



# STATE OF THE DISTRICT 2017

## REGENERATION AND TRANSPORT

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Economic regeneration remains the Council's top priority and significant progress is being made on the delivery of major regeneration projects across the Dover district.

The vision for this Council is to ensure we create the environment to attract investment to the district that will stimulate growth and enterprise thereby creating much-needed jobs and delivering the overall ambitions and priorities in the Council's Adopted Core Strategy, alongside the Council's key Corporate Objectives.

## 1. REGENERATION DELIVERY OVERVIEW

### a) Development Plan

- The Dover District Core Strategy was adopted in 2010 and includes 4 strategic allocations: the Whitfield Urban Expansion, Connaught Barracks, Dover Waterfront and Dover Mid-Town.
- Dover District Council's Land Allocations Local Plan, which identifies the sites for future development across the district up to 2026, was adopted in January 2015, with the council becoming the first local authority in East Kent to have full Local Plan. Alongside the Core Strategy, it sets out how we will achieve our plans to deliver 10,100 new homes in the district by 2026 and 14,000 in the longer term and provides developers and investors with certainty about development sites for the next 20 years.
- Please see the [Authority Monitoring Report](#) (AMR) for information on the progress on preparing and implementing the Council's development plans and the effects of planning policies.
- In March 2017, Cabinet agreed to commence with a Local Plan Review, to update the Local Development Scheme (LDS) and to undertake the first stages of public engagement based on findings contained in the Authority Monitoring Report, the Strategic Housing Market Assessment and the Economic Development Needs Assessment. We have undertaken a call for sites and are currently mapping the c.200 responses received.

### b) Neighbourhood Plans

- Neighbourhood Planning commenced in 2012. Local communities are now able to produce plans for their local area, putting in place a vision and policies for the future development of the area. They will have the same weight as other Development Plans for the district (such as the Dover District Core Strategy). The first stage in the process is to designate a Neighbourhood Area.
- There are currently five parish councils in the district that with Neighbourhood Area designations. These are Worth, St. Margaret's-at-Cliffe, Ash, Sandwich and Shepherdswell with Coldred. A [map](#) showing the Neighbourhood Areas in the district is available on the Council's website<sup>1</sup>.
- Following a Neighbourhood Planning Referendum in November 2014, Dover District Council made the [Worth Neighbourhood Development Plan](#) part of the Development Plan for the Worth Neighbourhood Area in January 2015.
- Ash Parish Council is currently in the process of preparing a neighbourhood Plan for the area and Shepherdswell with Coldred has taken the decision not to proceed.

### c) Community Infrastructure Levy

- The Community Infrastructure Levy (CIL) is a levy that local authorities can choose to charge on new developments in their area. Councils must use the funds obtained to help provide local or sub-regional infrastructure.
- In April 2011, the Council agreed in principle for the need to prepare a Charging Schedule for the purposes of the CIL. The Council consulted on a CIL Preliminary Draft Charging Schedule in December 2012, and commissioned a viability study of the proposals in December 2013. In March 2015 the Planning Advisory Service supported an independent review of the information gathered.

<sup>1</sup> [www.dover.gov.uk/Planning/Planning-Policy/Local-Development-Framework/Neighbourhood-Planning.aspx](http://www.dover.gov.uk/Planning/Planning-Policy/Local-Development-Framework/Neighbourhood-Planning.aspx)

- Since the introduction of CIL, the Government has amended the legislative basis underpinning the levy on a number of occasions. Through this, the Government has sought to introduce a number of exemptions to CIL, which has undermined the effectiveness of the levy as a way of funding infrastructure. As it stands, the Council does not operate a CIL and there are currently no plans to prepare and adopt a CIL Charging Schedule. We will investigate funding sources for infrastructure delivery as the new District Local Plan advances and will continue working closely with partners to secure appropriate levels of funding.
- Please see the Finance Chapter for information on developer contributions (Section 106) received during the financial year 2016/17.

#### **d) Promoting the district**

- We proactively promote the '*Enterprise Coast – Dover, Deal, Sandwich*' as a great place to live, work and play. Our inward investment website [www.investindover.co.uk](http://www.investindover.co.uk) continues to develop as platform for potential investors, and local businesses, to find out more about key locations, financial incentives, and news and information for business. Our Twitter feed (@InvestInDover) complements and has over 900 followers.
- Working in partnership, we have exhibited three times at the MIPIM exhibition at London Olympia. This has provided an excellent showcase to raise the profile of the district at the most prominent investment and property exhibition in the UK, which major investors and Government Ministers regularly attend. A new Lokn'Store self-storage facility at Whitfield is just one example of direct investment into the district following our work to promote inward investment at MIPIM.
- We manage the tourism and visitor marketing element for the district under the established brand of White Cliffs Country. It produces a successful annual tourism guide, website and associated marketing campaign, in partnership with the White Cliffs Country Tourism Alliance.
- We also work with Tourism South East (TSE) and Visit Kent on a number of requests and key opportunities to promote the district through a range of newspapers and magazine publications.
- The tourism website [www.whitecliffscountry.org.uk](http://www.whitecliffscountry.org.uk) is the main resource for people interested in visiting the district. The website is also the main way to find all event information about the district for visitors and residents alike. Further information on [Tourism and the Visitor Economy](#) is available later in this chapter.
- Another important way for us to boost the profile of the district is by encouraging international events, such as the Open Golf Championship, to be held here. Further information on [International Events](#) is also available later in this chapter.

## **2. PARTNERSHIP WORKING**

The Council is working with a range of partners to maximise the resources available to enable delivery on projects that will transform the district. Key partners include the South East Local Enterprise Partnership (SELEP), Kent & Medway Economic Partnership, Homes & Communities Agency (HCA), East Kent Growth Board and Kent County Council:

#### **a) South East Local Enterprise Partnership**

- The [South East Local Enterprise Partnership \(SELEP\)](http://www.southeastlep.com/)<sup>2</sup>, covering Essex, Southend, Thurrock, Kent, Medway and East Sussex, is one of 39 partnerships set up by the government to be the key body determining strategic economic priorities while making investments and delivering activities to drive growth and create local jobs.
- The East Kent district councils' have a representative on the Board of the SELEP, and are working to ensure that the interests of the area are represented and that funding opportunities, such as the Growing Places Fund and submissions to the "Growth Deal", and other funding streams, are considered.

<sup>2</sup> <http://www.southeastlep.com/>

**b) Kent & Medway Economic Partnership**

- The Council is also on the Board of the [Kent & Medway Economic Partnership \(KMEP\)](http://kmep.org.uk/)<sup>3</sup>, which aims to drive forward economic growth and prosperity throughout the region. Set up in 2013, KMEP is one of the four federated partnerships that comprise the South East Local Enterprise Partnership. A Board governs KMEP, which is chaired by the private sector, with membership drawn from business, local government, further and higher education.
- Thus far, successful bids have been progressed for the Port of Dover and access arrangements at Albert Road in Deal, along with a Growing Places funding bid at Discovery Park.
- Furthermore, the Council is also participating actively as part of the wider Network of Coastal Communities and ensuring that their interests are taken into account as part of the SELEP work streams.

**c) Homes and Communities Agency**

- The Homes & Communities Agency (HCA) is actively involved in supporting projects in the Dover district both directly and following on from obligations transferred from SEEDA. These projects include:
  - Completion of the Coalfields Programme at Betteshanger Colliery;
  - Provision of employment opportunities at Aylesham;
  - Development at Buckland Mill;
  - Connaught Barracks;
  - Dover Town Centre and Waterfront
  - Investment in housing opportunities

**d) East Kent Growth Board**

- The East Kent Growth Board (EKGB) consists of members from the East Kent Local Authorities (Ashford, Canterbury, Dover, Shepway and Thanet,) and Kent County Council.
- In 2017, the EKGB agreed to develop a new East Kent Growth Framework to support our ambitions for economic growth over the period 2017 to 2027. This evidence-based plan sets out the investment priorities for the area. It will be the core foundation for external funding bids, in an increasingly competitive environment.
- Amongst the strategically significant projects identified, there are four key priorities that partners recognise as being crucially important for the future of East Kent and are therefore prioritised above all others. These are:
  - Strategic network improvements to A2/M2 required to support the new Lower Thames Crossing, the growth of Canterbury and the Port of Dover;
  - M20/A20 improvements including junction 10a, the proposed lorry holding area, HGV overnight parking and access to Dover;
  - Improvements to rail capacity, speeds, frequency and associated infrastructure including Ashford SPURS, Westenhanger Station enhancement and Thanet Parkway; and
  - A28 Corridor artery stretching across East Kent from Margate in Thanet to Ashford via the City of Canterbury which includes eight separate but connected transport infrastructure projects to improve road links, address bottlenecks and ease problems of congestion.

**e) East Kent Spatial Development Company**

- The Company consists of members from the East Kent Local Authorities (Canterbury, Dover, Shepway and Thanet) and Kent County Council. The Board, which has been restructured following withdrawal by the Homes and Communities Agency, is tasked with unlocking the full economic potential of priority employment sites in East Kent by bringing forward investment opportunities.
- Successful investments in the district have been made at Aylesham and Betteshanger, along with a commitment to an impending scheme at Albert Road at Deal. Other opportunities are also being explored.

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<sup>3</sup> <http://kmep.org.uk/>

**f) Kent County Council**

- Dover District Council is working with Kent County Council to unlock the potential of the district through a variety of projects that support inward investment, support businesses and deliver growth.
- We continue to liaise on strategic infrastructure issues that affect the district and beyond. For example, Operation Stack / TAP, Dualling of the A2 between Lydden and Dover, Thanet Parkway, Brenley Corner, the Lower Thames Crossing and the Integrated Kent Rail Franchise.

**g) Coastal Communities**

- Like most coastal communities our coastal location can also have negative effects on the local economy. This can include:
  - Changes in tourism trends
  - Seasonality of seaside economy
  - High levels of deprivation
  - Coastal erosion
  - Physical isolation which is often a barrier to economic growth
  - High levels of in-migration of older people, and out-migration of younger people
  - Heritage as both an asset and a challenge
- Addressing these local problems is a key aim of the new [Coastal Community Teams](#). This central Government initiative is designed to encourage local partnerships to come up with local solutions in coastal communities. The Dover district was successful in securing £20,000 for the creation of two Coastal Community Teams, one for Dover, and one for Deal & Sandwich. These teams bring together partners from the public, private and voluntary sectors to develop projects to support the local economy to drive growth and jobs.
- The Coastal Community Teams will take the lead on bids to the £90m [Coastal Communities Fund](#), which is funded through the [Crown Estate](#). Several bids have been made for projects in both team areas. Unfortunately, no projects in the district were successful in the latest round of the Coastal Community Fund, but the teams are working up projects that may lead to bids under future rounds.
- In January 2016, both teams published an Economic Plan:
  - [Deal & Sandwich Coastal Community Team - Economic Plan 2016](#)
  - [Dover Coastal Community Team - Economic Plan](#)

**h) A New Vision for Sandwich**

The Council is represented on the '[A New Vision for Sandwich](#)<sup>4</sup>' project board at Officer and Member level. The Board was formed in September 2016 following the publication of the jointly commissioned KCC and Sandwich Town Council report "Which way for Sandwich?" The Board will deliver a programme of improvements to Sandwich Town Centre, commencing with the Sandwich Guildhall project. So far, the Board has overseen the delivery of highways improvements, including a new zebra crossing, weight restrictions to reduce the number of lorries in the town, and changes to road layouts to prevent damage to historic buildings. The Guildhall Project will see improvements to the Guildhall Forecourt and surrounding roads, alongside the further expansion of the museum and archives. Applications are being made to the Coastal Community Fund and the Heritage Lottery Fund to fund the delivery of these projects.

### **3. LOCATION OF OPPORTUNITY**

New businesses, including significant international businesses, are being attracted to the district thanks to, for example, its unique location and incentives on offer at the flagship Discovery Park Enterprise Zone and through Expansion East Kent.

**a) Gateway to Europe:**

The Dover district acts as a gateway between the United Kingdom and mainland Europe. It is only 75 minutes on a Cross Channel ferry to France and the area is well connected to the motorway network via the M20 and M2 and London is just over an hour away on the High Speed Rail Link.

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<sup>4</sup> [dover.gov.uk/Community/A-New-Vision-for-Sandwich/A-New-Vision-for-Sandwich.aspx](http://dover.gov.uk/Community/A-New-Vision-for-Sandwich/A-New-Vision-for-Sandwich.aspx)



**b) Funding & Incentives:**

The Dover district offers significant Funding and Incentives for new and growing business, including:

- **Enterprise Zone Status:**

Please see Key Regeneration Projects below for further information on the Discovery Park Enterprise Zone.

