SWALE BOROUGH COUNCIL TRANSPORT STRATEGY

2022 - 2037

DOCUMENT CONTROL

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FOREWORD BY COUNCILLOR MIKE BALDOCK, DEPUTY LEADER

By 2037, Swale will have over 13,000 new homes and 10,900 new jobs in the Borough. With this comes an increase in population. With more people in the borough, the transport network needs to be able to cope without causing further harm to our environment. Furthermore, a national climate emergency has been declared in the UK and Swale cannot ignore this. In 2019 Swale declared a climate and ecological emergency and one of the main purposes of this is the reduction of carbon emissions in the borough. Swale has a commitment to reach zero carbon by 2030. Transport has a huge part to play in achieving this.

Congestion remains a challenging problem in a rural borough like Swale and one which will need to be addressed if those who have an essential need to use cars – because they cannot switch to walking, cycling or public transport – are to be able to travel around the borough successfully. Issues related to poor air quality are high on the agenda, and if Swale is to meet the minimum EU standards for air quality, we need to reduce the emissions associated with transport.

This new Transport Strategy is our most radical yet and seeks to ensure that sustainable and active travel become real choices for people in the borough so that the borough can become a less car dependent place. We need to go further to radically change the way we move about, and to ensure that travel becomes healthier, safer, and more affordable than ever. This Transport Strategy supports the growth set out in the Local Plan Review and Swale's vision to bring forward *new development to meet local needs and have contributed to supporting low carbon/zero carbon and renewable energy initiatives, enhance the natural environment through biodiversity net gain, ensuring quality design and place making capitalising on the borough's extensive natural and heritage assets.*

We will take every opportunity in this changing world to be creative and bold in our approach to deliver what Swale and Kent needs to boost its economy and deliver growth and jobs whilst addressing the transport and environmental challenges faced in the borough. This Strategy will be delivered in partnership by Swale Borough Council and Kent County Council (KCC) as they Highways Authority.

EXECUTIVE SUMMARY

The Swale Transport Strategy has an important role to play in transforming Swale into a more sustainable borough which supports the boroughs growth without harming the local environment. The Strategy's overall vision is to:

Deliver a sustainable transport network in Swale that creates an attractive, green and vibrant borough. The transport strategy will enable and encourage people to travel sustainably and actively, nurture healthy lifestyles, create less polluted places and upgrade the transport network to meet the boroughs needs.

The Strategy has six overarching objectives which will meet this aim, these are:

Objective 1	To promote active and sustainable travel enabling residents to take up these modes
Objective 2	To reduce and mitigate the impact of poor air quality related to transport whilst striving for net zero
Objective 3	To improve the journey time reliability and resilience across the transport network
Objective 4	To support the economic growth and development projected in the Local Plan Review
Objective 5	To consider the needs of all users across the transport network
Objective 6	To substantially reduce all road casualties and progress towards zero killed and seriously injured (KSI) casualties

Part of the evidence base for this Strategy is the Transport Model. The model has been used to forecast the development and traffic growth in the borough from a base year (2017). In the 'Do Something' scenario, the allocated development can be accommodated with a number of mitigations set out in this Strategy. The mitigations

are needed in order to create a 20% drop in vehicle journeys. The model will be run again in 2021 including the preferred sites set out on the Local Plan Review. The chapters within this Strategy contain seven key strands which aim to achieve this and Swale's vision for the borough.

1) Enabling Sustainable and Active Travel

The aim is to enable residents in Swale to use alternative modes of travel to the private car, helping to create borough wide mode shift.

Actions:

- Provide safe, pleasant and direct walking and cycling routes
- Public realm improvements
- Pedestrian and cyclist priority
- 20mph zones
- Secure Cycle parking
- Cycling promotion events
- Partnership with QBP to provide bus priority
- Partnership with Network Rail to improve rail services, reliability, integration with other modes, facilities and information.

2) Parking Strategy

The Aim is to manage the availability of car parking in the borough to balance the impact of car use with the need to provide access to services, communities and opportunities.

Actions:

- Annually review parking fees to ensure the cost of public transport is not a deterrent. **TO BE AGREED WITH PARKING TEAM**
- Ensure the continued provision of EV charging and bays.
- Investigate new technologies and systems to improve the efficiency of kerbside usage and implement these if effective.
- Review and implement disabled parking bays for those who need them
- Implement the newly adopted Parking Standards Strategy

3) Managing the Network

Ensure the Network in the borough is running reliably and journey times are reliable.

Actions:

- Ensure the continued management of the network to ensure minimal delay and congestion from new developments and demand.

- To ensure the network is able to operate effectively in the event of necessary or unexpected highway closure
- Create an A2 mitigation strategy to manage the flows of traffic on the A2 and the roads that feed on to it.
- The creation of new links to improve the resilience of the network e.g. Teynham/Ospringe

4) Reducing Travel Demand

Reduce the demand for travel in single occupancy car journeys through the promotion of travel reduction and shared travel providers.

Actions:
- Support development which has sustainability at its core. Developments which facilitate sustainable modes of transport and minimises the need to travel will be supported.
- Support car sharing in the borough through online platforms and travel plans
- Support the use of car clubs in the borough and encourage operators into the borough
- Continue to require development proposals that have significant transport implications to have a robust travel plan that is monitored.

5) Road Danger Reduction

The aim is to reduce the number of casualties in the borough, particularly KSIs. The borough will aim for Vision Zero in adult and child casualties.

Actions:
- Provide 20mph schemes in the borough which are holistic and include traffic calming measures
- Monitor and measure risk posed and respond to the identified risks through taking appropriate action
- Prioritise traffic reduction on residential streets along with priority crossings and protected cycle routes on roads leading to schools, parks or other amenities which children wish to access
- Work on initiatives with local communities such as speed watch
- Ensure that road safety education and training is available within the borough

6) Air Quality

The aim is to eliminate the dangerous air quality exceedances in the borough and stabilise the adverse effect of transport and its infrastructure on the natural and built environment and on local communities.

Actions:

- Support introduction of a Clean Air Zone
- Place the tackling of emissions from existing buildings and new developments at the forefront of planning policy and decision making
- Continue to invest in low emission Electric Vehicle charging infrastructure
- Support the delivery of the Air Quality Action Plan and associated documents.

7) Freight

The aim is to ensure the freight network is Swale is not causing any further adverse effects to the borough.

Actions:

- Encourage HGV's to use the primary route network, where possible
- Provide clear advice in respect of freight implications of new development proposals
- Work with the freight industry to enable the sustainable movement of goods whilst ensuring the negative impacts of freight traffic are minimised
- Encourage a shift from road-borne freight to less environmentally damaging modes, including rail, water and pipelines where feasible
- Support improvements in HGV provision in the county, including overnight parking in appropriate locations. Utilising traffic management powers, where appropriate to do so, to manage access and egress from specific locations.
- Support the Swale Freight Management Plan

CONTENTS PAGE

1. INTRODUCTION

This Strategy replaces the Swale Transportation Strategy 2014-2031 and provides a supporting evidence base to the Swale Local Plan Review (2022-2038). It has been prepared to provide the transport policy framework for Swale to the year 2038.

1.1 The role of the Transport Strategy

1.1.1 The Borough of Swale is located on the centre of the North Kent Coastline and is predominantly rural in nature. There are three main urban areas, comprising Sittingbourne, Faversham and Sheerness. Each of these distinct areas has different transport needs and challenges, and as such, this Strategy aims to provide a balanced and focussed approach to identifying the most appropriate solutions for the borough as a whole.

1.1.2 This Strategy provides a framework to guide the development of transport-based improvements and interventions within the borough for the period up to 2038. It identifies a number of priority schemes and projects, whose implementation will be dependent upon the rate of development coming forward, the identification of funding and the availability of resources. It is therefore a 'living' document which can be adjusted in accordance with changing circumstances.

1.1.3 The Strategy will form an open and accountable statement of intent and ambition, seeking to inform decision making at a local level to ensure resources are used effectively and efficiently. It will demonstrate to the Government that a sound approach to local spatial planning and transport planning is being promoted. The heart of the strategy is to set out how transport can help deliver a positive vision for Swale by delivering transport objectives that contribute strongly to a vision that prioritises a sense of place, better accesses and an improved quality of life

1.1.4 The main functions of the Strategy are to:
- Provide a detailed policy framework, consistent with both national and regional transport planning policy;
- Support Swale's Local Plan Review, taking account of committed and planned development;
- Identify the transport improvements and solutions that are required to accommodate the anticipated changes in travel demand and promote a shift towards sustainable and active travel;
- Provide a funding and delivery mechanism for the identified transport improvements and actions; and
- Promote sustainable travel as a measure to address localised air quality concerns and the global climate crisis.

1.2 Political context

1.2.1 Kent County Council (KCC) is the strategic authority for Kent and is responsible for the management and maintenance of all non-strategic roads in the county (strategic roads being the responsibility of Highways England). In addition, KCC plans and delivers improvements to the local highway network, for which funding is received from the Government through a range of mechanisms. KCC has a local transport plan (LTP4 Delivering Growth without Gridlock) which sets out the vision for transport from 2016 to 2031 at both a local and countywide scale.

1.2.2 Highways England is the Government company charged with operating, maintaining and improving England's motorways and major A-roads. They set out a long-term programme for these roads within the Road Investment Strategy, which proposes £15.2 billion to be invested in over 100 major schemes to enhance, renew and improve the network.

SBC is the local authority responsible for the borough. Through the Local Plan, SBC are responsible for meeting Government targets for housing and employment growth, in particular through the allocation of land for development. The Local Plan sets out the spatial strategy and vision for the borough, which is:

Generally, new development would come forward to meet local needs and have contributed to supporting low carbon/zero carbon and renewable energy initiatives, enhance the natural environment through biodiversity net gain, ensuring quality design and place making capitalising on the borough's extensive natural and heritage assets.

At Sittingbourne, a re-focussed town centre aimed at securing a vital and viable retail heart supported by leisure and dinning opportunities, whilst enabling new high density residential and community activity. This has been achieved by wider regeneration, public realm improvements, and reconfigured and improved transport connections at and around the town.

At Faversham, a thriving market town and heritage designation that has successfully managed 21st century demands. It has been achieved by enabling sympathetic and symbiotic growth whilst reducing congestion and air quality issues along the A2.

At Sheerness, Minster and Queenborough, the promotion of coastal and port rejuvenation making most use of its heritage assets whilst supporting the needs of the local communities.

At our rural and maritime communities, enable development to maintain and improve local services to cater for the local daily needs of its residents and to support vibrant communities whilst maintaining the quality of the local countryside environments in which they are set and protecting their heritage.

1.2.3   In terms of transport, SBC is responsible for on and off-street parking enforcement, the provision and maintenance of car parks, street cleaning, the licensing of taxis and private hire vehicles, the provision of bus shelters, monitoring of air quality and the preparation of a Local Plan.

1.3   Legal Duties

1.3.1   The Equality Duty 2010 – this is to help public bodies consider how different people will be affected by their activities and to ensure this forms part of their policy and decision-making processes. It applies to all public authorities named in Section 19 of the Equality Act, including government departments, health bodies, local authorities, transport authorities, schools and the police.

1.3.2   The Public Sector Equality Duty (and The Equality Act) – As part of the Equality Act 2010, a legal duty was placed on public bodies and others carrying out public functions to ensure that they consider the needs of all individuals in their day to day work - known as the Public Sector Equality Duty. It covers a number of protected characteristics and requires councils not to discriminate on the basis of age and ability. Therefore, the roads we live on, or use to get about, need to be usable for all ages and abilities.

1.3.3   Health and Social Care Act 2012 – required local authorities took on a number of public health responsibilities in April 2013. This is of relevance, given the strong links between road safety and public health.

2. CONTEXT

This Chapter sets out the current social and transport context and how this has changed over time. Some significant successes from 2014-2022 are identified to highlight the progress made since the adoption of the previous Transport Strategy.

2.1 Social context

2.1.1 Swale Borough is located to the north of Kent, forming part of the North Kent Coast and the Thames Gateway. The borough covers an area of approximately 364 square kilometres and is predominantly rural in nature, with three main urban areas: Sittingbourne; Faversham; and Sheerness. The Isle of Sheppey is isolated from the mainland by the Swale, and is linked by the A249 bridge, which was opened in 2006. Swale also enjoys good links to Kent, London and mainland Europe, through both road and rail networks. Figure 1 below demonstrates the higher population density within the main urban areas in the borough.
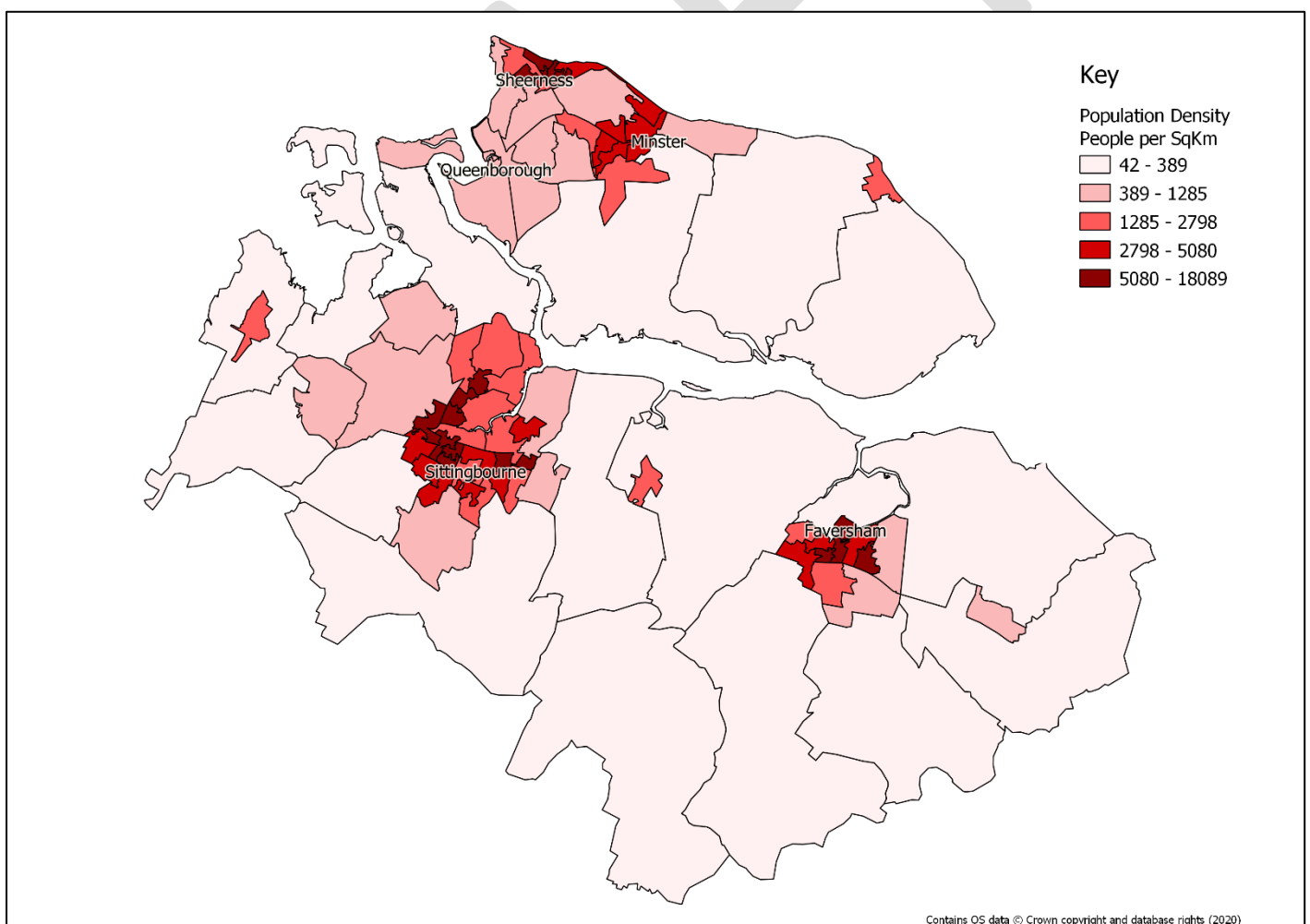
Figure 1: Swale population density (2011 census)

