



## Draft Travel Plan - WKN - Highways England

### Wheelabrator Kemsley (K3 Generating Station) and Wheelabrator Kemsley North (WKN) Waste to Energy facility Development Consent Order

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**WHEELABRATOR KEMSLEY  
NORTH (WKN)**

**WASTE TO ENERGY FACILITY**

**DRAFT TRAVEL PLAN  
(HIGHWAYS ENGLAND  
VERSION**

07 August 2020

**Our Ref:** DA/PW/sjs/JNY9290-11

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# QUALITY MANAGEMENT

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**APPENDICES**

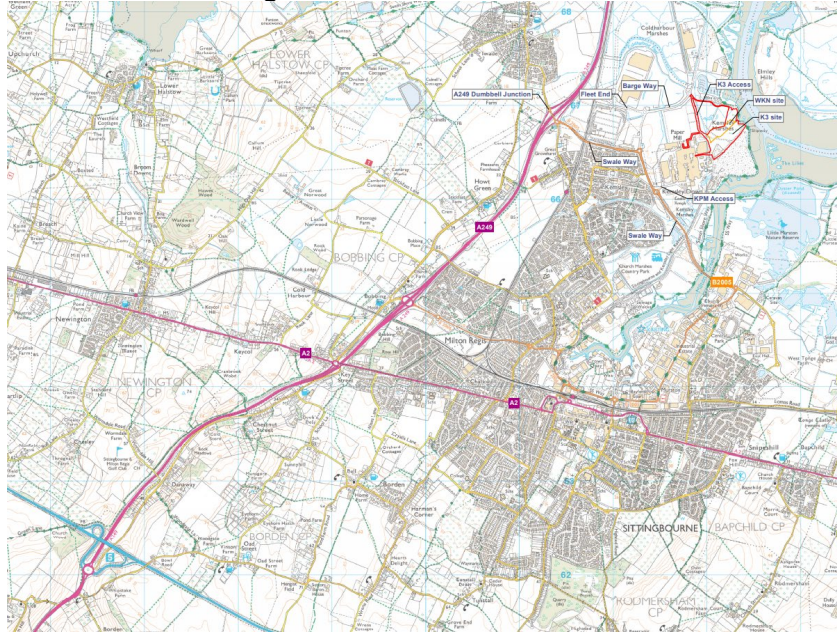
**APPENDIX A: SITE LOCATION PLAN**

# 1 INTRODUCTION

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- 1.1 This Draft Travel Plan (DTP) has been prepared on behalf of Wheelabrator Technologies Inc (the Applicant) (WTI), in respect of the application for a Development Consent Order (DCO) to construct and operate a new waste-to-energy facility on land called Wheelabrator Kemsley North ('WKN') east of Kemsley, near Sittingbourne, Kent as shown on **Figure 1.1**.

**Figure 1.1: Site Location Plan**



- 1.2 The development of a DTP is a key stage in the forward planning process and will assist in identifying a coordinated strategy for improving travel opportunities to / from the WKN Proposed Development for operational staff and also for daily HGV movements. It is a dynamic process that will grow and develop with time as the travel patterns of employees change and new initiatives are introduced.
- 1.3 A DTP itself is a way of managing and promoting how people travel to a particular area or organisation. It can consist of a single initiative, or a package of measures that are co-ordinated to encourage different and more widespread ways of travelling.
- 1.4 This DTP focuses on the operational stage of the facility. The development of this DTP has been prepared based on the primary objective of minimising the number of commuter journeys on the local highway network by single occupancy private car, and therefore limit the impact on congestion and the environment. It also considers the daily movement of HGVs.
- 1.5 This DTP seeks to address activities related to the operation of the WKN Proposed Development which includes commuter journeys for operational workers and HGV movements. By successfully addressing these different types of travel by promoting travel via sustainable modes and sourcing labour locally where possible, the objectives can be achieved.



## **Background**

- 1.6 Planning permission for the Wheelabrator Kemsley Generating Station (K3), an energy-from-waste facility with a generating capacity of 49.9MW and an annual tonnage throughput of 550,000 tonnes of waste, was granted by Kent County Council on the 6th March 2012. A number of material and non-material amendments have been made to that original consent since then.
- 1.7 All construction related planning conditions have been discharged and it is operating to its consented generating capacity (49.9MW) and tonnage throughput (550,000 tonnes).
- 1.8 The applicant has identified that K3 would be capable of processing an additional 107,000 tonnes of waste per annum and, without any change to the external layout or design, generate an additional 25.1MW of electricity.
- 1.9 However, in order for the K3 project to be properly categorised and consented under the Planning Act 2008 the applicant is required to seek consent for the construction of K3 at its total generating capacity of 75MW (49.9MW consented + 25.1MW upgrade) together with its proposed tonnage throughput of 657,000 tonnes per annum (550,000 consented + 107,000 tonnage increase) ("the K3 Proposed Development").
- 1.10 The practical effect of the DCO being sought would therefore allow K3 as consented and currently going through its commissioning process to operate to an upgraded power generation level of 75MW (an additional 25.1MW) and to process 657,000 tonnes of waste per annum (an additional 107,000 tonnes) above and beyond that permitted under its existing planning permission. The practical effect of the consent sought would not result in any changes to staff or travel related aspects at K3 as permitted.
- 1.11 Development Consent is also being sought for a proposed new waste-to-energy facility, which would be a single 125MWth line facility capable of processing 390,000 tonnes of waste per annum, with a generating capacity of 42MW ("the WKN Proposed Development"). The WKN Proposed Development is not therefore a NSIP as its generating capacity is below 50MW.
- 1.12 Instead WTI made a formal application on the 1st June 2018 to the Secretary of State for Business, Energy and Industrial Strategy (SoS) under Section 35 of the Planning Act 2008 for a direction as to whether the WKN Proposed Development together with any matters associated with it can be treated as development for which Development Consent is required.
- 1.13 The SoS issued his direction on the 27th June 2018 confirming that WKN is to be treated as development for which Development Consent is required, as it is nationally significant when considered with other projects in the same field, there are clear benefits to the K3 and WKN Proposed Developments being assessed comprehensively through the same DCO process and the removal of the need for separate consents to be sought.
- 1.14 The K3 and WKN Proposed Developments will operate independently to one-another with their own separate staff and business plans. This DTP relates to the WKN Proposed Development only with appropriate links made to both facilities where necessary.

