, cycle hire has huge potential to allow visitors to truly explore the district.

Figure 5.5 Oyster BayTrail Cycle Route

5.45 The DfT, Southeastern and KCC have jointly funded a Brompton Dock facility with 20 foldable bikes, which can be hired by commuters or visitors at Canterbury West station and are permitted to be carried on Southeastern services. Depending on its success, this could lead to a network of cycle hire stations across the city and at Park and Ride sites.

Electric bikes

5.46 Evidence from Europe shows that the popularity of electric assisted bikes is rapidly increasing. With their longer range compared to normal bikes, e-bikes could make cycling more attractive for longer journeys across the district as well for reaching destinations on higher ground at the edge of the city, such as at the University of Kent.

Cycle audits

5.47 The city council would like to see cycle audits being carried out on all proposed schemes that involve significant changes to the transport network so that positive measures for both safety and convenience are considered for cycling throughout the various stages of design and implementation.

Monitoring cycle usage

5.48 In order to demonstrate and build on the success following investment in cycle routes and improvements, it is important to be able to measure increases in usage. As such it will be important to establish a comprehensive network of cycle counters across the district.

Health benefits

5.49 Cycling, as physical activity, is beneficial for good health. Being active can help reduce the risk of coronary heart disease, stroke, cancer, obesity and type 2 diabetes[8]. It also helps keep the musculoskeletal system healthy and promotes mental wellbeing[9].

5.50 The recommended amount of physical activity for adults is that 'over a week, activity should add up to at least 150 minutes (2½ hours) of moderate-intensity activity, in bouts of 10 minutes or more (one way to approach this is to do 30 minutes on at least 5 days a week)'.

5.51 For children, the recommendation is that 'all children and young people should engage in moderate- to vigorous-intensity physical activity for at least 60 minutes and up to several hours every day'.

5.52 Cycling is the fourth most common recreational and sporting activity undertaken by adults in Britain[10]. As a result, it is the most likely way all adults can achieve the recommended levels of physical activity.

5.53 The city council has existing partnerships with health care providers and promoters such as Active Canterbury, through the Canterbury Partnership and will work with these organisations to promote cycling and its health benefits.

Tourism benefits

5.54 East Kent is particularly popular with visitors on bikes, offering an extensive network of attractive and varying routes, taking in historic streets, rural villages, secluded woodland, disused railway lines, coastal paths and quiet country lanes. A study by Canterbury Christ Church University College in 2003 showed that in Thanet, the Viking Coastal Trail generates approximately £300,000 per year for the local economy, a good return on the total investment of about £500,000.

Promoting cycling

5.55 Many people, who have not ridden a bicycle since childhood, have forgotten how easy, pleasant and convenient travelling by bike can be and are usually unaware of the attractive and direct routes that are available. Therefore, awareness raising is vital for encouraging more trips by bicycle.

5.56 The councils will therefore encourage cycling through a range of promotional methods including;

- district cycle map, website, cycling information packs, publicity for new routes;

- events including charity and recreational rides, support for National Bike Week, commuter challenges, car free days etc;
- cycle registration schemes, cycling on prescription, integration with other campaigns promoting health and environmental issues;
- by setting an example; the city council's Deputy Chief Executive and a city councillor have been nominated to serve as the council's cycle champions.

Cycling mode share target

5.57 The 2011 census data shows that cycling represents 2.7% of journeys to work across the district. The target within this strategy is to increase this mode share to 4% by 2031. However the objective for Canterbury city is that the cycling mode share will rise to 10% in line with the government's stated target.

Bus

Introduction

5.58 Bus travel has been Canterbury's transport success story. While bus use across the UK has continued to decline, Canterbury has seen rapid growth since 2004, where the number of people boarding buses in the city centre has increased by 174% and Stagecoach believes underlying growth for services into the centre of Canterbury is of the order of 12% per year. This demonstrates that for many local people, travelling by bus is a good way to get around the district.

5.59 Buses play an important role within a balanced sustainable transport plan. For home to work journeys, bus usage currently accounts for a district wide mode share of 4.9% and this is an increasing trend – between 2001 and 2011 bus travel to work increased by 61%.

5.60 In 2009, Stagecoach commissioned a survey of bus passengers and non-bus users on their 'Triangle' bus service. Both bus users and non-bus users were surveyed and a high level of satisfaction was recorded. Also Working Targets produced by the Canterbury Quality Bus Partnership (QBP) show a steady increase in punctuality, up from 90.5% in 2007/08 to 93.5% in 2012/13.

5.61 These patronage increases and punctuality improvements have happened in response to the bus companies and local councils working together to actively improve and promote the local bus network through a combination of more frequent services on key routes, an improvement in the quality of vehicles, some bus priority measures, better marketing, and effective use of city centre parking charges to manage demand. (It is recognised that the Kent Freedom Pass and national concessionary fares scheme have contributed to patronage increases). It demonstrates that determination,

Figure 5.6 Bus Lane on Ring Road

sustained effort and investment in better services can change people's travel behaviour.

5.62 The local bus network is especially important because it is a lifeline to many people, especially those who are too young or old to drive, have a disability or cannot afford to run a motor car. A lack of access to services, employment, education or training can cause social exclusion, leading to lower educational attainment, higher offending rates, substance abuse, health problems and generally poorer social and life skills. Therefore, the provision of bus services is vital to support the independence of the district's population.

5.63 Buses also play a wide role in supporting the national economy. Bus passengers make shopping and leisure trips to the value of £27.2 bilion per annum of which £21.5 billion is spent in town and city centres. In addition 11% of employees who commute by bus state that they would be forced to look for another job if the bus service was not available[11].

5.64 This strategy provides the opportunity for both the county and city council and Stagecoach to build on our recent successes, increase the bus mode share, and to show how small cities can provide excellent public transport. Buses lie at the heart of this Transport Strategy.

Policy 5.3: Buses

We will work in partnership with bus operators to improve public transport coverage, frequency, reliability, integration, facilities and information.

The local bus network

5.65 The vision for the local bus network is to build around "key routes" which offer fast, direct, reliable and frequent bus services to the main areas of demand which will also be fed by local bus routes and community transport through local transport hubs. Frequency and reliability targets will continue to be set through the Quality Bus Partnership (QBP). The Triangle service has shown that an improved frequency of the service to every ten minutes still makes these routes commercially viable and Stagecoach believes it should be possible to achieve similar frequencies on other key routes in the medium-term, although this is may require upfront 'Kick-start'-style public investment or developer funding.

5.66 The first local transport hubs could be the existing Park and Ride sites, which would feed not only rural services into the key bus routes but also link up with commuting coach services to London and the rest of the south east, and for large employment sites including the Kent and Canterbury hospital and local colleges.

The Canterbury Quality Bus Partnership

5.67 The Canterbury Quality Bus Partnership between Kent County Council, Canterbury City Council and Stagecoach in East Kent was signed in September 2004 with the aim of improving bus services throughout the Canterbury district as a way to improve access for everyone and relieve congestion in the area.

5.68 The partnership sets out the responsibilities and aspirations of the three partners to improve quality and reliability. Essentially, Stagecoach in East Kent invests in high quality buses while the county and city councils improve the reliability of the service through implementing bus lanes, bus priority measures and improved bus stop infrastructure. This partnership has demonstrated good progress since its formation and it is proposed to continue this partnership working arrangement.

5.69 This strategy contains an action to establish a Bus User Group so that the needs of bus users are given sufficient consideration in transport decisions.

Bus priority measures

5.70 The main improvements currently needed are bus priority measures along the main routes into the city, especially for those routes that support the Park and Ride service.

5.71 The A28 Sturry Road is the key route, with over 200 buses (inbound) on weekdays, including 90

Park and Ride buses. The Action Plan identifies the need for a complete in-bound bus lane between the Vauxhall roundabout and Tourtel Road to allow all buses to avoid the major queues and improve bus journey times and reliability. This will encourage more people to use Park and Ride, local bus routes and the inter-urban services like the Thanet Breeze.

5.72 A bus lane scheme will be considered to complement the Park and Ride site currently at New Dover Road on the south-eastern approach to city, with services accessing the city centre via a new access road linking the Kent and Canterbury Hospital. It is proposed, as part of the south Canterbury development that a fast bus service will serve the residential areas to provide a six to eight minute frequency service into the city centre. This may include a bus and 'access only' section along Old Dover Road.

5.73 St Dunstan's Street and the route past the Westgate Towers are vital to moving people by bus in Canterbury because they provide access to the Canterbury West Railway Station as well as to shops and businesses in St Dunstans Street and the north end of the High Street/St Peter's Street. A solution that restores bus services into St Dunstans Street, particularly for the high demand routes from Whitstable and the University of Kent Campus is a high priority.

5.74 Bus priority measures through Wincheap will be provided as part of the proposed A28 relief road scheme.

5.75 Bus priority measures linked to a future Whitstable Park and Ride will be investigated at the appropriate time.

5.76 Once the A28 to A257 link road has been constructed the opportunity to extend bus lane provision on the ring road will be considered.

Route improvements linked to developments

5.77 The strategic development sites identified in Chapter 4 will all be designed to have excellent access to fast and frequent bus services as a fundamental principle. In addition, bus priority measures and establishing travel habits by offering free travel for residents will be key considerations.

Infrastructure improvements

5.78 In the past years, both councils have invested in bus infrastructure using funding to improve roadside infrastructure including bus shelters and bus boarders. This programme has proven successful in increasing passenger numbers on the routes where implemented and it is proposed to continue with this work through the QBP. Measures will include real-time information, junction priorities that favour bus routes and bus stop clearways.

7.79 As the number of buses using the main Canterbury bus dept in St Georges Lane increases, there will need to be a study that considers layout and access routes to make the most efficient use of the constrained space.

Bus fleet

5.80 Through the QBP, Stagecoach is set targets to reduce the average age of the fleet, to increase the percentage of low-floor accessible buses and to increase the percentage of vehicles that meet the highest Euro standards for fuel emissions.

5.81 These targets will be regularly reviewed with an objective for continuous improvement.

5.82 Air quality testing has identified buses, along with HGVs, as being among the highest polluting vehicles in the district. Therefore, measures to reduce these harmful emissions, improve fuel efficiency and to consider operating buses that run on cleaner technologies will be given a high priority. In considering bus emissions it should be remembered that buses do emit less pollution per passenger, when compared to a vehicle with a lone driver.

Bus stops

5.83 All bus stops should have bus shelters for protection with proper accessibility and clearways operating throughout the period of service so that buses can pull in and out of stops easily with minimal delays. Targeted enforcement of bus stop clearways has proved beneficial in deterring unauthorised parking and this will be continued.

Bus promotion and information

5.84 Providing clear and up to date information for existing and potential bus users plays an important part in helping to encourage bus usage.

5.85 Improvements will include the provision of tailored journey time information to passengers at bus stops, on web-sites and in real time via smart phones.

5.86 Improving the image of buses is another important component in helping to encourage people to switch from car to bus use. Marketing and branding have a role to play in this respect.

5.87 There is a proposal to brand and promote 'premium routes' into Canterbury which will offer an enhanced passenger experience.

5.88 Further development of the existing branded routes including the 'Triangle', 'Breeze' and 'Diamond' which have a high recognition even amongst motorists, will be undertaken.

5.89 Ways to improve the promotion of branded tickets (for example explorer, dayrider, nightrider, megarider) that offer discounts over standard single and return fares will be explored by the QBP partners.

5.90 Stagecoach is also making efforts to promote bus travel to non-users, for example by offering free bus 'try-out' vouchers to people living in Whitfield, to encourage residents to try the Deal-Whitfield-Canterbury service that was introduced in April 2012.

Figure 5.7 Bus promotion and branding

Fares

5.91 The relationship between bus fares and motoring costs (parking charges/fuel/running costs) is a significant factor in making bus use attractive in comparison to car use. An action of this strategy is to consider ways to peg bus fares to the cost of driving, particularly for key journeys over five miles. For instance the current cost for two people travelling by bus to and from Canterbury from Whitstable or Herne Bay is £12.20 and the approximate fuel/running and parking cost (4 hours in a central premium car park) is £10.00. Having a comparable cost for these sorts of journeys would significantly increase the attractiveness of bus travel.

5.92 The Kent Freedom Pass for 11 to 16 year olds has been a hugely successful school transport initiative. It enables children to develop bus travel habits at an early age which will hopefully continue through their adult lives. Reducing car journeys to school is an important aspect in tackling peak hour congestion and it is hoped that both the Kent Freedom Pass and the Kent 16+ Card continue to provide subsidised bus travel for children and young adults in full-time education.

'Smart' ticketing and payments

5.93 Having the ability to pay for travel on buses by methods other than cash will not only provide benefits for passengers but will also reduce the time taken for passengers to embark and the subsequent delays to traffic.

5.94 Various 'smart' ticketing options including 'Wave and Pay' are currently being considered and an objective will be to ensure that bus and rail ticketing is fully compatible.

5.95 In the meantime, 'Plus Bus', which is a discounted bus pass which can be purchased with a train ticket, will continue to be promoted.

Bus mode share target

5.96 The 2011 census data shows that bus and coach travel represents 4.9% of journeys to work across the district. The target within this strategy is to increase this mode share to 6.5% by 2031.

Rail

Introduction

5.97 The rail network in the district has an important role in supporting the economic wellbeing of the area as well as providing a sustainable mode of transport for many journeys.

5.98 The high speed rail service (HS1) to/from Canterbury is a big driver for change and prosperity. The high speed services primarily serve Canterbury West, with journey times to/from St Pancras reduced from approximately 85 minutes to 56 minutes and in response, passenger demand from Canterbury West has increased by nearly 100%, from 176,000 passengers in November 2009 to 350,000 passengers in November 2011. Therefore, a modern, efficient, safe, punctual and reliable rail service is central to the transport objectives of this strategy.

5.99 For home to work journeys, rail usage currently accounts for a district wide mode share of 5% and this rises to 7.1% in Whitstable.

5.100 It is likely that the HS1 journey time improvements will make commuting to London more attractive and as such it is anticipated that these mode share percentages will increase in future years.

Policy 5.4: Rail

We will work in partnership with rail operators and Network Rail to improve public transport coverage, reliability, integration, facilities and information.

Future rail services

5.101 In the future, it is expected that the county will see substantial growth in the Thames Gateway (Kent) and Ashford. This growth will require a significant increase in capacity on High Speed services to Stratford and St Pancras. The Rail Action Plan for Kent calls for an increase in the peak High Speed service from two trains per hour (tph) to four trains per hour between Ashford, Ebbsfleet, Stratford and St Pancras to meet this increased demand beyond 2014. The Plan also calls for an increase in off-peak High Speed service from one to two trains per hour (divide/join at Ashford) to Canterbury West, Folkestone West, Folkestone Central and Dover Priory.

5.102 The benefits that high speed services bring are welcomed but they primarily serve the St Pancras area and therefore do not wholly substitute services to the south London termini with their substantial employment offer. As such, the timetable changes under the new Integrated Kent Franchise should reflect this and restore the peak period Victoria and Cannon Street services to their pre-HS1 levels[12].

5.103 For the coastal towns, services from Herne Bay, passing through Chestfield and Swalecliffe and Whitstable on the coastal line and those from Canterbury East on the Dover line, can access the high speed services at Faversham, which are fast from Ebbsfleet but the time savings are small. Southeastern have plans to introduce a new 'loop' high speed off-peak service from December 2014 which would provide high speed services from Whitstable and Herne Bay for the first time.

5.104 On the North Kent line, some journey times from mainline stations line to Victoria and Cannon Street were increased under the current timetable[13] due to a reduction in the number of trains on the classic service resulting in increased stops for the remaining service. CCC and KCC therefore request for the restoration of these journey times to pre-HS1 levels.

5.105 Ticket price increases have been higher for users of Southeastern trains in Kent, where the price rise has been RPI +3%. While this has not greatly impacted on demand for high speed

services since users feel the gain in speed is worth the higher price, this has been a double blow to travellers on the North Kent line who have had to endure increases in journey time[14].

Line speed enhancements Ashford to Ramsgate

5.106 In October 2011, KCC, with the support of the Sandwich Task Force and the East Kent district councils, was successful in applying to the Government's Regional Growth Fund (RGF) for £40 million. £5 million of this funding will deliver the first phase of the rail journey time improvement scheme on the Ashford to Canterbury mainline by 2016/17. The second phase, from Canterbury to Ramsgate, for which KCC has secured funding of £6.8 million from Network Rail, should be completed by 2018/19, giving a total journey time reduction of up to 10 minutes. These improvements will also support the development of Manston Airport and the economic regeneration of Thanet.

Parking at HS1 stations

5.107 Providing sufficient parking to meet demand is an important consideration for both rail operators and local councils.

5.108 Work was completed in December 2013 on a £535,000 upgrade at Canterbury West station forecourt and car park. The main focus of the project was to create a high quality 'gateway' to the city and this has been achieved whilst providing 102 car parking spaces, six drop off bays and eight taxi bays for rail users.

5.109 In addition, the adjacent Station Road West public car park provides additional capacity for rail users. For regular users, the city council offers a Rail User Permit which gives discounts to the usual hourly tariff rate.

5.110 The Canterbury West Regeneration Zone Development Brief (2011) provides the framework for the future opportunities around the station and increasing parking capacity to meet future demand will be a key consideration.

5.111 Options to be considered will include converting the existing public and station car parks to multi-storey facilities, as well as looking at opportunities for parking or passenger drop off facilities off Roper Road. Providing a pedestrian access to the station via an extended footbridge would have benefits in reducing the need for vehicles to cross the St Dunstan's level crossing from the north of the city.

5.112 The other HS1 station in the Canterbury district is at Sturry where parking is currently very limited. The proposed Broad Oak/Sturry development will provide opportunities to increase parking capacity which would relieve some of the pressure at Canterbury West.

Level crossing delays

5.113 The level crossings at Sturry, St Dunstan's and St Stephens, cause significant delays on the road network.

5.114 It is anticipated that the Sturry/Broad Oak development will include the provision of a relief road and bridge over the railway line that will reduce traffic delays in Sturry. The potential to close the Broad Oak Road level crossing will also be pursued.

5.115 In St Dunstans, signalling improvements, and track realignment that will increase train speeds on the approach to the station from Ashford could reduce barrier closure times by up to a minute. The installation of a trackside train detection system would provide a real-time indicator that could also reduce barrier closure time.

5.116 An aspiration in the long term is to remove the level crossings and this strategy contains an action to undertake a joint feasibility study with Network Rail.

5.117 Other level crossings in the District including at Chartham and Whitehall Road also need upgrading.

Stations as transport hubs

5.118 The recent improvements at Canterbury West demonstrate the commitment of all partners to use stations as hubs for an integrated journey. Surveys of Canterbury West station in 2009 showed that the over 80% of rail passengers don't drive to the station and therefore better integration will benefit the majority of rail users.

5.119 A bus stop has been established directly opposite the station entrance, taxi provision has been increased and cycle parking was increased by 60 secure and covered spaces in 2010.

5.120 KCC has a partnership with Southeastern, Stagecoach and Sustrans as part of the National Rail Stations Travel Plan Pilot. This partnership will lead on the project management and implementation of Travel Plans and physical enhancements at various East Kent stations and will work with local councils and local community groups (for example Community Rail Partnerships).

Future ticketing technologies

5.121 Smart cards, like the Oyster Card used in London, are gradually replacing paper tickets for travel across public transport. Smart cards are more durable than paper tickets, can be "bought" online while on the move, can store numerous tickets and allow quicker access through station barriers. They also introduce a wider choice of tickets and season cards and can integrate bus and rail ticketing. 'Pay as you go' ticketing using credit cards or mobile phones will also be available in the future to revolutionise the way passengers use public transport, and improve end-to-end journeys.

5.122 The government announced in March 2012 that they will roll out smart ticketing across England and Wales to give more passengers the kind of benefits that travellers in the capital already enjoy with Oyster cards. KCC and CCC will lobby for Smartcard ticketing to be included in the new Integrated Kent Franchise.

Station 'access for all'

5.123 Providing a step-free access to all station platforms in the Canterbury district is required and problems exist at both Herne Bay and Canterbury East.

5.124 Southeastern recently consulted on which stations should be improved using the Department for Transport's Access for All funding and out of 41 stations, Herne Bay came 12th and Canterbury East 18th in terms of priority need. We will continue to lobby for improvements and investigate funding opportunities until these improvements are made.

Rail mode share target

5.122 The 2011 census data shows that train travel represents 5% of journeys to work across the district. The target within this strategy is to increase this mode share to 6.5% by 2031.

[1] South East Public Health Observatory (2008), *Choosing Health in the South East: Road Transport and Health*

[2] Chief Medical Officer (2004), *At least Five a Week. Evidence on the Impact of Physical Activity and its Relationship to Health. London. Department of Health.*

[3] Transport for London (2002, 2009), Commission for Integrated Transport (2006) London Development Agency 2010

[4] Department of Culture, Media and Sport (2011), *Taking Part 2011/12 Quarter 2, Statistical Release*

[5] DfT (2012), *National Travel Survey 2011: Table NTS0301 Mode share - average number of trips*

[6] DfT (2011), *Local Area Walking & Cycling in England 2010/11- Local Authority Ranking*

[7] DfT (2012), *National Travel Survey 2011*

[8] Chief Medical Officers of England, Scotland, Wales and Northern Ireland (2011), *The Chief Medical Officers' 2011 Report*

[9] National Institute for Health and Clinical Excellence (2012), *Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation:NICE public health guidance 41*

[10] Office for National Statistics (2004), *Results from the sport and leisure module of the 2002 General Household Survey*

[11] Greener Journeys (2013)

[12] Canterbury City Council (2011), *The Impact of High Speed One Scrutiny Review – Final Report*

[13] Kent County Council (2011), *Rail Action Plan for Kent*

[14] East Kent Local Strategic Partnership (2010), *2010 Train Users Survey*

Chapter 6 – Parking strategy

Introduction

6.1 Parking is a vital strand of the transport strategy since the availability, cost and location of parking all influence whether someone uses the car. There is little point promoting alternative forms of transport unless the demand for car parking is carefully managed and controlled. This parking policy looks to balance the need for parking with the need to manage the use of the private car. This will be achieved by increasing car parking spaces at Park and Ride sites, a gradual reduction in the number of city centre parking spaces and setting parking charges to influence travel choice.

Policy 6.1: Parking Strategy

We will manage the availability and cost of parking to balance the impact of car use with the need to provide access to services and opportunities

Current Canterbury parking demand and provision

6.2 The Canterbury Parking Strategy has a Principle P2 "To base future off-street parking provision on the peak Saturday demand, outside the peak Christmas period".

6.3 A car park count carried out on Saturday 17th November 2012 between 12.00 -14.00 revealed that there were 380 city centre parking spaces available, mainly located at Castle Street multi-storey and Sturry Road Park and Ride (see Table 6.1).

Table 6.1: Car Parking Demand and Provision in Canterbury

Car Park	Number of Spaces	Time of Survey	Number of Empty Spaces	Occupancy
Castle Row	84	12:12	0	100%
Castle Street Multi-storey	442	13:00	105	76%
Holman's Meadow/Dover Street	208	12:12	22	89%
Longport	112	12:40	0	100%
Millers Field	46	12:13	2	96%
New Dover Road Park and Ride	600	12:30	10	98%
North Lane	40	12:11	5	88%
Northgate	57	12:25	28	51%
Pound Lane	166	12:20	8	95%
Queningate	102	12:40	0	100%
Rosemary Lane	90	12:28	7	92%
St Radigunds	279	12:36	56	80%
Station Road West	133	12:35	8	94%
Sturry Road Park and Ride	600	12:30	231	62%
Watling Street	172	12:12	-10*	100%
Whitefriars	530	13:00	0	100%
Wincheap Park and Ride	600	12:30	13	98%
Total	4,261		380	91%

*cars circulating

6.4 The total public car parking provision (including Park and Ride sites) is 4,261 spaces and the 2012 parking demand figure on a peak Saturday outside the Christmas period was 3,881 vehicles.

6.5 This figure is very similar to demand in 2005 (3,869) and shows that parking supply is effectively at capacity again (91% full). In the intervening years, between 2005-2012, parking demand gradually decreased, mainly because of the economic recession and it has only been in the last two years that demand has increased again.

Future parking demand in Canterbury

6.6 The future demand for parking will be dependent on many factors, including the amount and location of new development, the economic climate both nationally and locally, the cost and availability of sustainable modes of transport compared with the cost of driving and parking, and the attractiveness of the city centre compared with other competing centres and the on-line retail alternative.

6.7 The Local Plan sets out the future direction for the District and it is clear that the focus will be on providing new housing, creating jobs, and building on the international reputation of the city in terms of its historical importance and cultural offer.

6.8 These ambitions will inevitably lead to an increased desire for people to visit the city centre and indeed this will be a key success criteria.

6.9 The transport modelling results, summarised in Chapter 4, show that if people make similar travel choices in 2031 as they currently do, then travel demand would increase by approximately 30%.

6.10 As previously stated, the objective for this strategy is to accommodate this additional demand by increasing the number of journeys made by walking, cycling, public transport and Park and Ride.

6.11 The VISUM model forecasts that Park and Ride demand could potentially increase by 30 to 40% and based on current usage this would equate to the need for between 464 and 618 additional Park and Ride spaces by 2031.

6.12 In order to use the Parking Strategy as an effective traffic management tool, a gradual redistribution in parking provision from city centre car parks to Park and Ride sites is necessary. (Principle P4 of the Canterbury Parking Strategy). It is therefore proposed through the Local Plan that the following city centre spaces are allocated for disposal:

Table 6.2: City Centre Spaces Allocated for Disposal

Rosemary Lane (entire car park)	90 spaces
Hawks Lane (entire car park/ business user spaces relocated)	38 spaces
St Johns Lane (entire car park/ business user spaces relocated)	19 spaces
St Radigunds (part)	38 spaces
Longport (part)	9 spaces
Holman's Meadow (part)	104 spaces
Northgate (entire car park)	57 spaces
Castle Row (entire car park)	84 spaces
Total	439 spaces

6.13 The reduction in capacity from these car parks would reduce the total number of public car parking spaces in the city by approximately 10%.

6.14 The timing and the need to provide additional parking spaces will be dependent on the speed that development is delivered, the speed at which city centre parking spaces are removed and most importantly, the effectiveness of this strategy in encouraging the use of alternative modes of travel.

6.15 However, if a linear increase is assumed over the plan period for the highest predicted demand, along with a linear decrease in city centre spaces, then the parking capacity surplus/deficit would be as shown in Table 6.3.

Table 6.3: Parking surplus/deficit in Canterbury 2012-31

	2012	2015	2018	2021	2024	2027	2031
Provision (spaces)	4,261	4,188	4,115	4,042	3,969	3,896	3,822
Demand (spaces)	3,881	3,984	4,087	4,190	4,293	4,396	4,499
Surplus/deficit (spaces)	+380	+204	-28	-148	-324	-500	-677

Canterbury Park and Ride

6.16 Park and Ride has an important role to play in the hierarchy of sustainable transport solutions.

6.17 In an ideal world, it would be preferable for all journeys into the city to be made by walking, cycling or public transport. However the transport strategy needs to be balanced and also realistic and for many people, particularly those living in rural areas, the car will be their primary form of transport for the foreseeable future.

6.18 Therefore the role of Park and Ride is to provide a more sustainable alternative to the private car as it is better to have part of the journey into the city made by bus, than none at all.

6.19 Canterbury is currently served by three purpose-built full time Park and Ride sites located on three of the main approaches to the city - from the north east (A28 and A291), south east (A2) and south west (A28). Since the opening of the third site at New Dover Road in 2000, the Park and Ride service has been used by nearly one million passengers every year

Figure 6.1 Park and Ride Bus

and provides edge of city parking for 1,800 vehicles. More than 15 million people have used these Park and Ride services in the last 20 years, representing a saving of nearly 8.5 million car journeys into and out of the city centre.

6.20 The Canterbury Parking Strategy (2006) sets out the principle that all future parking demand for the city will be met by expanding Park and Ride provision.

6.21 The key route into the city currently not accommodated by a suitable Park and Ride site is the A2 north-western approach.

A Park and Ride site for the A2 north-western approach

6.22 The previous Local Plan (adopted July 2006) safeguarded land at Hall Place, Harbledown, next to the A2 on the north west side of Canterbury for a 600 space site but also recommended that alternative options should be investigated on the A2 corridor.

6.23 After a first study, entitled 'Canterbury's Fourth Park and Ride Site – Options Appraisal Study' (2006), the council decided that Faulkners Lane, Harbledown, should be the preferred location for a fourth Park and Ride facility. Subsequently, Government approval in principle for A2 slip roads at Wincheap meant that other sites, not considered in this first study, could provide a more appropriate location to meet this need.

6.24 A second study was undertaken and the council subsequently agreed that the preferred site in the Wincheap/ Thanington area was expansion of the current Wincheap Park and Ride facility and that another site at Cockering Farm should not be ruled out at that stage. The council also resolved that the final decision between Faulkners Lane and the site at Wincheap/ Thanington should be made through the Local Plan process.

6.25 The Local Plan identifies the Wincheap Estate as the most suitable location to accommodate the additional retail capacity for the city. This will require the delivery of an A2 off-slip at

Wincheap and, as soon as that is provided, the Wincheap Park and Ride will become attractive for many motorists approaching the city from the A2 north-western direction.

6.26 In addition, the Local Plan identifies a large strategic allocation at South Canterbury including a new grade separated interchange on the A2 near Bridge. It is proposed, as part of this development, that the existing New Dover Road Park and Ride is re-sited close to the new A2 junction. Although this is slightly further than Harbledown or Wincheap in terms of its location to intercept A2 north-western traffic, it would provide additional capacity for the A2 corridor, and add only a few minutes travel to a journey on the A2 from the north west direction.