- **Assisted Area Status:**

Three wards in the Dover district have Assisted Area Status for the period 2014-2020: Eastry, Little Stour & Ashstone, and Sandwich.

These areas have potential for business growth, particularly manufacturing. Businesses locating to Assisted Areas may be eligible for regional aid under European Commission state aid rules, which is typically offered as a capital investment.

In England, programmes offering regional aid include the Regional Growth Fund (RGF) to support private sector investment to create economic growth and sustainable employment, and the Advanced Manufacturing Supply Chain Initiative (AMSCI). Assisted Areas status can also offer certain tax allowances:

- Business Premises Renovation Allowance (BPRA) gives an incentive to bring derelict or unused properties back into use, by giving an initial allowance of 100% for expenditure on converting or renovating unused business premises in a disadvantaged area.
- Enhanced Capital Allowances may be permitted at the Discovery Park Enterprise Zone.

- **Regional Growth Fund:**

[Expansion East Kent](#)<sup>5</sup> was a Regional Growth Fund (RGF) initiative launched in 2012. It included a £35 million programme of financial support for businesses seeking to invest in East Kent to create jobs. As at the end of 2015/16, 30 companies operating in the Dover district had gained access to over £12,216,176 in funding from Expansion East Kent (ExEK), creating or safeguarding 771 jobs. This fund has now closed and has been replaced by the [Kent and Medway Business Fund](#)<sup>6</sup>, which offers 0% loans between £50,000 and £500,000 to small and medium sized businesses. This is funded by loan repayments from previous Regional Growth Fund schemes. There are also other funding opportunities for businesses in East Kent, such as the Discovery Park Technology Investment Fund and South-East Urban Coast Creative Enterprise Support Scheme (SUCCESS).

**Expansion East Kent Success Stories in the Dover District:**

Companies	Funding approved	Total jobs
A C Wellard	£150,000	54
Agalimmune Limited	£99,995	4
Algaecytes	£500,000	22
The Baypoint Club	£400,000	42
Choochoos Nursery	£40,000	20
Cleantec Innovation	£85,000	6
Coomtech	£815,000	27
Creative Minds	£100,000	13
EligoChem Limited	£140,000	12
Flying Fish Hovercraft	£156,556	32
Fox & Spindle	£3,000	
Fudge Kitchen	£110,000	19

<sup>5</sup> [kent.gov.uk/business/business-loans-and-funding/expansion-east-kent](http://kent.gov.uk/business/business-loans-and-funding/expansion-east-kent)

<sup>6</sup> [kent.gov.uk/business/business-loans-and-funding/kent-and-medway-business-fund](http://kent.gov.uk/business/business-loans-and-funding/kent-and-medway-business-fund)

Companies	Funding approved	Total jobs
Genea Biomedx UK Ltd	£1,311,000	40
London Fancy Box	£385,000	40
Miles & Barr (Dover) Ltd	£50,000	7
Mo Joslin Ltd	£25,000	
Motis Freight Services Ltd	£399,625	48
Mylan	£413,000	80
MyWork(UK)Ltd	£25,000	
Narec Capital Ltd	£160,000	8
Northgate Garage Group Ltd	£350,000	16
PPR Wipag Ltd	£190,000	6
PurOgenix	£4,800,000	165
The Research Network	£100,000	13
Sandwich Leisure Limited	£300,000	25
Snip Pets	£5,000	
This Chocolution Ltd	£18,000	
Viking Recruitment	£1,300,000	72
X-Wind Power	£100,000	
YMS Travel Ltd	£50,000	

#### 4. KEY REGENERATION PROJECTS

We are continuing to make progress in the delivery of a number of projects across the district.

##### a) Discovery Park Enterprise Zone



- The former Pfizer's pharmaceutical research and development facility to the north of Sandwich was designated as an [Enterprise Zone](#)<sup>7</sup> (EZ) in August 2011. One of just 36<sup>8</sup> EZs across the UK, Discovery Park offers significant incentives for new, expanding and relocating businesses, such as business rate discounts, capital allowances (tax relief) and streamlined planning.
- Spread over 82 hectares, Discovery Park is one of the largest science and technology facilities in Europe with 280,000m<sup>2</sup> of laboratory and office space within a landscaped campus setting.

<sup>7</sup> [enterprisozones.communities.gov.uk/](http://enterprisozones.communities.gov.uk/)

<sup>8</sup> Originally there were 24 Enterprise Zones but the Government established a further 12 in April 2016



- We are fully engaged in the Enterprise Zone Programme at both a national level, regular liaison with the Department for Communities and Local Government, and as part of the local Enterprise Zone Board. Discovery Park is now one of the top-performing EZ in the country. The council has also participated with Government and others, using Discovery Park as part of a case study route map to assist with opportunity developments where the need arises elsewhere.

**Since the designation of the Enterprise Zone, the following has been achieved:**

**Business Growth:**

- Discovery Park is now home to around 160 international and local companies and over 3,300 people from established organisations to emerging start-ups in the fields of life science, pharmaceuticals, biotechnology, science and technology and has a vibrant community of skilled professionals sharing knowledge and expertise. The jobs figure includes a retained presence by Pfizer of 650 jobs (focused on pharmaceutical science research). A list of tenants at the site can be found on the [Discovery Park](https://discovery-park.co.uk/tenants/)<sup>9</sup> website.
- A successful bid to Government has been made under the Building Foundations for Growth programme, which will enable the next stage conversion of buildings at a cost of c.£5.7m. This is primarily for the continued enhancement and improvement of the existing Millenium buildings (work in progress). Further investment is intended by the owners at Discovery Park through 2018.
- A separate application to the South East Local Enterprise Partnership (SELEP) has also been processed and ring-fenced for Growing Places Infrastructure funding. This is primarily to support housing infrastructure on the southern part of the site, which is anticipated to move forward in 2018 following resolution of flood mitigation with the Environment Agency.
- A number of new manufacturing and supporting developments are now progressing on the site including OFP timber frame manufacturing facility on the west side of the site, along with a £160m bio-mass fired combined heat and power plant on the east side of the site.

**Planning:**

- Dover District Council adopted the Local Development Order (LDO) in March 2013, following consultation started in December 2012. The LDO simplifies the planning process to support investment and growth and stimulate regeneration at the Enterprise Zone.
- The LDO, together with a package of Business Rate relief, provides an important foundation to companies who would like to locate the site, and means businesses can set up quickly and without the usual planning processes. Development proposals falling outside of the LDO will still have to apply for planning permission in the normal way.
- The foundations for future investment in the site have been put in place through the approval of a comprehensive site-wide Masterplan, which included an application for a supermarket (which will no longer proceed), funding further essential infrastructure. The Masterplan enables a mixed-use development around the retained buildings. Further detailed planning applications are imminent, particularly for the residential component, and a number of new commercial developments are progressing on site, which will further boost job numbers.

**Flood Defences:**

The site's attractiveness to investors has been reinforced with a flood alleviation package to deliver 1-in-200 year flood protection for the site and the town of Sandwich. The Sandwich Town Tidal Defence Scheme is a partnership between the Environment Agency, Pfizer and Kent County Council and cost approximately £21.7 million. The construction programme began in March 2013 and was completed in autumn 2015.

<sup>9</sup> [discovery-park.co.uk/tenants/](https://discovery-park.co.uk/tenants/)

## b) Dover Town Investment Zone (DTIZ): St James, Dover



- We are working with our development partner, Bond City, on a prime 8-acre site to transform the retail and leisure offer in the heart of Dover town centre. The development sits alongside the A20, the main road leading to the Port of Dover so will attract significant footfall.
- The [St James](#)<sup>10</sup> development comprises 156,915 sq. ft. of new retail and leisure space and will feature a six-screen multiplex Cineworld cinema; Travelodge hotel; retail anchors M&S and Next plc; restaurants; a range of retail units; and parking for 445 cars
- In May 2016, Legal & General Real Assets committed £53.25m to acquire and fund the development, recognising the potential of the investment in the district. Construction is advanced, with the development expected to open in spring 2018. This will provide a major stimulus to the night-time economy of the town and lend momentum to other regeneration plans for the waterfront area. It will also bring a boost to jobs in the area. Cineworld, Costa Coffee, Greggs, M&S, Next and Shoezone all started their recruitment campaigns by exhibiting at the Jobs and Skills Fair, which we organised with our partners, East Kent College, in November 2017. It is hoped that the development will increase footfall to Dover by an estimated 50%.
- Work has also commenced on a Public Realm Strategy for the Town Centre, linked to the Master Planning for Dover Waterfront.
- A separate development of eight new affordable residential units on the corner of Castle Street and Maison Dieu Road has also been completed on site. These homes won a [Building Excellence Award](#) in the 'Best Small New Housing Development' category<sup>11</sup>.

## c) Dover Waterfront and Dover Western Docks Revival Scheme

### Dover Waterfront

- The Dover Waterfront site is allocated in the Core Strategy for a mixed use scheme including retail, restaurants, cafés and drinking establishments, assembly and leisure, residential, offices and hotel uses.
- In view of the importance and complexity of the site, and to enable communities to help shape the proposals, there is a need to prepare a Masterplan for the development. We have been working in partnership with Dover Harbour Board, a landowner, and a range of stakeholders (including Kent County Council, Historic England and Highways England) and local organisations on proposals for the Dover Waterfront Area Action Plan. The scheme will improve connections with the town centre and create a continuous commercial area stretching from the St. James' development to the seafront.

<sup>10</sup> [stjamesdover.co.uk/](http://stjamesdover.co.uk/)

<sup>11</sup> [dover.gov.uk/News/Press-Releases/2016/Building-Excellence-Local-Buildings-Recognised-In-Awards-Celebrating-The-Best-In-Construction.aspx](http://dover.gov.uk/News/Press-Releases/2016/Building-Excellence-Local-Buildings-Recognised-In-Awards-Celebrating-The-Best-In-Construction.aspx)

- Alongside the Masterplan, there is also a need for a public realm, environmental and highway improvement strategy for Dover Waterfront to the Town Hall (via the Market Square) and Dover Priory Railway Station to the York Street junction with Townwall Street. Consultants WSP Parson Brinckerhoff have been appointed to undertake this work, which will build on the momentum the St James's redevelopment has generated.
- To enable the scheme to make a positive contribution to the regeneration of the town, the emerging proposals involve land beyond that allocated under the Core Strategy to accommodate a cable car connection from the town centre to Dover Castle and proposals for new development along the Marina Curve. As a result, the proposals need to be prepared as a Development Plan Document (DPD) and examined by an independent Inspector that has been appointed by the Secretary of State before the Council can adopt it. Once the DPD has been adopted, it will have the same planning status as the District Local Plan. Consultations on the proposals are scheduled to begin in spring 2018, with adoption the following year.

### Dover Western Docks Revival



- Dover Harbour Board (DHB) has now commenced work on implementing its consent under a Harbour Revision Order<sup>12</sup> for new facilities at the Western Docks, through its [Dover Western Docks Revival](#)<sup>13</sup> (DWDR) scheme. This project is providing the enabling works for the Dover Waterfront regeneration scheme.
- Supported by a mix of private finance and European Union grant funding, the DWDR will deliver:
  - A transformed waterfront with a new marina pier and marina curve to attract a host of shops, bars, cafes and restaurants with Dover's unique backdrop of the harbour, cliffs and castle;
  - Relocation and further development of Dover's cargo business with new £130m cargo terminal and distribution centre;
  - Creation of greater space within the Eastern Docks for ferry traffic; and
  - Employment opportunities for local people
- DWDR is the single biggest investment ever undertaken by the Port of Dover with c£250m committed for its delivery. The development will create 600 new jobs as well as safeguarding 140 existing jobs. A recent socio-economic impact assessment of the DWDR development, by Oxera, has concluded that when fully completed, DWDR could generate up to £765m of local economic benefit through new job opportunities and a transformed waterfront experience for the community and visitors<sup>14</sup>.
- Construction of four additional Roll On – Roll Off ferry berths in the Western Docks will involve redevelopment of the site including reclamation of land by infilling of the Granville Dock and Tidal Basin. Infrastructure to facilitate the operation of the new terminal will be created on existing and reclaimed land. The creation of a new marina with facilities for up to 370 berths will compensate for

<sup>12</sup> Granted by the Secretary of State in 2012

<sup>13</sup> [doverport.co.uk/DWDR](http://doverport.co.uk/DWDR)

<sup>14</sup> [Doverport.co.uk/DWDR](http://doverport.co.uk/DWDR)



the loss of the existing marina facilities. To maintain navigational access to the Wellington Dock, a new channel is proposed to link the dock with the Outer Harbour via the new marina.