2.1.2   Swale has the third largest district population in Kent[1], with some 150,100 people as of 2019[2]. Population growth in Swale is largely fuelled by in-migration, but its indigenous population is ageing. By virtue of its location on the Thames Estuary, the borough is an important part of what is a national priority area for growth. Swale is home to more than 4,600 businesses and has an economy providing some 49,000 jobs[3]. With regard to the borough's labour market profile, 76.1% of the population is economically active, with 4.9% unemployed. Figure 2 below shows unemployment percentages across the borough. Swale suffers from deprivations in part, with areas on the Isle of Sheppey more deprived than the rest of the borough, as seen in Figure 3.
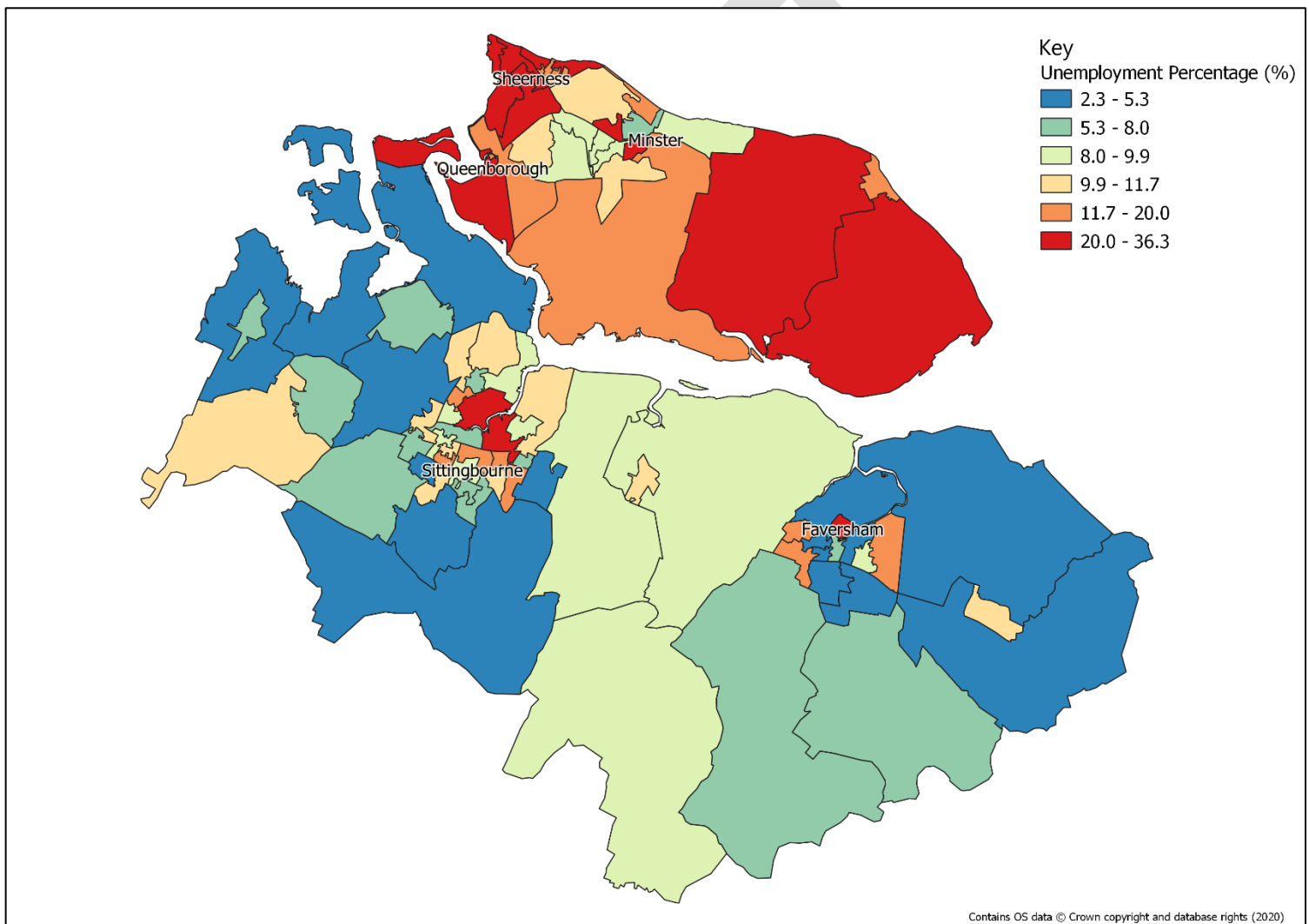
Figure 2: Unemployment percentages in Swale (2011 census)

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[1] Bearing Fruits 2031: The Swale Borough Local Plan 2017
[2] Office for National Statistics
[3] Swale Regeneration Framework 2018
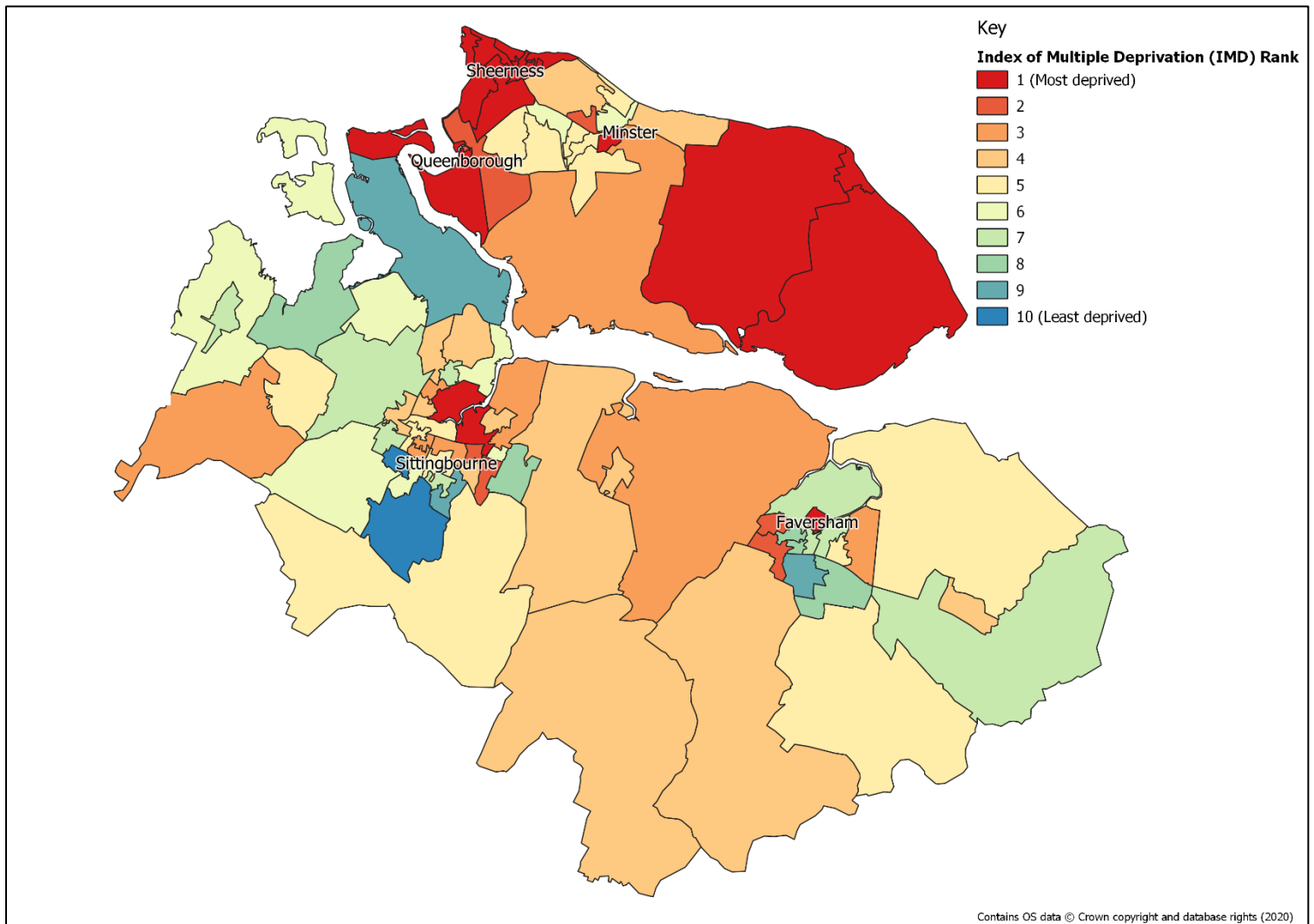
Figure 3: Index of Multiple Deprivation in Swale (2011 census)

2.1.3 Sittingbourne is the main town in the borough, acting as a population, employment and service centre for the borough. The town has been a focus for much investment, with a major industrial presence, complimented by a growing technical and scientific base[3].

2.1.4 Faversham is a historic market town, with an economy built on local industries such as brewing, as well as tourism. Being smaller in nature, Faversham experiences a high proportion of out-commuting (46%) of which many are travelling to Canterbury.

2.1.5 The Isle of Sheppey has seen significant investment associated with the major port at Sheerness and at the HCA scheme at Queenborough and Rushenden. The Island also attracts high levels of tourists each year,

particularly to areas such as Leysdown, which provides a traditional seaside resort with a range of amusements, souvenir shops and eateries. The Isle of Sheppey experiences significant levels of off-island commuting (59% of the resident workforce[3]) and is also home to some of the borough's most deprived communities.

2.1.6   As noted, much of Swale is rural in nature, with 60% of the borough designated for international, national and local biodiversity and landscape value. Whilst this is largely beneficial, the decline of amenities in rural areas is causing an increasing need to travel, which presents challenges to those who do not have access to a car, in particular elderly and disabled residents.

2.1.7   In the 2016 Local Area Perception survey undertaken by Swale Borough Council, residents highlighted that the level of traffic congestion and road / pavement repairs were the two features most in need of improvement in Swale[4]. The level of traffic congestion has seen the biggest increase as a feature in need of improvement over the last two years and was most pronounced in the Sheppey and Sittingbourne areas.

2.1.8   Like many local authorities in Kent, Swale experiences issues with air quality and pollution. There are six designated Air Quality Management Areas (AQMAs) within the borough, in Newington, Ospringe (extended), East Street (Sittingbourne), St Paul's Street (Sittingbourne), Teynham, and Keycol Hill (Sittingbourne). The boroughs AQMA's are discussed in more detail in Chapter 16 of the strategy, relating to Air Quality.

2.2   Transport Context

2.2.1   The borough is well served by a range of transport networks, offering connections at a county, national and international level. The A2 / M2 corridor forms part of the Trans European Transport Network (TEN-T) and provides one of the key gateways to Europe from the UK. The M2 motorway is managed by Highways England and routes east to west through the borough. The A2 is managed by KCC routeing to the north of the M2 through key urban areas including Sittingbourne, Bapchild, Teynham and Faversham.

2.2.2   Three motorway junctions are present within the borough, each of which experiences congestion at peak times. The M2 junction 5 is located to the southwest of the borough, and connects the M2 with the A249, which routes north to the Isle of Sheppey, and south towards Maidstone. This junction

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[4] SBC Policy Briefing: Local Area Perception Survey 2016

experiences significant congestion, has one of the poorest safety records in the country, and is considered to be the single greatest transport constraint in the borough. Existing proposals from Highways England for M2 junction 5 improvements are subject to a public inquiry which started in November 2020.

2.2.3 Junction 6 of the M2 is located just south of Faversham, connecting the motorway with the A251 Ashford Road, which connects with the A2 to the north, to the south it routes towards Ashford. Whilst this junction generally does not suffer congestion, there are sometimes bottlenecks at the junction between the A251 and the A2 impacting on the motorway junction which can cause safety issues.

2.2.4 Junction 7 of the M2 is also known as Brenley Corner and is located to the east of Faversham. This junction connects the M2 with the A2 and the A299 Thanet Way. This junction suffers from congestion at peak times, particularly eastern A2 arm. Highways England are currently seeking developer contributions towards an improvements scheme in this location. At the time of writing Swale and KCC are awaiting RIS2/3 outcomes. In the meantime, we expect developers to design an interim scheme to deal with their potential impacts as there is a significant challenge to adhere to a necessary reduction on overall trip rates. As such a design to be used for the purpose of establishing a S106 contribution towards M2J7 strategic improvement and or bring forward interim scheme if not included in RIS3 (or earlier Government commitment.)

2.2.5 The A249 is a trunk road, operated by Highways England but actively managed under a Design Build Finance Operate (DBFO) contract. This routes from Maidstone, via the M2, up to Sheerness. The A249 connects to the Isle of Sheppey via the Sheppey Crossing, which is a four-lane bridge routeing over The Swale.

2.2.6 Passenger rail services in the district are currently provided by Southeastern, under the Integrated Kent Franchise, which covers the majority of Kent's rail services, including High Speed. Southeastern operate the primary rail network within Swale, with regular services departing the borough to London, Ramsgate, Margate and Dover Priory. High Speed services to London St Pancras can be accessed from both Sittingbourne and Faversham. A dedicated line provides a route between Sittingbourne and Sheerness-on-Sea.

2.2.7 Bus services in the borough are operated by Arriva, Stagecoach and Chalkwell, with a number of supplementary commercial services, including

dedicated school services. A range of commuter coach services also offer routes to London.