6.27 It is therefore proposed that demand for Park and Ride spaces from the A2 north-western approach is met primarily by increasing capacity at Wincheap Park and Ride as soon as the new A2 off-slip road is provided. An enlarged and re-sited Park and Ride site near the proposed A2 interchange at south Canterbury would provide overflow spaces to meet any additional demand from this approach. The combination of these two Park and Ride facilities would mean that the provision of a fourth site at Harbledown should not be required during the plan period.

6.28 However, as Park and Ride is so important to the city's transport strategy, the delivery of these facilities will be regularly reviewed and in the event that an additional, or alternative site is required, the option of providing a fourth site at Faulkners Lane would be considered.

6.29 The other main routes into the city currently not served by Park and Ride sites are the A290 from Whitstable and A257 from Sandwich. Both these routes are served by regular bus services (the Triangle and Diamond routes) and have recently undergone substantial investment from Stagecoach, Canterbury City Council and Kent County Council as part of the Quality Bus Partnership. It is not ideal for Park and Ride operations to directly compete with high quality regular bus services, as this bus patronage could be adversely affected. Therefore, a site situated on these routes is not considered appropriate at this time.

New Dover Road Park and Ride

6.30 There is current planning consent to expand capacity at the New Dover Road site from 600 to 800 spaces. The 2012 count showed that the site is operating close to capacity at peak periods and it is expected that a 100 space expansion will be completed by summer 2014. As described in 6.26, the long-term proposal is to relocate this site adjacent to a new A2 interchange at south Canterbury.

Wincheap Park and Ride

6.31 The existing site is constrained by the River Stour and the A2 and significant expansion is not readily achievable although a limited expansion into the allotments could be feasible. The proposed A2 off-slip from the London direction will cut through the current facility, meaning that a complete rearrangement of parking provision will be required. In addition, the need to increase capacity so that the site can cater for the majority of traffic from the A2 north-western approach will be necessary. Options to provide this additional capacity will include multi-storey facilities and using land behind existing retail units adjacent to the river.

Sturry Road Park and Ride

6.32 Land was safeguarded within the previous Local Plan for potential expansion of this site. The Local Plan now identifies significant development at Herne Bay, Hersden and Broad Oak/Sturry. Although there is currently spare capacity, there may be a need to expand the site within the plan period to cater for the additional demand from this new development. It is proposed that the Sturry relief road will rejoin the A28 at a new junction near the Park and Ride site. In order to encourage as many drivers as possible to use this facility, direct access should be provided into the Park and Ride from the roundabout via a new access road.

Meeting future parking demand in Canterbury

6.33 Table 6.3 sets out the requirement for approximately 700 additional Park and Ride

spaces over the Local Plan period and it is proposed that this is achieved in the following way:

- Sturry Road +100 spaces (total 700 capacity)
- Wincheap +300 spaces (total 900 capacity)
- New Dover Road/south Canterbury +300 spaces (total 900 capacity)

6.34 The precise number of spaces and the split between the three sites will be determined at the appropriate time as and when development and infrastructure is delivered through the Local Plan period.

Canterbury car park tariffs

6.35 The city council will continue to use car parking tariffs to encourage more sustainable modes of travel. For those people who need, or prefer to drive, then parking charges will be used to influence where they park in order to reduce the impact of traffic on the historic core of the city.

6.36 The price differential between parking at Park and Ride sites compared to city centre car parks will be as large as possible taking into account the following factors:

- the objective for the Park and Ride service to break even financially
- the need to ensure that the cost of city centre parking does not undermine economic competitiveness

6.37 Car park tariffs will be reviewed annually through the Off-Street Parking Places Order (OSPPO) to ensure the above objectives are being met. We will also constantly monitor parking usage, overall travel demand and economic results to check that our parking strategies are both appropriate and balanced, taking into account the environmental, economic and social needs of the whole community.

6.38 In order to encourage people to use public transport rather than drive, consideration will also be given to using parking tariffs to ensure that the overall cost of driving and parking is comparable with bus fares.

Park and Ride transport hubs

6.39 During the last few years, there has been interest in expanding the role of Canterbury's Park and Ride sites. Canterbury College and the Health Trust have operated mini-bus services from the New Dover Road site to their premises, to help them address their travel plan objectives to reduce on-site parking for staff, students and visitors.

6.40 KCC has also put forward the role of these sites to act as transport hubs for the inter-urban coach network and also for rural bus services to feed into the existing commercial bus network at these sites, negating the need for rural services to spend time accessing urban centres[1].

Whitstable parking

6.41 Results from a recent parking count on a Wednesday and a Saturday in June 2011 are shown in Table 6.4.

Table 6.4: Parking Count in Whitstable 2011

Car Park	No of Spaces	Number of Empty Spaces		Occupancy Rate	
		Wed 8 June	Sat 11 June	Wed 8 June	Sat 11 June
Gladstone Road	56	10	1	82%	98%
Keams Yard	66	22	5	67%	92%
Middle Wall	90	19	12	79%	87%
Shaftesbury Road	48	8	0	83%	100%
Victoria Street	56	7	1	88%	98%
Tankerton Road	41	40	41	2%	0%
Gorrell Tank	258	195	77	24%	70%
Whitstable Harbour	19	1	3	95%	84%
Oyster	23	18	22	22%	4%
Leisure Centre	58	28	10	51%	83%

6.42 The results shows that although there was plenty of spare capacity on a weekday, demand was extremely high on the Saturday and, excluding Tankerton Road car park, the overall demand represented 83% of supply.

6.43 Whitstable has become an extremely attractive destination for visitors particularly during the peak summer months and as a result, parking demand regularly far exceeds supply.

6.44 The problems caused by the lack of convenient parking result in traffic congestion both through the town centre and on residential side roads, and the issue is now seen by businesses as a constraint to economic growth.

6.45 However there are no feasible options to increase car parking capacity in the town and additional off street parking would be likely to increase congestion. The only realistic long-term option will be to provide a suitable edge-of-town Park and Ride facility to meet the needs of visitors, particularly those from the London direction. A trial of a Park and Ride for Whitstable took place in the summer of 2009 and found that while the trial was successful in so far as it met a parking need during the peak weekends, there was no business case at that time for providing Park and Ride on every weekend through the summer months.

6.46 Since 2010, a Park and Ride service has operated from the Estuary View Business Park only during the weekend of the Oyster Festival and this has proved very popular. The success has only been limited by the capacity of the site which provides a maximum of 190 parking spaces.

6.47 Any Park and Ride for a town the size of Whitstable is very unlikely to be self-funding, given that the cost of the service needs to be competitive with the parking charges in the town centre. However if a suitable location can be found that can be served by existing scheduled buses then the operating costs will be significantly reduced.

6.48 As such, it is intended that a study will be carried out in due course to assess all possible site options and to consider how a facility could funded and operated.

6.49 Parking tariffs will be reviewed annually to ensure Whitstable remains a thriving and successful destination. Tariffs would be used to encourage Park and Ride usage as soon as a facility can be provided.

Herne Bay parking

6.50 The Herne Bay Area Action Plan seeks to reduce the amount of retail leakage to other areas and assuming it is successful in this aim and also regenerating the town centre, then the supply and cost of parking will be an important factor to consider.

6.51 Parking surveys show that there is currently an adequate supply of parking in Herne Bay except on Saturdays when demand is close to capacity. This is due to the loss of 166 spaces in Kings Road car park which is used for a Saturday market.

6.52 The Area Action Plan aims to protect current overall levels of weekday parking facilities, and to investigate increasing parking availability on Saturdays.

6.53 In order to regenerate the town centre it is important that parking tariffs are set at levels that do not deter usage and these will be reviewed annually taking into consideration all fixed operating costs.

On-street parking

6.54 The city council is responsible for on-street parking through a Parking Agreement with Kent County Council.

6.55 It is important to consider parking issues holistically, as changes in respect of parking supply or tariffs on-street have direct implications off-street, and vice-versa.

6.56 The general policy is to encourage longer stay parking in car parks and at Park and Ride sites, and allow greater turn-over of on-street bays which are usually located closer to shops and businesses or in residential areas. This can be achieved by limiting the maximum length of stay or having a higher hourly tariff.

6.57 Most of Canterbury is within a Controlled Parking Zone (CPZ) which consists of resident only bays and two or four hour maximum stay

bays, except for resident permit holders. Smaller CPZ areas exist in Whitstable and Herne Bay.

6.58 There are several zones in Canterbury which contain on-street pay and display bays as well as some at Beach Walk in Whitstable and Central Parade in Herne Bay.

6.59 The CPZ areas, on-street pay and display charges and resident permit charges are reviewed annually to ensure they are reasonable, meet the needs of the majority of residents and are compatible with the requirements set out in the Parking Agreement and Traffic Management Act.

Residential parking standards

6.60 KCC currently considers the parking standards set out in the Kent Design Guide: Interim Guidance Note 3 for residential developments[2] and the Kent and Medway Structure Plan: Supplementary Planning Guidance 4 for commercial developments[3] . However, new developmentsare each assessed on an individual basis as it is recognised that restricting parking provision in developments can encourage residents to park informally on the estate.

6.61 Government policy no longer requires local authorities to set maximum parking standards[4]; instead, they are encouraged to develop locally appropriate standards taking into account factors such as the availability of public transport and local car ownership levels.

6.62 The National Planning Policy Framework advises that:

"if setting local parking standards for residential and non-residential development, local planning authorities should take into account:

- *the accessibility of the development;*
- *the type, mix and use of development;*
- *the availability of and opportunities for public transport;*
- *local car ownership levels; and*
- *an overall need to reduce the use of high-emission vehicles.*

Local authorities should seek to improve the quality of parking in town centres so that it is convenient, safe and secure, including appropriate provision for motorcycles. They should set appropriate parking charges that do not undermine the vitality of town centres. Parking enforcement should be proportionate."

6.63 The city council's proposal for local parking standards will form part of a future Supplementary Planning Document.

[1] KCC (2010), *Growth without Gridlock pages 50, 52*

[2] KCC (2008), *Kent Design Guide Review: Interim Guidance Note 3 Residential Parking*

[3] KCC (2006), *Kent and Medway Structure Plan 2006: Supplementary Planning Guidance 4 – Kent Vehicle Parking Standards*

[4] Department for Communities and Local Government (2012), *National Planning Policy Framework*

Chapter 7 – Managing the network

Introduction

7.1 There is a growing awareness of the impact that increasing car use has on many aspects of our lives and more people are looking to reduce their car use either due to environmental concerns, financial reasons or as part of a healthier lifestyle. Nevertheless, the private car is and will continue to remain the most popular mode of transport for the foreseeable future and we cannot ignore those who need to use a vehicle for a number of reasons.

7.2 Therefore, this strategy looks at ways of managing the existing network to reduce delay and disruption to vehicle users in conjunction with improving choice and promoting alternatives. Working from the approach set out in Chapter 4, the policy to improve traffic flow is:

> **Policy 7.1: Improving traffic flow**
>
> We will aim to achieve reliable journey times across the transport network

7.3 The previous Canterbury District Transport Action Plan identified the following 'hot spots' in the city:

- A28 Sturry Road/Tourtel Road/Military Road approach to the city from the north east.
- A28 Wincheap approach from the south west
- the A28 Inner Ring Road in particular the section eastbound between St Georges and Tourtel roundabouts
- Rheims Way and St Dunstans Street and the approaches from the north and north-west where there is currently no Park and Ride provision.
- New/Old Dover Roads and the Littlebourne Road and the approaches from the south and south east.

7.4 These 'hot spots' remain and solutions that improve traffic flow are still required.

7.5 Delays tend to occur at junctions, when traffic has to give way and this is particularly true on the A28 Canterbury ring road where there are numerous roundabouts. There are also delays at pedestrian/cycle crossings but these facilities are necessary to promote these sustainable forms of transport and their timing is carefully managed to minimise delays to traffic, while still allowing pedestrians and cyclists to cross safely.

7.6 There is a general misconception that much of Canterbury's congestion is caused by through traffic. However many traffic studies, including the most recent VISUM modelling, have consistently shown that approximately 87% of the traffic on the A28 ring road has either an origin or destination in the city, leaving only 13% of traffic making through trips[1].

7.7 KCC has a network management duty to ensure the 'expeditious movement of traffic' on Kent's highway network. The county council aims to provide a safe and reliable highway network, combined with accurate and widely available information to ensure that people can make informed choices about how and when to travel.

Intelligent transport systems

7.8 Intelligent transport systems (ITS) are tools that help alleviate congestion by monitoring traffic behaviour and providing information to road users that improve the efficiency of the network. The county council, as local transport authority, has an established Urban Traffic Management and Control (UTMC) system with a Traffic Management Centre (TMC) located in Maidstone.

7.9 Between 2009 and 2011, a range of UTMC projects were implemented which enable the TMC in Maidstone to manage the Canterbury city network by the following:

- monitoring sites on main roads in Canterbury which provide continuous traffic speed and volume data
- checking that traffic signal timings are correct for current traffic flows
- closed circuit television used to inform decisions on how best to manage the network
- links to control rooms operated by district and borough councils
- automatic number plate recognition used to collect accurate journey times
- variable message signs informing users of issues on the network
- electronic car park signing displaying the availability of spaces
- urban traffic control connection to individual traffic signals to change green times to alleviate congestion
- real time information at key bus stops
- travel information through sat-navs, mobile phones, tablets and the internet

7.10 In Maidstone, ITS has been used very effectively to control and manage traffic flows using traffic signals. Currently the major intersections on Canterbury's ring-road are predominantly roundabouts and therefore flows cannot be remotely managed in the same way. However it is proposed within this strategy to undertake

Figure 7.1 Real-time car park sign

a study to evaluate the feasibility and potential to either signalise roundabouts or replace them with signalised junctions. The study will include the following roundabouts: Kingsmead, Tourtel, St Georges, Riding Gate and Wincheap.

7.11 KCC is currently preparing a congestion strategy which will map out the future direction for managing congestion in the county. It will set out the future plans to maximise the use of intelligent transport systems in Canterbury. It will also consider a number of highway improvements that could improve traffic flow at various locations including:

- Military Road roundabout - increase the merge lane length from the city bound exit
- Closure of the Union Street/Military Road junction to prevent 'u-turning traffic causing delays at the roundabout
- London Road/Rheims Way Roundabout – improvements to improve traffic flow

Eastern by-pass

7.12 The VISUM transport model has been used to assess the impact of an eastern by-pass which could link the A28 near the Sturry Road Park and Ride, with the A2 at a new interchange near Bridge. The model included traffic generation from all the proposed developments as well as background growth to 2031. The predicted two-way traffic flows are 1350 in the am peak period and 1500 vehicles in the pm peak period.

7.13 As a comparison, the proposed Chaucer Road to A257 link which is effectively an alternative for half of the eastern by-pass route, would cater for approximately 800 vehicles in both peak periods.

7.14 The relatively low use of an eastern by-pass along with a high construction cost, will mean that future funding opportunities will be difficult to secure because of an inferior cost-benefit ratio compared to other local and regional transport priorities.

7.15 In addition, it is likely that the first section of the by-pass between the A28 and A257 would impact on land designated as a Site of Special Scientific Interest (SSSI). In order to proceed, it

would be necessary to prove that the benefits of the by-pass outweighed any adverse impact on the land. As the SSSI designation gives legal protection to the best sites for wildlife and geology in England, this would be difficult to overcome.

7.16 A route for the eastern by-pass is not included within the Local Plan for the above reasons. However the potential for funding and a consideration of the scheme justification/ benefits will be kept under review.

Wincheap traffic management scheme

7.17 The A28 Wincheap corridor is a primary route into the city and provides access to the Wincheap estate. As such, the route suffers from peak hour congestion and pollution. The previous district Transport Action Plan set out a three phase traffic management scheme for this corridor, subject to further assessment work and public consultation.

- short term scheme (one to two years): re-timing signals at the Park and Ride/A2/Ten Perch Road junction to better regulate the flow of traffic along Wincheap
- medium term scheme (two to five years): implement a one-way gyratory sending inbound traffic through the Wincheap estate to rejoin the A28 at the Simmonds Road junction and outbound traffic on Wincheap with associated traffic management and bus priority measures
- long term scheme (five years+) – construct an A2 slip road(s) and reroute the A28 through the Wincheap Estate with road links to the A2 and Rheims Way with a local traffic, cycle and pedestrian zone along Wincheap

7.18 To date only the short-term traffic signal improvement and construction of A2 London bound slip road have been achieved.

7.19 The previous Local Plan (2006) designated a Wincheap Regeneration Zone for the redevelopment of the Wincheap area. A draft Wincheap Development Brief outlined proposals following public consultation and the city council secured a development partner. Proposals to deliver some of this important transport infrastructure were well advanced before the financial recession prevented any further progress in 2008.

7.20 The Local Plan now identifies the Wincheap estate is being the most suitable location for all additional retail capacity over the plan period.

7.21 Having one satellite centre adjacent to and complementing the existing city centre is supported in transport terms.

7.22 Key transport infrastructure will be provided:

- A2 off-slip road,
- re-provision and expansion of the Park and Ride which would cater for A2 north-western traffic (as well as A28 Ashford traffic)
- a relief road through Wincheap estate with bus lanes.

7.23 It was previously thought that the relief road, which would become the new A28, would link with Rheims Way via a tunnel beneath the railway line. This option was considered by the city council's development partner in 2008 and the cost was found to be prohibitive. A more achievable solution would be the provision of mini gyratory system or one-way system which would improve traffic flow, facilitate bus priority measures and remove westbound queuing which currently creates blockages at the roundabout.

7.24 It will be vital that this retail area is accessible by sustainable transport modes in order to avoid the problems created by other retail parks over the last 30 years. As well as bus lanes from the Park and Ride into the city centre there will be a need to ensure walking and cycling journeys between Castle Street and Wincheap are enhanced and providing a signalised junction at Wincheap Green will be considered.

7.25 Parking numbers would be strictly controlled in line with the city centre parking strategy.

St Dunstans and Westgate Towers improvements project

7.26 This project, which was proposed in the previous district transport action plan as the North Canterbury Traffic Management Scheme, came about as a result of the opening of Station Road West to alleviate the traffic related problems in and around the St Dunstans area. St Dunstans Street acts as a local high street and provides pedestrian access between the city centre and Canterbury West Station. This key pedestrian route is crossed by traffic accessing the north of the city along the A290 and North Lane. The level crossing further up St Dunstans Street frequently causes queuing traffic which results in congestion and air pollution along these historic streets.

7.27 The cross-city route between St Dunstans Street, North Lane and St Peters Place requires traffic to pass through the narrow arch-way of the Westgate Towers in a south-easterly direction and solutions to remove traffic have been sought since the 1960s.

7.28 The declaration of an Air Quality Management Area on North Lane, St Peters Lane and St Dunstans Street means that a solution is no longer simply an aspiration but is a vital transport objective.

7.29 Canterbury West station, with its high speed rail links to London, is used by tourists visiting from the capital yet the route to the city centre makes a poor impression, being a heavily vehicle dominated environment with signalised pedestrian crossings encouraging pedestrians away from their natural desire lines. As a result, pedestrians are not encouraged to stop, linger and enjoy one of Canterbury's most inspiring streets.

7.30 A year long experimental trial, which commenced in March 2012, aimed to reduce the dominance of vehicles, create a high quality public realm and protect the Westgate Towers from vehicle damage.

7.31 The stated objectives were :

- to protect and preserve the Westgate Towers
- to reduce the impact of traffic and improve air quality in the area
- to undertake public realm and environmental improvements
- to improve walking and cycling links between St Peters Street and the Canterbury West Railway Station
- to improve bus and taxi facilities
- to help regenerate the area and maximise the economic opportunities presented by HS1

7.32 All these objectives are still valid and it is hoped that improvements can be made in the area to meet as many of these objectives as possible in the future.

Whitstable traffic management scheme

7.33 As Whitstable has become a popular destination, traffic congestion has increased. After various consultations, a traffic management scheme was introduced in 2004 which introduced a 20mph zone in the town centre streets, surface treatments and informal pedestrian crossing points, a loading ban and on-street parking controls.

7.34 Despite these measures, congestion in the High Street and Oxford Street still causes disruption, particularly on busy summer weekends and bank holidays when the town is at its most popular. This congestion disrupts the bus services that serve the town and pedestrians can spill onto the carriageway where the footways are narrow, leading to a series of personal injury crashes involving pedestrians.

7.35 This has led to requests to implement a one way gyratory scheme and one option would be to:

- make Oxford Street and High Street one way northbound from the junction with Nelson Road, whilst leaving Cromwell Road two way
- pedestrianise Harbour Street between 10.30am to 4.30pm daily from the junction with Horsebridge to the junction with Woodlawn Street, with a prohibition of driving except for loading in this length of Harbour Street outside these times

- reverse the direction of traffic flow in Harbour Street from its junction with Horsebridge to its junction with Woodlawn Street.

7.36 Additional features/considerations

- traffic from side roads off High Street and Oxford Street to the north of Nelson Road would be required to use the High Street northbound and will therefore experience longer journeys to reach, for example, Canterbury Road
- Harbour Street/Cromwell Road junction would be remodelled to discourage through traffic yet allow access to the western harbour entrance via Harbour Street
- Woodlawn Street/Harbour Street junction would be remodelled to facilitate right turn from Woodlawn Street
- provide access to Victoria Street car park from Albert Street since current access from Harbour Street would be pedestrianised
- the need for strengthening works on Cromwell Road for additional traffic, an assessment of removal of existing traffic calming and the need for additional parking restrictions to enable free flowing traffic
- south-bound buses from Tankerton would be diverted along Cromwell Road and would not serve the Harbour or High Street. Cyclists likewise would not be permitted to use High Street or the one–way length of Oxford Street.

7.37 Some of the benefits of this scheme are that it would allow additional parking or loading bays in Oxford Street and wider footways in High Street. If all vehicles were to be removed from Harbour Street between its junctions with Woodlawn Street and High Street between 10.30am and 4.30pm daily, this would improve significantly the pedestrian environment and air quality. The removal of much of the westbound traffic from the eastern length of Harbour Street would also benefit pedestrians crossing to the harbour.

7.38 However funding for a future Whitstable traffic management scheme has not been identified and gaining the support of the majority of residents for a scheme of this nature would be difficult.

Additional network capacity

7.39 It is important that the justification for new road building to generate additional road capacity is coupled with measures to re-allocate road space on other routes to assist buses, pedestrians and cyclists. This is necessary to avoid additional traffic flows taking up the additional capacity created, as well as improving the facilities for other modes of travel.

7.40 However, provided this point is adhered to, then the opportunities to provide some additional highway infrastructure which would relieve congestion and improve traffic flow will be considered. This would include a review of roads which have been previously closed to through traffic.

Figure 7.2 Harbour Street Whitstable

A2 slip roads

7.41 The A2 trunk road passes through the outskirts of the city of Canterbury and has three junctions at Harbledown, Wincheap and Bridge but none of these junctions offer full turning movements, meaning that some drivers have to take long detours via the ring road and inner radial routes to gain access to/from the A2.

7.42 In the previous Transport Action Plan providing all-movement A2 junctions was considered to be one of the highest priorities in order to reduce vehicle movements through the city.

7.43 An on-slip to the A2 from the A28 at Wincheap was opened in 2011 and as discussed in 7.22 an off-slip at Wincheap is required in order to facilitate the redevelopment of the estate. The current lack of a slip road onto the A28 for traffic coming from the west means that some drivers turn off earlier at the Harbledown junction and then drive via Rheims Way, along the ring road and turn right up Wincheap. This is a very busy part of the ring road and the right turn causes delays to westbound traffic on the ring road at the Wincheap roundabout. The completion of a final A2 slip road at this junction is therefore a priority of this strategy.

7.44 Although the previous transport modelling work did show that the provision of east facing slip roads at the A2 Harbledown junction would provide some benefits in the city centre, the distance between the Harbledown and Wincheap junctions would be well below minimum trunk road design standards. This issue as well as the fact that it would not be possible to raise funds through associated development mean that slip roads at Harbledown are unlikely to be deliverable within the period of this Strategy.

A2 Bridge interchange

7.45 The Local Plan has identified that the most appropriate location for a strategic development site at Canterbury to be at south Canterbury.

7.46 Access to this site from the A2 near Bridge is currently very difficult and concerns have been expressed by the Highways Agency regarding the impact of the proposed development on the trunk road and, in particular, on the Bridge Interchange. This junction was constructed in the early 1980s as part of the construction of the A2 Canterbury bypass. The junction, however, incorporates minor residential county roads on the outskirts of the village of Bridge. The Highways Agency indicated that they would object to any development without a major improvement to this junction.

7.47 However they will support the provision of a new grade separated interchange and this would be a prerequisite of any significant development in the south Canterbury area. In order for the strategic development to be acceptable in transport terms its proximity to the A2 would be a weakness unless it offers realistic and affordable sustainable alternatives.

7.48 As such, the following transport measures are considered essential:

- a fast-track bus service into the city centre
- bus fare incentives for residents
- parking controls
- the provision of green corridors to encourage walking and cycling journeys into the city centre
- expansion and relocation of the new Dover Road Park and Ride closer to the new A2 interchange
- a car club

A28/A257 barracks link

7.49 A road linking the A28 and the A257 has been considered for many years. The previous Transport Action Plan suggested that a short link road between Chaucer Road and St Martins Hill through barracks land was worthy of further consideration. Uncertainty regarding the future of the barracks has meant that pursuing this option has not been possible until recently.

7.50 The decision of the Ministry for Defence in March 2013 to close the Howe Barracks has led to plans being prepared for a housing development on the site.

7.51 It will be vital that the opportunity is taken to include the short Chaucer Road to A257 link as part of this development in order to remove some A28 ring road traffic particularly from Tourtel Road and Broad Street where an air quality management area is in place.

7.52 The VISUM model has demonstrated that the short Chaucer Road/A257 link would cater for approximately 800 vehicles in the peak hours and there would be a reduction in the number of vehicles going through the Broad Street air quality management area.

Sturry relief road

7.53 The level crossing at Sturry is located at the intersection of the A291 from Herne Bay and the A28 from Thanet.

7.54 The existing road system is constrained by the junction and the proximity of the level crossing, with no opportunity to provide bus or cycle lanes. At the previous Local Plan inquiry, KCC indicated that any significant further development that increased traffic from either of these corridors would not be possible without a radical solution at Sturry.

7.55 As such this strategy concludes that in order to mitigate the effects of traffic from developments to the north and east, an A28/A291 Sturry relief road that avoids the level crossing and can incorporate in bound bus lanes is required. All new developments that are shown through the VISUM model to add additional traffic to the level crossing would be expected to contribute to the cost of the infrastructure.

Herne relief road

7.56 Although Herne village doesn't suffer from significant traffic congestion, the high volume of traffic combined with the narrow and constrained section of the A291 through the centre does impact negatively on the environment. Air quality is close to the threshold at which an AQMA needs to be declared and the impact of additional traffic from new development in Herne Bay/Broomfield is likely to mean that a relief road will be required.

7.57 The relief road would need to be funded by those developments that generate additional traffic through the village.

7.58 Options will include using access roads through the proposed Strode Farm development and then either widening/ upgrading Bullockstone Road or a constructing a new road across farmland.

Minimising disruption

Kent permit scheme

7.59 The Kent Permit Scheme, introduced in 2010 by the county council, requires anyone wishing to work on the highway to book time on the highway through a permit. The aim of the scheme is to minimise disruption from highway works by improving KCC's ability to manage these works and avoid overlapping roadworks. Promoters can receive a fixed penalty notice if they work without a valid permit or are in breach of permit conditions.

Kent lane rental scheme

7.60 KCC have been given powers by the DfT to charge for works on the most traffic sensitive roads to encourage those undertaking works to carry them out in the least disruptive manner. Utility companies and other operators who wish to close roads or restrict them for works to take place are charged up to £2000 per day for disrupting the busiest roads on the network at peak times. The revenue received is used to cover the operating costs of the scheme and any surplus can fund congestion busting measures.

Street works register

7.61 As part of the Traffic Management Act 2004, there is a requirement to maintain a register to record all skip and scaffolding licences, such that their effect can be co-ordinated through the Street Works Register. KCC has already developed a GIS based register to co-ordinate road works. This information is made available via the internet and is in a format that can be used by adjoining local transport authorities, utility companies, and national agencies. The county council plans to widen the scope of

this register to incorporate planned events and other activities on the highway, including skips and scaffolding.

Events and incidents

7.62 Kent has a number of large venues which operate regular events, including Brands Hatch, the County Showground and Leeds Castle. Multi-agency co-ordinating groups are in place to manage the impacts of these events on the transport network and this practice has also been applied to larger events such as the Tour de France and the Open Golf Championship. KCC's Roadworks Teams work closely with event organisers and utility companies to prevent disruption to moving traffic as far as possible.

Managing traffic regulations and enforcement

7.63 Traffic Regulation Orders (TROs) are used to regulate, restrict or prohibit the use of a road. KCC has conducted a countywide review to ensure that the information contained in each TRO matches the markings and signing in place. During the LTP3 period, KCC will develop a TRO management system so that TRO information may be shared with other stakeholders and partners. Future powers obtained under the Traffic Management Act 2004 will allow the civil enforcement of further moving traffic offences, such as stopping inside box junctions, stopping in a restricted area and failing to comply with a mandatory direction sign.

Adapting to climate change

7.64 Severe weather events in the past have had serious impacts on the county's transport network, resulting in buckling rails and train service disruption, road closures and the implementation of Operation Stack, with significant knock-on effects to service delivery, businesses and communities. The county council has drawn up the Kent Adaptation Action Plan, developed in response to the Kent Environment Strategy, and contains actions to address the impacts of climate change in relation to the activities of the county council.

Policy 7.2: Adapting to climate change

We will improve the resilience of the transport network in response to the long-term impacts of climate change.

