

Kent and Medway Integrated Olympic Transport Plan



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Foreword

The London 2012 Olympics and Paralympics will be the biggest sporting events to be hosted in the UK for a generation. Kent County Council and Medway Council are therefore working hard to ensure that the county enjoys the maximum benefit from the London Olympics and Paralympics taking place on its doorstep.

The London 2012 games are being promoted as the 'public transport Games' with the vast majority of spectators expected to arrive at the Olympic Park and other key venues by public transport, walking and cycling. Massive infrastructure investment by the Olympic Delivery Authority (ODA) and Transport for London (TfL) is helping to make this vision a reality. Kent and Medway too have benefitted from the opening of high speed rail services in December 2009 and have the opportunity to capitalise on the transport legacy impact of the Games.

Ebbsfleet International station has been identified as a key transport hub for the Games and the terminus point for the Javelin trains. These high speed services will be operated at a frequency of up to 8 trains per hour to ferry passengers to and from the Olympic Park at Stratford with a journey time of approximately 9 minutes. For this reason the service is expected to be very popular.

Ebbsfleet is being treated as a high priority by the ODA and are seeking to appoint a Hub-manager with overall responsibility for the movement of vehicles and people through the site. The limited capacity available means that the potential impact on the surrounding road network cannot be underestimated and this will require careful management, as will onward journey connections by public transport for visitors based in the surrounding area and elsewhere in the county.

As Highway Authorities, Kent and Medway Councils network management duties under the Traffic Management Act 2004 i.e. 'securing the expeditious movement of traffic on the authority's road network' and 'facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority' remain applicable during the Games. For this reason, the Authorities are obligated to work with each other, the Highways Agency and other relevant stakeholders to identify the potential traffic impacts of the Games and take all reasonable steps to mitigate their negative impact. This is particularly important where traffic delays on the approach to the Dartford Tunnels, result in congestion and gridlock on local roads in Dartford which are managed by the County Council. The need to mitigate traffic impacts, together with public transport provision and travel planning constitute the key components of this Integrated Transport Plan.

Network Management responsibilities include both a clear strategy for normal operation but also clearly defined contingencies and protocols to deal with

unforeseen events and emergencies. Liaison with key stakeholders in this regard is therefore of fundamental importance to a robust transport plan.

As a major gateway to the UK, the Olympic Park in Stratford and the other East London games venues, the Games present a significant opportunity for Kent and Medway's tourism sector. The Customer and Communities Cultural Services of Kent Council are expecting a 2% (£324m) growth in its tourism economy. Meeting and managing visitor expectations with respect to travel and transport will have a significant bearing on the revenue potential for key tourist sites and Kent's potential as a tourism destination in the long term.

Finally amidst all of the excitement, there will be a need for the wider Kent economy to continue to function effectively during the Games. Some of this will depend on the effective management of visitor traffic on Kent's roads and ensuring the best possible deal for Kent's rail and bus commuters. However, good communication concerning the likely impact of the Games on the movement of people and goods and the promotion and facilitation of forward planning will also be important.

The development of this *Integrated Olympic Transport Plan* highlights the key issues to be addressed by Kent County Council, Medway Council and District Councils and its partners in relation to the London 2012 Olympics and Paralympics. The intention is to try and work with and integrate other stakeholders including the emergency services. The publication of this document is very much the start of more focussed stakeholder liaison and partnership working in the 12 months leading up to the Games. To this end it will evolve and develop over time.

We are confident that Kent County Council and Medway Council are well placed and equipped to deal with the transport impact of the Games and that the plans and proposals set out in the document will help the county to play its part in maximising the success of the Games and keep Kent moving. The success of the games relies on the transport access and in particular the role Kent plays in ensuring that it mitigates the effects to keep the county moving while supporting spectator access to the venues.

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Executive summary

The Kent and Medway Integrated Transport Plan is a document that assesses the impact the 2012 Olympic and Paralympics Games and the potential impact on the County of Kent. The document seeks to identify the impact and to mitigate the affect on the counties transport network, businesses and ensure that partners are aware of the issues for managing their continuing service delivery.

There are 3 main impacts of the Olympics on Kent to consider when assessing the impact on the county:-

- The use of Ebbsfleet International Station as a transport Interchange
- The Torch Relay that will travel through the county
- The Paralympic Cycling event at Brands Hatch

Both Kent County Council and Medway Council have no formal statutory obligation for the games, but under the Traffic Management Act have a duty to take all reasonable and demonstrable steps to ensure the efficient flow on the road network. This will require working with partners to ensure that the plans and mitigation are coherent and integrated. Kent County Council are contracted to manage the Paralympic Cycling event including development of the Traffic Management Plan.

The integrated plan aims to identify the affects and enable consultation with partners to ensure that there is a coordinated approach to managing the implications of the games.

The plan is set out in a number of sections that looks at a number of issues including:-

The Role of Ebbsfleet as a Transport Hub

The International station will be used as a transport interchange with Javelin trains shuttling between Ebbsfleet and Stratford every six minutes and with a capacity of 1000. There will be parking for 3500 cars that will be booked daily for the day. The risks associated with the use of the station are:-

- Security issues and the resulting effects
- Illegal parking around the station
- Unofficial parking areas
- Drivers just turning up without parking tickets
- Unofficial coach services
- Fastrack over capacity
- Possible incidents on the A2

Ports, Harbours, interchanges and Services

Kent's ports are the main UK gateway from Europe. The Olympic Delivery Agency (ODA) in their transport plan has set out their assumptions of likely visitors and where they are most likely to come from. Currently 660,000 people are expected to travel to the UK for the Games. The ODA are currently reassessing the forecasts following the ticket sales information that they now have.

The information currently available from the various operators and organisations is limited, but the plan will be updated accordingly as the information becomes available.

Currently the ODA have assumed that the existing capacity of the channel ports and Euro tunnel will cope with the increased demand as the indication from their modelling suggests that the demand will not exceed the normal peak season demand found during the first two weeks of August. Hence the modelling information is key in establishing ticket sales and estimating demand for live sites and other cultural events in London a view shared by the HA.

Tourism

The games offer the opportunity for the county to encourage businesses to work with Visit Kent maximising the income possibilities. There are a number of issues that have to be monitored and assessed as the situation changes. The plan currently details:-

- The teams staying in the county
- The cultural events that will be occurring in Kent and in the capital that may influence visitor numbers
- The numbers of camping and caravanning sites
- Importance of the link between management of the road network and visitors

The numbers of Borough and District events are also being monitored as the plan evolves, including the County showground and Hop Farm.

Public transport

The intention of the plan is to support the use of public transport by working with the ODA in delivering its objectives in relation to public transport and ensure that any plans are considered. Some of the issues are:-

- KCC are committed to increased Fastrack services late into the evening
- KCC have encouraged increased late night Javelin services into the late evening for Ashford and Faversham

- The impacts on stations on the North Kent line for the extended Javelin service to Faversham
- Impact on the half hourly service to Ashford
- It is important to provide a clear communication message that provides the right information
- To understand what is happening with the possible use of Bluewater for parking and the associated impacts particularly if Ebbsfleet capacity is exceeded

Traffic Management Strategy

The projected impact of the games on the road network has been modelled by the ODA. They estimate that the car parks will not be run at full capacity based upon the current projected ticket sales. KCC are concerned about the accuracy of these figures and are working with the ODA to obtain updated information. Following the ticket sales process completion a new updated forecast will be produced and is expected in October.

KCC are working with the ODA to enable the detailed traffic management of the area around the station during the games. KCC will be approving the final Traffic Management Plan.

KCC and Medway will be working with the Highways Agency (HA), who set the strategy for the Strategic Road Network, to ensure that diversions are in place if a major incident occurs.

The strategy will encourage use of the M20 to and from the Channel ports away from the A2/M2 during the games. The HA be will encouraged to support this strategy.

Communications strategy

The communication strategy will seek to promote public transport and encourage people to use local transport and not travel to Ebbsfleet unless they have a booked space.

Along side the wider communication messages the KCC HMC (Highways Management Centre) will be working with the HA to develop coordinated real time messages prior and during the games to be used by the roadside free text signs installed on the strategic road network and on county roads.

KCC, business and its partners will be encouraged to consider the implications for carrying out its normal business and how travel to work could be affected.

Contingency and Emergency planning

The development of the plan has included circulation and comments from the Emergency Planning team. There will be a number of exercises during the coming year to test the counties response.

KCC will be working with the HA on contingency planning if incidents occur.

Olympic Torch Relay

The Torch Relay will be entering the county on the 17th then 2 full days on 18th&19th July and a further half day on the 20th July including 2 night events at Dover and Leeds castle and lunch time stops. The Districts and Borough Councils that have signed an agreement with LOGOG will have the torch relay enter their area and enable them to plan specific events. They are responsible for all management including stewarding. Kent Police are responsible for the moving cavalcade and rolling road closures. KCC will work with both partners to enable the minimum of disruption. The HA Traffic Officers are not directly involved in the rolling road closures The main issues can be summarised as:-

- Likely congestion due to the rolling road closures during the 4 days
- Risk of under estimated numbers of spectators
- Possible issues during evening events and lunch time stops due to spectator numbers
- The need to plan for the emergency access for blue light services.
- Clarity on the run parts of the relay to ensure awareness of delays

Paralympics Cycling at brands Hatch

KCC have been contracted to hold and facilitate the event at Brands Hatch. The authority will assist LOGOG with developing a Traffic Management Plan for the event and work together with Sevenoaks District Council. Sevenoaks are responsible for the stewarding and the welfare issues. The event will be held from the 5th to 8th September 2012. A test event will be held on 19th June 2012 and 2 practise days on the 3rd & 4th September.

The event requires the closure of the A20 and Fawkham Road at specific times as it is to be used for the events when they exit Brands Hatch circuit. KCC will be resurfacing some areas of the carriageway to facilitate the event.

LOGOG are selling 5,000 spectator tickets daily, but it will be possible for spectators to turn up to watch the road sections of the events. KCC are pressing LOGOG on what opportunities there are for increasing the expected numbers of spectators. Spectators attending the event will either use cars or trains from Swanley station. Coaches will provide the link between the station and Brands Hatch. The ODA will be arranging the coach services and these will be incorporated into the Traffic Management Plan.

The main issues are:-

- Under estimated numbers of spectators
- Possible issues on the M20/M25 resulting in traffic trying to use the A20 during the event
- Resurfacing not being completed before the event
- Illegal car parking near Swanley Station and Brands Hatch

Transport plan Mitigation Measures

A summary of the mitigation recommended are listed below:-

1. To work with stakeholders to deliver unified messaging about transport issues
2. Work with Borough and District Councils to ensure that their parking services are fully aware of the possible illegal parking
3. Develop a communications plan that will promote public transport and awareness of the limitations of using Ebbsfleet as a transport hub
4. Develop a partnership with the HA to ensure that the roadside variable message displays convey pre games and during games messages to advise drivers
5. Increase the night time bus services for Fastrack
6. Approve the Traffic Management Plan for Ebbsfleet
7. Monitor the use of illegal parking areas and work with partners to establish a positive removal regime
8. Assess the assumptions made by the ODA in their demand forecasting for Ebbsfleet
9. Work with the LOCOG/ODA to produce a Traffic Management plan for Brands Hatch
10. Schedule and carry out the carriageway works prior to the practise day on the 19th June
11. Medway are investigating the use of park & ride sites in their area
12. KCC to liaise with the Highways Agency to seek ways of reducing congestion at the approach to Dartford Tunnels
13. KCC to pursue measures to reduce congestion/gridlock on local roads in Dartford

1 Scope of the strategy

- 1.1 The Kent & Medway Integrated Olympic Transport Plan aims to identify the impact that the London 2012 Olympic and Paralympics Games will have on Kent's Transport Network and to propose cost effective measures to mitigate these impacts. It is intended that the plan will provide an opportunity for all partners to understand and contribute to the mitigation of the impacts of the use of Ebbsfleet.
- 1.2 London 2012's current plans allow for up to 240,000 members of the public to access the Olympic Park by rail each hour. The Javelin service will be a temporary rail shuttle service for the Games operating from St. Pancras International to Ebbsfleet in Kent via Olympic Park, Stratford, delivering a capacity of up to 25,000 people an hour to and from Stratford International Station which is adjacent to the Olympic Park.
- 1.3 A key issue is this use of Ebbsfleet International Station as a strategic Transport Hub. The plan will establish the implications of this usage and the measures required to mitigate the impact on the strategic and local road network.
- 1.4 The plan will also consider the support required by Kent business and the existing users of the transport network to, where possible, sustain "business as usual" for the duration of the Games.
- 1.5 Finally the plan will seek to identify circumstances where it is not possible to fully mitigate the impact of Games traffic on the transport system. It will set out ways of providing quality travel information that empowers individuals to make informed travel choices during the Games and that has a positive legacy benefit for travel and transport in the County.
- 1.6 Kent County Council (KCC) and Medway Council have no formal statutory responsibilities in relation to the Games, however, under the Traffic Management Act 2004; Local Transport Authorities are responsible for taking all reasonable steps to secure the flow of traffic on the road network under their jurisdiction. Therefore, where the traffic and travel impacts on the road network can be predicted and planned for, KCC and Medway are responsible for liaising with other stakeholders and statutory agencies to ensure that plans and contingencies are in place to deal with known peak demand implications and unforeseen events.
- 1.7 A further event is the Olympic Torch Relay which will travel all around Kent in July 2012 with celebrations at Dover and Maidstone. This event will in itself present traffic and crowd control implications and KCC and Medway will be responsible for any necessary road closures and associated temporary Traffic Orders. Kent Police have the

responsibility for facilitating rolling road closures. KCC's experience of delivering a successful stage of the Tour de France in 2007 and The Open Golf Championship in Sandwich in 2011 will be a key advantage to the Districts and KCC in planning for this sequence of events