2.2.8   The deep-water port at Sheerness provides a gateway to mainland Europe for freight trade with both national and international markets. It is well located close to the River Medway which as the largest catchment area in Southern England and its reach and strategic location is attractive for freight transport. Figure 4 below shows the existing transport network in the borough.
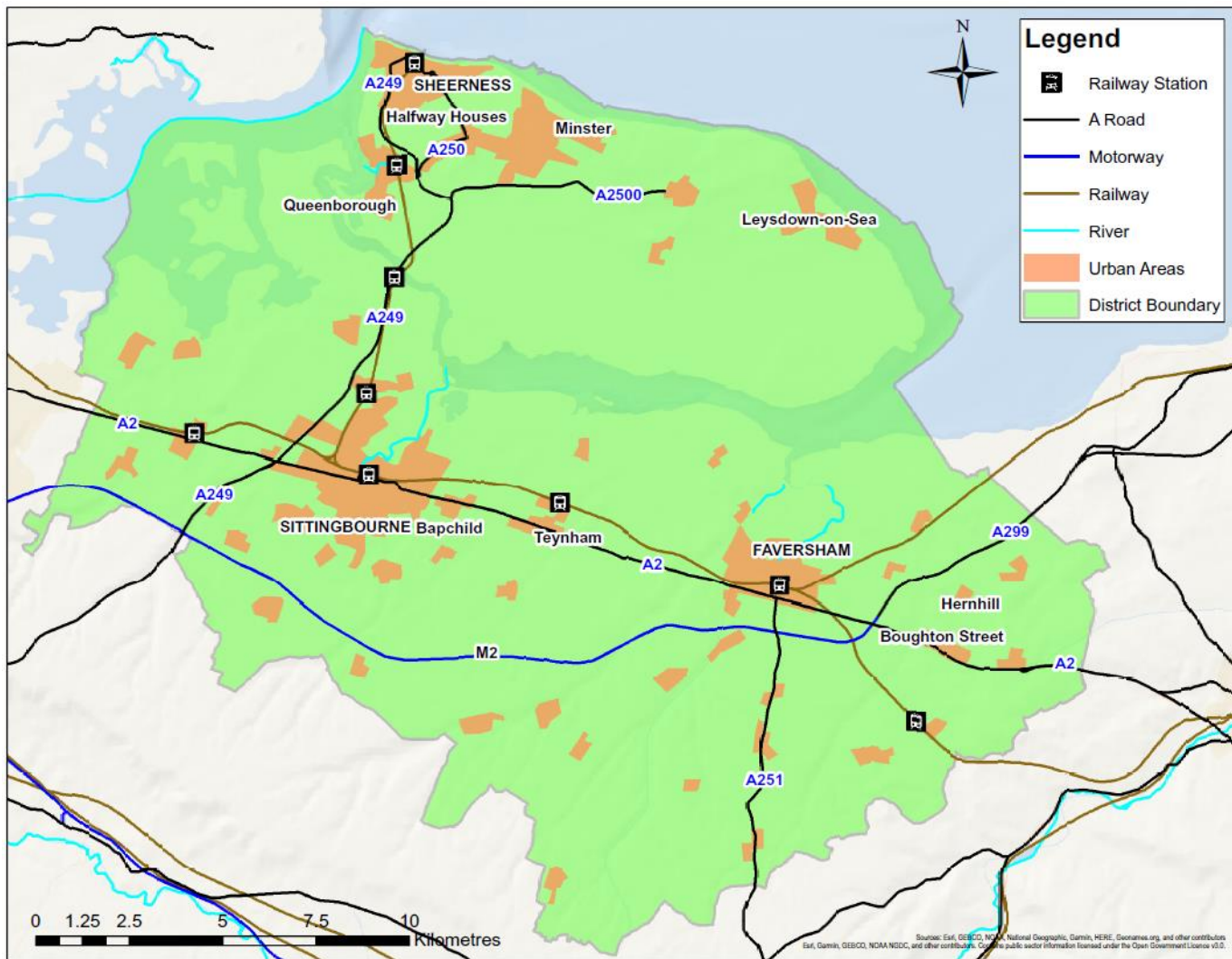
Figure 4: Swale Transport Network

2.2.9   The 2011 Census data shows that there is a considerable variation in car ownership across the Borough. Lower levels are found in the central parts of the urban areas of Faversham (Abbey, Davington Priory and St. Ann's wards), Sheerness (Sheerness East and Sheerness West wards) and Sittingbourne (Chalkwell, Murston and Roman wards). These locations are characterised by a greater proportion of flatted accommodation and on-street

parking restrictions in town centres, with a greater mix of house types at the edge of town centres. The highest levels of car ownership are found in the most rural parts of the Borough where the choice of travel modes and accessibility to local services by means other than the private car is reduced. It is also worth noting that the levels of car ownership identified in the 2011
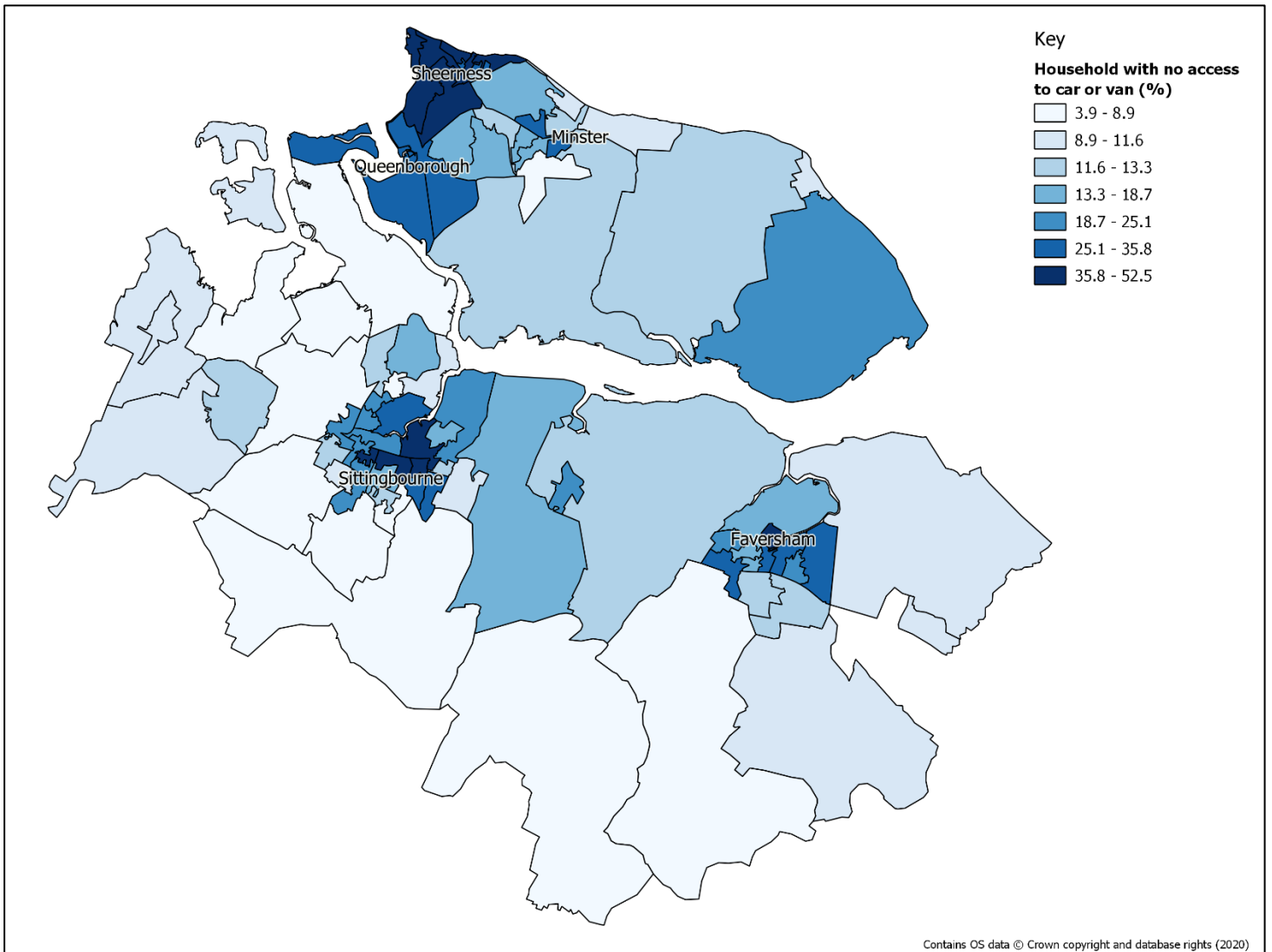
Census show an increase when compared to the 2001 Census, with the average car per household for the Borough increasing from 1.21 in 2001 to 1.29 in 2011. The next census in 2021 will highlight the latest trends in car ownership for the borough. Figure 5 below shows the car ownership levels across the borough.

2.2.10   Swale currently has three signed cycle routes:

Figure 5: Households with no access to a car (2011 census)

- National Cycling Route 1 passes through Faversham and Sittingbourne, partly following the route of the A2. The overall route connects Dover and the Shetland Islands;
- National Route 174 or 'The Sheerness Way' is a looped route which includes Barton's Point Coastal Park, the Queenborough Lines, and Sheerness Sea Front; and
- The Isle of Harty Trail is a flat, circular recreational tourist route which is mainly traffic-free. The route takes in local attractions such as Leysdown Beach and the RSPB Raptor View Point.

2.2.11 A map of these routes is shown below in Figure 6.
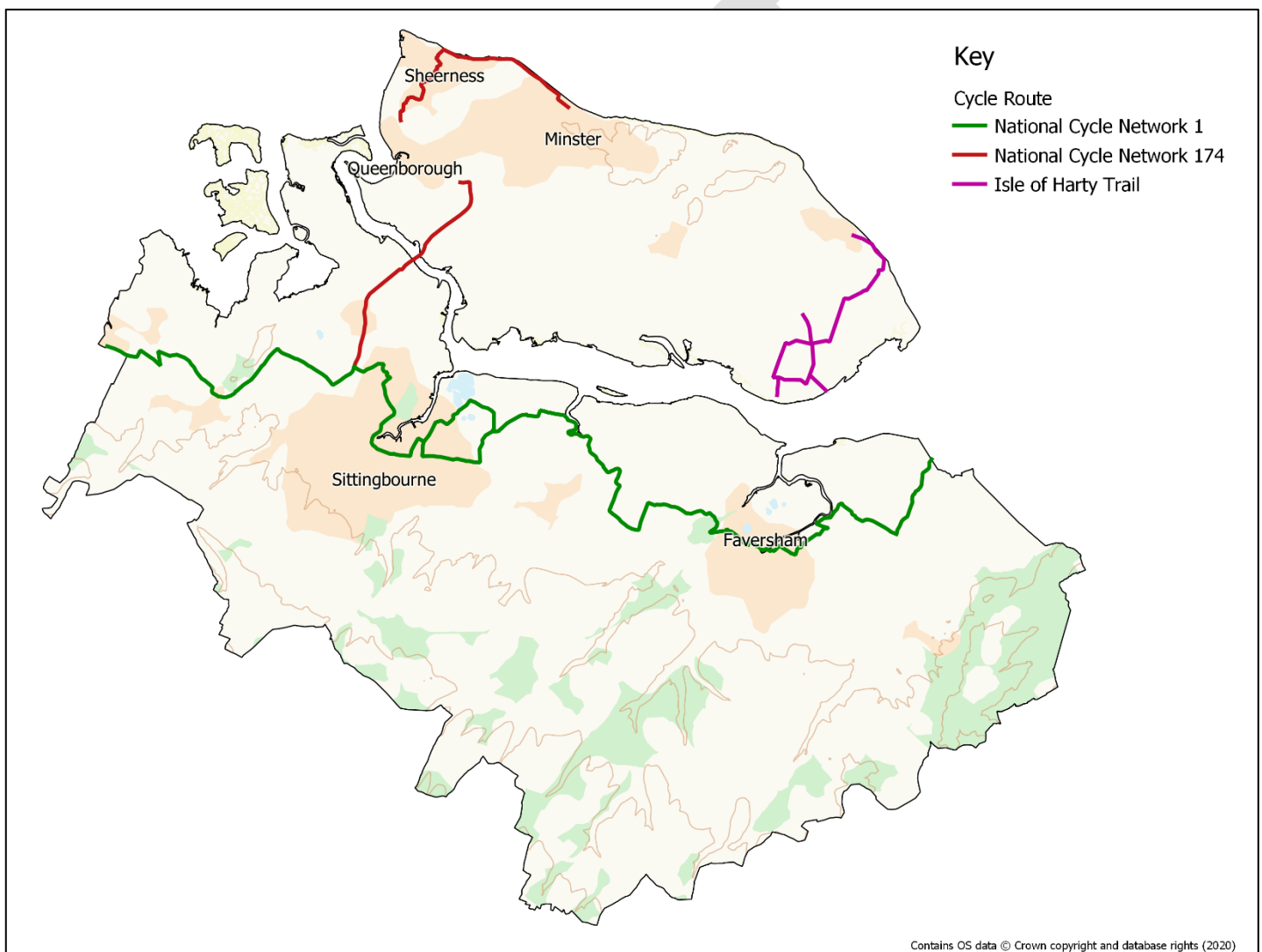
Figure 6: Signed cycle routes in Swale

2.2.12 Cyclists can also legally make use of the PROW network as they can use Public Bridleways, Restricted Byways and Byways Open to All Traffic. Walkers and cyclists can also use a number of shared-use paths in Swale

which are free of motor traffic. Cyclists can also use cycle lanes signed on or off carriageway or shared use pedestrian, cyclist's routes and pavements.

2.2.13 Swale also has a number of popular walking routes including the Saxon Shore Way, a national recreational route which passes through Swale along the North Kent coast and marshes. The route runs for 160 miles from Gravesend to Hastings. Locally promoted trails such as those covered by the Food Trails project in Faversham, Newnham, Sheldwich, Boughton, Oare and Teynham. There are also routes in Perry Wood, Elmley National Nature Reserve and Barton's Point Coastal Park. Some of the town centres have also created specific routes to encourage visitors such as the Sittingbourne Cats Trail and guided walks in Faversham. Natural England is progressing plans to improve access to the coast in Swale, including around the Isle of Sheppey, as part of their project to create a national trail, the England Coast Path.

2.3 Significant Successes 2014-2022

2.3.1 Outlined below are a number of recent successes achieved since the adoption of the previous transport strategy that are helping to shape the future transport network in Swale.

- A249 HIF bids
- Brenley Corner RIS2 successful bid
- J5 M2 upgrade work
- Sittingbourne TC road improvements scheme
- Thomsett Way, Queenborough
- Barton Hill Drive roundabout
- Intelligent traffic lights at East Street junction Faversham.
- Ham Road junction and public realm improvements.
- New pedestrian and cycling signalised crossings at Brenley Corner

Faversham town centre 20mph limit

2.3.2 Over the summer of 2020, a new trial town-wide 20mph limit in Faversham was implemented as part of plans to increase walking and cycling. This scheme is one of various active travel initiatives to encourage more cycling and walking in the wake of the COVID-19 pandemic in Kent, funded by the Government's active travel fund. Studies that show 20mph schemes encourage healthier transport choices such as walking and cycling, and they can increase levels of walking and cycling by about a fifth.

Publication of the Swale Cycling and Walking Guidance 2018-2022

2.3.3   The publication of this guidance document outlined a number of shared use routes in Swale which are safe and attract interest from cyclists and walkers. Promotion of infrastructure can encourage more people to walk and cycle to work or school, which has added benefits of improving air quality and enhancing local economy by reducing congestion. The document Includes an action plan to work towards delivering a safe and connected network.

Sittingbourne town centre regeneration

2.3.4   In March 2015, Swale Borough Council's planning committee resolved to grant planning approval for Phase 1 of the Spirit of Sittingbourne scheme. This involved the delivery of an integrated transport interchange and improvements to the public realm in the vicinity of Sittingbourne railway station. The regeneration includes improvements to the road network, realignment of St Michael's Road and an integrated transport interchange in front of Sittingbourne station to allow a safer pedestrian experience in the town centre.

A2500 Lower Road

2.3.5   The A2500 Lower Road is an important route between the A249 in Sheppey and the east part of the Isle of Sheppey. It is also the primary through route to the three prisons on the island. The objectives of the scheme were to:
- Phase 1 - a new roundabout at Barton Hill Drive
- Phase 2 - a new shared footway
- Phase 3 - widen a 1.1km section of the A2500 Lower Road

2.3.6   Construction for Phase 1 was completed January 2019 and Phase 2 in February 2020. Phase 3 is due to be delivered on commencement of the approved Barton Hill Drive development by the developer of that application.

3. EXISTING PLANS AND STRATEGIES

3.1 National Planning Policy

National Planning Policy Framework (NPPF)

3.1.1 The NPPF sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally prepared plans for housing and other developments can be produced and is a material consideration in planning decisions.

3.1.2 At the heart of the NPPF is a presumption in favour of sustainable development. Chapter 2 sets out a requirement for significant development to be focused on locations which are, or can be made sustainable, by providing walking, cycling and public transport as genuine options or through reducing the need to travel.

3.1.3 Opportunities for building infrastructure which broadens travel options should be identified and protected as part of large-scale development.

3.1.4 Chapter 9 of the NPPF suggests that new development should give priority first to pedestrian and cycle movements; and second to facilitating access to high quality public transport. Development should also address the needs of people with protected characteristics under the Equality Act including older people and those with disabilities or reduced mobility in relation to all modes of transport.

3.1.5 New places should be safe, secure and attractive, minimise the scope for conflict between pedestrians, cyclists and vehicles and avoid street clutter. Space is required for the efficient delivery of goods and access by service and emergency vehicles. Provision for the charging of electric vehicles should also be incorporated.