7.65 Some of these actions include reassessing which materials to use in highway works that are more resilient to a changing environment, a climate change risk register, reassessing maintenance priorities in response to the impacts of severe weather on highway assets and using this information to inform assessments of maintenance and repair priorities, understanding the risks of flooding and the use of water harvesting and recycling.

[1] Jacobs (2012), *Technical Note: Canterbury Cordon Flows – External to External Trips*

Chapter 8 – Reducing the demand to travel

Introduction

8.1 Private car trips are becoming longer and more frequent and whilst the car is often the most convenient form of transport, it occupies a large amount of road space per passenger. Around 91% of car commuting journeys and 87% of work-related car journeys are single occupancy, which means much road space is taken up by empty seats. With a transport network that has limited capacity due to the cost and environmental impact, the inevitable result is increasing congestion and delay for all journeys.

8.2 Teleworking either from home or from a nearby satellite office is becoming more accepted and technology also allows us to interact without the need to make a journey by using online services. Kent Gateways are also bringing together a range of public and voluntary services in one place in a convenient town centre or high-street location.

8.3 Where a journey is necessary, car sharing and going by public transport, walking or cycling occupy less road space so those who need to make the journey by vehicle are more likely to reach their destination on time.

8.4 KCC and CCC want to build on these factors and reduce congestion by looking at ways of reducing the demand to travel by car by

- reducing the length or number of journeys taken
- promoting alternative means of accessing goods and services
- promoting more efficient modes of transport.

Sustainable development

8.5 In line with government policy, all of the spatial plans in Kent embrace sustainability with the objectives of reducing greenhouse gas emissions and minimising congestion when planning new development. Government guidance advises that planning policies should aim for a balance of land uses within their area so that people can be encouraged to minimise journey lengths for employment, shopping, leisure, education and other activities. Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe.

8.6 To support this, both the city council and county council work together through the planning process to facilitate the use of sustainable transport by:

- looking to locate development near existing transport hubs
- requiring facilities for walking, cycling and public transport, and
- ensuring mixed-use developments; where housing and employment are located in close proximity to encourage shorter commuting journeys.

8.7 For larger scale residential developments, planning policies will promote a mix of uses with key facilities such as primary schools and local shops located within walking distance of most properties.

Policy 8.1: Sustainable development

We will support a pattern of development that facilitates the use of sustainable modes of transport.

Travel plans

8.8 A travel plan sets out a plan of measures and initiatives, for a site or organisation, which encourages more sustainable travel, with an emphasis on reducing the reliance on the private car, particularly single occupancy travel. They are especially suitable for large employers and new residential developments with high levels of car commuting. Most travel plans arise as a requirement of planning permission though some are written where reducing car parking provision and supporting modes like walking and cycling can bring financial, environmental and health benefits both for the company and its workforce.

8.9 Travel Plans are also written for schools, shopping centres and residential developments. The Plan can contain a range of measures including new infrastructure, changes to working practices such as flexible working hours or revenue funding for a new bus service. It is important that travel plans which are required as part of a planning approval are sufficiently robust with appropriate measures in place to address failure to meet agreed targets.

8.10 Within the Canterbury district, there is already a planning requirement for all new developments likely to generate significant travel movement to submit travel plans as part of their planning permission. CCC will work in partnership with KCC to target those organisations in the district which are generating high volumes of traffic, notably those impacting on the AQMA.

8.11 Whilst the role of enforcing planning conditions and obligations lies with the district planning authorities, the county council recognises that it has a policy lead in this area and has published guidelines to developers on the scope and requirements of travel plans[1].

8.12 KCC offer support and guidance to businesses interested in developing a travel plan. Through a web-based Travel Plan Monitoring system (i-Trace), the county council provides free web-based site audits and surveys which highlight current travel patterns and opportunities to bring about modal shift.

Policy 8.2: Travel plans

We will require that development proposals that have significant transport implications are supported by a Transport Assessment and a robust Travel Plan

Car sharing

8.13 Car sharing has an important role to play in the overall transport strategy as for those people who cannot walk, cycle or use public transport, it represents a more sustainable mode of travel than single occupancy vehicles.

8.14 In terms of home to work journeys in the district, car sharing accounts for 4.7% of the transport mode share. An aim of this strategy is increase this percentage, particularly by encouraging single car drivers to car share at least once or twice a week. The target stated in Chapter 14 is to increase the mode share to 6.5% by 2031.

8.15 We will promote car sharing in a number of ways including Kentjourneyshare. This is a free web-based service that links drivers, passengers, walkers, cyclists and taxi users who make similar journeys and encourages them to share their trip. In January 2013, there were 4,300 members equating to an approximate saving of 1,400 tonnes of CO2 per annum. Other opportunities are available at the national level, including tax breaks for cycle purchase and other green travel initiatives.

8.16 The Park and Ride service in Canterbury is one of a small number in the country that charge per vehicle rather than per person. This was a deliberate policy decision to encourage car sharing.

Car clubs

8.17 Car clubs allow residents to gain access to a car in their neighbourhood without having to buy or maintain their own vehicle.

8.18 Not owning a car automatically leads to a less car dependant lifestyle and research has shown that membership reduces car mileage by a third for all users[2].

8.19 Vehicles are maintained by the car club operator and are available at short notice such as 15 minutes or booked in advance. Membership typically costs around £100 to £200 per year and the overall cost of using a car in this way is cheaper than personal car ownership for lower mileage drivers.

8.20 Larger scale residential developments provide the greatest opportunities for car clubs to become established and therefore the strategic allocations at South Canterbury, Broad/Oak Sturry and Hillborough will need to include these within their Travel Plans. Offering free membership for one or two years to new residents is an effective way to develop longer term usage.

Workplace travel plans

8.21 A workplace Travel Plan looks at all journeys undertaken by businesses including home to work, business journeys, travel by visitors, deliveries, contractors and company cars. KCC is developing a range of web-based guidance, templates and support to enable businesses to take simple steps that can make a big difference, including setting up a car sharing scheme.

Canterbury City Council travel plan

8.22 The government is keen for local authorities to demonstrate their commitment to delivering cleaner air by leading by example and therefore the city council's staff Travel Plan is a key measure to take forward.

8.23 CCC is currently reviewing its Travel Plan which was first introduced in 2005. It concentrates on the Military Road office, where over 80% of staff are located

8.24 The four objectives are to:

- improve travel choices for staff
- help reduce traffic congestion in the Canterbury area
- reduce pressure on the limited number of car parking spaces available
- represent an upfront public demonstration of corporate commitment and set a good example to others

8.25 The three main targets are to:

- reduce single occupancy car use from 64% to 50%
- increase occasionally used other modes of travel from 33% to 50%
- reduce the total number of car journeys to/ from Military Road office by 16%.

8.26 Since the adoption of the travel plan, most of the high priority incentives have been implemented including:

- a new cycle compound, changing facilities, pool bikes, bike purchase salary sacrifice scheme
- a car sharing scheme with reserved parking for car sharers
- subsidised bus tickets, interest free loans for season tickets, free Park and Ride; and
- a new parking system in the Military Road car park

8.27 While some other large employers in Canterbury provide free parking for staff, many are starting to remove this 'perk' because of pressure on land for environmental reasons or the cost of provision. The cost of providing a car parking space has been estimated at upwards of £2,000 with an additional £400 to £1,000 per annum in maintenance costs.

8.28 The city council's aspirations for a successful travel plan are hindered by the provision of ample and free parking for staff. Therefore the council is currently considering charging options for staff parking and any income generated would be ring fenced for sustainable transport initiatives such as subsidised bus and train tickets, a pool car and Car Club.

School and railway station travel plans

8.29 A school travel plan is a set of measures to help cut the number of car journeys people make to school, encourage more journeys by public transport, and increase walking and cycling. Canterbury, with its long history of academia, is a major draw for education, particularly for 11-19 year olds. It has four independent schools with approximately 2,200 pupils and a further 7,500 pupils in state education, all of which serve a wide catchment area.

8.30 There are a number of schools within and near to the AQMA, where implementation of school travel plans will be of particular significance. 94% of all schools in Kent and 100% of Canterbury schools were reported to have approved school travel plans in September 2010[3] . These are subject to review and monitoring on an on-going basis.

8.31 In addition to travel plans for schools, workplaces, residential developments and leisure venues, KCC has been actively participating in the national Rail Station Travel Plan pilot led by the Association of Train Operating Companies on behalf of the Department for Transport. The work at Ashford International station has seen the development of a strong partnership between the county council, Southeastern, Stagecoach, Ashford's Future and SUSTRANS with a view to addressing the environmental impact of the whole rail journey, including the trips to and from the station.

8.32 KCC and its partners are seeking to expand this initiative to other key stations across Kent including Canterbury West, utilising funding from the government's Local Sustainable Transport Fund.

Personalised travel planning

8.33 Personalised travel planning is a targeted marketing technique providing travel advice and information to people based on an understanding of their personal trip patterns.

8.34 This could include:

- a personalised journey plan
- bespoke walking and cycling route maps; and
- a cost and time comparison for different travel modes
- carbon use and health comparisons

8.35 KCC will be running a personalised travel planning exercise at Canterbury West in 2014, linked to the station and forecourt improvements.

Home-based working and Broadband coverage

8.36 The increasing availability of high-speed broadband is likely to increase the incidence of home-based business and Canterbury's cultural, creative and knowledge-based businesses have a propensity for home-working. It is recognised that there are significant benefits to be gained in relation to reducing traffic congestion and hence air quality and therefore home-working is supported in the Local Plan. House builders will be encouraged to provide high quality internet connections and consider incorporating dedicated work space.

8.37 Home working accounts for 11.6% of all home to work 'journeys'[4]. and the aim is to increase this percentage to 14% by 2031.

8.38 KCC and CCC are keen to encourage teleworking, whereby employees connect to their workplace through telecommunications from their home rather than commute. The county council also promotes the use of video conferencing and audio conferencing, which enable staff to interact without the need to make a long business journey. In the present economic climate, businesses are increasingly concerned with avoiding the overheads associated with accommodation and staff travel; therefore methods of enabling employees to work remotely are likely to increase in relevance and attract investment.

Policy 8.3: Online public services

We will improve and extend public service access and delivery through superfast broadband for local communities and businesses

8.39 Kent suffers from poor broadband coverage. 14.7% of Kent's households cannot access the basic standard of 2mb broadband, compared with 7% across the South East. 33% of rural businesses and rural households cannot even get 2mb. Canterbury lacks a free Wi-Fi network in the city centre, which means that it is less competitive than other regional visitor/shopping destination like Brighton and Winchester.

8.40 There is growing concern from businesses and communities over the quality of Kent's broadband infrastructure and mobile phone coverage. The shortfall in investment to deliver fibre (effectively unlimited bandwidth) to all properties in Kent (where the market will either not respond or respond too slowly) is in the order of £500 million to £1.1 billion.

8.41 The government aims for Britain to have the best superfast broadband network in Europe by 2015 by Next Generation Access Provision but published data on NGA provision makes it clear that most of Kent's rural areas will not benefit from NGA investment; this represents over 40% of Kent's businesses that are in areas of market failure for Next Generation Access. NGA is likely to be available in Canterbury, Whitstable and Herne Bay wards but unlikely elsewhere. "

8.42 The county council's Local Broadband Plan aims to:

- deliver economic growth, by using broadband infrastructure investment to unlock opportunities for new employment, business start-up and enhance business productivity;
- put the citizen in control, by developing new and better ways of accessing public services;
- tackle disadvantage through digital inclusion, by ensuring that everybody has access to the opportunities that new technology can bring – especially in Kent's most disadvantaged communities.

8.43 The council and its partners are working with Microsoft (as part of its CityNext programme) which would seek to ensure businesses get the best infrastructure possible harnessing latest technology (for example cloud, data and apps) to enhance the economic competitiveness of the city.

8.44 Delivery of KCC services is being modernised to provide improved access and choice for Kent's residents. This strategy favours sustainable transport by providing town centre 'Gateways' bringing together public and voluntary services under one roof. Mobile Gateways offer similar services in market towns, while the development of internet-based solutions such as self-assessment and Telehealth enable services to be accessed from home, thereby avoiding the need to travel.

Workplace charging and road user charging

8.45 Charging for road use remains a contentious issue. The government is considering a system of lorry road user charging but has yet to decide a policy on charging for the private car and other vehicles. The collection method and impact on local roads are proving problematic and the majority of transport users are opposed to being charged for a service that is currently free of charge. The county council has clearly stated that it is opposed to road user charging on local roads and considers such a scheme would be detrimental to the Kent economy if implemented in isolation[5].

8.46 However KCC will continue to lobby for an HGV road user charge to ensure that international lorries contribute towards the cost they impose on UK road networks, and will robustly press for an element of this HGV road user charge to be committed to road infrastructure improvements in Kent and Medway.

Policy 8.4: Workplace charging and road user charging

We will consider the benefits of charging systems to regulate use of the transport network

8.47 A workplace parking levy on employers in the district could reduce the number of private vehicles entering Canterbury. Such a scheme has been introduced in Nottingham, where employers with 11 or more parking spaces now have to pay the city council £288 a year per space. The scheme is expected to create £14 million which will pay for transport improvements.

8.48 An area-wide parking levy could be investigated for the future, building on the work of organisations in Canterbury who are already charging their staff and/or visitors to park in conjunction with promotion of alternatives as part of their Travel Plans. This is likely to grow both in terms of the level of charging and the organisations implementing it as more organisations develop Travel Plans and more are required through the planning process.

8.49 The VISUM transport model could be used to assess the feasibility and implications of road charging and workplace parking levies as a means to reduce congestion and improve air quality in Canterbury.

[1] Kent County Council (2008), *Guidance on Transport Assessments and Travel Plans in Kent*

[2] Transport for London (2007), *Car Club Customer Research, TFL*

[3] Kent County Council (2010), *Kent's Sustainable Travel to School Strategy*

[4] Office of National Statistics (2013), *Census 2011 All categories: Method of travel to work (alternative)*

[5] Kent County Council (2011), *Local Transport Plan for Kent 2011-16*

Chapter 9 – Access for all

Introduction

9.1 Lack of access to transport can cause residents to feel isolated. The reasons for this might be that they cannot afford to run a car or pay to use the bus/train, they have a disability or there is poor transport provision in their area. This lack of access can be the cause of social exclusion, leading to lower educational attainment, higher offending rates, health problems and generally poorer social and life skills. This affects the vulnerable people in society and makes it difficult to transport disabled people to work, children to school, older people to the shops and the sick to healthcare.

9.2 The county council and city council believe in freedom and fairness of opportunity for all and that all people should expect to be able to access a wide range of services to allow them to lead a full and interesting life.

9.3 Therefore, this Strategy looks to address the reasons for social exclusion and tackle the barriers through a range of measures that not only support the vulnerable but empower local communities to provide the transport services they need.

Policy 9.1: Access for all

We will support independence and reduce social exclusion by improving transport links to key destinations and bringing services closer to communities

Supported bus services

9.4 Around 80% of bus services in Kent operate commercially. The remaining 20% do not take enough in fares to be sustainable and require a subsidy to continue. Where there is an identified social need that is unmet by other means, subject to approved criteria being met KCC will consider contracting an appropriate level of service. KCC currently contracts bus services carrying an estimated 4 million passenger journeys a year at a gross cost of £7.58 million in 2013/14[1].

9.5 The county council has a clearly established policy for their financial support which states that the service should provide access to education, employment, health care, or essential food shopping which could not otherwise be attained and that the cost of the service should not exceed £3 per passenger journey.

9.6 KCC's new 'County Links' branding is to be applied to services which are entirely subsidised by the county council. The branding is designed to boost the use of local bus services by improving the quality of the service and raising awareness of the routes creating an identity that is trusted by passengers.

Community transport and access initiatives

9.7 Due to the significant financial constraints facing the county council, all non-statutory KCC functions are currently under review. The supported routes will be retained in their current form wherever possible; however there is clearly scope for community based solutions to play a greater role in the public transport network. The county council has recently been awarded central government funding to improve community transport which is available to all local voluntary and community organisations and not-for-profit providers of community transport services.

9.8 Community transport is affordable and convenient transport operated by communities for communities, and provides a lifeline in both rural and urban areas. A range of schemes operate in the UK and include volunteer car schemes, community minibus schemes, taxibuses, wheels to work schemes

(scooter loan), shopmobility, car share schemes and taxi vouchers.

9.9 **Action with Communities in Rural Kent** is an independent voluntary organisation that supports community organisations and has recently developed a comprehensive directory of community transport schemes in the county, as well as a toolkit to allow local groups to assess if community transport is the best solution.

9.10 In addition to conventional bus routes, the county council and city council support **'Kent Karrier'** which provides a fully accessible dial-a-ride service that takes its members directly from their door to a number of useful destinations in the local area. It is available for disabled people and those who live in a rural area more than 500 metres from an established bus route and all services are operated with wheelchair accessible vehicles and experienced drivers who provide assistance. There is a £5 annual administration fee and a small fare payable for each journey.

9.11 **Community minibus schemes** allow non-commercial organisations to provide accessible and affordable vehicles to other non-profit making groups or organisations such as associations, charities, clubs, societies, schools, volunteering organisations and youth groups when carrying out activities relating to social welfare, education, religion, recreation or other activities to benefit the community. These can be either on a self-drive basis or with a trained volunteer driver supplied and allow those organisations with a vehicle to share their resources. A permit is needed for these schemes to ensure that passengers are carried safely, in well maintained vehicles operated in accordance with legislation[2].

9.12 Legislation also allows non-commercial bodies to run a local bus service on a non-profit making basis where a commercial service would not be viable. These services must run along registered routes without pre-booking, must be open to the general public and run to a published timetable.

9.13 The district has a number of **volunteer car driver schemes,** co-ordinated through the two volunteer centres and through local charities like Age UK or the British Red Cross. These enable volunteer drivers to take passengers on necessary medical and social journeys on a 'not for profit' basis, with passengers being charged a fare sufficient to cover costs. In its successful bid to the government's Local Sustainable Transport Fund, the county council proposed a **Wheels to Work** project run by Action with Communities in Rural Kent, working with partners, bike training providers and an east Kent based importer of mopeds to provide 50cc scooters or bicycles (along with suitable training and equipment) to people unable to access employment or training due to the lack of suitable personal or public transport. It is anticipated that the scheme will operate in the coastal area from Herne Bay to Hythe.

9.14 **Kent Journeyshare** is a service provided by KCC to help companies, charities or other organisations to set up a web based journey sharing scheme. The organisation can buy, through a licence, a range of services which includes access to a regional database of people looking to share their journey as well as the national liftshare network, web page hosting, server administration and various promotional materials. The main benefits are an overall reduction in congestion and emissions and a cheaper way for commuters to get to work but it can also bring together residents, who have little transport choice, with others in their area who drive to work and may wish to offer them a lift.

9.15 A **taxibus** network is where local bus services are provided by Hackney carriages. They operate in the same way as routes operated by full-sized buses, picking up and setting down at stops along a route according to a timetable. They stop at any recognised bus stop along the route and on some sections they operate on a 'hail and ride' basis, where customers will be picked up or set down wherever it is safe to do so. KCC and CCC will investigate the potential for operating taxibus services in the district.

9.16 **Taxis and Private Hire Vehicles** (PHVs) can play an important role in providing access to services for rural residents and those who are

unable to use conventional bus services. They can encourage sustainable travel by reducing the need for car ownership. KCC and CCC will seek to enhance integration between taxis and sustainable modes and explore the possibility of taxis and PHVs playing a larger role in providing transport to and from rural areas to support independent living.

9.17 Canterbury and Herne Bay **Shopmobility** is a registered charity that provides electric scooters and wheelchairs and manual wheelchairs on an hourly, daily or weekly basis for those with a mobility problem or impairment. The Canterbury centre has 30 electric scooters, four powered wheelchairs and 30 manual wheelchairs and the Herne Bay Centre has eight electric scooters and six manual wheelchairs. The scheme is partially sponsored by the city council and supported by the Canterbury Lions and Whitefriars shopping centre.

Concessionary travel schemes

9.18 In 2009, the county council launched the **Kent Freedom Pass** which provided free travel on almost all public bus services in the county for young people living in Kent and in academic years 7 to 11 for an annual fee of £100. This innovative scheme has resulted in a significant increase in bus passenger journeys by young people.

9.19 The number of students travelling with a Kent Freedom Pass at the end of the scheme year 2010/11 was 26,314, with an average of 600,000 trips made per school term month. There is evidence of a 2.6% improvement in journey times outside schools with a high take-up of passes through modal shift from car to bus[3]. The scheme receives substantial revenue support from KCC of 12.541 million in 2013/14[4].

9.20 After the success of the Kent Freedom Pass, KCC has been lobbied to extend the scheme to students over the age of 16 and in July 2012, launched the **Kent 16+ Travel Card**. The card is available to sixth formers, students and apprentices through their school, college or work-based learning provider and gives unlimited bus travel in Kent at any time between for an academic year. It allows Card-holders to take part in after school clubs, evening clubs including youth provision, weekend and part-time work, and trips to see friends and for recreation.

9.21 The card has a maximum cost of £520 after KCC agreed to subsidise the cost of the card by £230 and the colleges or schools may choose to subsidise the cost further for some students who are eligible for the government's new bursary funding a year.

9.22 In response to having to find savings of £6m from the £13.5 million Freedom Pass budget, KCC has proposed changes to the scheme[5]. Pupils aged 11 to 16 will now benefit from school-day bus travel from 6am to 7pm at an increased cost of £200 per year. The new scheme – the **Young Persons' Travel Pass** - which mirrors many of the benefits of the Kent Freedom Pass – would allow pass holders to travel by bus Monday to Friday, from 1 September to 31 July. The county council will consult on the new scheme and conduct an economic impact assessment on its implementation. Work is continuing on provision for Post 16 travel.

9.23 In 2001, the Government put in place a mandatory bus concession ('free bus pass') for the elderly and disabled on bus services from 9.30am until 11pm on weekdays and at any time on weekends and bank holidays. On 1 April 2008, this local entitlement for free bus travel was extended to allow bus travel throughout England. This **England National Concessionary Travel Scheme** has significantly improved access to essential services for older people and the disabled and supports independent living for those who might otherwise be unable to access the public transport network.

9.24 The county council has now assumed responsibility for the administration and funding of the scheme from Kent's district councils.

Inclusive design

9.25 Both KCC and CCC will require developments and urban designs to meet the highest practical standards for access and inclusion. The aim will be to create an inclusive environment that can be easily used by as many people as possible without separation, special treatment or undue effort. It is important to ensure that full access is integrated into all design features rather than being viewed as an add-on for disabled people.

9.26 The principles of inclusive design are set out in the Local Plan and will be used in drawing up masterplans and area planning frameworks as well as in the design of highway, traffic management and public realm schemes.

9.27 It is also proposed to adopt KCC's policy document 'Inclusive Design and Placemaking' as a Supplementary Planning Document.

9.28 The requirement to undertake an access audit as part of all highway or public realm schemes is a key part of the inclusive design process.

[1] Kent County Council (2013), *Budget Book 2013/14*

[2] Transport Act 1985 Sections 19 and 22

[3] Kent County Council (2011), *Local Transport Plan for Kent 2011-16*

[4] Kent County Council (2013), *Budget Book 2013/14*

[5] Kent County Council (6 February 2014), *KCC Press Release: KCC proposes alternative option for school bus travel*

Chapter 10 – Air quality and freight

Local air quality management

10.1 Poor air quality is a significant public health issue. Nationally, up to 50,000 deaths per year are linked to poor air quality, and poor air quality probably causes more mortality and morbidity than passive smoking, road traffic accidents or obesity[1].

10.2 The financial burden of the health impacts of air quality in the UK are considerable. The 2007 Air Quality Strategy estimates that the health impact of man-made particulate air pollution experienced in the UK in 2005 cost between £8.5 billion and £20.2 billion a year. This is likely to be an under-estimate as it ignores the impact on morbidity, including only the cost of mortality. There are also additional costs to the NHS from respiratory hospital admissions triggered by air pollution. For example, in 2007/08, there were over 74,000 emergency admissions to hospital because of asthma.

10.3 The burden of particulate pollution alone in the UK in 2008 was estimated to be equivalent to nearly 29,000 deaths at typical ages, and an associated loss of population life of 340,000 life years lost[2].

10.4 The government has set health based limits (objectives) for ten pollutants of concern to public health[3], with the biggest polluters amongst the ten being nitrogen dioxide (NO2) and particulate matter (PM10). These are mainly due to road traffic and can cause health problems if levels are too high. It has been estimated that removing all fine particulate air pollution would have a bigger impact on life expectancy in England and Wales than eliminating passive smoking or road traffic accidents[4].

10.5 The importance of the effect of air pollution on public health is reflected by the inclusion of an indicator of mortality associated with air pollution in the Public Health Outcomes Framework. Improving public education on the health effects of poor air quality will allow reasoned choices to be made by the public to take the necessary steps to improve their own health.

10.6 District councils have a statutory duty to carry out local air quality management[6]. Air quality monitoring data enables district councils to determine if air quality objectives are being met. Where it is found that these objectives are unlikely to be met, the district council must declare an Air Quality Management Area (AQMA) and produce an Air Quality Action Plan (AQAP) setting out the measures that will be taken to reduce pollution levels in the area. They and the other local authorities also manage pollution through spatial planning, local transport and controlling industrial pollution sources.

Policy 10.1: Air quality

We will stabilise and, where possible, reverse the adverse effect of transport and its infrastructure, on the natural and built environment and on local communities

Air quality in Canterbury

10.7 In 2004, the city council's Annual Progress Report showed significant increases in monitored results due to unusually stable meteorological conditions and concluded that the annual mean nitrogen dioxide objective might not be met at two pollution hotspots: Broad Street and Sturry Road.

10.8 A Detailed Assessment was undertaken for these locations in 2005 with the conclusion that there were predicted exceedences of the annual mean NO2 Objective of 40µg/m3 along the A28 Broad Street and Military Road in Canterbury. In response, the council declared an Air Quality Management Area (AQMA) in April 2006.

10.9 In 2011 this was expanded to include St Dunstan's Street, North Lane, St Peter's Lane, Rheims Way, Wincheap, Pin Hill, Upper Bridge

Street, Lower Bridge Street and Sturry Road and was formally declared 'Air Quality Management Area No 2 – Canterbury City Centre'.

10.10 The 2012 Updating and Screening Assessment which considered new monitoring data and any changes which may have occurred since the previous round of assessment, identified a number of emerging hotspots at Herne Street, Herne; Mill Road, Sturry; and St.Martins Hill, Canterbury. These sensitive locations are outside of the current AQMA, and are vulnerable to any changes in traffic flow, congestion, or the make up of the vehicle fleets passing through these areas. Changes could lead to an exceedence of the nitrogen dioxide annual mean objective, thus requiring further AQMA declarations and monitoring will continue in these areas to detect any changes in nitrogen dioxide levels.

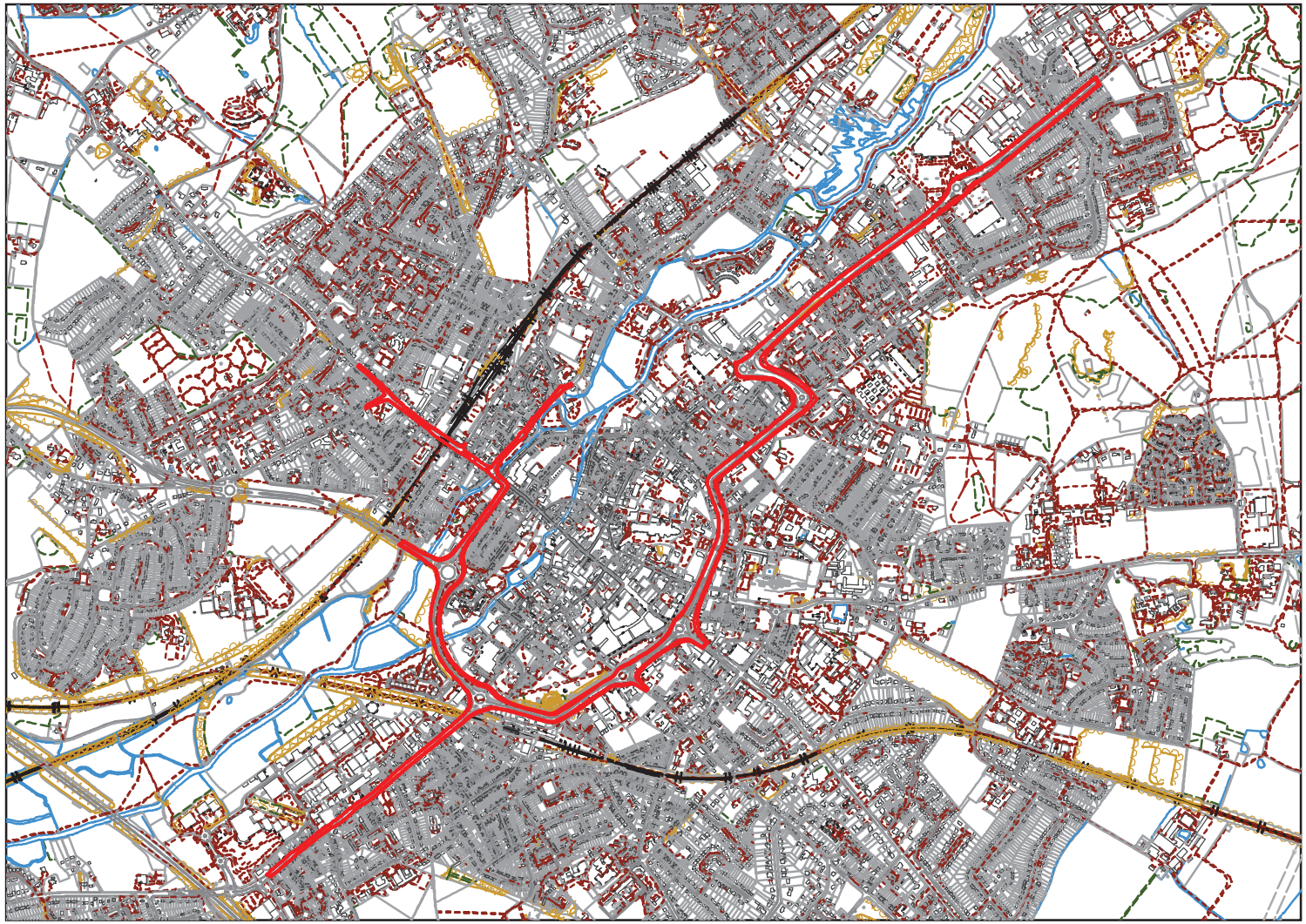


Figure 10.1 Air Quality Management Area No 2

Air quality action plan

10.11 The Air Quality Action Plan – Broad Street/ Military Road Air Quality Management Area was adopted in August 2009 with the aim of identifying how CCC will work with other organisations to reduce the pollution levels identified.