### **Travel Plan Benefits**

- 1.15 The primary objective of a DTP is to reduce the adverse effects of transport associated with the operation of a site. Thus, the most easily identified benefits of the DTP are those that are directly related to reductions in vehicle use namely, less congestion, noise, air pollution and fewer accidents.
- 1.16 There are also various other benefits associated with the implementation of DTP initiatives, depending upon the content of such initiatives. These benefits can include:
- Increased productivity - a healthier workforce with greater morale can increase the productivity of staff;
  - Energy savings - through reduced fossil fuel use;
  - Improved use of public transport through travel plan initiatives;
  - An improved environment for pedestrians and cyclists;
  - Improved organisation image;
  - Cost savings to staff and the organisation as travel becomes more efficient; and
  - Improved quality of life through time savings achieved as a result of less congestion and reduced stress.

### **Aims & Approach**

- 1.17 As outlined previously, the principal aim of the DTP for the WKN Proposed Development is to help reduce car usage (particularly single occupancy journeys) and to increase the use of public transport, walking and cycling.
- 1.18 In addition to reducing operational staff and visitor journeys by single occupancy private car, the DTP also looks at ways to reduce the impact of HGV movements to and from the facility, especially during the AM and PM peak hours. Highways England consider the worst hours on this part of the network are between 08:00 and 09:00 and between 17:00 and 18:00.
- 1.19 In advance of commencement of the WKN Proposed Development, the journey origin and mode of transport of employees under typical operational conditions cannot be determined and therefore this DTP is focussed on setting out principles and objectives and introducing key elements such as a Travel Plan Coordinator (TPC), thereby providing a framework on which to base the Full Travel Plan (FTP), post consent and prior to the facility opening.
- 1.20 A survey at the WKN Proposed Development will be carried out within three months of operations commencing (when the full complement of staff are employed and HGV generation is considered typical) to determine the prevailing mode share of employees and movement of waste vehicles. These results will be integral to the evolution of the DTP for the WKN Proposed Development. The survey will aim to ascertain:
- Attitudes towards more sustainable modes of transport;
  - Journey lengths and origin;

- Preferences to the current modes of transport;
- Attitudes to changing their preferred mode of transport where possible;
- The most effective measures to induce a shift from private car usage to more sustainable modes of transport; and
- Timings and movement of waste vehicles.

### **Study Approach**

- 1.21 This DTP is based on current transport and travel planning guidance. Consideration has also been given to the requirements of relevant transport and travel-related policies.
- 1.22 This DTP also considers sustainable access modes and minimising the impact of HGV traffic to and from the facility once operational.

### **Report Format**

- 1.23 Following on from this introductory chapter, the structure of this report is as follows:
- **Chapter 2** sets out a review of relevant policies at the national and local levels;
  - **Chapter 3** provides a description of existing conditions surrounding the facility;
  - **Chapter 4** introduces a number of DTP measures which could be implemented at the proposed project;
  - **Chapter 5** sets out a series of objectives and initial DTP targets;
  - **Chapter 6** suggests a strategy; and
  - **Chapter 7** sets out how the Travel Plan will be developed including an Action Plan.



## 2 POLICY CONTEXT

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- 2.1 This chapter provides a summary of the key policies and the key guidance documents relating to transport and travel planning at the national and local levels.
- 2.2 The context in which a DTP should be promoted is highlighted by a number of policy documents issued at a national level, as outlined below.
- 2.3 DTPs are an important component of the Government's integrated transport strategy and are a means of holistically managing the transport generated by a development or site. Therefore, the principal aim of DTPs is to introduce and implement initiatives to encourage modes of travel other than the private car. They should not, however, be used as an excuse for unfairly penalising drivers and cutting provision for cars in a way that is unsustainable and could have negative impacts on the surrounding streets.
- 2.4 Paragraph 111 of the National Planning Policy Framework sets out that all developments which generate significant amounts of transport movement should be required to provide a Travel Plan. Travel Plans can play an effective role in taking forward those mitigation measures which relate to on-going occupation and operation of the facility.
- 2.5 The context in which a DTP should be promoted at local level is highlighted by a number of policy documents issued by Kent County Council (KCC), as outlined below.
- 2.6 KCC actively promote walking and cycling as regular means of travel through their 'Kent Active Travel Strategy (ATS)'. The overarching ambition of the Active Travel Strategy is to:

**"Make active travel an attractive and realistic choice for short journeys in Kent."**

- 2.7 Delivering on this ambition will lead to more people walking and cycling, contributing to the following outcomes:
- Improved health through an increase in physical activity;
  - Reduced congestion on the highway network by providing better travel choices; and
  - Safer active travel.
- 2.8 These outcomes will be realised by delivering the following actions:
- Action 1: Integrate active travel into planning;
  - Action 2: Provide and maintain appropriate routes for travel; and
  - Action 3: Support active travel in the community.
- 2.9 KCC have also developed a 'Freight Action Plan', its visions is to;

**"Promote safe and sustainable freight distribution networks into, out of and within Kent, which support local and national economic prosperity and quality of life, whilst working to address any**

**negative impacts on local communities and the environment both now and in the future.”**

2.10 Highways England (HE) provide guidance for use of Travel Plans in ‘The Strategic road network – Planning for the future (September 2015).

2.11 Paragraph 41 states the mitigation of impacts should be approached in the following manner:

**“the promoter should take all reasonable steps to minimise the level of physical mitigation required, through the use of measures such as Travel Plans, and travel demand management measures, such as development phasing, HGV booking systems and encouraging flexible working and sustainable travel.”**

2.12 Further guidance is provided in paragraphs 103 to 107, under the section title of ‘Travel Plans and demand management’.