Gear Change: A bold vision for cycling and walking 2020

3.1.6 The Gear Change document published by the Department for Transport (DfT) outlines the major benefits associated with encouraging more people in the UK to travel more actively. The main themes within the document are:

- **Better streets for cycling and people** - Newly available funding will help Local Authorities to create infrastructure that can provide safe, coherent, direct and continuous cycle routes to people, whilst maintaining adequate space for pedestrian movement.
- **Putting cycling and walking at the heart of transport, place-making and health policy** - New strategic and local A-road schemes will need to incorporate new or improved cycling and walking infrastructure. There will be a focus on implementing these schemes in areas with

poor health and low physical activity rates. New housing and business developments will also be centred around sustainable travel, to make cycling and walking a much more viable option.

- **Empowering and encouraging Local Authorities** - The government wants to give local authorities new powers in order to have more control over their cycling and walking strategies, as well as make the majority of an additional £2 billion investment available.
- **Enabling people to cycle and protecting them when they do** - If possible, new cycle routes should be physically protected from traffic, either with full kerb-segregation, or 'lighter-touch' methods such as planters or wands.

3.1.7 A new funding body and inspectorate Active Travel England will act as a repository for expertise to help and advise Local Authorities and stakeholders during the design and planning of proposed schemes.

Clean Growth Strategy 2017

3.1.8 This strategy published by the Department for Business, Energy, and Industrial Strategy (BEIS) outlines plans to cut greenhouse gas emissions whilst maintaining affordable energy supply and increasing economic productivity.

3.1.9 A large part of this document discusses 'accelerating the shift to low carbon transport', and some of the policies relating to this theme include:

- Plans for the public sector to lead the way in transitioning to zero emissions vehicles, including a £100 million programme to retrofit buses with new low emission technology
- Invest £1.2 billion to make cycling and walking the natural choice for shorter journeys, as part of the Cycling and Walking Investment Strategy
- Create cost-effective options to shift freight from road to rail networks
- Heavy investment to support electric vehicle charging infrastructure

National Clean Air Strategy 2019

3.1.10 In terms of the transport sector, the National Clean Air Strategy published by the Department for Environment, Food, and Rural Affairs (DEFRA) outlines how encouraging a modal shift will play a key role in reducing emissions.

3.1.11 Improving public transport provision can help reduce road congestion, as well as providing important connections between key public services and the residents they serve.

3.1.12 Action is being taken to encourage use of the cleanest modes of transport for passengers and freight, including active travel.

3.2   Kent County Policy

Local Transport Plan 4 – Delivering Growth Without Gridlock 2016 – 2031

3.2.1 The Local Transport Plan 4 (LTP4) was prepared by KCC. The Plan includes details on how KCC will meet their ambition for Kent which is "to deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported". This ambition will be realised through five targeted, overarching policies:

Outcome 1: Economic growth and minimised congestion - 'Policy: Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, whilst meeting demand from a growing population.'

Outcome 2: Affordable and accessible door-to-door journeys - 'Policy: Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services.'

Outcome 3: Safer travel - 'Policy: Provide a safer road, footway and cycleway network to reduce the likelihood of casualties and encourage other transport providers to improve safety on their networks.'

Outcome 4: Enhanced environment - 'Policy: Deliver schemes to reduce the environmental footprint of transport and enhance the historic and natural environment.'

Outcome 5: Better health and wellbeing - 'Policy: Provide and promote active travel choices for all members of the community to encourage good health and wellbeing and implement measures to improve local air quality.'

3.2.2 With reference to Swale, the plan outlines congestion issues at key junctions on the M2 and the A2500 on the Isle of Sheppey. Improved access to services particularly in rural districts like Swale are increasingly important to prevent the isolation of residents.

Kent Environment Strategy (2016)

3.2.3 The Kent Environment Strategy outlines KCC's plan to ensure that the quality of the region's diverse environment is not adversely impacted by the 'unprecedented' growth expected in the area. The protection of natural assets whilst committing to sustainable growth is of great importance.

3.2.4 The three main themes of the Council's strategy are as follows:

- Building the foundations for delivery
- Making the best use of existing resources and avoiding, or minimising negative impacts
- Working towards a sustainable future

3.2.5   The strategy emphasises the importance of reducing car use to take the strain off the existing infrastructure, improve air quality and reduce noise pollution.

3.2.6   New transport infrastructure requires space and resources, and so new schemes must contribute to environmental protection. This will help maintain the assets that local resident's value.

Growth and Infrastructure Framework

3.2.7   The Growth and Infrastructure Framework discusses the importance of transport infrastructure planning to remedy the impacts of a rapidly rising population – KCC has seen of the fastest rates of housing delivery in the country.

3.2.8   The main aims include:
- Reducing congestion and overcrowding on public transport
- Constructing more housing -in areas with flourishing communities
- Embracing technologies, including future energy and enhanced digital connectivity

Freight Action Plan

3.2.9   The Freight Action Plan aims to mitigate the impacts of the immense amount of road freight that uses roads within Kent. Congestion and air and noise pollution are exacerbated by the large volumes of freight traffic that use the M2/A2 and M20/A20 corridors.

3.2.10   The plan acknowledges the benefit of freight arriving from mainland Europe, however, there needs to be a plan to encourage freight onto inter-urban roads and away from local and residential routes.

Rail Action Plan for Kent

3.2.11   The Rail Action Plan for Kent sets out the principal objectives to ensure that the Integrated Kent Franchise (IKF) delivers a rail service that fully meets the needs of the County's commuters, residents and visitors. It recommends that further improvements to several routes in the County be included in the new franchise specification and that ticket prices offer better value for money. As part of the plan, several timetable changes have occurred which

have increased the frequency of direct services into London, such as Sheerness to Victoria.

3.2.12 The Plan encourages residents, businesses and freight operators to make the most out of the High-Speed rail links, and the wider rail network to maximise its potential as a gateway to London, the wider country, and mainland Europe.

Road Casualty Reduction Strategy

3.2.13 The Road Casualty Reduction Strategy outlines the most cost-effective ways of reducing the number of people Killed or Seriously Injured (KSI) on Kent roads. The strategy was published in 2014 and was updated in 2017.

3.2.14 The goal was to cut KSIs by 33% by 2020 and reduce child KSIs by 40%. Active travel formed part of the strategy to enable residents to live longer and healthier lives.

3.2.15 A primary focus will be education to help change the way people drive, to reduce erratic behaviour and promote individual responsibility. There is also an emphasis on data and intelligence focused enforcement.

3.2.16 The key interventions that will seek to achieve the Strategy's objectives are:
- Education training and publicity (encouraging safer driving, riding and walking)
- Enforcement (targeting inappropriate and excess speed)
- Engineering (delivering highway safety schemes and improving maintenance
- Engagement (enhancing and extending delivery of all interventions)

Active Travel Strategy

3.2.17 The Kent Active Travel Strategy makes active travel a priority for decision-makers during the planning process. Especially where short journeys are concerned, the Council want to make walking and cycling viable options. To do this, the barriers that currently restrict people from taking up active travel need to be addressed.

3.2.18 Some of the targets the strategy set out to achieve by 2021 are:
- 2 in 3 primary children and 1 in 3 secondary school children to travel actively to school
- 40% of people who live within 5km of their workplace to commute actively, with an increase of 10% for key cycle route usage
- Reduce congestion on highways by providing better, safer walking and cycling environments.

3.2.19 Strategies include ensuring new routes are designed to be suitable for everyone to walk or cycle and implementing better parking and storage facilities for all types of cycles.

Vision for Kent 2012-2022

3.2.20 The Vision for Kent describes how a strong economy underpins its success and will allow the residents to flourish.

3.2.21 This is a countywide strategy for the social, economic, and environmental wellbeing of Kent's communities. It has been written around three major ambitions:

- Help the Kent Economy Grow - by supporting businesses to be successful, improving the transport network, and by the provision of high-speed broadband
- Tackling Disadvantage - by fostering aspiration rather than dependency. This includes the provision of comprehensive, reliable, and affordable public transport services to increase access to education and employment opportunities
- Putting the Citizen in Control - by involving people in making decisions and working with them to design services that meet their needs and suit them.

3.2.22 Their delivery plan includes developing the County's infrastructure; securing the success of key transport projects will be an important part of that. It reiterates points made in the Rail Action Plan to maximise High Speed travel in Kent and make the most of Kent's unique position in the UK as a gateway to mainland Europe.

SELEP

3.2.23 Kent is included in the South East Local Enterprise Partnership (SELEP) with Medway, Essex, Southend, Thurrock and East Sussex, which together comprise the largest strategic enterprise partnership outside of London. In July 2014 a growth deal was agreed with the Government for £442.2million to be invested in the South East LEP area. £84.1million was awarded for 2015/16, and as part of the Government's on-going commitment to the South East LEP it provided an indicative award of a further £358.2million of funding from 2016/17 onwards. The deal will help to create up to 35,000 jobs, allow more than 18,000 homes to be built and generate up to £100 million in public and private investment.

3.2.24 The proposed Thanet Parkway project will provide a new railway station 2 miles west of Ramsgate and has acquired funding through SELEP and the Local Growth Fund (LGF). This will improve connectivity between London

and the wider Kent area, as well as providing additional access to High Speed and mainline rail services. This will provide more access to areas surrounding Swale.

3.2.25   The Kent Strategic Congestion Management programme has delivered improvements to increase the efficiency of the county's highway network, including the M2 and A2 corridors. For example, within Swale Borough, improvements to the A2/A251 junction near Faversham are set to improve local air quality and journey time reliability upon expected completion in Autumn 2021.

3.2.26   The Spirit of Sittingbourne scheme that is in control of the town's regeneration was awarded funding through SELEP. Construction is underway on the project that will see the arrival of an integrated transport interchange as well as improvements to the roads around the railway station. The project also includes the provision of retail and leisure outlets, with a new Travelodge opened in February 2020. The original expected completion date was Autumn 2020 but is still ongoing.

3.3   Local Swale Borough Council Policy

Adopted Local Plan (Bearing Fruits 2031) 26th July 2017

3.3.1   As part of the plan's 'Core Planning Policies', section 5.2 is dedicated to 'Promoting Sustainable Transport'. An efficient transport network can be pivotal in forming the foundation for a strong economy. In Swale, greater connectivity to employment, education, services and facilities can help the borough release its economic potential. Transport policies will need to contribute to healthier communities.

3.3.2   With over 13,000 new households proposed throughout the borough, key infrastructure improvements are needed to ensure the transport network can provide improved connectivity with raised capacity.

3.3.3   The plan identifies the key transport schemes in Swale Borough:
- Sittingbourne Town Centre regeneration
- M2 Junction 5 improvements
- Grovehurst, Key Street and Bobbing junctions on the A249
- Roundabout at Lower Road/Barton Hill Drive on Sheppey

3.3.4   The plan requires that transport assessments be submitted alongside development proposals that could generate significant transport movements; this includes the Sittingbourne regeneration. This will serve to ensure new developments consider sustainable transport modes and are aware of the

impacts that the development will have on the transport network and air quality. This will feed into the above development sites chosen at Planning Committee in November 2020.

Swale Cycling and Walking Guidance Statement 2018-2022

3.3.5   Much like the regional policy context, local policies in the [Cycling and Walking Statement](#) emphasise the importance of a strong economy which can enable local communities to flourish. By enabling people to walk and cycle more, the borough discusses the benefit this would have on the local economy. This is alongside the health and wellbeing benefits.

3.3.6   Other objectives include:
- Cleaning paths and routes
- Increasing safety for cyclists and walkers
- Improving cycle parking facilities
- Increasing tourism in the borough
- Improving air quality

Swale Borough Council Parking Standards 2020

3.3.7   With a considerable amount of new development, particularly housing development, the [Swale Parking Standards](#) provide guidance on parking standards within the borough. The standards help support planning applications within the borough to ensure adequate parking provision, maintain highway safety, and encourage sustainable transport modes.

3.3.8   Consideration is offered to parking in a range of contexts: residential; non-residential; Ultra Low Emission Vehicle; parking for the disabled; cycles; and powered two-wheelers.

Swale Freight Management Plan (prepared by KCC)

3.3.9   To address the strain that freight is putting on Swale's road network, the [Swale Freight Management Plan](#) outlines actions that Swale BC can take to mitigate the harmful impacts of congestion, noise and air pollution.

3.3.10   The plan references the need to rethink the routes that lorries use in the area so that they avoid unsuitable roads that have previously been used as 'rat runs' or shortcuts. The issues caused by HGV's are accentuated in Swale because of the high volume of freight in an area that is mainly very rural.

3.3.11   The key transport schemes associated with freight management are:
- M20 parking plans (to provide a solution to Operation Stack)
- M2 Junctions 5 and 7

- Lower Thames Crossing
- A249 junction improvements

Air Quality Action Plan 2018-2022

3.3.12   A document published as required by the Local Air Quality Management framework, the [Air Quality Action Plan](#) (AQAP) outlines the strategic and local actions that will be taken to improve air quality in Swale Borough between 2018 and 2022.

3.3.13   The monitoring programme that was run by Swale BC led to the declaration of six Air Quality Management Areas (AQMAs) within the borough, where NO_2 levels exceeded the annual air quality objective level. These locations are as follows:
- Newington
- Ospringe Street, Faversham (encompasses 2)
- East Street, Sittingbourne
- St Pauls Street, Milton, Sittingbourne
- Teynham
- Keycol Hill, Sittingbourne

3.3.14   Strategic targets outlined in the document:
- Emission and volume reductions from the HGV fleets
- Encourage alternative modes to car use
- Less congestion in AQMAs

Climate and ecological Emergency Declaration and Action Plan 2020

3.3.15   Swale Borough [Climate and Ecological Emergency Action Plan](#) was adopted in April 2020 which committed to reducing CO_2 emissions in the borough.

3.3.16   There are multiple actions within the Action Plan aimed at improving air quality and transport and this strategy directly links with this new Emergency Action Plan. Swale has a commitment to reach zero carbon by 2030, this is a very ambitious climate change target, however transport is one of the biggest contributors in Swale and therefore this Strategy directly takes step to reach this goal.

Corporate Plan

3.3.17   This document outlines the council's strategic priorities from 2020-2023. These can be broken down into four priorities:
- Building the right homes in the right places and supporting quality jobs for all;
- Investing in our environment and responding positively to global challenges;

- Tackling deprivation and creating equal opportunities for everyone; and
- Renewing local democracy and making council fit for the future.

4. KEY CHALLENGES

The purpose of this Strategy is to improve the quality of life for Swale's residents and visitors by ensuring the council builds sustainable transport infrastructure to support development (rather than car-based development) as the population grows within the borough, as well as addressing existing issues where possible. This chapter identifies and specifies challenges and quantifies them where data is available.

4.1 Existing Travel Patterns

National Trends

4.1.1   Traffic congestion and the associated frustration, costs and delays are issues faced by many when going about their everyday lives. The UK is recognised as being the third most congested country in Europe and on average, UK motorists spent 31 hours per year in congestion during peak hours[5].

4.1.2   However, a positive trend has begun to emerge and nationally, traffic levels have been decreasing. The average number of trips taken by people in England during 2019 is comparable to the number of trips in 1972/73, following a reduction since the late 1990s.[6]

4.1.3   There has been a 13% decrease in the number of trips taken by car drivers between 2002 and 2019 and the number of average trips, distance travelled, and average time of travel have also decreased in the same time period.

4.1.4   Despite the falling levels of traffic use, there is still a high level of congestion on the UK's road network. The most recent DfT data suggests that on average, people are still spending at least 35 minutes a day travelling by car.[7] This is a significant amount of time and an increased rate of reduction in private vehicle travel is essential to continue to reduce congestion levels, improve air quality and health to overall improve the quality of life for UK residents.

4.1.5   The 2019 DfT data showed that just 10% of the UKs trips are by public transport. This is a very small percentage and illustrates that significantly more work must be done to encourage the uptake of public transport use.

