

# **Sustainable Transport Interchange, Dover Community Infrastructure Fund Bid**

Kent County Council

May 2009



---

# QM

Issue/revision	Issue 1	Revision 1	Revision 2	Revision 3
Remarks	FINAL DRAFT			
Date	May 2009			
Prepared by	Andy Winmill / Neil Poulton			
Signature				
Checked by	Stephen Reed			
Signature				
Authorised by	Chris Dixon			
Signature				
Project number				
File reference	N:\Dover CIF Bid Stage 2\TEXT\REPORTS\BSF Interchange\Appendices\White Cliffs Transport Interchange CIF Sumission Document FINAL.doc			

**WSP Development and Transportation**  
Mountbatten House  
Basing View  
Basingstoke  
Hampshire  
RG21 4HJ

**Tel: +44 (0)1256 318800**  
**Fax: +44 (0)1256 318700**  
**<http://www.wspgroup.com>**

---

# Contents

<b>EXECUTIVE SUMMARY</b>	<b>1</b>
Scheme Context	1
Programme	1
Funding	1
NATA Analysis	1
<b>1 Introduction</b>	<b>2</b>
1.1 Introduction	2
1.2 Background	2
1.3 Prioritisation of schemes for CIF	4
1.4 Business case submission structure	5
<b>2 Scheme Overview</b>	<b>6</b>
2.1 Scheme background	6
2.2 Scheme description	7
2.3 Scheme location	8
2.4 Strategic context	10
2.5 Scheme objectives	20
2.6 Integration - Scheme-dependant Housing	20
<b>3 Scheme Delivery Plan</b>	<b>23</b>
3.1 Programme for delivery	23
3.2 Scheme expenditure profile	24
<b>4 Consultation and Risk Management</b>	<b>25</b>
4.1 Stakeholder consultation	25
4.2 Risk management	26
<b>5 Scheme Promoters and Governance</b>	<b>28</b>
5.1 Project governance/ resourcing plan	28
5.2 Promoter information	29
<b>6 NATA Appraisal</b>	<b>31</b>
6.1 Approach to appraisal	31
6.2 Environment objective	31
6.3 Safety Objective	34
6.4 Economy Objective	36
6.5 Accessibility objective	38

---



6.6	Integration Objective	41
6.7	Value For Money	44
6.8	Summary	46
<b>7</b>	<b>Regeneration Benefits</b>	<b>48</b>
7.1	Introduction	48
7.2	Contribution of Regeneration Benefits to general Scheme Appraisal	48
7.3	Integration with NATA Appraisal Approach	48
7.4	LDF development within dover	49
7.5	Regeneration benefits from sustainable transport interchange	49
<b>Appendix A</b>	<b>Scheme Drawing</b>	
<b>Appendix B</b>	<b>Scheme Location Plans</b>	
<b>Appendix C</b>	<b>Scheme Delivery Programme</b>	
<b>Appendix D</b>	<b>Letters of Support</b>	
<b>Appendix E</b>	<b>Risk Assessment Table</b>	
<b>Appendix F</b>	<b>Accession Analysis</b>	

# Executive Summary

## SCHEME OVERVIEW

The White Cliffs Transport Interchange scheme forms part of a wider strategy to support growth and regeneration in Dover. The scheme will support the delivery of 14,000 residential units proposed under the Dover Local Development Framework, of which at least 10,100 homes will be delivered between 2006 and 2026, together with 6,500 jobs. The delivery of 4688 new dwellings and approximately 300 jobs at the White Cliffs business park site would be directly dependent on the scheme and it will also help support the delivery of the wider LDF housing and employment targets as well as economic growth in local retail. It will also 'deliver sustainable modes of travel in an area of growth' and therefore meets all the key CIF guiding principles.

The scheme will deliver a transport interchange with travel facilities and passenger information and support the development of the Dover Bus Rapid Transit Strategy linking the new development areas with employment, retail and the Town Centre. The scheme is being constructed as part of the expansion of White Cliffs Business Park and makes use of the already constructed access road from the A2.

## SCHEME CONTEXT

This scheme is one of three proposals under the Community Infrastructure Fund. Although the schemes have been assessed individually, the three schemes form an integrated part of the Dover Transport Strategy package, all of which is required to deliver the LDF new jobs and housing.

There is a wealth of information from the Dover Transport Strategy, available at [http://www.doverdc.co.uk/forward\\_planning/evidence\\_base/studies.aspx](http://www.doverdc.co.uk/forward_planning/evidence_base/studies.aspx) which has been used as evidence to support the provision of new homes and jobs in Dover.

## PROGRAMME

The planned opening date of the interchange is **April 2011**.

## FUNDING

The scheme will be match-funded. CIF funding of **£500,000** is being sought towards implementation. All CIF expenditure would be incurred by April 2011. A Kent County Council / Dover District Council contribution of £252,000 from existing developer contributions, with the prospect of a further £99,000 (of S106) to cover contingencies and identified risks will complete the funding package for scheme implementation. The County Council will meet all post construction costs and it is anticipated that the new developments across Dover will contribute to the wider Bus Rapid Transit schemes.

## NATA ANALYSIS

The key findings of the NATA analysis are briefly summarised below.

Objective	Scheme Impact
Environment	The scheme would have a mix of mainly Beneficial or Neutral impacts.
Safety	A number of safety and security improvements would be provided as part of the interchange that will assist passenger perceptions of safety.
Economy	The estimated BCR, including optimism bias, is 9.17. There are significant regeneration benefits linked to the scheme and the associated bus services.
Accessibility	The scheme will significantly improve accessibility from residential areas to the employment area by public transport and provide a focus for local travel planning.
Integration	The delivery of 4,688 dwellings and about 300 jobs is dependent on the scheme and it will help support the whole LDF housing allocation in the immediate area (6250 dwellings) and a further 2000 jobs.



---

# 1 Introduction

## 1.1 INTRODUCTION

1.1.1 This Business Case submission presents a bid by Kent County Council, in partnership with Dover District Council and others, for Community Infrastructure Funding (CIF) to deliver a new Sustainable Transport Interchange scheme to assist in delivery of housing growth in Dover. This follows the success of three bids at the Expression of Interest stage and which were announced in March 2009.

1.1.2 A new sustainable public transport interchange, located in White Cliffs (see figure 2.1) provides an opportunity to directly support the delivery of new housing communities across Dover in terms of enhancing multi-modal sustainable access to key employment and warehousing facilities and in the future a potential new school and leisure facilities.

1.1.3 This document outlines a full business case in support of the scheme. This includes details of the scheme background, scheme delivery and governance, identifiable risks to delivery and a comprehensive appraisal of the scheme against the Government's NATA appraisal criteria.

1.1.4 The total cost of the White Cliffs Transport Interchange, with identified risks, is £851,000. The total contribution being requested through CIF is £500,000, with the remaining funds being secured through the planning process via developer contributions and other match funding options e.g. Local Transport Plan initiatives. The total contribution being requested via CIF is the same amount as stated at the CIF2 Expression of Interest stage (submitted in September 2008).

1.1.5 This Business Case submission has been developed having full regard to the following guidance:


- 'Community Infrastructure Fund: Round 2 – Full Business Case Guidance' published by the DfT on 27 March 2009; and
- 'Webtag' – Department for Transport's website for guidance on the conduct of transport studies (including modelling and appraisal).

1.1.6 In accordance with the CIF guidance, this scheme will be designed, completed and operational for use prior to April 2011.

## 1.2 BACKGROUND

1.2.1 Dover was awarded Growth Point status in 2008 and subsequently, Kent County Council was invited to submit an Expression of Interest for the £200m capital funding available for transport schemes that support housing growth under Round 2 of the Community Infrastructure Fund (CIF2). This has provided an excellent opportunity for Dover to unlock significant growth in housing provision by part funding critical transport infrastructure.

1.2.2 The Local Development Framework for Dover identified a number of growth options. WSP Development and Transportation was previously commissioned by Dover District Council and Partners to undertake a Transport Study to identify the transport requirements for each of the scenarios. The preferred growth option at that time was a minimum of 10,000 homes, however the transport proposals allow for growth beyond this level to 14,000 homes.



---

1.2.3 Since the Council consulted on its preferred LDF option proposed changes within the Adopted South East Plan has increased the District's housing requirement to a minimum of 10,100 homes and the Council's Growth Point application was accepted on the basis of a minimum of 10,100 homes. The conclusions of the options work for the 'Dover District Local Development Framework Core Strategy: Submission Document' (January 2009) identified that a High Growth option of 14,000 home has the best overall alignment with the aim and objectives, the ambitions of Growth Point and the minimum requirements of the Regional Spatial Strategy.

1.2.4 A Steering Group was set up to guide and review the study's progress. Members of the Steering Group included representatives from the Highways Agency, Kent County Council, Dover Harbour Board, English Partnerships, East Kent Coastal PCT, SEEDA and developers and land owners.

1.2.5 The sustainable growth and regeneration of Dover will not be achievable without the support of an integrated transport system that provides for movement and access to a range of employment opportunities and services to enable the town to function and grow. This future transport system will need to provide adequate capacity to support growth but, perhaps more importantly, it will also need to encourage non-car modes of transport and contribute to the delivery of a connected and high quality environment. The infrastructure and strategies associated with Dover's regeneration provide meaningful and lasting solutions which will stimulate investment and foster a sense of place.

1.2.6 Following a detailed study incorporating multi-modal transport modelling and extensive stakeholder consultation, recommendations were identified for walking and cycling, public transport, car parking, highways and 'smarter choices'. These key recommendations are summarised below:

- Whitfield to Dover town centre and Port cycle route
- Improved accessibility for pedestrians and cyclists, including major new Townwall Street crossing
- Improved access to Dover Priory Station and CTRL services
- Park and Ride at Whitfield and A20 approach
- Improved one-way system
- Bus only Pencester Road
- New express bus services, including supporting interchange facilities
- A strong transport awareness and behavioural change programme
- Coordinated traffic signal control
- A strategic and dynamic routeing strategy for Port Traffic
- Longer term proposals for diversion of A2
- Downgrade old A2
- A car parking strategy to manage the demand for town centre car trips

1.2.7 The total indicative cost estimate associated with the implementation of the recommendations for walking and cycling, public transport, car parking, highways and smarter choices is in the region of **£55 million**.



---

### **1.3 PRIORITISATION OF SCHEMES FOR CIF**

1.3.1 A Working Group was set up to oversee the progression of the proposals and includes members from Dover District Council, Kent County Council, Highways Agency, SEEDA, English Partnerships and the Dover Harbour Board. Statements of support from each of these agencies were provided in the initial Expression of Interest submission. Further statements of support were also provided from Southeastern (TOC) and Stagecoach (the primary local bus operator).

1.3.2 An initial workshop with this Group identified those elements of the Dover Transport Strategy which form a crucial sub-package of sustainable transport schemes and which are considered essential to provide the foundations to deliver planned sustainable housing growth in Dover.

1.3.3 It is essential to start the process of tackling behavioural change and thereby influencing travel choice prior to delivering the bulk of new housing allocation. In other terms, the package of schemes submitted at the Expression of Interest stage were purposefully selected to introduce a step-change in public transport provision from the outset to alleviate current transport and environmental issues and to promote sustainable travel and development, therefore unlocking the potential to deliver 14,000 homes, with a minimum of 10,100 by 2026.

1.3.4 This CIF Business Case Submission therefore forms part of a much wider integrated transport strategy that, as a package, are essential to facilitating the growth and regeneration of Dover as an important strategic Gateway. This package is designed to achieve modal shift to walking, cycle and public transport which is key to delivering housing and employment growth in Dover.


1.3.5 The implementation of this package will:

- Provide the sustainable transport foundations to enable the release of 14,000 homes, with a minimum of 10,100 by 2026, and 6,500 new jobs.
- Facilitate trips by sustainable transport between these new homes and job opportunities, in addition to health, leisure and retail facilities and thus contributing to the management of congestion within the town centre and the promotion of sustainable development;
  - A primary function is to improve access between Dover Priory rail station and major commercial sites within Dover.
- Reduce journey times; and
- Improve journey time reliability and traveller confidence.

1.3.6 If this package of schemes was not delivered, this would have implications for the delivery of the Local Development Framework proposals for growth within Dover.

1.3.7 The development of the Dover Transport Study was the culmination of an intensive period of activity over 18 months. The background analysis, evidence base and use of a multi modal model will enable Kent County Council and Dover District Council to robustly test the outputs from the strategy to enable the requirements of funding sources to be provided in the appropriate level of detail.

1.3.8 This approach sits within a clear national and local policy framework which aims to:

- 
- 
- Manage the demand for travel rather than simply accommodate it;
  - Provide new and improved infrastructure to facilitate growth;
  - Improve local accessibility and travel choice to join up the town; and
  - Support economic development and quality of life objectives.

#### **1.4 BUSINESS CASE SUBMISSION STRUCTURE**

1.4.1 Following this introductory chapter, the remainder of this Business Case submission is set out as follows:

- Chapter 2 – provides detailed scheme description, including the strategic fit of the scheme;
- Chapter 3 – sets out the scheme delivery plan and includes a detailed programme and funding and costs profile;
- Chapter 4 – describes the consultation process to date and identifies any risks associated with the delivery of the scheme and how these will be tackled;
- Chapter 5 – details the scheme promoters and the governance for the delivery of the scheme;
- Chapter 6 – provides the detailed NATA appraisal;
- Chapter 7 – presents details of the scheme's regeneration benefits for Dover.