10.12 Since the A28 through Canterbury city centre is an important strategic link in the city's road network, and will remain so for the foreseeable future, achieving the necessary reductions in traffic on this route is challenging. KCC is the local transport authority for Canterbury and responsible for traffic management along Broad Street and Military Road so the AQAP and its measures were integrated with those in the Local Transport Plan for Kent 2006-11.

10.13 Some of these measures have been implemented, others are currently being investigated and others rejected as unfeasible at this time. Many of the measures are set out elsewhere in this Strategy but below are some examples:

- investigate the potential for Roadside Emissions Testing in Canterbury, in particular within the Broad Street/Military Road AQMA
- request S106 contributions for developments likely to have a direct impact on the air quality in the AQMA
- consider investing in and making more use of LPG or electric cars and vehicles
- CCC will continue to work with KCC and other partners to deliver improvements in emissions standards, where practicable
- All relevant CCC Departments will continue working closely together, to ensure that air quality is taken into account in the planning process when considering future land uses particularly with sites in or close to AQMAs or in areas marginally below air quality objectives
- CCC will develop through the Kent and Medway Air Quality Partnership a planning guidance document to assist with air quality assessments of development proposals

It is proposed that the Air Quality Action Plan is revised to encompass the areas within AQMA2.

Canterbury vehicle emissions monitoring study

10.14 In 2012, the city council carried out a two week campaign of remote roadside vehicle emissions testing at five locations in the city, including in the current Air Quality Management Area. As well as obtaining emissions data, a digital image of the vehicles number plate was captured for post processing and vehicle type indentification. More than 15,000 quality checked vehicle emissions measurements were collated over the two week period. The data was analysed by the University of Leeds Institute For Transport Studies and as a result some key policy recommendations have been identified which could tackle emissions from specific vehicle groups:

- Cleaner bus technologies across the local bus and park and ride fleets
- Accelerating the renewal of the city taxi and private hire fleets with cleaner technologies
- Introduction of an environmental fleet recognition scheme covering commercial vehicle operators (for example ECO Stars)

Air quality and planning guidance

10.15 The Kent and Medway Air Quality Partnership (KMAQP) have prepared an Air Quality and Planning technical guidance aimed at local authorities, developers and consultants. It provides advice on how to deal with planning applications that could have an impact on air quality and human health. It is hoped that this guidance document will also help to inform the development of air quality and planning policies and provide a valuable source of information for local authorities. If the procedures in this guidance are followed, it will help to ensure consistency in the approach to dealing with air quality and planning across Kent. The guidance document can be downloaded free from www.kentair.org.uk.

10.16 The county council, on behalf of the KMAQP, has also acquired an air quality model which

enables the cumulative impacts of strategic planning applications to be assessed.

Freight

10.17 Freight is essential to the UK economy and the global economy has seen an increasing demand for transportation of goods across international boundaries. Kent is the Gateway to Europe and therefore attracts a high level of international freight. The M20/A20 and M2/A2 corridors carry a large number of lorries and the Government forecast roll-on roll-off traffic to increase two fold by volume to 170m tonnes by 2030[7]. While there are some benefits in terms of employment at Dover Port, the Channel Tunnel and associated companies, this also brings the problems of inappropriate lorry parking in areas close to the A2 and M20 corridors, and a likely increase in lorries using unsuitable roads to access the ports.

10.18 In addition to this international activity, freight is important for local industry, businesses and shops, and for online shopping deliveries, refuse collection and emergency services access. Canterbury does not have a large amount of warehousing unlike areas such as Dartford and Sittingbourne but the area's agricultural activity of fruit farming, market gardening and wine production all rely on lorry access by rural lanes to reach their markets.

Policy 10.2: Freight

We will work with the freight industry to enable the sustainable movement of goods whilst ensuring the negative impacts of freight traffic are minimised

Freight action plan for Kent 2012-16

10.19 In 2012 KCC adopted a Freight Action Plan which has been prepared to mitigate the impact of freight on the county's residents, workers and visitors. It focuses on road freight as KCC recognises that it has little influence on rail freight.

10.20 The Plan identifies actions that can be taken by KCC, CCC and its partners to mitigate the impact of freight on the county's road network and residents' quality of life through six objectives.

- Objective 1: To find a long-term solution to Operation Stack
- Objective 2: To take appropriate steps to tackle the problem of overnight lorry parking in Kent
- Objective 3: To effectively manage the routing of HGV traffic to ensure that such movements remain on the Strategic Road Network for as much of their journey as possible
- Objective 4: To take steps to address problems caused by freight traffic to communities
- Objective 5: To ensure that KCC continues to make effective use of planning and development control powers to reduce the impact of freight traffic
- Objective 6: To encourage sustainable distribution

10.21 The county council intends to work with hauliers, distributors and other freight generators, affected communities and other interested parties through a Freight Quality Partnership for Kent to resolve local issues and establish agreed working practices that successfully balance the needs of industry with the needs of residents.

HGV routing

10.22 It is preferable for HGV's to use main roads since they can accommodate large volumes of heavier and wider vehicles, and are normally located away from local communities. Problems occur when these vehicles leave these roads and get stuck in pinch points or damage buildings. Drivers can stray due to reliance on their satellite navigation (sat-nav) devices which recommend the shortest route, irrelevant of width or height restrictions. KCC has developed an online freight journey planner holding all information on weight,

width and height restrictions, and various other data to recommend a suitable route to drivers. KCC will work with sat-nav companies to update their mapping data with lorry-appropriate routes.

10.23 KCC will review HGV signing across the county to ensure that it is clear and appropriate and will develop a zoning system in urban areas with signage to direct HGVs to industrial estates and town centres by the most suitable routes. Online leaflets in a variety of languages aimed at foreign drivers (commercial and tourist) to offer advice on how to drive on UK roads have also been distributed at the Ports and Eurotunnel.

Freight impact on communities

10.24 Where the HGV destination is located away from main roads, there is no choice but for them to use local roads and lanes. One example of this situation is the tight junction of Nargate Street and the A257 in Littlebourne where bollards have been used to protect buildings on a route that provides access to a number of large agricultural businesses.

10.25 KCC will continue to use weight and height restrictions where there is a risk of damage to the network or buildings, or where there is a large negative impact on a local community. A lorry watch scheme which uses local volunteers to record the details of vehicles contravening weight limits is included on the interactive freight map. KCC also recently worked with the National Farmers' Union (NFU) to raise awareness of NFU members of the issues regularly reported to KCC, such as mud on the road and slow moving vehicles.

10.26 Deliveries to shops in urban centres can cause problems for local residents and shoppers. Deliveries are restricted in Canterbury city centre between the hours of 10.30am and 4pm and there is a concern about pedestrian/vehicle conflicts outside of this core period. A solution adopted in other cities, which could be considered for Canterbury, is using a 'consolidation centre' for the transfer of goods from HGVs to smaller vehicles for final distribution. Possible HGV time restrictions through Canterbury's Air Quality Management Area could also be investigated as part of a city centre freight transport strategy.

10.27 Overnight lorry parking in laybys and on estate roads is a common occurrence, more so along the M20/A20 corridor but it still affects the M2/A2. There are a number of commercial overnight 'truck stops' in Kent, namely Ashford Lorry Park, STOP24 and Dover Priority Truck Stop which offer secure parking, controlled exit and entry, WC/showers and various freight services. Unfortunately, the low cost margins that many international hauliers work within means that they choose not to use these and instead park up in inappropriate locations. KCC is investigating various sites for a truck stop, combined with powers to prohibit this inappropriate parking so that overnight lorry parking takes place with minimal impact on Kent and its communities.

Planning and development control

10.28 The city council can influence the movement of freight through its powers in preparing local plans and granting planning permission. Developments generating freight movements should be located where there is easy access to the Strategic Road Network, having regard for the preferred freight routing.

10.29 When planning applications are submitted, developments are assessed for all reasonable access, including by HGVs. KCC is a statutory consultee in these processes and can recommend that the city council imposes conditions on planning consents and/or enters into legally binding agreements with developers.

10.30 These conditions/agreements can be for the construction and/or the operational phases of the site where a legal agreement or condition can be used to designate lorry routes that construction traffic is obliged to use. KCC can also ensure that pre and post-construction surveys are carried out to assess any damage done to the surrounding roads and have it rectified by the developers.

10.31 New developments that are deemed to have a significant impact on the surrounding transport

network are required to produce a Transport Assessment that examines the extent of any impact and identifies mitigation measures. This could include, for example, upgrading a junction to accommodate large vehicles.

10.32 An Operators' Licence is the "legal authority needed to operate goods vehicles in Great Britain" and relates to sites at which heavy goods vehicles are based and from which they operate. The licence process grants KCC limited rights of objection, which can be made on the grounds of safety on the highway at the point of access to the site; and on environmental grounds, such as degradation of grass verges and excessive noise on approach roads for local residents. For objections on environmental grounds, KCC will work with CCC and also with the applicants to negotiate a solution.

10.33 Delivery times tend to be market-driven and vary between operators. Some commercial operations will use out-of-hours deliveries to avoid any impact on the customer shopping experience whereas others may depend on stock levels rather than time. In appropriate situations, KCC will investigate limiting sites to night-time deliveries in order to spread freight traffic throughout the day.

Sustainable distribution

10.34 Sustainable distribution involves minimising the distance that goods travel to their markets or using modes of transport that minimise the carbon footprint per item. Light van traffic was three per cent higher in the first quarter of 2012 compared with the first quarter of 2011, whilst car traffic and heavy goods vehicle traffic were unchanged. Other motor vehicles were 6 per cent lower[8]. While there is no clear explanation for the increase in light van traffic, one of the reasons may be the increase in internet shopping.

10.35 There are a number of ways in which CCC and KCC can help make the movement of goods more sustainable. A significant amount of our produce is flown in from overseas so buying locally sourced food and materials will minimise food miles.

[1] House of Commons, Environment Audit Committee, Air Quality, Fifth Report of Session 2009-2010 Volume 1, (EAC March 2010)

[1] The Committee on the Medical Effects of Air Pollutants (COMEAP) (2010), *The Mortality Effects of Long-Term Exposure to Particulate Air Pollution in the United Kingdom*

[2] The Committee on the Medical Effects of Air Pollutants (COMEAP) (2010), *The Mortality Effects of Long-Term Exposure to Particulate Air Pollution in the United Kingdom*

[3] Department for Environment, Food and Rural Affairs (2007), *The Air Quality Strategy for England, Scotland, Wales and Northern Ireland*

[4] The Committee on the Medical Effects of Air Pollutants (COMEAP) (2010), *The Mortality Effects of Long-Term Exposure to Particulate Air Pollution in the United Kingdom*

[5] GREAT BRITAIN. 1995. *Environment Act 1995 London: HMSO*

[6] Canterbury City Council (2009), *Air Quality Action Plan - Broad Street/Military Road Air Quality Management Area*

[7] DfT (2012), *The National Policy Statement for Ports*

[8] DfT (2012), *Road Traffic Statistics - Quarterly Road Traffic Estimates: Quarter 1 2012*

Chapter 11 – Road safety

Introduction

11.1 Saving lives and preventing injuries on Kent's highways is a high priority for both KCC and CCC. Over the last ten years, excellent progress has been made towards reducing road casualties through intelligence-led engineering measures and educational campaigns and the level of casualties on Kent's roads is currently at an all-time low. However, there are those who remain particularly vulnerable, including children, young drivers, cyclists, the elderly and those living in disadvantaged communities. Therefore, KCC and CCC are committed to further reducing casualties using the learning gained during the last decade.

Policy 11.1: Road safety

We will aim to reduce the number of people killed and injured on Canterbury's roads.

Crash remedial measures

11.2 A key reason for the reduction in casualties has been the introduction of physical measures on the highway as part of a programme of Crash Remedial Measures (CRMs). The programme of CRMs will continue, with measures targeted at those locations where there is pattern of crashes that might be improved by an engineering measure.

20mph zones

11.3 20mph schemes are commonly used to improve road safety along streets which are heavily used by pedestrians and cyclists. Approximately fifty 20mph schemes have been implemented across the county in the last decade and Canterbury, Herne Bay and Whitstable have all seen this type of scheme introduced. All new residential roads in Kent are designed to keep traffic at or below 20mph.

11.4 There are currently two different types of 20mph schemes that the county council can legally implement. One requires traffic calming to make the limit self-enforcing. These are referred to as 'zones', whilst 20mph 'limits' do not require traffic calming but simply rely on signing. These "limits" however must have existing traffic speeds at or around 20mph before a formal Traffic Regulation Order can be introduced.

11.5 KCC is receiving an increasing number of requests for 20mph schemes but does not wish to over burden the Police with unrealistic enforcement demands or increase driver frustration, delay and impatience as well as avoid criminalising large numbers of motorists. Kent Police do not support 20mph limits unless they are self-enforcing.

11.6 The county council has recently conducted trials into cost effective speed reduction schemes that, if successful, would enable the introduction of further 20mph schemes without the need for prohibitively expensive traffic calming or presenting an enforcement burden on the police.

11.7 The trial took place outside six primary schools in the Maidstone area from October 2012. After three months, the initial results were positive and in line with government advice that 20mph limits without traffic calming generally reduce mean speeds by about 1mph. However, after nine months, the benefits had mostly disappeared and in most locations, overall speeds had slightly increased.

11.8 In response to these results and the lack of evidence to support a blanket policy for the implementation of 20mph schemes, KCC's continuing policy is to implement 20mph schemes, as part of the on-going programme of Casualty Reduction Schemes, where there is clear justification. In addition, it is now proposed to identify where 20mph schemes can be implemented to encourage more walking and cycling notwithstanding the

casualty record, and 20 mph zones can still be funded from the Member Highway Fund[1].

11.9 Canterbury city council also supports the introduction of 20mph' zones in residential areas and in areas where lower vehicle speeds will encourage more walking and cycling journeys.

Speed management

11.10 Intelligent Transport tools are used to reduce casualties by employing technology to assist with reducing speeds. The county council has implemented a number of initiatives, including Vehicle Actuated Signs and Speed Indicator Devices. KCC is also the lead partner in the Kent and Medway Safety Camera Partnership. The partnership operates speed cameras to tackle sites that meet the county council's criteria for casualty reduction.

11.11 A vehicle actuated sign displays a message if a vehicle exceeds a pre-set speed, and can remind the driver of the speed limit or warn him of a feature ahead such as a bend or school.

11.12 A speed indicator device flashes up the motorist's speed and tend to be used in mobile campaigns for targeted effect.

11.13 Both types of sign have been used around Canterbury and have proved highly successful and very popular intervention. The signs are generally used where the criteria relating to a crash rate and/or the level of abuse of the speed limit are met as the county council recognises that the use of these signs should not be so extensive that this proves counterproductive to their effectiveness.

11.14 The Kent and Medway Safety Camera Partnership (K&MSCP) was formed in July 2002 to reduce the number of people killed and seriously injured in speed-related crashes on Kent's and Medway's roads through a combination of enforcement, education and publicity. The K&MSCP comprises Kent County Council, Medway Council, the Highways Agency and Kent Police and is responsible for the operation of safety cameras (speed, average speed, red light and mobile). Kent and Medway Councils and the Highways Agency are responsible for the implementation of all safety camera housings and related signage on the roads as well as selecting and installing all new fixed, mobile and red light safety camera sites.

11.15 Kent Police is responsible for the operation of all fixed, mobile and red light safety cameras, for processing and carrying out secondary checks on camera films and DVDs, investigating any non-responses to Fixed Penalty Notices (FPN), non-payments of FPN and tracing drivers who attempt to evade prosecution.

11.16 Fixed safety camera sites are located where three or more people have been killed or seriously injured in speed-related crashes, over a 1.5km stretch of road, in the three years prior to installation. There are two sites in the district; on the A28 Pin Hill and A257 St Martin's Hill.

11.17 Mobile safety camera vans operate where at least one person has been killed or seriously injured in speed-related crash/es, over a five kilometre stretch of road, in the three years prior to installation. The five mobile sites in Canterbury are the A2990 Old Thanet Way, A290 Honey Hill/Pean Hill, A291 Canterbury Road, A2 Dunkirk/Upper Harbledown and Mickleburgh Hill, Herne Bay.

11.18 Latest figures from the partnership show that deaths and serious injuries at Kent and Medway's safety camera sites have fallen by almost 72%, down from 363 people in the three years prior to the yellow fixed safety cameras being installed to 103 people between 2009 and 2011.[2]

Road safety campaigns

11.19 KCC run various road safety campaigns which target the three crucial areas affecting driving and road safety:

- speed - inappropriate and illegal speed
- impairment - alcohol, drugs and mobile phone use
- social responsibility - understanding the risks and consequences.

11.20 The main aim of these campaigns is to influence drivers' attitudes, and change

behaviour resulting in a reduction in crashes and casualties on Kent's roads. The majority of road users responsible for accidents are termed 'error makers', who are prone to making genuine mistakes or errors of judgement due to ignorance, low skill levels and/or indifference. These issues are addressed through the education of the key target audience including:

- young drivers (17-24 yrs)
- motorcyclists
- adult drivers (25+ yrs)
- business drivers
- pedestrians

11.21 KCC will continue to deliver a three year rolling programme of education, training and publicity in response to accident data and research findings, working with its partners in the Kent and Medway Casualty Reduction Group who include Kent Fire and Rescue, Medway Council and the Highways Agency. Examples of current road safety campaigns include the following:

- Country Roads Campaign
- Can You Ditch the Distractions
- B-Viz Pedestrian Campaign
- Summer Drink Drive Campaign "Don't Blow It!"
- When Will it Click, Seatbelts Save Lives
- CycleSafe
- Young passengers 'Speak Up' and save lives
- Community Speed Watch

11.22 Some people are deterred from cycling due to the higher level of traffic on Kent's roads. Cycle training can improve confidence and skills to enable people to cycle safely. **Bikeability** is 'cycling proficiency' for the 21st century, designed to give school children the skills and confidence to ride their bikes on today's roads.

11.23 In April 2012, the county council was awarded £200,000 by the Department for Transport to expand its Bikeability Cycle training scheme.

11.24 CCC and KCC also support the SUSTRANS-managed **'Bike It'** project which aims to provide National Standard cycle training, improved cycle storage, Dr. Bike sessions, competitions and parental involvement to achieve a greater levels of cycling to school.

11.25 Bike It in Canterbury began in September 2009 and has been a great success. The schools involved in the project are Barham CE Primary School, Blean Primary School, Hersden Community Primary School, Kingsmead Primary School, Pilgrims' Way Primary School, St Stephen's Junior School and Sturry CE Primary School. Most of these schools have achieved the Bronze School Mark and are working towards their Silver School Mark.

Safer routes to school

11.26 During the period of this Strategy, KCC will continue to implement a programme of Safer Routes to School engineering improvements. These will be based on information taken from the annual School Travel Plan reviews. A number of innovative pilot schemes have been undertaken and these will be progressed. They include the 'zigzag banner' scheme, which highlights the dangers of parking on School Keep Clear markings to encourage safer crossing opportunities. The campaign is promoted by the school pupils themselves who are encouraged to educate their parents about the dangers. Other projects have included Theatre in Education productions for selected secondary schools.

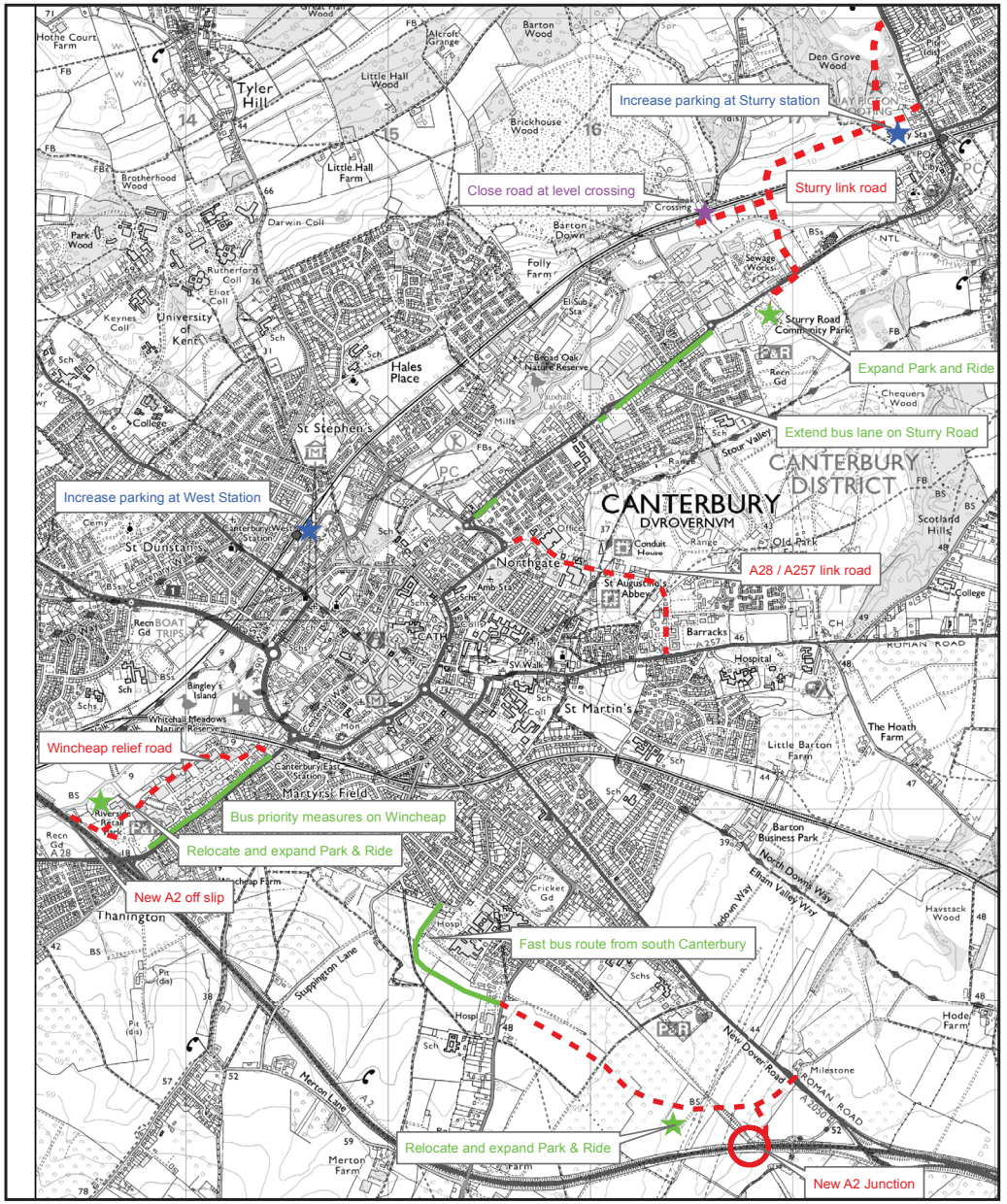
[1] KCC (October 2013), *Report to the Environment, Highways & Waste Cabinet Committee: Updated Policy for 20mph limits and zones on Kent County Council's roads*

[2] Kent and Medway Safety Camera Partnership (17th September 2013), *Press Release: Deaths and Serious Injuries down by 72% at Fixed Speed Camera Sites as Partnership marks 10th Anniversary*

Chapter 12 – The action plan

12.1 Main transport interventions

The main transport infrastructure improvements and interventions proposed in Canterbury are shown on this map:



The following tables identify the actions and improvements which support the main strands of the strategy.

12.2 Encouraging sustainable travel

Ref	Walking actions	Description	Estimated cost	Potential funding sources/ responsible authority
General				
A1	Provision of pedestrian dropped kerbs and tactile paving	Dropped crossings are to be provided to facilitate access for elderly and disabled persons and for prams and wheelchairs. Crossings to be provided as required/ identified using revenue funding.	n/a	KCC
A2	Removal of unnecessary street furniture and clutter	A continuous programme to remove redundant and obsolete signing and other items of street furniture using revenue funding.	n/a	KCC, CCC
A3	Removal of illegal obstacles on or overhanging the highway	Action will be taken to ensure obstacles such as 'A' frames are removed from footways and overhanging vegetation cut back, using enforcement measures if necessary.	n/a	KCC
A4	Public realm improvements	In order to encourage walking and cycling as alternatives to driving, the following public realm improvement schemes are proposed :-		
		a. Improving St Georges Street, Canterbury	£700,000	CIL, CCC
		b. Connecting the Marlowe, the Beaney and the Kings Mile, Canterbury	£600,000	S106, CCC,
		c. Connecting Canterbury West Station to the High Street	£1,000,000	S106, CCC, KCC, LSTF
		d. Connecting the Museum of Canterbury to the High Street	£330,000	CIL, CCC
		e. Connecting the three sites of World Heritage status, Canterbury	£1,800,000	CIL, CCC, HLF
		f. Extending the Kings Mile to Northgate, Canterbury	£430,000	S106, CCC
		g. Improving the Parade, High Street and St Peters Street, Canterbury	£1,200,000	CIL, CCC
		h. Improvements to Harbour Street and Sea Street, Whitstable	£1,000,000	CIL, CCC, KCC
		i. Improvements to the High Street, Herne Bay	£1,000,000	S106, CIL, CCC
		j. Connecting the Memorial Park, CDA and Mortimer Street, Herne Bay	£1,000,000	S106, CIL, CCC
A5	Street lighting improvements	Street lighting levels in the main pedestrian areas of Canterbury, Whitstable and Herne Bay will be measured and upgraded as appropriate.	£200,000	CIL, CCC, KCC

Ref	Walking actions	Description	Estimated cost	Potential funding sources/ responsible authority
A6	Implementation of 20mph zones	Additional 20mph zones will be considered and supported where cycling, walking or economic benefits are justified.	n/a	S106, LTP, CCC
A7	Improvements to subways in Canterbury	Measures will be undertaken to make the ring-road subways more attractive and less intimidating to pedestrians of all ages.	£100,000	S106
A8	Walking promotion and initiatives	Support will be given for projects and initiatives that increase opportunities and encourage people to walk including :		
		a. Walking Bus Schemes	n/a	CIL, LSTF, KCC, CCC
		b. Other Walk to School Initiatives	n/a	CIL, LSTF, KCC, CCC
		c. Pedestrian Training for Schools	n/a	CIL, LSTF, KCC, CCC
		d. Health Walks	n/a	CIL, LSTF, KCC, CCC
A9	Canterbury pedestrian zone improvements	Investigate and implement measures to reduce pedestrian and vehicle conflicts outside of the 'pedestrian only' core period. This will include considering extending the core period, both in the morning and early evening.	n/a	CCC, KCC
A10	Pedestrian signage	Improved directional information signage will help to guide people to key destinations within Canterbury, Whitstable and Herne Bay. New signage will be installed as required/identified - estimated at £15k per annum.	£255,000	CIL, CCC, LSTF

Ref	Cycling actions	Description	Estimated cost	Potential funding sources/ responsible authority
Canterbury cycle routes				
B1	Complete the riverside route through the city between Canterbury and Sturry	Sections of this route are already constructed and some sections e.g. by the coach park need widening. Once complete it will provide a 3.5km off road alternative to using the A28 and open up tourism and leisure opportunities. Sections within proposed developments will be funded through S106 agreements.	£900,000	S106, CIL, CCC, Sustrans
B2	New route between Canterbury East Railway Station and the city centre	This would formalise the current arrangement for cycling along the city wall.	£15,000	CCC, LTP, Sustrans

Ref	Cycling actions	Description	Estimated cost	Potential funding sources/ responsible authority
B3	New route between Wincheap and Canterbury East Railway Station	This would provide pedestrian and cycle access from the south side of the railway station. The train operating company will be encouraged to open up the gated access to the London bound platform.	£30,000	CIL, CCC, LTP, Sustrans
B4	New route between Church Street St Pauls and Best Lane	This would provide a north-south route through the city centre (outside the 'pedestrian only' core period) including a cycle lane contra-flow in Burgate.	£25,000	CIL, CCC, LTP, Sustrans
B5	New route between Canterbury West Station and St Stephens Pathway	An off-road cycle route linking the High Speed station with National Cycle Route 1 towards the University of Kent and Whitstable. A suitable route through the Goods Shed will need agreement of the owners.	£60,000	CIL, CCC, LTP, Sustrans
B6	New route between Canterbury West Station and the Westgate Towers	To provide a direct cycle route from the station to the city centre as well as linking to National Cycle Route 1 and the Great Stour Way cycle route. A cycle crossing facility would be provided in Station Road West.	£100,000	LSTF, CCC
B7	New route between North Holmes Road and New Dover Road via Spring Lane and Pilgrims Way	To provide improved links to Barton Court School and Canterbury College.	£40,000	CIL, CCC, LTP, Sustrans
B8	New route between Thanington and Wincheap via the A2 underpass to Hollow Lane	To provide a mainly off-road alternative to the A28 and link two large residential areas.	£50,000	CIL, CCC, LTP, Sustrans
B9	New route between Barton Mill and Military Road, via Mary Green Walk	This would link to riverside cycle route with National Cycle Route 1 near the Canterbury City Council offices. A replacement bridge is required at Barton Mill.	£30,000	S106
B10	New route between Wincheap and south Canterbury	Upgrading public footpaths to provide more direct off-road cycle routes between Wincheap/Homersham and south Canterbury.	£100,000	CIL, CCC, LTP, Sustrans