- VSBW, a joint venture between VolkerStevin and Boskalis Westminster, was awarded the contract to deliver the marine structures and bridge contract for the DWDR development in January 2017. With a contract value of £115m, this construction stage will include the design and build of two new berths including quay walls and land reclamation, a new marina pier, the marina curve, navigation channel and new lock gates, Bascule Bridge and capital dredging work.
- To date, it is estimated that £39.2m has been contributed to the East Kent economy through a policy of sourcing labour and materials locally<sup>15</sup>. Since work started in January 2017, c.200 people have worked on the site, with 42% living within East Kent and 33% within the immediate area (Folkestone, Dover, Deal, Sandwich). 14.4% of VSBW's Dover workforce are female – above the industry average of 9%.
- In February 2017, the A20 junction improvement scheme, which links two junctions together through advanced signal technology, was completed. The South East Local Economic Partnership (SELEP) awarded a £5m Local Growth Fund contribution to fund these improvements, which will improve traffic flow along the A20, reduce delays and support development of the DWDR and the town centre.
- The Port has also completed an £85m investment programme in key infrastructure projects, including the renewal and enhancement of three berths and traffic management improvement (TMI) works. This includes the creation of a new holding area with capacity for 220 freight vehicles. The TMI project will transform the entrance to the port, creating greater resilience for handling HGV traffic, particularly at peak times, and when there are ferry delays, thus reducing congestion on the approach roads to the Port.
- In October 2017, one of the world's largest reefer vessel operators, Cool Carriers, announced plans to trade through the Port of Dover from next year, prompted in part by the Port's DWDR project. Cool Carriers will predominantly ship bananas and pineapples from Costa Rica, Colombia and the Dominican Republic to Port of Dover Cargo Ltd, which specialises in handling time sensitive perishable foods.
- The Council and Dover Harbour Board continue to liaise on options for the future around Government expectation for the early delivery and regeneration of Dover Waterfront and those areas that would no longer be required for operational purposes in the future.

#### d) Betteshanger Sustainable Parks



- The redevelopment of Betteshanger Colliery has been a long-term ambition for both the Council and other agencies alike. The now defunct South-East England Regeneration Agency (SEEDA) was charged with bringing forward proposals for the site following the closure of the Colliery. It took forward a redevelopment scheme, which incorporated a new access roundabout on to the A258, site spine roads and serviced plots on the site of the Colliery buildings on the west side of the A258

<sup>15</sup> [doverport.co.uk/downloads/DWDR\\_Newsletter\\_Autumn\\_2017.pdf](https://doverport.co.uk/downloads/DWDR_Newsletter_Autumn_2017.pdf)

along with a Country Park on the former tip site on the east side of the A258. Despite the provision of an effectively serviced industrial and commercial offer at Betteshanger, little interest was received by SEEDA in relation to the business park. Following the winding-up of SEEDA, the site was transferred to the Homes and Communities Agency (HCA).

- Following extensive negotiation with the HCA, the Betteshanger site – including both the Business Park and the Country Park – was transferred to Hadlow College under the backdrop of a performance based agreement between the parties. The council has supported this process throughout and we will continue to work with Hadlow and the HCA to bring a comprehensive development forward.
- The development of Betteshanger Sustainable Parks represents a UK first for investment in green and sustainable business, energy, education and heritage. Located on the 121 hectare site of the former East Kent coalfield, the project will combine a green technologies sustainable business park; world class research & development, and a national visitor destination and learning centre for sustainable energy and mining heritage. The development will also build on, and foster, relationships with the Discovery Park Enterprise Zone by providing incubation space.
- The Council has worked with Hadlow on the preparation of grant funding bids for the scheme, which is set to bring over 1,000 jobs to East Kent and a multi-million pound boost for economic and social regeneration. The £40 million first phase has already received public funding of £5 million from the HCA, £2.5 million from the Coastal Communities Fund and £1.3 million from the Heritage Lottery Fund. A further £11 million in private investment has been agreed in principle with agreed pre-lets.
- In addition to this, the Council has also supported Hadlow College in preparing a successful bid to the European Structural Investment Fund. This has enabled planning proposals to come forward and receive approval for an “Enterprise Incubation Hub”, to provide start-up incubation, office and manufacturing space to support a wide variety of health-based enterprises and SMEs.
- Work on the first phase Visitor Centre, encompassing a Green Energy Centre and the Kent Mining Museum commenced during autumn 2015 and is due for substantial completion by the end of 2017.

#### **e) Whitfield Urban Expansion:**

- The expansion of Whitfield on the outskirts of Dover represents the largest single strategic allocation for new housing in the district. The Adopted Core Strategy outlines plans for over 5,750 homes supported by transport, primary education, primary health and social care, utility services and green infrastructure together with retail, financial and professional offices, eating and drinking establishments. Plans include a new bridge across the A2 and a bus rapid transit system (BRTS) linking Whitfield with the town and Dover Priory railway station.
- The Whitfield Urban Expansion (WUE) Supplementary Planning Document (SPD) was adopted by the Council in April 2011. Outline planning permission for 1,250 homes has been granted under Phase 1 of the WUE and the planning conditions have now been discharged.
- Work is also well under way on the Abbey homes development, on the land east of the Sandwich Road. A new roundabout has been built and opened on the A256; this will ultimately provide access to the east of the Whitfield development (Richmond Park). An initial sub-phase of 90 dwellings is now underway, with 37 units being completed and 21 homes under construction in 2016/17.
- An outline planning application for Phase 2 of the WUE, comprising 1,190 dwellings, in the areas of Parsonage Whitfield and Shepherd's Cross (areas identified in the Whitfield SPD) has been submitted and is awaiting determination.
- Whilst progress is now being made to deliver the Whitfield Urban Expansion, the timetable for the delivery of the urban expansion is some 3-4 years behind the Core Strategy Programme.

#### **f) Aylesham Garden Village:**

- Aylesham has now established itself as key development site with one-third of the 1,200 new homes built out and sold by developers Barratt Homes and Persimmon Homes.



- Over £10m of infrastructure, including new roads, pathways and landscape enhancements has been provided. Included in the works undertaken is a new play area in the Market Place, a new community park and play area in the new development with significant S106 funding already been allocated for leisure and play provision including a new skate park.
- The four unoccupied retail units in the Market Place, purchased by the district council, are expected to be fitted out and be ready for let to new businesses in early 2018.
- The Development provides both a PR function and Community Development Officer - paid for by the development, but undertaken by DDC. Regular updates to the community and surrounding district, with support for community projects has helped to make Aylesham a popular destination for house-buyers within the District and beyond.

#### **g) Connaught Barracks:**

- The Core Strategy allocates the former Connaught Barracks complex for residential development, with 500 dwellings planned for the site. The development of Connaught Barracks is behind the timescales set out in the delivery plan in the Core Strategy, mainly due to its complex nature and difficult demolition and infrastructure issues set in a sensitive setting.
- A Memorandum of Understanding has been entered into with the Homes and Communities Agency (HCA), the current site owners. The HCA has been working with the Council and liaising with English Heritage to secure a sustainable solution for the site. This has seen ownership of two parts of the former Connaught Barracks site (Fort Burgoyne and the former training area) transfer to the Land Restoration Trust (LRT), supported by a dowry to enable ongoing maintenance and achieve the development of a sustainable end use. The LRT are now considering future options for these areas.
- In January 2016, the government announced that the Connaught site will form part of a five site programme of accelerated development, which will see direct investment in the demolition and infrastructure which will de-risk the site for smaller builders.
- Progress is being made to bring forward the remainder of the site:
  - Planning permission has been granted for the Officers' Mess site (64 units) and the HCA are now promoting this to the market in efforts to secure its delivery;
  - The buildings on site have all now been demolished;
  - HCA are undertaking further work on utilities.
- The HCA are intending to prepare a revised masterplan framework for the Main Site (which is a requirement of the Core Strategy) to inform a more detailed design for this area.
- Key considerations for the successful development of the site include the need to improve service facility infrastructure, connections to the Bus Rapid Transport system, and ensuring the Duke of York's roundabout can function effectively.

#### **h) Western Heights & Farthingloe:**

- In April 2015, we granted planning permission to China Gateway International Ltd (CGI) for a major mixed use development at Farthingloe, together with landscaping and ancillary infrastructure works on land at the Western Heights, Dover<sup>16</sup>.
- **Western Heights:** The plan aims to unlock the potential of this site and includes:
  - A 130 bed hotel and conference centre
  - Conversion of the Drop Redoubt to a Museum/Visitor Centre
  - Up to 31 residential units and the conversion of an existing building to 9 units
  - The development provides £5 million for improvements around the Drop Redoubt.
- **Farthingloe:** The site was formerly used to provide temporary accommodation for workers during the construction of the Channel Tunnel. The plan provides for:
  - Up to 521 residential units
  - A 90 apartment retirement village
  - A health facility

<sup>16</sup> For more details please see [www.westernheightsandfarthingloe.co.uk](http://www.westernheightsandfarthingloe.co.uk)

- Conversion of a thatched barn to a pub/restaurant
- Conversion of a stable block to a retail shop
- The granting of planning permission has been the subject of judicial challenge from the Campaign for Protection of Rural England (CPRE). Despite a successful defence in December 2015, the CPRE sought leave to appeal. In September 2016, the Court of Appeal allowed the appeal against December's judicial review on the basis that the Council's planning committee failed to give legally adequate reasons for granting permission. The council, along with the applicant, was granted leave to appeal to the Supreme Court, which was heard in October 2017. The judgment, delivered in December 2017, affirms the decision of the Court of Appeal and the planning permission remains quashed.
- This is a lengthy and complex judgment and we are currently considering its implications. Notwithstanding the decision of the Supreme Court, the underlying planning application remains live. The application, or an amended version of it, could be considered again by the Council's Planning Committee and we will discuss the redetermination of the application with the applicant.

#### **i) Commonwealth War Memorial**

- This is a unique proposal to provide a Memorial that names all 1.7 million Commonwealth soldiers, sailors and airmen along with members of the Merchant Navy who lost their lives in World War I and World War II.
- The plans for the Memorial are being developed using £500,000 LIBOR funding, awarded by the Government to promote activities to support and honour armed forces veterans. We are facilitating the planning stage of the project and have appointed a team led by WSP, one of the world's leading engineering professional services firms. WSP has also appointed local contractors to support the site analysis tasks, including ecological and archaeological surveyors.
- Initial estimates suggest the project is likely to cost in the range of £20 and £30 million. We intend after the planning stage, to pass the project to an independent trust, created to take responsibility for fundraising, constructing and operating the Memorial.
- The Grand Shaft Barracks site has been, to a large extent, abandoned for several decades. The site is unsuitable for standard commercial development due to its historic significance, its inaccessible topography and its visual sensitivity and is likely to remain unmanaged open space should a viable use, such as the memorial, not come forward.
- There will be interpretation, education and refreshment facilities provided on site through a dedicated visitors centre. The memorial will be entirely accessible and there will be parking facilities on and around the site. A transport strategy is also being included in the planning documents to demonstrate that the site can operate with minimal impact on the surrounding area.
- It is hoped that on-site preparations will start by Armistice Day 2018, subject to funding and approvals. If planning and fund raising goals are met, the memorial could be opened during 2022, the year of the Queen's Platinum Jubilee.
- We believe the memorial will have a significantly positive benefit to the district, with the opportunity to raise Dover's profile globally. Our research indicates that the presence of the memorial is likely to attract and retain significant numbers of visitors to Dover, enhancing the town's offer and creating opportunities for the community in the long term.
- Public [consultation](#)<sup>17</sup> on the proposals was open until December 2017.