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[5] https://inrix.com/press-releases/scorecard-2017-uk/

[6] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/906276/national-travel-survey-2019.pdf

[7] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/906276/national-travel-survey-2019.pdf

4.1.6 Between 2014 and 2019, people in England made 14% more walking trips, and spent 12% longer walking, per year. Whilst this is a step in the right direction, we need much more rapid increases in active travel if we are to cut casualties and congestion levels and improve air quality and health in the UK.

4.1.7 Overall, the national picture shows that more needs to be done to enable walking, cycling and public transport use and reduce private motor vehicle use. This Transport Strategy document provides policies and objectives for improving the modal split for the residents of Swale.

Swale Trends

4.1.8 The private car is the largest single component of traffic and journeys to and from work are the biggest contributors to peak hour congestion. Statistical data obtained from the 2011 Census in relation to these two factors helps identify the key challenges and shape the strategy approach as set out in chapter seven.

4.1.9 Table 1 shows that the 2011 Census data for the proportion of households with one or more cars available has increased to just under 80%, which is an increase on 2001 figures and now makes Swale identical to the Kent average. Kent car ownership as a whole is higher than the national average (80% of households compared with 74% nationally).

4.1.10 The rate of increase in car ownership in Swale has been twice the national rate of increase over this period and a total 72,421 cars/vans are owned by Swale residents. This is the third highest figure in Kent (behind Maidstone and Canterbury). There is a theory that by looking at past growth in vehicle ownership we can predict future growth and demand. However, some countries have high levels of wealth and car ownership and low levels of car use, for example the Netherlands. Just because many residents own cars, it does not have to follow that they have high levels of car use. The key is to provide alternatives.

Table 1: Car ownership compared with population in Kent (2011 census)

Area	Number of Cars or Vans in the Area	Total Population in the Area	Percentage of Cars/Vans per Population
Maidstone	90,872	155,143	59%
Canterbury	73,833	151,145	60%

Swale	72,421	135,835	53%
Sevenoaks	71,838	114,893	63%
Tonbridge and Malling	71,258	120,805	59%
Ashford	68,054	117,956	58%
Tunbridge Wells	64,474	115,049	56%
Thanet	62,110	134,186	46%
Dover	57,730	111,674	52%
Shepway	56,461	107,969	52%
Dartford	51,131	97,365	53%
Gravesham	50,774	101,720	50%
Kent	**790,956**	**1,463,740**	**54%**

4.1.11   Figure 7 shows the spatial variation between car ownership levels in Swale. The highest levels of car ownership are found in the most rural parts of the Borough where the choice of travel modes and accessibility to local services by means other than the private car is reduced.
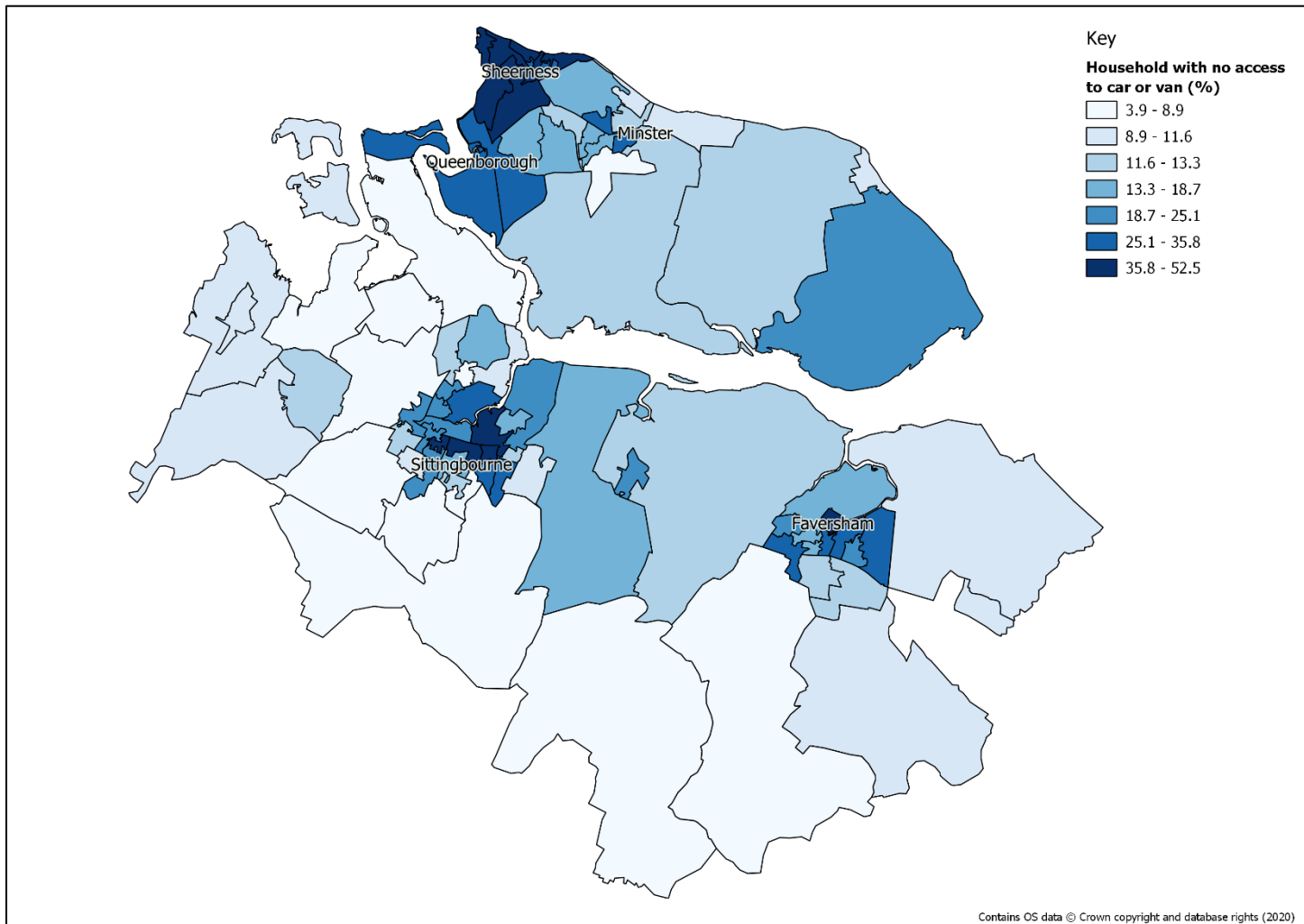
Figure 7: Households with no access to a car in Swale (2011 census)

4.1.12   The 2011 Census also provides data on the method of travel to work; car
           commuting increased from 60% to 70% in Kent between 2001 and 2011.
           Commuters to London were the exception to this pattern where the
           proportion of those driving remained fairly constant at 38%, train at 46% and
           bus at 11%.

4.1.13   The method of travel to work for Swale residents largely reflects the Kent
           data, with 70.5% of residents travelling to work by car (drive or passenger in
           a car or van). The second most popular method is walking with just over an
           11% share. Figure 8 below shows the travel to work mode share.
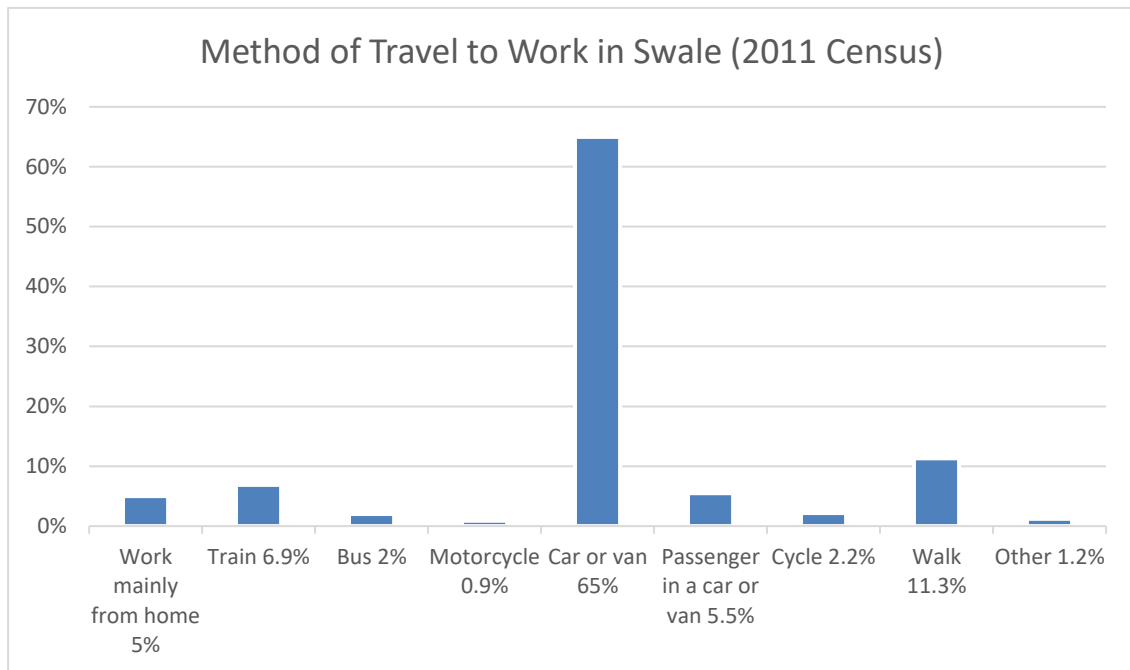
Figure 8: Method of travel to work (2011 census)

4.1.14   There has been an increase in out-commuting, particularly by car, to other Kent districts, with Medway, Maidstone and Canterbury being the most popular destinations. London commuting has risen only slightly, and whilst car commuting has also increased in absolute terms on this route, train and bus use have maintained their proportionate share of commuters. These figures therefore suggest increasing pressure on the strategic and interurban road network.

4.1.15   The method of travel to work data for Swale has been compared against the national average. Table 2 shows that car ownership is higher in Swale than the national average (although now similar to the Kent average), and that although walking and cycling in Swale is about the same as the national average, use of public transport is lower.

Table 2 Method of travel to work comparison table (2011 census)

Method of travel to work	St Michael', Sittingbourne		St Ann's, Faversham		Minster Cliffs, Sheppey		Swale		England
	Nr	%	Nr	%	Nr	%	Nr	%	%

Work mainly from home	139	4.6	140	5.4	168	5	3165	5	5.4
Train	306	10	264	10.1	73	2.2	4329	6.9	5.3
Bus	50	1.6	45	1.7	67	2	1258	2	7.5
Motorcycle	23	0.8	15	0.6	36	1.1	588	0.9	0.1
Car or van	1857	60.8	1537	59	2521	75.1	40843	65	57
Passenger in a car or van	158	5.2	105	4.1	216	6.4	3455	5.5	5
Cycle	48	1.6	76	2.9	57	1.7	1385	2.2	3
Walk	432	14	396	15.3	182	5.4	7086	11.3	10.7
Other		1.4		0.9		1.1		1.2	6
Percentage of population who do not own a car		20		21.9		13.5		20	26
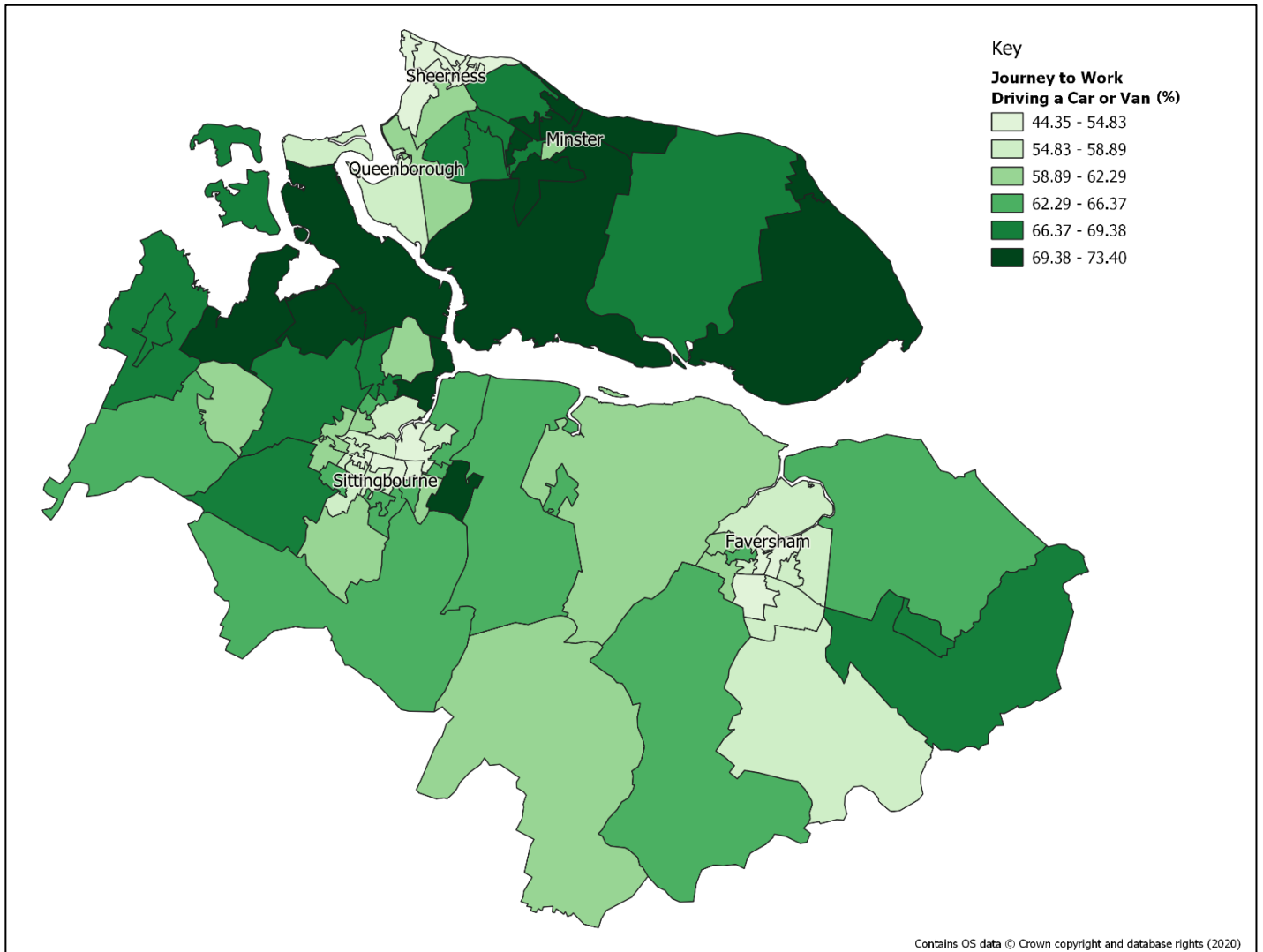
Figure 9: Car journeys to work in Swale (2011 census)

4.1.16　Walking, cycling and public transport use is low in Minster Cliffs ward while car use is common. Walking and cycling rates in the urban wards in Faversham and Sittingbourne are higher than the district average and higher than the national average but the use of public transport is just below average. Across the whole district there is considerable potential for more bus use.

4.1.17　Table 2 demonstrates that use of the private car drops when developments are accessible by a range of transportation modes and when they are sited close to local amenities. The mix and scale of development can reduce the need to travel if employment, schools and amenities are nearby. A suitable scale of development can help to establish bus routes by initial pump

COVID-19 and Travel Behaviour

4.1.18   The COVID-19 pandemic saw the UK enter into a lockdown period from March – June 2020 and further local and national lockdowns since then. The lockdowns have resulted in a change in travel behaviour throughout the country and traffic levels and public transport in Swale dropped significantly under the level expected under normal conditions. Air quality improved during the lockdown as people were largely confined to their homes and neighbourhoods.