1.4.2 The Appraisal Summary Table (AST) is included at the end of Chapter 6.

## 2 Scheme Overview

### 2.1 SCHEME BACKGROUND

2.1.1 Dover's Local Development Framework Core Strategy outlines plans for the delivery of up to 14,000 homes and 6,500 jobs over the period 2006-2026.

2.1.2 Within the White Cliffs area of Dover, the White Cliffs Business Park will provide approximately 3000 new jobs over this period. The business park lies south of the planned Whitfield Strategic Allocation and immediately to the north of the A2 dual-carriageway. Whitfield will provide approximately 5750 homes as part of the Local Development Framework.

2.1.3 A key objective of Government is to ensure the delivery of sustainable communities, requiring access to employment, education, health, leisure and other essential facilities by sustainable transport options. Unlocking housing growth in Dover and the delivery of sustainable communities will require the delivery of supporting transport services and infrastructure to accommodate the increasing demands for travel.

#### Delivering Sustainable Communities

2.1.4 Dover District Council's Core Strategy shows the nearest strategic planned residential development area to the scheme is the Whitfield Strategic Allocation. Census data for this area is represented by the 'Whitfield' ward of Dover.

2.1.5 The current modal share for journeys to work arising from these wards (taken from Census data) is presented in Table 2.1 along with a comparison of the mode share for Dover town as a whole:

**Table 2.1: Mode Shares for 'Whitfield' and 'All Wards within Dover Town'**


Ward	Car	Car Pass	Train	Bus	M/C	Taxi	Walk	Cycle
Whitfield Wards	63.6%	10.1%	0.0%	5.2%	1.0%	0.7%	7.3%	2.3%
All Wards (Dover Town)	49.3%	9.2%	1.3%	4.9%	1.4%	1.9%	20.7%	2.6%

\* figures exclude percentage who 'work from home'.

2.1.6 Table 6.14 shows that journey patterns arising from 'Whitfield' are considerably more car dependant in nature than the average across all wards in Dover town. Therefore, the addition of a transport interchange at White Cliffs Business Park would represent an investment in facilities to support more sustainable travel patterns across the area.

#### Building Schools for the Future

2.1.7 In parallel to this, the Building Schools for the Future Programme (BSF) is a national programme that is aimed at re-providing/re-modelling all of the secondary accommodation in England over the next 15 years. Whilst the investment, which is very significant, is in the schools physical and technological infrastructure the programme, at least in Kent, is about the transformation of teaching and learning in schools.



---

2.1.8 The BSF proposals for Dover falls into Wave 5 out of 15 separate funding waves amounting to in excess of £40 billion, managed nationally by Partnership for Schools. There are a number of participating schools in Dover, and the White Cliffs Business Park site has been selected to provide for a new secondary school which will accommodate the relocation of two existing Dover schools but will require the provision of supporting transport services and facilities to encourage healthy and sustainable access to education.

2.1.9 Therefore, Kent County Council and Dover District Council have identified the significant value of a new transport interchange facility and enhanced public transport services to deliver multi-modal sustainable access to and from White Cliffs Business Park.

2.1.10 This bid submission document is for an application for Community Infrastructure Funding to deliver a transport interchange facility within White Cliffs Business Park, to directly support sustainable access between planned housing and employment, education, leisure and other essential facilities in the area.

## **2.2 SCHEME DESCRIPTION**

2.2.1 The scheme comprises a new multi-modal transport interchange facility that will provide for all modes of transport including buses, cycles, taxis and pedestrians. The specification of this interchange will be to a high standard to actively encourage more sustainable travel patterns across the area.

2.2.2 A series of bus stops will be provided at a single facility to allow for passengers interchanging between services, but also for passengers wishing to walk or cycle to and from White Cliffs Business Park but who then require access to public transport services and information to access destinations further afield. Local destinations that would be served include Dover Town Centre, Port of Dover and Dover Priory Rail Station.

2.2.3 High quality bus shelters will be provided to ensure passenger waiting facilities are comfortable in the event of adverse weather conditions. Shelters will include public transport timetables that will be regularly updated and replaced as required to ensure passengers have access to information about their journey at the point of use.

2.2.4 In addition to accommodating a high frequency of bus services, the interchange will focus on providing detailed travel information to users. This will include the dissemination of 'real time passenger information' system on-street, located within the interchange to keep users information of bus arrival and departure times. This will add to the overall quality of public transport provision in the area. A 'journey planner' terminal will be included within the interchange building that will allow pedestrians, cyclists and public transport users to plan their entire journey through a combination of sustainable modes.

2.2.5 Security will also be enhanced with the inclusion of CCTV coverage of the interchange facility. This will provide added reassurance for all users of the facility about their own personal security, whilst also enhancing the security of the facility itself as a local asset for the area.

2.2.6 A preliminary design drawing of the scheme is included within **Appendix A**.



---

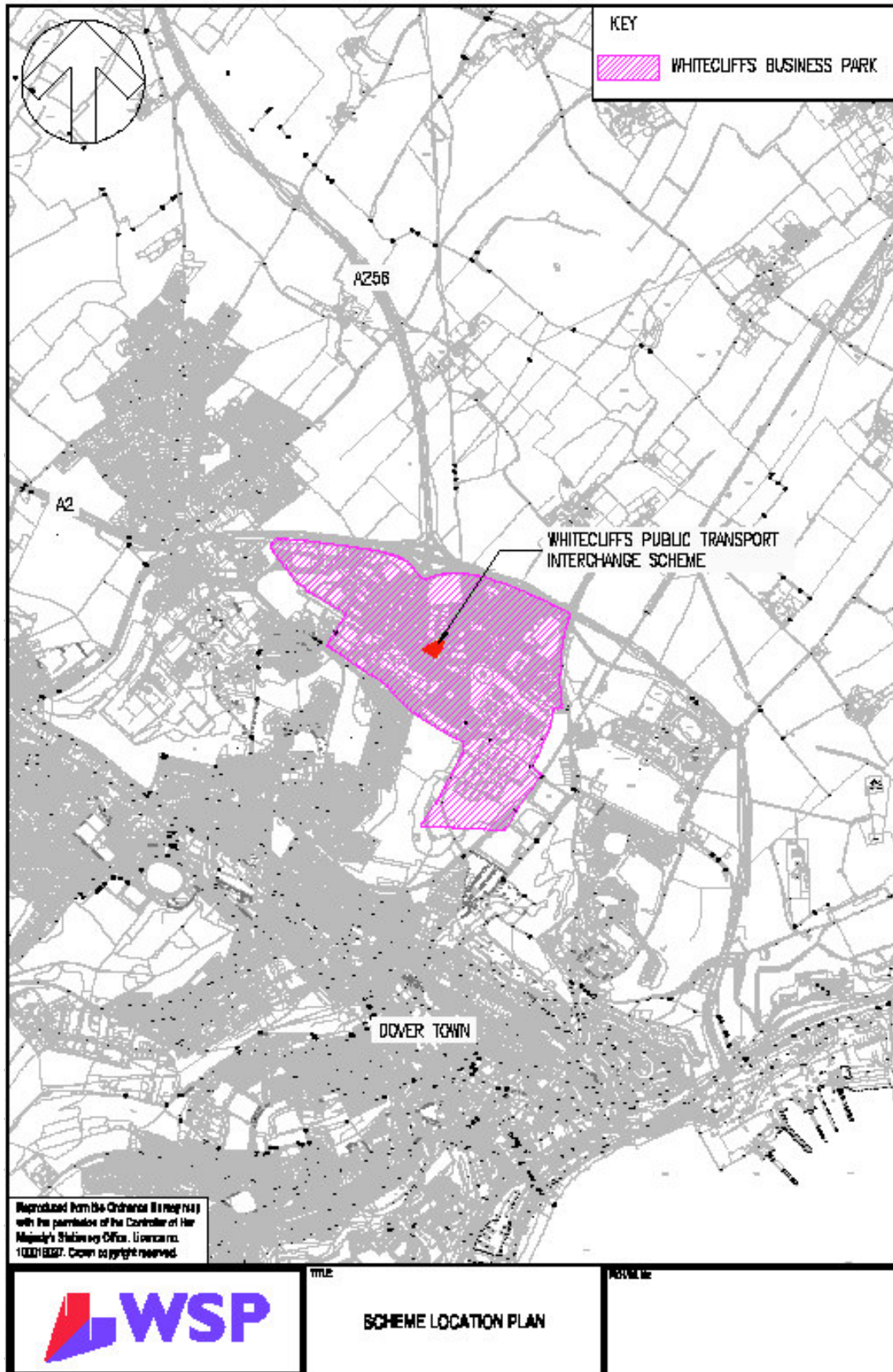
## 2.3 SCHEME LOCATION

2.3.1 The scheme is planned to be situated within White Cliffs Business Park, as part of the second phase of the business park expansion. White Cliffs Business Park is major mixed-use development located within the Whitfield area of Dover, adjacent to the A2/M2 corridor providing a link to London. The business park consists primarily of office space, warehousing and industrial units, and is a significant source of local employment within both Dover and the wider area. Existing large employers within the business park include B&Q, and Sea France.

2.3.2 The business park is approximately one mile from the Port of Dover, and 15 miles from Canterbury. The second phase of the business park's expansion (already under construction) will provide a vehicular access from the A2 into the park, from which additional public transport services can utilise a direct access route to serve the entire business park.

2.3.3 A scheme location plan is shown in **Figure 2.1** and also reproduced in **Appendix B (Figure 1)**. In addition to the location plan, **Appendix B (Figure 2)** illustrates the scheme location in the context of the proposed bus transit route; thereby benefiting from the scheme. **Appendix B (Figure 3)** also identifies the wider linkages of the Dover Rapid Transit routes and Local Development Framework development locations that will benefit from the scheme.

Figure 2.1 – White Cliffs Transport Interchange, Dover: Scheme Location Plan



---

## **2.4 STRATEGIC CONTEXT**

2.4.1 This section provides an overview of the planning and regeneration policy framework at the national, regional and local level. It is considered that these policy objectives will be supported by the development of the White Cliffs Transport Interchange scheme.

2.4.2 As stated in the DfT's guidance document entitled, 'Community Infrastructure Fund: Round 2 - Full Business Case Guidance', the strategic element of the CIF proposal is required to demonstrate how the scheme fits with relevant policies in relation to housing and the potential wider social and economic benefits. In assessing the scheme's fit with key policy objectives, the following areas have been reviewed in relation to this CIF2 Business Case:

- National Policy Guidance
- Adopted South East Plan (including Regional Transport Strategy)
- Kent Local Transport Plan (2006-2011)
- Dover Local Development Framework – Core Strategy
- Dover Pride
- Dover Transport Strategy

### **NATIONAL**

#### **THE FUTURE OF TRANSPORT: A NETWORK FOR 2030**

2.4.3 The Department for Transport's White Paper (July 2004), which replaced the 10 Year Plan (July 2000) set out the Government strategy for transport over the next 30 years.

2.4.4 The publication of this White Paper seeks to bring about improvements to public transport including;

- More reliable buses with more road space; and
- Looking at ways of making services more accessible; giving the public more real choice.


2.4.5 Both these tools play a vital role in bringing forward development in the Dover area. Managing demand and investing in transport are vital in supporting the strategic allocations. The scheme will provide greater accessibility to employment, retail, leisure and educational facilities on the edge of town and have a pivotal role in assisting mode shift away from the private car and therefore minimising the traffic impact of these new developments, promoting instead greater use of sustainable modes. The scheme will also directly support sustainable access to other key interchange locations in Dover, including Dover Priory Rail Station.

#### **DELIVERING A SUSTAINABLE TRANSPORT SYSTEM (DASTS)**

2.4.6 The DfT has recently released (2008) 'Delivering a Sustainable Transport System' (DaSTS) which builds upon the previous 'Towards a Sustainable Transport System' guidance.

2.4.7 The DaSTS guidance focuses on the Government's commitment to five goals for transport, which include the government's vision to:

- Support national economic competitiveness and growth, by delivering reliable and efficient transport networks;

- 
- 
- Reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change;
  - Contribute to better safety, security and health and longer life expectancy by reducing the risk of death, injury or illness arising from transport, and by promoting travel modes that are beneficial to health.
  - Promote greater equality of opportunities for all citizens, with the desired outcome of achieving a fairer society; and
  - Improve quality of life for transport users and non-transport users, and to promote a healthy natural environment.

2.4.8 From these goals, the guidance recognises that supporting economic growth while reducing greenhouse gas emissions is likely to be the most challenging to deliver in parallel, at least in the short term.

2.4.9 The White Cliffs transport interchange scheme is directly supportive of these policy goals, particularly by promoting environmentally sustainable access to Dover's largest business park. In doing so, this will help accommodate demands for business travel, whilst actively reducing the associated carbon emissions, creating as strong synergy between these different goals.

2.4.10 As the guidance directly states; 'Measures that encourage modal shift to public transport, cycling and walking are likely to make a positive contribution to economic growth (by tackling congestion), reducing greenhouse gas emissions and enhancing the local environment, as well as improving public and personal health.

2.4.11 DaSTS also identifies 'London to Kent Ports' as a Strategic National Corridor. The scheme will tackle carbon emissions associated with transport through achieving modal shift and supporting continued economic growth along a strategic national corridor and of key economic importance to Dover.

### **PPG13: TRANSPORT**


2.4.12 Planning Policy Guidance Note 13 (PPG13), published in March 2001, provides advice on transport provision for new developments. The key aim of PPG13 is to ensure that local authorities carry out their land use policies and transport programmes in ways that help to:

- Promote more sustainable transport choices;
- Promote accessibility to jobs, shopping, leisure facilities and services by public transport, walking and cycling: and
- Reduce need to travel, especially by car.