<sup>17</sup> [dover.gov.uk/Consultation/Commonwealth-Memorial/Commonwealth-Memorial-Dover-Consultation.aspx](https://dover.gov.uk/Consultation/Commonwealth-Memorial/Commonwealth-Memorial-Dover-Consultation.aspx)

## j) Mid Town, Dover

- The Mid Town area is the most northerly block of Dover town centre located between the High Street, Maison Dieu Road, Park Street and Pencester Road, which houses the town's bus interchange. It has a total area of 5.9 hectares and includes South Kent College, shops fronting onto Biggin Street and Pencester Road, the Town Hall (a scheduled monument), Dover Town Council Offices, Visitor Centre, Police Station, Citizens Advice Bureau, two Health Centres, BT Telephone Exchange, EDF Depot, Bowling Green and car parks. There are also a number of residential properties some of which are listed. The majority of the land in the Mid Town area is in public ownership. The site is defined in a broad way to enable a comprehensive view of its future to be taken. This does not imply that all buildings within it are proposed for redevelopment. For example, the Town Hall and residential buildings are included only for their contextual role.
- Mid Town, Dover is allocated in the Core Strategy for mixed use development of C2 uses (residential institutions), C3 uses (residential of at least 100 homes), A1 shop uses, A3 restaurant and café uses and A4 Drinking establishments uses (of up to 15,000 square metres), D1 (non-residential institutions), the redevelopment of South Kent College (around 5,000 square metres), and parking to serve the development and the town centre.
- The development of Dover Mid Town area is considerably behind the milestones set in the delivery programme in the Core Strategy, which estimated that plans and construction phases of this area would now be complete. However, there are a number of challenges in the development of the 'Mid Town' site due to complex land ownership and physical constraints on site as part of this area falls within flood zone 3.
- Due to time and resource constraints, we are not currently pursuing a masterplan for this site but will keep this under review.

## k) White Cliffs Business Park



- The White Cliffs Business Park lies adjacent to the A2/M2 at Whitfield just to the north of Dover town centre. White Cliffs Business Park has established itself over recent years as the major location for the commercial expansion of Dover.
- The 26 hectares site offers a prime location for distribution, manufacturing, warehousing and business users. Outline planning permission has been given for B1 (light industrial), B2 (general industrial) and B8 (storage and distribution). The WCBP is located within a Grant for Business Investment (GFI) Tier 2 Grant Assisted Area.
- As part of the [Whitfield Urban Expansion](#), a Bus Rapid Transit (BRT) system is being considered to provide a strong public transport connection with the town centre and Dover Priory railway station. This will provide a fast route that gives priority to bus services to the town centre and which cannot be used in part for general through traffic. The South East LSP has recognised the scheme in the

[Growth Deal and Strategic Economic Plan 2014](#)<sup>18</sup> for delivery by 2019/20. Initial scoping work has been undertaken but the planning application is not being advanced at the moment pending uncertainties over the rate of progress of housing at Whitfield. We have had positive discussions with the agents acting for and with the landowners at WCBP and have secured a legal Agreement that provides a “call-up” option for the BRT through the business park. A submission has recently been made to Government, through the Marginal Viability Fund, for the construction of part of the BRT.

- Progress is being made with attracting new businesses and future developments to WCBP:
  - In June 2015, Location 3 Properties completed the Honeywood Retail Park at WCBP, opposite Tesco Extra. Detailed planning permission was granted for the 42,200 sq ft in 2014 and B&M Retail Ltd, Pets at Home, Bensons for Beds (Steinhoff) and KFC have taken occupation.
  - Planning consent for a 28,000 sq.ft Lidl foodstore, at WCBP Phase 3, was granted in February 2017. Construction is well underway and is due to open in December 2017. The new foodstore will create 40 new jobs and has 159 parking spaces on a 1.21ha site.
  - The [Dover Leisure Centre](#)<sup>19</sup> is being relocated to WCBP Phase 2. The 5.25 acre site was granted planning consent in August 2017 and is now under construction. The £26m facility will feature a competition standard eight-lane swimming pool with spectator seating for 250 people, learner pool with moveable floor, four court sports hall, squash courts, multi-function room, fitness gym, fitness studios, clip ‘n’ climb wall, and a café. The plans also include two outdoor 3G artificial pitches for five-a-side football and a minimum of 250 parking spaces. It is expected to open in March 2019.
  - In August 2017, Location 3 Properties started construction on a new £8 million trade business park at WCBP. The 26,650 sq ft site, called Trade Marq Dover, includes seven trade units and is due to complete in March 2018. Pre-lets are exchanged with Subway, Eurocell and Action Carpets, with one unit of 3,000 sq ft remaining. Lok ‘n’ Store have exchanged contracts to acquire around 50% of the site and was granted planning permission in October 2017.
- Initial discussions are being held for a [Care Village at WCBP Phase 3](#). The 56-acre Care Village would incorporate independent living, sheltered and cared for accommodation. Facilities proposed include a central clubhouse, community care, dementia care, on site hotel and creche.

## 5. BUSINESS PARKS AND INDUSTRIAL ESTATES

- In addition to the White Cliffs Business Park detailed above, there are a range of business parks and industrial estates in the district to suit the needs of small and medium-sized enterprises (SMEs), all with excellent transport links in both town, coastal and rural locations:
  - [Aylesham Business Park](#)
  - [Deal Business Park](#)
  - [Coombe Valley Industrial Estate](#)
  - [Hammill Business Park](#)
  - [Sandwich Industrial Estate & Richborough Corridor](#)

<sup>18</sup> [southeastlepp.com/images/uploads/resources/KENT\\_AND\\_MEDWAY\\_South\\_East\\_LEP\\_-\\_Growth\\_Deal\\_and\\_Strategic\\_Economic\\_Plan\\_WEB-6.pdf](http://southeastlepp.com/images/uploads/resources/KENT_AND_MEDWAY_South_East_LEP_-_Growth_Deal_and_Strategic_Economic_Plan_WEB-6.pdf)

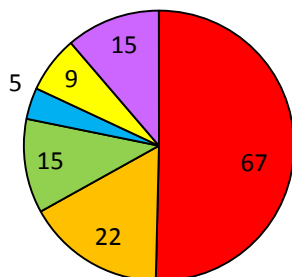
<sup>19</sup> [dover.gov.uk/Leisure-Culture-Tourism/Leisure-Facilities/New-Leisure-Centre/home.aspx](http://dover.gov.uk/Leisure-Culture-Tourism/Leisure-Facilities/New-Leisure-Centre/home.aspx)

## 6. HEALTH OF THE DISTRICT'S CENTRES

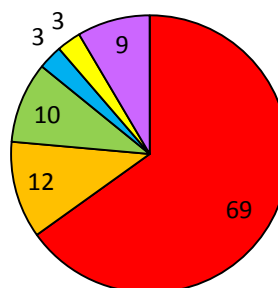
- To assess the health of the town centres in Dover, Deal and Sandwich we carry out an annual survey of the primary and secondary retail frontages in these towns to identify the main town centre uses and the number of vacant shop units.

### Main Town Centre Uses

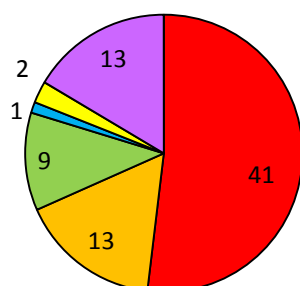
**Dover Town Centre 2017**



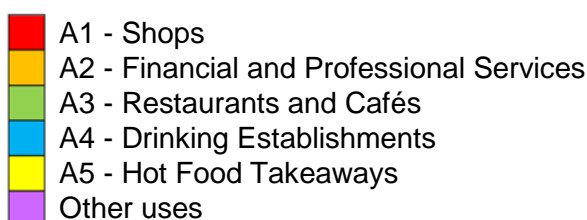
**Deal Town Centre 2017**



**Sandwich Town Centre 2017**



### Legend



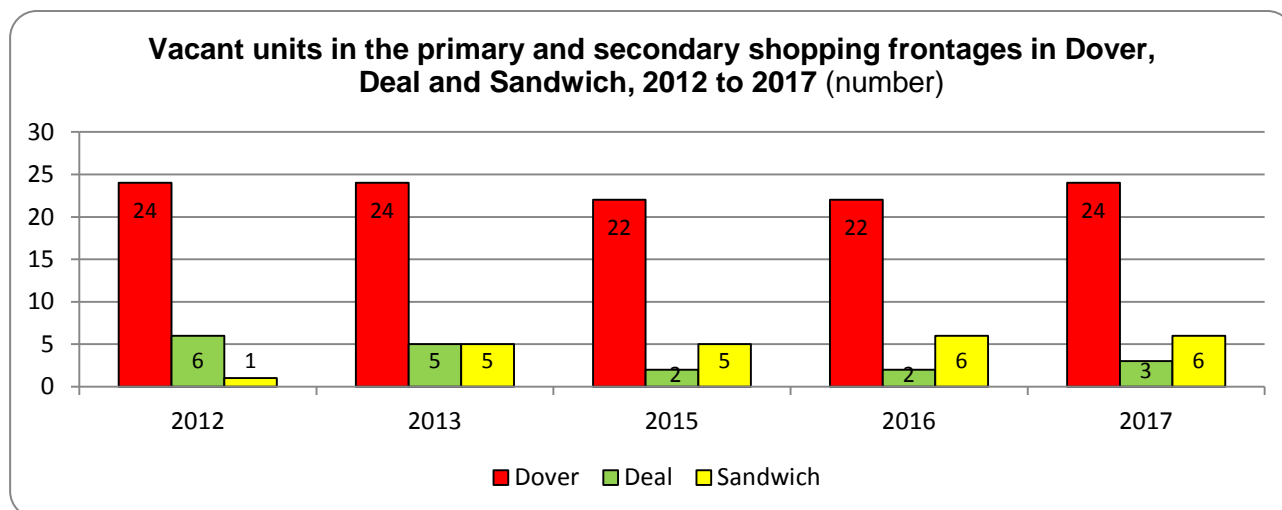
Source: Annual Monitoring Report 2016/17

Our Core Strategy has a development policy concerning the protection of shopping frontages in Dover, Deal and Sandwich Town Centres. This sets out the classes of use that will be granted planning permission.

- In 2017, the main town centre uses in Dover and Deal are A1, A2 and A3 use classes, which is in accord with the policy. Sandwich's main town centre uses are A1 and A2 and 'other uses'.
- Other use classes (including B1, C1, C2, C3, D1, D2 and Sui Generis) are present within all of the town centres. This could be due to changes in retail floorspace through permitted development rights or may have pre-existed the development policy. We will monitor future changes to assess any long-term trends that may affect the town centres.
- Over the past year both Dover and Deal have seen a decline in the number of shops (A1 use class) from their shopping frontages with some of these units being converted to other A-class uses, for example restaurants and cafes, public houses and wine bars and hot food takeaways. Sandwich and Deal have seen a reduction in the number of financial and professional services from the shopping frontages.



## Vacant Units



Source: Annual Monitoring Report 2016/17

- In 2017, Dover town centre has 24 vacant units in the primary and secondary shopping frontages (15.3%), Deal has 3 vacant units (2.8%) and Sandwich has 6 vacant units (7.1%).
- Over the last year, the vacancy rate in Dover has increased from 22 (14%) to 24 (15.3%) and are now back to the number seen in 2012 and 2013. The vacancy rate in Dover is above the national average of 11.1% and is of concern. We will closely monitor this in relation to the opening of the St James's development, and assess how we can use the Local Plan to support the existing town centre.
- In Deal, the vacancy rate has increased slightly over the year from 2% to 2.8% although this centre still has the lowest overall percentage.
- Sandwich has seen some losses in the secondary shopping frontages although this has been offset by some gains and therefore the overall vacancy rate remains unchanged from previous year at 7%.

## Local and Village Centres

- To assess the health of the local and village centres in the district, we carry out an annual review of services and facilities provided in these settlements (such as post office, shops, village halls, medical facilities and transport). Over the past year one village hall has been gained in Westmarsh.
- The full results can be found in our [Annual Monitoring Report](https://www.dover.gov.uk/Planning/Planning-Policy-and-Regeneration/PDF/Authority-Monitoring-Report-2016-17.pdf)<sup>20</sup>.