Ref	Cycling actions	Description	Estimated cost	Potential funding sources/ responsible authority
B11	New route between Farleigh Road and Barton Mill	This would link the existing cycle route near Headcorn Drive with the riverside route into the city via Willow Close. A new bridge over the river would be required.	£100,000	CIL, CCC, LTP, Sustrans
B12	New route between Nackington Road and the North Downs Way and a route to Bridge	An off road route linking Regional Cycle Route 16 with the existing cycle route into the city via Simon Langton Boys School, and a route between Bridge and Canterbury. Exact route will be dependent on the layout of the south Canterbury development.	£150,000	S106
B13	New route between Chaucer Road and A257 (via Howe Barracks)	An alternative link between National Cycle Route 1 and Regional Cycle Route 16. Exact route will be dependent on the Howe Barracks development.	£50,000	S106
B14	New route through Kent & Canterbury Hospital	To provide a more direct route between south Canterbury schools and the city centre.	£50,000	S106
Whitstable cycle routes				
B15	Extension to Crab & Winkle Way	A more direct route for National Cycle Route 1 into Whitstable along the old railway line and would include two new bridges.	£2,500,000	CIL, Sustrans, private sponsorship, CCC
B16	Whitstable to Seasalter	This would provide a largely off-road coastal alternative to the current route of National Cycle Route 1.	£500,000	CIL, CCC, Sustrans
Herne Bay cycle routes				
B17	Herne Bay High School to the Oyster Bay Trail via the Memorial Gardens	This would provide a link between the secondary school, the railway station and the coastal cycle route and would become part of the longer route linking Herne Bay with Canterbury.	£100,000	CIL, CCC, Sustrans
B18	Pigeon Lane to the Railway Station	To link the residential areas of Herne and Broomfield with routes to the secondary school, the town centre and the coastal cycle route.	£50,000	CIL, CCC, Sustrans
Inter-urban/Rural cycle routes				
B19	Herne Bay to Canterbury	A mainly off-road route providing an attractive alternative to the A291.	£1,000,000	CIL, CCC, Sustrans
B20	Hersden to Sturry	An off-road route linking Hersden with Sturry, via the Spires Academy.	£250,000	S106

Ref	Cycling actions	Description	Estimated cost	Potential funding sources/ responsible authority
B21	Littlebourne to Canterbury via Bekesbourne	An attractive off road route using mainly Public Bridleway which avoids Bekesbourne Lane.	£150,000	CIL, CCC, Sustrans
B22	Chestfield to Herne Bay	To link National Cycle Route 1 with the Herne Bay to Canterbury cycle route. The exact route at eastern end would be dependent on the layout of new development.	£250,000	S106, CCC, Sustrans
B23	A291 Canterbury Road to Clowes Wood	An off-road route linking the Crab and Winkle Way with the proposed Herne Bay to Canterbury cycle route (Ref 19).	£250,000	CIL, CCC, Sustrans
B24	Faversham to Canterbury	An off-road route through woods from Denstroude Lane, across Rough Common Road to join the existing cycle route along Neals Place Road.	£250,000	CIL, CCC, Sustrans
B25	Reculver to the Oyster Bay Trail	An off-road alternative to using Reculver Lane which would become part of the Viking Coastal Trail.	£100,000	CIL, CCC, Sustrans
B26	Canterbury to Harbledown and Chartham Hatch	A leisure route linking Canterbury with the villages of Harbledown and Chartham Hatch which would provide a complete circular route using the riverside section of National Cycle Route 18 into the city.	£250,000	CIL, CCC, Sustrans
B27	A2990 Chestfield to Greenhill	Completion of cycle paths alongside the A2990 (old Thanet Way)	£400,000	CIL, LTP, Sustrans
General				
B28	Cycle promotion	Support will be given for initiatives that promote and encourage cycle usage including:		
		a. The Active Canterbury and City Council website will be used to promote leisure cycling and walking routes and events throughout the District.	n/a	CCC
		b. Production and supply of Cycle Route Maps	£10,000	KCC, CCC
		c. Nomination of Local Authority and Business 'Cycle Champions'	n/a	CCC
B29	Safer cycling initiatives	Support will be given for safer cycling initiatives and promotion including:		
		a. Cycling training and education for children and adults	n/a	KCC
		b. Consideration of 20 mph zones and shared space schemes	n/a	CCC, KCC
		c. Production of a Safer Cycling Code	n/a	KCC
		d. Bike maintenance training	n/a	KCC

Ref	Cycling actions	Description	Estimated cost	Potential funding sources/ responsible authority
B30	Cycle parking	Provision for cycle parking and its security are essential to support the development of cycling as a practical transport choice. Cycle parking facilities will be provided by developers and as part of an annual programme to increase cycle racks and shelters estimated at £10k per annum.	£170,000	S106, CCC, LTP
B31	Cycle signage	Improved signage will help to guide people to existing paths and cycle routes. The aim is to provide directional signage with distances to all key destinations. New signage will be installed as required/identified - estimated at £10k per annum.	£170,000	S106, CCC, LTP
B32	Cycle audits	Cycle audits are to be undertaken as part of any network change to ensure the needs of cyclists are adequately considered.	n/a	KCC
B33	'Bike it'	Support will be given for 'Bike it' which is a Sustrans initiative in conjunction with schools to promote safe cycling as an attractive mode of travel to school.	n/a	KCC, Sustrans
B34	Cycle hire facilities	Promotion of existing cycle hire businesses and investigation of the feasibility of a city-wide cycle hire scheme. We will also seek to increase the membership of the Brompton Dock scheme at Canterbury West Station.	n/a	CCC, KCC, LSTF
B35	Electric bikes	Support will be given to promote the usage of electrically powered bikes.	n/a	CCC, KCC
B36	Cycle counters	Cycle counters will be installed on all major cycle routes in the District as part of a continuous programme of works - estimated at £5k per annum.	£85,000	CIL, KCC, CCC

Ref	Bus actions	Description	Estimated cost	Potential funding sources/ responsible authority
General				
C1	Continue the Quality Bus Partnership	Both KCC and CCC will continue to be part of the Canterbury District Quality Bus Partnership (QBP) with Stagecoach	n/a	CCC, KCC, Stagecoach
C2	Improve bus service frequencies and journey time reliability	Annual Targets will be set through the QBP	n/a	CCC, KCC, Stagecoach

Ref	Bus actions	Description	Estimated cost	Potential funding sources/ responsible authority
C3	Reduce the relative cost of bus travel compared to driving	Consideration will be given to pegging the cost of bus travel to the cost of driving for key routes into Canterbury particularly for group fares.	n/a	CCC, KCC, Bus operators
Bus Infrastructure				
C4	All new developments to have high quality bus provision	The planning system will be used to ensure bus provision is considered as an integral part of all new developments with bus stops located within 400 metres of all premises along with contributions to enhance service levels as appropriate	n/a	S106
C5	Create integrated transport hubs	Consideration will be given to creating transport hubs and improving access at bus stations and Park and Ride sites. This will include integrating 'fast-track' bus services, local bus services, inter-urban coach services and rural bus services.	n/a	S106, Bus operators, LSTF
C6	Extend concessionary bus schemes	Lobby for a national subsidy to cut the cost of bus travel for 16-19 year olds to support access to education and employment	n/a	Bus operators, KCC
C7	To reduce harmful emissions from buses	Through the QBP, targets will be set to increase the number of buses meeting the highest Euro emission standards as well as operating buses that run on cleaner technologies.	n/a	Bus operators
C8	Improve the quality of buses	A continuous programme to improve the physical quality of bus interiors and exteriors through 'age of fleet' targets set through the QBP. Consideration will be given to establishing 'premium routes' where passengers will receive an enhanced passenger experience.	n/a	Bus operators
C9	To establish a bus user group	This will be established to ensure the needs of bus passengers are given sufficient consideration in transport decisions.	n/a	Bus operators
Bus priority measures				
C10	Sturry Road bus lane	Construction of an in-bound bus lane between Vauxhall Roundabout and Kingsmead Roundabout. Completion of missing sections.	£500,000	S106, SLGF
C11	Wincheap bus priority measures	Bus priority measures to be provided through Wincheap alongside the construction of an A28 relief road through the Wincheap Industrial Estate.	£500,000	S106

Ref	Bus actions	Description	Estimated cost	Potential funding sources/ responsible authority
C12	St Dunstans/Westgate Towers bus priority measures	Consideration will be given to ways to restore a regular bus service to the St Dunstans area.	n/a	Bus operators, KCC, CCC
C13	Old Dover Road bus priority measures	Bus priority measures will be considered along Old Dover Road linked to the fast-track bus route from south Canterbury.	£200,000	S106, LTP
C14	New Dover Road bus priority measures	Bus priority measures will be considered along New Dover Road.	£200,000	S106, LTP
C15	Tourtel Roundabout to Broad Street bus lane	The possibility of installing a bus lane once the A28 to A257 Chaucer Road link has reduced traffic flows on this stretch of the ring road will be evaluated.	£200,000	CIL, LTP
C16	Whitstable Town Centre access improvements	Bus priority measures including an in-bound bus lane along Borstal Hill will considered.	£200,000	CIL, LTP
Roadside infrastructure				
C17	Bus shelters	To provide at least 5 new or upgraded shelters every year – estimated at £15k per annum.	£255,000	CIL, CCC, LSTF
C18	Bus boarders	A continuous programme to provide accessible bus boarders at every bus stop – estimated at £10k per annum.	£170,000	CIL, KCC, LSTF
C19	Real-time signage	Real-time signage will be introduced at key points.	£100,000	CIL, LSTF
C20	Bus stop clearways	A continuous programme to provide bus stop clearways at every bus stop by 2017 – estimated at £10k per annum.	£30,000	KCC, CCC, LSTF
C21	Enforcement of clearways	Target parking enforcement to be carried out to deter drivers from parking illegally in bus stop clearways. The use of CCTV cameras will be considered.	n/a	CCC
Bus promotion and information				
C22	Bus marketing and branding	To consider establishing 'premium routes' where passengers will receive an enhanced passenger experience.	n/a	Bus operators
C23	'Smart' and integrated ticketing	Development of further technology to reduce bus boarding times and improve passenger payment methods including prepaid smart cards, contactless bank card payments, Plus-bus	£50,000	KCC, DfT, Bus operators, LSTF

Ref	Bus actions	Description	Estimated cost	Potential funding sources/ responsible authority
C24	Mobile phone app	Further development and promotion of a Bus 'App' to provide real-time information of bus arrivals/departures.	n/a	KCC, Bus operators, LSTF

Ref	Rail actions	Description	Estimated cost	Potential funding sources/ responsible authority
General				
D1	Line improvements Ashford-Ramsgate	We will continue to lobby for the completion of all identified journey time improvements between Ashford and Ramsgate	n/a	NR
D2	Increase the number of high speed trains leaving Canterbury West in off-peak period	We will continue to lobby for an increase in the number of trains leaving Canterbury West Station to two per hour in the off-peak period.	n/a	TOC
D3	Restore the services on the North Kent mainline to pre HS1 levels	We will continue to lobby to restore the journey times, frequency and capacity on trains on the North Kent Mainline to pre-HS1 levels on services between Herne Bay/ Whitstable and London.	n/a	TOC
D4	Reduce traffic delays at level crossings	We will investigate with Network Rail all options to reduce delays to the road network caused by the levels crossings at St Dunstans, St Stephens and Sturry including :	n/a	KCC, CCC, NR
		The installation of trackside train detectors at Canterbury West Station	£100,000	NR
		A feasibility study to consider track lowering to remove the crossing at St Dunstan's	£100,000	KCC, CCC, NR
D5	Create integrated transport hubs	Consideration will be given to creating transport hubs at railway stations. This will include integrating bus services, inter-urban coach services and park and ride services.	£50,000	NR, Bus operators, KCC, CCC
Station Improvements				
D6	Canterbury West Station	Opportunities to improve access and increase parking will be considered as part of any development proposal in line with the approved Development Brief. This will include drop-off and parking facilities in Roper Road.	n/a	S106, NR, CCC

Ref	Rail actions	Description	Estimated cost	Potential funding sources/ responsible authority
D7	Access to Canterbury West Station from Roper Road	We will investigate with Network Rail options to provide a pedestrian access into Canterbury West Station from Roper Road by extending the footbridge.	£1,000,000	S106, NSIP
D8	Sturry Station	Opportunities to improve access and increase parking will be considered as part of the proposed Broad Oak/Sturry development. This will include considering extending/moving platforms.	£250,000	S106
D9	Cycle parking	We will work with the train operating company to ensure a sufficient number of secure and covered cycle parking is provided at all stations.	£50,000	TOC
Rail Promotion and Initiatives				
D10	'Smart' and integrated ticketing	We will work in partnership with the Train Operating Company to develop smart and integrated ticketing.	£50,000	KCC, DfT, TOC, LSTF
Access for All				
D11	Canterbury East Station access improvements	We will continue to lobby for step free access at Canterbury East Station.	£1,000,000	NSIP, TOC
D12	Herne Bay station access improvements	We will continue to lobby for step free access at Herne Bay Station.	£1,000,000	NSIP, TOC

12.3 Car parking

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
Park and Ride				
E1	To provide a facility to intercept traffic approaching Canterbury from the A2 north-western direction	This demand will be accommodated by providing an off-slip road at Wincheap and expanding the capacity at the Wincheap Park and Ride site. Additional capacity will be provided by relocating the New Dover Road site adjacent to a new A2 interchange at Bridge and expanding the capacity. Estimated costs and funding sources are contained in E2 and E3.	n/a	n/a
E2	Increase capacity at Wincheap Park and Ride	Increase capacity by 300 spaces to give a total capacity of 900 spaces and reconfigure layout to accommodate A2 off-slip road.	£6,000,000	S106

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
E3	Increase capacity at New Dover Road Park and Ride	Increase capacity by 300 spaces to give a total capacity of 900 spaces and relocate facility closer to A2.	£5,000,000	S106
E4	Increase capacity at Sturry Park and Ride	Increase capacity by 100 spaces to give a total capacity of 700 spaces.	£700,000	S106,
E5	Provide new entrance to Sturry Park and Ride	A direct link into the Park and Ride facility is to be provided from the junction of the Sturry Relief Road and the A28.	£100,000	S106,
E6	To provide a Park and Ride for Whitstable	This will be undertaken in three stages : Stage 1 : Assess the demand and justification for a Whitstable Park and Ride Stage 2 : Establish funding provision/business model Stage 3 : Undertake a full site selection process	£3,000,000	CIL, CCC, KCC
E7	Park and Ride sites to become transport hubs	Consideration will be given to Park and Ride sites as integrated transport hubs.	n/a	CCC, KCC
E8	Additional/alternative capacity	Land at Faulkners Lane, Harbledown is identified in the Local Plan if alternative or additional capacity is required.	n/a	CCC
Off-Street Parking				
E9	To gradually reduce city centre parking capacity	439 no. spaces are identified for disposal in the Local Plan.	n/a	CCC
Parking Tariffs				
E10	Review parking tariffs in Canterbury	Tariffs will be reviewed annually to ensure they are appropriate to meet the objectives for Canterbury.	n/a	CCC,
E11	Review parking tariffs in Whitstable	Tariffs will be reviewed annually to ensure they are appropriate to meet the objectives for Whitstable.	n/a	CCC
E12	Review parking tariffs in Herne Bay	Tariffs will be reviewed annually to ensure they are appropriate to meet the objectives for Herne Bay.	n/a	CCC
E13	Review on-street tariffs	Tariffs will be reviewed annually to ensure they are meeting the on-street parking objectives	n/a	CCC, KCC

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
Residential Parking Standards				
E14	Develop local residential parking standards	KCC Standard IGN3 will be used until locally applied standards are developed and approved.	n/a	KCC, CCC

12.4 Managing the network

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
Intelligent Transport Systems				
F1	Extend the use of Intelligent Traffic Systems (ITS) and Urban Traffic Management and Control (UTMC)	The use of ITS including monitoring and remote operation of traffic signals and variable message signs will be extended to reduce congestion in Canterbury.	£500,000	CIL, LTP
Improving Traffic Flow				
F2	Investigate signalising roundabouts	The potential for improving traffic flow by signalising roundabouts on the ring-road will be modelled.	£1,000,000	CIL, LTP
F3	Investigate options to replace Wincheap roundabout with a fully signalised junction including pedestrian/cycle facilities	To improve traffic flow at the roundabout and improve pedestrian/cycle links between Castle Street and Wincheap.	£600,000	S106
F4	North Canterbury traffic management improvements	Investigate options to improve traffic flow in the St Dunstans area including bus priority measures and environmental improvements.	£400,000	CIL, LSTF
F5	Whitstable traffic management improvements	Investigate options to improve traffic flow in the town centre.	n/a	KCC, CCC

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
F6	A28 Military Road/ Tourtel Roundabout improvements	Increase merge length at roundabout exit (in-bound)	£30,000	LTP
F7	A28 Military Road/Union Street closure	To remove 'rat-run' and u-turn manoeuvres at Tourtel Roundabout which impede traffic flow.	£20,000	LTP
F8	London Road/Rheims Way junction improvements	Junction alterations to improve traffic flow including a dedicated left-turn lane onto Rheims Way will be investigated	£100,000	LTP
New Infrastructure				
F9	Wincheap A2 Off-Slip Road	The completion of the off-slip road at Wincheap to create an all-movement junction reducing some cross-city journeys.	£5,000,000	S106, SLGF
F10	Wincheap Relief Road	An A28 relief road through the Wincheap Estate will enable environmental improvements as well as bus and cycling/walking improvements to be undertaken through Wincheap.	£2,000,000	S106, SLGF
F11	New A2 interchange at Bridge	A new interchange will replace the current sub-standard arrangement at Bridge and facilitate development.	£25,000,000	S106
F12	A28 to A257 relief road	This relief road will extend Chaucer Road through the Howe Barracks site reducing traffic on the ring-road.	£1,000,000	S106
F13	Sturry Relief Road	The relief road will accommodate both A28 and A291 traffic and include a bridge over the railway line. Environmental improvements would be undertaken in Sturry village.	£20,000,000	S106, SLGF
F14	Herne Relief Road	The relief road will reduce traffic impact through Herne and facilitate development. Environmental improvements would be undertaken in Herne village.	£3,000,000	S106

12.5 Reducing the demand to travel

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
G1	Promotion of sustainable development	The planning system will be used to support sustainable development including mixed uses (co-location of housing and jobs/services)	n/a	CCC
G2	Travel plans will be required as part of the planning process	Robust Travel Plans with clear outcomes and targets will be required for all developments which have a significant traffic impact and for smaller developments within Air Quality Management Areas.	n/a	S106
G3	Increase the number of workplace travel plans	All large employers within Canterbury will be encouraged to adopt workplace and personalised travel plans.	n/a	CCC, KCC
G4	Review Canterbury City Council's travel plan	Options to remove free staff parking will be considered as part of the review	n/a	CCC
G5	Increase the number of school travel plans	Schools will be encouraged to develop travel plans which set out practical ways to reduce the amount of car trips made to a school, encourage more walking and cycling journeys and improve safety on the school journey.	n/a	KCC
G6	Travel plan monitoring and advice	Travel plan outcomes will be monitored using specialist software programs and remedial actions will be identified. Advice including personalised travel planning will be provided.	n/a	KCC, CCC, LSTF
G7	Increase car sharing	Car Sharing will considered as part of the Travel Plan process and will be promoted through KentJourneyShare	n/a	S106, KCC
G8	Establish a car club in Canterbury	Establishing a Car Club in Canterbury will be considered as part of the planning process for the strategic development sites.	n/a	S106, KCC, CCC, LSTF
G9	Increase home-based working	Employers will be encouraged to adopt flexible working practices and introduce home or remote teleworking. Developers will be encouraged to provide dedicated work areas within new residential properties.	n/a	S106, CCC, KCC
G10	Broadband improvements	KCC will work with BT and the Government's broadband agency (Broadband Delivery UK) to bring better broadband to Kent so that at least 95% of all properties in Kent will have access to at least 2Mbps broad band infrastructure by the end of 2015.	n/a	KCC

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
G11	Lobby for HGV Vignette	KCC will continue to lobby for an HGV user charge and for an element of this charge to be used to fund road infrastructure improvements in Kent	n/a	KCC

12.6 Access for all

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
H1	Supported bus services	KCC will continue to support bus services that are not commercially sustainable in line with established policies	n/a	KCC
H2	Community transport	Support will be given for a range of community transport initiatives including the Kent Karrier, Taxi-Bus, Community Mini-Bus, Wheels to Work	n/a	KCC, CCC
H3	Concessionary travel	Support will be given for a range of concessionary travel schemes including the Freedom Pass and Kent 16+ Travel Card	n/a	KCC
H4	Adopt KCC's policy on inclusive design	"Inclusive Design and Placemaking" will be adopted as Supplementary Planning Guidance to the Kent Design Guide.	n/a	KCC, CCC

12.7 Air quality

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
I1	Roadside emissions testing	Further roadside emissions following the successful trial in 2012	£20,000	CIL, CCC
I2	S106 contributions	For developments likely to have a direct impact on the air quality in the AQMA	n/a	S106, CCC
I3	Increase use of LPG and electric vehicles	Encourage the use of greener vehicles for fleet and pool cars	n/a	KCC, CCC
I4	Electric charging points	New developments to have charging points for electric vehicles	n/a	S106, LSTF, CCC
I5	Supplementary planning document	To develop through the Kent & Medway Air Quality Partnership a planning guidance document to assist with air quality assessments of development proposals	n/a	CCC

I6	Cleaner bus technologies	Work closely with bus operators to continue to increase the proportion of the fleet that meets the highest emissions standards	n/a	Bus operators
I7	Cleaner Taxi and Private Hire fleet	Work closely with the taxi forum to improve the emissions of taxis	n/a	CCC
I8	Support the introduction of an air quality emissions standard for freight	Work with freight operators to improve fleet quality and emissions standards. Work with specialised companies such as ECO Stars to demonstrate the benefits of this to hauliers.	n/a	KCC, CCC
I9	Continue to support the Freight Quality Partnership	Support and work with the KCC Freight Quality Partnership to consider ways to minimise freight impact on communities.	n/a	KCC

12.8 Road safety

Ref	Action	Description	Estimated cost	Potential funding sources/ responsible authority
J1	Implementation of 20mph zones	Additional 20mph zones will be considered and supported where cycling, walking or economic benefits are justified.	n/a	S106, KCC, CCC
J2	Speed management measures	Interactive signs to help motorists to drive within the speed limit and raise awareness of hazards ahead will be provided where they can bring demonstrable benefits. Approximately £5,000 per year	£85,000	KCC, LTP
J3	Road Safety campaigns and initiatives	KCC will continue to deliver a three year rolling programme of education, training and publicity in response to crash data	n/a	KCC

Funding Sources Key:

CCC – Canterbury City Council

KCC – Kent Count Council

LTP – Local Transport Plan Funding

LSTF – Local Sustainable Transport Funding

HLF – Heritage Lottery Fund

NSIP – National Station Improvement Funding

SLGF – Single Local Growth Fund

TOC – Train Operating Company

NR – Network Rail

Chapter 13 – Delivery plan

Introduction

13.1 The 2010 Comprehensive Spending Review confirmed that public sector funding for transport will be significantly reduced over the next four years, meaning that local authorities cannot continue to rely on existing funding streams. Therefore new and innovative sources of funding will need to be identified to support the range of schemes proposed.

Cost estimates

13.2 Cost estimates for major infrastructure have been derived from costs of other similar projects and are necessarily approximate until detailed design work can be undertaken.

Major scheme funding

13.3 The Government has announced its intention to devolve significant levels of funding to Local Enterprise Partnerships (LEP) to deliver growth. This Single Local Growth Fund (SLGF) will be a competitive pot that is un-ring-fenced and is for spending on transport, housing and skills. The amount that will be allocated to each LEP's SLGF will depend on the strength of the offer each LEP makes in its Strategic Economic Plan.

13.4 Kent and Medway are now in the process of developing their element of the South East LEP's Strategic Economic Plan and in order to put a strong case forward and secure as much funding the SLGF as possible to deliver growth. This includes previous funding sources including the Local Sustainable Transport Fund, the Integrated Transport Block Fund and the new Homes Bonus.

13.5 For the Canterbury district, schemes worth £8.15 million are proposed over the 2015 to 2020 period, including part funding of the Sturry relief road, the A2 Wincheap off slip and Sturry Road bus lanes.

Local sustainable transport fund

13.6 From the Single Local Growth Fund, a smaller element of the bid includes £15.9 million for Local Sustainable Growth Fund measures in East Kent over the five years of the bid. The previous LSTF bid in 2011 was used to improve sustainable access to and from key transport hubs, improved walking and cycling facilities at Kent hospitals, supporting the work of the Community Rail Partnerships and development of smartcard ticketing and improved integration between public transport.

Community transport fund

13.7 The £10 million Community Transport Fund was launched by the DfT in March 2011. The funding complements the Local Sustainable Transport Fund (see above) and is distributed to rural local transport authorities throughout England to stimulate the development of community transport schemes.

13.8 The Fund will enable KCC to minimise the impact of the public spending reductions on rural bus services. The county council has been allocated £409,439 and is working with bus operators, the voluntary sector and local communities to identify and implement an appropriate package of measures.

Revenue funding

13.9 Whilst capital funding is used by local authorities to construct and maintain highway assets, revenue funding is used to cover continuous costs, such as concessionary fares and socially necessary bus services.

13.10 KCC and CCC receive most of their revenue funding for transport through the wider Formula Grant paid to local authorities by government and through council tax. The Formula Grant covers all areas of local government spending and is not 'ring-fenced' to specified policy areas, providing authorities with the flexibility to distribute the grant according to local priorities.

13.11 The 2010 Comprehensive Spending Review confirmed that the Formula Grant would be reduced by 28% over the period 2011/12 to

2014/15. The county and district councils must therefore seek to limit the ongoing revenue liability of their activities. This can be achieved through investment in assets with low maintenance requirements and strengthened partnerships with public transport operators aimed at improving the commercial viability of services.

Kent Big Society Fund

13.12 Kent County Council has made available a one-off Kent Big Society Fund of £5 million. £3 million is allocated to support social enterprises and the remaining £2 million has been set aside to tackle youth unemployment through the Kent Employment Programme.

New Homes Bonus

13.13 The New Homes Bonus (NHB) is a recently introduced Government funding stream which aims to give an incentive to housing growth by match funding the additional council tax raised from new homes and empty properties brought back into use for the following six years.

13.14 The Department for Communities and Local Government has set aside almost £1 billion over the Comprehensive Spending Review period for the scheme, including nearly £200 million in 2011-12 (in year one) and £250 million for each of the following three years. Based on past increases in housing supply, the Canterbury district received a total of £0.9m for 2011-13. This can also be used to fund new, or improve transport infrastructure however it must be noted that this funding is not exclusively for transport and can be spent elsewhere if the need dictates.

Developer contributions

13.15 Any new development creates demand for travel which places a pressure on both the transport system and the environment. While sustainable development policies look to reduce this impact as much as possible; all new development still needs to make a fair and proportionate contribution to measures that mitigate its impact on the surrounding area.

13.16 KCC requires that the direct transport impact of all but the smallest development proposals should be assessed at planning application stage, either through the submission of a Transport Statement or, if the transport impact is likely to be significant, a Transport Assessment, to provide a basis for identifying and agreeing any required mitigation measures.

13.17 One method of securing these developer contributions is through a Section 106 Agreement (Town and Country Planning Act 1990) where the developer agrees to pay towards the external costs of their development e.g. subsidies for new or existing bus services, or agrees to carry out works on the highway such as a new access.

13.18 Highway improvements that will be funded by developers include the Sturry relief road, Herne relief road, A2/ A28 Wincheap off slip, new south Canterbury A2 junction and fast bus link to the city from south Canterbury.

13.19 The second method is through a Community Infrastructure Levy (CIL) which is a tariff-based approach, charged per square metre of additional floor space and will partially replace Section 106 and 278 Agreements, which often cause delay as a result of lengthy negotiations. The Levy will create a fairer system, with all but the smallest projects making a contribution towards the additional infrastructure that is needed as a result of their development.

13.20 To adopt a CIL charging scheme, CCC is currently establishing what charges it should set, where they should apply and what it intends to spend its CIL revenues on which will be subject to public consultation and then approved by a planning inspector. It is anticipated that the vast majority of the Actions identified in Chapter 12 which are not delivered through Section 106 Agreements will be funded through the CIL Schedule.

Infrastructure delivery plan

13.21 Alongside the Local Plan and to support the CIL schedule, the city council is developing an Infrastructure Delivery Plan in partnership with Kent County Council and other statutory bodies which will identify the key elements of infrastructure that are required to support the level and distribution of development being proposed.

Chapter 14 – Measuring success, targets and monitoring

Introduction

14.1 The success of this Strategy will be judged by the ability of residents and visitors to access places, services and opportunities, supporting the city council's vision for the area. This success needs to be defined, a baseline agreed, targets set and progress monitored.

14.2 This Strategy's headline aim is

"to improve access to services, goods and opportunities and tackle the negative impacts of traffic by promoting sustainable modes of transport, achieving reliable journey times and supporting sustainable development"

The following performance indicators are proposed:

- average journey times to key destinations by sustainable forms of transport
- journey time reliability for the private car
- traffic volumes (inner and outer cordon)
- mode share: walking, cycling, bus and rail
- number of journeys to work by car
- park and ride patronage
- number of people killed and seriously injured
- vehicle emissions

Average journey times

14.3 It will be difficult to measure average walking and cycling journey times and they are likely to be unaffected by congestion. This is not true for buses, which operate on the road network. Buses need to be made attractive and this can be achieved by improving journey times, compared to the private car. Therefore, average journey times by bus will be monitored.