2.4.13 The document re-states the key themes of sustainable development that have emerged in recent years. It advises that major developments should be accompanied by a transport assessment, which includes details of access by walking, cycling and public transport.

2.4.14 PPG13 states that the likely availability and use of public transport is a very important ingredient in determining local policies designed to reduce the need to travel by car. In order to establish a high quality, safe and secure public transport network, which maximises the potential use of public transport, local authorities are encouraged to:

- 'identify key routes for bus improvements and priority measures, and the measures that will be taken;

- 
- 
- identify the potential for improved interchange between different transport services and between public transport and walking and cycling; and
  - negotiate improvements to public transport as part of development proposals in order to reduce the need for travel by car and the level of parking at such sites.

2.4.15 The White Cliffs public transport interchange scheme is supportive of PPG13 by integrating the new bus interchange within the expanding employment area and close to the proposed school development.

### **PPS1: DELIVERING SUSTAINABLE DEVELOPMENT**

2.4.16 The Government's Planning Policy Statements (PPS) set out national policies on different aspects of land use planning in England. PPS1 'Delivering Sustainable Development' sets out the overarching planning policies on the delivery of sustainable development through the planning system. Sustainable development is the core principle underpinning planning.

2.4.17 At the heart of sustainable development is the simple idea of ensuring a better quality of life for everyone, now and in future generations. The principles of sustainable development have been incorporated in the Government's vision for sustainable communities, set out in Sustainable Communities – building for the future (ODPM February 2003).

2.4.18 Sustainable communities are intended to stand the test of time, be places where people want to live, and which will enable people to meet their aspirations and potential. PPS1 states that planning has a key role to play in the creation of sustainable communities (para. 6). The plan-led system, and the certainty and predictability it aims to provide, is central to planning and plays the key role in integrating sustainable development objectives.

2.4.19 The four aims of sustainable development as set out within PPS1 are detailed below:

- Social progress which recognises the needs of everyone
- Effective protection of the environment
- The prudent use of natural resources
- The maintenance of high and stable levels of economic growth and employment.

2.4.20 The approach to delivering sustainable development includes reducing the need to travel and encourage accessible public transport provision to secure more sustainable patterns of development. This will support access for all to jobs, health, education, leisure and community facilities, open space, sport and recreation, on foot, by bicycle or public transport, rather than having to rely on access by car.

2.4.21 The scheme supports this position by focussing and integrating sustainable transport uses within the commercial development, and close to the proposed school.

### **PPS12: LOCAL DEVELOPMENT FRAMEWORKS**

2.4.22 PPS12 'Local Development Frameworks' sets out the Government's policy on the preparation of Local Development Documents (LDDs) as part of the Local Development Framework (LDF) process. The LDF, together with the regional spatial strategy (RSS), provides the essential framework for planning in the local authority's area.

2.4.23 The new system was outlined in the Government's policy statements on planning reform in July 2002 'Sustainable Communities - Delivering through Planning' and became law following the introduction of the Planning and Compulsory Purchase Act 2004.

## **REGIONAL**

### **THE SOUTH EAST PLAN – REGIONAL SPATIAL STRATEGY FOR THE SOUTH EAST**

2.4.24 The recently adopted South East Plan (SEP) covers a policy framework to 2026 and provides the context of Regional Spatial Strategy for the South East, within which Local Development Documents and Local Transport Plans sit, as well as other regional and sub-regional strategies.

2.4.25 The Plan sets out to deliver the following vision for the South East:

*“A socially and economically strong, healthy and just South East that respects the limits of the global environment. Achieving this will require the active involvement of all individuals to deliver a society where everyone, including the most deprived, benefits from and contributes to a better quality of life. At the same time the impact of current high levels of resource use will be reduced and the quality of the environment will be maintained and enhanced”.*

2.4.26 This vision is supported by a core set of 16 objectives which underpin and guide the plan. The essence of these objectives is summarised below:

- A clear vision supported with targets, that reflect quality of life;
- The need to support a reasonable level of economic growth, with consequent labour and infrastructure supply
- The need to improve key transport links and improve access, especially for disadvantaged groups
- The need to protect and improve the regions natural environment and promote a sustainable balance between economic prosperity; environmental quality, social well being and a high quality of life in the South East;
- The need to develop a strategy that creatively balances support for the regeneration and growth areas in the east with a positive response to the economic and housing pressures in the west of the region.

2.4.27 Within the South East Plan, Dover is identified as a regional hub, whose role within the spatial strategy is identified as an important transport interchange and gateway to the region. Dover port is identified as the largest roll-on/roll-off gateway in Britain and is forecast to grow significantly. The South East Plan highlights Dover as an area for economic growth and regeneration, housing development, and a growth point, where *'large scale development offers additional opportunities for capturing uplift in land values'*.

### **Regional Transport Strategy**

2.4.28 The Transport Chapter within the South East Plan forms the adopted Regional Transport Strategy (RTS) and sets out the long term regional framework for the development of the transport system in the region and provides the context within which other relevant regional strategies should be developed.

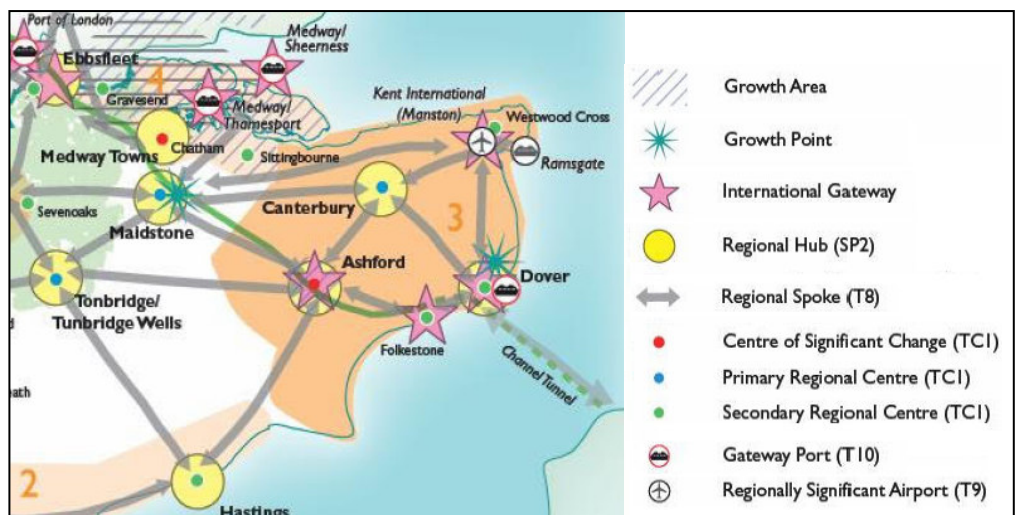
2.4.29 A number of key policies set out within the RTS support the concept of interchange developments. These include:

- Policy T1: Manage and Invest
  - Encourage development that is designed to reduce average journey lengths.
  - Achieve a rebalancing of the transport system in favour of non-car modes as a means of access to services and facilities.
- Policy T2: Management Issues
  - Ensuring where possible that the location, design and construction of all new transport infrastructure projects enhances the environment and communities affected.
- Policy T4: Regional Hubs
  - Giving priority to measures that increase the level of accessibility by public transport, walking and cycling;
  - Encouraging the development of concentrations of higher density land uses and or/mixed land uses that require a high level of accessibility as to create 'living centres'.
  - Giving priority to the development of high quality interchange facilities between all modes of transport;
  - Considering the applicability of the transport access and interchange aspects of the hub concept at the local level.
- Policy T9: Public Transport
  - Increasing the opportunities for interchange between the public transport network and all other modes of transport;

2.4.30 Overall, a key policy driver is to rebalance the structure and use of the transport system in favour of more sustainable modes.

2.4.31 Specifically for Kent, the RTS sets out to support economic regeneration of the east of the county and ensure the future development of Dover as an international gateway, through improving the transport infrastructure and local economic improvement. The South East Plan identifies Dover as a Regional Hub, Growth Point and Gateway Port, connected to the south east through multiple regional spokes. Figure 2.2 illustrates Dover's key attributes in regard to transport and its regional importance for growth.

**Figure 2.2 – South East Plan: Regional Hubs and Spokes**





---

## East Kent and Ashford Sub-regional Strategy Area

2.4.32 East Kent and Ashford were previously considered as two separate sub-regions in RPG9. However, within the adopted South East Plan these two areas are now brought together as one sub-region in recognition of the advantages to be gained from improving connectivity, and the potential to share the benefits of major growth at Ashford across the wider area. The sub-region now comprises the districts of Canterbury, Thanet, Dover, Shepway, and parts of Swale and Ashford. Key Challenges identified in relation to this sub-region are how to:

- promote further growth at Dover
- concentrate development and successfully spread the benefits of Ashford's growth across the wider sub-region
- ensure that each area makes a positive and distinctive contribution to the future success of the sub-region
- deliver a sufficient supply of housing to meet the needs of the future population and support its economic regeneration and growth
- maximise the benefits of international and domestic links provided by Channel Tunnel Rail Link (CTRL)
- protect and enhance the environment, heritage and quality of life across the sub-region.

2.4.33 To overcome these challenges the following policies have been put in place in relation to Dover:

2.4.34 Policy EKA1 reflects the core strategy of the South East Plan in relation Dover, specifically as a growth point, stating that Dover should, '*develop its international gateway roles and diversify and enlarge its research and manufacturing base*'.

2.4.35 Policy EKA 3 identifies that between 2006 and 2026 Dover will need to deliver 10,100 homes, equating to an annual average of 505 homes.


2.4.36 Policy EKA4 relates to urban renaissance of coastal town and identifies that local authorities and development agencies will work together to encourage new economic impetus throughout the coastal towns including:

- Concentrations of employment in small businesses, education, culture and other services are encouraged, notably in central Folkestone, Margate and Dover.
- The Port of Dover and Eurotunnel have potential to generate freight handling and tourism.

2.4.37 Policy EKA5 identifies that the growth of gateways will be supported as catalysts for economic development, including that associated with freight handling and tourism, and to encourage a choice of transport modes and adequate capacity on the cross channel routes. As a specified gateway port, the Port of Dover will be supported to enable appropriate growth of freight and passenger traffic.

Policy EKA6 identifies that local development documents should give priority to completion of major employment sites at locations including Dover, and that new employment locations will be provided at Dover, if required to keep employment and housing growth in balance.

2.4.38 As a specified Growth Point, this sub-regional strategy highlights Dover as having major sites and areas in need of regeneration and states that the local development framework needs to deliver high quality regeneration and acceptable development on greenfield land.



---

2.4.39 In addition, the scale of growth within Dover is stated as needing to be supported by employment opportunities, infrastructure and services and managed within the constraints that apply to Dover.

2.4.40 Within the Dover District, the urban area of Dover has been selected for concentrating growth. However, the capacity of the urban area is recognised as not being able to accommodate all growth within existing built-up areas and the strategy therefore recognises a need for a substantial urban extension. The identified area of search for development is recognized as lying outside the Area of Outstanding Natural Beauty and is set back from the immediate coast, in order to regenerate the urban area and to revitalise the economy.

### **Summary**

2.4.41 The White Cliffs Public Transport Interchange supports the objectives set out within the South East Plan by promoting environmentally sustainable access to Dover's largest business park (in White Cliffs) and in doing so will help accommodate demands for travel to this large employment site whilst actively reducing the associated carbon emissions and traffic congestion.

2.4.42 The scheme will encourage modal shift and achievement of continued economic growth within the growth point of Dover, through supporting transport links to a key economic centre within a strategic national corridor and in close proximity to Dover's international gateway port and channel tunnel links. The interchange and associated services also support the housing growth through its link to a balanced delivery of new employment.

### **LOCAL**


#### **KENT LOCAL TRANSPORT PLAN (2006 - 2011)**

2.4.43 The vision of the Kent LTP is "to provide good and safe accessibility to jobs and services for all sections of the community in Kent, and to improve the environment and health of the community by reducing congestion and pollution, widening the choice of transport available and by developing public transport, cycling and walking". Some of the objectives that have been set are as follows:

- Accessibility – to support independence and reduce social exclusion by improving transport links to key destinations and bringing services closer to communities;
- Demand Management – to reduce the demand for transport both within and through Kent;
- Integration – to encourage integration to maximise the use of sustainable transport modes and thus widen travel choice options

2.4.44 In addition to the strategies set out above, the Transport Plan sets out the targets in relation to improvement of transport and accessibility in Dover and the wider Kent area. Some of them are outlined below:

- To increase the number of households in Ashford, Dover and Tonbridge that can access their local town centre in 45 minutes by public transport by 15% during the plan period
- To increase countywide bus patronage by 2% per annum throughout the period of the LTP (2006/07 to 2010/11).
- To limit traffic growth in Kent's road to less than 2% per annum throughout the period of the LTP (2006/07 to 2010/11)

- 
- 
- To increase the average number of daily cycle trips by 38% between 2003/04 and 2010/11. (Representing a 100% increase between 2000/01 and 2010/11)

2.4.45 The development of the scheme will support these objectives and targets by providing greater visibility and opportunity for using public transport to reach White Cliffs Business Park and potential educational facilities.

### **KENT LOCAL AREA AGREEMENT**

2.4.46 The Local Area Agreement (LAA) forms part of the Government's policy to devolve more decision-making to local level, and to strengthen the community role of councils. The aim of LAAs is to simplify some central funding, help join public services more effectively and allow greater flexibility for local solutions to local circumstances.