2.13 Paragraph 103 reads:

**“We expect the development promoters to put forward initiatives that reduce the traffic impact of proposals by supporting the promotion of sustainable transport and the development of accessible sites. This is particularly necessary where the potential impact is on sections of the SRN that could experience capacity problems in the foreseeable future. Early engagement with us enables us to support this thinking, and we will work with developers and LPAs to identify appropriate measures to facilitate the delivery of sustainable development.”**

2.14 Paragraph 104 reads;

**“The preparation, implementation, monitoring and updating of a robust travel plan that promotes the use of sustainable transport modes (such as walking, cycling and public transport) is an effective means of managing the impact of development on the road network, and reducing the need for major transport infrastructure. This contributes to the ongoing effectiveness of the SRN in ensuring swift connections nationally and regionally, minimising delays and congestions. Retaining some network capacity within the SRN facilitates the provision for further developments.”**

2.15 Paragraph 105 reads;

**“We will work with local planning and highway authorities and developers to develop travel plans that identify opportunities to introduce specific, route-based and/or area-wide travel plan measures for developments that will support sustainable transport choice. We will expect such plans to be supported by robust performance indicators which can be effectively monitored.”**

2.16 Paragraph 106 reads;

**“By the inclusion of existing development within the provisions of a travel plan associated with new development, it may be possible to free-up additional capacity within the road network to offset the demand generated by a proposed new development, increasing**

**the likelihood of an assessment that the additional development can be accommodated.”**

2.17 Paragraph 107 reads;

**“However, quite often, the implementation of travel plan measures alone will not be sufficient to reduce the traffic demand of proposed development to acceptable levels. In such instances we will work with LPAs and local highway authorities to determine whether the implementation of more direct demand management measures could effectively regulate and manage traffic flows so as to support the delivery of the travel plan outcomes and to make the most effective use of the available capacity on the SRN.”**

### 3 EXISTING SITE CONDITIONS

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- 3.1 This chapter provides an overview of the existing travel and transportation environment in the vicinity of the WKN Proposed Development, thereby providing a baseline to the DTP.

#### **Highway Network**

- 3.2 The WKN Proposed Development is located approximately 3km north-east of Sittingbourne and approximately 2km east of the A249.
- 3.3 Barge Way is a 7.3m wide single carriageway road with street lighting; it is subject to a 40-mph speed restriction and there are no parking restrictions.
- 3.4 To the north, Barge Way accesses Ridham Docks and to the west it forms the eastern arm of a four-arm roundabout with Fleet End which provides access to a Morrison's distribution centre. Barge Way continues south from this roundabout to form the northern arm of the three-arm roundabout with Swale Way which again has been designed to be a 4-arm roundabout.
- 3.5 Swale Way forms part of the Sittingbourne Northern Perimeter Road, linking the A249 to the Eurolink Industrial Estate with a number of junctions along it providing access to the surrounding residential and industrial areas of Sittingbourne.
- 3.6 Swale Way is a 7.3m wide single carriageway road with street lighting; it is subject to a 40mph speed restriction and has no parking restrictions.
- 3.7 At its western end, Swale Way forms a grade separated dumbbell roundabout with the A249 and the B2005 Grovehurst Road. The eastern roundabout has five arms connecting Swale Way, Grovehurst Road (B2005), the A249 southbound on and off-slip roads and the A249 overbridge. The western roundabout has four arms connecting Grovehurst Road, the A249 northbound on and off-slip roads and the A249 overbridge.
- 3.8 The A249 is a dual carriageway road and forms part of the trunk road network. It routes broadly north to south between the Isle of Sheppey and Maidstone respectively. It forms grade separated junctions with the B2006, A2, M2 and M20 and provides access to London, the M25 and the wider strategic highway network.

#### **Walking / Cycling Infrastructure**

- 3.9 There are combined footway / cycleways along the northern side of Barge Way and along the southern and south-western sides of Swale Way. These link to the residential streets in the immediate vicinity of Swale Way, which in turn provide access to the wider residential areas of Sittingbourne. These residential streets generally have footways on both sides of the carriageway; therefore, a good network of footways allows pedestrians to route between the facility and the surrounding residential areas.
- 3.10 The Saxon Shore Way is a long-distance footpath which follows the shore of the Swale to the east of the Mill. The footpath continues north towards Chertney Marshes and further to Gillingham. To the south it links into Sittingbourne and continues east towards Faversham. The route is not lit and is not generally surfaced.

- 3.11 The facility is within proximity to on and off-road cycle routes which link to the wider Kemsley and Sittingbourne area. The National Cycle Network Route 1 is a long-distance cycle route connecting Dover and the Shetland Islands, passing along the B2005 Grovehurst Road between Sittingbourne and Kemsley. National Cycle Network Route 174 routes on Sheppey Way linking Route 1 to the Isle of Sheppey.
- 3.12 The combined footway / cycleways along Barge Way and Swale Way to provide a range of cycle routes to surrounding areas, linking to Routes 1 and 174 of the National Cycle Network.

### **Public Transport Infrastructure**

- 3.13 The closest bus stops are located on Ridham Avenue, approximately 1km west of the facility, and are served by bus service number 347 which provides a direct link to Sittingbourne town centre. The journey time from Kemsley to Sittingbourne is approximately 20 minutes and the service operates 4 buses per hour throughout the day and 3 buses per hour on a Saturday.
- 3.14 Additional bus stops are located on Grovehurst Road approximately 2km west of the facility. These bus stops are served by service numbers 324, 326, 339, and 341. A summary of the bus services in the vicinity of the facility is shown in **Table 3.1** below.

**Table 3.1: Summary of Local Bus Service – Kemsley**

Kemsley Bus Service Summary							
			Service Frequency (per hour)				
			Monday to Friday				Weekends
			AM Peak	Off Peak	PM Peak	Evening	
347*	Arriva Kent & Surrey	Kemsley – Sittingbourne	4	4	4	4	3
326	Chalkwell Coaches	Sheerness – Sittingbourne – Chatham	1 service per day in each direction				
647*	Arriva Kent & Surrey	Iwade – Kemsley – Chalkwell – Sittingbourne – Snipeshill	1 service AM southbound 1 service PM northbound				

\*Term time only

Source: Arriva Kent & Surrey bus timetables - [www.arrivabus.co.uk](http://www.arrivabus.co.uk) and Chalkwell Coaches - <http://www.chalkwell.co.uk>, 13/03/2019.