<sup>20</sup> <https://www.dover.gov.uk/Planning/Planning-Policy-and-Regeneration/PDF/Authority-Monitoring-Report-2016-17.pdf>

## 7. HOUSING DEVELOPMENTS



Elysium Park, Dover



Sholden Fields, Deal



Buckland Mill Village, Dover



Whitfield Urban Extension



Aylesham Garden Village



Western Heights & Farthingloe

- As part of its growth agenda, we are working with developers to bring 14,000 new homes in the district with a minimum of 10,100 homes to be provided by 2026. In keeping with the Adopted Core Strategy the focus is on building family homes<sup>21</sup>.
- Housebuilders are showing renewed confidence, with developments under construction across the district. In 2015/16, 726 dwellings were completed, which is the highest housing completion figure since 1989. In 2016/17, a further 406 completions were recorded.
- There are also 4,196 units with planning permission but are not started and 387 units under construction in the district, which should help to maintain the rate of housing completions in the district over the coming years.
- The majority of development during 2015/16 occurred in Deal (324 units), followed by Aylesham (173 units) and Dover (155 units). The majority of development during 2016/17 occurred in Deal (179 units), followed by Dover (87 units) and Aylesham (78 units).
- The Land Allocations Local Plan (2015) allocates sites to deliver approximately 10,273 homes across the district. To date, whilst 4,211 homes (40.5%) have been granted planning permission, only 1,023 homes (9.9%) have been completed.
- The strategic allocation at Whitfield (where the majority of the development is planned for Dover) is significantly behind target having only delivered 91 homes to date (out of 5,750 planned). However, work on the construction of a new roundabout on the A256 is now complete. The application submitted for Phase 2 of the Whitfield Urban Expansion, comprising 1,190 dwellings, however has yet to be determined.
- In March 2017, Cabinet agreed to commence with a Local Plan Review, to update the Local Development Scheme (LDS) and to undertake the first stages of public engagement based on the findings that are contained in the Authority Monitoring Report, the Strategic Housing Market Assessment and the Economic Development Needs Assessment. The new Local Plan will cover the period to 2037.

## 8. GENERAL DEVELOPMENT / INFRASTRUCTURE DELIVERY:

There has been a range of other development projects in the district including:

<sup>21</sup> Please note: In March 2017, Cabinet agreed to commence a Local Plan Review. The new plan will cover the period to 2037 and include different targets.

### a) Coastal Defences

- The Department for Environment, Food and Rural Affairs ([Defra](#)) is responsible for the protection of the UK coastline from flooding and erosion. Coastal Defence is a term that covers:
  - Coastal Protection: the protection of the coast from erosion. This is work carried out by the Council and we have a formally [adopted policy](#)<sup>22</sup>.
  - Flood Defence: the protection from flooding by the sea. This is construction and maintenance carried out by the Environment Agency.
- The Sandwich flood defences were completed during the summer 2015. The scheme was the single largest flood defence scheme in Kent for three decades and the first of its kind, in terms of being delivered in partnership with both public and private finance. The final cost of the scheme was £24.6 million (£23.5 million project cost, plus £1.1 million flood recovery works).
- The Kingsdown sea defence scheme was delivered in April 2016. The council made a contribution in Year 1 (2015/16) of £200k, towards the cost of these works and, in later years, we will also fund the biannual maintenance recycling aspects of the project.
- The Environment Agency carried out work on new sea defences in Deal in 2016. Under the Shoreline Management Plan (SMP), it is recommended that Deal beach is maintained through regular beach management works (known as 'holding the line'). Following the winter storms of 2016 and the following storm Katie the beach moved significantly - post storm surveys were carried out and work was carried out to bring back the shingle lost from vulnerable parts of the beach.

### b) HS1 Rail Link

- The rail link to London between Dover Priory and Folkestone was closed for nine months (from December 2015 to September 2016) whilst major rebuilding work was carried out by Network Rail following a storm, which completely destroyed parts of the railway. The £39.8 million project involved repairing the sea wall and building a new viaduct, replacing the one built in the 1800s. The line was reinstated on 5 September 2016.
- The Council is also engaging with DfT and prospective Train Operating Companies around the new Integrated Kent Rail Franchise.

### c) Viking Maritime Skills Academy



- Building work commenced on Viking Recruitment's £6.5 million training facility, next to their head office on the Beechwood Business Park in Dover, in February 2015.
- The £3.2 million construction of Phase 1 is now complete and offers a fully equipped Marine Survival Complex, Fire Training Ground, Medical Training Suite, Lifeboat Centre and Flexible Training Suites. Expansion East Kent loan funding was secured to support the project.
- Phase 2, which will see the relocation of the Fire Training Facility to a site across the road, will offer Navigational Simulators, Engine Room Simulators, 120 seat Restaurant Area, 120 seat Conference Room, Coffee Shop and Bar.

<sup>22</sup> [dover.gov.uk/Environment/Coast--Rivers/Coast-Protection/pdf/Policy-Statement-on-Flood-and-Coastal-Defences.pdf](https://dover.gov.uk/Environment/Coast--Rivers/Coast-Protection/pdf/Policy-Statement-on-Flood-and-Coastal-Defences.pdf)



**d) Buckland Hospital**

- The new £20 million Buckland Hospital opened in June 2015 and represents a major investment by the East Kent Hospitals University NHS Foundation Trust in local healthcare, with the aim of providing around 85% of all out-patient services in Dover. The new hospital provides a wide range of co-located diagnostic services, alongside a day hospital and minor injuries unit.

**e) Dover Christ Church Academy**

- Construction of new facilities at Dover Christ Church Academy were completed late in 2015, at a cost of c.£11m.

**f) East Kent College**

- East Kent College has invested £2.9 million in new facilities at its Dover campus in 2015. Working with local employers to identify their skills needs, the facilities include new high-tech mechanical engineering, plumbing and automotive workshops, an aircraft cabin interior for hospitality and tourism training, IT suites and a hairdressing salon.

## 9. TOURISM AND THE VISITOR ECONOMY



Tourism and the Visitor Economy is about more than 'holidays'. It is about businesses, employment, communities and the quality of life of local people. We are working hard to create the wider conditions, through our regeneration plans, for the visitor economy to grow.

**a) Creating growth**

- The visitor economy is one of this country's fastest growing economic sectors and there is significant growth potential for the Dover district.
- In 2014, the UK visitor economy contributed £121.1 billion to UK GDP (7.1%)<sup>23</sup> and is predicted to grow by an annual average of 2.9% over the next decade. This is more than the overall economy (2.5%) and outpaces nearly every other sector<sup>24</sup>. Nationally, tourism industries employ nearly 3 million people, making it the third largest employer, accounting for 9.5% of total employment<sup>25</sup>.
- The tourism industry is characterised by its diversity. Over 80% of the accommodation, hospitality and attractions that welcome domestic and overseas visitors are small or medium sized enterprises (SMEs) and many are family owned.
- A thriving visitor economy generates visitor spend from outside of the district on accommodation, retail, transport, food and drink and attractions. This visitor spend provides revenue into local

<sup>23</sup> UK Tourism Statistics 2016, Tourism Alliance

<sup>24</sup> LGA Local Solutions: boosting the visitor economy

<sup>25</sup> UK Tourism Statistics 2016, Tourism Alliance

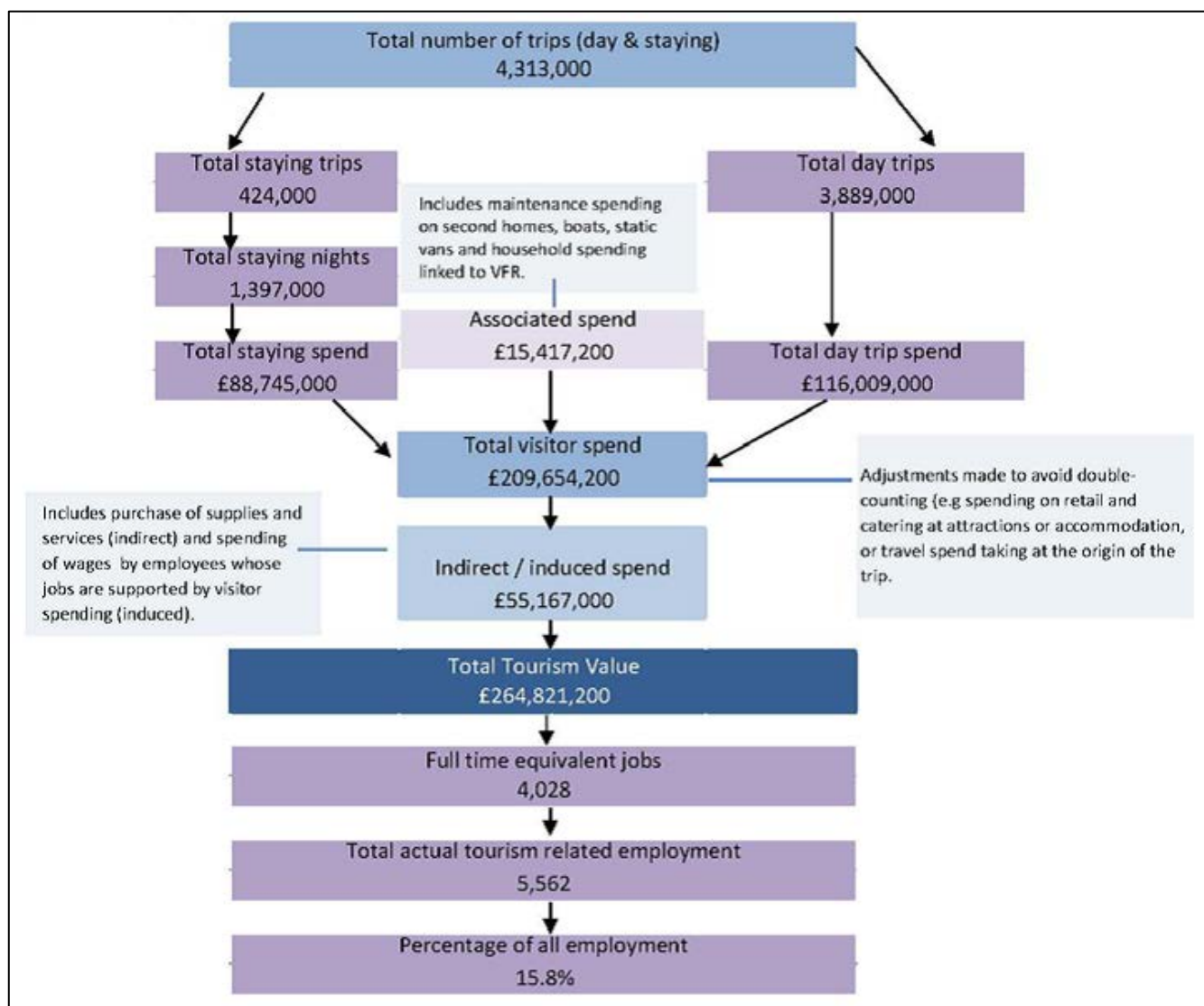
tourism businesses but also for businesses in the supply chain. This revenue support to a wider range of businesses makes local services viable, supports local infrastructure and job creation.

- Visitor spend generated also helps to maintain an environment that people want to visit, live and work in. Local communities benefit from a thriving local visitor economy with an increased choice of facilities such as places to eat, local shops, events and exhibitions, preservation of local heritage and natural landscape. It also helps to enhance civic pride and build a strong sense of place and local identity.

## b) Tourism in the Dover District

- According to the most recent [tourism research](#)<sup>26</sup>, commissioned by Visit Kent, the total economic impact of tourism in the Dover District in 2015 was £264,821,200. This is an increase of +6.6% compared to the last survey for 2013.
- The number of tourism day trips rose by +6.5% to 3,889,000 and the number of staying trips increased by +10.1% to 424,000. However, the average length of stay fell by -1.8% to 3.43 nights. The total number of actual tourism related employment rose by +8.2% to 5,562.

### Economic Impact of Tourism, Dover – 2015 Headline Figures

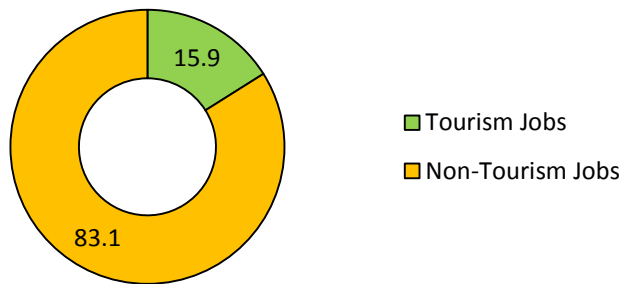


Source: Destination Research Economic Impact of Tourism, Dover – 2015; Cambridge Model summary of Dover District, 2015 (published December 2016)

<sup>26</sup> [visitkentbusiness.co.uk/library/Economic\\_Impact\\_of\\_Tourism\\_-\\_Dover\\_2015\\_FINAL\\_REPORT.PDF](http://visitkentbusiness.co.uk/library/Economic_Impact_of_Tourism_-_Dover_2015_FINAL_REPORT.PDF)



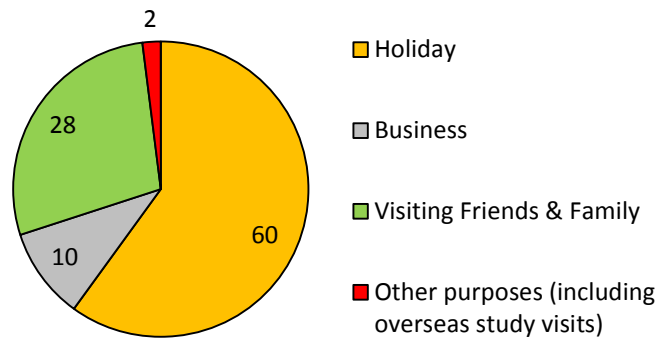
### Tourism Jobs as a Percentage of Total Employment in the Dover District, 2015



- Between 2013 and 2015, there has been a +8.2% increase in tourism related jobs in the Dover district. This compares to +5.9% across Kent.
- It is estimated that the tourism industry provides 5,562 jobs in the district, which equates to 15.9% of total employment.
- The value of the visitor economy in the Dover District increased by 6.6% between 2013 and 2015. This compares to 4.8% across Kent.