2.4.47 The Kent Partnership (the county-wide local strategic partnership for Kent) has developed the priorities and targets within the Local Area Agreement, and is negotiating these with the Government Office for the South East (GOSE).

2.4.48 There are eight themes in the Kent Agreement:

- Economic Success – Opportunities For All
- Learning For Everyone
- Improved Health, Care & Well-being
- Environmental Excellence
- Stronger & Safer Communities
- Enjoying Life
- Keeping Kent Moving
- High-Quality Homes

2.4.49 These are based on the themes outlined in Kent's Sustainable Community Strategy – Vision for Kent.

### **KENT SUSTAINABLE COMMUNITY STRATEGY – VISION FOR KENT**

2.4.50 The "Vision for Kent" is the county wide community strategy which is about the social, economic and environmental wellbeing of Kent's communities over the next 20 years. In relation to economy, the Strategy identifies that Kent currently has low employment growth, low household income and high deprivation compared to the rest of the south east. The strategy therefore looks to:

- Utilise Dover's unique proximity to London and continental Europe;
- Identify how to respond to economic change and globalisation;
- Identify how to persuade new businesses to invest in Kent and develop home-grown enterprise;
- Identify how to raise Kent's economic performance in line with the rest of the south east without further degrading its environment; and
- And how to deal with trade in the rest of Europe and beyond and make the most of opportunities for Kent's residents.

---

2.4.51 Therefore the economic vision for Kent is stated as:

*“A Kent where a vibrant and successful economy and targeted regeneration are delivered and sustained by innovative and creative businesses, self-reliant and skilled people and supportive and responsive organisations in private, public and community sectors”*

2.4.52 In relation to Transport, the Strategy recognises that Kent is a county of high car ownership (1.3 million residents, 78% of whom live in households with access to a car) and has no one major centre of urban density, leading to population distribution and relatively high car dependence. This presents real challenges for the County, including congested interurban routes, air quality and congestion problems within its towns.

2.4.53 The Transport Vision for Kent is therefore stated as:

*“To provide good accessibility to jobs and services for all sections of the community in Kent and to improve the environment by reducing congestion and pollution, widening the choice of transport available, developing public transport, walking and cycling”*

2.4.54 The scheme supports both these visions by encouraging public transport modal shift and accessibility to a key economic growth area of Dover. The scheme provides a strong synergy between these different goals and is vital to the sustainable growth of the White Cliffs Business Park (and associated facilities), the largest business park in Dover.

#### **DOVER DISTRICT LOCAL DEVELOPMENT FRAMEWORK CORE STRATEGY (SUBMISSION DOCUMENT, JANUARY 2009)**

2.4.55 Since the Council consulted on its Core Strategy preferred option changes to the South East Plan have increased the District's housing requirement to 10,100 homes and the Council's Growth Point application was accepted on the basis of a minimum of 10,100 homes.

2.4.56 The conclusions of the options work for the 'Dover District Local Development Framework Core Strategy: Submission Document' (January 2009) identified that a High Growth option for up to 14,000 home has the best overall alignment with the aim and objectives, the ambitions of Growth Point and the requirements of the Regional Spatial Strategy.


2.4.57 The Core Strategy is the key document as it contains an overall vision for the future development priorities of the district, including a framework for implementation and monitoring progress. In housing delivery terms, the Strategy states that land will be allocated for around 14,000 new homes with the aim of providing at least 10,100 by 2026, with associated local employment to support the new homes.

#### **THE DOVER PRIDE STRATEGY**

2.4.58 The Dover Pride Strategy has been developed in partnership between Dover District Council, Kent County Council, SEEDA and other key local stakeholders. The strategy sets out a programme of action to deliver wide ranging regeneration across the town, driven by a vision for Dover to become one of the most prosperous towns on the South Coast by 2035.

2.4.59 Objectives of the strategy include upgrading transport links and enhancing accessibility across Dover; generating and attracting new business activities; and raising the town's profile as a visitor destination.

2.4.60 Contained within the strategy are a series of 'key projects' which are to form the focus of efforts to regenerate the town. Included within these key projects are improvements to the town's sustainable movement network, such as public realm enhancements at Station Approach.



---

2.4.61 Other projects include the phased expansion of White Cliffs Business Park, with the potential to create a further 1,800, jobs and the proposed development of Connaught Barracks to provide a minimum of 500 new homes built to high environmental and sustainability standards.

2.4.62 The White Cliffs Transport Interchange scheme will support The Dover Pride Strategy's vision for the town by providing enhanced public transport, walking and cycling opportunities for residents, and helping to facilitate sustainable access to employment, education and leisure facilities.

### **DOVER TRANSPORT STRATEGY**

2.4.63 Dover District Council and Partners are promoting an ambitious regeneration agenda for the town which is not currently fulfilling its potential. The emerging Local Development Framework is based on achieving a higher rate of growth than over the previous three decades to tackle social and economic problems in the area. Transport infrastructure and services are seen as key requirements within a strategy aimed at making Dover an attractive and prosperous town.

2.4.64 The Dover Transport Strategy provides a comprehensive transport and land use study to test growth options and define a long term deliverable transport strategy for the town. Key points of this strategy relative to the WCPTI include:

- PT1: Improved Bus Interchange on Pencester Road; and
- PT2: Improve Access to Dover Priory Station by Bus.

2.4.65 These schemes represent improvements to first tier interchange locations. In relation to these improvements the scheme will provide a second tier of interchange and further unlock housing growth in Dover. It is proposed that the provision of a second tier interchange location and enhanced public transport services will ensure that employees, pupils, staff, parents and visitors will be able to access the new facilities in a fast, safe, sustainable and convenient way.

2.4.66 In conjunction with existing local public transport interchanges, such as Dover Priory, the scheme will greatly enhance sustainable access between housing and employment.

## 2.5 SCHEME OBJECTIVES

2.5.1 The provision of a transport interchange at White Cliffs Business Park will help make progress against a variety of local, regional and national objectives for transport. The following table provides a summary of specific objectives for the scheme.

**Table 2.1: White Cliffs Transport Interchange – Scheme Objectives**

<b>ENVIRONMENT</b>
<ul style="list-style-type: none"><li>■ Maximise the potential for sustainable journeys between planned housing, employment, leisure and educational facilities across Dover.</li><li>■ Enhance the overall journey ambiance for public transport users, cyclists and pedestrians and their interchange between transport modes.</li></ul>
<b>SAFETY</b>
<ul style="list-style-type: none"><li>■ Improve the levels of safety for all road users through the highest standards of junction design</li><li>■ Reduce conflict between vehicles and other road users.</li></ul>
<b>ECONOMY</b>
<ul style="list-style-type: none"><li>■ Support the development of a strong and prosperous local and regional economy, whilst minimising the impact of transport on the built and natural environment.</li><li>■ Ensure better linkages between Dover Priory rail station and Dover town centre to facilitate additional tourism and employment trips generated by new CTRL Domestic Services.</li></ul>
<b>ACCESSIBILITY</b>
<ul style="list-style-type: none"><li>■ Facilitate the delivery of sustainable development, through delivering enhanced transport linkages for private vehicles, public transport, pedestrians and cyclists, between planned housing, employment, leisure and educational facilities across Dover.</li><li>■ Enhance permeability to the town centre for pedestrians and cyclists</li><li>■ Improve bus journey times and reliability</li></ul>
<b>INTEGRATION</b>
<ul style="list-style-type: none"><li>■ Integrate different land-uses across Dover in a way that supports economic regeneration, business competitiveness and environmental policy objectives.</li><li>■ Fully integrate planned public transport services, walking and cycling routes.</li></ul>

## 2.6 INTEGRATION - SCHEME-DEPENDANT HOUSING

2.6.1 One of the key objectives of CIF funded schemes is to facilitate the delivery of new homes. The new CIF2 guidance requires details to be given in relation to the numbers and types of additional housing unlocked as a result of each transport scheme.

2.6.2 The proforma for this information, as stated within Appendix B of the guidance, is set out below and identifies the additional housing which is fully dependant on this scheme. A methodology for how these figures are calculated is outlined in the following section.

**Table 2.2 – Scheme-Dependant Housing**

Additional housing that is fully dependent on the scheme	4688			
Previously Developed land (PDL)	Total	Derelict	Currently in use	Vacant
Hectares developed	9.4		9.4	
Non-PDL 1	Total	Urban extension	Infill	New Settlement
Hectares developed	231.8	231.8		
Dwelling Size	3+ bedrooms	2 bedrooms	1 bedroom	
Number of Dwellings	1875	1641	1172	
Number of "affordable" dwellings	563	492	352	
Value of other subsidies supporting developments (£m)	0			

**METHODOLOGY**

2.6.3 A key objective of Government is to ensure the delivery of sustainable communities, requiring access to employment, education, health, leisure and other essential facilities by sustainable transport options. Unlocking housing growth in Dover and the delivery of sustainable communities will require the delivery of supporting transport services and infrastructure to accommodate the increasing demands for travel.

2.6.4 The proposed sustainable transport interchange will be located within White Cliffs Business Park. Dover District's Core Strategy outlines details of new strategically planned residential areas at Whitfield and Connaught Barracks, both of which are located in close proximity to the business park, and both of which will be directly served by the proposed transport interchange and associated new bus transit routes.

2.6.5 These residential developments will not be achievable unless they are able to demonstrate sufficient provision of public transport accessibility to the wider urban area. The transport interchange will therefore directly support the delivery of these new housing communities by enhancing and directly supporting the multi-modal sustainable access to key employment, leisure and educational facilities, representing an integral investment in facilities to support sustainable travel patterns.

2.6.6 Given the importance of the scheme in unlocking this housing availability, relative to the required enhanced provision of sustainable public transport, the dependant housing has been calculated using a combination of the housing allocation of Whitfield (5750 homes) and Connaught Barracks (500 homes).

2.6.7 However, it is accepted that a small percentage of this housing allocation may be permitted prior to the provision of public transport access. Therefore, it has been assumed that dependant housing will equate to 75% of total housing allocation.



---

2.6.8 Within Dover District's Core Strategy, details are provided in relation to each strategic development sites land allocation and housing split. These details have been used to identify and populate the above proforma in relation to dwelling size and land type. The number of 'affordable' dwellings has been calculated as 30% of total dwelling, in keeping with the Dover District's Core Strategy recommended allocation.

## 3 Scheme Delivery Plan

### 3.1 PROGRAMME FOR DELIVERY

3.1.1 The planned date for contractor appointment and mobilisation is July 2010, to tie in with construction of Phase 2 of the White Cliffs Business Park. The programme to achieve this date is set out below:

Outputs and Milestones	Date
DfT Submission of CIF2 bid	May 2009
DfT Approval	July 2009
Secure Design Consultancy Support	August 2009
Outline Design	August 2009 – September 2009
Stakeholder Consultation	September 2009 – November 2009
Detailed Design	November 2009 – December 2009
Preparation of Contract documents	January 2010
Contract out to tender and tender validation	February 2010 – March 2010
Contractor appointment and mobilisation	July 2010 (August 2010 start on site)
Scheme Completion	March 2011

3.1.2 A detailed plan of key delivery and funding milestones, post-contractor appointment and mobilisation, will be made available to the DfT following the appointment of a contractor. However, in anticipation, the identification of scheme milestones will be mainly dependant on the contractor activity schedule and programme developed for the works. Such scheme milestones may be based on the main elements of the works including:

- Advanced works/enabling works – site clearance, boundary plans, topsoil strip, construct site access and compound
- Roads and hard standing construction – earthworks, drainage, kerbs, road base, base course, wearing course, concrete bus standing
- Construction of Interchange Building – Foundations, drainage, services, walls, roof, electrics, plumbing, fixtures and fittings.
- Bus Provision – bus stops, bus shelters, RTPI, ticket machines.

### 3.2 SCHEME EXPENDITURE PROFILE

3.2.1 The total project cost is estimated at **£851,000**.

3.2.2 This is inclusive of design and consultation fees and project construction contingency funds. It is also inclusive of inflation (up to completion) at 2.5%, but excluding optimism bias. The preferred expenditure profile is detailed in Table 3.1

**Table 3.1 – Planned Scheme Expenditure Profile (£,000)**

£000	Total	2009/10				2010/11			
	K	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
CIF 2	<b>£500</b>			£19	£6		£48	£157	£270
Developer Contribution	<b>£252</b>		£15	£19	£8		£70	£70	£70
Contingency (funding to be Identified)	<b>£99</b>						£17	£32	£50
Total Scheme Cost inc. contingency	<b>£851</b>		£15	£38	£14		£135	£259	£390

3.2.3 A scheme delivery programme is included within **Appendix C**.

---

## 4 Consultation and Risk Management

### 4.1 STAKEHOLDER CONSULTATION

4.1.1 A public consultation event to aid the development of Dover's Transport Strategy (which includes the concept of a White Cliffs Transport Interchange scheme) was held in February 2007. Representatives from 65 organisations, including business and community interests from across Dover were invited to attend a stakeholder workshop. In total, 35 stakeholders and members of the steering group attended the event.

4.1.2 The aims of the stakeholder workshop were to gain an understanding of the transport problems and issues in Dover from those with first hand experience of living and/or working in Dover, and for local stakeholders to propose and discuss potential solutions to the transport problems. The event supported the development of the Dover Transport Study and subsequent transport schemes (including the WCPTI). The workshop also highlighted a number of key 'themes' for the Dover Transport Study which the White Cliffs Transport Interchange scheme can help address. These key themes were:

#### **Improving access to key local facilities**

4.1.3 There was a strong perception that important local facilities such as shops and leisure facilities are difficult to access. These difficulties are particularly relevant for people who do not have access to a private car and are therefore reliant on non-car forms of transport.