2 Risk table

Risk Category	Risk Description	Outcome Description	Likelihood	Impact	Rating
Ebbsfleet	Underestimated traffic volumes at and around Ebbsfleet International Station.	Traffic volumes exceed expectation and lead to network congestion impacting spectators, Games family and business as usual.	3	4	Medium
Ebbsfleet	Security issues at Stratford or Ebbsfleet International Stations.	Large numbers of people arriving at Ebbsfleet in a short period of time (many of which may not have intended to travel to Ebbsfleet), having to be evacuated from Ebbsfleet or requiring a large scale response from blue light services.	1	5	Low
Ebbsfleet	Transport issues at Stratford or Ebbsfleet International Stations.	Large numbers of people either unable to get to Ebbsfleet, travelling to Ebbsfleet without having intended to or at Ebbsfleet for extended period of times due to issues with onwards travel.	1	5	Low
Ebbsfleet	Due to shortfalls in parking or motorists turning up at Ebbsfleet without pre-booking large numbers park illegally in the surrounding area including parking on verges.	Decreased junction and pedestrian safety, issues with traffic flow as well as inconvenience for local residents.	3	3	Medium
Ebbsfleet	Unofficial car parks established in the surrounding area.	Issues with highway safety, visitor welfare and access to the station.	3	3	Medium
Ebbsfleet	Unofficial coach services operating at Ebbsfleet.	Safety and logistical issues regarding access to the station, passengers dropped off at inappropriate locations and visitor welfare.	3	3	Medium
Ebbsfleet	Fastrack is	Overcrowded buses,	3	2	Low

	significantly over subscribed.	disorder and visitors missing connections.			
Ebbsfleet	Other Games related events have an impact on the operation at Ebbsfleet.	Impacts the effective operation of Ebbsfleet.	2	4	Medium
Torch	Torch relay leads to network congestion	Delays for the Olympic Torch (impacting other planned events), visitors and business as usual.	3	3	Medium
Torch	Rolling road closures required for the passage of the Olympic Torch.	Localised congestion.	3	3	Medium
Torch	Spectator numbers for the Torch relay are underestimated.	Congestion and welfare issues as local systems fail to cope with visitor numbers.	2	4	Medium
Torch	Spectator numbers for the evening Torch events in Dover (18/07/11) and Maidstone (19/07/11) are underestimated.	Congestion and welfare issues as local systems fail to cope with visitor numbers.	2	3	Low
Brands Hatch Cycling Event	Spectator numbers for the Paralympics' road cycling events at Brands Hatch are underestimated for non ticketed roadside spectators	Network congestion which affecting visitors, competitors and other members of the games family. Could also lead to issues with visitor welfare and disruption to the events.	3	4	Medium
Brands Hatch Cycling Event	An issue arises on the M20 causing congestion and delays.	Impacting the transport of spectators, competitors and other members of the Games family.	3	3	Medium
Brands Hatch Cycling Event	Access to the event is either ill prepared or suffers disruption.	Spectators, competitors and other members of the Games family struggle to access the event both on time and without disruption or confusion.	3	3	Medium
Brands Hatch Cycling Event	Preparation for the event is not completed in time or to a suitable standard e.g. re-surfacing works are	Road surface is not of a suitable standard for the event and impacts competitor welfare thus threatening the staging of the event.	1	5	Medium

	not completed				
General	Operation Stack put into operation either due to the large numbers of motorists wanting to access the channel crossings or due to unforeseen circumstances e.g. weather or industrial action.	The M20 becomes gridlocked with long delays for those wanting to access the channel crossings and also for business as usual. Stranded motorists would require support in the form of information and welfare assistance.	1	5	Low
General	Unofficial camp sites established	Large numbers of visitors in unsuitable camp sites about which the local authority had no prior knowledge. Could lead to welfare and transport issues.	2	2	Low
General	Parking pressures at rail stations across Kent	Large numbers people choose to travel by train to the Olympics placing pressure on parking around stations	2	3	Low
General	Congestion on approach roads to the Dartford Tunnels	Congestion on the tunnel approaches result in tailbacks onto local roads in Dartford, leading to congestion/gridlock which prevents egress from the town and access to Darent Valley Hospital	3	3	Medium

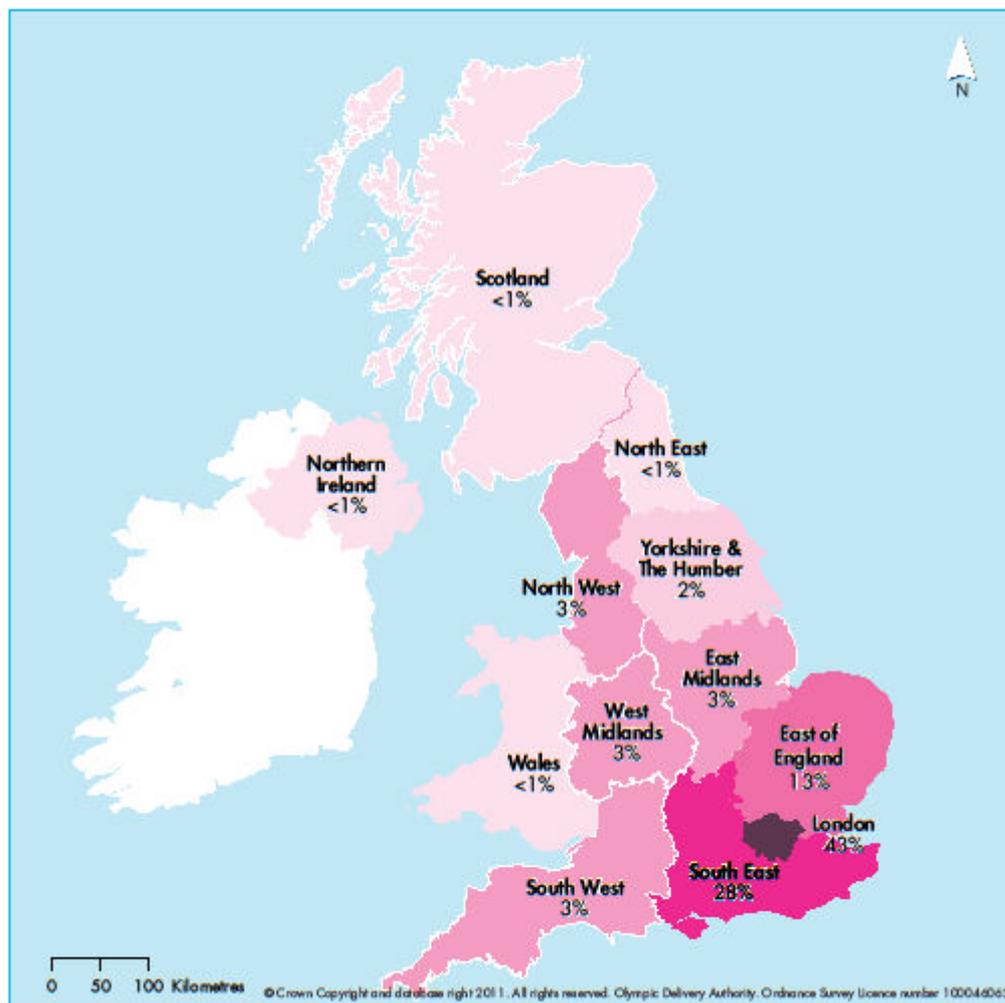
3 Transportation impacts for Kent

- 3.1 The impact on Kent's roads and other transport infrastructure is difficult to judge. Work has been undertaken by both the Olympic Delivery Authority and the Highways Agency, but this needs to be refined as more information becomes available. Even then, the accuracy will always have some element of doubt, as people may not register for parking spaces at Ebbsfleet Station. The work is ongoing and as each set of estimates is released, the situation will need to be reviewed.
- 3.2 What follows is an assessment made from the information available at the time of drafting, it is intended to be robust and where there may be some doubts about accuracy, the higher appropriate figure has been chosen.
- 3.3 In estimating the overall traffic impact of the Olympic Games, a number of key assumptions have been made:

Visitor numbers

- 3.4 A number of visitors will decide to incorporate the Olympic event into a longer stay. The ODA Transport Plan estimates this to be 660,000 visitors from abroad. The daily throughput of European visitors using Dover, Eurotunnel and Eurostar varies, but on average, it is estimated to be in the region of 10 to 12,000 arrivals with a maximum of 17,000. This is based upon information provided by the ODA and is considered by Kent partners to be underestimated. Stewards and volunteers will only add to the numbers.
- 3.5 Some of these people will stay in Kent, whilst others will move on to other destinations. It is estimated that up to 20,000 people that have used Kent as an entry point to the UK could be staying overnight at any one time, but not all within Kent based upon information from Visit Kent. Figure 1 below shows that the expected majority of spectators travelling from outside of London are expected to make their way from the south-east on day 7, which is London's predicted busiest day.
- 3.6 It is assumed by the ODA in their transport plan that 3,300 caravans and camper vans are likely to travel from the continent. This would generate an average daily demand of approximately 800 pitches, peaking at about 1,300 pitches. This would represent some 2,160 people on an average day and 3,510 people at the peak, however not all would locate in Kent.
- 3.7 Temporary campsites can be quickly established and for the limited period involved would not require planning permission, which makes identifying demand difficult. This is an unlicensed activity and is considered a real pressure on the highway network.

Figure1: Predicted distribution of where spectators will travel from on the day of the event (London Venues Day 7)*



* Taken from: Olympic Delivery Authority ‘Transport Plan for the London 2012 Olympic and Paralympic Games Second Edition’, June 2011

Channel ports

- 3.8 It is assumed that up to 2,500 vehicles could arrive or leave through the Channel Ports or Tunnel at peak times each day.
- 3.9 An estimated 4,500 additional vehicles per day are expected to travel on the strategic road network to and from the channel crossing points. This assumption is based on a split of 20% coach and 80% car, 2000 of these are assumed to be day travellers.
- 3.10 Eurotunnel and the Ferry services have sufficient capacity to accommodate the projected additional traffic. The peak period is not expected to exceed the normal summer peak demand and is therefore

not likely to result in anything more than the localised port traffic and congestion experienced during the normal high season. This is based upon the information currently being promoted by the ferry operators and will be monitored.

Ebbsfleet

- 3.11 It is predicted that there will be on average 3,700 daily trips to Ebbsfleet station, potentially increasing to 5,800 on peak days assuming that the visitors will also be attending other events such as the London 2012 cultural event, Queens Jubilee and others.
- 3.12 Assuming a 20% coach, 80% car based split, this would result in a car parking demand of 2,960 to 4,640 spaces and coach parking demand of 740 to 1,160 spaces. However many of the coaches will be under contract providing a drop off service and any coach requiring parking at Ebbsfleet will be required to pre-book.
- 3.13 Ebbsfleet will have a designated parking capacity of 3,500 spaces for Olympic traffic, which leaves approximately 1,000 for Eurostar and normal HS1 travel. Assuming that European travellers will still attempt to use the station at peak times, parking capacity at Ebbsfleet will be exceeded at these times.
- 3.14 It was understood that parking at Ebbsfleet for Olympic traffic would need to be pre-booked via the Olympic website and that this booking would be for the day. However, recent indications are that if not all the spaces are pre-booked; parking can be purchased on the day. This will complicate management of the car parks and further discussion with the operator is required.
- 3.15 Each car is expected to carry on average 2.4 people so the car parks will generate daily flows of 13,200 to 18,000 people. This is in addition to the projected peak of 100 coaches carrying up to 76 passengers per coach. This would result in an additional 7,600 passengers giving a total of 20,800 to 25,600 people. This volume of movement can be easily accommodated on the Javelin services based on the expected 6 minute service intervals at peak times, even with some services extended to Faversham (one train per hour) and Ashford (two trains per hour).
- 3.16 To ease congestion at the station it is understood that a marshalling area will be established in the existing drop off area. Passengers will be held in this area to avoid overloading the platforms and groups of up to a 1,000 will be released at any one time to the appropriate platform for the next available service. The marshalling area is anticipated to have a capacity of 2,300 people. When adding in the capacity of the platforms and the trains themselves it is estimated that Ebbsfleet can safely accommodate up to 4,300 people at any one time.

Public transport

- 3.17 London's 2012 Olympics will be promoted as a 'public transport Games' with spectators encouraged to use buses, trains and even the capital's river services to get to the venues. The Olympic Delivery Authority, overseeing the construction of the Olympic sites, has published a transport plan showing how the expected half a million spectators and 50,000 athletes will move around the capital. The plan outlines the new trains, rail lines, river ferries and walking and cycling routes that will be put in place and continue long after the Games are held, benefiting millions of Londoners for generations to come. It also shows that the Olympic Park in Stratford, East London, will be served by one train every 15 seconds during the course of the Games. Visitors will be encouraged to use public transport as there will be no parking near the main East London venues.
- 3.18 Kent visitors to the Games have a range of travel options available to them:
- Travel by car to Ebbsfleet, then Javelin service to Stratford. Confirmation is awaited on any special fares for Olympic Park ticket holders using the Javelin from Ebbsfleet. Discounts from other Kent stations are not anticipated
 - Coach arranged by ODA or tour operator to Ebbsfleet, and then interchanging with the Javelin service. It has not been confirmed if the coaches will have intermediary pick up points
 - Eurostar, interchanging with the Javelin at Ebbsfleet (Eurostar services will not stop at Stratford)
 - Domestic high speed rail connections from Ashford and Faversham
 - Mainline rail services to other London termini, connecting with Javelin services from St Pancras
 - Eurostar, interchanging with North Kent Mainline services to events at Greenwich and Woolwich and onward travel by DLR to Excel.
 - Mainline services to Northfleet, Gravesend or Greenhithe with the potential for Fastrack or coach connections to Ebbsfleet.
 - Any form of transport to a Mainline station for services to Woolwich, Greenwich and onward travel to Excel by Docklands Light Railway.

- Helicopter to and from Ebbsfleet using temporary facilities provided by Biggin Hill, for onward travel by Javelin (under consideration but will be constrained by the air restrictions in place. Currently the security plan requires each flight to have a specified flight plan for each flight)
- Residents of Dartford and Gravesham can use Fastrack Services to gain access to Ebbsfleet and other mainline Stations as appropriate, subject to the services operating to meet the later arrivals.
- Fastrack and other bus services can be accessed from a number of locations on the route for visitors to access Ebbsfleet station
- Swanley station is the likely transport hub for the Paralympics Cycling event.