4.1.19   As the country proceeds through the pandemic and numerous local lockdowns future travel behaviour is unknown and difficult to predict. Whilst there may be an increase in people working from home (and travelling less), there may also be a decrease in public transport use as people avoid crowded interior spaces such as buses and train carriages where COVID-19 can be easily transmitted, an increase in private vehicle use and a slower uptake in clean vehicles as a result of the economic downturn. These are all potential scenarios, but future travel behaviour is unknown at this stage.
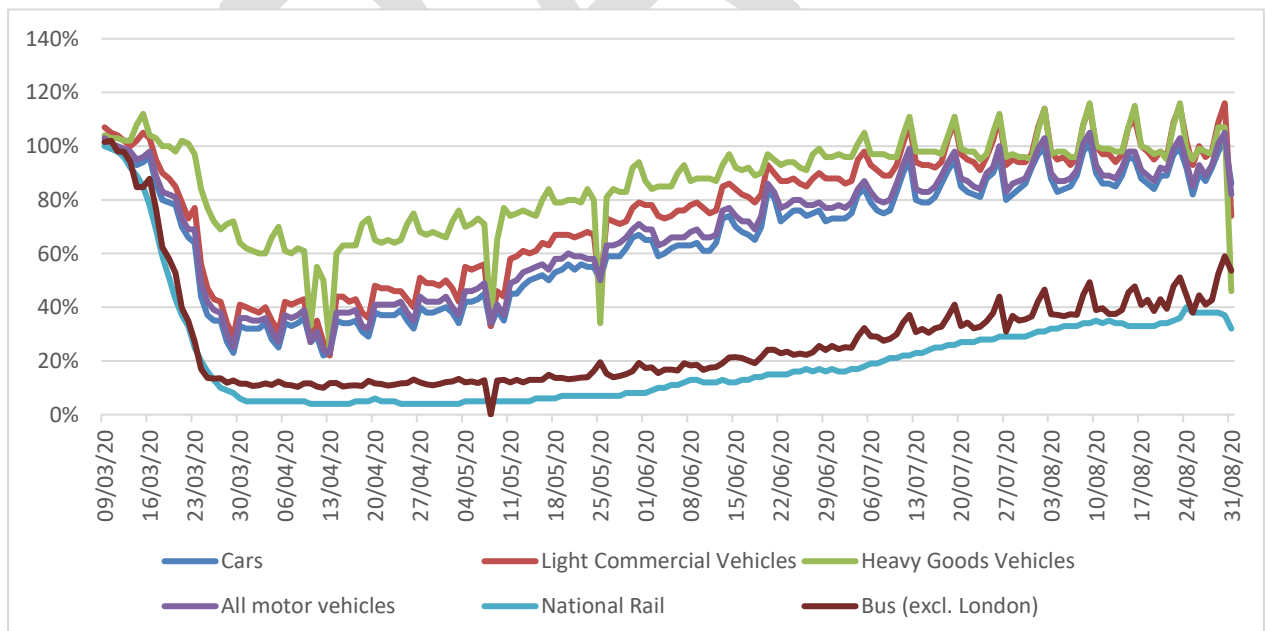
Figure 10: National transportation impact of the first UK national lockdown (source: https://www.gov.uk/government/statistics/transport-use-during-the-coronavirus-covid-19-pandemic)

4.1.20   Recent DfT/Govt traffic data confirms the national transportation impact of the first national lockdown and shows the transport trends from March 2020 – August 2020. Figure 10 shows that there was a sudden decrease in traffic use across the UK during the recent COVID-19 shut-down, followed by an increase in private vehicle usage. However, public transport has not shown to be recovering as quickly.

4.2   Planned Development

4.2.1   Population growth in Swale is forecast to continue and substantial house building is planned in both Swale and neighbouring authority areas. Between 2017 and 2031 an additional 13,192 new homes are planned to be built and 10,900 new jobs created in the local area.

4.2.2   The Kent and Medway Growth and Infrastructure Framework (2017) has forecast a population increase of 381,800 in Kent between 2011 and 2031. This population growth will mean more trips on our network each day. The Swale Transport Strategy will help deliver the Local Plan as well as those of neighbouring authorities.

4.2.3   Population growth will require substantial improvements to Kent's transport infrastructure. We will take every opportunity in this changing world to be creative and bold in our approach to deliver what Kent needs to boost its economy and deliver real growth and real jobs

4.2.4   Major new developments are proposed at locations listed in Table 7 and Figure 15 in Chapter 5 'Transport Strategy'. Given their scale they will require some new highway infrastructure improvements as well as enhancements to sustainable and active transport. All new developments are required to have a travel plan in place with robust modal shift targets and specific measures to bring this about.

4.2.5   Transport policies have an important role to play in facilitating development and in contributing to wider environmental and health objectives. It is nevertheless recognised that different policies and measures will be needed in different communities and that sustainable transport solutions will vary between urban and rural areas.

4.2.6   In common with much of Kent, the extensive rural communities in Swale tend to be less well served by public transport and therefore can be isolated from the main town centres. This is very evident on the Isle of Sheppey, where east-west travel is challenging and links to the mainland are largely dependent upon the Sheerness- Sittingbourne branch line and local bus

routes. This vital link must be maintained whilst securing improved options to access services.

4.2.7   Chapter seven sets out the transport objectives and overall vision which will facilitate the planned development and provide enhanced transport facilities for Swale residents.

4.3   Transport Model

4.3.1   In order to assess the transport implications of future development, Swale Borough Council and KCC updated the existing SATURN highway model for the borough in 2020. The Swale Highway Model (SHM) was developed for 2017 (base year), 2027 and 2037 reference case (forecast years) to test the traffic impacts of both new developments and transport infrastructure across Swale. The SATURN highway network is set out below, with the main settlements highlighted in Figure 11.
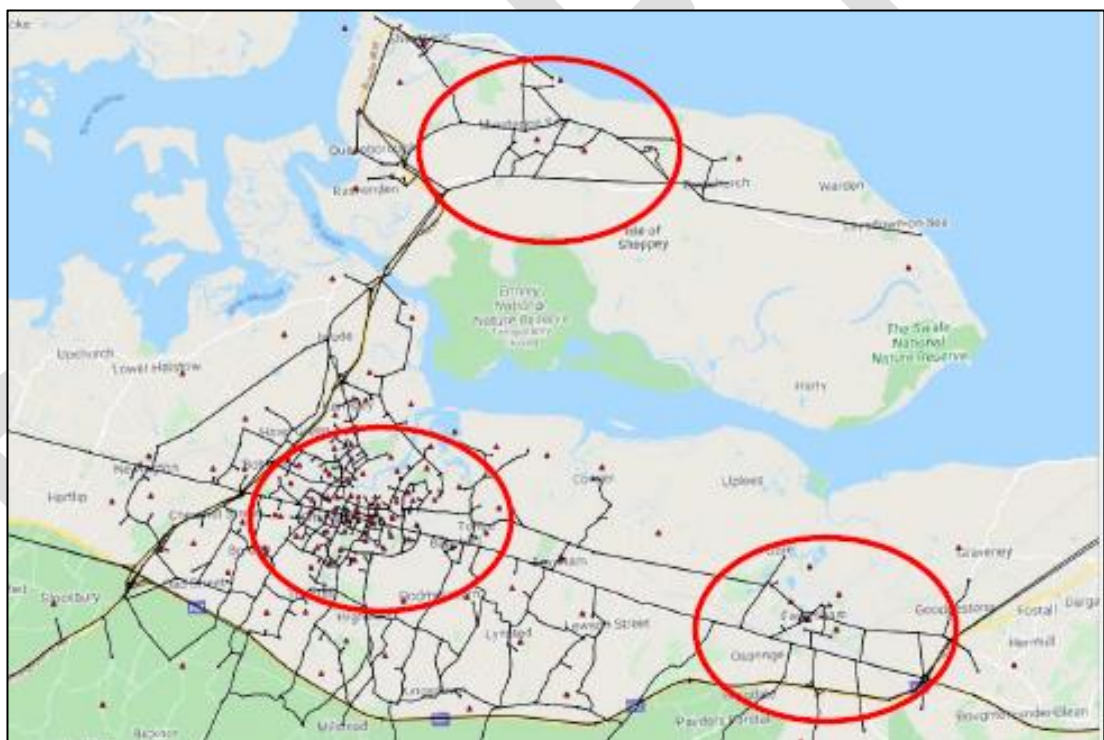
Figure 11: SATURN Highway Network

Modelling Results

4.3.2   A modelling report entitled 'Local Plan Model Rerun Summary Report – Draft' has been prepared and can be found in Appendix 1 of this Strategy.

4.3.3   The Swale Highway Modelling result have highlighted the following key challenges:

- The need to increase the modal spit in the borough to reduce pressure on the network;
- The need to improve public transport services and active travel facilities;
- The need to achieve a 20% trip reduction by 2037 as part of the mitigation measures package.

Another run of the highway model will be run early 2021 with the preferred development sites and the results will be inputted into here when finalised.

4.4   Air Quality

National Air Quality

4.4.1   Poor air quality is the largest known environmental risk to public health in the UK[8]. Investing in cleaner air and doing more to tackle air pollution are priorities for the EU and UK governments, as well as for Swale Borough Council.

4.4.2   Road transport accounts for a third of NOx emissions and is the main source in heavily trafficked urban areas. The European Environment Agency estimates that road transport contributes to excessive concentrations about 70% for nitrogen dioxide (NO2) and about 30% for particulate matter (PM)[9].

4.4.3   Diesel fuelled vehicles can emit up to four times more nitrogen oxides and up to more than twenty times more particulate matter than petrol fuelled vehicles. Diesel engine exhaust includes soot, aerosols such as ash particulates, metallic abrasion particles, sulphates, silicates and nitrogen oxides.

4.4.4   The black carbon element of diesel emissions has a particularly adverse effect on human health. The adverse health effects of diesel particulates are linked to cancer, heart and lung damage, and mental functioning. Exposure has also been linked with acute short-term symptoms such as headache,

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[8] Public Health England (2014) Estimating local mortality burdens associated with particular air pollution. https://www.gov.uk/government/publications/estimating-local-mortality-burdens-associated-with-particulate-air-pollution
[9] https://www.transportenvironment.org/what-we-do/air-quality-and-transport/road-vehicles-and-air-quality

nausea, coughing, difficult or laboured breathing, irritation of the eyes, nose and throat and the onset of asthma in vulnerable individuals.

4.4.5 Consequently, there is a need for the council to discourage residents and visitors from using the most polluting vehicles, with a focus on diesel vehicles.

4.4.6 The current UK air quality objectives (AQOs) and air quality standards (AQS) are provided in Table 4. These are the standards established in the UK Air Quality Strategy (UKAQS)[10] 2007.

Table 4: Air Quality standards

Pollutant	Averaging Period	Air quality standard ($\mu g.m^{-3}$)	Air quality objective	Objective: to achieve the standard by
Nitrogen dioxide (NO$_2$)	1 hour	200	200 $\mu g.m^{-3}$ not to be exceeded more than 18 times a year	31 December 2005
	Annual	40	40 $\mu g.m^{-3}$	31 December 2005
Particulate Matter (PM$_{10}$)	24 hour	50	50 $\mu g.m^{-3}$ not to be exceeded more than 35 times a year	31 December 2004
	Annual	40	40 $\mu g.m^{-3}$	31 December 2004
Particulate Matter (PM$_{2.5}$)	Annual	25	25 $\mu g.m^{-3}$	2020

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[10] Air Quality Strategy for England, Scotland, Wales and Northern Ireland (Volumes 1 and 2) July 2007.

Air Quality in Swale

4.4.7 Pollutants omitted by motorised vehicles – most notably nitrogen dioxide (NO_2) /nitric oxide (NO) together known as NO_2, and particulate matter (PM) – have serious detrimental impacts on human health including respiratory illnesses and impairing cognitive development in the young.

4.4.8 Exposure to air pollution is particularly harmful to those least likely to be responsible for the air pollution; pregnant women and children (women drive approximately half the number of miles per year as men[11] and children, of course, do not drive at all). People living in deprived areas are also more affected by poor air quality, partly because these areas are often near busy roads.

4.4.9 The main sources of particulate matter are traffic emissions, including resuspension of particles from brake or tyre wear.

4.4.10 Swale Borough Council has an extensive network of air quality monitors and endeavours to address air quality across the borough.

4.4.11 Despite this, Swale has ongoing exceedances of the legal limits for Nitrogen Dioxide (NO_2) and particulate matter (PM_{10}) and as a result six Air Quality Management Areas (AQMAs) have been declared and Swale have a current Air Quality Action Plan (AQAP).

4.4.12 AQMAs have been declared in the following locations (and shown on Figure 11):

- AQMA 1: Newington, (A2 / High St) - declared in 2009
- AQMA 2: Ospringe Street, Faversham (A2 / Ospringe) - declared in June 2011 and revised (as AQMA 6) in May 2016
- AQMA 3: East Street, Sittingbourne (A2 / Canterbury Road) - declared January 2013
- AQMA 4: St Paul's Street, Milton, Sittingbourne (B2006) - declared January 2013
- AQMA 5: Teynham (A2 / London Rd) - declared December 2015
- AQMA 7: Keycol Hill, Sittingbourne – declared October 2020

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11 Department for Transport, Understanding the drivers of road transport: current trends in and factors behind road use, 2015
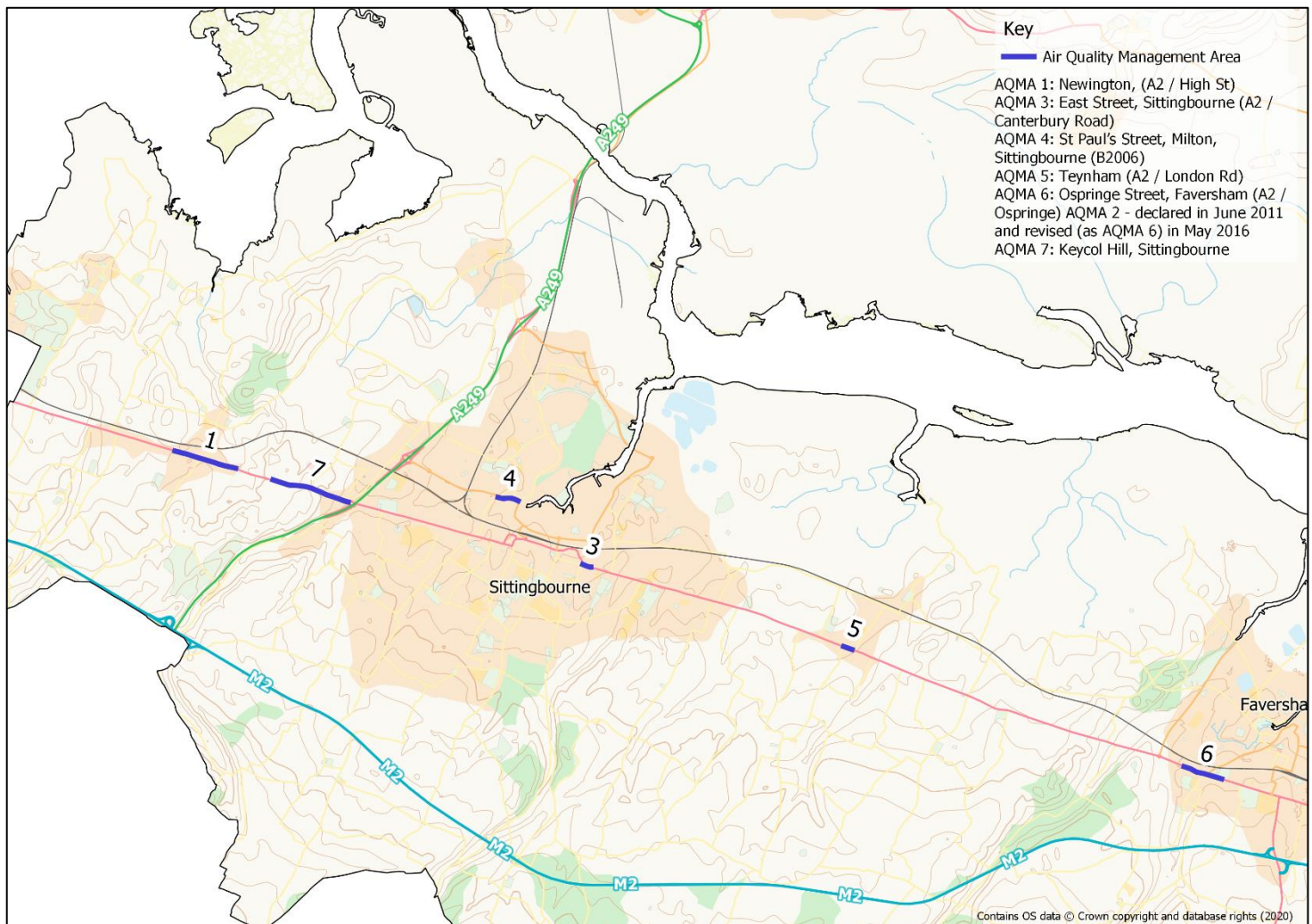
Figure 12: Swale AQMAs

4.4.13 The 2020 Air Quality Annual Status Report highlights that there continues to be a number of exceedances of the annual objective monitored by NO_2 diffusion tubes across the Borough.