4.1.4 Consultees highlighted that pedestrians, cyclists and users of public transport incur significant barriers to travel. Improvements to pedestrian routes and crossings, improved coverage of the local bus network and better quality environments at public transport interchanges were noted as priorities by consultees.

4.1.5 The White Cliffs Transport Interchange scheme supports these priorities by providing a modern and efficient transport interchange within a key development area of Dover. This will enhance public transport access to employment, leisure and educational facilities.

#### **Managing the need to travel**

4.1.6 Participants at the workshop also stressed the need to try and reduce the volume of car and HGV traffic within Dover. Consultees were particularly concerned about the rising number of HGVs accessing the Port of Dover.

4.1.7 The need to manage port traffic (in terms of routes, parking, signage and times of arrival/departure) was considered a high priority. In parallel, encouraging people to use alternatives to the car was also a key priority for consultees. It was also felt that major employers and schools could play their part in encouraging staff and students to walk, cycle and use public transport.

4.1.8 The White Cliffs Transport Interchange scheme addresses this theme by creating an interchange which will encourage walking, cycling and public transport journeys as opposed to car-based travel, thereby assisting in reducing congestion at peak times. With proposals for new schools being located close to the interchange under Kent County Council's BSF programme, staff and students will be further encouraged to use public transport to reach the school.



---

## Major growth and investment in Dover

4.1.9 Workshop participants recognised the numerous development pressures on Dover. It was felt that to accommodate planned development growth, strategic enhancements to Dover's transport network will be required.

4.1.10 The scheme addresses this theme by supporting the provision of both current and future bus services linking housing growth with employment, education and leisure facilities at White Cliffs Business Park. The addition of this interchange will support proposals for high quality bus transit services in conjunction with the phased development of White Cliffs Business Park.

### SCHEME SPECIFIC CONSULTATION

4.1.11 Continued stakeholder consultation in relation to the scheme is anticipated to commence in October 2009, following subsequent design work and confirmation of secured funding through the Community Infrastructure Fund. Within this consultation, statutory consultees, members of the public and other stakeholders will be invited to a public exhibition and workshop to comment on the scheme proposals. Comments received will be recorded and taken into consideration during further development of the scheme.

4.1.12 Kent County Council will continue to engage with local stakeholders during the detailed design and subsequent construction of the scheme.

4.1.13 Letters of support from stakeholders are shown in **Appendix D**.

## 4.2 RISK MANAGEMENT

4.2.1 The CIF business case guidance identifies five areas where analysis of project risks and assurance is required from the scheme promoters:

- Assumptions used and any constraints
- Assessment of risks associated with project
- Risk ownership
- Arrangements for evaluating the scheme to ensure that the expected benefits do materialise
- Stakeholder analysis – particularly where objections to the scheme may arise.

4.2.2 In the development of this scheme a risk register, covering both generic and scheme-specific risks has been developed and is included within **Appendix E**.

4.2.3 Further development of the risk management strategy includes the assignment of risk ownerships. These are indicated in the Risk Register. It is envisaged that a number of these risk items will transfer to other parties such as contractors in the future.

4.2.4 The scheme will require planning permission and will make up part of the proposals for Phase 4 of the expansion of White Cliffs Business Park. The response to failure to secure planning consent powers would be as follows:

- Engage with the planning and highway authorities prior to the planning application (both of which are supporting parties to this bid)
- Manage the risks prior to the planning application to take on board any potential impacts that may cause powers to be refused



- 
- As necessary amend the application to take on board reasons for refusal
  - Consult with appropriate parties
  - Reapply for the necessary consents

4.2.5 This process will be managed by the Dover Steering Group and the Delivery Vehicle as set out in Chapter 5.

4.2.6 Arrangement for monitoring the effects of the transport interchange and the associated bus services will be completed as part of the LTP3 monitoring. It is anticipated that the monitoring will include; bus patronage on the route and footfall at the interchange, ticket sales at the interchange, user satisfaction levels, modal share of journeys to employment centres (recorded through site travel plan work).

## 5 Scheme Promoters and Governance

### 5.1 PROJECT GOVERNANCE/ RESOURCING PLAN

5.1.1 The scheme will require planning permission and will be delivered to coincide with Phase 4 of White Cliffs Business Park. It is anticipated that in August 2010 works will commence on site - with a 36 week construction period.

5.1.2 Project management and governance will, in general, be Kent CC. Supervision, quantity surveying and other construction management support will be provided by Kent County Council in partnership with Dover District Council.

5.1.3 With regard to wider accessibility improvements, a joint approach to improved bus services, in relation to the scheme, will be achieved through the existing quality bus partnership between Kent County Council, Dover District Council and Stagecoach Group. Funding will be secured through developer contributions provided by all local development sites as part of a district-wide CIL or Planning Obligation SPD.

### PROJECT PARTNERS

5.1.4 A project board will be established to oversee **all the CIF schemes**. It will be led by the Head of Transport and Highways at Kent County Council (the Senior Responsible Officer) and will include the developers, relevant officers at the County and District Council, members from a range of Government Agencies (HA and English Partnership, SEEDA), land owners and the Dover Harbour Board. The role of the project board will be to oversee the delivery of the project, to monitor costs and risks and to ensure that it meets the objectives of the delivery partners.

5.1.5 A breakdown of partners is shown below in Table 5.1:

**Table 5.1 Strategic Direction Partners**

Strategic Direction Partners
Kent County Council
Dover District Council
Dover Pride
Highways Agency
SEEDA
Developers
Landowners
Dover Harbour Board

5.1.6 A project manager, from Kent CC, will be appointed and it will be their job to report progress, issues, risks and the financial position to the project board on a monthly basis.



## 5.2 PROMOTER INFORMATION

5.2.1 Kent County Council, in partnership with the Dover District Council will design and invite tenders for the works and services. The contract for the works will be with Kent County Council.

5.2.2 The full list of partners with their roles, responsibilities and relationships is as follows:

- Promoter: Kent County Council – Transport & Highways Division (KCC). KCC is the Client for the scheme and will be responsible for all stages of delivery before, during and after construction.
- Designer: Kent County Council. KCC will procure consultant services for outline and detailed design, contract preparation and supervise the construction and carry out maintenance, in consultation with the developer’s consultants and S106 agreements for funding contribution.
- Planning Authority: Dover District Council (DDC) is the local planning authority for the White Cliffs Business Park. DDC is the plan-making authority and has the development control powers for the local area. It will support the work through the Dover Steering Group and the Quality Bus Partnership.
- Local Bus Company: Stagecoach is the dominant bus provider in the local area, and will be consulted with in relation to the re-routing of bus services and the potential of additional bus services to the interchange
- KCC and DDC will liaise closely with the landowners and their representatives during all stages of the project so as to co-ordinate the project with the expansion of the business park.

5.2.3 There is no further funding to be contributed by promoters, partners and other bodies or organisations, before, during or after construction.

5.2.4 There are no interests in major assets to be acquired or enhanced.

5.2.5 Table 5.2 identifies these key partners charged with technical scrutiny of the project delivery:

**Table 5.2 Technical Scrutiny**

Technical Scrutiny
Kent County Council
Dover District Council
Developers Consultants
Stagecoach
↓
Technical Approval

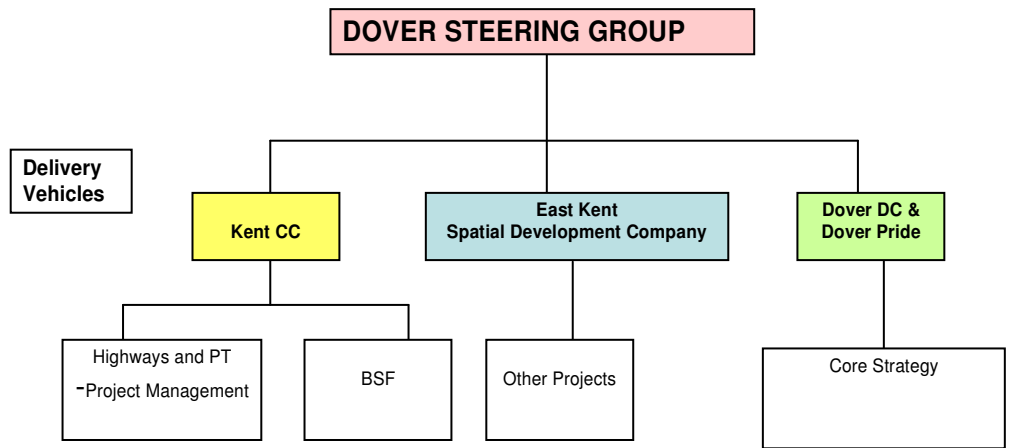


## PROJECT RESOURCE STRUCTURE

5.2.6 Figure 5.1 below reiterates the structure of the Delivery Vehicle which is being assembled to ensure that the schemes will be managed in the most effective manner to ensure that they are delivered on time and to the agreed budget.

5.2.7 The Dover Steering Group which comprises the key delivery agencies including Kent County Council, Dover District Council, English partnerships, the Highways Agency, SEEDA, Dover Pride, the developers, landowners and the Dover Harbour Board.

**Figure 5.1 – Delivery Vehicle Structure**



## 6 NATA Appraisal

### 6.1 APPROACH TO APPRAISAL

6.1.1 This appraisal is for the delivery of a small-scale sustainable transport interchange as part of the phased expansion of White Cliffs Business Park, Dover.

6.1.2 As part of the bid submission requirements for Community Infrastructure Funding, a robust appraisal of the scheme must be undertaken against a range of Government appraisal criteria. This section of the submission provides an appraisal of the scheme against the Government's five key transport objectives, as defined in the New Approach to Appraisal (NATA).

**Table 6.1 – Government's Five Key Transport Objectives**

<b>Environment</b>	To protect the built and natural environment.
<b>Safety</b>	To improve safety.
<b>Economy</b>	To support sustainable economic activity and get good value for money.
<b>Accessibility</b>	To ensure that all decisions are taken in the context of the Government's integrated transport policy and other relevant policies.
<b>Integration</b>	To improve access to facilities for those without a car and reduce severance.

6.1.3 In order to follow established best practice, this submission has undertaken an appraisal of the scheme against the Government's key transport objectives that follows guidance contained within DfT's web-based Transport Analysis Guidance (WebTAG).

6.1.4 An Appraisal Summary Table (AST) is included at the end of this section which summarises the main benefits and impacts of the scheme proposal against the key transport objective. The AST presents a one page tabular summary that, when combined with the remaining elements of the appraisal, provides a robust and transparent means of determining the overall Value for Money (VfM) associated with the scheme proposal.

### 6.2 ENVIRONMENT OBJECTIVE

6.2.1 The Government's environmental objective for transport aims to protect the built and natural environment. This includes reducing the direct and indirect impacts of transport facilities and their use on the environment for both users and non-users.

6.2.2 This objective comprises of a number of environmental sub-objectives, which are presented in Table 6.2. An appraisal of the scheme against each of these sub-objectives has been undertaken to derive the Value for Money assessment of the scheme's impact on the environment. For each sub-objective assessed as part of the overall environmental objective, the methodology used is consistent with Government appraisal guidance outlined in WebTAG.

**Table 6.2 Environment Sub-Objectives for Appraisal**

<b>Environmental Sub-Objectives</b>
To reduce <b>Noise</b>
To improve <b>Local Air Quality</b>
To reduce <b>Greenhouse Gases</b>
To protect and enhance the <b>Landscape</b>
To protect and enhance the <b>Townscape</b>
To protect the <b>Heritage of Historic Resources</b>
To support <b>Biodiversity</b>
To protect the <b>Water Environment</b>
To encourage <b>Physical Fitness</b>
To improve <b>Journey Ambience</b>

### **NOISE AND AIR QUALITY**

6.2.3 The scheme is not anticipated to have any direct impact, positively or negatively, upon noise levels. Whilst some noise-sensitive receivers, including commercial, leisure and education uses (both existing and planned) will be located within 600m of the scheme, the dominant ambient noise is from the existing constant traffic on the nearby A2 dual-carriageway, in close proximity to White Cliffs Business Park.

6.2.4 The introduction and operation of the scheme would not produce any adverse noise levels above the dominant ambient noise arising from the A2 dual-carriageway.

6.2.5 There are no Air Quality Management Areas (AQMAs) currently present within the vicinity of the scheme. The scheme is not anticipated to have any demonstrable impact, positively or negatively, on local air quality. However, in supporting the use of public transport, small-scale reductions in motor vehicle emissions could be achieved, attributable to the reduction in car-based vehicle trips to and from the nearby commercial, leisure and education uses that would otherwise be generated.

### **GREENHOUSE GASES**

6.2.6 As stated in the WebTAG guidance, contained within Unit 3.3.5, the UK is committed to helping tackle climate change. It has a legally binding target, agreed at Kyoto, to cut the emissions of greenhouse gases. Carbon Dioxide (CO<sub>2</sub>) is considered to be the most important greenhouse gas and is, therefore, used as the key indicator for the purposes of assessing the impacts of transport options on climate change.

6.2.7 The methodology set out in Unit 3.3.5 can be used to predict CO<sub>2</sub> emissions for the opening year of 2011.

6.2.8 Within the timescales available for the development of this CIF2 business case it has not been possible to quantify the CO<sub>2</sub> emissions. However, by providing an alternative mode of transport to the business park for employees and consumers we would anticipate that there would be some quantifiable benefits.