‘Business as usual’ during the Games

- 3.19 During the Games, business as usual will be difficult to judge due to the pressures faced in Kent annually during the summer months. During the Olympic period, an influx of through traffic would be anticipated as UK residents use the Channel Ports to travel to Europe for their summer holidays. This traffic may reduce due to the attraction of the Games, but it could increase as people from the areas surrounding the Games venues attempt to escape from the disruption that could be potentially created by the Olympics. Commuter traffic may reduce as people stay out of London to avoid the congested public transport system by either working locally or taking periods of leave. Encouraging early consideration of the effects during games time will assist with managing demand. The normal availability of high speed services in Kent has been reduced during the Olympic Games to allow the shuttle service between Ebbsfleet, Stratford and St Pancras.
- 3.20 Visitors to Kent for the Olympic period may require places to visit if they do not have tickets to an Olympic event on every day of their stay. This has the potential to boost local tourism, although it could also increase flows on the road network and put some attractions under pressure, particularly with regard to parking and access.

General Impacts

- 3.21 Pressure will be placed on train stations across Kent due to the numbers of spectators wishing to use public transport and parking around stations will be a key area to evaluate to ensure that every effort is made to minimise disruption to residents.

3.22 Medway Council are particularly concerned about the impact of parking in their area around the stations that receive the HS1 high speed trains. They support improved controls around these stations.

3.23 Impact of Traffic Congestion on the Approaches to the Dartford Tunnels

It is predicted that traffic congestion will occur within London, with the situation being exacerbated by the designation of the Olympic Route Network and in particular Games Lanes, which will reduce capacity for non Olympic traffic. The lanes having the greatest impact on Kent are those on the approach to the Blackwall Tunnel and those to the north of the Dartford Crossing on the A12 and A13.

3.24 At normal time's congestion on those routes leads to drivers diverting to the M25 corridor, resulting in congestion at the Dartford Crossing. The Mayor of London, Boris Johnson has already promoted the strategy that drivers should amend their traffic routes during the Olympics and transfer to the Dartford Crossing, albeit promoting that the tolls should be rescinded during this period.

3.25 When traffic congestion occurs on the approaches to the Dartford Tunnels, tailbacks then reach onto the local road network, which subsequently results in congestion. The East/West routes in Dartford then lock up bringing the town to a standstill, including affecting access to Darent Valley Hospital.

3.26 Whilst these problems regularly occur during the year, it is considered that to avoid issues during the Olympic period the Highways Agency and Kent County Council as Highway Authority will work together to reduce the risk of delays occurring and put measures in place so that if delays do occur, Dartford does not become gridlocked and access is not restricted to Darent Valley Hospital.

4 The role of Ebbsfleet as an official transportation hub

- 4.1 The ODA recognised the opportunity that Ebbsfleet offered as a strategic transport hub and are going to increase the number of short shuttle Javelin services (these use the high speed 1 trains currently operating from St Pancras to East Kent) into Stratford and St Pancras. This increases the available rail capacity and makes the station very attractive to access the Olympic Park, due to the short journey duration and existing car parks.
- 4.2 Kent has two main strategic road corridors that link the Channel Ports and Channel Tunnel to the rest of the UK; the A20/M20 and A2/M2. The majority of European traffic uses the M20; however Ebbsfleet is accessed from the A2.
- 4.3 There is limited parking capacity at Ebbsfleet and it is clear that the Javelin services will attract significantly greater use of the station. Careful consideration therefore needs to be given to how people will access this transport hub. There are facilities for coaches at the station and regular Fastrack bus services access the area from Dartford and Gravesend. The ODA is planning to introduce a network of coach operations using the station as a hub. However, there is a strong possibility that local landowners could set up private parking facilities, placing additional strain on the local road network.
- 4.4 Pedestrian access between Northfleet Station on the North Kent Mainline and Ebbsfleet International is poor and further detailed investigation is required to assess the suitability of the route and opportunities for improvement.
- 4.5 Parking at Ebbsfleet for Olympic visitors will need to be pre-booked and it is envisaged that all spaces will be allocated during much of the event. It is therefore essential that this is communicated to ticket holders. Visitors who have pre-booked a parking space will access the station from the A2 and local traffic will be directed away from the area. The surrounding area will come under pressure from vehicles wanting to park to use the train services and clearly pressure on local parking will be a key issue.
- 4.6 The ODA has confirmed that a Hub Manager will be appointed to direct the site and access for passengers. This new post holder will develop plans for managing the traffic in the vicinity of the station including directly controlling the parking operation that NCP perform. They will work with KCC on the detailed planning to coordinate efforts and minimise the disruption.
- 4.7 For the period of the Games, Fastrack will revert to using the northernmost car parks accessed directly from Thames Way.

- 4.8 Drivers who are unable to park at the station are expected to seek to park as close as possible and as a result may abuse the parking restrictions currently in force in the area. The existing restrictions may well be insufficient, as the schemes were not designed to mitigate the affects of demand for parking that the Games will generate. The existing regulations and enforcement regime will need to be reviewed to ensure that it will be robust enough to deal with the increased demand for parking.

Action A1 –KCC to identify and engage with the Ebbsfleet Hub Manager at the earliest opportunity to ensure a clear understanding of plans and proposals for the site’s operation, including:

- *The modelling that supports the ODA prediction that parking at Ebbsfleet will be under subscribed.*
- *Local signings and diversions*
- *NCP parking plan*
- *Work with the ODA to identify alternative parking*
- *Impact on local restrictions and possible parking locations*

5 Ports, harbours, interchanges and services

Ports and Harbours

5.1 Kent's air and sea ports will play a significant role as a gateway to the UK during the Olympic Games. The Foreign and Commonwealth Office expect 320,000 overseas visitors to travel to the UK in 2012 to watch the Games during the months of July and August. How and when these visitors access the UK and the messages that are communicated to them concerning routing, accommodation and related visitor attractions will have a major bearing on the resilience of Kent's transport network during the Games.

5.2 Some of the key access points include:

Port of Dover

5.3 The Port of Dover operates right at the heart of the UK's and Continental Europe's cross-Channel transport network, managing what has become one of the world's busiest roll-on, roll-off terminals in the world. Every year the Port handles over 14 million passengers, as well as other major shipping activities such as general cargo, cruising and a marina.

5.4 DFDS Seaways, P&O Ferries and Sea France all operate from Dover's Eastern Docks. Between them there is at least one cross Channel sailing every hour and these departures increase substantially during the busy summer period into which the Games fall.

5.5 Crossing the channel at the Port of Dover is attractive due to the relative low cost and quick journey times of around ninety minutes to Calais and two hours to Dunkirk.

Eurotunnel

5.6 Eurotunnel manages and operates the Channel Tunnel between the UK and France. The Company operates the car and lorry shuttle services and earns revenue from track access charges paid by other operators (including DB Schenker and SNCF in respect of freight and Eurostar in respect of passenger services). At peak periods there are up to four car shuttle crossings per hour offering a journey time of thirty five minutes, making it the fastest channel crossing available.

5.7 The railway operation involves over 50km of double track railway in the main tunnels, plus extensive surface-level terminal facilities at Folkestone in the UK and at Frethun in France. The Eurotunnel operation is entirely self-contained, with connections near the two terminals to the respective national railway networks.

Port of Ramsgate

- 5.8 Ramsgate provides the only passenger ferry service between the UK and Belgium.
- 5.9 Operated by TransEuropa, there are eight sailings a day between Ramsgate and Ostend. Freight services have been operated by TransEuropa between the two ports since 1998 and currently six ships make the crossing up to 10 times a day in each direction.

Other Harbours and Marinas

- 5.10 Kent and Medway are home to a large number of smaller marinas and ports, all of which could potentially accommodate private moorings during the Games. At this stage there is limited intelligence as to what additional capacity or facilities may be provided, although information is provided in the Public Transport section concerning possible berths for larger craft and Cruise Liners on the Thames near to Gravesend. As such, close liaison with the District Councils concerning any specific intelligence will be important in the run up to the Games.

Airports

- 5.11 Three Kent airports are among a number of regional airports in the south east earmarked by the government as capable of handling flights carrying visitors to the London Olympic Games. An official review of airports with suitable facilities located within a 75-mile radius of the Olympic Park at Stratford has led to a number of UK airports being deemed as suitable to handle flights linked to the Games. The Kent airports are: Manston, Lydd and Rochester.
- 5.12 Biggin Hill Airport, which is in the London Borough of Bromley, is also on the list. The four are among 36 airports designated as "temporarily coordinated" alongside Heathrow, Gatwick, Stansted and London City, in terms of slot allocations for the period July 21- August 15, 2012.
- 5.13 Manston Airport is located in Thanet and handles a limited number of scheduled passenger flights, with direct daily services operated by Flybe to Edinburgh and three services a week to Belfast City. The airport also offers seasonal charter flights to a range of European destinations, including Jersey, Dubrovnik, Madeira, Oporto and Verona. There is the potential for Manston to handle additional charter flights during the Games.
- 5.14 Lydd Airport is located 14 miles south of Ashford. It is also known as London Ashford Airport; the trading name of its operator. Lydd Air is based at the airport, offering regular flights to Le Touquet in northern France.

- 5.15 Lydd Airport has a Civil Aviation Authority (CAA) Ordinary Licence that allows flights for the public transport of passengers and as with Manston there is the potential for the airport to handle some Games related flights, either small charter planes or officials and dignitaries.
- 5.16 To date there is limited information available from any of these access points concerning specific preparations for the Games but clearly each operator is a key stakeholder and close liaison will be required between Kent and Medway in the run up to the Games.

Action B1 – Ensure close liaison and communication with the ports and cross-channel/international airline/ferry operators concerning projected passenger numbers and specific interventions.

Interchanges

- 5.15 Apart from Ebbsfleet, there are likely to be two other key interchanges to include within Kent's transport planning for the Olympics.

Ashford International

- 5.16 For passengers from East Kent and parts of East Sussex, Ashford International can be used for boarding High Speed services. They will pay a premium for using the station, but will avoid the queues at Ebbsfleet. The management of the service and likely numbers will need to be monitored to understand the impact on the station and on the road network in Ashford.

Action B2 – Liaise with Southeastern, Eurostar and Meteor (Ashford International Station car park operator), concerning the possibility of dedicated Olympic parking bays and tariff for Ashford.

Port of Dover

- 5.17 The ODA have been in discussion with the Port of Dover (and possibly French Channel ports) about offering a Park and Ride service for foot and car passengers, linking directly with official ODA coaches running to Ebbsfleet. This is something to ensure that KCC, Medway and the HA are made aware of in order that it may be factored in to a wider Communications Strategy.

See Action B1

Services

- 5.18 An increase in cross-Channel traffic through Kent has the potential to increase the demand for services both on the primary trunk road network and local services in towns and villages adjacent to secondary routes. Managing and communicating with services on the motorway

and trunk road network is the responsibility of the HA but congestion at these sites has the potential to divert traffic to alternative destinations. It is therefore important to include such locations within the overall Communication Strategy for Kent and Medway.

Services on the Kent motorway network include:

M20 - Eurotunnel UK terminal

- 5.19 Welcome Break recently adopted the catering facilities at the Eurotunnel UK Terminal. These are only accessible to customers wishing to use Eurotunnel services. Welcome Break has also recently opened a site for freight traffic called 'Welcome Break Truckers', open from 6am until midnight, seven days a week, for freight drivers travelling from England to France.

M20 – Folkestone (Jct 11)

- 5.20 Stop 24 is located adjacent to Junction 11 of the M20, close to the Eurotunnel terminal and the Port of Dover. It is the UK's largest service station and also acts as a 'Port Early Arrival Facility'.

M20 - Maidstone (Jct 8)

- 5.21 Maidstone is a fairly spacious service station on the M20.

M2 - Medway

- 5.22 The only purpose-built service area on the M2/A2 route, Medway is relatively lightly patronised as the M20/A20 corridor carries the majority of cross-Channel traffic.

Local services away from the motorway and trunk road network are many and various and any necessary mitigation and planning would be best driven by the 'business as usual' and business resilience messages communicated through the Kent and Medway Communications strategy and specific interventions to support Business Travel Plans. These are highlighted elsewhere in this document.

6 Tourism and other key visitor destinations in Kent

- 6.1 The impact of people travelling through Kent from the Continent to reach accommodation either in the county or elsewhere in the South East needs to be considered. The information available from the Customer and Communities Cultural Services Department estimates that this could be in the region 200-250,000 people per day. There is also the possibility of people from within the UK travelling to Kent for accommodation purposes for all or part of the Games period.
- 6.2 There will be various other events taking place across Kent during the summer period which will be related to the Olympic Games. Many venues will also be offering camping and caravanning facilities for the Games period, but supply is predicted to be insufficient encouraging more sites to be established.
- 6.3 The KCC Sport, Leisure and Olympics team has a detailed list of events that are being planned within Kent. Many of these events are being planned in partnership with the District and Borough Councils and in such instances; KCC would expect to be involved in any detailed planning. The KCC Highways working group will provide a monitoring role to ensure that the appropriate agencies are made aware of planned events and to maintain a log of events to help identify any specific pressure points on the transport network. These can then be incorporated within the wider Communications Strategy.
- 6.4 There are a number of key sites that the Highways working group will liaise with in the first instance e.g. The Hop Farm (Paddock Wood) and the County Showground (Detling).

Action C1 – Ensure close liaison and communication with the tourism team so that the scale of planned events is known and monitored. Identify key venues and incorporate any known plans within a Games event log.

- 6.5 The teams working on plans for the Olympic Torch Relay and Paralympic cycling event include members of the Highways working group and plans will continue to be monitored to ensure that the impact on the road network is understood.

7 Public transport provision

Background and objectives

- 7.1 Significant investment in the public transport network has taken place over the past 5 years, with additional services at Games-time to meet the additional demand.
- 7.2 The key public transport related objectives of KCC and Medway in response to the published Olympic Transport Strategy are to:
- Respond to key elements of the Olympic Transport Strategy e.g. the 'Javelin' rail service from Ebbsfleet International, with locally led interventions to help facilitate public transport access to and from Ebbsfleet and other HS1/Mainline connections;
 - To work with the ODA to secure the best possible outcome for Kent based residents and businesses during the Games, both to facilitate travel to and from the main venues, but also to ensure 'business as usual' for the wider Kent economy;
 - To work with the ODA and public transport operators to deliver a clear and well thought out communications plan that helps to streamline the individual journey experience and where possible, promotes alternatives to Ebbsfleet and other identified congestion hotspots;
 - To liaise closely with public transport operators and other key stakeholders to build up an accurate picture of travel demand during the Games;
 - To maximise the economic potential of the Olympics by enabling Games visitors to access accommodation and other visitor attractions across the county without the need of a car.
- 7.3 The following section sets out the key issues relating to travel by public transport during the Games and the necessary actions to agree in conjunction with key stakeholders and partners.