- 3.15 Kemsley Railway Station is located approximately 2km west of the WKN Proposed Development on Grovehurst Road. Southeastern Trains operate all services from Kemsley Railway Station.
- 3.16 Kemsley Railway Station has some direct services to London Victoria with a service frequency of two trains during the weekday morning with a journey time of approximately one hour and twenty-five minutes. Additional half-hourly services are available to London Victoria which require a change over at Sittingbourne.
- 3.17 Kemsley Railway Station has access to additional frequent train services via Sittingbourne Railway Station. With services from Kemsley approximately every 20 to 30 minutes and a journey time of 4-6 minutes, Sittingbourne Railway Station has frequent train services to London Victoria, London St Pancras International, Ramsgate and Dover Priory.

## 4 PACKAGE OF MEASURES

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### **Introduction**

4.1 The development of a successful DTP will require consultation with staff as time progresses to establish which measures would be the most effective, which may prove difficult to implement and which may be unpopular. The following sections outline a number of measures that could be promoted by the TPC under the following general headings:

- Travel awareness;
- Travel database;
- Public transport information;
- Walking;
- Cycling;
- Powered two-wheelers;
- Car sharing scheme;
- Car parking management;
- Personalised journey planners;
- Visitors; and
- HGV movements.

4.2 The measures identified and discussed within this chapter include DTP measures such as the dissemination of information relating to travel mode choices, in addition to a series of bespoke measures (e.g. car sharing scheme and car park management strategy) that reflect the nature and setting of the WKN Proposed Development.

### **Travel Awareness**

4.3 Good accurate information on the range of services and travel initiatives available at the facility will be a critical element of a successful Travel Plan.

4.4 The TPC will make new employees and sub-contractors aware of the existence of the FTP by providing them with access to it upon the appointment of their position. Any parking management policies will be explained to members of staff during the induction process.

4.5 As part of the induction process, relevant parts of the FTP would be disseminated to staff including, though not exclusively, the following:

- A map showing the location of the facility in relation to the local area, highlighting the nearby bus stops;



- Bus timetables of existing local services from nearby bus stops;
- Train timetables relating to services which stop at the nearest rail station, this being Kemsley Station;
- A map showing local cycle routes, which would also indicate the locations of cycle parking and cycle shops in the area; and
- Information relating to traffic-related environmental concerns, congestion problems and car sharing to raise awareness.

4.6 The TPC will ensure that any changes to the FTP or any relevant information are passed on to members of staff on a biannual / annual basis.

#### **Travel Database**

4.7 The TPC will undertake an annual travel survey which will monitor the number of staff travelling by single occupancy private car, car sharing, walking, cycling and public transport.

4.8 Information contained within the database and the travel patterns derived from the data will inform the annual review process, which will be carried out in conjunction with officers from KCC and HE.

#### **Public Transport Information**

4.9 The TPC will encourage use of public transport as a mode of travel to work by implementing the following initiatives:

- Provide up-to-date public transport information, including route maps and timetables on staff notice-boards and in communal areas;
- Provide details of local taxi companies;
- Liaise regularly with local public transport operators to ensure that information remains valid; and
- Provide details of the websites and telephone advice services to enable staff to obtain details on their individual journey requirements, including the Transport Direct journey planner and Traveline Southeast (<http://www.travelinesoutheast.org.uk> or 0871 200 2233).

#### **Walking**

4.10 The TPC will encourage walking as a mode of travel to work by implementing the following initiatives:

- Raise awareness of the health benefits of walking through promotional material;
- Provide a map showing walking routes, indicating distances and times at appropriate intervals to the facility;
- Encourage employees to sign up to the 'WalkBUDI' scheme which offers a journey matching service;

- Ensure that footpaths and footways on site are well maintained and lit; and
- Seek to introduce a policy against parking provision for staff who live within a realistic walking distance.

### **Cycling**

4.11 The TPC will encourage cycling as an alternative mode of travel to work by implementing the following initiatives:

- Provide secure cycle parking for staff as well as short term parking for visitors;
- Ensure shower and changing facilities along with lockers are available for use by staff;
- Provide a communal toolbox, to include puncture repair kit, cycle tools, oil, etc; In conjunction with the pedestrian initiatives, any defined cycle paths on site will be maintained and will be signed within the facility;
- Investigate the potential to set up a Bicycle User Group (BUG) or co-operate with an existing local group to encourage staff to cycle to work;
- Encourage employees to sign up to the 'BikeBUDi' scheme which offers a journey matching service;
- Promote the availability of cycling information, including route maps and useful tips and guidance, on the Sustrans website;
- Introduce the Cycle to Work scheme Government initiative, offering tax-free bikes and equipment for work;
- Establish contact with local cycle shops to attract discounts on equipment;
- Seek to introduce a policy against parking provision for staff who live within a realistic cycling distance; and
- Establish contact with the senior cycling officer at KCC to ensure that up to-date information is available regarding cycle routes and other facilities for cyclists in the vicinity of the facility.

### **Powered Two Wheelers**

4.12 The management of parking for mopeds and motorcycles will be considered in combination with any car park management measures. The parking facilities available for powered two-wheelers will be monitored to ensure adequate provision meets typical demand.

4.13 The TPC will encourage travel by powered two-wheelers as an alternative mode of travel to work by implementing the following initiatives:

- Provide secure motorcycle parking for staff, along with showers, lockers and changing facilities; and
- Consider reallocation of spaces for motorcycle / moped storage, subject to demand.

### **Car Share Scheme**

- 4.14 The TPC will set up a car sharing scheme / register within three months of receiving the initial staff travel surveys. Staff will be consulted by the TPC to allow potential car sharers to register an interest and provide details of their journey to and from work. The TPC will then identify suitable matches for staff that may be able to share their journeys to and from work.
- 4.15 This could be achieved via an online car sharing scheme, such as the 'Liftshare' (<https://liftshare.com/uk>) network. To overcome potential concerns, the TPC will set up a 'guaranteed lift home' service, for occasions when car sharers are unable to offer a return journey due to reasons beyond their control, in the form of a taxi ride home or lift via lift from other driver to the rail station.