CDTS Target 1

Reduce the journey time in the peak period for buses on the following key routes (minutes):

Whitstable to Canterbury via UKC

Herne Bay Rail Station to Canterbury via Broomfield

Bridge to Canterbury

Journey time reliability

14.4 As stated in Chapter 7, the county council has an established Urban Traffic Management and Control (UTMC) system with a Traffic Management Centre located in Maidstone that can oversee the Canterbury city network, including automatic number plate recognition used to collect accurate journey times. Number plates are recorded by cameras and this data is used to calculate the time taken to travel a mile in the peak period. Using this data a journey time threshold for the network has been established on a monthly basis which is adjusted for seasonal variations.

CDTS Target 2

90% of peak hour journey times in Canterbury to be below the monthly journey time threshold figure.

(percentage)

Traffic levels (inner and outer cordon)

14.5 The key findings of the modelling are that under the Do Minimum scenario, traffic levels through the inner and outer cordons in the morning peak are predicted to increase 27.2% and 18.5% by 2031. Under the Do Something scenario, levels increase to 29.5% and 36.9%.

14.6 A target of the strategy is:

"to maintain the same level of peak hour vehicle journeys in 2031 as measured in the base year"

14.7 In response, the following target is set.

CDTS Target 3

Maintain traffic levels through the Inner and Outer Cordons from the 2008 Base to 2031

(number of vehicles)

Inner Cordon AM Peak: 13,050

Outer Cordon AM Peak: 14,350

Inner Cordon PM Peak: 13,950

Outer Cordon PM Peak: 12,850

Journeys to work by car

14.8 The 2011 census provides baseline data for the method of travel to work. Applying the modelling predictions for approximately a 30% increase in person trips, a corresponding increase in journeys to work by car or van would result in an additional 10,824 vehicle journeys.

14.9 Therefore, in order to keep the number of vehicle journeys made in 2031 the same as in 2011, the mode share of journeys to work by car would need to drop to 42.3%.

CDTS Target 4

Reduce the percentage of journeys to work by car or van by 2031 to 42.3%

(number of journeys to work)

Mode share: walking, cycling, bus and rail

14.10 Following on from reducing the number of journeys to work by car, the proposed 2031 modal share targets for the other modes of travel are shown below.

Table 14.1: Modal Share Targets 2031

	Number of Journeys to Work	2011 Mode Share	2031 Target Mode Share	% change
Driving a car or van	36,080	55.0%	42.3%	-23.1%
On foot	9,626	14.7%	18.0%	22.7%
Bicycle	1,750	2.7%	4.0%	50.0%
Bus, minibus or coach	3,197	4.9%	6.5%	33.4%
Train	3,252	5.0%	6.5%	31.2%
Working mainly at home	7,592	11.6%	14.0%	21.0%
Passenger in car or van	3,106	4.7%	6.5%	37.3%
Other	1,017	1.5%	2.2%	42.0%
Total	**65,620**	**100.0%**	**100.0%**	

14.11 Specific modal share targets will be set as part of the planning process taking into account the mix, scale, location and availability of public transport and cycling/walking routes for new developments.

14.12 Significantly higher targets will be set for non-car journeys for those developments situated within Canterbury city wards compared to the rest of the district in order to achieve the overall targets in table 14.1.

14.13 Achieving these targets will be challenging and will require strong political commitment as well as investment to implement the actions listed in the Action Plan.

14.14 However many cities across the United Kingdom and Europe are already achieving much higher levels of travel by non-car modes as demonstrated in the following table which shows the 2011 home to work census figures for Oxford and Cambridge.

Table 14.2: Method of Travel to Work by Mode

	Oxford	Cambridge
Driving a car or van	32.4%	30.1%
On foot	16.8%	14.6%
Bicycle	17.1%	29.0%
Bus, minibus or coach	15.9%	6.4%
Train	2.4%	4.6%
Working mainly from home	10.4%	10.8%
Passenger in car or van	3.1%	2.7%
Other	1.9%	1.8%
Total	100.0%	100.0%

Park and Ride patronage

14.15 Park and Ride is a vital way of keeping down traffic levels in the city centre while at the same time allowing commuters and visitors to reach and enjoy the many benefits that are on offer. It is also part of the solution to increase car sharing as the charges are per vehicle as opposed to per person.

14.16 700 additional Park and Ride spaces are proposed over the Local Plan period and a corresponding target of an increase in park and ride patronage is as follows:

CDTS Target 5

Increase the number of journeys on Park and Ride to 1.45 million per year by 2031

(number of Park and Ride bus journeys)

Number of people killed and seriously injured

14.17 The county council has a statutory duty to record personal injury collisions that are reported on Kent's roads. Personal injury collision and casualty statistics are provided by Kent Police and are used to illustrate trends and target measures to reduce both collisions and casualties.

14.18 A new target has been proposed by the Casualty Reduction (CaRe) Group for reducing casualty figures in Kent and this target has been adopted for this Strategy.

CDTS Target 6

Reduce the numbers of all those killed or seriously injured (KSI) on Kent's roads by 33% by 31 December 2020; compared with 2004/08 averages

Reduce the number of children killed or seriously injured on Kent's roads by 40% by 31 December 2020; compared with 2004/08 averages

Vehicle emissions

14.19 The city council has a statutory duty to carry out local air quality management and collects air quality monitoring data to determine if the EU's air quality objectives are being met. The air quality management area for Canterbury was declared due to potential exceedances in NO2 and the target reflects this.

CDTS Target 7

Reduce NO2 levels to below an annual average of 40µg/m3 to comply with EU directive on air quality

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From: David Brazier, Cabinet Member for Environment and Transport

Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 5 December 2014

Subject: 14/00145 Policy on Gatwick Airport

Classification: Unrestricted

Past Pathway of Paper: Cabinet – 1 December 2014

Electoral Division: Countywide

Summary

Gatwick Airport Ltd has proposed a second runway which is now subject to a national public consultation by the Airports Commission. A recommendation will then be made by the Airports Commission to Government in summer 2015 on whether Heathrow or Gatwick should have approval for additional runway capacity.

The proposal for a second runway along with proposals for changes to airspace resulting in a concentration of flight paths; a high level of permitted night flights; and an increase in over-flight and noise currently experienced in West Kent; has resulted in Kent County Council **opposing a second runway at Gatwick Airport**.

The increase in over-flight across West Kent, the proposed airspace changes and night flights at Gatwick are also **opposed**.

The policy on Gatwick is stated in section 4.16 of this report and this will be added to '*Facing the Aviation Challenge*' which states Kent County Council's views on aviation.

Recommendation

The Cabinet Committee is asked to note the decision by Cabinet that Kent County Council opposes a second runway at Gatwick Airport, opposes the increase in overflights across West Kent as a result of airspace changes, and supports a reduction in the number of night flights.

1. Introduction

1.1 The Airports Commission's interim report (December 2013) stated that it would take forward through the appraisal process; Gatwick Airport Ltd's proposal for one new runway to the south of the existing runway, over 3,000m in length and sufficiently spaced from the existing runway to permit fully independent operation. This option (a southern wide spaced parallel runway with independent mixed mode operation) provides the maximum amount of additional capacity in terms of aircraft

movements and passengers; however, it also has the most detrimental environmental and noise impacts.

1.2 The Airports Commission is now undertaking a national public consultation until 3 February 2015, on this option for a second runway at Gatwick; alongside two options for additional runway capacity at Heathrow. The Airports Commission will then make a recommendation to Government in summer 2015 on where to add one net additional runway in the South East by 2030. The option of a Thames Estuary Airport was ruled out by the Airports Commission in September 2014.

1.3 Independent of the Airports Commission's work on airport capacity, the UK's air traffic service provider (NATS), working with all London airports, including Gatwick Airport Ltd, as part of the London Airspace Management Programme (LAMP) is implementing the Civil Aviation Authority's (CAA) Future Airspace Strategy (FAS). Airspace changes have been proposed that meet the requirements of the FAS to deal with airspace congestion and increase capacity; improve safety; use technological developments to improve efficiency and reduce environmental impact; and implement the EU Single European Sky initiatives. Airspace changes must be implemented by 2020 and are based on Gatwick as a single runway airport.

1.4 These two major developments in UK aviation policy, in addition the Department for Transport's (DfT) decision to maintain the existing level of permitted night flights at the noise designated airports of Heathrow, Gatwick and Stansted; could have significant impacts across West Kent.

1.5 In 2014, there has already been an increase in over-flight and aviation noise across West Kent. Along with the proposed second runway; airspace change proposals; and national policy on night flights described in sections 1.1 to 1.4 of this report; this has resulted in the need for a Kent County Council (KCC) policy on Gatwick Airport.

1.6 Therefore Cabinet has adopted a policy on Gatwick Airport which opposes a second runway; increased over-flight of West Kent; the proposed airspace changes; and night flights.

2. Financial Implications

2.1 N/A

3. Policy Framework

The decision relates to the Local Transport Plan (LTP) as set out in the Council's Policy Framework (see Appendix 3 of the Constitution).

4. Policy on Gatwick Airport

4.1 Gatwick Airport Ltd's proposal for a new runway with fully independent operation, i.e. independent mixed mode (both runways used for departures and arrivals); provides the maximum amount of additional capacity in terms of aircraft movements and passengers. However, it also has the most detrimental environmental and noise impacts with no opportunity for respite from runway

alternation (one runway used for arrivals while the other runway is used for departures).

4.2 The proposed operational configuration for the two runway airport, while providing the greatest increase in annual passenger throughput for a doubling of the runway capacity, could also potentially double the number of aircraft movements (from a maximum of 55 to a peak capacity of 95 movements per hour). This would result in an unacceptable increase in aviation noise from the high frequency of over-flights.

4.3 Table 1 shows the potential future capacity at Gatwick with a second runway taken from Gatwick Airport Ltd's consultation document (April 2014) compared with its current usage in 2013 (CAA annual statistics). It shows that by 2050 Gatwick could more than double its current air traffic movements and passenger numbers. Passenger numbers are 'million passengers per annum' (mppa).

Table 1 – Planning Capacity with a second runway compared with current single runway usage

Planning Capacity (with second runway)	2013 (existing single runway)	2030	2040	2050
Annual Movements	251,000	377,000	468,000	513,000
Annual Passengers	35 mppa	60 mppa	78 mppa	87 mppa

4.4 For comparison, Heathrow currently (2013) handles 472,000 annual movements (within its planning cap of 480,000 movements) and 72mppa; therefore Gatwick Airport Ltd is proposing an airport that by between 2040 and 2050 will be busier than Heathrow's current level of air traffic and passenger volumes.

4.5 In terms of surface access, Gatwick Airport Ltd claim to be "road and rail ready for a second runway by 2021" regardless of whether a second runway is delivered or not in the post 2025 period. Gatwick's surface access strategy for a second runway is heavily reliant on already planned, committed and delivered schemes for strategic road and rail access. These highway and rail schemes are already being implemented to help alleviate current levels of congestion and delay; and to meet background growth, without taking account of the demand generated by more than a doubling of Gatwick's size.

4.6 In terms of economic impacts, the West Kent districts of Sevenoaks, Tunbridge Wells and Tonbridge and Malling did not even feature in the study area for the economic effects of a second runway in Gatwick Airport Ltd's consultation on the runway options (April 2014); as less than 1% of Gatwick's workforce are from these Kent districts. Small towns and villages in West Kent feel the negative impacts of being under Gatwick's flight paths but are not benefiting as well as they should from the employment and business opportunities that come from being near to the UK's second largest airport.

4.7 Within its current single runway operation, Gatwick Airport Ltd should be engaging with schools and colleges in West Kent to make young people more aware

of the jobs and careers that are available to them through working at the airport. Local transport improvements to the airport are also needed so that these opportunities can be accessed by West Kent's communities. Local businesses need to be made aware of the opportunities, both through the supply chain and the benefit of access to global markets from being located near to a major international airport. Gatwick could also do more to promote the attractions of West Kent to overseas visitors passing through the airport so as to encourage visitor spend in the local area.

4.8 The prospect of a second runway at Gatwick has caused widespread distress in the communities of West Kent. This has been coupled with an increase in over-flight and aircraft noise in 2014. CAA statistics show that Gatwick has experienced an annual increase in air transport movements (ATMs) over the last decade from 243,000 in 2003 to 251,000 in 2013. The busiest year was pre-recession in 2007 with 267,000 ATMs and after a period of decline, air traffic is now growing again. July 2014 was the second busiest July at Gatwick; and there has been 3% growth year on year during the peak summer month of July since 2011, with the exception of July 2012, which displayed no growth compared to the previous year's month.

4.9 Arriving aircraft into Gatwick fly over the Tunbridge Wells area generally at around 4,000ft or less and are descending so that they can join the instrument landing system (ILS) final approach path (a straight line of descent to the runway) by 10 nautical miles from the airport at an altitude of not lower than 3,000ft. Departing aircraft that head east are generally at around 5,000ft to 6,000ft by the time they pass into Kent and have climbed to around 10,000ft when flying over the top of the arrivals across the Tonbridge area. It is generally the low flying arriving aircraft that causes a problem for West Kent. Respite is only provided when there is an easterly wind because arriving aircraft then approach the airport and descend on the western side of the airport (easterly operations). When on westerly operations, which are the majority of the time due to the prevailing westerly winds, the frequency of arrivals over-flight is generally an aircraft every two minutes in the peak flying over West Kent. Aviation noise events of 50 to 70 decibels are experienced in the Tunbridge Wells area before aircraft have even turned and joined the ILS final approach at lower altitude.

4.10 Residents in West Kent have been very vocal with their complaints about the increase in over-flight and noise experienced in 2014. Table 2 shows analysis of the increase in number of movements in the peak summer month of July 2014 compared with July of the previous year (2013). This increase in flights coupled with the more average occurrence of prevailing westerly winds (69% in July 2014, compared with only 51% in July 2013), and an assumed 50/50 split of arrivals and departures; shows that there has been a 39% increase in the number of arriving aircraft flying over West Kent in July 2014, compared with July of the previous year. This equates to an average of 12 to 16 arrivals flights per hour in July 2014, an average increase of 4 or 5 more arriving aircraft per hour than the previous year's summer month. At peak times of the day and peak days of the week, the frequency of arriving aircraft over-flight is even higher.

Table 2 – Air Transport Movements in July 2014 compared to the previous July 2013

July 2014 compared to previous July 2013	2013	2014
Air Transport Movements in July	24,663	25,406
Assuming 50/50 split of arrivals and departures – number of arrivals in July	12,332	12,703
Attributed number of arrivals over West Kent in July (2013 51% westerly, 2014 60% westerly)	6,289	8,765
Increase (decrease) of attributed arrivals in July from previous year		2,476
Percentage change from previous year		39%
Assuming 50/50 split of arrivals and departures – average number of daily arrivals in July	398	410
Attributed average number of daily arrivals over West Kent in July (2013 51% westerly, 2014 60% westerly)	203	283
Increase (decrease) of attributed daily arrivals from previous year		80
Percentage change from previous year		39%
Average number of hourly attributed arrivals (24 hour operations) over West Kent	8	12
Increase (decrease) in average number of attributed hourly arrivals from previous year		4
Average number of hourly attributed arrivals (18 hours operations) over West Kent	11	16
Increase (decrease) in average number of attributed hourly arrivals from previous year		5

4.11 The continuous over-flight of arriving aircraft into Gatwick causes significant detrimental impact for residents of West Kent and impacts on the tranquillity of the countryside, including Areas of Outstanding Natural Beauty (AONB); where the CAA discourages over-flight, if practical, below 7,000ft. There needs to be better adherence to this DfT guidance to the CAA to avoid over-flight of AONB, where practical; and aircraft should also avoid flying over the major tourist attractions that are of significant national heritage value in West Kent.

4.12 The current level of over-flight and resulting noise impact on West Kent is unacceptable and measures should be taken by Gatwick Airport Ltd to reduce the number of arriving aircraft flying over this area; and provide mitigation measures for the noise impacts. The number of flights into Gatwick is likely to continue to increase until the airport reaches its capacity limit for a single runway airport. The likely noise impact from the increased frequency of over-flight that would result from the proposed second runway would be intolerable for the communities in West Kent, further degrading the rural tranquillity of the area, the AONB and major heritage tourist attractions; as well as impacting on the urban areas of Tunbridge Wells and Tonbridge.

4.13 Furthermore, in 2013/14 there have also been two consultations by NATS and Gatwick Airport Ltd on proposed airspace changes for Gatwick as a single runway airport that need to be implemented by 2020, as described in section 1.3 of this report. If implemented, this would result in the concentration of flight paths into a

single precision arrivals route for the daytime and one alternative arrivals route for the night time before aircraft join the final approach to land. The consequence of this is that every single aircraft will fly directly over-head of the communities below the proposed new flight paths. KCC has responded to these consultations opposing these proposals. As an alternative, KCC has proposed the use of precision navigation technology to devise multiple arrival and departure routes; which if alternated would provide the opportunity for predictable rotating respite so that the burden of over-flight is spread more equitably between communities.

4.14 In terms of the number of flights at night, these are very frequent at Gatwick due to a lower quota set by the DfT compared to Heathrow. Gatwick's night time air transport movement limits (between 23:30 and 06:00) remains set until 2017, at 3,250 in winter and 11,200 in summer. This contrasts with far tighter night time movement controls at Heathrow (2,550 in winter and 3,250 in summer); therefore Gatwick's air traffic movement limit exceeds Heathrow by 27% in winter and is almost 3.5 times greater than Heathrow in summer.

4.15 Sleep disturbance has detrimental effects on the health of people living under flight paths, therefore in order for the situation for local residents to improve, there needs to be a reduction in the number of permitted movements at night. KCC has made the case to Government, in response to the DfT consultation (November 2013), for a reduction in night flights at Gatwick so that the number of permitted night movements is more comparable with the quota set by the DfT for Heathrow.

4.16 In summary, KCC's policy on Gatwick:

- KCC is opposed to a second runway at Gatwick Airport.

- Gatwick Airport Ltd's proposal for a second runway with independent mixed mode operation will double the number of aircraft movements with arrivals and departures on both runways and offers no opportunity for respite from runway alternation. The noise impacts on West Kent from Gatwick's current single runway configuration are already unacceptable and a potential doubling of these impacts with a second runway would be intolerable. Along with a lack of adequate surface transport infrastructure enhancements to cope with the additional demand and little obvious direct economic benefit to Kent; KCC is opposed to Gatwick Airport Ltd's proposal for a second runway.

- The increase in over-flight and noise currently experienced in West Kent is unacceptable and there needs to be an immediate reduction in aviation noise across West Kent. Operational procedures must be put in place by Gatwick Airport Ltd to provide respite for the communities that experience continuous over-flight day and night.

- Furthermore, the proposed airspace changes due to be implemented by 2020 with the concentration of flight paths and lack of suitable respite provision for arrival routes is unacceptable and is opposed by KCC. Gatwick Airport Ltd and NATS must re-design the airspace change proposal to include the use of multiple arrival and departure routes to provide predictable rotating respite and spread the burden of over-flight more equitably between communities.

- The current number of permitted night flights is unacceptable and is opposed by KCC. The DfT should reduce the night movement limit at Gatwick to at least a level that is comparable with Heathrow.

- In addition to the need for an immediate reduction in aviation noise across West Kent, action needs to be taken to ensure that West Kent's communities benefit from the business and job opportunities at Gatwick as a single runway airport.

4.17 The policy on Gatwick, stated above in section 4.16, will be added to '*Facing the Aviation Challenge*' which states KCC's views on aviation.

5. Conclusions

5.1 The proposal for a second runway at Gatwick Airport which is the subject of a national public consultation by the Airports Commission; along with the separate proposals for changes to airspace, the continuation of high numbers of permitted night flights, and the current unacceptable increase in over-flight and aircraft noise in West Kent; has resulted in the need for a KCC policy on Gatwick Airport.

5.2 The policy stated in section 4.16 of this report, which will be added to '*Facing the Aviation Challenge*', makes it unequivocally clear that KCC is opposed to a second runway at Gatwick; and that the increase in over-flight currently experienced in West Kent is unacceptable and an immediate reduction in noise through changes to operational procedures must be implemented by Gatwick Airport Ltd. The number of permitted night flights is unacceptable and the DfT should reduce the night movement limit at Gatwick to at least a level that is comparable with Heathrow. The proposed airspace changes for Gatwick as a single runway airport, due to be implemented by 2020, also need to be revised so that predictable rotating respite is provided to help spread the burden of over-flight more equitably between communities. The business and job opportunities that Gatwick currently offers also need to spread to West Kent.

6. Recommendation

The Cabinet Committee is asked to note the decision by Cabinet that Kent County Council opposes a second runway at Gatwick Airport, opposes the increase in overflights across West Kent as a result of airspace changes, and supports a reduction in the number of night flights.

7. Background Documents

7.1 Facing the Aviation Challenge, Kent County Council, August 2014
http://www.kent.gov.uk/__data/assets/pdf_file/0016/15433/Facing-the-Aviation-Challenge.pdf

7.2 Airports Commission, Discussion Paper 05: Aviation Noise, Response from Kent County Council, 6 September 2013

http://www.kent.gov.uk/__data/assets/pdf_file/0016/15541/KCC-response-to-Airports-Commission-discussion-paper-on-noise.pdf

7.3 London Airspace Consultation – NATS (National Air Traffic Services) and Gatwick Airport Ltd, Response from Kent County Council, 20 January 2014
http://www.kent.gov.uk/__data/assets/pdf_file/0018/15543/KCC-response-to-Phase-1-of-the-London-Airspace-Consultation.pdf

7.4 Department for Transport (DfT) Consultation – Night Flying Restrictions at Heathrow, Gatwick and Stansted Stage 2 Consultation, Response from Kent County Council, 31 January 2014
http://www.kent.gov.uk/__data/assets/pdf_file/0017/15542/KCC-submission-to-Department-for-Transport-consultation-on-night-flights.pdf

7.5 London Airspace Change – Gatwick Local Area Consultation, Response from Kent County Council, 14 August 2014
http://www.kent.gov.uk/__data/assets/pdf_file/0019/15544/KCC-response-to-Phase-2-of-the-London-Airspace-Consultation.pdf

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From: Mike Hill, Cabinet Member for Community Services

Paul Crick, Director of Environment, Planning & Enforcement

To: Environment & Transport Cabinet Committee – 5 December 2014

Subject: Christmas/New Year 2013-14 Storms & Floods – Progress Report

Classification: Unrestricted

Electoral Divisions: All

Summary: This report provides the Environment & Transport Cabinet Committee with an update on progress being made to deliver the 17 recommendations in the Christmas/New Year 2013-14 Storms & Floods – Lessons Learnt report that was endorsed by Cabinet on 7 July 2014; a further update was reported to Cabinet on 13 October.

Recommendation: The Environment and Transport Cabinet Committee is asked to note the progress being made against the 17 lessons learnt recommendations.

1. Introduction

1.1 Following the severe weather experienced over Christmas and New Year 2013-14, and based on a wide range of public consultations and internal and external debriefs, a comprehensive lessons learnt report was presented to, and approved by, Cabinet on 7 July 2014 and again on 13 October.

1.2 The report included 17 recommendations, and this report provides the Environment & Transport Cabinet Committee with an update on progress made to date against these recommendations.

1.3 It also provides an update on recent developments relating to the implementation of sustainable urban drainage policy and practice.

2. Progress Report

2.1 Significant progress has been made by KCC and our multi-agency partners in implementing all of the recommendations in the 'lessons learnt' report. A detailed summary against each of these is provided at **Annex 1**. Key highlights can be summarised as follows:

2.2 Management action: A series of internal and partnership debriefs have been carried out and management structures established to deliver the recommendations identified in these reports. Within KCC, a cross-directorate Corporate Resilience Steering Group has been established, with Director-level representation. Similarly, the Kent Resilience Forum (KRF) has established a multi-agency Pan-Kent Flood Group, chaired by the Environment Agency. Terms of reference for both groups have been agreed, action plans drawn-up and are being implemented. Internal and external governance/reporting lines have been established to ensure appropriate

member and senior officer oversight. Additionally, the multi-agency Strategic Recovery Coordination Group, chaired by the Director of Environment, Planning and Enforcement, was reconvened on 23 September, to review lessons learnt, current progress and preparations for winter 2014-15. Furthermore, the KRF used its annual seminar at the East Malling Conference Centre on 14 November to provide a further health check on partners' preparations to all agencies engaged with civil protection, including appropriate elected members.

2.3 Plans: Comprehensive reviews of existing single and multi-agency emergency plans have been carried out, including generic plans and those specific for dealing with flooding and severe weather. The KCC Major Emergency and Flood Response Plans have been reviewed and re-published and the suite of multi-agency flood plans will be re-published in the coming months. Additional new plans have also been drawn-up as a result of lessons learnt e.g. KCC Highways, Transportation & Waste have developed new Severe Weather plans and a specific flood plan has been developed for Little Venice Caravan Park, which flooded several times over Christmas/New Year.

2.4 Training & exercising: Since January 2014, 76 multi-agency training sessions and exercises have been/will be run in Kent, to familiarise many hundreds of staff from across the KRF partnership in a variety of emergency response roles (from senior officers to front-line staff) and scenarios. The Environment Agency, with support from the Kent Resilience Team, has also trained over 140 flood wardens across the county. Internally within KCC a fundamental review of key emergency response roles has been undertaken and training needs identified. The cross-directorate Corporate Resilience Steering Group have identified staff to be trained and a series of training & exercise sessions (supported by e-learning and briefings) are now in place. This includes Gold (strategic) level training for Corporate Directors (to include the development of an on-call rota) and Silver (tactical) training for Heads of Service and senior managers (40 delegates identified with 20 in the initial tranche of training). An initial emergency planning awareness training pilot ran in September, with 37 managers participating from across KCC and this has now been developed into an e-learning module which will be rolled out shortly. Additionally, all KCC Community Wardens are now trained as Incident Liaison Officers with 12 vans and 2 4x4 vehicles equipped with emergency response equipment for deployment to affected communities in the event of an emergency. Eighty-five KCC officers have also signed up to further refresher training in preparation for winter and there are a further 53 officers in KCC who have been put forward for incident liaison officer training and these will be incorporated into the Kent Resilience Team annual training programme.

2.5 Community engagement: A long-standing programme of multi-agency work to develop community-level emergency plans and flood plans has continued apace, with many local plans now in place or under development in key communities at risk of flooding. This approach has been complemented by a range of other activities to encourage greater awareness and preparedness for flooding and other emergencies, including a series of 'flood fairs' held across the county and the establishment of Multi-Agency Flood Alleviation Technical Working Groups to understand and tackle complex flood risk issues. 42 volunteers from Yalding, East Peckham, Tonbridge & Hildenborough have also been trained and equipped and further sessions are planned for other parts of the county. Additionally, 15,000 copies of a newly-published booklet *'What should I do in an emergency?'* have been distributed through

a variety channels and access points. A wider awareness campaign is on-going, linked to the national 'Get Ready for Winter' campaign.

2.6 Financial investment & flood risk management: £8.6m central government grant received by KCC in tranche 1 of the 'Severe Weather Recovery Scheme' to help repair damaged highways infrastructure. A further £499,000 has been received in tranche 2. KCC Highways & Transportation is investing an additional £3m to enable the delivery of 120 drainage improvement schemes in 2014/15. KCC is working with the EA, to identify strategic schemes in Kent that require partnership funding. River Medway and Beult Flood Defence Schemes are being taken through to feasibility stage, with KCC investment of £205,000 and Maidstone Borough Council and Tonbridge and Malling Borough Council providing £100,000 in partnership funding each. KCC are also supporting Tonbridge and Malling Borough Council in applying for round 2 of the Local Growth Fund for the Leigh and East Peckham schemes.

3. Recommendation

The Environment and Transportation Cabinet Committee is asked to note the progress being made against the 17 lessons learnt recommendations.