---

## TOWNSCAPE

6.2.9 The delivery of the scheme will directly support a reduction in the dominance of vehicle traffic in the vicinity of the business park, leisure and school facilities by increasing the attractiveness of public transport as an alternative means of travel.

6.2.10 Furthermore, the addition of facilities to support pedestrian and cycle journeys to and from the interchange will further enhance the overall environment in favour of non-vehicle traffic – contributing to a positive benefit for users.

6.2.11 The overall assessment score for this scheme is **Slightly Beneficial**.

## PHYSICAL FITNESS

6.2.12 WebTAG Unit 3.3.12 focuses on the relationship between transport, the environment, and health. In particular this relates an appraisal of how the proposed scheme can bring about changes in opportunities for increased physical activity through walking and cycling.

6.2.13 The transport interchange will incorporate within the scheme design the inclusion of facilities that will directly support improvements in physical fitness through opportunities for walking and cycling. This will include the provision of bicycle stands to allow users of the public transport services to have access to safe and convenient storage of bicycles when interchanging with a local bus service.

6.2.14 The scheme design will also accommodate safe and direct pedestrian journeys from the surrounding area through the provision of footways linking the interchange facility with the nearby planned commercial, leisure and education uses.

6.2.15 The addition of a transport interchange, incorporating multi-modal facilities, will directly support the ease with which users of local bus services are able to access the interchange as pedestrians or cyclists, both prior to and after their bus journey. This will support a reduction in motorised traffic and the associated externalities, and encourage increased physical activity as patrons of the local bus services access them as pedestrian or cyclists from the surrounding area.

6.2.16 The overall assessment score for this scheme is **Moderately Beneficial**.

## JOURNEY AMBIANCE

6.2.17 WebTAG Unit 3.3.13 outlines the methodology for an assessment of the scheme against the journey ambiance environmental sub-objective. The assessment methodology focuses on measures under the control of transport network providers and operators that would improve en route journey quality or journey ambiance.

6.2.18 The measures are an important part of the Government's commitment to:

- Delivering better public transport services, through 'Quality Partnerships' in relation to buses and rail; and
- Improving the management of the trunk and local road networks.

6.2.19 The WebTAG guidance requires an assessment of three specific factors related to journey ambiance, namely 'Traveller Care', 'Traveller's Views' and 'Traveller Stress'. This assessment of journey ambiance has focuses on three principal travelling groups – public transport users, pedestrians and cyclists.

6.2.20 For public transport users, the scheme would allow integrated transport initiatives including the provision of 'real time information' for bus services to be disseminated on-street at the interchange facility. The provision of high quality bus shelters would also be included within the scheme, as would the provision of bus route and timetable information for passengers prior to their journeys. This would provide additional information, comfort and certainty to users of the bus services.

6.2.21 For pedestrians and cyclists, the provision of high quality waiting facilities to interchange with public transport, secure cycle stands and signing would improve the quality and safety of their journeys.

6.2.22 Therefore, the overall assessment score for this scheme is **Moderately Beneficial**.

### **NON-APPLICABLE ENVIRONMENTAL SUB-OBJECTIVES**

6.2.23 The provision of a small-scale transport interchange as part of the phased expansion of White Cliffs Business Park is not anticipated to have any demonstrable impact, either positive or negative, on four of the environmental sub-objectives. These are:

- Landscape
- Heritage of historic resources
- Biodiversity
- Water environment

6.2.24 Therefore, these sub-objectives are considered 'not applicable' to the scheme proposal and have not been outlined in any detail within this section.

### **SUMMARY**

**Table 6.3 – Environment Objective Summary**

<b>Indicators</b>	<b>Option 1: Do Nothing More</b>	<b>Option 2: Preferred Option</b>
To reduce Noise	No change	Neutral
To improve Local Air Quality	No change	Neutral
To reduce Greenhouse Gases	Slightly Adverse	Slightly Beneficial
To protect and enhance the Townscape	Slightly Adverse	Slightly Beneficial
To encourage Physical Fitness	Slightly Adverse	Moderately Beneficial
To improve Journey Ambience	Slightly Adverse	Moderately Beneficial

## **6.3 SAFETY OBJECTIVE**

6.3.1 The Government's Safety Objective aims to improve safety. This includes reducing the number of road accidents and to reflect both changes in security and the likely numbers of users affected. Table 6.4 details the Government's Safety sub-objectives which when combined inform the Value for Money assessment of the impact of a scheme on Safety.

6.3.2 An appraisal of the scheme against each of these sub-objectives has been undertaken to derive the Value for Money assessment of the scheme's impact on safety. For each sub-objective assessed as part of the overall safety objective, the methodology used is consistent with Government appraisal guidance outlined in WebTAG.



**Table 6.4: Safety Sub-Objectives for Appraisal**

Safety Sub-Objectives
To reduce <b>Accidents</b>
To improve <b>Security</b>

**ACCIDENTS**

6.3.3 WebTAG Unit 3.4.1 contains the guidance relating to the Accidents Sub-Objective, which has been the key point of reference for this appraisal.

6.3.4 Key quantitative indicators for the Accident Sub-Objective are the changes in the numbers of accidents as a consequence of a proposal and the severity of those accidents. The business park is currently undergoing a phased expansion, with only Phase 1 currently built out and occupied, and Phase 2 under construction. The subsequent phases of development will represent a Greenfield expansion.

6.3.5 Therefore, there are no anticipated consequences of the scheme in respect of accidents. However, the scheme design, construction and operation will be subject to the appropriate stages of safety auditing to ensure the safety of both users and non-users.

**SECURITY**

6.3.6 The aim of the Security Sub-Objective is to reflect both changes in security and the likely numbers of users affected. WebTAG Unit 3.4.2 provides security indicators for road users, public transport passengers and freight. These are:

- Site perimeters, entrances and exits;
- Formal surveillance;
- Informal surveillance;
- Landscaping;
- Lighting and Visibility; and
- Emergency call.

6.3.7 The guidance requires that a comparison be made of the security situation with and without the scheme and that separate versions of the Worksheet be used for each mode. This has been carried out on this scheme for four modes namely:

- Walkers and Cyclists;
- Road Users; and
- Public Transport Users;

6.3.8 The transport interchange would include the addition of CCTV coverage. This would directly increase the level of formal surveillance. The conclusion of the assessment was that ‘road users’ would see a no change if the scheme were built, that ‘walkers and cyclists’ would see a moderately beneficial impact, and ‘public transport users’ would also experience a moderately beneficial impact in terms of security if the scheme were built.

6.3.9 The provision of CCTV would add to the personal security of travellers, and the improvement of journey ambience as a result of the transport interchange would be a positive feature in the fight against crime.

6.3.10 The overall assessment score for the scheme, taking into account the number of users in each category, is considered to be **Moderately Beneficial**.

## SUMMARY

**Table 6.5: Safety Objective Summary**

Indicator	Option 1: Do Nothing More	Option 2: Preferred Option
To reduce Accidents	No change	No change
To improve Security	No change	Moderately Beneficial

## 6.4 ECONOMY OBJECTIVE

6.4.1 The Government's Economy Objective aims to support sustainable economic activity and get good value for money. This includes an assessment of the level to which the proposals would provide good value for money and improve journey time reliability for transport users, including both passengers and freight. **Table 6.6** details the Government's Economy sub-objectives which when combined inform the Value for Money assessment of the impact of a scheme on the economy.

**Table 6.6: Economy Sub-Objectives for Appraisal**

Economy Sub-Objective
to get good value for money in relation to impacts on <b>public accounts</b>
to improve transport economic efficiency for <b>business users and transport providers</b>
to improve <b>transport economic efficiency for consumer users</b>
To improve <b>reliability</b>
to provide beneficial <b>wider economic impacts</b>

### PUBLIC ACCOUNTS

6.4.1 WebTAG Unit 3.5.1 contains the guidance relating to the Public Accounts Sub-Objective, which has been the key point of reference for this appraisal.

6.4.2 Key quantitative indicators for the Public Accounts Sub-Objective are defined as net costs incurred by central or local government bodies (including public sector agencies). It includes investment and operating costs, grant and subsidy and changes in indirect tax and other revenues. Investment and operating costs incurred by private sector providers should be treated as disbenefits, offsetting changes in private sector providers' revenue.

6.4.3 The Public Accounts outputs are used to calculate the Present Value of Cost (PVC) to Public Accounts of £676,000.

### TRANSPORT ECONOMIC EFFICIENCY

6.4.4 WebTAG Unit 3.5.2 contains the guidance relating to the Transport Economic Efficiency Sub-Objective, which has been the key point of reference for this appraisal.

6.4.5 The purpose of the Transport Economic Efficiency (TEE) table is to summarise and present transport user benefits. The TEE table presents the net user benefits disaggregated by group (i.e. consumers on the one hand and business, including transport operators, on the other), by mode of transport and by impact (time, vehicle operating costs, etc).

6.4.6 TEE outputs are normally sourced from traffic modelling. In the case of the White Cliffs Transport Interchange scheme, a traffic model has not been used to assess transport benefits.

### RELIABILITY

6.4.7 Whilst overall journey time variability would remain relatively unaffected, the proposed scheme would improve inter-model journey times. Users of the interchange facility will also have access to real-time information which will ensure their overall journey times can be planned more reliably. Therefore, in terms of reliability the scheme has a **Slightly Beneficial** impact.

### WIDER ECONOMIC IMPACTS

6.4.8 The scheme will directly support the delivery of sustainable access between Dover's residential areas and the largest business park employment zone in the town.

6.4.9 WebTAG Unit 3.5.8 contains the guidance relating to the Wider Economic Impacts Sub-Objective, which has been the key point of reference for this appraisal. WebTAG Unit 2.8 explains, in general terms, the form of the appraisal required for the Wider Economic Impacts Sub-Objective. As explained in that TAG Unit, an essential part of the appraisal of the wider economic impacts is an assessment of Regeneration Benefits.

6.4.10 The comprehensive assessment of the regeneration benefits associated with White Cliffs Transport Interchange scheme is included in **Chapter 7**. The overall wider economic impact of the proposals, linked to regeneration, is assessed as being beneficial and of moderate to major significance. The scheme will provide £480,000 of annual wider economic benefit.

6.4.11 Factored to 2002 prices, the wider economic benefit of the scheme discounted over 60 Years is **£9.4 million**.

### SUMMARY

**Table 6.7: Economy Objective Summary**

Economy	Option 1: Do Nothing More	Option 2: Preferred Option
To improve transport economic efficiency for business users and transport providers	No change	N/A
To improve transport economic efficiency for consumer users	No change	N/A
To improve <b>reliability</b>	No change	Slightly Beneficial
To provide beneficial wider economic impacts	No change	£9.4m

## 6.5 ACCESSIBILITY OBJECTIVE

6.5.1 Guidance on scheme appraisal under the accessibility objective is outlined in WebTAG Unit 3.6. Accessibility issues focus on the concerns of non-motorised users and increasing the ability of people from different locations, using different available transport types, to reach different types of facility.

6.5.2 The Accessibility objective is divided into the three sub-objectives identified in Table 6.7. When combined, the appraisal of these three sub-objectives informs the Value for Money assessment of the impact of a scheme in terms of accessibility. The Accessibility objective does not currently seek to monetise user benefits for non-motorised users.

**Table 6.7: Accessibility Sub-Objectives for Appraisal**

Accessibility Sub-objective
To increase <b>Option Values</b>
To reduce <b>Severance</b>
To improve <b>Access to the Transport System</b>

### OPTION VALUES

6.5.3 The Option Values sub-objective is contained within WebTAG Unit 3.6.1 and highlights the importance of considering the 'value' to the public of having an alternative transport option available. For example, a car-owner may value the ability to use a public transport option as an alternative to the car.

6.5.4 This WebTAG Unit indicates that the qualitative score for communities greater than 2000 people that would benefit from improved travel options would be Strong Beneficial. Given both the scale of existing and planned development that would be served by the proposed bus transit route, the scheme would assist in improving the accessibility to the transport system and travel options to over 2000 people.

6.5.5 On this basis, the summary assessment score for option values has been recorded as **Significantly Beneficial**.

### SEVERANCE

6.5.6 A busy road with limited means for the public to cross on foot or cycle can result in the severance of a community. Guidance on the appraisal of the Severance sub-objective is contained within WebTAG Unit 3.6.2.

6.5.7 The categories of severance are defined by the DfT as follows:

- None – Little or no hindrance to pedestrian movement.
- Slight – All people wishing to make pedestrian movements will be able to do so, but there will probably be some hindrance to movement.
- Moderate – Some people, particularly children and old people, are likely to be dissuaded from making journeys on foot. For others, pedestrian journeys will be longer and less attractive.
- Severe – People are likely to be deterred from making pedestrian journeys to an extent sufficient to induce a reorganisation of their activities. In some cases, this could lead to a change in the location of centres of activity or to a permanent loss of access to certain facilities for a particular community. Those who do make journeys on foot will experience considerable hindrance.

6.5.8 The proposed scheme will accommodate the integration of pedestrian movements with public transport services. This allows persons who wish to primarily walk or cycle access to key areas of employment, education, leisure and other facilities by interchanging with public transport options.

6.5.9 Therefore, the impact of the scheme on pedestrian and cyclist severance is considered to be **Slightly Beneficial**.

### **ACCESS TO THE TRANSPORT SYSTEM**

6.5.10 WebTAG Unit 3.6.3 states that the proportion of households with no access to a car should be determined and that for those without a car, access to the public transport system is of crucial importance.