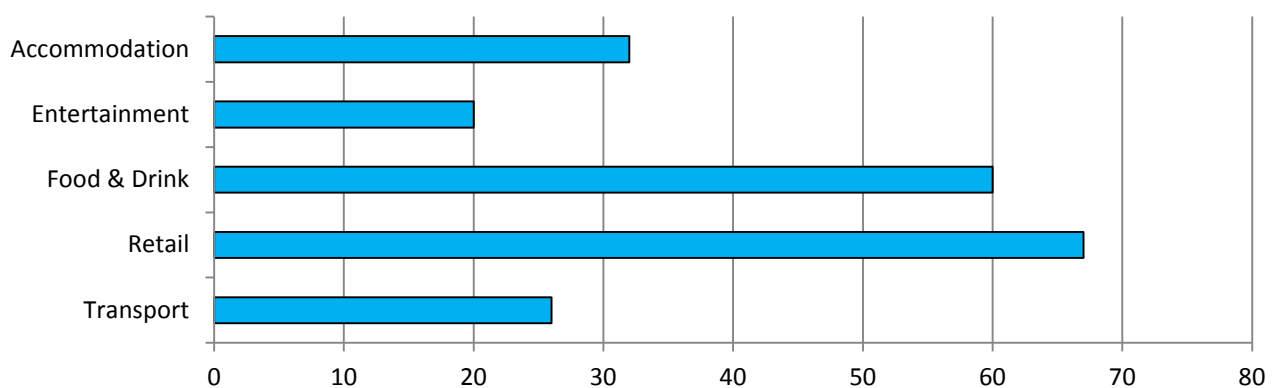
- There were 4.3 million visitors to the Dover district in 2015. 3.9 million day visitors and 424,000 overnight visitors. This is an increase of +6.9% between 2013 and 2015 (compared to +4% for Kent).
- Those on holiday in the Dover district stay 3.4 nights in the area and spend £197.79 for the duration of the trip.
- Those on business stay 3 nights in the area and spend £555.36 for the duration of the trip.
- Those visiting friends and family stay 2.9 nights in the area and spend £99.59 for the duration of the trip.

### Purpose of trip to the Dover district, 2015 (percentage)



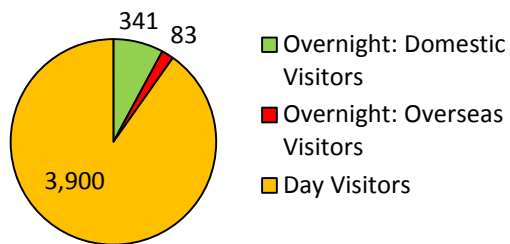
Source: Destination Research Economic Impact of Tourism, Dover – 2015 (published December 2016)

### Direct Expenditure by visitors to the Dover District, 2015 (£ millions)

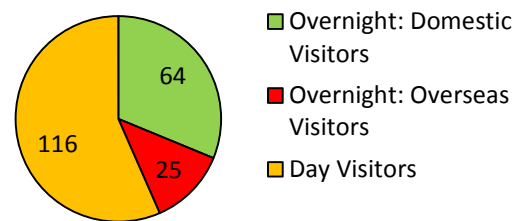


Source: Destination Research Economic Impact of Tourism, Dover – 2015 (published December 2016)

**Visitor Breakdown for the Dover District, 2015 (Number of visitors, thousands)**



**Visitor Breakdown for the Dover District, 2015 (Value of visit, £ millions)**



Source: Destination Research Economic Impact of Tourism, Dover – 2015 (published December 2016)

### c) Marketing the Dover District

- The Council proactively promotes the '*Enterprise Coast – Dover, Deal, Sandwich*' as a great place to live, work and play. Our inward investment website [www.investindover.co.uk](http://www.investindover.co.uk) continues to develop as platform for potential investors, and local businesses, to find out more about key locations, financial incentives, and news and information for business. Our Twitter feed (@InvestInDover) complements and has over 900 followers.
- Working in partnership, the Council has exhibited three times at the MIPIM exhibition at London Olympia. This has provided an excellent showcase to raise the profile of the district at the most prominent investment and property exhibition in the UK, which major investors and Government Ministers regularly attend. A new Lokn'Store self-storage facility at Whitfield is just one example of direct investment into the district following our work to promote inward investment at MIPIM.
- The Council manages the tourism and visitor marketing element for the district under the established brand of White Cliffs Country. It produces a successful annual tourism guide, website and associated marketing campaign, in partnership with the White Cliffs Country Tourism Alliance. The strategic aim is to develop and progress tourism, whilst promoting good practice in sustainability and contributing to the economic well-being within the district.
- We also work with Tourism South East (TSE) and Visit Kent on a number of requests and key opportunities to promote the district through a range of newspapers and magazine publications.
- The tourism website [www.whitecliffscountry.org.uk](http://www.whitecliffscountry.org.uk) is the main resource for people interested in visiting the district. The website is also the main way to find all event information about the district for visitors and residents alike.
- The Cruise Market is a key component of tourism to the district and we have been working with partners (such as Visit Kent, Leeds Castle, Port of Dover, English Heritage and Canterbury Cathedral) to improve the experience for cruise passengers in the terminal and raise awareness of what the district, and surrounding area, has to offer. Part of the activity is an information service on Port of Call days, cruise brochure/website and attendance at exhibitions. The Cruise Welcome desk at the Cruise Terminal has been relocated in Terminal 2 and is now being directly run by Dover District Council.
- The promotion of tourism in Dover town is being encouraged through a new partnership '[Destination Dover](http://destinationdover.org/)',<sup>27</sup> which is a new body developed through the [Big Local](http://doverbiglocal.org.uk/)<sup>28</sup> initiative. We are a core funding partner of the partnership, whose purpose is to assist and complement work already carried out – not to take over marketing from individual players. A Destination Manager, employed by Dover Town Council, was appointed in November 2016 and a [Short / Medium Term Destination Management Plan](#)<sup>29</sup> has been developed.

<sup>27</sup> [destinationdover.org/](http://destinationdover.org/)

<sup>28</sup> [doverbiglocal.org.uk/](http://doverbiglocal.org.uk/)

<sup>29</sup> [doverbiglocal.org.uk/wp-content/uploads/2017/03/Destination-Dover-Report.pdf](http://doverbiglocal.org.uk/wp-content/uploads/2017/03/Destination-Dover-Report.pdf)

- A jointly funded project (Dover District Council and Dover Town Council) to offer free admission to Dover Museum, from August 2016, has resulted in increased visitor numbers, from 123.64 per 1,000 population in 2015/16 to 165.72 per 1,000 population in 2016/17.
- Following the success of the Bluebird Heritage trail across Dover, a project to provide a similar trail in Deal and Walmer, looking at their links with the Royal Marines, has been developed.
- Another important way for us to boost the profile of the district is by encouraging international events, such as the Open Golf Championship, to be held here – please see the International Events section below.

## 10. INTERNATIONAL EVENTS

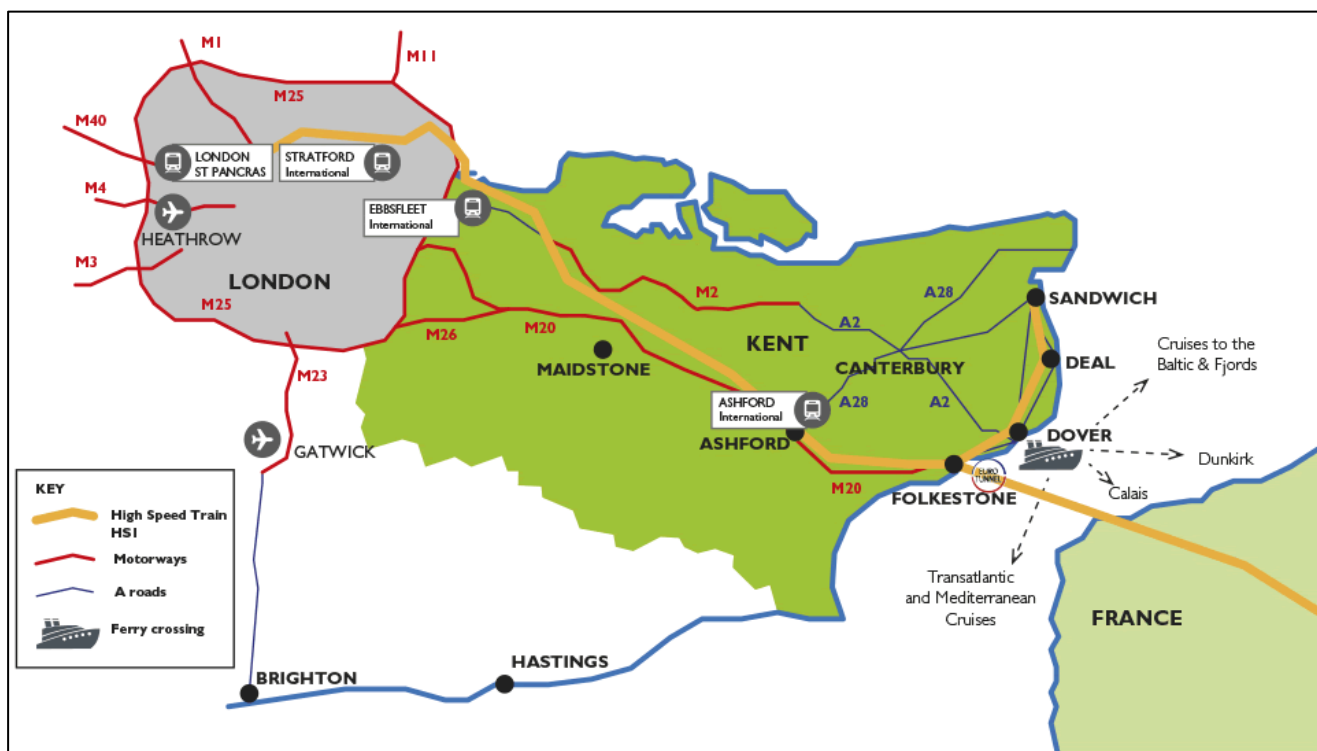
- The district boasts three championship links courses at Royal St George's Golf Club, Prince's Golf Club, and the Royal Cinque Ports Golf Club. In June 2017, the Royal St George's Golf Club in Sandwich hosted the 2017 Amateur Championship, with qualifying stroke play rounds at the nearby Prince's Golf Club.
- Following engagement with partners throughout 2015 and 2016, the R&A<sup>30</sup> has confirmed that The Open Golf Championship (The Open) is to return to Royal St. George's in 2020 (12-19 July). The Open is one of the most prestigious annual sporting events to be held in the UK, attracting a global audience and bringing substantial economic benefits and profile to the area in which it is held.
- The Open was last played at Royal St George's in 2011, when there were over 180,000 visitors, and an extra 37,000 passengers travelled on the special High Speed train service from London St Pancras. The estimated benefit to the tourist economy in Kent came to £77 million. Within the boundaries of East Kent, comprising the districts of Canterbury, Thanet, Dover and Shepway an economic impact of £21.2 million was delivered<sup>31</sup>. The economic benefit could be even higher in 2020 – as it has been estimated that The Open in 2016 was worth an estimated £110 million to Troon and Scotland.
- We are working with Department for Transport, SELEP, KMEP, Kent County Council, Network Rail, South Eastern Trains, along with our partners in East Kent, to consider how to improve spectator flows in and out of Royal St George's as part of a wide transport plan. Significant improvements are required, particularly Sandwich Station, to enhance access and cater for the expected scale of the upcoming event. Work is ongoing to define the level and cost of improvements at Sandwich Station.