4. Background Documents

Christmas/New Year 2013-14 Storms & Floods - Final Report (7 July 2014)

Report https://democracy.kent.gov.uk/documents/s47250/Item%204%20-%20Flooding.pdf
Appendix https://democracy.kent.gov.uk/documents/s47251/Item%204%20-%20Appendix.pdf

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Christmas & New Year 2013-14 Storms & Floods – Lessons Learnt Progress Report

Current Progress	Next Steps	RAG Status
Recommendation 1: Undertake a fundamental review and update of key KCC and partnership plans to ensure that they are fit for purpose for even the most complex and protracted of incidents		
• KCC Corporate Resilience Steering Group established to oversee implementation of Cabinet recommendations. • Kent Resilience Forum (KRF) Pan-Kent Flooding Group established to oversee implementation of multi-agency recommendations. • KCC Flood Response and Major Emergency Plans and Emergency Contacts Directory have been reviewed, updated & re-issued to key contacts • KCC Highways, Transportation & Waste have developed new Severe Weather plans, informed by experiences and lessons learned from winter 2013-14 and previous cold winter weather. • Social Care, Health and Wellbeing have also undertaken a full review of their plans and have in place a programme of work and priorities for Social Care, Health and Wellbeing in Business Continuity, Emergency Response, and Capacity Management, incorporating Public Health. • Kent Resilience Team (KRT) is working with the Pan-Kent Flood Group to review & update the KRF Pan-Kent Strategic Emergency Framework, Pan-Kent Flood Plan and 13 x Medway / District / Borough level plans.	• Suite of multi-agency plans to be finalised and circulated to key partners. • Further review to simplify plans to align to key roles and training • Series of KCC and multi-agency awareness-raising & briefing sessions, training and exercises continue to be run • Development of an annual training programme led by the Kent Resilience Team and incorporating on-going training needs across KCC	**GREEN**

• Ongoing programme of work to develop community-level flood plans (see Recommendation 4).		
Recommendation 2: Provide Cabinet with an options paper for enhancing KCC's resilience, including training a cadre of 'emergency reservists'. Once approved, implement a programme to train, equip & support relevant personnel in readiness for Winter 2014		
• A review of professional and generic roles across KCC in relation to emergency response has been carried out and training needs identified • Training is now in place including Gold (strategic) level training for Corporate Directors (to include the development of an on-call rota) and Silver (tactical) training for Heads of Service and senior managers (40 delegates identified with 20 in the initial tranche of training). • An initial emergency planning awareness training pilot ran in September, with 37 managers participating from across KCC and this has now been developed into an e-learning module which will be rolled out shortly. • Additionally, all KCC Community Wardens are now trained as Incident Liaison Officers with 12 vans and 2 4x4 vehicles equipped with emergency response equipment for deployment to affected communities in the event of an emergency. Eighty-five wardens have also signed up to further refresher training in preparation for winter and there are a further 53 officers in KCC who have been put forward for incident liaison officer training and these will be incorporated into the Kent Resilience Team annual training programme.	• Paper to CMT to establish potential for on-call system for Corporate Directors as well as key HR considerations of emergency reservists in event of a major emergency • On-going training for key emergency response roles and reservists • KCC staff to be identified and enrolled to attend multi-agency training in the coming months. • Roll out of e-learning Introduction to Emergency Planning module	**AMBER**

• HR have been working to establish more effective out-of-hours processes and integration into job roles as appropriate as well as key considerations for deployment of emergency reservists such as overtime payments and health and safety. • Since January 2014, 76 multi-agency training sessions and exercises have been / will be run in Kent, to familiarise many hundreds of staff from across the KRF partnership in a variety of emergency response roles and scenarios.		
Recommendation 3: Develop a consistent countywide policy & plans for maintaining & providing sandbags and other practical support to individuals & communities at risk of flooding.		
• KCC, Medway and Districts / Boroughs working together to review each agency's current stocks of sandbags (or equivalent products), policies and plans for deployments. • Work also underway to review / enhance arrangements for provision of other practical support e.g. key accounts with hotels / B&Bs, provision of dehumidifiers, pumps, access to contractors for gas / electric / water safety checks etc.	• Review and gap analysis of policy and resources across KCC and partner organisations to be undertaken in Sept. Additional stocks / arrangements to be put in place by individual agencies to address any gaps in readiness for winter. Discussions to be held with KCC and partners to work towards a joined-up a countywide policy. There is an ongoing process of data capture and information sharing regarding sandbag / flood sack status across the county, held and maintained by the Kent Resilience Team. DCLG are aware that there is not a 'one size fits all' policy for sandbags at District level due to different physical geography and community needs, but there is a clear understanding as to what is required in terms of mutual aid and support. • Work with Association of British Insurers, KCC Kent Support & Assistance Service, Finance, Legal & Insurance to develop a robust policy for provision of support to individuals / communities affected by flooding or other emergencies.	**AMBER**
Recommendation 4: Implement a strategy to encourage greater flood awareness & individual / community resilience, including improving sign-up for the EA's Floodline Warnings Direct (FWD) Service and training local volunteers as Flood Wardens.		
• KRF Resilient Communities is currently developing a strategy to bring together work around key themes, to focus the wide range of	• Work with KRF Pan-Kent Flood Group and KRF Public Warning & Informing Group to develop and implement a countywide strategy. • Scope opportunities to apply for funding to take forward severe weather	**GREEN**

work being undertaken by individual agencies and in partnerships. • This will include the Community Emergency Planning programme run by KCC in association with Kent Association of Local Councils. Currently 10% of Parish / Town Councils have a plan. Strategy to be developed to significantly enhance take-up countywide, with a particular focus on communities at risk of flooding. Further training sessions are scheduled for October / November. • There are now over 140 flood wardens trained across the county through a programme involving the EA, KFRS, Districts and Boroughs and supported by the KRT. • Work also underway to provide caravan, camping, gypsy & traveller sites with guidance and templates to develop their own emergency / flood plans. Flood plan Little Venice Caravan Park has now been completed. • The KRF 'What should I do in an Emergency' Handbook has been widely distributed and is being E - hosted by KCC and other KRF partner agencies; 15000 hard copies have been distributed and another 20000 are being printed.	community resilience projects e.g. Interreg VA 2-Seas programme.	
Recommendation 5: Undertake a fundamental review & update of the Floodline Warnings Direct (FWD) Service for communities with high / complex flood risk.		
• Following consultations with communities and partners during the summer, the EA has refined its flood warning areas for the Rivers Medway, Bourne, Beult and Teise catchments and these went live in late October / early November • These will allow the EA to provide more targeted and locally-specific warnings to particular at risk	• Final update of single- and multi-agency plans to reflect new arrangements, supported by awareness-raising, briefings and training sessions	**GREEN**

communities.		
Recommendation 6: Develop enhanced arrangements for warning & informing the public in flooding / severe weather scenarios, including contingency arrangements in the event of power outages and greater usage of social media.		
• KRF Public Warning & Informing meetings, chaired by a senior Kent Police Media and Comms specialist, have ensued. A Media and Comms strategy will be in place and tested at a Strategic Multi Agency Exercise (Wade) on the 9th December in advance of, during and after flooding / severe weather events. • 15,000 copies of newly-published KRF booklet 'What should I do in an emergency?' have been distributed through a variety channels and access points. e.g. all Parish / Town Councils, Gateways and is available electronically via partner websites and www.kentprepared.org.uk. A wider awareness campaign will be undertaken as part of the above strategy. 20000 further copies have been ordered.	• Work with the KRF Pan-Kent Flood Group to develop and implement the strategy, linking-in with outputs from other linked recommendations and initiatives e.g. national 'Get Ready for Winter' campaign which commenced on 20th October. • Explore provision of loudhailers, universal mobile chargers and deployment of on-scene communications in the event of power outages.	**GREEN**
Recommendation 7: Develop arrangements to provide critical 'on scene' liaison & support to affected communities e.g. via multi-agency 'Bronze' / Operational teams.		
• KRF Pan-Kent Flood Group currently undertaking review and gap analysis of key on-scene liaison / support roles (e.g. Incident Liaison Officers, door-knocking, evacuation & shelter, provision of information, welfare checks and sandbagging) and supporting training, guidance and resources. • All Community Wardens now trained as Incident Liaison Officers, with 12 x vans and 2 x 4x4s equipped with emergency response equipment, with 85 undergoing further refresher training in	• Enhancements to multi-agency on-scene response capability to be developed and rolled-out over coming months. • Need to continue promotion of KCC staff to attend Local Authority-specific and multi-agency training, as well as providing additional training / awareness sessions on specific roles. • Formalise MOUs with voluntary sector partners ready for winter. • 140 Volunteer Community Flood Wardens have been trained to date.	**AMBER**

preparation for winter. • KRT is currently working with the Kent Voluntary Sector Emergencies Group to put in place new or enhanced MOUs to formalise support provided by voluntary sector partners. • See also Flood Warden and Community Emergency Plan training under Recommendation 4.		
Recommendation 8: Work with DCLG and the Flood Recovery Minister for Kent to bring pressure to bear on utilities companies to improve their arrangements for engaging & supporting partners & customers.		
• Flood Recovery Minister (Greg Clark MP) met with UK Power Networks (14th June) to address concerns raised by Kent partners. • DCLG and Flood Recovery Minister actively engaged as part of the multi-agency recovery management structures chaired by KCC, as were UK Power Networks. • Although these have now been formally stood-down, linkages with both DCLG and the Flood Recovery Minister are being maintained and will be kept regularly apprised of progress and any blockages.	• Response and lessons learned report received to be picked-up through KRF Pan-Kent Flood Group. • Various utilities companies have been invited to join the group and progress will be monitored closely.	**GREEN**
Recommendation 9: Streamline & enhance existing multi-agency information management protocols & systems for sharing critical data in the planning for & management of emergencies.		
• Work underway led by KRT to explore a number of enhancements to multi-agency communications and information management, including automated alerting systems, web-based logging, extranet and GIS systems. • EA is reviewing availability / provision of flood mapping at multi-agency control centres and on-scene response locations. • KCC, Medway and Districts / Boroughs working	• Work to be progressed over the coming months, linking into the KRF Pan-Kent Flood Group. • A Bespoke project has been undertaken by the KRT to pull together multi agency data regarding flooded properties, by way of a SPOC, so that there is unambiguous intelligence that is not duplicated across agencies.	**AMBER**

together to enhance protocols for Local Authority coordination, feeding into the multi-agency response.		
Recommendation 10: Formalise the recovery management structures developed during Operation Sunrise 4 and adopt these as good practice.		
• KCC-led Strategic Recovery Coordinating Group met 23rd September to review lessons learned, current status and preparedness going into winter 2014-15 and continues to meet. • Recovery management structures, processes, good practice & lessons learned to be incorporated into single- and multi-agency plans, supported by appropriate awareness / training sessions. • 20 staff from KCC and multi-agency partners attended locally-delivered Emergency Planning College 'Recovering from Emergencies' course 2nd-3rd October.	• KRT currently leading a review of the multi-agency Pan-Kent Emergency Recovery Framework and associated plans.	**AMBER**
Recommendation 11: Develop protocols to support emergency responders in deciding when to escalate / de-escalate to / from the 'emergency response' & 'recovery' phases.		
• Plans, guidance and training have been reviewed and updated in line with new national doctrine (the 'Joint Decision Model') to foster more effective multi-agency working. • >30 multi-agency training sessions to support this initiative shave been run in Kent over last 12 months, training hundreds of staff from senior officers down to front line staff. • Role of the KRT to provide professional advice and support to multi-agency partners, from first alerting, through to the emergency response and recovery phase is currently being scoped with multi-agency partners.	• Further multi-agency training opportunities, briefings and awareness raising sessions planned over the coming months.	**AMBER**

Recommendation 12: Influence Central Government to secure additional financial support in recognition of the severe burden that these incidents have placed on KCC.		
• £8.6m central government grant received from the 'Severe Weather Recovery Scheme' in Tranche 1 to help repair damaged highways infrastructure. Further £499,000 received in Tranche 2. • £982.7k received under the Bellwin Scheme will be used to replenish the 'Emergency Conditions' reserve, which is currently at zero. • KCC Sustainability & Climate Change team published its final report detailing multi-agency expenditure captured in the Severe Weather Impact Monitoring System (SWIMS) for winter 2013-14 (www.kent.gov.uk/swims)	• DCLG will shortly to be launching a public information website will provide a breakdown by Local Authority area of data, including expenditure, relating to the winter storms and floods.	**GREEN**
Recommendation 13: EA / Southern Water to respond to queries / concerns regarding the perceived lack of / effectiveness of their rivers & flood management systems / assets		
• Andrew Pearce (EA) attended KCC Cabinet on 7th July and Mark Douch (EA) attended on 13th October and assured members that assets, such as critical locks, were maintained to the highest operational standards and to support this, this year an additional £1million of funding for revenue and maintenance activities had been secured and enhanced programmes would be in place before the winter. • Southern Water provided evidence to the Kent Flood Risk Management Committee on 17th November on their asset maintenance and improvement programme, community engagement and ongoing work across the county. The letter from Matthew Wright, CEO, is available with the papers from the meeting.		**GREEN**

Recommendation 14: Explore all possible opportunities with partners and beneficiaries to contribute to the priority flood defence schemes required in Kent, including influencing the EA, Defra & HM Treasury to secure funding to deliver the schemes that do not currently receive sufficient FDGiA funding even with substantial partnership contributions.		
• Working with the EA, strategic schemes in Kent have been identified that require partnership funding • Medway and Beult River Flood Defence Scheme being taken through to feasibility stage with KCC investment of £205,000. • Other partnership contributions in place through Tonbridge & Malling and Maidstone Borough Councils (£100,000 each).	• Agree KCC long term approach to partnership contributions for other priority flood defence schemes.	**AMBER**
Recommendation 15: Ensure the consequences of flood risk are fully considered before promoting development in flood risk areas by consulting all organisations with a role in flood risk management and emergency management.		
• Initial meeting held between KCC Resilience & Emergencies Unit, KRT, KCC Flood Risk Manager and KCC Planning Applications team where a strategy was agreed to address interface between resilience and planning systems - strategy to be developed and agreed • A draft digest of flood risk and wider resilience chapters within National Planning Policy Framework and National Planning Policy Guidance. • Online toolkit for planners developed with KCC Public Health and Sustainability & Climate Change team.	• Draft guidance document in preparation, expanding upon relevant flooding and wider resilience chapters of the National Planning Policy Framework / National Planning Policy Guidance with standing advice and practical examples. • Host toolkit and guidance documents on relevant websites and access points and engage planners, developers and the general public to promote awareness and usage.	**AMBER**
Recommendation 16: Implement a strategy to encourage greater awareness & take-up of individual & community flood protection measures e.g. property level protection, sandbags.		
• Series of community consultations and Flood Fairs held in Spring 2014 in the communities affected by flooding. • Working with communities where we are	• Development of European funding bid to further develop community resilience programmes (to be submitted end 2014) to help deliver the strategy.	**AMBER**

undertaking surface water management plans (SWMPs) to help them understand the risks identified and opportunities for them to help themselves. • 15,000 copies of newly-published KRF booklet 'What should I do in an emergency?' have been distributed through a variety channels and access points. e.g. all Parish / Town Councils, Gateways and is available electronically via partner websites and www.kentprepared.org.uk. A wider awareness campaign will be undertaken as part of the above strategy. 20,000 further copies have been ordered.		
Recommendation 17: Support awareness & implementation of key initiatives to support communities with high / complex flood risk, particularly e.g. Surface Water Management Plans (SWMPs), Multi-Agency Flood Alleviation Technical Working Groups		
• Series of Multi-Agency Flood Alleviation Technical Working Groups established across Kent, working with key stakeholders to understand and tackle complex flood risk issues. • Developing Flood Risk to Communities (working title) documents which give an overview of flood risk on a district basis and signpost to other documents. • Developing SWMPs across Kent	• Further develop and embed these initiatives as part of our long-term flood risk management strategy.	**AMBER**

From: David Brazier, Cabinet Member for Environment and Transport

John Burr, Director of Highways, Transportation and Waste

To: Environment and Transport Cabinet Committee – 5 December 2014

Subject: Highway Drainage

Classification: Unrestricted

Electoral Division: All

Summary: To update Members on the approach to maintaining and improving the highway drainage system whilst ensuring that the customer is provided with a quality service against a background of increasing severe weather events.

Recommendation: The Cabinet Committee is asked to note the report and endorse the regime outlined in this report.

1. Introduction

1.1 The County Council is responsible for the maintenance of the 5,400 miles of public highway roads including 250,000 roadside drains (gullies) and associated drainage systems.

1.2 The primary objectives of the highway drainage system are:

a. Removal of surface water (from the carriageway) to maintain road safety and minimise nuisance,
b. Effective sub-surface drainage to prevent damage to the structural integrity of the highway and maximise its lifespan; and,
c. Minimise the impact of highway surface water on the adjacent environment including properties

1.3 In recent years, numbers of prolonged and heavy rainfall events have increased, notably the winter of 2013/14. As prolonged, heavy rainfall events have become more frequent, the number of customer enquiries has increased year on year. The volume of customer enquiries now stands at twice that of 2009. In the last 12 months, around 10,000 enquiries related to drainage and flooding have been received. Of these, 3,000 are related directly to highway flooding and 500 related to incidents of highway flooding that had resulted in damage to private properties.

1.4 The Highway Drainage service is split into two functions:

- Maintenance
- Repairs, renewals and improvements

1.5 The approach taken to delivering the service has been outlined in a document called “Asset Management in Drainage”. In summary, this details the steps that we take to manage our drainage asset. The series of questions and answers emphasise

the need to spend the right amount of money at the right time and explain our focus on sites where the risk to road users and residents is the highest. This document can be found at Appendix A.

1.6 This year, the County Council has increased capital investment in drainage infrastructure to £4.3m. This is enabling completion of an additional 120 drainage improvement schemes in 2014/15. Investment has been prioritised on the basis of the following risks:

- Highway Safety
- Internal flooding of properties
- Network disruption

2. Financial Implications

2.1 The allocated budget for highway drainage cleansing is £2,408,300. This a saving of £300,000 made as part of the wider Highway, Transportation and Waste efficiencies for 2014/15. The maintenance regime outlined in this report has been developed on the basis of the current budget allocation and feedback from stakeholders to ensure a balance between the needs of the asset and the demands of the County Council's customers.

2.2 The approach outlined for capital investment in highway drainage infrastructure ensures that the allocated budget is spent effectively

3. Policy Framework

The approaches to service delivery outlined in this report fulfil the principle of achieving value for money.

4. The Report

Maintenance

4.1 In December 2010, a change of approach to cleaning highway drains was approved. There was a transition from providing a purely reactive service to delivering routine maintenance on a cyclical basis.

4.2 At the point of moving from a reactive to a planned approach information about the quantum and location of drainage assets was limited. An understanding of the quantum of assets and traffic management required to carry out maintenance activities has been developed. This data is being used to inform planning and programming and enhance service delivery at an operational and strategic level.

4.3 The departure from a predominantly reactive service combined with very wet weather throughout 2012 resulted in an initial decline in customer satisfaction. However this improved significantly and by April 2013 customer satisfaction had reached 87%.

4.4 In 2013, the annual Tracker Survey asked:

“How satisfied or dissatisfied are you that road drains/gullies are kept clean and working in your local area?”

Comments and feedback indicated that blocked drains were continuing to be a hot topic for Members and Parish Councils, particularly in rural areas.

4.5 In response to the feedback from the Tracker Survey and in light of the need to make significant revenue savings, the way in which drainage maintenance is delivered was subject to a further review. The table below details cleansing activities undertaken from September 2011 and the frequencies currently being trialled.

Road Type/ Risk Category	Road Length (miles)	Number of Gullies	Cleansing Frequency 2011	Cleansing Frequency 2014
Hotspots (250 locations)	NA	NA	Every 3-6 months	Every 3-6 months
High Speed Roads	160	8820	Every 6 months	Every 12 months
Strategic and Locally Important Routes	1370	41,191	Every 12 months	Every 12 months
Minor Urban[1] Roads	2190	112,776	Every 2 years	Targeted Cleansing
Minor Rural Roads	1650	85,078	Every 2 years	Targeted Cleansing
Totals	5370	247,865	-	-

4.6 The frequency of cyclical cleansing on high speed roads was reduced from six monthly to annually to be consistent with the frequency of maintenance on the County’s other main roads. This was part of a service wide saving that came into effect on 1 April and applied to all routine maintenance on the high speed road network.

4.7 Drains on minor urban roads are generally less prone to becoming blocked due to protection by kerb lines, the nature of the traffic using the roads, street sweeping undertaken by District Council and self-cleansing capabilities of the carrier pipes. Examining the data collected from routine walked inspections undertaken by the Highway Inspectorate between April and September has emphasised this point. Blocked drains were reported on less than 10% of the roads inspected.

4.8 A targeted approach to cleansing is now being trialled on minor urban roads. Rather than a cleansing crew attending every road once every two years, each road is inspected at least annually and resources are focused where the need is highest.

4.9 Drains on minor rural roads are often more prone to becoming blocked. Gullies can become overgrown by verges and hedge rows and are particularly vulnerable during peaks in agricultural activities or when silt is washed off fields during prolonged or heavy rainfall. It is not financially viable to increase the cleansing frequency and therefore a community lead approach is being trialled.

4.10 The principle behind this approach is to utilise the good relationships that have been fostered by Highway Stewards with Members and Parish Councils. Over the past three years, the Highway Stewards have developed a detailed knowledge of

issues in their area. The intention here is to use this local knowledge of community issues to inform our programmes of gully cleansing.

4.11 Cleansing is now being undertaken in response to enquiries from Members, Parish Councils and customers. Each site is inspected by a Highway Steward, assessed and prioritised on the basis of highest risk first. The assessment criteria include risk to highway safety and risk of internal property flooding.

Repairs, renewals and improvements

4.12 Highway flooding causes significant levels of disruption; it affects movement of people and goods, therefore adversely affecting the local economy. It also causes significant damage to the highway network; at surface level, flood water scours the surface of the carriageway and footway, which will allow ingress of water to the layer below. In the short term it will result in cracking and development of potholes. Flood water also penetrates the lower layers of road construction washing away fine materials and in time results in large failures of the road structure which may require significant repairs or even reconstruction.

4.13 The weather last winter highlighted numerous pinch points in the drainage network. Some of these are being addressed by the implementation of an enhanced cleansing regime however in a large number of cases work is required to improve the functionality of the system.

4.14 The annual capital budget allocation in recent years has been around £2.7m. This has enabled the completion of around 800 priority minor repair and small improvements and a small number of larger improvement schemes each year. Nevertheless, there are many more sites that need attention and this has been demonstrated by the 3,500 enquiries received last winter. In response, this year the County Council has increased the level of capital investment to a total of £4.3m as referred to in paragraph 1.6 above.

4.15 Details of the schemes scheduled for completion by the 31 March 2015 can be found at Appendix B.

5. Conclusion

5.1 The regime adopted in September 2011 enabled us to develop a good knowledge of the drainage asset. Moving forward, we have taken on board feedback from stakeholders and tailored the service to respond to customer demand, asset need and the financial challenges.

6. Recommendation

The Cabinet Committee is asked to note the report and endorse the regime outlined in this report.

7. Contact details

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Asset Management in Highways

What asset management means for drainage assets

Introduction

This short guide outlines the steps that we take to manage our 'drainage asset'. This includes roadside drains, soakaways, ponds, lagoons, pumping stations, highway ditches and thousands of kilometres of connecting pipe.

This guide is set out in a series of 12 questions and answers we have developed from discussing asset management with the Public, elected Members and Parish/Town Councils.

1. What is Asset Management?

Asset management is the term used to describe a common sense approach to maintenance and future investment decisions for all the parts that make up our highway. It is about spending the right amount of money at the right time to keep our assets working properly to meet the needs of our customers now and in the future.

For example, if we spend £1,000 cleaning a soakaway every two years it will keep working for up to 30 years. If we don't clean the soakaway, we may need to spend £30,000 replacing it after just 10 years.

2. What are drainage assets?

The drainage asset is made up of:

Asset	The amount we look after
Roadside drains	250,000
Ponds and Lagoons	250
Pumping Stations	15
Soakaways	8,500

3. Why do KCC need to know where all these assets are?

We continually collect information on all our new, replacement and improved drainage assets. This includes where they are as well as information about the asset itself such as the size of the drain and where it drains to.

We use the information that we collect to plan routine maintenance work, make decisions about where to invest our money and set the levels of service that our customers can expect from us.

The number of drainage assets in Kent is currently increasing each year due to new housing and business developments being built.

4. Why do KCC need to know what condition assets are in?

Once we know what our assets are and where they are located, we need to know what condition they are in. This information helps us to make informed decisions about how often to maintain

them and where we need to invest our money to make improvements and keep the drainage system functioning as it should.

We regularly inspect our assets and use information from customers to help assess their condition and understand what needs to be done to keep them functioning correctly in the most cost effective way. This helps us manage our future budget needs and understand what could happen if, for example, the budget we need is not fully available.

5. **How often do KCC check what condition assets are in?**

There are two types of checks, planned inspections and reactive inspections.

Planned inspections include highway safety inspections and condition checks carried out as part of our cyclical maintenance regime:

- Our team of 12 highway inspectors carry out visual checks to make sure the highway assets are in a safe condition. This includes checking that drain covers are not broken or missing. We carry out this kind of check at least once every 12 months.
- Our drainage cleansing crews look at the condition of the drains on main roads and test each one by filling it with water and checking that it is able to flow away. We carry out these kind of checks at least once every 12 months.

Reactive inspections are carried out in response to enquiries and generate ad hoc and emergency works, for example cleaning blocked drains that are causing the road to flood and repairing collapsed road drains.

6. **How do KCC decide how much to spend on each asset?**

When we are prioritising drainage works we think about the risk that flooding poses to road users and residents:

- What do we need to do to make sure that the road doesn't flood?
- If the road floods, does it create a hazard to road users?
- If the road floods, does it cause a lot of disruption?
- If the road floods, are people's homes affected?

We use the information we have collected about our drainage assets to help us answer these questions and decide what we need to do to keep the drainage system working and keep road users and people's homes as safe as we can from flooding.

Sometimes the weather can create an increased need demand for maintenance and reactive works such as flood clearance. We ensure that budget is available to respond to these situations.

When we don't have the budget to do everything that is needed, we prioritise works with the budget that we have.

7. **Are some assets more important than others and does the type of road affect how much KCC spends on it?**

All assets are important and we have a statutory duty to ensure that the highway is safe to use but, we have to work within our overall budget. We decided what work is needed and when it should be done by thinking about where the risk to road users and residents is the highest.

Some of the things we think about include the following:

- The type of road, for example, whether it is a high speed road, a main road, an estate road or a country lane
- The amount of traffic that uses the road, for example is it a main route in and out of a town or is it a minor road only used by a handful of drivers each day
- The impact if the road is closed, for example, the road might only be used by a handful of people but it may also be the only route to get to their homes
- The impact on residential property, for example, when the drains are blocked do homes get flooded

8. How do KCC decide when repairs are needed?

Whilst we know we need to react and fix dangerous situations quickly, this is not a cost effective way of working as we have to send crews specifically to these locations and more time is spent travelling rather than fixing.

We can clearly get more done for our budget if we plan the work that need to be done. By planning ahead and maintaining the assets at the right time, it means we can do more with less and keep the asset at its required condition for longer.

9. How do KCC let customers know what service they can expect?

Our response to emergency or dangerous situations is the same across all our assets – we arrive on site within 2 hours.

For more routine enquiries we normally respond in 28 days

Other more complex requests will take us time to investigate and arrange remediation works.

In terms of our cyclical programme of cleansing, we provide information on the KCC website about what we will be doing and when.

The levels of service we can deliver is clearly linked to the ‘need’ of the assets, maintaining safety and the share of the budget it is allocated.

We aim to meet customer expectations wherever possible. We do however welcome support and help from community groups and parishes.

Our aim is to be clear to customers the levels of service they can expect from us for each asset.

10. Where do KCC publish the level of service?

We will publish on the KCC website the work we plan to do during the year so customers can see how drainage assets are looked after, the levels of service you can expect and when work will be carried out.

11. How can customers contact KCC to help look after assets?

If you see a drain that is causing a problem please report it to us using our online web form or if you are concerned about dangerous flooding call our contact centre which is available 24/7 on 03000 41 81 81. We have also put information on the website entitles “how you can help” if you want to look drains near you. We encourage local communities to help enhance the level of service we deliver and we have produced guidance which is also published on the KCC website.

It is helpful if you can give us as much information as possible when reporting a problem. We need:

- The number or name of the house the problem is outside or another landmark to help us locate it.
- The name of the road
- The name of the town or village
- What is wrong, for example “ the drain is blocked and causing flooding across half the width of the road”

The more information we have when the fault is reported, the quicker we can deal with it.

12. How do KCC let customers know what has been done each year?

Each year we will report and publish on the main KCC information about how we have spent our budget. We want to be open, honest and clear about how we look after our assets in Kent, where we spend our budget and what levels of service customers can expect.