Demand forecasting

- 7.4 Building up an accurate picture of travel demand patterns during the Games is fundamental to formulating an effective strategy and public transport implementation plan. Demand modelling has been commissioned by the ODA to assist with planning for the Games, it is unclear at this stage as to how much detail will be available that is pertinent to travel within Kent, beyond indicative demand for the strategic road and rail network. The ODA have predicted that the modelling will show significant volumes of people utilising Javelin

services at Ebbsfleet from across the southeast of England and further afield. However, it is how those passengers access Ebbsfleet International and where they need or want to get to in relation to it, which has the greatest implication for Kent's response to the ODA's Olympic Transport Strategy. It may be that some decisions need to be taken on the basis of:

- (i) Intuition and local intelligence i.e. based on close liaison with District Councils, campsites, tourist attractions etc.
- (ii) Proactively influencing demand i.e. providing locally led interventions that further influence demand and travel behaviour, over and above that which the strategic modelling may be able to predict e.g. pragmatic measures to reduce the pressure on Ebbsfleet and the surrounding road network.

7.6 The public transport strategy will therefore be developed with these two key considerations in mind.

Action D1 – Liaise with the ODA and consultants concerning strategic travel demand modelling information and its uses in informing the Kent Olympic Transport Strategy. Ensure that the ODA reflect the increased numbers of visitors in the modelling.

Communication and marketing

7.7 The provision of clear, robust and non-contradictory travel planning messages will be vital to the success of the Games. This includes the overall level of visitor satisfaction and ultimately the tendency for Games tourists to feel confident and at liberty to access all that Kent has to offer during the Olympics. It is therefore vital that KCC and Medway work with the ODA to signpost the best communication channels and to ensure that, where possible, local provision and interventions are included within those messages. Kent's Communication Strategy is addressed in more detail elsewhere in this document.

7.8 In relation to public transport, however, it is worth noting that the ODA has developed a Spectator Journey Planner, using the same company that delivers Transport for London (TfL)'s and Traveline South East's online Journey Planning tool but with two key additions:

- (i) Greater detail in respect of accessibility information e.g. there will be two levels with the Spectator Journey Planner - "step free and assistance required" and "assistance required (but can have steps)". This will reflect the GNAT (Games Network of Accessible Transport).

- (ii) Intelligent demand management i.e. the Spectator Journey Planner will propose a route that takes account of passenger demand and recommends the use of alternative stations and access points, recognising the likely pressure on key transport hubs at peak times.

7.9 For travel beyond TfL's area, the Spectator Journey Planner utilises details of Olympic shuttle buses and rail services alongside Traveline data, for which KCC controls the data input and processing. It will therefore be possible to ensure that any alteration to public transport provision within Kent and Medway is accommodated in the Spectator Journey Planning searches.

Action D2 – Ensure that the Spectator Journey Planner is incorporated within the wider Kent Olympic Communications Strategy and that locally led public transport interventions are made available within the Traveline searchable database.

Rail

The Javelin service

- 7.10 During the Olympics the Class 395 High Speed trains will be used to provide the Javelin service between London St Pancras, Stratford International and Ebbsfleet. The Javelin service will operate at a frequency of between 8 and 12 trains per hour with a capacity of between 8,000 and 12,000 passengers per hour.
- 7.11 For the purposes of the Games, Ebbsfleet International will not be included within Travelcard Zone 6. Spectators will have to pay a nominal charge for the service, but this will not be a significant fee. Parking for Games visitors will need to be pre-booked and the implications of this are discussed elsewhere in this strategy under Parking and Traffic Management. Ebbsfleet has been designated as strategically important by the ODA and will therefore have its own Operations Manager appointed. This person will have a key role in managing movement through the station and liaising with public transport operators, KCC, Medway and the HA concerning access to and from Ebbsfleet.
- 7.12 A concern from a public transport perspective is the access to and from Ebbsfleet, particularly outside of normal peak operating hours and the movement and marshalling of people and vehicles within the station and surrounding car parks.

High Speed Rail provision east of Ebbsfleet

- 7.13 The publication by Southeastern of the draft timetable for High Speed services during the Games shows a much better picture for Kent's residents and businesses than was first anticipated. A weekday hourly

service will be provided, stopping at key stations on the North Kent Line (Gravesend, Strood, Rochester, Chatham, Gillingham, Rainham, Sittingbourne and Faversham) until 21:18 alongside a normal half hourly service to and from Ashford until 21:39, both of which will be direct to and from Stratford. However, the early finish of these services*, relative to peak demand for Games visitors in the late evening is cause for concern. It effectively means that those accessing High Speed services east of Ebbsfleet e.g. Ashford, Sittingbourne and Faversham to travel into the Games, will need to find alternatives for their return journey. KCC have been in discussion with Southeastern regarding this and are awaiting further details of a proposed solution utilising rolling stock as it returns to the depot.

** KCC and Medway recognise that the key operational constraint is the availability of drivers and rolling stock to operate the enhanced frequency of Javelin services in the late evening.*

- 7.14 A key element of Kent's public transport strategy should be to promote alternatives to travelling to Ebbsfleet by car for those in the east of the county and the proposed service schedule will hinder that objective. Essentially Games visitors could return to Ebbsfleet and would then need to connect with Mainline services for onward journeys to East Kent, or travel via London Underground or DLR to access Mainline services from Charing Cross, Cannon Street, London Bridge or Victoria. Arguably, neither of these options is as attractive in the late evening as driving to Ebbsfleet and utilising the Javelin services.
- 7.15 Southeastern proposes to lengthen some Mainline services on the North Kent Line and to operate later services (01:41 from Cannon Street) to Margate and Gillingham to Dartford.

Action D3 – KCC to lobby Southeastern and the ODA for improved HS1 services beyond Ebbsfleet in the late evening peak in the interests of encouraging alternative access to HS1 services and to reduce parking and Traffic Management pressures at and around Ebbsfleet International.

Fastrack and local public transport connections

- 7.16 Fastrack is a Bus Rapid Transit (BRT) scheme operating in the Dartford and Gravesend area of Kent. It currently consists of two routes operated by Arriva Southern Counties on behalf of Kent County Council. Various measures are used to allow Fastrack vehicles to avoid traffic, including signal priority, reserved lanes, and dedicated busways. The service connects with key destinations in the Kent Thameside area including Ebbsfleet International, Dartford, Bluewater and Gravesend. It is therefore expected that Fastrack will have a key role to play in Kent's Olympic transport provision, enabling access to Ebbsfleet from alternative locations in the Kent Thameside area and helping to disperse Javelin travellers returning from the Olympic Park. As well as

Fastrack route B serving Ebbsfleet station, Arriva service 499 links the station with Bluewater and Gravesend.

- 7.17 Fastrack also provides a quick, safe, efficient and accessible connection between Ebbsfleet and Greenhithe Station on the North Kent Mainline. This is considered to be preferable to the pedestrian connection between Ebbsfleet and Northfleet Station which is currently of a poor standard and not appropriate for large numbers of pedestrians, particularly after dark. There is an Integrated Transport Package scheme to introduce positive signing and dropped kerbs in this years programme.

Action D4 – Investigate the feasibility and value for money of improving pedestrian links between Ebbsfleet and Northfleet Stations and if necessary, explore opportunities to manage demand and travel behaviours through the wider Communications Strategy.

- 7.18 In order for the Fastrack service to provide an effective and complementary service during the Games, there are a number of key considerations:

- *Demand forecasting* – it will be important to maintain close liaison with the ODA and other stakeholders to understand, as far as possible, demand for Fastrack services including service frequency and destinations (particularly late evening);
- *Through ticketing* – it will be important to operate through ticketing between Javelin services and the North Kent mainline via Ebbsfleet and also free travel for Olympic visitors to formal and informal ‘park and ride’ destinations in Kent Thameside. This provision will increase the attraction of the Fastrack services, helping to manage traffic congestion at Ebbsfleet and will also avoid congestion, queuing and any general confusion linked to separate ticket sales both on and off the buses. This provision will have revenue implications which will need to be negotiated between Arriva, KCC and the ODA;

Action D5 – Work up outline costs for enhanced Fastrack service provision during the Games and negotiate funding options with the ODA.

- *On and off street parking* – options for alternative Games parking need to be identified between KCC, Medway and the Districts, preferably within easy walking distance of the Fastrack services. KCC will liaise with Bluewater concerning the potential of utilising some of its car park as an alternative ‘park and ride’ solution during the Games.

See Action E7

Action D6 – Liaise with Bluewater concerning the possibility of park and ride provision linked to Fastrack services during the Games.

- *Communication* – the general public both inside and outside of Kent will need to understand the role of Fastrack in facilitating non-car and ‘park and ride’ access to Ebbsfleet. Of particular importance will be promoting Fastrack as the preferred connection between Javelin services and the North Kent Mainline at Greenhithe. Fastrack service provision will therefore need to be factored into Traveline and TfL’s online *Spectator Journey Planner*.

Action D7 - Liaise with Southeastern concerning ‘on-train’ messaging and other relevant communication channels in relation to influencing connections between Ebbsfleet and North Kent Mainline services (Also see Action D4).

Parking, public transport interchange and ‘park and ride’

7.19 As discussed in previous sections, facilitating and promoting alternatives to Ebbsfleet for access to High Speed rail services both within Kent Thameside and further afield is considered to be an appropriate public transport intervention by KCC, Medway and the Kent District Councils. The promotion of alternatives will help to reduce pressure on car parks at Ebbsfleet, dissipate congestion on the road network in the immediate vicinity of Ebbsfleet and provide greater ease of travel for commuters from the east of the county. The provision of appropriate ‘park and ride’ connections, either by Fastrack or by ordinary local bus services, will also help to address the inevitable entrepreneurial attempts by landowners to capitalise on the Games by offering parking in the vicinity of Ebbsfleet. In order for this strategy to be successful, however, there are several key considerations:

- (i) Will rail provision (High Speed and Mainline) be sufficient in the late evening to make accessing High Speed services east of Ebbsfleet a viable proposition?

See Action D3

- (ii) Can appropriate facilities be identified for ‘park and ride’ linked to High Speed rail services and Fastrack (e.g. in Faversham, Sittingbourne, Gravesend, Dartford & Ashford) and if so how would they be managed (e.g. first come, first served or pre-booked). Also, what would be an appropriate daily charge?

See Action E7

- iii) How would illegal and inappropriate parking be dealt with and enforced, particularly where it presents a health and safety or traffic management risk? (See sections on Car Parking and Traffic Management)

- 7.20 The Management of parking at Ebbsfleet itself, including for coaches and pick-up / drop-off facilities, is a matter for urgent clarification with the ODA so that this can be included within any wider Communications Strategy. The provision for cycling is the responsibility of the train operator and they are investigating improvements to the existing provision.

See Action A1

Coaches

- 7.21 First Group has won a competitive tender to provide almost 900 buses and coaches to transport spectators during the London 2012 Games. Under the terms of the contract, First will provide around 500 buses and coaches for venue shuttle services and park and ride. A further 90 will be needed for park-and-ride services to connect parking sites on the periphery of the M25 with the Olympic Park and Ebbsfleet. Around 300 coaches, to be subcontracted from fleets around the country, will be required to operate a network of express coach services to the Olympic Park and to the Olympic sites at Weymouth and Portland.
- 7.22 First will be responsible for managing the direct coach operations and for running a reservations and ticketing system for bus and coach services.
- 7.23 First coach services will be operated from the following locations in Kent, linking with Javelin services at Ebbsfleet.
- Ashford
 - Canterbury
 - Dover
 - Folkestone
 - Maidstone
 - Margate
 - Tonbridge
- 7.24 At this stage, therefore, it is considered that ODA coaches operated by First will provide an appropriate level of bus/coach service from key Kent towns, without having to consider additional shuttle services.
- 7.25 Tour operators (including those from Europe) will be able to use Ebbsfleet, provided they pre-book. However, parking capacity at Ebbsfleet will be for 100 coaches only and the implications of overspill for those without a booking need to be considered. It is highly likely that some coach operators without access to Ebbsfleet may choose to discharge passengers in unsafe or inappropriate locations. This adds weight to the argument for alternative parking and drop/off locations within Kent Thameside, connected to Ebbsfleet via Fastrack or other local bus services.

See Actions A1 and D5

River Services

- 7.26 It is anticipated that the River Thames will have a role to play in transporting relatively small numbers of people to and from the Games. Key considerations are:
- The completion of the planned Town Pier pontoon in Gravesend and the opportunity for connecting river services;
 - The supply of mooring along the river, particularly for some European visitors (notably from Holland) who may choose to access the UK by boat during the Games;
 - The possibility of use of the river for Cruise Liners and other 'floating hotel' facilities;
 - Public transport connections to and from the river to Ebbsfleet and onward via Javelin services to the Olympic Park.

Action D8 – Maintain liaison with Kent Thameside Districts, Medway and other relevant agencies concerning the potential for river based services and respond appropriately.

Cross Channel Ferry Services

- 7.27 It is important that KCC and Medway maintain close liaison with Dover Harbour Board, Eurotunnel and the ferry operators in the run up to the Games as ticket sales will be a strong indicator of likely cross-Channel demand on Kent's road network. Most passenger tickets go on sale 11 months in advance of the date of travel. It is broadly anticipated that capacity will be sufficient to meet demand as the Games coincide with the peak summer season. However, the balance of demand for travel in and out of the UK is likely to alter slightly and ferry operators will need to balance the needs of Games visitors with their freight customers. The statistics must be monitored to understand the situation.
- 7.28 It is anticipated that ODA coaches will travel from Dover and therefore it is likely that additional provision will be made on both sides of the Channel for foot passengers and park and ride.

See Action B1

- 7.29 Operation Stack remains a very real possibility during the Games but well practiced and robust procedures are in place to deal with it and the

matter needs to be considered as a possible contingency under Emergency Planning.