6.5.11 For the population without an available car, 'access to transport' is defined as those people living within 250m of public transport corridors with an hourly daytime service. The assessment considered which locations within the study area are likely to benefit from improved or worsening public transport provision as part of the scheme, i.e. which areas change from being without, to being with, a daytime hourly public transport service and vice versa.

6.5.12 WebTAG Unit 3.6.3 states that the proportion of households with no access to a car should be determined and that for those without a car, access to the public transport system is of crucial importance. Significant planned residential development across Dover will need to incorporate high levels of accessibility to public transport in order to support the delivery of sustainable communities. Table 6.8 below presents the outcome of an Accession analysis for public transport accessibility to employment areas under the existing transport network, with 36.9% of the population within 15 minutes access to employment by public transport.

**Table 6.8 – Existing Accessibility to Employment**

<b>Time Band (Mins)</b>	<b>Total Households</b>	<b>Percentage</b>
0-15	18,264	36.9%
15-30	15,321	31.0%
30-60	14,561	29.5%
60-120	1,014	2.1%
No accessibility	277	0.6%
Total	49,437	100.0%

6.5.13 A visual representation of the information in Table 6.8 is presented in **Appendix F, Figures 1 and 2**.

6.5.14 Dover District's Core Strategy DPD outlines details of new planned residential areas at Whitfield and Connaught Barracks, both of which would be directly served by the proposed new bus transit route. Table 6.9 shows the additional population levels within Dover that these combined developments would provide, together with the implications for access to employment by public transport.

6.5.15 The result is a decrease from 36.9% to 28.0% in the overall population within 15 minutes access to employment based on the current public transport provision.

**Table 6.9 – Future Accessibility to Employment (Existing Provision)**

Time Band	Total	Percentage
0-15	15,567	28.0%
15-30	18,849	33.9%
30-60	18,799	33.8%
60-120	1,799	3.2%
No accessibility	664	1.2%
Total	55,678	100.0%

6.5.16 A visual representation of the information in Table 6.9 is presented in **Appendix F, Figure 3 and 4.**

6.5.17 However the addition of the enhanced public transport services, supported by the White Cliffs Transport Interchange, would provide a 7.6% increase in the population within 15 minutes of access to employment - amounting to approximately 4,259 persons. An additional 2.2% of the population would also be within 30 minutes access to employment as a result of the scheme and enhanced bus service provision. This is reflected in Table 6.10 below.

**Table 6.10 - Future Accessibility to Employment (Enhanced Provision)**

Time Band	Total	Percentage
0-15	19,826	35.6%
15-30	20,080	36.1%
30-60	14,463	26.0%
60-120	1,008	1.8%
No accessibility	301	0.5%
Total	55,678	100.0%

6.5.18 A visual representation of the information in Table 6.10 is presented in **Appendix F, Figure 5 and 6.**

6.5.19 In summary, the proposals would provide greater access and potentially encourage more people to use public transport services, and walking and cycling for local journeys. This will assist with the delivery of more sustainable travel patterns arising from an area of Dover that is planned to accommodate a significant level of planned residential and employment growth over the course of the Local Development Framework.

6.5.20 The overall assessment is that the proposals would have a **Moderately Beneficial** impact.

## SUMMARY

**Table 6.11 Accessibility Objective Summary**

Indicator	Option 1: Do Nothing More	Option 2: Preferred Option
To increase Option Values	No change	Significant benefit
To reduce Severance	No change	No change
To improve Access to the Transport System	No change	Slight benefit

## 6.6 INTEGRATION OBJECTIVE

6.6.1 The Integration objective provides a focus on integration within and between different types of transport and also integration with current land-use planning objectives and policy at a national, regional and local level.

6.6.2 The Integration Objective is divided into the three sub-objectives identified in Table 6.12. When combined, the appraisal of these three sub-objectives demonstrates the Value for Money assessment of the impact of a scheme in terms of integration. The methodologies utilised for this assessment accord with guidance in WebTAG Unit 3.7.

**Table 6.12: Integration Sub-Objective**

Integration Sub-Objective
To improve <b>Transport Interchange</b>
To integrate transport policy with <b>Land-Use Policy</b>
To integrate transport policy with <b>Other Government Policies</b>

## TRANSPORT INTERCHANGE

6.6.3 The Transport Interchange sub-objective is contained within WebTAG Unit 3.7.1. The ability to interchange between different modes of transport was identified within the Government's White Paper 'A New Deal for Transport' (DETR 1998) as a key element of achieving integrated transport. Assessments of the sub-objective have therefore been divided into the 'Passengers' and 'Freight' categories.

6.6.4 With regard to passenger interchanges, the proposals would provide a substantially improved interchange between pedestrians and cyclists, and local bus services. The provision of the scheme within White Cliffs Business Park will provide a single 'hub' for transport interchange between these modes of travel.

6.6.5 An assessment of the quality of the transport interchange facilities at White Cliffs has been made in terms of 'the waiting environment', 'the level of facilities', 'the level of information', 'visible staff presence', 'the physical linkage for the next stage of a journey' and 'the reliability of the connection'.

---

6.6.6 When comparing the situation with and without the proposals, these indicators show an improvement in standards and so the proposals are 'Beneficial'. Given the likely quantum of interchange movements between different modes, in accordance with the guidance in WebTAG the scheme would be categorised as providing a 'Moderate' improvement in transport interchange.

6.6.7 The assessment score would therefore be **Moderately Beneficial**.

6.6.8 With regard to freight interchange, there would be no change to the way in which freight is transferred from one mode of travel to another as a result of this scheme. Therefore, the assessment score in respect of freight interchange would be **Neutral**.

### **LAND USE POLICY**

6.6.9 The purpose of the Land Use Policy sub-objective is to assess the extent to which the scheme proposals integrate with land use and transport proposals and policies. WebTAG Unit 3.7.2 states that this should be undertaken against all tiers of policy; namely local, regional and national. Both adopted and emerging policies from the policy documents listed below have been reviewed and the key issues summarised.

- 'Securing the Future' (2005);
- Planning Policy Statement (PPS1) 'Delivering Sustainable Development' (2005);
- White Paper 'A New Deal for Transport: Better for Everyone' (1997);
- Transport 2010: the 10 Year Plan' (2000);
- 'Managing Our Roads' (2003);
- White Paper 'The Future of Transport, A Network for 2030' (2004);
- Planning Policy Guidance Note 13 (PPG13) 'Transport' (2001);
- Planning Policy Statement 3 (PPS3) 'Housing' (2006);
- Planning Policy Statement 6 (PPS6) 'Town Centres (Published 2005, Revised Changes Proposed 2008);
- Planning Policy Statement 7 (PPS7), 'Sustainable Development in Rural Areas';
- The Countryside and Rights of Way Act 2000 (CRoW);
- Planning Policy Statement 9 (PPS9) 'Biodiversity and Geological Conservation' (2005);
- Planning Policy Guidance Note 16 (PPG 16) 'Archaeology and Planning' (1990);
- Planning Policy Guidance Note 15 (PPG15) 'Planning and the Historic Environment' (1994);
- Planning Policy Guidance Note 24 (PPG24) 'Planning and Noise';
- Planning Policy Statement 23 (PPS23) 'Planning and Pollution Control';
- Planning Policy Guidance 17 (PPG 17) 'Planning for Open Space, Sport and Recreation' (2002); and
- Planning Policy Statement 25 (PPS25) 'Development and Flood Risk' (2001).

6.6.10 DaSTS outlines the Government's commitment to five goals for transport, focusing on the challenge of delivering strong economic growth while at the same time reducing greenhouse gas emissions.

---

6.6.11 The scheme is directly support of this concept by promoting environmentally sustainable access to Dover's largest business park in White Cliffs. This will help accommodate demands for business travel, whilst actively reducing the associated carbon emissions.

6.6.12 National Planning Policy Statements and Guidelines (PPS1, PPS7, PPS9, PPG15, PPG16) stress that the Government is committed to protecting and enhancing the quality of the natural and historic environment with those areas designated of national and international importance receiving the highest level of protection.

6.6.13 This scheme meets the objectives of national PPS1 (Planning Policy Statement) which states that planning should facilitate and promote sustainable and inclusive patterns of urban and rural development by making suitable land available for development in line with economic, social and environmental objectives to improve people's quality of life. This scheme directly contributes to this process by maximising access to a high quality transport interchange linking housing with local employment, leisure and educational facilities. In many other respects the scheme complies with national policies relating to transport, regeneration, sustainability and recreation.

6.6.14 As outlined in Chapter 2, the scheme is also integrated with and supportive of local and regional policy. The following key local strategies and plans are directly supported by the scheme:

- Regional Transport Strategy (2006-2026) (contained in adopted South East Plan)
- Kent Local Transport Plan (2006-2011)
- Dover Local Development Framework Core Strategy DPD
- Dover Transport Strategy
- Kent Local Area Agreement
- Kent Sustainable Community Strategy - Vision for Kent.

6.6.15 The proposals have been awarded a **Moderately Beneficial** score in relation to national, regional and local land use policy.

#### **OTHER GOVERNMENT POLICIES**

6.6.16 WebTAG unit 3.7.3 outlines the approach to appraising the scheme in respect of other government policies and the overall policy integration within Government. In addition to supporting the delivery of national, regional and local transport policy, enhancements to transportation can also support other Government policies such as 'Welfare to Work, and access to education and healthcare.

6.6.17 The scheme will directly support several other Government policies. In particular, the Education and Inspections Act 2004 has led to a requirement for all Local Education Authorities to consider sustainable access to education and to publish a 'Sustainable Travel to School Strategy'. The scheme, located in close proximity to the planned relocation of two local grammar schools, will directly support this objective by providing enhanced multi-modal transport facilities for children, parents and teachers to maximise the potential for sustainable school travel.

6.6.18 Furthermore, there are no identifiable Government policies that would be hindered by the introduction of the scheme. Therefore, the overall assessment of the scheme against this objective is **Beneficial**.

## SUMMARY

**Table 6.13: Integration Objective Summary**

Indicator	1: Do Nothing More	2: Preferred Option
To improve Transport Interchange	No Change	Moderately Beneficial
To integrate transport policy with Land-Use Policy	No Change	Beneficial
To integrate transport policy with Other Government Policies	No Change	Beneficial

## 6.7 VALUE FOR MONEY

### INTRODUCTION

6.7.1 The purpose of this section is to provide the overall Value for Money (VfM) conclusions for the proposals. As such it considers the findings included within the previous sections and provides an overall summary of the proposals in the context of its monetised and non monetised benefits and disbenefits.

### VALUE FOR MONEY GUIDANCE

6.7.2 Advice to DfT Ministers on the VfM offered by each proposed scheme is formulated in line with the DfT "Guidance on Value for Money" published on the DfT website ([www.dft.gov.uk/](http://www.dft.gov.uk/)) on the 25<sup>th</sup> January 2006. This guidance is for all officials putting submissions to DfT Ministers about investment decisions and choices. It is about making clear the value for money considerations that will be put to Ministers. It covers all spending proposals that are funded by the Department or require the Department's approval.

6.7.3 VfM measures the benefits for each £1 of costs. The assessment of VfM must account for all impacts of a transport investment proposal, not just those impacts that can be presented in monetary terms within the Benefit to Cost Ratio. Benefits/disbenefits on the environment, regeneration, accessibility and integration must also be accounted for.

6.7.4 The result of this analysis places any scheme into one of four VfM categories: high, medium, low or very low. These are outlined in Table 6.14 below.

**Table 6.14: DfT Value for Money Categories**

Value for Money Category	Generally options which have:
Poor VfM	BCR less than 1
Low VfM	BCR between 1 and 1.5
Medium VfM	BCR between 1.5 and 2
High VfM	BCR over 2

6.7.5 The presumption is that, purely on the grounds of VfM, the DfT should generally fund:

- No projects with very poor VfM;
- Very few projects with low VfM;
- Some, but by no means all, projects with medium VfM; and

- Most, if not all, projects with high VfM.

6.7.6 In summary, the economic appraisal that has been undertaken demonstrates that the White Cliffs Transport Interchange scheme proposals represent High Value for Money under the relevant growth and optimism bias scenarios when tested using the recommended Departmental guidance.

### **MONETISED BENEFITS AND DISBENEFITS**

6.7.7 Monetised benefits associated with Major Schemes are defined through consideration of the following:

- Business and Consumer Benefits (TEE values) – this mainly represents additional delay to traffic and increases in vehicle operating costs;
- Carbon Benefits – change in vehicle emissions;
- Accident Savings as a consequence of the scheme;
- Other transport benefits including for example pedestrian walk time savings and increased use of public transport;

6.7.8 In this assessment a total for the transport benefits has been derived and combined with the benefits created as a result of the regeneration that the scheme facilitates using the tools that have been deployed to assess each scheme.

6.7.9 The construction cost of the scheme is deducted from the value of the benefits to give a Net Present Value (NPV) for the scheme. The overall monetised benefits associated with the scheme are compared to its PVC to determine a Benefit Cost Ratio (BCR). As identified above the BCR is of crucial importance for Ministers when determining the overall scheme Value for Money. For the transport interchange, it has not been possible to include transport benefits from additional traffic delays and congestion, since the traffic model is a highway model and has been used to assess the impacts of the junction improvements scheme only.

6.7.10 Table 6.15 shows the total value of monetised costs and benefits associated with the scheme and also indicates the higher level of scheme cost using an assumed optimism bias of 51% as the project includes building costs and is at an earlier stage than some of the other CIF2 submissions.