Appendix B

2014/15 Drainage Improvement Schemes

Location	Description of Works	Order Value	Status
Nash Road, Margate	Installation of new soakaway	£34,215.50	Complete
Harvel Road, Meopham	Installation of new soakaway	£9,270.96	Works ordered
Pilgrims Way, Otford	Installation of new soakaway	£18,101.26	Works ordered
Milton Street, Swanscombe	Extension of lagoon and additional soakaway	£30,000.00	Design
Knoll Hill, Aldington	Installation of french drains and resurfacing	£15,925.00	Scheduled
Stowting Hill, Stowting	Outfall extension and resurfacing	£15,916.00	Complete
Canterbury Road, Bramling	Upgrading existing drainage system	£6,061.19	Scheduled
Cranbrook Road, Speldhurst	Installation of new gullies, chambers and pipework	£22,782.58	Scheduled
Wrotham Road, Meopham	Installation of new Soakaways	£18,997.31	Complete
Mackenders Lane, Aylesford	Installation of new drainage system	£18,937.68	Scheduled
Feather Bed Lane, Mersham	Upsize existing culvert and install new culvert lo link drainage ditches under highway	£4,779.42	Complete
Stockham Lane, Swingfiled	New gullies and drainage	£8,027.00	Complete
Wingham Rd, Ickham and Well	Kerbing and gullys	£4,969.00	Scheduled
London Rd, West Kingsdown	Installation of new soakaways, gullies and pipework	£41,206.00	Scheduled
Higham Road, Tonbridge	Ditch improvements	£20,967.00	Scheduled
Wallbridge Lane, Upchurch	New drainage system	£22,697.86	Scheduled
Hockers Lane, Thurnham	Installation of new soakaway	£7,805.50	Scheduled
Saxons Drive, Maidstone	New Soakaway	£8,679.61	Scheduled
Westwood Lane, Broadstairs	New drainage system	£9,699.12	Scheduled
The Lane, Guston	New drainage system	£9,463.92	Works ordered
Elms Vale Road, Dover	Installation of new Soakaways	£26,190.98	Works ordered
Canterbury Road, Hawkinge	Pond improvements	£28,538.62	Scheduled
Willesborough Road, Ashford	Installation of new Catchpits	£8,147.92	Works ordered
Sole Street, Cobham	Installation of new Soakaways	£9,897.14	Works ordered
Lower Hartlip Road, Hartlip	Dredge Pond and bank protection	£48,434.31	Works ordered

Location	Description of Works	Order Value	Status
Snodland Bypass	Installation of french drainage and grips	£20,248.07	Complete
Forge Lane, East Farleigh	Proposed construction of soakaway	£3,899.95	Complete
High st, Eastchurch	New gullies and drainage	£10,579.00	Complete
Cooting Road, Aylesham	Installation of new Soakaways	£19,261.56	Complete
Otterham Quay Lane	Installation of new drainage system	£21,818.75	Complete
Watling Street, Stone	Installation of new 3 stage interceptor	£8,255.76	Complete
Green Lane, Whitfield	Installation of new Soakaways	£10,401.63	Complete
Seabrook Road, Hythe	Replace linear draiinage at the junction of Cliff Road and investigate and repair any defects restricting water flow in culvert	£5,998.41	Complete
Maidstone Road, Hadlow	200m section of ditch requires major dig out, weeding and disposal of waste	£2,044.00	Complete
Sutton Valence Hill, Maidstone	Installation of filter Drain	£2,911.07	Complete
Canterbury Road, Molash	Repair defective pipework and regrade verge	£724.70	Complete
Ballards Hill. Goudhurst	Repair Works	£2,072.86	Complete
Deans Bottom, Bredgar	Installation of new gullies and soakaways	£23,383.97	Complete
South Street, Selling	Installation of new soakaways and additional drainage	£27,164.70	Complete
Langton Road, Tunbridge Wells	Upgrade existing drainage system	£2,273.53	Complete
Hatham Green Lane, Stansted	Dredge Pond and install overflow soakaway	£9,875.27	Complete
Station Road, Aylesford	Installation of new drainage system	£13,574.87	Complete
Canterbury Road, Brooksend	Installation of new drainage system and pond clearance	£10,000.19	Complete
Canterbury Road, Brabourne	Installation of gullies and discharge into disused chalk pit	£5,270.41	Complete
Shalloak Road, Sturry	Installation of new gullies and channel system	£6,121.78	Complete
Church Walk, East Malling	Replace culvert	£1,703.29	Complete
Scragged Oak Road, Detling	Installation of new soakaway and deep bore	£17,270.05	Complete
Slough Road, Rodmersham	Installation of new soakaway	£28,149.71	Complete
Heath Road, East Farleigh	Installation of new soakaway	£16,405.26	Complete
Hythe Road, Mersham	Installation of new soakaway	£29,904.35	Complete
Ashford Road, Bethersden	Replace blocked or broken pipework	£2,200.85	Complete

Location	Description of Works	Order Value	Status
Bull Lane, Stockbury	Installation of new soakaways and additional drainage	£13,149.11	Complete
High Street, Sittingbourne	Repair Works	£4,690.71	Complete
Forge Lane, Whitfield	Installation of new drainage system	£1,582.98	Complete
Plaxdale Green Road	Installation of new soakaway	£9,504.79	Complete
Hamptons Road, Shipbourne	Replace existing sytem due to roots	£8,348.80	Complete
Wootton Lane, Denton	Pond improvements	£9,778.91	Complete
Church Lane, Detling	Installation of new soakaway	£23,767.78	Complete
London Road, Aylesford	Scoping exercise	£18,386.33	Complete
Church Road, Ashford	Installation of Additional Gullies	£5,018.23	Complete
Caring Road, Leeds	Replacement Culvert	£4,309.68	Complete
Cranbrook Road, Tenterden	Pipe spring water to nearest highway gully	£3,891.65	Complete
Kingsdown Road, Walmer	Install gullies and a small soakaway at each location	£11,750.47	Complete
Ranalagh Road, Deal	Installation of new gullies and upgrade existing system	£2,411.96	Complete
Harriet Wood, East Farleigh	Divert existing divcharge Point	£21,963.95	Complete
Heathfield Road, Maidstone	Installation of new soakaway	£13,168.54	Complete
Castle Hill Avenue, Folkestone	Renew gullies on roundabout	£2,780.04	Complete
Teston Lane, West Farleigh	Replace existing drainage system due to damage	£2,994.90	Complete
Honey Lane, Otham	Install drainage pipework to collect floodwater	£16,270.26	Complete
New Road Hill, Ashford	Install new gullies and connect into ditch	£3,634.79	Complete
Knockwood Lane, Molash	Installing new gullies	£4,770.05	Complete
Lucks Lane, Paddock Wood	Upgrade Existing Culvert	£13,638.44	Complete
Warmlake Road, Chart Sutton	Installation of new soakaway	£20,066.41	Complete
Sandwich Road, Ramsgate	Ditch improvements	£14,157.26	Complete
London Road, Tonge	Adjustment for scheme	£48,765.18	Complete
Watery Lane, Petham	EA Grant	£18,196.19	Complete
Bramble Lane, Wye	Installation of new gullies	£8,666.41	Complete
Dennne Manor Lane, Chilham	Installation of new soakaway	£15,161.95	Complete

Location	Description of Works	Order Value	Status
Horselees Road, Boughton	New drainage system	£17,582.94	Complete
Manor Way, Swanscombe	Installation of new pumping station	£23,161.44	Complete
Swanton Lane, Swingfield	Installation of Soakaways and bank protection works	£23,092.41	Complete
The Street, Wickambreux	Upgrade of existing drainage system	£1,042.01	Complete
Manor Way, Swanscombe	Pumping Sation	£48,318.81	Complete
Strakers Hill, Sutton	Installation of new soakaway	£10,523.29	Complete
Royal Engineers Road, Maidstone	Gully cover replacements	£5,949.04	Complete
Tonbridge Rd, Leigh	New drainage system	£8,314.00	Complete
Tonbridge Rd, Leigh	New drainage system	£812.00	Complete
Rolvenden Hill, Rolvenden	New drainage system	£20,219.00	Complete
The Orchard, Bearsted	Installation of new soakaway	£17,865.48	Complete
Homestead Lane, Dover	Installation of new drainage system and pond clearance	£17,226.47	Scheduled
Warden Road, Eastchurch	Installation of new pond	£41,172.60	Scheduled
Church Hill, Sutton	Pond improvements	£13,020.69	Scheduled
Warden Road, Eastchurch	Ditch improvements	£11,207.51	Scheduled
Swanley Hill, Eastchurch	Ditch improvements	£11,207.51	Scheduled
SANDOWN RD, SANDOWN	Ditch improvements	£6,135.00	Scheduled
Bobb Dunn Way	Installation of new system (Pumping Station)	£100,000.00	Works ordered
Cherry Garden Lane, Folkestone	Install additional pipework to bypass existing system and take water directly to watercourse	£25,000.00	Design
Tunstall Road, Tunstall	Installation of new soakaways and additional drainage	£21,101.65	Works ordered
Hythe Road, Lymnpe	Installation of French Drains and culverts	£25,000.00	Design
South Bush Lane, Upchurch	Installation of new soakaway	£25,000.00	Design
Tonbridge Road, Teston	Overflow system	£15,000.00	Design
Dering Road, Bridge	Installation of new soakaway	£25,000.00	Design
Ashford Road, Lenham	Repairs and improvements to existing drainage, clearance of ditches to west and replacement of failed soakaways in Northdown Close	£25,000.00	Design
Boxted Lane, Newington	Installation of new soakaways and additional drainage	£24,000.00	Design

Location	Description of Works	Order Value	Status
Furnace Lane, Lamberhurst	Installation of new drainage system	£1,416.64	Scheduled
Sea Wall, Dymchurch	Install linear drainage and connect existing system in Sea Wall to highway drainge in the High Street	£7,500.00	Design
Claxfield Road, Lynstead	Installation of new soakaway	£25,000.00	Design
Knock Hill, Stone	Installation of French drains and culverts	£15,000.00	Design
High street, Lydd	Install new gullies and connect to existing highway drainage	£5,000.00	Design
Griffin Hill, Dover	Installation of new soakaways and additional drainage	£20,000.00	Design
Lucks Hill, West Malling	Investigation and improvement of ditches	£30,000.00	Design
Adelaide Road, Dover	Installation of new gullies into existing system	£1,225.92	Works ordered
Standen Street, Benenden	Re-configuration of drainage system and clearing of ditches to use as attenuation during high flows as outfall pipe to rear of property cannot cope with peak flows	£2,462.97	Works ordered
Hambrook Lane, Chilham	Repair pipe and extend it to discharge onto uncultivated land	£3,500.00	Design
Bradbourne Lane, Ditton	Investigate feasibility of trench soakaway and construct	£10,000.00	Design
Church Road, Tonge	New drainage system	£8,821.61	Works ordered
Crockham Lane, Hernhill	New drainage system	£8,155.15	Works ordered
Nursery Fields, Acol	Installation of new soakaway	£11,942.53	Works ordered
Church Road, Smeeth	Pond improvements	£15,757.32	Scheduled
High Street, Lyminge	Pond improvements	£7,660.00	Works ordered

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From: Peter Sass, Head of Democratic Services

To: Environment & Transport Cabinet Committee – 5 December 2014

Subject: Environment & Transport Cabinet Committee Work Programme 2015

Classification: Unrestricted

Past Pathway of Paper: Environment & Transport Cabinet Committee – 17 September 2014

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Environment & Transport Cabinet Committee.

Recommendation: The Environment & Transport Cabinet Committee is asked to consider and agree its work programme for 2015 as set out in Appendix 1 of this report.

1. Introduction

(1) The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution.

(2) Whilst the Chairman, in consultation with the Cabinet Member, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme 2015

(1) An agenda setting meeting was held on 20 October 2014 and items for this meeting's agenda were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in Appendix 1 to this report, and to suggest any additional topics that they wish to considered for inclusion to the agenda of future meetings.

(2) When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

3. Conclusion

It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Member to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet

Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

4. Recommendation

The Environment & Transport Cabinet Committee is asked to consider and agree its work programme for 2015 as set out in Appendix 1 to this report.

6. Background Documents

None

7. Contact details

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ENVIRONMENT & TRANSPORT CABINET COMMITTEE WORK PROGRAMME

Forthcoming Executive Decisions		
Decision	**Lead officer**	**Report to Meeting**
Growth Without Gridlock **Decision Number:** 14/00020 19/05/2014 - Decision due date changed from 10/02/2014. REASON: The strategic position relating to Highways and Transportation projects was set out as part of the LEP Strategic Economic Plan submitted via KMEP and the LEP to the Secretary of State at the end of March 2014, you can view the decision to submit and the document submitted here https://democracy.kent.gov.uk/ieDecisionDetails.aspx?ID=577 In light of the Government's Local Growth Fund announcements Officers are currently working up a detailed analysis of transport infrastructure requirements to support Kent's growth agenda. It is anticipated that a report will come back to Members in early 2015.	Ann Carruthers, Transport Strategy - Delivery Manager ann.carruthers@kent.gov.uk 01622 221615 Paul Crick, Director Environment, Planning & Enforcement paul.crick@kent.gov.uk 01622 221527	Date to be confirmed
Local Transport Strategies - Various Decision Numbers: 12/01923*, 12/01925, 12/01926, 12/01928, 12/01929, 12/01933, 12/01969 *Canterbury - December meeting	Tim Read Head of Transportation tim.read@kent.gov.uk 03000 411662	Date to be confirmed
Community Wardens Public Consultation Decision Number 14/00127	Jim Parris Community Safety Manager james.parrish@kent.gov.uk 03000 413428	Date to be confirmed

ITEMS DUE BACK/COMING TO FUTURE MEETINGS		
Decision	**Lead officer**	**Report to Meeting**
Extension to the Highways Term Maintenance Contract award to Enterprise AOL Decision Number: 14/00142	David Beaver Commercial Manager david.beaver@kent.gov.uk 03000 411620	Wednesday 14 January 2015
Joint Transportation Boards Parish Attendance and Voting Rights	David Hall Future Highways Manager david.hall@kent.gov.uk	Date to be confirmed

Decision Number: 13/00038 Decision due date changed as negotiations continue between the relevant stakeholders to amend the agreement relating to JTBs.	03000 411643	

STANDARD ITEMS			
Item	**Purpose of item**	**Report author/main contact**	**Date Cabinet Committee to receive item**
Verbal updates by the Directors and Cabinet Members	To enable the Director and Cabinet Members to update the Committee on current topics not on the agenda.	Directors and Cabinet Members	Each meeting
Portfolio Dashboard	To show progress made against key performance indicators	Richard Fitzgerald	Each meeting
Risk Management – Strategic Risk Register	To show the strategic risks of relevance to the Environment and Transport Cabinet Committee. The paper also explains the management process for review of key risks.	Mark Scrivener	Annually (July/September meetings)
Budget Consultation	For the Cabinet Committee to comment on the forthcoming budget for the year ahead and find out details of planned expenditure	Dave Shipton	Annually (November/ December meetings) *delayed until January 2015 meeting as consultation closes late November*
Business Plan Outturn Monitoring - now Strategic Priority Statements	For the Cabinet Committee to comment on the SPS and progress within them	David Whittle	Business Plans went in Nov/ June – tbc when SPS will go
Final Draft Budget	For the Cabinet Committee to comment on the forthcoming budget for the year ahead and find out details of planned expenditure	Dave Shipton	Annually (January meeting)
Work Programme	For the Cabinet Committee to request topics and make suggestions for future items		Each meeting

From: David Brazier, Cabinet Member for Transport and Environment
Bryan Sweetland, Cabinet Member for Commercial and Traded Services
Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 5 December 2014

Subject: Performance Dashboard

Classification: Unrestricted

Summary: The Environment and Transport Performance Dashboard shows progress made against targets set for Key Performance Indicators.

Recommendation: The Environment and Transport Cabinet Committee is asked to note the report.

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Cabinet Committees.

1.2. Performance Dashboards are regularly reported to the Cabinet Committee throughout the year, and this is the second report for this year to the Cabinet Committee.

2. Performance Dashboard

2.1. The current Environment and Transport Performance Dashboard is attached at Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Strategic Priority Statement (SPS).

2.3. The current Dashboard provides results up to the end of September 2014.

2.4. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

2.5. KPIs are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

3. Recommendation

The Environment and Transport Cabinet Committee is asked to note this report.

4. Background Documents

The Council's Strategic Priority Statements
http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/strategic-priority-statements

5. Contact details

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Environment and Transport Performance Dashboard

Financial Year 2014/15

Results for September 2014

Produced by Business Intelligence

Publication Date: 19 November 2014

Kent County Council
kent.gov.uk

Contents

Guidance Notes

Data is provided with monthly frequency except for Waste Management where indicators are reported with quarterly frequency and on the basis of rolling 12 month figures, to remove seasonality.

RAG RATINGS

GREEN	Performance has met or exceeded the current target
AMBER	Performance is below the target but above the floor standard
RED	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Strategic Priority Statements and represent levels of performance where management action should be taken.

DOT (Direction of Travel)

⇧	Performance has improved in the latest month/quarter
⇩	Performance has fallen in the latest month/quarter
⇔	Performance is unchanged this month/quarter

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **High** or **Low**.

Appendix 1

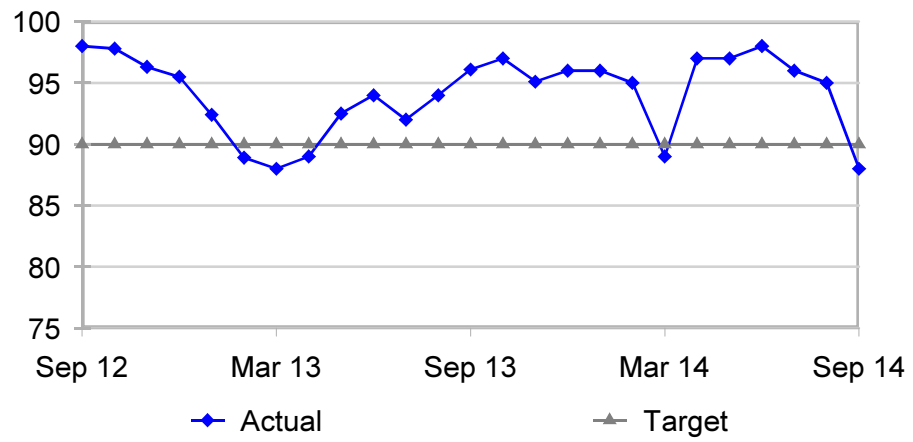
Service Area	Director	Cabinet Member
Highways &Transportation	**John Burr**	**David Brazier**

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target	Floor	Previous Year
HT01	Potholes repaired in 28 calendar days (routine works not programmed)	88%	AMBER	⇩	96%	GREEN	90%	80%	93%
HT02	Faults reported by the public completed in 28 calendar days	92%	GREEN	⇩	91%	GREEN	90%	80%	92%
HT03	Streetlights repaired in 28 calendar days	94%	GREEN	⇩	94%	GREEN	90%	80%	90%
HT04	Customer satisfaction with service delivery (100 Call Back)	69%	AMBER	⇩	77%	GREEN	75%	60%	86%
HT08	Resident satisfaction with Highways schemes	78%	GREEN	⇧	75%	GREEN	75%	60%	80%

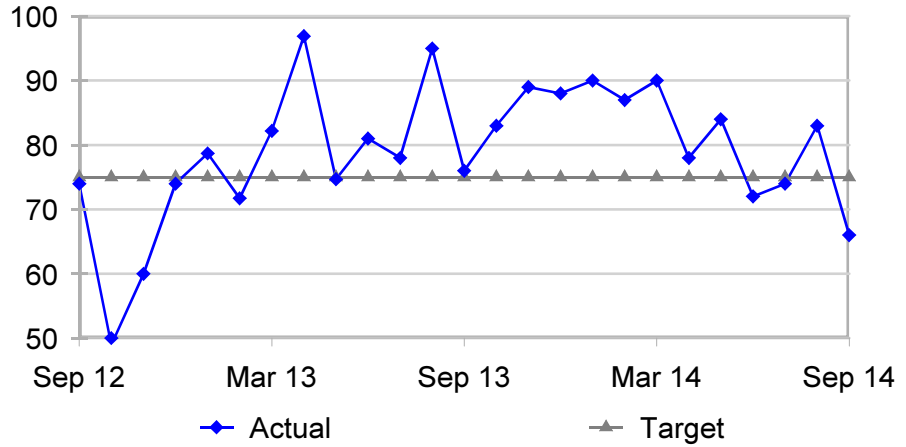
HT04 - Lower satisfaction has been in relation to soft landscaping issues such as the frequency of grass cutting, grass being left behind once it is cut and the speed of response in ensuring private property owners fulfil their obligations. We will be reviewing the Spring/Summer soft landscape programme to see how we can improve information and better manage resident expectations.

Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Prev. Yr YTD
				Upper	Lower	
HT06	Number of enquiries requiring further action (work to complete)	50,990	**High**	50,000	40,000	45,727
HT07	Work in Progress	7,653	Yes	8,150	5,850	6,271
HT01d	Potholes repaired (as routine works and not programmed)	7,244	Yes	8,050	5,950	6,790
HT02d	Routine faults reported by the public completed	29,809	**High**	25,900	19,100	22,763
HT03d	Streetlights repaired	10,827	**Low**	14,950	11,050	11,890

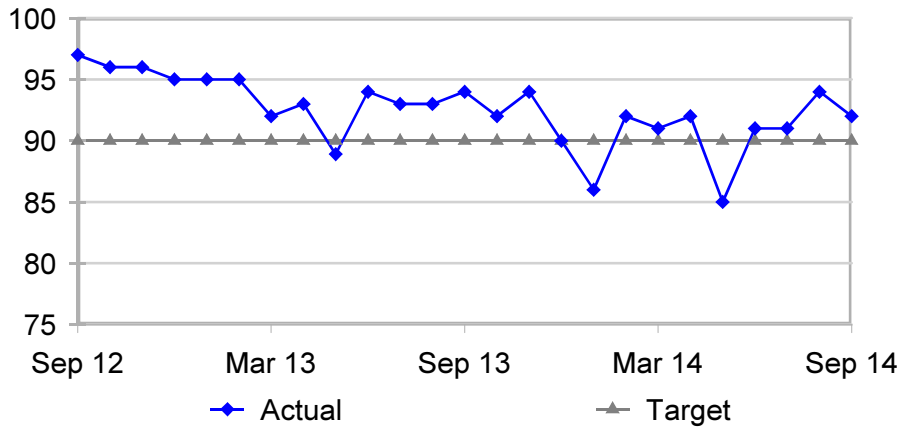
Percentage of potholes repaired in 28 calendar days



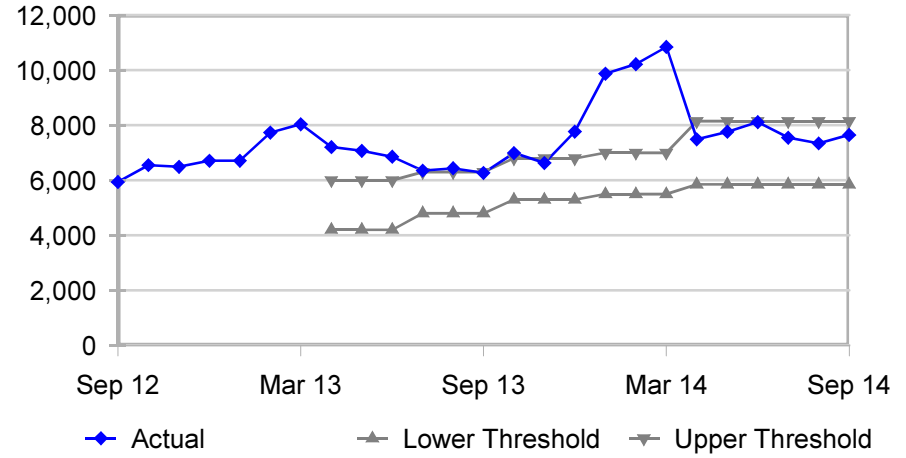
Customer satisfaction with service delivery (100 Call Back)



Percentage of faults reported by the public completed in 28 calendar days



Work in Progress



Appendix 1

Service Area	Director	Cabinet Member
Waste Management	**John Burr**	**David Brazier**

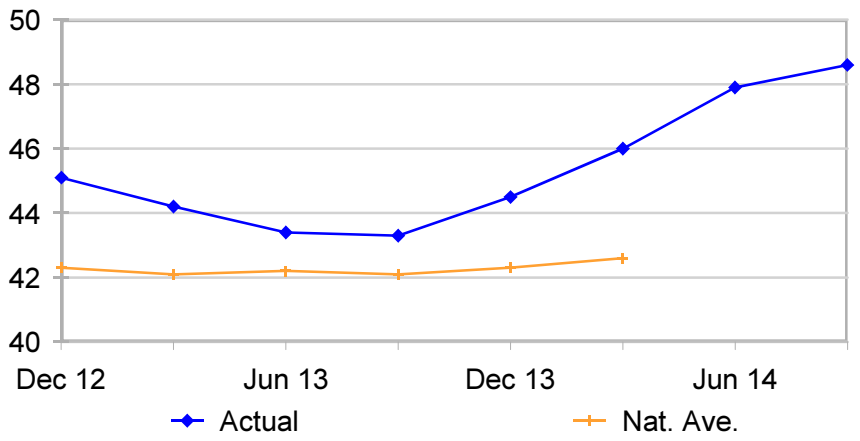
The Latest Quarter figures for this Service Area are actual results for the rolling 12 months to September 2014.

Ref	Performance Indicators	Latest Quarter	RAG	DOT	Previous Quarter	Target	Floor	Previous Year
WM01	Municipal waste recycled and composted	48.6%	GREEN	⇧	47.9%	46.3%	44.3%	46.0%
WM02	Municipal waste converted to energy	39.1%	GREEN	⇧	37.8%	38.0%	35.5%	36.6%
01+02	Municipal waste diverted from landfill	87.7%	GREEN	⇧	85.7%	84.3%	81.8%	82.5%
WM03	Waste recycled and composted at HWRCs	71.8%	GREEN	⇩	72.3%	71.8%	70.3%	72.1%

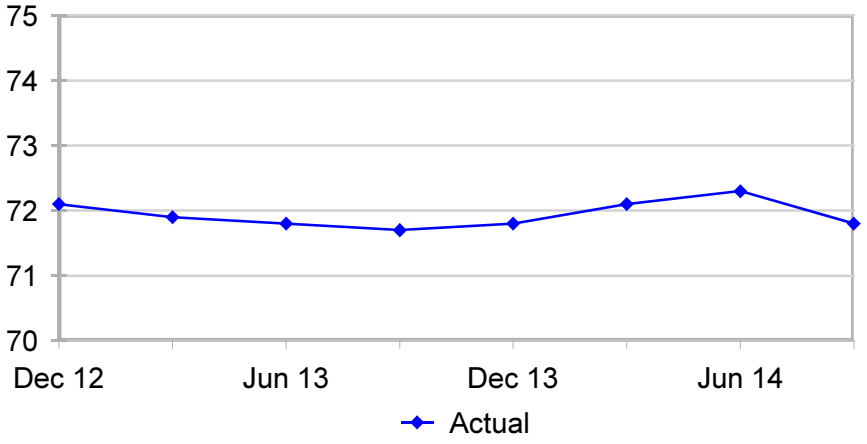
Ref	Activity Indicators	Year to date	In expected range?	Expected Range		Previous Year
				Upper	Lower	
WM05	Waste tonnage collected by District Councils	543,000	**High**	537,000	507,000	534,000
WM06	Waste tonnage collected at HWRCs	174,000	**High**	163,000	143,000	163,000
05+06	Total waste tonnage collected	717,000	**High**	690,000	660,000	697,000

Appendix 1

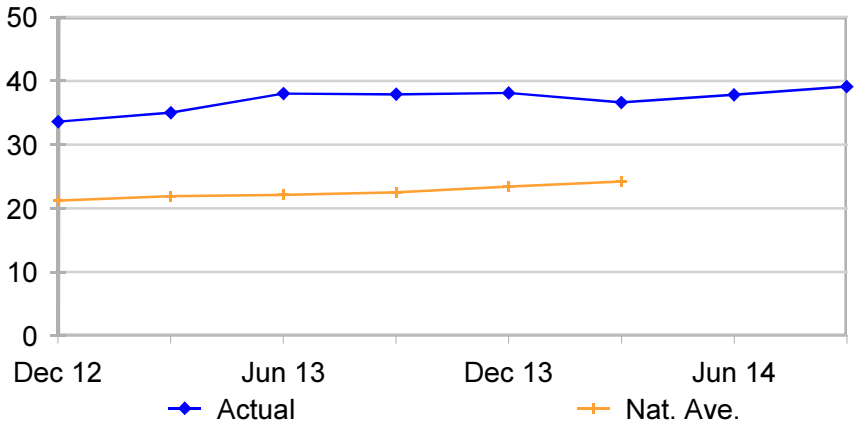
Percentage of municipal waste recycled and composted



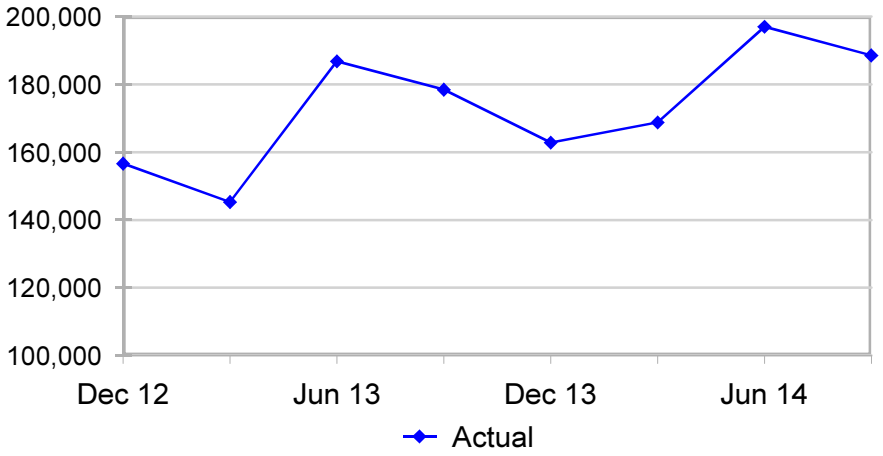
Percentage of waste recycled and composted at HWRCs



Percentage of municipal waste converted to energy



Total waste tonnage collected – quarterly totals



Division	Director	Cabinet Member
Environment, Planning and Enforcement	**Paul Crick**	**David Brazier**

Results are for the month of September 2014.

Ref	Performance Indicators	Latest Month	Month RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE05	PROW – average fault resolution time in days (rolling 12 months)	44	GREEN	⇧		GREEN	50	60	50
EPE07	Country Parks - Income generated (£000s)	125.3	GREEN		565.4	GREEN	533.7	480.3	557.4
EPE08	Country Parks - Volunteer hours	922	GREEN		9,007	GREEN	8,080	5,620	10,071

EPE05 - PROW = Public Rights of Way

The following indicator is reported a quarter in arrears so data shown below relates to the quarter ending June 2014.

Ref	Performance Indicators	Latest Quarter	Quarter RAG	DOT	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE01	Business mileage per FTE member of staff – whole of KCC	373.3	GREEN	⇧	373.3	GREEN	374.9	380.9	367.7

The latest figure for EPE01 is provisional and may be adjusted subject to late claims being submitted.

Division	Director	Cabinet Member
Environment, Planning and Enforcement	**Paul Crick**	**Bryan Sweetland**

Results are for the month of September 2014.

Ref	Performance Indicators	Latest Month	Month RAG	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE02	Trading Standards - Rogue traders disrupted	3	GREEN	17	GREEN	15	8	12
EPE03	Trading Standards - Hazardous products removed from market	0		3,177		New indicator		New indicator
EPE04	Trading Standards - Businesses provided with advice/support	107	GREEN	811	GREEN	625	375	577
EPE06	Kent Scientific Services - External income (£000s)	48.6	RED	291	RED	345	310	387

EPE03 – This is reported as number of individual items, and not number of product types or number of instances of a product being removed. This is to show the number of potential consumers who might have been impacted.

EPE06 – Income remains behind target due to lower spend from other local authority clients.

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