<sup>30</sup> The Royal and Ancient Golf Club of St. Andrews

<sup>31</sup> According to independent economic research commissioned by The R&A

## 11. TRANSPORT LINKS: BETTER CONNECTED

### a) Overview



- The Dover district has good transport links, with the A20/M20 connecting the area with Ashford, Maidstone and London and the A2 linking to Canterbury, North Kent and London. Dover is the closest UK town to mainland Europe and is at the heart of the European Transport Network, recognised as an International Gateway, with the ferry port connecting to Calais and Dunkirk in France. Dover is the hub port for cruise lines in the South East of England, with over 25 different cruise lines operating out of the Port.
- Dover's railway station connects to Folkestone, Ashford, Tonbridge and London heading west and connects to Canterbury, Maidstone and London heading north and the Thanet towns heading east.
- Dover, Deal, Martin Mill, Walmer and Sandwich are connected to the UK's only high-speed domestic rail link. Operating at speeds of up to 140 mph, central London is just 64 minutes from Dover Priory, with a target to reduce this to under an hour. In normal circumstances, if there is no impediment to serviceability, the transport network functions in a reasonable manner. However, it only takes an incident, such as Operation Stack / TAP, or an accident, to seriously disrupt routes to, and around, the district.
- The council will continue lobbying for further improvements and enhancements to the transport infrastructure. Substantial investment in the road network is needed including dualling of the M2/A2 all the way to the Port of Dover, and a third Lower Thames crossing. This is help alleviate bottlenecks for strategic freight transiting the Midlands and North to / from Dover and keep the key trade corridor open between Europe and the rest of the United Kingdom.

### b) Transport Priorities for Dover

- There are a number of improvements required to deliver 'growth without gridlock' in the Dover district.
- Kent County Council is the Local Transport and Highway Authority for local roads in Kent. However, a number of key transport priorities fall under the remit of Highways England, Network Rail and other organisations. We are therefore working closely with these agencies to ensure schemes and services supporting growth in the district are given priority for delivery.

- We have worked with Kent County Council to identify the infrastructure requirements necessary up to 2031 and these have been included in the Kent and Medway Growth and Infrastructure Framework and Local Transport Plan. This is used as basis for securing funding for the delivery of infrastructure projects.
- Investment in the district's infrastructure is important both nationally and locally and these are covered below:

## **National Priority**

Transport schemes in the district that are considered to be of national importance in terms of their importance to the Kent and UK economy are:

### **i. Bifurcation of Port Traffic**

- Bifurcation is the splitting of Port traffic between the M2/A2 and M20/A20 corridors.
- It is vital to the UK economy that the Channel Corridor operates efficiently at all times and is resilient to incidents on the network. Port traffic is currently routed along the M20/A20, which results in severance between Dover town centre and the harbour. With the construction of a new Lower Thames Crossing, a second strategic route will be available between Dover and the Midlands and North. The project to revive the Dover Western Docks plus expansion of the existing Port would naturally split traffic so that for the Western Docks and Channel Tunnel would use the M20/A20, and traffic for the Eastern Docks would be encouraged to use the M2/A2. Bifurcation will also facilitate growth of Whitfield, Folkestone, Ashford and Maidstone by releasing capacity on the M20.
- To deliver bifurcation, the following upgrades have been identified:
  - M2 Junction 7 (Brenley Corner) improvements to improve capacity and provide free-flow between the M2 and A2.
  - Dualling sections of single carriageway on the A2 north of Dover along from the Port of Dover, Jubilee Way to Whitfield and through to Lydden.
  - M20 Junction 7 improvements to provide ease of access between the A249 and M20.
  - M2 Junction 5 Stockbury improvements to provide free-flow between the M2 and A249.
  - Increased capacity on M2 Junction 4 – 7.

### **ii. Port Expansion**

- The Port of Dover is forecasting a 40% increase in roll on – roll off ferry traffic by 2030 (HGVs and LGVs driving on and off ferries). To accommodate this growth, constraints in the south east's capacity for short-sea routes to the Continent have to be overcome. Dover Harbour Board's master planning has shown that the existing Eastern Docks would not provide sufficient capacity and therefore the Port plan to redevelop the Western Docks. The Western Docks will provide a cargo terminal with a port-centric distribution centre, allowing the existing cargo operations to move out of the Eastern Docks so a dedicated ferry terminal and an increase in freight vehicle space can be delivered. The redevelopment would also kick-start the regeneration of Dover town, attracting investment, creating jobs and improving the appearance of the Waterfront. The scheme will remodel the Prince of Wales and York Street roundabouts on the A20. Other ports in the county are also growing.
- We are working with Dover Harbour Board to support their development. DWDR is the single biggest investment ever undertaken by the Port of Dover with c£250m committed for its delivery.

### **iii. Operation Stack**

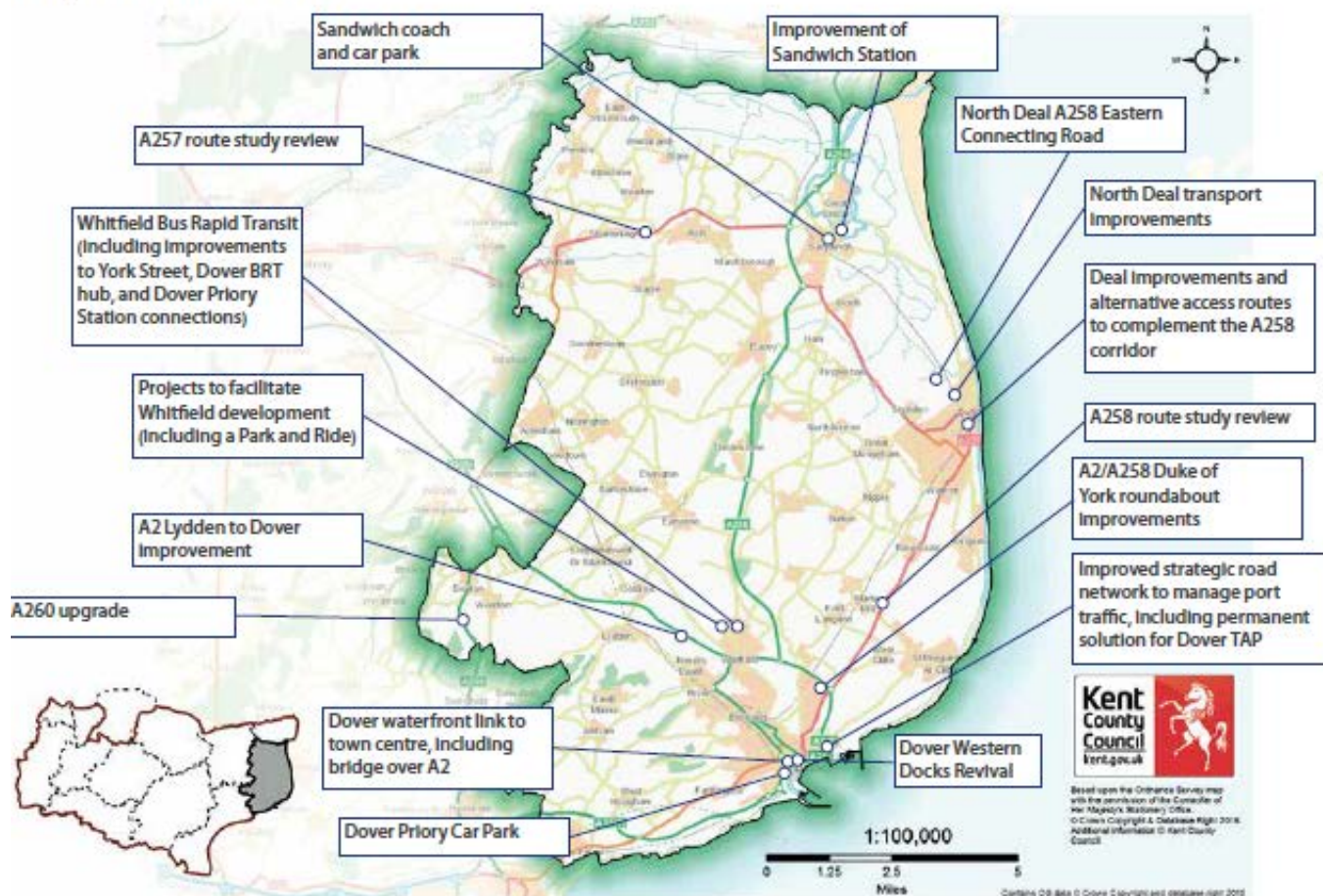
- Over recent decades, the number of lorries crossing the English Channel has increased seven fold. Nearly 90% of all UK roll-on, roll-off international freight goes through the Strait of Dover and that puts 11,000 lorries per day on Kent's roads. There are projections that by 2025 the number of these lorries could double. Usually the road network copes well. But unexpected events cause problems, as there is little slack in the system.



- Severe weather, security threats or industrial action can result in queues of lorries being held on the M20 using a procedure known as Operation Stack. This happened on 32 days in 2015.
- Operation Stack can cause significant problems as it shuts the M20, which causes major traffic congestion, affecting residents and businesses across Kent. The impacts are estimated to cost the Kent and Medway economy over £1.5m per day, with the wider costs to the UK economy being much greater. When the motorway traffic is rerouted onto M2, A20 and the local road network it has detrimental impacts on the communities along these routes.
- Operation Stack was only designed to be a temporary measure to address capacity problems due to adverse weather or technical problems. Whilst Stack helps keep local roads in Dover clear, it is not sustainable over the long-term and is damaging the local and national economy. The Port is vital to the UK economy and we have called for the government to take action to develop a strategy on cross-Channel freight transport resilience so that the police and highway authorities have the resources to manage the situation more proactively.
- In August 2015, the government announced the use of Manston Airfield as a temporary option to help hold lorries as part of Operation Stack. We raised objections to this proposal, because of the potential for disruption to local traffic, and received assurances from Government and Kent County Council that they will be monitoring local impacts.
- In November 2015, the former Chancellor George Osborne announced an allocation of £250m to pay for a lorry park as a solution to the disruption caused and improve facilities for lorries across the county in general.
- Highways England revealed two potential sites in December 2015 and launched a consultation that ran until January 2016. In July 2016, the government confirmed the lorry park will be built in Stanford West off the M20, with the capacity to hold 3,600 lorries. It had appointed Balfour Beatty as the lead contractor for the project with building work to start "as soon as possible" with places available from summer 2017. This announcement came after a critical report by the cross-party transport select committee, which said the case for the park had not been proven.
- A consultation on the design of the new lorry area ran until September 2016 and campaigners launched a legal challenge. A judicial review of the scheme was granted – to be heard in June 2017. In November 2017, the government announced it will no longer be defending a judicial review against plans for the proposals for the Stanford West lorry park and was scrapping the plans entirely. It means plans will be taken back to the drawing board with options due to be presented to the public next year and submitted in 2019. Highways England are reassessing the options available for the Lorry Area. In the meantime, it says that it will develop an interim contingency solution that will be in place by March 2019. One way is suggested to see a dual carriageway created on the M20 using moveable or steel barriers to safely stack lorries in the centre of the motorway whilst keeping the road open. The government also still has an agreement in place to use Manston Airport for lorry parking.

## Local Priority

### Local Transport Priorities for the Dover District



Source: Kent County Council Local Transport Plan 4 – August 2017

### c) Better Connected by Rail

#### Station Usage

Estimates of station usage 2015/16	
Dover Priory	883,394
Deal	506,568
Sandwich	286,880
Walmer	187,282

Source: [Office of Road and Rail Statistics](#)

- Dover Priory is the most heavily used station in the district with over 880,000 entries and exits in 2015/16.
- This is a fall of -8.1% on 2014/15, but these figures probably reflect the fact the railway line between Dover Priory and Folkestone was closed for nine months (from December 2015 to September 2016) whilst Network Rail carried out major rebuilding work

to repair damage caused by a storm, which destroyed parts of the railway. The £39.8 million project involved repairing the sea wall and building a new viaduct, replacing the one built in the 1800s.