Helicopters – Biggin Hill

- 7.30 Biggin Hill Aerodrome is planning to launch an Olympic helicopter shuttle connecting with Ebbsfleet International Station. Passengers will transfer to a helicopter for a short flight to the station where they will then board the Javelin service to Stratford International. The estimated journey time between departure from Biggin Hill and arrival at the Olympic Park is 40 minutes. There will be flight restrictions in force limiting flights to approved flight plan only.
- 7.31 Numerous sponsors and competitors are expected to arrive in the country at Biggin Hill. However, they are expected to have little impact or bearing on Kent's road network or wider public transport

Contingency and emergency planning

- 7.32 Emergency planning is detailed in section 11 and it is sufficient in this section to note that clear and robust strategies will be required to address the implications of technical failure, a major traffic incident increasing demand for public transport or a possible terrorist incident. The KRF, KCC, and Kent Police are in liaison with London 2012, Government Olympic Executive GOE, CCS, the ODA, the Home Office and the Metropolitan Police in respect of plans being developed for such incidents and ensure that Kent based agencies are well placed to respond.
- 7.33 The restrictions on bags and luggage that can be taken into the Olympic Park will be an issue and will need to be monitored in conjunction with the appointed Ebbsfleet Operations Manager and via the agreed Communications Strategy.
- 7.34 Finally, it should be noted that locations like Ebbsfleet, Dover Harbour, and the Channel Tunnel represent a significant security risk for the Games, being outside of the main security measures in place at venues but in a location with large numbers of people gathering. Close liaison between Kent, Medway, the ODA, Southeastern and the security services will be required to mitigate these risks.

See Actions G1 and G2

8 Traffic Management strategy

Network capacity planning

- 8.1 The road network around Ebbsfleet was designed to accommodate significantly higher flows than currently occurs. However, during the Games, the demand will clearly increase and a key challenge of this Plan is to understand the extent of this demand and to measure the likely impacts on the Kent strategic and Highways Agency network. This is necessary to understand what will happen during the event and to enable the Authorities to work with stakeholders to mitigate any potential adverse impacts.
- 8.2 The ODA has undertaken demand modelling on the impact of the car parking at Ebbsfleet and currently this work is indicating that the car parks will be operating below full capacity. KCC is actively seeking to verify the assumptions for this work in order to understand how the conclusion was derived. There are concerns that the network demand is understated and that without detailed management of the car parking capacity the possibility that demand could increase with the use of residential streets and unofficial parking increases. This work has been requested on numerous occasions but it has not been released by the ODA to date.

See Action A1

- 8.3 Access to the car parks at Ebbsfleet is a key area of concern. KCC are in receipt of the Car Park Operational Plan from NCP (the car park operator) and the ODA's Ebbsfleet Station Traffic Masterplan. The efficient operation of the car parks will have a significant bearing on any possible delays and resultant queuing on the access roads. KCC will continue to liaise with these and other partner organisations in order to positively influence station parking arrangements.
- 8.4 At present it is understood that the majority of allocated Olympic parking at Ebbsfleet will be pre-booked. However, NCP have stated that any unallocated space will be available on a turn-up-and-pay basis. The mechanism for managing and selling these spaces will have a significant impact on delays on the approach roads. Spectators could just turn up expecting to be able to park.
- 8.5 Also, to mitigate the impact of these delays, it will be important to segregate Games traffic from normal commuter and general public use of the area.

Traffic Congestion resulting from queues from the Dartford Crossing

- 8.6 Whilst congestion regularly occurs at the approaches to Dartford Tunnels, it is predicted that traffic congestion in London during the period of the Olympics, especially resulting from the designated Olympic Route Network and Games Lanes will result in traffic diverting to the M25 corridor. The use of the M25 corridor to avoid congestion in London is already being promoted by the Transport for London.
- 8.7 The resultant tailbacks then impinge on Junction 1b/A225 Princes Road and the A226 London Road/A206 St Clements Way junction.
- 8.8 Kent County Council will be seeking to work with the Highways Agency to find measures to avoid congestion occurring and implement measures to reduce the impact on the local road network, also to avoid congestion in Dartford and inhibit access to Darent Valley Hospital, if congestion occurs on the approaches to Dartford Tunnel.

Action E1 – KCC to work with the Highways Agency regarding:-

- *Rescinding toll charges during the Olympic period*
- *Introducing a revised criteria for removing toll charges on the northbound crossing, which is activated when the tailbacks cause congestion on the local road network in Dartford*
- *Amending the procedure, to enable the decision to rescind the tolls at the northbound crossing to be decided at a local level, rather than awaiting a Ministerial decision, which takes time and only leads to further congestion.*

Action E2 – KCC to investigate and agree with the Highways Agency to take over control of the traffic signals that control the entry slips to the J1b roundabout either permanently or when queuing from the Dartford Crossing affects the junction.

Action E3 – That to permit West to East traffic flows on local roads in Dartford when congestion occurs on the approach roads to Dartford Tunnels, KCC will investigate what measures can be taken to reduce the impact of queuing from the Dartford Crossing. In particular Yellow box markings instead of Keep Clear markings at Junction 1b A225 Princes Road will be installed.

Planned maintenance

- 8.9 Kent County Council Highways has a number of planned works that are regularly carried out on the Highway from grass cutting to gully emptying. These programmes will need to be amended to avoid the Olympic period. This should be considered at an early stage to ensure

that no works are planned that could affect the use of Ebbsfleet. Further work will be instigated to establish a sphere of influence where all planned works including those by Utilities will be subject to the following protocol:

- No planned works to take place along the whole length of Olympic critical designated streets. These dates include a short buffer period pre and post event. These designated streets will be on a filtered spreadsheet and include Unique Street Reference Number (USRN's) to be distributed to all work promoters.
- For immediate works, these will be classified into 2 distinct categories:
 - Low risk works that need to be carried out but can be deferred until outside peak Olympic traffic times.
 - High risk works that need to be carried out and therefore cannot be delayed. Where possible, to minimise impact on Olympic traffic, a short duration of works will be carried out to initiate a temporary fix. Work required to carry out a permanent repair will (where safe and practical) be deferred until outside of peak Olympic traffic times or once the event is over.
- Highways will take a flexible and reasonable approach to the coordination of permanent repairs that are planned post-event.
- All Immediate works on designated streets, will require a telephone call prior to works commencing. This will allow KCC to give agreement regarding the categories defined above and advice on permit conditions and Traffic Management for work locations.
- KCC can provide works information to Kent Police Command and their media response teams.
- A dedicated contact telephone number for Highways will be provided.
- Identified streets will be given a special event designation to ensure early notification of immediate activities as part of the gazetteer.

8.10 This protocol will apply to critical designated streets see appendix B and is intended to reduce interruption to the free flow of traffic due to road works. Any emergency work will also be subject to further strict conditions. The protocol will be tabled at the Kent HAUC (Highway Authority and Utility Committee) meetings and all promoters will be

expected to sign up to and abide by the conditions within it. The protocol will then be applied through the Kent Permit Scheme.

- 8.11 Medway Council will be adopting a similar approach for their authority within the New Roads and Street Works Act. They will be programming works in Medway working with utilities to ensure that the Torch Route is kept free of programmed works.

Action E4 – Agree the extent and length of time of critical designated streets and have them agreed at HAUC. Ensure that all KCC and Enterprise staff are aware of the restrictions on work scheduled for the agreed period.

Action E5 – Ensure that preparation for the Olympics is mainstreamed into all Highways Briefings and Communication channels.

Essential and emergency maintenance

- 8.12 The Traffic Management Act 2004 defines the extent of what can be considered 'emergency' road works. During the Games the coordination of the works will be a key issue. The KCC Highways Management Centre (HMC) will have a key role, not only in terms of Network Management capabilities but also regarding operational problems that could arise from emergencies. During the Games the HMC will require specific protocols to deal with emergencies impacting on Games traffic. This will include the deployment of the highways contractor, Enterprise, if required.

Reactive crews and emergency response

- 8.13 During the Games, issues may arise that require the deployment of established gangs to implement traffic management when incidents occur. To have a specific gang on standby would have significant cost implications. However, a reactive crew can be provided and will cost in the region of £28,000 for a fully equipped vehicle providing 24/7 cover during the full 2 weeks of the Games.
- 8.14 An alternative is to have a number of Enterprise gangs that will have vehicles fully stocked with temporary traffic management signage to cope with emergency situations. For the duration of the Games these gangs would be deployed on programmed works in the vicinity enabling them to respond quickly in the event of an incident.
- 8.15 Having the resource available at various locations on Kent's network would provide greater resilience at less cost. Also, when not required, the gangs would be carrying out necessary work which represents a far more cost effective resource utilisation. A single point resource is vulnerable to being adversely affected by an incident meaning that they

are unable to deploy quickly. The HMC will have an important role in the efficient and timely deployment of reactive gangs.

- 8.16 In order for this strategy to work effectively the Contractor will need to ensure a good stock of standard incident response type signage at key depots.

Action E6 – Highway Manager to work with the Contractor to consider the most effective utilisation of gangs in relation to emergency response.

Routing and signing

- 8.17 A range of traffic management arrangements are under consideration in order to ensure that Games traffic can be accommodated on the highway at peak times and to reduce conflict with local movements. Traffic heading to Ebbsfleet Station will be directed to use the Ebbsfleet A2 junction and connections to the local road network may be closed at Southfleet Road northern roundabout and the Thames Way. KCC will work with the Hub Manager to ensure that the views of local Highway Authorities are taken into account.
- 8.18 A local signing strategy for Ebbsfleet is to be agreed and funded by the ODA. The new Hub Manager will have to seek and agree approval for associated road works through the Kent Permitting Scheme.
- 8.19 Strategic signing will be co-ordinated with the HA and will be designed to mitigate the impact on the road network. The signing strategy will encourage use of the M20 from the M25 and Channel Ports for non-Games traffic. KCC controlled Variable Message Signs (VMS) will be used to encourage local traffic to avoid the M2/A2 and the area close to Ebbsfleet station.

See Action A1

Action E7 – KCC will liaise with the HA through the HMC to ensure that strategic messages are set on local VMS and HA strategic signs.

ITS and Traffic Management

- 8.20 The development of Urban Traffic Management and Control (UTMC) in Dartford and Gravesend has considered the use of Ebbsfleet in its design. The deployment of Closed Circuit Television (CCTV), VMS and Automatic Number Plate Recognition (ANPR) will provide the HMC operators with the necessary tools to enable warning and mitigation of issues as they occur
- 8.21 The traffic signals in the area will be assessed to ensure they are able to be used to manage the road network and assist with removing Games traffic if required.

8.22 Medway operates a similar UTMC system and will be working together with KCC and the HA to manage the road network.

Action E8 – The HMC will ensure that the traffic signals have alternative timing plans available to have the ability to assist with removing traffic if required.

The Highways Management Centre

8.23 During the Games the KCC Highways Management Centre can provide a network management function and enable responses to incidents as they occur. The centre will be open during the Games and will provide a direct linkage with the Command and Control Centre. The Command and Control Centre will be established by Kent Police at Medway Police Station

Action E9 –KCC will work with the Police control room in Medway to investigate the best method of working together.

Parking management

Official car parks

8.24 The Ebbsfleet car parks are managed and operated by NCP who are producing a parking plan for the station. The detailed report will be assessed to establish the impact on the management of traffic in the area and the implications for residents.

Action E10 – KCC will work with partners to establish the planned utilisation of existing car parks, including:

- Assessment of NCP Parking Plan to establish the implications*
- Exploring possible park and ride sites allowing access to HS1 services east of Ebbsfleet or connections to Ebbsfleet via Fastrack and local bus services.*
- Monitoring of the situation regarding unofficial car parks*
- Understand what each Borough / District is considering in terms of on-street parking management and enforcement and utilisation of existing car parks*

Public off-street parking

- 8.25 Plans relating to existing car parks for use during the Games are currently unknown. To understand the implications it will be necessary to engage with the Districts and Boroughs to understand their intentions and the likely impact on local traffic management. Currently Gravesham Borough Council is promoting the use of its town centre car parks for the Games. This will encourage traffic to travel through the area to reach the car parks before using Fastrack and local bus services to connect with Ebbsfleet and the Javelin service.

See Action E7

Unofficial off-street parking and other private enterprise

- 8.26 The development and use of unofficial parking venues and the private enterprise of individuals is difficult to estimate. There is limited information available and it is clear that close working with all of the Districts and Boroughs is required to monitor this situation. The police also have little influence on the establishment of car parks on private land.

See Action E7

On street parking

- 8.27 The issue of spectators using residential parking is a real concern, particularly for residents in the area around Ebbsfleet Station and those living on connecting public transport corridors. Parking controls and enforcement in the area are managed by the Borough and District Councils and close liaison will be required to understand how they will deal with these issues. There is a real risk that individuals may decide to risk a parking fine if they can access the premium service being offered by the Javelin service into London.
- 8.28 Kent and Medway as Local Transport Authorities will need to work with the relevant Boroughs and Districts to understand the risks and implications and respond accordingly. This will include identification of what enforcement can be taken when drivers park in dangerous places. The major of Kent residents will use public transport and this will place extra pressure on local stations and in particular the North Kent hourly Javelin service.

See Action E7

Sustainable travel choices

- 8.29 Transport emissions and local congestion are potentially the most significant environmental impacts of hosting an event the size of the

Olympics. Therefore, where it is practical and safe, London 2012 organisers and partners are seeking to ensure that events should be seen as public transport, walking and cycling destinations.

- 8.30 Sustainable travel choices and healthy lifestyles are also viewed as being very much part of the legacy impact of the Games.
- 8.31 It is important, therefore, that Kent and Medway seek to support and emulate these messages within their local authority areas and capitalise on the opportunities presented by the Games. Additionally the management of key transport hubs and interchanges e.g. Ebbsfleet and Ashford will be that much easier if people are provided with viable and attractive alternatives to accessing them by car. These messages need to be integral to the Kent and Medway Communications Strategy for the Games

Key considerations include:

- Encouraging public transport
- Promoting cycling and walking as the best way for local people to access High Speed rail services and Brands Hatch
- Maximising the use of shared transport, rather than individual vehicles e.g. Kentjourneyshare.com
- Utilising accessible vehicles where appropriate
- Utilising low-emission vehicles

Action E11 – ensure that sustainable transport messages are incorporated within the overall Kent and Medway Communications Strategy.

Action E12 – liaise with Liftshare.com (suppliers of Kentjourneyshare.com) concerning the possibility of establishing a car-sharing database specific to Olympic public transport hubs in Kent and Medway e.g. Ebbsfleet.