### **Car Parking**

- 4.16 The WKN Proposed Development layout enables a dual entry and a single exit onto the private access road. HGVs will progress north to the Tipping Hall, turn within the hall, and exit along the same route. Smaller vehicles catering for staff, visitors and deliveries will travel east from the access to use one of two car parks providing 49 spaces and four disabled spaces. The management, maintenance and day teams will work days with the operating team working 24 hours over two 12-hour shifts with rest days.
- 4.17 The proposed WKN Proposed Development layout is attached at **Appendix A**.

### **Personalised Journey Planner**

- 4.18 Targeting individual journeys can be the most effective way of reducing car travel and encouraging use of sustainable modes. This initiative is most effective for those who currently travel by car, have no constraints to travel by sustainable modes and who are within a defined catchment area for using sustainable modes to travel to work.
- 4.19 The personalised journey planners could include:
- Maps showing the location of the correct bus stops to use at either end of the journey along with the accompanying walk route to their origin and destination;
  - Details of how and where to buy tickets, including the current cost for travel; and
  - Timetable information for public transport services used on their journey.
- 4.20 This initiative would initially use the Transport Direct journey planning service with an improved package following positive feedback from staff.

### **Visitors**

- 4.21 The degree to which visitors can be encouraged to use sustainable modes of transport will depend on a number of factors, including the accessibility of the facility by public transport from the visitor's origin and whether visitors to the facility are usually 'invited' or arrive 'on spec'.
- 4.22 The TPC will encourage travel via sustainable modes for visitors by implementing the following initiatives:

- Show public transport routes on maps sent to visitors;
- Identify the location of the nearest rail station, Kemsley, and indicating the approximate taxi fare and walking route and distance from the station to the facility;
- Offer lifts from Kemsley railway station to the facility; and
- Provide travel information on the organisation's website, including integration of the Transport Direct journey planner.

### **HGV Movements**

- 4.23 The movement of HGVs at the facility will be constant throughout the working day, with approximately 185 articulated HGV movements and 65 RCV movements at the WKN Proposed Development. The consent order seeks permission for HGV movements 24 hours a day, seven days a week.
- 4.24 Due to the nature of some of the fuel being delivered from local areas, i.e. from local commercial and industrial premises, directly from RCVs, it is expected that all such deliveries will occur between 07:00 - 19:00 hours on a weekday and 07:00 - 13:00 on a Saturday.
- 4.25 The haulage companies transporting to and from the WKN Proposed Development will be third parties and therefore not under the control of the site management.
- 4.26 It is unlikely that the haulage companies will travel during the weekday peak hours so as to avoid their drivers waiting in queuing traffic. Notwithstanding, HGVs will be restricted from entering and / or departing the WKN Proposed Development between 07:30 and 09:30 and between 16:30 and 18:30 daily until such time as this restriction is lifted in agreement with Highways England, which shall be a minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed.
- 4.27 The management will also encourage the haulage companies to adopt appropriate measures and utilise appropriate vehicles to maximise vehicle efficiency where practicable such as aerodynamic improvement to trailers, spray reduction mud flaps, low rolling resistance tyres, automatic tyre pressure adjustment, predictive cruise control and SAFED driver training scheme.

## 5 TRAVEL PLAN OBJECTIVES AND TARGETS

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### Introduction

- 5.1 This DTP is focussed on staff, visitors and HGV movements, and therefore the majority of measures proposed are intended to encourage staff to vary or change from any initial reliance on private car travel.

### Objectives

- 5.2 The primary objective of this DTP is to minimise any effects of transport associated with the operation of the WKN Proposed Development. Therefore, the most easily identified benefits of this DTP are those that are directly related to reductions in the mode share of single occupancy private cars, less congestion on the surrounding highway network, noise, air pollution and fewer accidents.
- 5.3 The FTP would build upon this DTP with key objectives being:
- Minimise the traffic impact of the facility in terms of employees and visitor travel;
  - Minimise all traffic associated with the facility, particularly non-essential traffic and to encourage the haulage companies to manage their HGVs in such a way to minimise their impact;
  - HGVs shall not enter and / or depart the WKN Proposed Development between 07:30 and 09:30 and between 16:30 to 18:30 daily until such time as this restriction is lifted in agreement with Highways England, which shall be a minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed; and
  - Maximise the environmental and health benefits of the facility by promoting sustainable travel such to minimise emissions and achieve higher safety levels.
- 5.4 The objective of this plan is to encourage the management of the WKN Proposed Development to seek to draw staff from the local area that can travel to work by more sustainable forms of transport and for those having to travel from longer distances to do so by car sharing, train or bus.

### Targets

- 5.5 A useful indicator of suitable targets which will achieve the objectives is the creation of SMART (specific, measurable, achievable, realistic and time-bound) targets.
- 5.6 The DTP is an evolutionary document and targets will be ongoing. The initial targets for this DTP are set out in **Table 5.1**.

**Table 5.1: Travel Plan Targets**

<b>Target 1 - To Minimise use of Single Occupancy Private Cars</b>	
<b>The Management to Monitor and Control Car Parking on and offsite</b>	
Specific	Parking at the WKN Proposed Development will be monitored, controlled and recorded by the management to ensure that single occupancy car use is minimised. Any observed or reported overspill from the car park will be closely monitored and discussed with the relevant authorities.
Measurable	The monitoring and control of on-site car parking is recorded by the management and then verified by an officer of KCC and HE.
Achievable	The management and KCC / HE to action.
Realistic	Yes. Any persistent overspill of on-site parking resulting in parking issues requires the management to reconcile, for example through reviewing its parking permits or personalised travel planning.
Time bound	Ongoing monitoring and control, with annual verification by KCC and HE.
<b>Reduce Proportion of Staff Driving to Work as a Single Occupant</b>	
Specific	Reduce proportion of 'car driver' within the first year.
Measurable	This would be verified through an annual travel survey.
Achievable	The management to action. All staff would be informed of the FTP and its targets. A target would be set and agreed with KCC and HE following the initial travel survey.
Realistic	Yes.
Time bound	A reduction should be targeted in the first year. Revised targets should be agreed with KCC and HE upon a review of the 1st annual travel survey.
<b>Provision of Current Travel Information to all Employees</b>	
Specific	The management will maintain notice boards with current information on travel options and to assist in the co-ordination of car sharing. Employees will also be informed of the various travel options to the facility in their induction.
<b>Provision of Current Travel Information to all Employees</b>	
Achievable	The management to action. The travel information provided on the notice boards will be the responsibility of the TPC.
Realistic	Yes. The notice board will be placed in a common space frequently used by all employees.
Time bound	Ongoing from first operation.
<b>Full Travel Plan Availability to all Employees</b>	
Specific	This FTP will be communicated to all employees as part of their induction/training process. An up to date copy of the FTP will always be available for consultation.
Measurable	This will be verified annually by an officer of KCC and HE.
Achievable	The Developers to action. It will be the responsibility of the TPC to ensure that all employees are provided with and have constant access to the FTP.
Realistic	Yes.
Time bound	Ongoing from first operation.
<b>Target 2 - To Maximise the Use of Sustainable Transport</b>	
<b>The Management to Monitor the Use of Public Transport to and from the WKN Proposed Development</b>	
Specific	Maximise the percentage of employees accessing the facility by sustainable modes such as walking, cycling, bus and train.
Measurable	This will be verified through the annual travel survey.
Achievable	The management to action. All staff will be informed of the FTP and its targets.