4.4.14 In 2019, a total of 14 exceedances of the annual mean air quality standard for NO_2 were monitored in 2019, which occurred in AQMA 1, AQMA 4, AQMA 6 and at Keycol Hill / Key Street.

4.4.15 AQMA's 1, 3, 5 and 6 are situated on the A2 which is a major transport corridor through Swale, with AQMA 4 located within Sittingbourne urban centre. Monitoring in the vicinity of Key Street / Keycol Hill, Sittingbourne, which is an area of concern, shows that annual mean concentrations of NO_2 exceeded the annual objective at several locations.

4.4.16 Exceedances in PM10 were also identified in the St Pauls Street AQMA and in 2019 the daily mean limit value of 50 μgm-3 was exceeded on 42 days.

The exceedances in this location is predominately linked to issues of lorries going through the St Pauls AQMA relating to the Eurolink business park.

4.4.17 Technologies are developing that are reducing the level of pollution vehicles emit from exhausts, the UK is shifting towards electric vehicles. However, around 85% of fine particulate pollution from vehicles does not come from traditional fuel types and exhausts, and so a reduction in vehicle usage is the only measure that will improve air quality further.

4.4.18 Furthermore, electric cars produce about the same particle emissions as petrol and diesel cars[12]. Evidence suggests electric vehicles may not reduce levels of PM as much as expected due to their increased weight (electric vehicles are 24% heavier than their conventional counterparts).

4.4.19 EVs also do not address the over-arching impacts and costs of car-dependency; road injuries and deaths, congestion, car-dominated spaces, inequality, ill-health or community severance. However, the uptake of EVs, when used in conjunction with other air quality improvement actions, can be part of the solution towards cleaner air.

4.4.20 More and better walking, cycling, public transport and urban spaces are required to improve air quality, health and well-being.

4.5 Road Safety

4.5.1 Kent Police records the details of all road traffic collisions within the county that result in personal injury. This information is used to identify crash clusters and common road user behaviours to direct remedial measures and monitor casualty trends.

4.5.2 Investigation into the road casualties in the borough between June 2015 and June 2020 has been undertaken. The collision data shows that the there are a high level of vehicle collisions along the A2 but collisions occur all over the borough, with no obvious collision hotspots.

4.5.3 Table 5 below summaries the results:

Table 5: Accident data for Swale

	Total Number of Accidents between June 2015 – June 2020
Fatal	21

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12 Timmers, V.R. and Achten, P.A., 2016. Non-exhaust PM emissions from electric vehicles. Atmospheric Environment, 134, pp.10-17

Serious	287
Slight	1,496

4.5.4   Pedestrians and cyclists are particularly vulnerable to the threat posed by traffic and other users ad obstacles in the highway Regarding active travel modes, there is also a high level of accidents as summarised below:

4.5.5   Cycle Collisions:
- 1 fatal collision;
- 31 serious collisions;
- 132 slight collisions.

4.5.6   Pedestrian Collisions:
- 6 fatal collisions;
- 51 serious collisions;
- 164 slight collisions.

4.5.7   The distribution of cycle collisions can be seen below. The same pattern of cyclist and pedestrian accidents have been identified and the collisions are clustered around the main urban centres of Sittingbourne, Faversham and Sheerness.
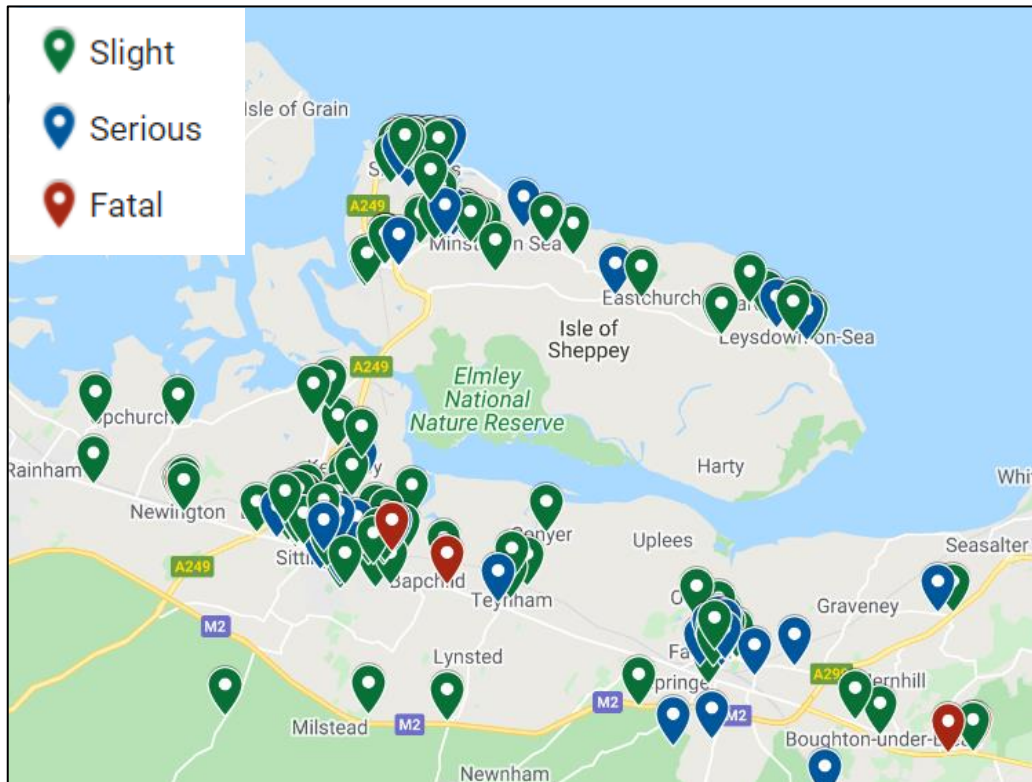
Figure 13: Cycle collisions between 2015 and 2020

4.5.8   There is therefore a need to reduce the number of people killed and seriously injured (KSI) on Swale's roads. This Transport Strategy will introduce measures to reduce the collision rate for drivers, cyclists and pedestrians.

4.6   Summary of Key Challenges in Swale

4.6.1   Table 6 below summaries the key transportation challenges in the borough as highlighted within this chapter. These challenges form the basis for the policies and objectives set out in the following chapters.

Table 6: Key Challenges Summary Table

Challenges in Swale	Issues
High Levels of Car Ownership	72,421 cars/vans are owned by Swale residents (average of 1.29 cars per household) (2011 Census Data)

High Levels of Car Use for Commuting	70.5% of residents travel to work by car (sum of those driving and passengers) (2011 Census Data)
Low Levels of Public Transport Use for Commuting	Only 8.9% of residents travel to work by bus or train (2011 Census Data).
Low Levels of Commuting by Active Travel Modes	13.5% of residents travel cycle or walk to work (2011 Census Data)
Unknown Impact of COVID-19 on Travel Behaviour	Initial national trends indicate that private vehicle use will return to pre-COVID-19 levels but public transport has not shown to be recovering as fast.
High Levels of Planned Development and Economic Growth	Between 2017 and 2031 an additional 13,192 new homes are planned to be built and 10,900 new jobs created in the local area. Traffic modelling shows the level of development is not possible without transport mitigation measures.

5. TRANSPORT STRATEGY

This chapter will set out the long-term transport vision for the borough. The Swale Local Plan sets out the vision and overall development strategy for the area between 2022 and 2038 and identifies a requirement for 13,192 new homes and the creation of 10,900 new jobs in this period. In order to manage the transport implications of this planned growth, and meet the vision of this Strategy, a number of objectives have been set. Consideration will be given to the borough as a whole, with a more focussed approach taken to a number of key areas.

5.1 Vision

5.1.1 Our strategy to 2038 acknowledges that predicting and providing fully for increased demand for road travel by car and freight vehicles, in the form of highway capacity improvements, is neither affordable, nor desirable from an environmental or economic perspective.

5.1.2 It is vital that journeys made by sole-occupancy private vehicles make up a smaller proportion of transport mileage in future, and that more journeys are by means of transport that take up less road capacity or do not use roads at all. This is necessary simply to accommodate all the journeys that people and goods need to make.

5.1.3 This plan does include road schemes to connect new developments, but we will be seeking to make best use of existing capacity taking advantage of smarter methods, mindful that any additional capacity has the potential to generate additional car traffic.

5.1.4 In responding to the context of Swale and the transport challenges and opportunities discussed in the previous chapters, a new vision for Swale is set out below.

Our vision is to deliver a sustainable and active transport network in swale that creates an attractive, green and vibrant borough. The transport strategy will enable and encourage people to travel sustainably, nurture healthy lifestyles, create less polluted places and upgrade the transport network to meet the boroughs needs.

5.1.5 The Swale Transport Strategy will help to deliver our vision for Swale over the next 15 years. An ambitious programme of measures to increase the modal share of sustainable travel in the borough. Policies and initiatives set

out in this strategy which change the way people travel and goods are transported, prioritising and enabling walking, cycling and public transport while reducing inessential vehicle use, are key to delivering the objectives of the Strategy.

5.2 Strategic Objectives

5.2.1 We have developed six overarching strategic objectives which are set out below. All the policies set out in this Strategy lead to achieving these objectives.

Objective 1	To promote active and sustainable travel enabling residents to take up these modes
Objective 2	To reduce and mitigate the impact of poor air quality related to transport whilst striving for net zero
Objective 3	To improve the journey time reliability and resilience across the transport network
Objective 4	To support the economic growth and development projected in the Local Plan
Objective 5	To consider the needs of all users across the transport network
Objective 6	To substantially reduce all road casualties and progress towards zero killed and seriously injured (KSI) casualties

5.3 Approach

5.3.1 The approach taken for this strategy is based on a transport hierarchy set out in Figure 13 below. Whilst this hierarchy provides a basis for development in the borough it also provides the basis which this strategy aims to approach all transport related decisions in the borough.
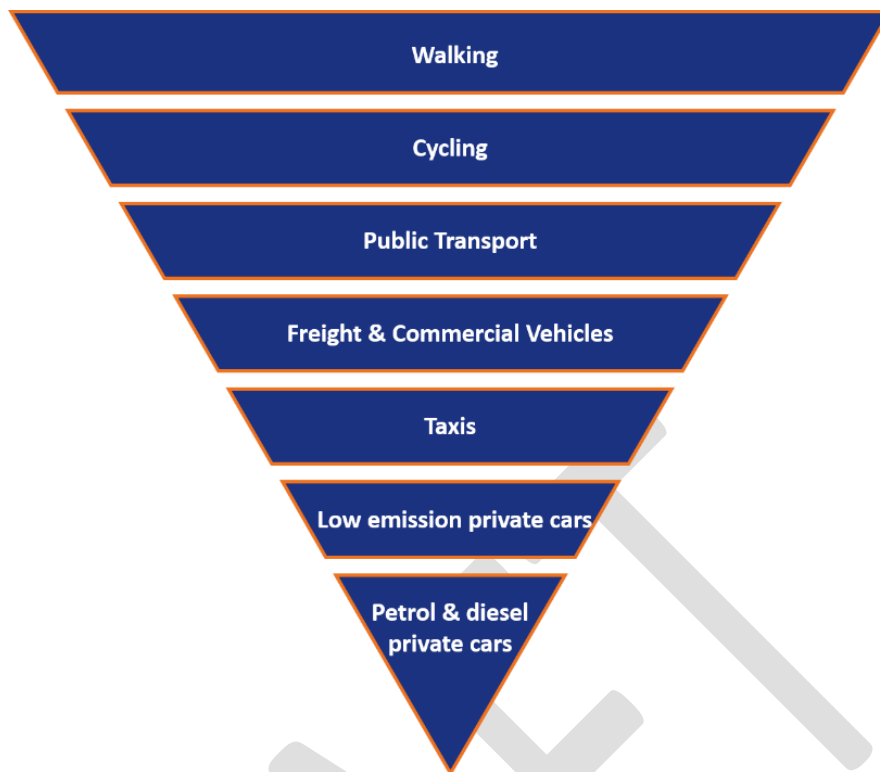
Figure 14: Swale Transport Hierarchy

5.3.2   Swale's previous transport strategy set out four overarching objectives. These were:

- Encourage the use of sustainable means of travel as an alternative to the private car;
- Removal of pinch points which are barriers to development and growth;
- Reduce the need to travel and supporting independence; and
- Reduce the number of people killed or seriously injured on the district's roads.

5.3.3   These objectives are still appropriate and have been encompassed within the six new objectives within this strategy.

5.3.4   This transport strategy proposes to take a more holistic approach than previously taken. Whilst the previous transport strategy was successful in focussing on where major transport development is due to take place, this strategy will focus equally on major transport developments as well as measures to increase road safety, reduce transport-based emissions and increase active and sustainable travel amongst others.

5.4 Key sites and mitigations

5.4.1 Based on early modelling undertaken for the Local Plan, the council has identified a number of key strategic sites within the borough, where development will be subject to development briefs and masterplans. These sites will be included in the rerun of the Transport Model in 2021. They are listed in Table 7 and Figure 15 below and are subject to change through the Local Plan process. A number of transport mitigations have been suggested and these alongside the allocations, making up the preferred option for the borough, will be modelled again in 2021.