Travel Planning and reducing non-essential journeys

- 8.32 Transport for London and the Olympic Games organisers acknowledge that despite their best efforts to manage travel effectively, unconstrained demand will exceed capacity in some areas of London and further afield during the Games.
- TfL estimates that on an average day there are more than 23 million trips made in London
 - On the busiest day of the Games the ODA Transport Plan states that there will be up to 3 million additional trips and 800,000 travelling to the games

- 8.33 Travel Demand Management will therefore be vital to ensure the Games Family, spectators and workforce arrive at events in good time, and that London and the surrounding region continues to function. Kent's strategic road network and public transport capacity on routes in and out of the Capital will undoubtedly be affected, albeit to a lesser degree than within London itself.
- 8.34 Kent and Medway are committed to communicating a 'business as usual' message during the Games. The impact of the Games on roads and public transport, however, cannot be underestimated. The best way of promoting and ensuring 'business as usual' is to ensure that Kent and Medway residents and businesses recognise the likely impact of the Games and take action as early as possible to mitigate the impacts on their day to day activities. It will be for them to consider the impacts on their business and plan accordingly.
- 8.35 Key messages are:
- Reduce
 - Re-route
 - Re-time
 - Re-mode
- 8.36 Associated actions need to be concentrated in three areas:
- Travel Advice to Business
 - Traveller information services (including a Games Time Journey Planner)
 - Marketing and communications programme

Travel Advice to Business

- 8.37 The Games are likely to have an impact on four main areas relating to business activities. These include:
- 8.38 *Travel to and from work for staff:* Transport networks will be incredibly busy and congested, particularly at peak commuter and peak competition times. Staff may be delayed on certain days.
- 8.39 *Business travel:* Moving around some locations during the day, particularly in London, will be very difficult. Staff may be late for important meetings.
- 8.40 *Travel for customers or other visitors:* It may be much harder for customers and visitors to get to business premises at the usual times. Customer profiles may change – and businesses may be busier at different times with different customers

- 8.41 *Deliveries/collections and other suppliers:* Road restrictions across London and in some parts of Kent and Medway will affect deliveries/collections reaching some premises. It may not be possible to receive deliveries and collections at the usual times
- 8.42 TfL has set up a website providing a wealth of advice to business on preparing travel resilience strategies for the Games period.
This can be accessed at:
<http://www.london2012.com/get-involved/business-network/travel-advice-for-business/index.php>
- 8.43 Whilst the impact on those London based businesses within an 'affected area' will undoubtedly be greatest, the same principles apply to Kent and Medway businesses, particularly those which have London based offices or deal with customers or clients located in the capital.
- 8.44 To ensure organisations can minimise the impact of the Games on their activities, the website advises the following:
- Check if you are in an affected area
 - Use the tools for planning to help you work out how the Games could impact your business
 - Develop an action plan of simple changes you can make to help your business run smoothly during the Games
 - Test your action plan
- 8.45 TfL has developed an electronic template Action Plan that can be customised using the information and resources available on their website. Some possible actions include:
- Staggering the start and finish times of working days
 - Providing the facilities for staff to work from home
 - Stocking up on non-perishable materials well before the Games
 - Arranging earlier or later deliveries
 - Managing annual leave
 - Temporarily relocating employees or altering their working hours
 - Helping staff re-plan their travel
 - Using conference/video/web calls
 - Encouraging and enabling staff to cycle and walk.

Action E13 – Kent and Medway's respective 'Sustainable Transport Teams' will engage with Chambers of Commerce, existing business contacts and relevant local media to communicate a consistent message concerning 'business as usual', the likely impacts on business travel/logistics and available mitigation measures.

Traveller information services (including a Games time Journey Planner)

- 8.46 The issue of *Traveller information services* is addressed more fully within the section on *Public Transport Provision*
- 8.47 The ODA has developed a Spectator Journey Planner, using the same company that delivers TfL's and Traveline South East's online Journey Planning tool but with two key additions:
- (i) Greater levels of detail in respect of accessibility information e.g. there will be two levels with the Spectator Journey Planner - "step free and assistance required" and "assistance required (but can have steps)". This will reflect the GNAT (Games Network of Accessible Transport).
 - (ii) Intelligent demand management i.e. the Spectator Journey Planner will propose a route that takes account of passenger demand and recommends the use of alternative stations and access points, recognising the likely pressure on key transport hubs at peak times.
- 8.48 For travel beyond TfL's area, the Spectator Journey Planner utilises details of Olympic shuttle buses and rail services along Traveline data, for which KCC controls the data input and processing. It will therefore be possible to ensure that any alteration to public transport provision within Kent and Medway is accommodated in the Spectator Journey Planning searches.

See action D2

Athletes and teams

- 8.49 Transporting Olympic teams to and from the Games venues is the responsibility of the London Organising Committee of the Olympic and Paralympic Games (LOCOG) and is unlikely to have any significant bearing on this Transport Strategy. However, it further emphasises the strategic importance of keeping people and vehicles moving during the Games. For completeness, those responsible for traffic management will keep a watching brief on teams basing themselves in Kent during the Games and liaise with the ODA concerning any potential traffic management concerns.
- 8.50 At the time of writing, the following teams are known to have signed agreements to base themselves in Kent and Medway for pre-Games training camps:
- Australia – Tonbridge School (Athletics)

- Barbados – Gillingham (Paralympic team)
- Belarus – Tonbridge Judo centre
- Great Britain – Dartford Judo club
- Nepal - Canterbury
- Portugal – Medway Park/Gillingham (Trampolining)
- Senegal football squad– Gillingham Football Club (If qualified)
- Senegal other sports – Medway Park
- Slovenia – Maidstone (Gymnastics)
- Ukraine – Tonbridge Judo centre

***Action E14** – Ensure that those responsible for Traffic Management during the Games are appraised of the location and competition times for the various Kent and Medway based teams and that communication channels are established to respond to any Traffic Management and transportation issues that may adversely affect competitor travel.*

9 Communications Strategy

- 9.1 The use of Ebbsfleet International Station will have a number of potential impacts on the road network as previously identified. Some of these can be predicted and planned for, others cannot. The way in which information is communicated will play a key role in mitigating any negative travel and transport impacts through empowering informed travel choices and ensuring effective and timely dissemination of issues and incidents as they arise.
- 9.2 In formulating an effective Communications Strategy, a number of aspects need to be considered:
- What are the key messages that KCC wishes to convey for the event?
 - How and when will travellers and customers receive these messages?
 - What are the critical paths and key milestones for communicating messages?
 - How will these messages be disseminated?
- 9.3 In addition to the Olympic Games themselves, there are also two related Olympic events in Kent
- The Torch Relay
 - Paralympic road cycling event at Brands Hatch

Key Messages

Parking at Ebbsfleet

- 9.4 The use of Ebbsfleet station by those travelling to the Games may result in parking problems as there will be far greater seat availability on the Javelin trains than the number of car parking spaces at the station. The impact of an excess of demand over capacity could be significant for the local road network and therefore the promotion of alternative methods of travel to Ebbsfleet will be important.

Key messages will include:

- Promoting and encouraging public transport connections
- Promoting and encouraging car-sharing
- Promoting and encouraging sustainable travel choices e.g. walking and cycling
- Providing alternative car parking arrangements if Ebbsfleet is full

Plan ahead

- 9.5 It will be important to encourage forward planning for both Games visitors and others seeking to make use of the transport network impacted by the Games. Many of the services, including parking at Ebbsfleet, will require pre-booking and the 'turn-up-and-hope' approach should be discouraged. There are a wealth of journey planning tools and information available and these need to be properly signposted.
- 9.6 Key messages will include:
- Plan your journey
 - Expect some queuing and delays at Ebbsfleet
 - Try to avoid peak travel times if possible
 - How to return home in the late evening

Alternative Travel Options to the Games

- 9.7 Whilst Ebbsfleet will play a vital role as a transport hub for Kent and the wider region there are alternatives available. For example, Ashford, Faversham and Sittingbourne will be served by High Speed rail services and Mainline rail services to Charing Cross, Cannon Street, London Bridge and Victoria may be a better option for venues outside of the main Olympic Park. Spreading demand across the network will help to reduce congestion at Ebbsfleet.
- 9.8 Key messages will include:
- Plan your journey and explore options
 - Consider the implications for your return journey

'Business as Usual'

- 9.9 Kent and Medway are keen to promote a 'business as usual' message for the Games. It is important that Kent and Medway capitalise on the economic potential of the Games but at the same time ensure that the wider economy and infrastructure continues to operate effectively. In promoting the 'business as usual' message a balance has to be struck between a bold commitment to 'keep Kent moving' and acknowledging that there will be an impact that can be mitigated by effective forward planning. Points 8.29 to 8.47 above should be noted.
- 9.10 Key messages will include:
- Kent and Medway are 'open for business' during the Games
 - Raising awareness that the Games may impact on logistics and transport and that some of these impacts can be managed effectively through careful forward planning
 - Raising awareness of travel and business planning resources

Information Mediums

- 9.11 The provision of information will take a number of forms and will be targeted to both internal and external customers. Internal KCC staff will need to be aware of the use of Ebbsfleet to ensure the impact of their own works is controlled. This will be achieved by issuing bulletins and the use of the corporate intranet (iWay) and the Kent Traffic and Travel website.
- 9.12 External customers will be able to access the kent.gov.uk and Kent Traffic and Travel websites. Use will also be made of other available communication channels and work on this will be led by the KCC Corporate Communications team.
- 9.13 Any information campaign would need to complement messages being put out by other stakeholders in the project, in particular the train operating companies and bus operators. This is important to ensure that the message is consistent and that the authority achieves value for money in any communications activity.

Early Warning and General Information

- 9.14 The communications campaign will be the main method of delivering the information related to mitigating the effect on the road network around Ebbsfleet. A plan for utilising the KCC and HA VMS will be developed in conjunction with the Regional Control Centre. The plan will set out which signs and what messages will be displayed in partnership during the event.

Operational Messages

- 9.15 During the event, the HMC will take operational decisions on the deployment of traffic management resources and information to be displayed on VMS. The usual mediums of email, Twitter and telephone will also be used to manage the road network.

- 10.16 Suggested promotional aids include:

- Around Kent (Spring edition)
- Clusterweb (KCC Education Intranet) accessed by schools
- Development of a specific micro website to act as 'signpost' to all travel options
- KCC website
- Medway Council web site
- Kent 2012 web site
- Kent Life
- Kent Traffic and Travel website
- Posters on trains
- Radio campaign

- Twitter – Olympic specific
- Visit Kent Website
- VMS

9.17 To implement a comprehensive and phased campaign, significant resources would be required and an early indication of costs is £50,000

Action F1 – *Establish the media channels that could be used.*

Action F2 – *Create a specific working group to develop the campaign in partnership with stakeholders and KCC Corporate Communications.*

Action F3 – *Work with stakeholders to ensure consistency and avoid duplicity in communicating messages to ensure value for money.*

Phasing

9.18 Initial approaches for a phased communication campaign are:

- **Stage 1 – Pre build up (12 months)**
- **Stage 2 – Early build up (6 months)**
- **Stage 3 – Final build up (1 month)**
- **Stage 4 – Olympic Games, Torch Relay & Paralympic Cycling Event**
- **Stage 5 - Legacy**

Olympic Torch Relay & Paralympic Cycling Event

9.19 KCC are monitoring plans and proposals for these events and expects to engage with key stakeholders at a later stage.

Action F4 – *Details of associated Olympic events will be monitored and fed back to the Highways working group.*

10 Contingency and emergency planning

- 10.1 It is important that the transport strategy looks at the possible risk elements and sets down mitigation measures to deal with these.
- 10.2 The formation of well trained and supported teams that have clear leadership and ownership of their areas of responsibility will do much to mitigate the possible impact of these risks even if we cannot eliminate the risks completely.
- 10.3 Key risk elements identified include:
- The data on visitor numbers travelling through Kent is an overestimate and resources are under-utilised
 - The data underestimates visitor numbers and the resulting increase in congestion on the transport network
 - Security and emergency situations are complex or lengthy and cause long delays and cancellations
 - Travel information provided for visitors is incorrect or out -of-date causing traffic delays
 - Natural disaster such as volcanic ash clouds or transport problems in London pushes more Games traffic on the rail, road and ferry networks in Kent resulting in over demand and congestion
 - Planned alternative parking locations are not in place because of lack of funding or delay in committing to them
 - Slow responses to delays on the road and rail network caused by lack of resources, lack of training, lack of experience or human error
 - The transport plan is not communicated widely and is therefore not used by partners and stakeholders
 - The transport plan is not extensive enough to be able to identify and set out appropriate mitigation measures of the traffic impacts on the network
 - Stakeholders do not adopt the transport plan and responses are disjointed
 - Decisions on security for Heads of State and VIPs override the plan and congestion is caused
 - Unforeseen circumstances that operational teams are either unable or lack the resources to respond to

Existing contingency and emergency plans

- 10.4 During the Games, the safety and security operation will comprise of a series of locally commanded (within the Kent Resilience Forum 2012 Strategic Framework) nationally coordinated operations. The national coordination of the Games-time safety and security operation will take place under the leadership of the NOSC. The NOSC will work with a

number of partner agencies, including the Assistant Commissioner of Specialist Operations (ACSO) in the Metropolitan Police Service for terrorist-related issues and the LOCOG Main Operations Centre. The NOSC will be supported by a National Olympic Coordination Centre through which links will be maintained with Gold Commanders, ACSO, the National Coordination Centre for CT and, where appropriate, Strategic Coordination Centres.

- 10.5 The Cabinet Office Briefing Room (COBR) for the Olympic and Paralympic Games will provide a forum to share information and consider risks requiring high-level cross-departmental coordination, and will enable an accelerated decision-making process to drive down risk. Responsibility for the delivery of government services which relate to 2012 will rest with those departments and agencies delivering the services. During Games time the coordination of the responses to non-Games related incidents and events of national significance will also be dealt with through this model.
- 10.6 In the event of an emergency which threatens or causes serious damage to human welfare, the environment or security in the UK, the appropriate COBR variant, including a Situation Cell, will be stood up to coordinate the response. For example, in the event of flooding, a COBR meeting would be convened in the form of the Civil Contingencies Committee.
- 10.7 A clearly defined, identified and tested (C3) Command, Communication, Control and Co-ordination structure will be key to the appropriate, balanced and timely reactions to unexpected events. The traffic management and control of the Ebbsfleet area to minimise the level of congestion experienced by visitors will be one element that the C3 organisation will need to deal with.
- 10.8 Joint scenario training of all the stakeholders in this is a vital part of ensuring the confidence in the capabilities of the stakeholders to manage and react positively.
- 10.9 The C3 group must include the highest level political and officer support from each organisation since unexpected events, especially security related, will mean that a swift, co-ordinated response is required without delays caused by uncertainties around roles and responsibilities.