**Table 6.15: 60 Year Monetised cost and benefits of proposal (£000s)**

	<b>0% Optimism Bias</b>	<b>51% Optimism Bias</b>
TEE Benefits (Additional Traffic Delay)	N/A	N/A
Carbon Benefits	N/A	N/A
Accident Benefits	N/A	N/A
Benefits from Pedestrian Walk Time Savings	N/A	N/A
Total Present Value of Transport Benefits	N/A	N/A
Total Present Value of Regeneration Benefits	£9,357	£9,357
*Present Value of Costs (Construction of Scheme)	£676	£1,020
Net Present Value (NPV)	£8,681	£8,337
<b>BCR</b>	<b>13.84</b>	<b>9.17</b>

\*Market Prices discounted to 2002

---

6.7.11 As a consequence of the above analysis, the scheme proposal provides **High Value for Money** prior to the DfT adjustment to accommodate non-monetised benefits/impacts. In addition, the sensitivity and scenario analysis undertaken in the appraisal above demonstrated that the scheme proposal continues to represent High Value for Money under each of the scenarios tested using the recommended Departmental guidance.

### **NON-MONETISED BENEFITS AND DISBENEFITS**

6.7.12 Non-monetised benefits cover the elements of the appraisal which cannot be presented in monetary terms within the BCR. Impacts / benefits on the environment, regeneration, accessibility and integration are accounted for as part of this assessment.

6.7.13 The results of the wider benefits analysis outlines above highlighted a number of non-quantifiable benefits resulting from implementing the transport interchange. These include:

- Better Townscape
- Better Journey Ambience
- Improved Personal Security
- Reduced Severance
- Improved Access to Transport System
- Improved Transport Interchange

## **6.8 SUMMARY**

6.8.1 The proposed sustainable transport interchange is in effect an enabling investment which provides a key part of the platform for further development to take place in Dover. In other contexts, this might be similar to investment in an access road or land remediation which does not provide direct employment or housing outputs, but which represents essential inputs to enable the delivery of the regeneration of Dover. In considering the value for money of the options it is therefore necessary to examine appropriate direct and indirect value for money measures.

6.8.2 Traffic impact analysis from the area-wide traffic model has not allowed the direct impacts of the transport interchange scheme to be separately identified. It has also not been possible to quantify carbon benefits from the scheme, as well as accident savings and pedestrian walk time savings. Therefore it has not been possible to estimate the net quantifiable transport benefit for this scheme.

6.8.3 However, the wider regeneration benefits and non quantifiable impacts are significant. The quantifiable impact of increased value added from additional employment equates to £9.4m. In addition it is estimated that there will be non quantifiable transport related benefits in the areas of journey ambience, landscape and accessibility of significant beneficial value. Overall the scheme provides a regeneration benefit of £9.4m accrued from additional employment, but also provides a vital enabling platform for further development of housing within Dover.

6.8.4 Full details of the regeneration benefits assessment are included in Chapter 7.

Option: Do Something		Description & Problems: Delivery of a new Sustainable Transport Interchange facility at White Cliffs Business Park, Dover		Present Value of Costs to Public
				Accounts £m £676,000
OBJECTIVE	SUB-OBJECTIVE	QUALITATIVE IMPACTS	QUANTITATIVE ASSESSMENT	ASSESSMENT
ENVIRONMENT	Noise	A2 dual-carriageway represents the dominant ambient noise source in vicinity of scheme.	N/A	Neutral
	Local Air Quality	No material impact on local air quality	N/A	Neutral
	Greenhouse Gases	No material impact on greenhouse gas emissions	N/A	Neutral
	Landscape	No impact on the surrounding landscape	N/A	Neutral
	Townscape	The scheme will support a reduction in dominance of vehicle traffic within the business park	N/A	Slightly Beneficial
	Heritage of Historic Resources	No impact on the heritage of historic resources	N/A	Neutral
	Biodiversity	No impact on biodiversity	N/A	Neutral
	Water Environment	The scheme is not deemed to have a material impact on the water environment	N/A	Neutral
	Physical Fitness	The scheme will directly support interchange between healthy modes of travel and increase their attractiveness as travel options	N/A	Moderately Beneficial
	Journey Ambience	High quality facilities and enhanced travel information will directly support improved journey ambience	500+ daily travellers would benefit from the scheme	Moderately Beneficial
SAFETY	Accidents	The scheme is not deemed to have a material impact on current accident rates	N/A	Neutral
	Security	The scheme will incorporate formal and informal surveillance, lighting, and emergency call facilities.	N/A	Moderately Beneficial
ECONOMY	Public Accounts	N/A	£676,000	£676,000
	Transport Economic Efficiency: Business Users & Transport Providers	N/A	N/A	N/A
	Transport Economic Efficiency: Consumers	N/A	N/A	N/A
	Reliability	Scheme will provide improved inter-modal journey time reliability for users	N/A	Slightly Beneficial
	Wider Economic Impacts	This scheme is directly attributable to providing benefits for 300 jobs	£9,357,000	£9,357,000
ACCESSIBILITY	Option values	The scheme presents increased opportunities for improved travel options	A community in excess of 2000 persons can benefit from the scheme	Significantly Beneficial
	Severance	The scheme is anticipated to improve pedestrian and cycle severance by enhancing interchange opportunities	N/A	Slightly Beneficial
	Access to the Transport System	Scheme will facilitate new services and improve journey times and journey time reliability	N/A	Moderately Beneficial
INTEGRATION	Transport Interchange	Scheme would provide substantially improved interchange between pedestrians and cyclists, and local bus services	N/A	Moderately Beneficial
	Land-Use Policy	Scheme supports integration of transport policy with land use and other government policies	N/A	Beneficial
	Other Government Policies		N/A	Beneficial





---

# 7 Regeneration Benefits

## 7.1 INTRODUCTION

7.1.1 This section provides the benefits expected to be derived from the White Cliffs Transport Interchange improvements. The transport appraisal benefits of the scheme can be enhanced by examining the benefits of regeneration to the area for which the scheme is providing. These benefits can be categorised under the following headings:

- The value of additional employment brought to the area which can be directly attributed to the junction improvements, the transport interchange and the rail station improvements;
- The benefit from the additional housing generated by the scheme;

7.1.2 The contribution of the above provides positive benefits derived from the schemes. This chapter provides:

- An explanation of the importance of assessing regeneration benefits as part of general scheme appraisal;
- A description of how the appraisal of the regeneration benefits sits within the NATA appraisal;
- Context for considering regeneration benefits for Dover;
- Methodology for the additional employment generated as a result of the regeneration scheme and how this translates into benefits

## 7.2 CONTRIBUTION OF REGENERATION BENEFITS TO GENERAL SCHEME APPRAISAL

7.2.1 There is a general recognition of the need to allow for non-transport related wider economic benefits. Specifically, the role that improved infrastructure has in assisting local regeneration through unlocking new jobs and homes. Central Government guidance in conducting economic appraisals directs the appraiser to examine the value of design and public realm in undertaking assessments in order to ensure such benefits are accounted for, including attempts at monetising the benefits.

## 7.3 INTEGRATION WITH NATA APPRAISAL APPROACH

7.3.1 Within the NATA transport appraisal, the impact of the scheme on a range of objectives is considered. Chapter 6 provides a summary of our preliminary assessment against all of the NATA transport sub-objectives. One of these sub-objectives is the 'wider economic impact' of scheme options which relates to the physical development expected to take place under the intervention options. The scheme to provide a transport interchange contribute to this sub-objective as the schemes enable the overall regeneration of the town centre and the implementation of the regeneration and future growth of Dover. Examining the wider economic impacts of the options is critical to understanding the overall option benefits.

7.3.2 In order to assess the wider economic benefits of the schemes, we have examined the physical development that could take place 'with' and 'without' the transport schemes.

7.3.3 Improving connectivity across Dover town centre is critical to the overall delivery of the vision for the area and the CIF schemes have been shown to be pivotal to future plans.

7.3.4 In this appraisal the junction improvements, the station improvements and the transport interchange enables the LDF development to be maximised. The direct impacts of the development are assessed within this chapter. The impacts are apportioned based on the share of expenditure as a proportion of the total investment required. Adopting this approach is likely to be an underestimate of the contribution of its removal as further public investment is unlikely to follow without the former investment.

#### **7.4 LDF DEVELOPMENT WITHIN DOVER**

7.4.1 Dover District Council's Core Strategy published in January 2009 states that the Council is committed to delivering 14,000 new homes, of which 10,100 will be delivered by 2026. The LDF will also deliver 6,500 jobs by the same date.

7.4.2 The Council requires the full package of transport interventions as part of the transport strategy to deliver the new LDF housing and jobs. Three essential components of the transport package are the 3 Community Infrastructure Fund schemes:

- Sustainable Transport Interchange (White Cliffs)
- Dover Priory Rail Station scheme
- Dover junction improvements

7.4.3 Some components are not linked to any one specific development parcel, but provide wider benefits for new residential and employment development, and also as a wider benefit to existing Dover residents.

7.4.4 The following housing and employment is likely to be delivered dependent on the scheme improvements.

**Table 7.1 – LDF Employment and Housing**

Area	2011	2016	2026
Jobs	650	2,600	6,500
Housing	1,750	4,250	10,100

#### **7.5 REGENERATION BENEFITS FROM SUSTAINABLE TRANSPORT INTERCHANGE**

7.5.1 The methodology for the White Cliffs transport interchange is centres on the linkage between the interchange and the ability of employees to access jobs. Table 7.2 shows the additional employment proposed at White Cliffs Business Park up to 2026.

**Table 7.2 – Dover Additional Employment proposed under LDF**

White Cliffs Public Transport Interchange	With planning consent	Planned employment growth	Total
Total Number of Jobs	1800	1200	3000

7.5.2 This gives a total of 3000 jobs to be delivered on White Cliffs Business Park. 1800 of these jobs are associated with employment development which already has planning consent. Those employment sites which have yet to receive planning consent on the site constitutes 1200 additional new jobs.

7.5.3 A proportion of these new jobs can be attributed to the transport interchange.

### **ADDITIONALITY ASSUMPTIONS**

7.5.4 Table 7.3 summarises how leakage, displacement and multiplier effects might affect the total number of jobs on the business park to which benefits can be attributed. These terms can be defined as follows:

- Leakage – some jobs will be taken by commuters travelling in from outside the local area;
- Displacement - some businesses will relocate elsewhere since there may be better or more appropriate space; and
- Multipliers – recognises that once businesses become established, there is a cascade effect where linkages are built with other businesses, drawing additional employment into the area

7.5.5 In broad terms, the assumptions are drawn from English Partnerships' Additionality Guide (2004) and composite factors calculated assuming a mix of employment (retail, commercial office, industrial or commercial leisure).

7.5.6 The additionality assumptions utilised within the assessment are shown in Table 7.3 and how this relates to the 1,200 additional jobs:

**Table 7.3 – Additionality factors applied to derivation of jobs**

<b>Additionality Factor</b>		
Leakage	25%	-300
Displacement	37.3%	-564
Multipliers	23.3%	+78
Total Jobs		414

7.5.7 The implementation of the Dover town centre transport strategy activity will require c.£55m of public sector investment to implement. Other infrastructure will be required to come forward to support this employment, and it is important that future business cases for this infrastructure include the attribution of benefits which have not already been allocated against earlier infrastructure schemes.

7.5.8 Therefore, 25% of the benefits generated from the development of the business park are to be reserved against these future essential elements of infrastructure.

7.5.9 For 414 additional jobs at White Cliffs Business Park, as described, reserving 25% of these infrastructural elements would give 310 additional jobs directly deliverable by the transport interchange scheme.

7.5.10 These 310 jobs have been reviewed to establish the proportion which could be directly attributed to the interchange scheme. These would be those jobs which would be accessed by those using public transport, walking or cycling. Using census data for Dover, a mode split figure 5% has been used as a modest reflection of the overall proportion of jobs that would be accessed in this way. Therefore, 5% of the benefits have been directly attributed to the junction improvement, which gives 16 jobs.



---

7.5.11 These 16 jobs have a monetary value of £30,000 per job, resulting in a monetised benefit of £480,000 per annum. The £30,000 value has been used in previous CIF Bids submitted to and approved by DfT.

7.5.12 For the assessment, this benefit has been converted to a full scheme life benefit for employment of **£9.35 million**.



---

## Appendices, Figures & Tables



---

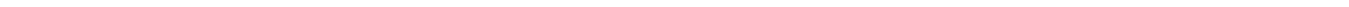
## Appendix A Scheme Drawing





---

**[Click here and type Appendix text.]**





---

## Appendix B Scheme Location Plans





---

**[Click here and type Appendix text.]**

---



---

## Appendix C Scheme Delivery Programme



---

**[Click here and type Appendix text.]**





---

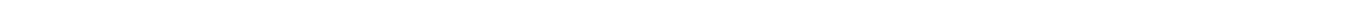
## Appendix D Letters of Support

---



---

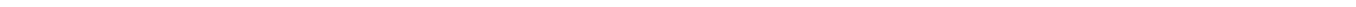
**[Click here and type Appendix text.]**





---

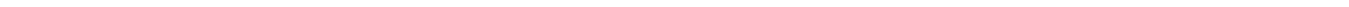
## Appendix E Risk Assessment Table





---

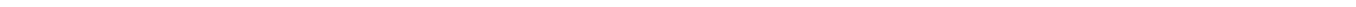
**[Click here and type Appendix text.]**





---

## Appendix F Accession Analysis





---

**[Click here and type Appendix text.]**