Realistic	Yes.
Time bound	Ongoing from first operation.
<b>Target 3 - To Encourage HGVs to use Appropriate Routes</b>	
<b>The Management to Monitor the Movement of HGVs on Agreed Roads</b>	
Specific	Access for HGVs at the WKN Proposed Development will be via the A249, then Swale Way and Barge Way.
Measurable	HGVs will route in accordance with the above, however, the management will be in ongoing dialogue with the haulage companies and will seek and record their feedback on access routes.
Achievable	The management to action.
Realistic	Yes.
Time bound	Ongoing from first operation.
<b>Target 4 - Waste Vehicles shall not enter or depart the WKN Proposed Development between 07:30 and 09:30 and between 16:30 and 18:30 daily *</b>	
<b>The Management to Manage and Monitor the Movement of HGVs to and from the WKN Proposed Development</b>	
Specific	Waste vehicles will be permitted to enter and exit the facility on a 24/7 basis with the exception of between 07:30 and 09:30 and between 16:30 and 18:30 daily *.
Measurable	Weighbridge data will identify all HGV arrival and departure times.
Achievable	The management to action.
Realistic	The management will not be in control of the waste vehicles but will manage the haulage companies and work with them accordingly.
Time bound	Ongoing from first operation until such time as this restriction is lifted in agreement with Highways England, which shall be a minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed.
<b>Target 5 - To Encourage Waste Vehicles to Travel Outside of the Highway Network Peak Hours *</b>	
<b>The Management to Monitor the Movement of HGVs to and from the WKN Proposed Development</b>	
Specific	Waste vehicles will be permitted to enter and exit the facility on a 24/7 basis but the management will encourage these movements to be made outside of the weekday AM and PM peak hours *.
Measurable	HGVs will travel on a 24/7 basis, however, the management will be in ongoing dialogue with the haulage companies and will seek and record their feedback on timings of access.
Achievable	The management to action.
Realistic	The management will not be in control of the waste vehicles but will encourage the haulage companies.
Time bound	Ongoing after the lifting of the restrictions between
<b>Target 6 - To Maximise the Efficiency of Operational Vehicles</b>	
<b>The Management to Encourage Measures to Reduce the Environmental Impact of HGVs</b>	
Specific	The Management will encourage the haulage companies to adopt appropriate measures where practicable such as aerodynamic improvement to trailers, spray reduction mud flaps, low rolling resistance tyres, automatic tyre pressure adjustment, predictive cruise control and SAFED driver training scheme.
Measurable	Can be verified by KCC / HE.
Achievable	The management to progress.

Realistic	The management will not operate the HGVs so is out of their control although they will seek minimum compliance standards from the haulage companies.
Time bound	Ongoing from the day of opening.

\* Highways England consider the worst hours on this part of the network are between 08:00 and 09:00 and between 17:00 and 18:00

## 6 TRAVEL PLAN STRATEGY

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### **Administering the Draft Travel Plan**

- 6.1 The management will appoint a TPC who would administer the DTP and the FTP for both the K3 and WKN Proposed Developments. The TPC would act as a central point of contact for the Authorities regarding its implementation. The TPC is expected to be an employee based at the WKN Proposed Development and will be appointed prior to the WKN Proposed Development opening. Until that point, an interim TPC will be appointed within one month of the grant of the DCO and is expected to be an employee based at the K3 Proposed Development.
- 6.2 The primary responsibilities of the TPC would be:
- to promote and guide the development of the FTP;
  - to retain an awareness of local and national transport policies and programmes so as to ensure that the FTP remains up-to-date and that the Highway Authorities remain aware of the needs of all of its employees and visitors;
  - to retain an awareness of local and national transport initiatives so as to ensure that the FTP and users take maximum advantage of new initiatives and assistance schemes as they emerge;
  - to assemble and maintain current public transport timetable and fare information and ensure this is made readily available to users;
  - to investigate bus service provision so as to encourage accessibility at the highest level possible throughout the life of the facility;
  - to identify public transport fare discount opportunities for users, for example offering subsidised loans to purchase public transport season tickets;
  - to introduce a car sharing scheme and encourage all users to use it (including the opportunity for lifts and/or taxi rides home in emergency circumstances, for example if car sharing arrangements fail);
  - to promote and encourage car sharing amongst employees;
  - to prioritise car parking spaces, if required, and the allocation of motorcycle bays;
  - to liaise with management on the practicalities, or otherwise, of flexible employee working hours to co-ordinate with public transport service schedules;
  - to encourage all employees living in reasonable proximity to the facility to walk to work;
  - to encourage all employees living in reasonable proximity to the facility to cycle to work, by setting up a cycle user group, by subsidising loans to purchase cycles for business/commuting purposes, offering attractive mileage rates for cycling; and
  - to investigate the suitability of other measures for reducing travel.