Gap analysis

- 10.10 The situation regarding existing plans needs to be considered and developed. The KRF Olympic Resilience Manager has developed a functional planning assumptions and gap analysis in keeping with the CCS Olympic Resilience project criteria will identify where further work is required and is an ongoing process.

Risk assessment and mitigation chart

10.11 The KRF Olympic Resilience Manager has developed a risk assessment and mitigation chart that Highways will contribute to. This chart will be assessed at the Highways working group to ensure that responses are coordinated and communicated.

Action G1 – *KCC will continue to liaise with the Contingency and Emergency Planning works led by the KRF Olympic Resilience Manager and input and disseminate information as required, including implications for Kent based public transport systems.*

Action G2 – *KCC will actively participate in the various planning exercises that take place in the lead up to the Olympics*

11 Olympic Torch Relay

Background to the event

- 11.1 Dover and Maidstone are two of 66 evening celebration locations across the UK confirmed by LOCOG.
- 11.2 The evening events will offer thousands of local people the opportunity to come together and get involved in celebrations and share in the Olympic spirit. They will be held on 18 July in Dover and 19 July in Maidstone.
- 11.3 The Olympic Flame will arrive in the UK from Greece on Friday 18 May 2012 and the 70 day Torch Relay will start at Land's End, Cornwall on the morning of 19 May 2012. On leaving Land's End, the Olympic Flame is expected to travel an estimated 8,000 miles across the UK, giving thousands of communities access to the Olympic Flame as it comes to their doorstep. The Olympic Flame will arrive at the Olympic Stadium on 27 July 2012 for the lighting of the cauldron at the Opening Ceremony, signifying the start of the London 2012 Olympic Games.

Traffic and Transport Implications

- 11.5 The hosting of the Torch Relay in Dover and Maidstone will undoubtedly create challenges for the highway and transport network. These will be entirely different in nature to the main Olympic Games and will be focussed on:
- Large numbers of people converging on Dover and Maidstone Town Centres within a very short time period
 - Local traffic management/road closures
 - Local diversions and rerouting of public transport
 - Health and safety
- 11.6 The respective District/Borough Councils are expected to lead on the development and promotion of these events and KCC will input and respond to detailed plans as they emerge.

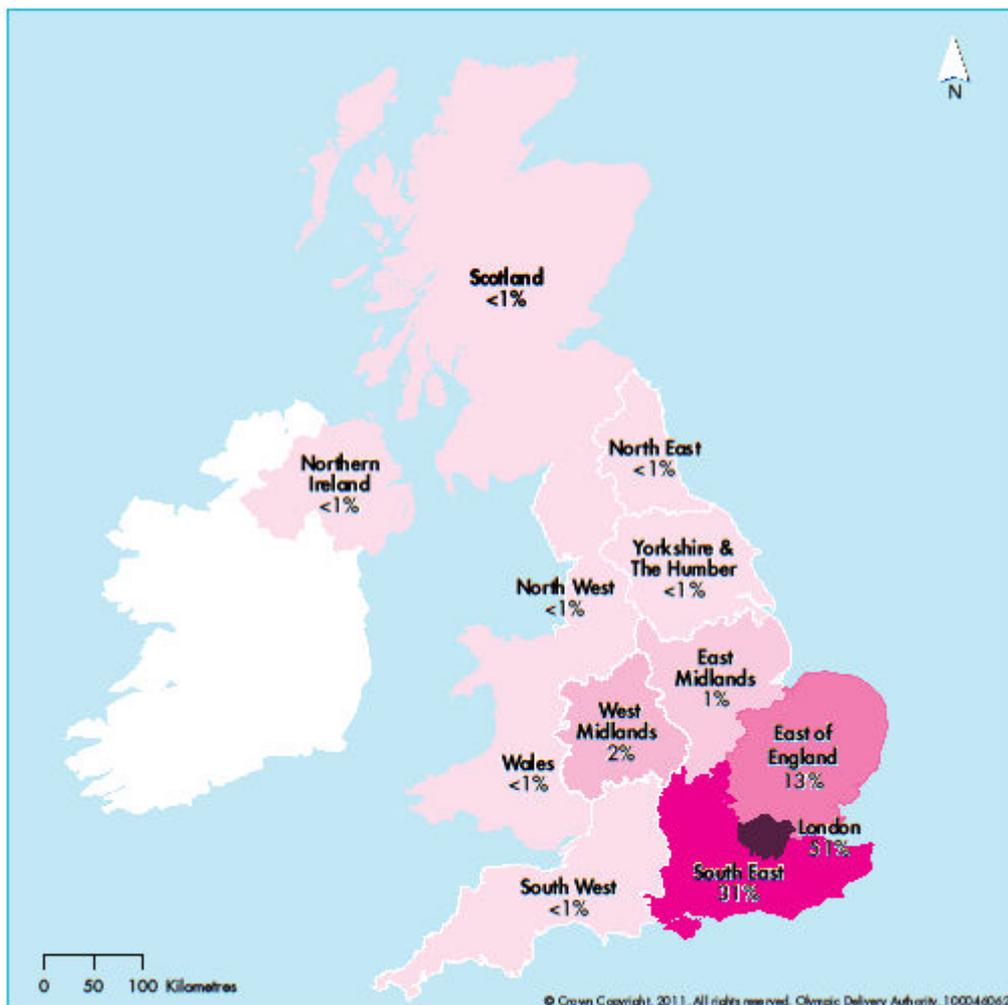
Action H1 –KCC will work proactively and pragmatically with Dover, Maidstone and Kent Police in relation to detailed plans and proposals whilst ensuring that KCC's Network Management obligations under the Traffic Management Act are recognised and protected.

12 Paralympic Games

Adapting Kent and Medway's Transport Strategy to support the Paralympic Games

- 12.1 The London 2012 Paralympic Games will be the fourteenth Paralympics and will take place between 29 August and 9 September 2012.
- 12.2 Visitor numbers will be lower than for the Olympics itself but undoubtedly there will be increased demand for services. Figure 2 shows that the majority of spectators travelling to the Games from outside of London are expected from the South-east.

Figure 2: Predicted distribution of where spectators will travel from on the day of the event (London Venues, Paralympic Games Day 3)*



* Taken from: Olympic Delivery Authority 'Transport Plan for the London 2012 Olympic and Paralympic Games Second Edition', June 2011

- 12.3 The Javelin Service will not operate during the Paralympics but there will be some enhancement to rail services, including longer trains at peak times and some additional peak and off peak services. The full details are not yet available.
- 12.4 There are not expected to be significant traffic management implications for Ebbsfleet in relation to the Paralympics but the Highways Working Group will continue to plan for the impact of this event and respond appropriately.

Brands Hatch

- 12.5 Brands Hatch (West Kingsdown) is to play a key part in the Paralympic Games hosting the road cycling events. The Kent circuit was chosen as the road cycling venue after extensive consultation to find a route providing an outstanding experience for both athletes and spectators.
- 12.6 Again, at this stage details of the event are being worked up and KCC will continue to monitor plans and proposals and respond appropriately.

Action I1 –*KCC to liaise closely with transport operators and stakeholders involved with the planning of the Paralympic Games and the road cycling event at Brands Hatch.*

Appendix A – Action Plans

(A) The role of Ebbsfleet as an official transportation hub

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
A1		<p><i>KCC to identify and engage with the Ebbsfleet Hub Manager at the earliest opportunity to ensure a clear understanding of plans and proposals for the site's operation, including:</i></p> <ul style="list-style-type: none"> - <i>The modelling that supports the ODA prediction that parking at Ebbsfleet will be under subscribed.</i> - <i>Local signings and diversions</i> - <i>NCP parking plan</i> 	KCC Highways Event coordinators	July - 2011	Games	<p>21/01/12</p> <ul style="list-style-type: none"> - The updated data is being chased and the ODA are still not releasing the data. - Hub Manager still not appointed and this will delay any detailed planning. - Traffic Management Plan from ODA poor and not detailed enough - ODA being chased 	

(B) Ports, harbours, interchanges and services

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
B1		<i>Ensure close liaison and communication with the ports and cross-channel/international airline/ferry operators concerning projected passenger numbers and specific interventions.</i>	KCC Traffic Manager	July - 2011	Games	21/01/12 Monitoring information from Operation Stack meeting	
B2		<i>Liaise with Southeastern, Eurostar and Meteor (car park operator), concerning the possibility of dedicated Olympic parking bays and tariff for Ashford.</i>	KCC Traffic Manager	July 2011	Games	21/01/12 Working with Ashford to assess implications for parking in Ashford.	

(C) Tourism and other key visitor destinations in Kent

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
C1	F4	<i>Ensure close liaison and communication with the tourism team so that the scale of planned events is known and monitored. Incorporate key venues and known events within a Games event log.</i>	KCC Traffic Manager	July - 2011	Games	21/01/12 Traffic Manager to maintain dialogue with the KCC Tourism Team and key stakeholders. Ensure that information is being captured in a format available to all agencies to use.	

(D) Public Transport provision

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
D1		<i>Liaise with the ODA and consultants concerning strategic travel demand modelling information and its uses in informing the Kent Olympic Transport Strategy. Ensure that the ODA reflect the increased numbers of visitors in the modelling.</i>	KCC Traffic Manager	June 2011	May 2012	21/01/12 Strategic modelling received from ODA. Specific concerns related to M25/A2 have been noted, but the modelling indicates that the network will cope if the background demand is suppressed.	
D2		<i>Ensure that the Spectator Journey Planner is incorporated within the wider Kent Olympic Communications Strategy and that locally led public transport interventions are made available within the Traveline searchable database.</i>	KCC - Corporate Comms KCC - Transport Integration	June 2011	Ongoing	21/01/12 Media plan circulated and transport timeline being added to the plan for planning releases..	
D3		<i>KCC to lobby Southeastern and the ODA for improved HS1 services beyond Ebbsfleet in the late evening peak in the interests of encouraging alternative access to HS1 services and to reduce</i>	KCC Public Transport Team Leader(s)	June 2011	Sept 2011	21/01/12 Email received and improvements and extension to the services has been confirmed.	

		<i>parking and Traffic Management pressures at and around Ebbsfleet International.</i>					
D4	D7	<i>Investigate the feasibility and value for money of improving pedestrian links between Ebbsfleet and Northfleet Stations and if necessary, explore opportunities to manage demand and travel behaviours through the wider Communications Strategy.</i>	Head of Highway Transportation	June 2011	July 2012	21/01/12 This requires a decision in the near future in order to ensure works can be scheduled in advance of the Olympics. At present, the view is that some simple improvements to signing and any identified 'safety critical' improvements would be sufficient. KCC would work with Southeastern to discourage this link and promote alternatives e.g. Fastrack to/from Greenhithe. However, it is unlikely to be possible to close Northfleet Station altogether during the Games and therefore it is necessary to ensure that the pedestrian route is safe, adequately lit and well signed. It was suggested that the signing	

						should point people away from residential streets.	
D5		<i>Work up outline costs for enhanced Fastrack service provision during the Games and negotiate funding options with the ODA.</i>	Fastrack Manager	June 2011	July 2011	21/01/12 Costs have been confirmed and approval given for the commitment to extend services into the evening	
D6		<i>Liaise with Bluewater concerning the possibility of park and ride provision linked to Fastrack services during the Games.</i>	KCC Traffic Manager	June 2011	May 2012	21/01/12 At present Bluewater management are not planning to 'overtly' promote their land as a park and ride facility but do see opportunities to capitalise on visitors to the Games. There may be a willingness to become more 'officially' involved if use could be made of the logo etc.	
D7	D4	<i>Liaise with Southeastern concerning 'on-train' messaging and other relevant communication channels in relation to influencing connections between Ebbsfleet and North Kent Mainline services</i>	KCC Public Transport Team Leader(s) KCC - Corporate	Feb 2012	Games	See action D4 above.	

			Comms				
D8		<i>Maintain liaison with Kent Thameside Districts, Medway and other relevant agencies concerning the potential for river based services and respond appropriately.</i>	RBS	June 2011	Games	21/01/12 Contact has been made with the river services and currently river based services will only produce limited spectator demand based upon the current information.	