## High Speed Rail



- The High Speed rail services from Dover to St Pancras have significantly reduced journey times to London, making the journey more attractive to commuters in particular.
- A Regional Growth Fund (RGF) allocation of £5m was secured as part of a match-funding proposal to reduce journey times from London to East Kent. Kent County Council (KCC) then funded an extension of the High Speed service from Dover through to Deal and Sandwich at peak times as an interim measure (to October 2014). Following this intervention, South Eastern confirmed a new timetable, commencing in January 2015, providing increased services for Sandwich, Deal and other locations.
- The next [South Eastern franchise](#) is planned to start in December 2018. It covers regional and commuter passenger services in the south-east London suburbs, the whole of Kent and part of Sussex, including domestic services on High Speed 1. The current contract is held by Govia, which has operated the services under the Southeastern brand since 2006. The Department for Transport [announced](#)<sup>32</sup> the shortlisted bidders for the next South Eastern passenger franchise in June 2017. A decision is awaited.
- We will be engaging with the Department for Transport on further service requirements for the district. We are pressing for a journey time of less than 1 hour between Dover to St Pancras, additional capacity on the High Speed route, and investigation into a new Whitfield Station.
- In addition, we are engaging with Thanet District Council, Kent County Council, Discovery Park and the SELEP regarding the development of a new Thanet Parkway Railway Station. This will increase rail connectivity between East Kent, London and the wider Kent area by providing access to mainline and high speed services and support the continued success of the Discovery Park Enterprise Zone by improving investment opportunities. A £10m funding allocation has also been announced for this as part of the SELEP Growth Deal. Between January and March 2017, Kent County Council consulted on the outline design of the station and car park, with a majority of respondents expressing general agreement with the proposals, although a number of concerns were raised. The project team is now preparing a planning application.
- We are continuing to explore the options to provide additional car parking space at Dover Priory to support passenger growth on the high-speed link to St Pancras International.

### d) Better Connected by Road

#### Funding for Local Transport Schemes

- Several transport schemes in the Dover district have secured funding commitments from the £442.1m South East LEP Growth Deal announced 07 July 2014. The plans include a commitment from the Department for Transport to work with the SELEP to develop further the business case for improved links between Dover Waterfront and Dover Town Centre. We are currently working on a

<sup>32</sup> [gov.uk/government/news/bidders-for-2-rail-franchises-named-by-government](http://gov.uk/government/news/bidders-for-2-rail-franchises-named-by-government)



Masterplan, with the Port of Dover, which will incorporate connections from the Waterfront to the Town Centre, including connectivity to Priory Rail Station.

- Also included are plans for a new link road in North Deal, to help facilitate the free flow of traffic, addressing safety concerns at existing junctions, and improving access to a new residential development site. Moving beyond improvements being made at Albert Road, we will be looking at a Deal Transportation Study as part of our Local Plan Review to improve access in the North Deal area.

### **Transport Study for Dover**

- In November 2015, we appointed WSP Parsons Brinckerhoff to review the Transportation Strategy for Dover and identify a programme of improvements to support the district's plans for growth for the future. Key changes to be considered include the Whitfield Urban Expansion; St. James' development; Dover Western Docks Revival; Development of Bus Rapid Transit (BRT); and a range of potential changes to the local road network.
- Dover District Council, KCC Highways, Dover Harbour Board (DHB) and Highways England appointed WSP & Peter Brett Associates to update the existing transport modellings by re-validating existing data and any development that has already happened/is in the pipeline since 2007. Highways England and KCC Highways, in conjunction with DDC, have now agreed and signed off this updated model to give a Present Year Validated Model that can be used for a range of issues such as identifying highway improvements to Dover Town Centre and assessing the impact of development proposals on the road network. Work on this commission has been put on hold until the distribution of proposed development is known and to take account of the refresh of the Local Plan.
- Alongside this, design work is progressing for the future improvement of the A2/A258 Duke of York Roundabout, which has been delayed by the need for further topographical work.

### **Deal Transportation Model**

- Dover District Council, in partnership with KCC and Highways England has commissioned WSP to develop a transport model of Deal. The model will be developed by extending the existing Dover Transport Model to cover all the key roads, in and around Deal. As part of the model development, WSP will survey traffic flows to help identify issues such as 'pinch points' and 'rat running'. This information will help to assess the need for new transport infrastructure including possible improved connectivity between Dover and Deal. The model will also be used to assess the suitability of sites put forward by landowners.
- Alongside the modelling work, WSP in partnership with LDA Design will undertake a detailed analysis of the North Deal area. This is a key commitment in the Council's adopted Core Strategy (2010) and will investigate whether place-making and infrastructure solutions can be found to benefit existing residents and identify opportunities to create further development.

### **Bus Rapid Transit System**

- As part of the [Whitfield Urban Expansion](#), a Bus Rapid Transit (BRT) system is being considered to provide a strong public transport connection with the town centre and Dover Priory railway station. This will provide a fast route that gives priority to bus services to the town centre and which cannot be used in part for general through traffic. The South East LSP has recognised the scheme in the [Growth Deal and Strategic Economic Plan 2014](#)<sup>33</sup> for delivery by 2019/20.
- Initial scoping work has been undertaken but the planning application has not been advanced at the moment pending uncertainties over the rate of progress of housing at Whitfield. We have had positive discussions with the agents acting for and with the landowners at WCBP and have secured a legal Agreement that provides a "call-up" option for the BRT through the business park. A submission has recently been made to Government, through the Marginal Viability Fund, for the construction of part of the BRT.

<sup>33</sup> [southeastlepp.com/images/uploads/resources/KENT\\_AND\\_MEDWAY\\_South\\_East\\_LEP\\_-\\_Growth\\_Deal\\_and\\_Strategic\\_Economic\\_Plan\\_WEB-6.pdf](https://southeastlepp.com/images/uploads/resources/KENT_AND_MEDWAY_South_East_LEP_-_Growth_Deal_and_Strategic_Economic_Plan_WEB-6.pdf)



### **Car Parking**

- Improving car parking capacity, particularly to support HS1, remains a priority for the council.
- Cabinet approved our refreshed [parking strategies](https://www.dover.gov.uk/Transport,-Streets--Parking/Parking/Documents--Policies/Home.aspx)<sup>34</sup> for Dover, Deal and Sandwich in September 2016. This followed a detailed assessment, carried out by consultants JMP, of existing parking provision across the towns and the potential impact of proposed development upon future supply and demand. Each strategy sets out the issues and opportunities identified and a proposed response – short-term and in the medium / long-term.

### **Dover Traffic Access Protocol (TAP)**

- Highways England introduced the Dover Traffic Access Protocol (TAP) in April 2015 as a temporary traffic management system. It queues port-bound lorries in the nearside lane of the A20 after the Roundhill Tunnel to Aycliffe to prevent Dover Town becoming congested with traffic and helping to improve the air quality. A 40mph speed restriction applied to all vehicles approaching Dover from the west via the A20, which operated all day, every day, regardless of whether there are any problems being experienced at the Port.
- TAP has been a success and used on more than 200 different occasions to keep traffic flowing through the town centre. We have lobbied hard for a permanent arrangement to TAP and, in January 2017, Highways England announced that it was investing in a series of 27 electronic variable signs to be placed along the A20. This means that the national speed limit will apply on this section of the A20, unless Dover TAP is in place, when it will enforce a 40mph speed limit. This will provide Dover with a more resilient road network to support both the town and the Port. The national speed limit was reinstated in July 2017.
- In addition, the Port of Dover has completed work on an £85m Traffic Management Improvement project to improve the resilience of the operation of the Port and help reduce congestion on the external road network. The Port has constructed a 13-lane holding zone to hold up to 220 freight vehicles between the check-in facility inside the Port and the roundabout at the entrance to the Eastern Docks. Thus reducing the need for TAP to be implemented.

### **b) Better Connected by Sea**

The Port of Dover is an essential part of the national transport infrastructure and a vital economic link with Europe.



<sup>34</sup> [dover.gov.uk/Transport,-Streets--Parking/Parking/Documents--Policies/Home.aspx](https://www.dover.gov.uk/Transport,-Streets--Parking/Parking/Documents--Policies/Home.aspx)

## Port of Dover: Key Facts

- Up to £119bn of UK/European trade handled a year
- Up to 17% of the UK's trade in goods passes through the Port
- Departure on average every 30 minutes<sup>35</sup>
- 2.6m freight vehicles a year
- 12.1m passengers a year
- 2.2m tourist cars a year
- 25+ cruise lines operating out of the Port
- Over 200,000 cruise passengers a year
- Supports 22,000 jobs – many of which in the local community
- Port of the Year 2016 – National Transport Awards

- The Port of Dover is one of the UK's main trade gateways with Continental Europe. The English Channel, at its narrowest point in the Straits of Dover, is the busiest shipping lane in the world.
- From its Eastern Docks ferry terminal, two shipping companies (P&O Ferries and DFDS Seaways) currently operate a fleet of 11 roll-on/roll-off ferries to the French ports of Calais and Dunkerque.
- In 2016, the Port recorded its busiest ever year handling 2.6m freight vehicles. This is up +2% compared with the previous year and has grown by +32.7% since 2012.
- The Port is Europe's busiest passenger port with over 12 million passenger movements in 2016.
- Dover is the hub port for cruise lines in the South East of England, with over 25 different cruise lines operating out of the Port. It is one of the busiest cruise ports in Britain and Northern Europe and welcomes more than 200,000 cruise passengers every year.
- The Port of Dover is also one of the UK's leading ports for fresh produce imports. The cargo business is growing, with the Dover Cargo Terminal handling 300,000 tonnes annually.
- Dover marina provides 400 berths in 3 berthing areas and has been re-accredited with a 5 Gold Anchors Award by The Yacht Harbour Association, one of the highest accolades, recognising quality of service and moorings.
- The Port supports around 22,000 jobs in the south east, two-thirds of these in Dover and over 5,000 provided through direct port employment.
- With cross-channel freight estimated to increase by 40% by 2030, the Port of Dover is working with the Port of Calais to strengthen the resilience of the route. The BRIDGE (Building the Resilience of International and Dependent Gateways in Europe) project was set up to ensure that the two ports are part of European efforts to create a fully integrated freight corridor combining road, rail and maritime transport and linking the UK with Northern France, Benelux and North-East Spain.
- Both ports are acknowledged at European level as core ports of the new TEN-T network 2014-2020. This is the only core network connection between the UK and continental Europe and the route also constitutes the maritime part of the North Sea-Mediterranean corridor of the new EU TEN-T programme. In January 2015, the EU agreed to fund €14m for key short-term capacity improvements, the first phase of the BRIDGE project.
- Following the decision by Government not to privatise the Port of Dover, the Council has engaged with Dover Harbour Board and others as part of the Port of Dover Community Forum. Regeneration remains a key requirement going forward. The Port of Dover has commenced the Western Docks Revival scheme in spring 2015, with the construction of two new junctions on the A20 forming the first phase of activity and due for completion in February 2017. A further Harbour Revision Order was approved in February 2016 to modernise the Harbour Board's constitution whilst strengthening the links between the Port and community. The Port of Dover has also engaged with DDC and other interested parties on the essential master planning for Dover Waterfront.
- The Port has completed an £85m investment programme in key infrastructure projects, including the renewal and enhancement of three berths and traffic management improvement (TMI) works. It has also committed to the major c.£250m to deliver the first phase of the [Dover Western Docks Revival](#) project – the single biggest investment ever undertaken by the Port of Dover.

<sup>35</sup> When taken across all operator schedules

- With 44% of the UK's exports and 53% of the UK's imports in goods and services traded with countries in the EU, Europe will remain our strongest market for both selling and buying. The Port is facing a degree of uncertainty over the impact on trade of the UK's decision to leave the European Union. It is stressing the case for a negotiated settlement that delivers customs clearance procedures and border control measures that maintain the rapid dispersal of passengers and freight units.

#### Key Port Traffic Indicators:

Port of Dover Annual Traffic				
Year	Passengers	Tourist Cars	Coaches	Road Haulage Vehicles
2005	13,348,829	2,555,136	107,541	2,045,867
2006	13,796,098	2,647,622	105,784	2,324,598
2007	14,287,318	2,836,779	105,336	2,363,583
2008	13,893,118	2,830,238	97,851	2,307,821
2009	13,090,309	2,775,174	81,209	2,300,468
2010	13,154,638	2,818,380	86,035	2,091,516
2011	12,764,699	2,653,127	84,938	2,069,945
2012	11,921,671	2,400,471	84,246	1,952,138
2013	12,753,343	2,471,193	90,478	2,206,728
2014	13,295,492	2,456,817	96,576	2,421,537
2015	13,008,400	2,335,531	96,592	2,539,918
2016	12,059,538	2,179,331	87,023	2,591,286

Source: [Port of Dover](#)

- From 2015 to 2016, Road Haulage Vehicle traffic increased by +2% and since 2012 has grown by +32.7%.
- In 2016 other traffic through the Port reduced:
  - Passengers -7.3%
  - Coaches -9.9%,
  - Tourist cars -6.7%