- 6.3 The TPC would ensure all employees are made aware of the FTP and its objectives in enhancing the environment.
- 6.4 The TPC would be able to offer advice upon the following:
- the development of the FTP;
  - access to other transport agencies for information and assistance on public transport services, e.g. traveline Southeast, etc;
  - promotion of cycle travel to and from the facility;
  - promotion of walking/pedestrian routes to and from the facility;
  - feedback from management on the practicalities, or otherwise, of flexible employee working hours to co-ordinate with public transport service schedules; and
  - use of public transport fare discount schemes.
- 6.5 The TPC would ensure that all of the necessary systems relating to the FTP, for example data collection and recording, employee travel database, and travel surveys, are established, maintained and regularly updated. The TPC would also ensure relevant information is available for inspection by the Highway Authorities as necessary.
- 6.6 The TPC would ensure all employees are made aware of the FTP and its objectives in enhancing the environment. All employees would be provided with details of the FTP on their induction and the TPC would encourage environmentally friendly travel practices from the commencement of employment.
- 6.7 The TPC would liaise with KCC in relation to cycling and public transport as required, to ensure maximum advantage is being taken of appropriate sustainable initiatives for travel. He/she would also keep KCC and HE aware of travel targets set and the success of the plan against those as it evolves and becomes firmly defined.
- 6.8 Effective travel planning requires ready access to accurate and current travel information. The TPC would make maximum use of notice boards and network facilities to distribute and collect information as well as providing speedy access to information such as bus and rail timetables, for all employees and visitors. Through this medium information would be available to respond to all personal travel needs to and from the facility.
- 6.9 In order to fulfil the above responsibilities and produce an effective FTP the TPC would work closely with KCC, HE and the transport service providers. By establishing constructive dialogue, the TPC would provide a responsive mechanism for problem identification and resolution to the benefit of all parties with an interest in the success of the FTP.

### **Walking**

- 6.10 The TPC will encourage employees living within a reasonable distance of the facility to walk to and from the facility. Changing facilities, including for the storage of wet clothes, and other similar apparel will also be provided to help encourage people to walk to and from the facility.

- 6.11 Although the accessibility of the facility entirely on foot may not be achievable from all of the surrounding residential areas, walking could form part of a longer journey. The TPC will therefore promote walking in this regard as well.

### **Cycling**

- 6.12 The TPC will encourage employees to cycle to and from the facility, by:
- providing cycle parking at the facility;
  - providing changing facilities within the facility,
  - including the storage of cycle equipment, etc;
  - providing employees with information and advice concerning safe cycle routes to and from the facility;
  - regularly advertise the benefits of cycling; and
  - promoting the accessibility of the facility by bike.
- 6.13 The management will also explore the feasibility of employees obtaining bicycles through the Government's 'Bike to Work' scheme; which can be used to assist with the purchase of bicycles for commuting.

### **Personalised Journey Planning**

- 6.14 Targeting individual workers journeys can be an effective way of reducing car travel to and from the facility and encouraging the use of sustainable modes. This initiative is most effective for those who currently travel by car, have no constraints to travel by sustainable modes and who are within a defined catchment area for using sustainable modes to travel to work. The TPC will offer personalised journey planning to employees that request it and will also inform drivers of the alternative modes available in group briefings.

### **Public Transport**

- 6.15 The provision of good quality public transport alternatives is normally considered to be an effective means of encouraging less use of the private car. An objective of the FTP is to maximise the number of people travelling by public transport to / from the facility.
- 6.16 The TPC will promote and encourage the use of bus and rail services. They will ensure all service information is prominently displayed in communal areas within the facility within easy access of all employees.
- 6.17 The TPC will work closely with KCC and the bus and rail companies to positively market and promote the use of services in an effort to encourage the use of public transport.
- 6.18 In addition, the TPC will seek to maximise the use of public transport in the following ways:
- regularly updating and displaying public transport information for all employees and visitors;

- consider offering subsidised loans for employees to purchase discounted public transport season tickets;
- regularly seek information from all employees using public transport on ways in which services may be improved; and
- consider flexibility in working hours for employees using public transport where this might co-ordinate better with public transport services timetables.

### **Car Sharing**

- 6.19 Car sharing represents a relatively convenient form of travel offering a significant potential to reduce overall private mileage of employees and visitors. It is a mode of transport which often forms a convenient method of sustainable travel with employees.
- 6.20 The TPC would promote a car-sharing scheme and would set up a database of all employees willing to share journeys.

### **HGV Movements**

- 6.21 Where possible the management will seek to use local suppliers to reduce the distance travelled on the highway network, however, given the nature of competitive procurement, this may not be possible.
- 6.22 An objective of this DTP is that HGVs shall not enter and / or depart the WKN Proposed Development between 07:30 and 09:30 and between 16:30 to 18:30 daily until such time as this restriction is lifted in agreement with Highways England, which shall be a minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed.
- 6.23 The Plant Manager will be responsible for the development and operation of a waste delivery booking system, or similar, that co-ordinates HGV arrivals and departures such that they do not enter and / or depart the facility between 07:30 and 09:30 and between 16:30 to 18:30 daily. The Plant Manager will be responsible for ensuring the developed system achieves this objective.
- 6.24 The developed system shall enable a monitoring record of all HGVs entering and departing the facility to be maintained. The Plant Manager will be responsible for maintaining such records.
- 6.25 An annual monitoring report on HGV movements at the facility shall be submitted to the Local Planning Authority for distribution to Highways England and Kent County Council on an annual basis. The annual monitoring report will provide evidence that HGVs have not entered and / or departed the facility between 07:30 and 09:30 and between 16:30 to 18:30 daily.
- 6.26 Highways England or Kent County Council can request records on HGV arrivals and departures at the facility as taken from the monitoring records at other times as reasonably required.
- 6.27 Full details of the developed system will form part of the FTP such that it demonstrates how the restrictions will be achieved, managed and monitored.



- 6.28 These restrictions shall apply until such time as this restriction is lifted in agreement with Highways England, which shall be a minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) were completed.
- 6.29 The FTP shall include a mechanism for which the HGV arrival and departure restrictions may be lifted, the lifting of which shall be a minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed.
- 6.30 After the lifting of the HGV arrival and departure restrictions, the management will continue to liaise with the haulage companies on a regular basis to seek to advise them that, if practicable, they should avoid deliveries being made and / or collection HGVs arriving during the weekday peak hours. Highways England consider the worst hours on this part of the network are between 08:00 and 09:00 and between 17:00 and 18:00.
- 6.31 The management will liaise with the haulage companies on a regular basis to seek to advise them to utilise appropriate routes to and from the facilities.
- 6.32 The management will also encourage the haulage companies to adopt appropriate measures and utilise appropriate vehicles to maximise vehicle efficiency where practicable.