(E) Traffic Management strategy

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
E1		<i>KCC to work with the HA:- On rescinding toll charges during the games. Investigate the criteria for removing toll charges. Amending the procedure when the criteria is met that a decision can be taken at a local level to speed up decision making</i>	Traffic Manager	Jan 2012	June 2012	21/01/12 The HA will be contacted to work with them on this issue.	
E2		<i>KCC to investigate with the HS taking over control of the entry traffic signals for junction 1b M25</i>	Traffic Manager	Jan 2012	June 2012	21/01/12 KCC will work with the HA to investigate and agree if the signals can be controlled. Dartford Council will be kept informed on the progress.	
E3		<i>KCC to investigate what measures can be taken to reduce congestion for local traffic travelling east to west across J1b M25.</i>	Traffic Manager	Jan 2012	June 2012	21/01/12 Initial proposals are underway to investigate what can be done for Junction 1b. Dartford will be kept up to date and a report presented to the JTB	

E4		<i>Agree the extent and length of time of critical designated streets and have them agreed at HAUC. Ensure that all KCC and Enterprise staff are aware of the restrictions on work scheduled for the agreed period.</i>	KCC Traffic Manager KCC Road works and Enforcement Manager KCC Head of Programmed Work KCC Head of Highway Operations	July 2011	Oct 2011	21/01/12 This is scheduled to be discussed at the October HAUC. No major issues are anticipated. The process has worked well in relation to the Open Golf in Sandwich and any learning points will be taken on board. It has been highlighted that the HA and their contractors must be brought on board at an early stage to ensure the robustness of plans and proposals.	
E5		<i>Ensure that preparation for the Olympics is mainstreamed into all Highways Briefings and Communication channels.</i>	KCC Traffic Manager	Jan 2012	Games	21/01/12 This will be actioned once plans are finalised at the October HAUC. Update given within KCC highways. Information will be continued to be provided	
E6		<i>Highway Manager to work with the Contractor to consider the most effective utilisation of</i>	KCC Traffic Manager KCC Road	Sept 2011	Mar 2012	21/01/12 It is proposed that one or more gangs (exact	

		<i>gangs in relation to emergency response.</i>	works and Enforcement Manager			requirement to be determined) will be placed on 'light duties' for the duration of the Games, thus ensuring value for money for KCC and enabling a rapid response to situations that may arise. This approach requires formalising with Enterprise and KCC Highway Managers but has been agreed in principle.	
E7		<i>KCC will liaise with the HA through the HMC to ensure that strategic messages are set on local VMS and HA strategic signs.</i>	KCC Traffic Manager	Jan 2012	Games	21/01/12 Meeting held and approach agreed for Para cycling routes and early warning of delays. KCC will work with HA messages to ensure that the message is the same.	
E8		<i>The HMC will ensure that the traffic signals are altered to have the ability to assist with removing traffic if required.</i>	KCC ITS Manager KCC HMC Manager	Sept 2011	Feb 2012	21/01/12 ITS team are looking at the relevant junctions and following the meeting with the HS mid Oct will work on the detail.	
E9		<i>KCC will work with the Police control room in Medway to</i>	KCC Traffic Manager	July 2011	Feb 2012	21/01/12 Regular liaison meetings	

		<i>investigate the best method of working together.</i>	Kent Police			are taking place. It has been agreed that there will need to be a highway presence in the multi agency control room. Consideration of the the correct resource needs to be considered.	
E10		<p><i>KCC will work with the District and Borough councils to establish planned utilisation of existing car parks, including:</i></p> <ul style="list-style-type: none"> <i>– Assessment of NCP Parking Plan to establish the implications</i> <i>– Exploring possible park and ride sites allowing access to HS1 services east of Ebbsfleet or connections to Ebbsfleet via Fastrack and local bus services.</i> <i>– Monitoring of the situation regarding unofficial car parks</i> 	KCC Parking Manager	July 2011	March 2012	<p>21/01/12 See action A1 above</p> <p>Two meetings have been held with Medway, District and Borough Parking Managers. They are assessing their parking controls to see if changes need to be made to the controls to deal with the games. Currently the groups view is that changes are not necessary, but this will be monitored.</p>	

		– <i>Understand what each Borough / District is considering in terms of on-street parking management and enforcement</i>					
E11	E9	<i>Ensure that sustainable transport messages are incorporated within the overall Kent and Medway Communications Strategy.</i>	KCC Sustainable Transport Team Leader KCC – Corporate Comms	Jan 2012	Games	21/01/12 KCC Sustainable Transport Team (Graham Tanner) to lead on this in conjunction with wider Communications work.	
E12	E8	<i>Liaise with Liftshare.com (suppliers of Kentjourneyshare.com) concerning the possibility of establishing a car-sharing database specific to Olympic public transport hubs in Kent and Medway e.g. Ebbsfleet.</i>	KCC Sustainable Transport Team Leader	July 2011	Sept - 2012	21/01/12 See Action E13 above. Liftshare.com have been approached regarding the possibility of establishing a Liftshare group for Ebbsfleet and Graham Tanner is awaiting a response.	
E13	E8	<i>Kent and Medway’s respective ‘Sustainable Transport Teams’ will engage with Chambers of Commerce, existing business contacts and relevant local media to communicate a</i>	KCC Sustainable Transport Team Leader KCC – Corporate	Sept 2011	Games	21/01/12 KCC Sustainable Transport Team (Graham Tanner) to lead on this in conjunction with wider Communications	

		<i>consistent message concerning 'business as usual', the likely impacts on business travel/logistics and available mitigation measures.</i>	Comms			work.	
E14		<i>Ensure that those responsible for Traffic Management during the Games are appraised of the location and competition times for the various Kent and Medway based teams and that communication channels are established to respond to any Traffic Management and transportation issues that may adversely affect competitors.</i>	KCC Traffic Manager	July 2011	Sept 2011	21/01/12 KCC Highways will liaise with the Sports and Olympics team to ensure that a comprehensive database is maintained and factored into traffic management and communications proposals.	

(F) Communications strategy

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
F1		<i>Establish the media channels that could be used.</i>	KCC - Corporate Comms	July 2011	March 2012	21/01/12 Draft plan has been circulated and timeline for messages is being added.	
F2		<i>Create a specific working group to develop the campaign in partnership with stakeholders and KCC Corporate Communications.</i>	KCC Traffic Manager KCC – Corporate Comms			21/01/12 See above F1	
F3		<i>Work with stakeholders to ensure consistency and avoid duplicity in communicating messages to ensure value for money.</i>	KCC – Corporate Comms			21/01/12 See Above F1	
F4	C1	<i>Details of associated Olympic events will be monitored and fed back to the Highways working group.</i>	KCC – Tourism Team KCC – Corporate Comms	July 2011	Games	See Action C1 above.	

(G) Contingency and emergency planning

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
G1	D12	<i>Highways will continue to liaise with the Contingency and Emergency Planning work led by the KCC Olympic Resilience Manager and input and disseminate information as required, including any implications for Kent based public transport systems</i>	KCC Traffic Manager KCC – Olympic Resilience Manager	July 2011	Games	21/01/12 Following approval of this strategy it will be shared with key stakeholders including ODA, Police and Emergency Planning so as to ensure that key issues are taken on board as part of established and developing Emergency Plans.	
G2		<i>KCC will actively participate in the various planning exercises that take place in the lead up to the Olympics.</i>	KCC Traffic Manager KCC – Olympic Resilience Manager	July 2011	Games	21/02/12 A number of exercises have already taken place at Stratford and with Kent Police	

(H) Olympic Torch Relay

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
H1		<i>KCC Highways will work proactively and pragmatically with Dover, Maidstone and Kent Police in relation to detailed plans and proposals whilst ensuring that KCC's Network Management obligations under the Traffic Management Act are recognised and protected.</i>	KCC Traffic Manager KCC Major Works Co-ordinators District Councils Kent Police	July 2011	July 2012	21/01/12 The event will involve torch bearers, an accompanying 'cavalcade' and 'spidering' where the torch diverts from the main route to visit local events. There is a consensus that the Torch Relay arguably presents a greater challenge to KCC than the Olympics themselves. Significant disruption is inevitable. Working group and workshop held with districts to develop TM plans for the torch	

(I) Paralympic Games

Ref.	Linked Ref.	Action	Lead	Start	End	Progress	RAG
I1		<i>KCC to liaise closely with transport operators and stakeholders involved with the planning of the Paralympic Games and the road cycling event at Brands Hatch.</i>	KCC Traffic Manager KCC Major Works Co-ordinators Kent Police	July 2011	Paralympic Games	21/01/12 Initial meeting held with Transport integration and as detailed information is known the operators will be contacted..	

Appendix B – Map of The Strategic Road Network that will have carriageway restrictions applied

Map to follow once the relevant streets have been agreed at Kent's HAUC and the final route for the Olympic Torch is published.

Appendix C

2 Key agencies and their responsibilities

- 2.1 There are two key organisations responsible for delivering the London 2012 Olympic and Paralympic Games. The Olympic Delivery Authority (ODA) and London Organising Committee of the Olympic and Paralympic Games (LOCOG)
- 2.2 The **ODA** is responsible for the infrastructure and access to the Games including developing a transport plan and strategy for visitors. The ODA has not developed any specific mitigation for the impact on Kent roads in their transport strategy. However, critically the ODA has now designated Ebbsfleet International as being significantly important which means that it will have overarching responsibility for the management and operation of this site during the Games with the appointment of a Hub Manager. The Olympic Route Network (ORN) does touch Kent, but should have minimal impact and will not be extended for the paralympic cycling event.
- 2.3 **LOCOG** is responsible for the transport for the staff, officials, volunteers, athletes and contractors. The Games are being delivered under the legislative Olympic Games and Paralympics Games Act.
- 2.4 The **Department for Transport (DfT)** is responsible for the security of UK transport systems and is the security regulator for transport operators, which play an important role in delivering security for their own operations. DfT also provides strategic oversight of the Olympic Transport Security Project, which is focused on the additional risk to the UK transport systems posed by the Games. DfT will also work with other agencies, such as LOCOG and the ODA, to ensure that any new arrangements for the Games meet the required transport security standards.
- 2.5 DfT also has a key role in ensuring the delivery of effective transport for the Games, and in working to achieve maximum alignment and synergy between security and transport objectives.
- 2.6 The **Highways Agency (HA)** is responsible for managing traffic movements on the strategic trunk road network which includes the A2 at Ebbsfleet, a vital transport artery for the Games.

National Olympic Security Co-ordinator (NOSC)

- 2.7 The police service is an official Delivery Coordination Partner (DCP). The DCP functions are overseen by the National Olympic Security Co-ordinator (NOSC) on behalf of the Service in England and Wales, supported by a joint Metropolitan Police Service/Association of Chief Police Officers Olympic and Paralympic Police Coordination Team.

- 2.8 The NOSC is the principal coordinating police officer (AC Chris Allison) for the delivery of the national safety and security operation, as set out in this Strategy and the overarching Safety and Security Concept of Operations. The NOSC is responsible for bringing all operational plans developed by partner agencies together to form a single National Olympic Safety and Security Plan. With assistance from the Police National Information and Coordination Centre, the NOSC will coordinate and prioritise Games-time requests for additional police resources.
- 2.9 All police forces, including those with a national remit, e.g. the Ministry of Defence Police, British Transport Police and those forces covering Games venues, are responsible for the protection of life and property, the prevention and detection of crime and maintaining the peace.
- 2.10 The **UK Border Agency (UKBA)** is responsible for ensuring border security and compliance with immigration legislation. UKBA will:
- Contribute to OSD's and LOCOG's development and implementation of the identity assurance project, by ensuring that a system for checking and accrediting all applicants, including Games Family Members and workforce, and securely admitting all Games Family Members to the UK is in place by 2012;
 - Facilitate passengers and goods across the border up to and during Games time; and
 - Work with LOCOG, the ODA and local employers to properly check workers for identity abuse and 'right to work', so that only those with lawful status access jobs.
- 2.11 **Local Authorities** will be responsible for:
- Managing demands that the Games put on them and other responders, e.g. issuing safety certificates and equivalent for public events relating to the Games;
 - Managing local areas and local needs to an appropriate standard to ensure that the core Games objectives are met in accordance with policing needs; and
 - Securing free flow of traffic on the local road network through the responsibility vested in local highway authorities under the Traffic Management Act 2004. (NB: strategic responsibility for trunk roads rests with the Highways Agency.)
- 2.12 **Kent Local Resilience Forum (KRFs)** are the principal mechanism for multi-agency cooperation in preparing to respond to and manage the consequences of emergencies. They are based on police force areas

and membership is drawn from representatives of the Category 1 and Category 2 responders as defined by the Civil Contingencies Act. The range of functions performed by KRFs includes support for the preparation of multi-agency plans and other protocols and doctrine, and coordination of multi-agency testing and exercising. As such, the LRFs have a key role to play in ensuring that validated local plans and associated capabilities are in place for the Games. During Games time, many LRF members will be represented on the multi-agency Gold Groups/Strategic Coordination Groups which will coordinate the response to challenges as they arise at a local level.

- 2.13 Police authorities, including **Kent Police**, have a statutory obligation (under section 6(1) of the Police Act 1996) to 'secure the maintenance of an efficient and effective police force for its area'. In the context of the Games, this includes legacy, community engagement and ensuring that the delivery of core policing is not compromised.
- 2.14 **Southeastern** is the Train Operating Company (TOC) responsible for the operation of the 'Javelin' service serving Stratford International (for the Olympic Park) from Ebbsfleet.
- 2.15 Clearly there are a large number of additional stakeholders, the services of whom are vital to the successful management of transportation access to the Games. Co-ordination and consultation with these stakeholders is vital and key areas for consideration are highlighted elsewhere within this document and in the Action Plans in **Appendix A**.
- 2.16 These additional stakeholders include:
 - Network Rail
 - Eurotunnel
 - Eurostar
 - First Direct ODA coach service
 - Arriva
 - Stagecoach
 - Other local bus operators?
 - District Councils
 - London Boroughs
 - Voluntary sector
 - Dover Harbour Board
 - Ramsgate Port
 - Medway Ports (Port of Sheerness and Chatham Docks)
 - Manston Airport
 - London Ashford Airport
 - Rochester Airport
 - Biggin Hill Airport
 - Caravan Club UK
 - The Camping and Caravanning Club

- Hotel chains
- Motorway Service Area Operators
- Taxi/Minibus companies
- National Express Coaches Ltd
- Local coach operators
- Car Park operators-Public and Private
- Park and Ride operators
- Kent Fire and Rescue
- NCP Ebbsfleet
- British Transport Police
- Kent Police
- First Capital Connect
- Southern
- Transport for London
- Visit Kent

Appendix D

3 Project management, liaison and consultation

- 3.1 The development of this Integrated Olympic Transport Plan is crucial to the proactive management of Ebbsfleet as a transport hub during Games time. It will also ensure that appropriate and timely measures are taken to mitigate any potential adverse impacts on Kent and Medway's transport network.
- 3.2 A KCC Highways led working group has been established to consider the issues and to ensure that the necessary work is carried out.
- 3.3 There are many stakeholders involved in the transport network in the county and consultation is key to obtaining support for the plan and the mitigation measures it identifies. The key stakeholders to be consulted with are:
- Kent Police
 - All Kent District and Borough Councils
 - Medway Council
 - Port of Dover
 - Bus operators
 - Train Operating Companies
 - Network Rail
 - Eurotunnel
 - British Transport Police
 - Airports
 - KCC
 - Visit Kent
 - Highways Agency
- 3.4 Representatives from these organisations constitute the Kent & Medway Olympic Transport Group.
- 3.5 The Highways Olympic working group will present the plan to the Kent & Medway Integrated Olympic Transport Group for specific decisions to ensure that all stakeholders support and agree the identified measures.
- 3.6 The Kent Resilience Forum (KRF) has also set up a number of subgroups and the Integrated Olympic Transport Plan will be presented at the Olympic Resilience group meeting for adoption and agreement.
- 3.7 The KRF is also involved in both the Olympic Torch Relay and the Paralympic cycling event to be held at Brands Hatch. The Highways working group will be involved in the detailed planning of both events to provide a strategic overview and also to ensure that this plan is updated in line with the changes to the events.