#### **Communication**

- 6.33 The TPC will ensure that the FTP measures are communicated to all staff through the use of notice boards and communal areas. All employees will be made aware of the FTP at their induction.
- 6.34 The TPC will also investigate if there is potential to link in with any other local Travel Plans or initiatives.

## 7 DEVELOPMENT OF THE TRAVEL PLAN

### Monitoring

- 7.1 To enable the success of the Travel Plan to be established, the TPC will carry out monitoring of travel patterns on an annual basis and issue the results to KCC and HE.
- 7.2 The FTP would be reviewed against its targets annually when this monitoring data becomes available for a period of up to five years from the first operation of the WKN Proposed Development. When reviewed against the targets, if these are not being met, then the measures will be reviewed in consultation with KCC and HE to identify any changes or further measures that may be required and which are reasonable and viable.

### Action Plan

- 7.3 The FTP would be developed and implemented after a grant of consent of the DCO and prior to the WKN Proposed Development becoming operational. The FTP would fully detail the actions set out above, for consideration and approval by KCC and HE. The FTP would also allocate resources to carry out the necessary steps to deliver those actions. A Travel Plan Timetable is set out in **Table 7.1** below.

**Table 7.1 Travel Pan Timetable**

Travel Plan Timetable		
Approximate Time Period	Administrative	Activity
Within one month of the DCO being granted	Appoint an interim TPC at the K3 Proposed Development	
One to three months prior to first occupation of the WKN Proposed Development	Appoint a TPC to succeed the interim TPC	Display public transport and cycle route information, ready for employee occupation at the WKN Proposed Development
	Ensure Travel Plan measures are in place from the outset where feasible and appropriate at the WKN Proposed Development	
	Prepare marketing material, including public transport information and cycling routes and cycle parking provision on site and in the local area at the WKN Proposed Development	Set up noticeboards within communal areas, ready for employee occupation at the WKN Proposed Development
	Place sustainable travel information to the facility in communal areas at the WKN Proposed Development	Submit the management and monitoring system for agreement with Highways England and Kent County Council.
Prior to any of the WKN Proposed Development HGV movements being generated	Develop a management and monitoring system that would achieve the HGV restrictions objective	
		Submit the management and monitoring system for agreement with Highways England and Kent County Council.
Within three months of first occupation	Undertake staff travel survey Set targets	Display and maintain public transport, walking, cycling and car share information on notice boards in communal areas
		Submit results of staff travel survey to KCC and HE

Ongoing	Monitor staff and visitor car parking on site	Record staff and visitor car parking on site
	Maintain the public transport, walking, cycling and car share information on notice boards	Consistently raise awareness of the Travel Plan and its importance to visitors, employees and contractors
On-going every six months	Organise promotional events to promote the Travel Plan	Work with the haulage companies to ensure HGVs do not arrive and / or depart the facility during the restricted time periods and to utilise appropriate access routes.
	Liaise with haulage companies regarding waste vehicle movements	When the HGV arrival and departure restrictions are lifted consistently encourage the haulage companies to avoid travelling during the AM and PM peak hours and to utilise appropriate access routes
Every year	Monitor and manage HGV movements in accordance with the HGV restrictions	
On-going every six months	Liaise with KCC as appropriate for travel information updates	Consistently raise awareness of the Travel Plan and its importance
	Update and maintain the public transport, walking, cycling and car share information on notice boards	
Every year	Regular assessment through annual surveys of employees travel patterns for a period of up to five years from the first operation of the WKN Proposed Development	Record demand for car-sharers
	Prepare annual monitoring reports of HGV movements	Assess targets
Minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed	Review targets	Submit results of staff travel survey to KCC and HE
		Submit results of HGV monitoring to KCC and HE
Minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed		Review results of staff travel survey against targets in liaison with KCC and HE
Minimum of 12 months after both the facility is operational and the M2 Junction 5 and the A249 Grovehurst junction improvement works (or works to the same effect) have been completed	Minimum period for which the mechanism to lift the HGV arrival and departure restrictions may be enacted	Activity requirements of the mechanism to be agreed with HE

# APPENDICES

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# APPENDIX A: SITE LOCATION PLAN

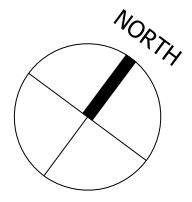
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- NOTE
1. THIS DRAWING IS COPYRIGHT GSDA LTD.
  2. THE CONTRACTOR MUST NOT SCALE FROM THE DRAWING ALL DIMENSIONS TO BE TAKEN FROM DIMENSION STRINGS.
  3. WHERE ANY DISCREPANCIES ARE FOUND BETWEEN DIMENSIONS THESE MUST BE BROUGHT TO THE ATTENTION OF THE ARCHITECTS FOR RESOLUTION.
  4. WHERE DISCREPANCIES EXIST BETWEEN REFERENCE OR ASSEMBLY DRAWINGS & DETAIL DRAWINGS, THE LATTER TAKE PREFERENCE.

- KEY
- Planning Application Boundary —
- Building / Plant
- Structure with height below 10m. Indicative size only.
- K3 Boundary —



- NOTES
- \*(a)  
Fire water tanks and Raw water tanks may be located below ground
- \*(d)  
Stack height between 80m - 110m, Subject to final design.  
Stack may be located within a 5m radius of these coordinates
- Landscaping is for information only

J	18/09/27	Issued for Information
H	18/09/27	Issued for Information
G	18/09/25	Issued for Information
F	18/09/05	Issued for Information
-	18/08/31	Issued for Information

FOR INFORMATION

  
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WKN	J	GS
PROJECT		
Site Layout		
DRAWING		
1:500@A1		
1:1000@A3	18/09/27	
SCALE	DATE	
1371 SK133	J	GS
DWG. NO.	REVISION	CHECKED