Table 7: Local Plan Sites

Site	Ward	Yield	Residential	Employment	Mixed Used
Land at Graveney Road, East of Faversham	Boughton & Watling	240	Y		
Land at Lady Dane Farm	Bougton/Courtenay/Watling	600			Y
South East Faversham	Watling/Boughton/Courtenay	2,500			Y
Land East of Selling Road (2)	Boughton & Courtenay	30			
Land Adjacent Monica Close	Boughton & Courtenay	30	Y		
Land East of Selling Road	Boughton & Courtenay	30	Y		

Land West of Frognal Lane	Teynham & Lynsted	630			Y
Land at Claxfield Road (Site 2)	Teynham & Lynsted	15	Y		
Land at Claxfield Road (Site 1)	Teynham & Lynsted	180	Y		
Land South of London Road/West of Lynsted Lane	Teynham & Lynsted	60	Y		
Land south of Dover Castle Inn, A2 London Road/Cellar Hill	Teynham & Lynsted	50	Y		
Land at Barrow Green Farm, London Road	Teynham & Lynsted	100	Y		
Land at Lamberhurst Farm (EMPLOYME NT USE)	Boughton & Courtenay	0		Y	
Land at The Port of	Queenborou gh	850			Y

Sheerness, Rushenden Road					
Land at Cellar Hill	Teynham & Lynsted	12	Y		
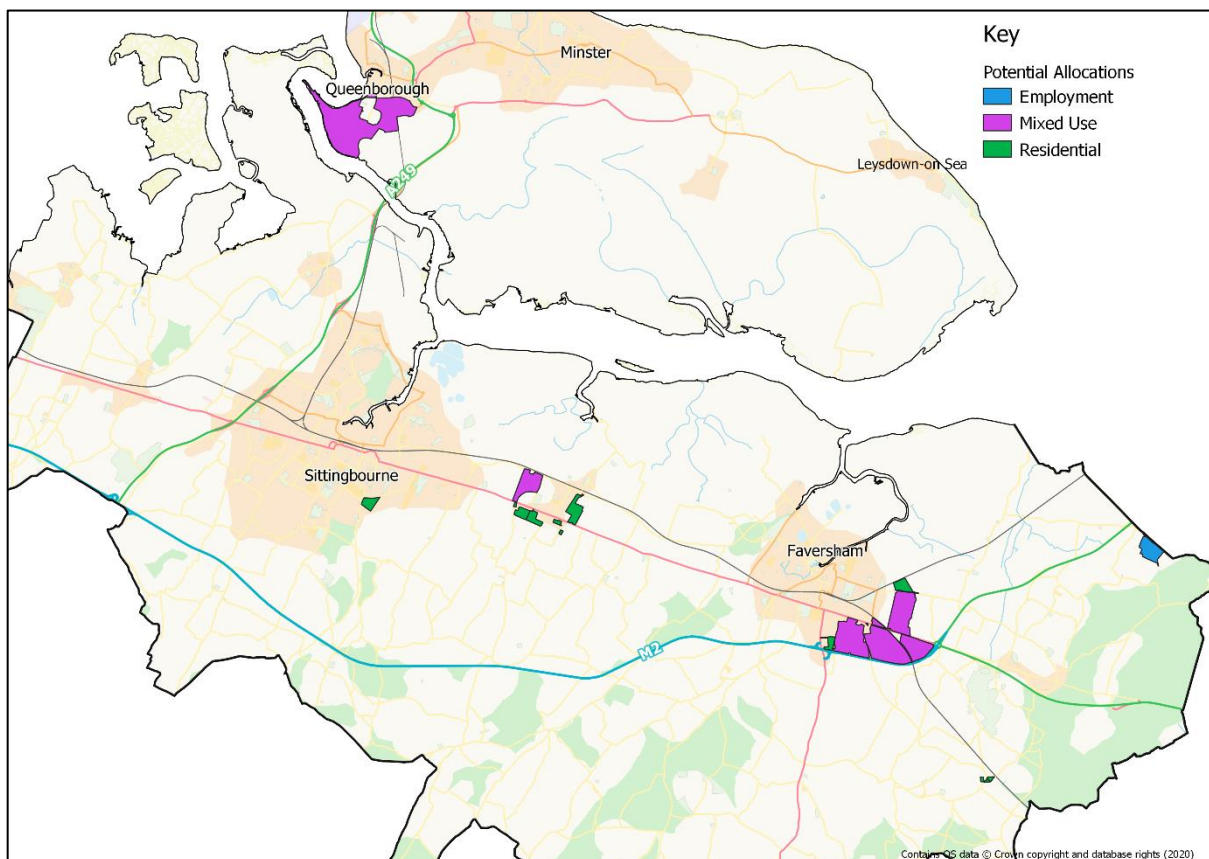
Figure 15: Local Plan Sites

5.4.2   Modelling has been undertaken on the sites set out in the Local Plan. The scenarios tested have been set out in Chapter 6. There are several big Local Plan housing development sites within the modelling scenario 1054 (set out in more detail in Key Challenges chapter), including:

- Rushenden Marshes
- Sittingbourne Town Centre
- East Faversham Expansion (East Lady Dane, Duchy Fav)

5.4.3   **Rushenden Marshes** - The key site at Rushenden comprise of 670 homes. From the 2011 census Journey to work data, the car trip mode share is

76.4%. The existing plans for the development focus the development around the existing town centres.

5.4.4   **Sittingbourne Town Centre** - The key sites at Sittingbourne Town Centre comprise of 850 homes. The latest 2011 car trip mode share in this area is 57%. The existing plans for the development focus the development between the High Street and the railway station / bus hub. A trip rate reduction of 20% on currently modelled car trip rates has been suggested for the development.

5.4.5   **East Faversham Expansion** - The key sites East of Faversham comprise of a total of 3,600 homes (2,500 Duchy development and 1,100 East Lady Dane). The latest 2011 car trip mode shares for these zones are 60.9% and 77%). The existing plans for the development focus on the development of urban extensions to the east of Faversham. A 50% car mode share target should be applied to all development to the east of Faversham to reflect their higher aspiration on connectivity for non-car modes. This will require a joined up strategy by providing quality walk, cycle, and bus links that connect to Faversham as well as links to the wider area.

5.4.6   The following provides a more detailed breakdown on the individual sites:

5.4.7   **Preston Fields** - 70 additional dwellings on to the allocation from the adopted LP to facilitate the provision of a link road from the SE Faversham (Duchy) site, across Preston Fields, through the currently being built out Perry Court development and onto the as yet unknown.

5.4.8   **SE Faversham** - A large mixed-use strategic development of 2,500 dwellings and employment (being provided at a level of 1 job per 1 house) with a 2-3 FE primary school, community provision and a sports hub.

5.4.9   **Lady Dane Farm** - A large mixed-use strategic development of 600 dwellings and about 15ha of employment with a 2 FE primary schools and a secondary school.

5.4.10   **Graveney Road** - 240 dwellings.

5.4.11   (The 3 sites above have 1 shared policy so that they can be planned holistically, particularly in relation to cycle and walking linkages between the three and their services and facilities, including the town centre and the railway station and the wider countryside.)

5.4.12   **Rushenden Marshes** - A large mixed-use strategic development of 850 dwellings and an element employment.

5.4.13   **Selling (3 sites)** - 90 dwellings across the 3 sites in a rural location. The developers are proposing providing a pedestrian and cycle connection from

the site to the existing primary school and pub in Selling. This will be off road and slightly longer than the existing footpath.

5.4.14 **Teynham (6 sites)** - An 'area of opportunity' of 1,100 dwellings north of the A2 and 305 dwellings south of the A2, with the provision of a new 'movement corridor' to alleviate pressure on the existing A2 and the AQMA.

5.4.15 **Lamberhurst Farm** - An employment allocation at an existing employment location in the countryside. It will focus on improving the site's position in the countryside and it's active and sustainable travel planning for both employees and goods in and out of the site..

5.5 Existing allocations

5.5.1 There are several existing committed employment allocations which will also influence travel in the borough, including Ridham and Kemsley in Sittingbourne and Neatscourt on the Isle of Sheppey. Alongside this are the employment allocations from the 2017 Local Plan which are yet to be built out and are therefore carried forward. These include:

- Land south of Kemsley Mill
- Land at West Minster, Sheerness
- Land at Cowstead Corner, Queenborough
- Land at Selling Road, Faversham
- Land at Graveney Road, east of Faversham

5.6 Transport mitigations associated with the major developments

5.6.1 A number of mitigations have been set out which are associated to the major developments in the Local Plan, these are set out in the Infrastructure Delivery Plan in Chapter 16. These interventions will:

- support the connectivity and accessibility for sustainable transport modes for the new Local Plan developments at Rushenden Marshes.
- will reduce car trips from the East of Faversham to ensure there is enough capacity on the surrounding highway links and junctions.
- reduce local car trip demand for commuting, retail, and education trips including from new Local Plan developments in Sittingbourne Town Centre.

5.6.2 There are a number of key wider mitigations that can be designed as a result of the new development in the Local Plan. The three primary initiatives are summarised below. They complement the largest housing developments proposed through the Local Plan

5.7 Infrastructure Delivery Plan

5.7.1 An Infrastructure Delivery Plan within this strategy has captured the schemes and interventions which will mitigate the developments sites detailed above. This identifies the key elements of infrastructure that are required to support the level and distribution of development being proposed. It is critical that the necessary infrastructure is delivered to ensure that the development programme is not delayed significantly.

It is likely that the large transport infrastructure measures that are directly linked to the development sites will be delivered under Section 106 agreements. The council will ensure that appropriate thresholds, trigger points and phasing programmes are included within these legal agreements in order to manage the impact on the highway network.

6. ENABLING SUSTAINABLE AND ACTIVE TRAVEL

The main focus of this Transport Strategy will be to reduce private vehicle use through the promotion of active and sustainable modes of travel. The majority of UK car journeys are short – around a quarter of car trips are less than 2 miles, and nearly 60% are less than 5 miles[13] – so there is enormous scope to reduce car use and support sustainable travel. Walking and cycling present a great alternative to the car over short distances, with public transport facilitating those journeys further afield. This chapter will set out the key measures required to enable travel by these modes.

6.1 Walking

The 2011 Census data shows that walking represents 11.3% of journeys to work across the borough. The target within this Strategy is to increase this mode share to 15% by 2037.

6.1.1 Whilst walking represents 11.3% of work journeys in the borough, walking forms a key part of almost every journey taken, there are few places that cannot be reached by foot in some way. Pedestrian activity encompasses journeys for work, school, leisure and more. Footways, pedestrian areas, alleyways, paths and bridleways are used for a variety of types of trip in the borough. Walking is the cheapest, healthiest and most accessible form of transport available to most people. It also presents a chance to meet other people, stop and chat, so helps to foster a sense of community within a local area. Walking is therefore placed at the top of Swale's transport hierarchy.

Policy 1 - Walking

a. The council will enable walking in the borough by providing pleasant, safe, accessible, well connected and direct walking routes. The walking routes will be focussed within town centres, in strategic links, as well as linkages for public transport, amenities and leisure needs. Walking initiatives will also be supported and promoted to those who live, work and study in Swale.
b. The council will aim to increase the walking mode share for journeys to work from 11.3% to 15% by 2038.
c. To reduce severance through appropriately located crossing facilities that prioritise walking.
d. Reallocate road space as necessary to provide safe walking routes.

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[13] Department for Transport, NTS0308: Average number of trips by trip length and main mode: England, July 2018

Access for all

6.1.2   Whilst walking is in many ways the most accessible form of transport for many, current conditions in the borough are not always conducive to walking. But the Equality Act 2010 places certain responsibilities on the public sector under the Public Sector Equality Duty to make reasonable adjustments to the existing built environment and to incorporate equality into the design of new infrastructure. The needs of pedestrians vary depending on many factors including age, pregnancy, physical mobility and confidence. Journeys which some see as straightforward may be more challenging to the elderly, those with disabilities, wheelchair users and people with pushchairs.

6.1.3   The needs of these users need to be met in order to reduce the barriers to walking. The council, in partnership with KCC and other Swale departments, will aim to improve the following:
   - Pedestrian priority at junctions
   - Rephasing of signals to provide priority
   - Wayfinding
   - Better street lighting
   - Upkeep of pavements
   - Dropped kerbs and tactile paving
   - Removal of unnecessary street furniture
   - Provision of pedestrian ramps during works

6.1.4   KCC will undertake assessments on each of the above.

6.1.5   KCC's guidance and policy for inclusive design provides guidance on making the pedestrian environment accessible for all people. This document should be a reference point for all local planners, developers and consultants during the early stages of scheme design.

6.1.6   Addressing barriers to walking, such as lack of priority crossings and severance caused by busy roads in Swale will be needed to create a more walkable, liveable borough. All highways, urban realm, building developments and other relevant schemes will need to be designed to prioritise people on foot.

Health benefits

6.1.7   Transport choices can have huge impacts on public health. Lack of exercise and obesity are associated with a number of other adverse health outcomes such as obesity, heart disease, stroke, cancer and Type 2 Diabetes.

Diabetes and obesity are also associated with increased COVID-19 mortality rates[14] and these health issues can be improved through exercise such as walking or cycling. Parts of Swale have some of the highest levels of childhood obesity, diabetes levels and respiratory complications in adults within Kent, with the isle of Sheppey typically having higher rates than the rest of the borough[15].

6.1.8   Sustainable transport choices and 'active travel' (travel requiring a person to exercise - such as walking and cycling) in particular allow people to build activity into their daily lives. Currently 60.5% of primary school children, and 33.7% of secondary school children actively travel to school[16], whilst 13.5% of adults actively travel to work. It can benefit health and wellbeing by incorporating physical activity into everyday routine as well as reduce the number of vehicles on the road and improve air quality. This is particularly pertinent with the UK Government's recent advice for people to walk and cycle where possible as the COVID-19 pandemic continues.

Better walking environments

6.1.9   As discussed in Chapter 12 on Road Safety, pedestrians are vulnerable users of the transport network. Pedestrians are exposed to danger from traffic (especially where highways design falls short), uneven footways, unattractive pedestrian environments with poor lighting, overgrown vegetation and indirect routes which can discourage people from walking a journey which could be a walkable distance. The council aims to reduce the risks posed to pedestrians and enhance walking environments by:
   ● Ensuring the needs of all pedestrians are met in all planned developments, transport improvements and maintenance schemes in line with the transport hierarchy and Equality Act duties
   ● Introducing traffic management schemes reducing the amount of driving in Swale
   ● Building new/improved pedestrian crossings which follow pedestrian desire lines
   ● Improving the urban realm
   ● Improving street lighting
   ● Creating new footways and walking links to amenities

[14] Williamson, E.J., Walker, A.J., Bhaskaran, K., Bacon, S., Bates, C., Morton, C.E., Curtis, H.J., Mehrkar, A., Evans, D., Inglesby, P. and Cockburn, J., 2020. Factors associated with COVID-19-related death using OpenSAFELY. *Nature*, *584*(7821), pp.430-436.
[15] 2011 Census data
[16] KCC Active Travel Strategy https://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies/active-travel-strategy

- Providing traffic calming measures which help reduce vehicle speeds and ensure vehicle speeds are appropriate
- Introducing further enforcement measures for the current trial 20mph zone in residential areas in Faversham.
- Providing safer walking routes to schools including the investigation for school streets.

Healthy Streets

6.1.10   In addition to the above, the Healthy Streets indicators will be used to help assess streets for the needs of pedestrians we will integrate the principles of the London's Healthy Streets, and other best practice examples, into the development and delivery of walking and cycling schemes and outlined below and in Figure 16:

- Inclusive streets suitable for all regardless of age, gender or ability
- Easy to safely navigate and connect people to places
- Provide shade, shelter and places to stop and rest
- Walkable and provide options for cycling
- Low levels of noise and air pollution
- Enhancing streets to improve quality of life, support social interaction and enable active lifestyles
- Create a sense of security

Source: Lucy Saunders

Figure 16: Healthy Streets Indicators

Current walking links

6.1.11 Swale has a number of leisure walking routes which are key to promoting walking in the borough. These include The Saxon Shore Way as well as several locally promoted trails such as those covered by the Food Trails project in Faversham, Newnham, Sheldwich, Boughton, Oare and Teynham. There are also routes in Perry Wood, Elmley National Nature Reserve and Barton's Point Coastal Park. Some of the town centres have also created specific routes to enable visitors such as the Sittingbourne Cats Trail and guided walks in Faversham.

Walking initiatives

6.1.12 The council will support and undertake several initiatives which enable walking. A focus on safe, comfortable and direct walking routes to schools is vital. These can be supported by pedestrian training, walking buses, school travel plans as well as development of school streets where location and context is appropriate. Additionally, other measures directed at adults will include workplace and residential travel plans. The council will also continue to promote leisure walks in the borough.

6.1.13 The Council will also work with Town and Parish Councils and other local groups to help to facilitate walking initiatives across the borough and ensure that they link into the existing and planned network.

School Travel

6.1.14 Infrastructure initiatives such as school streets will be investigated across all schools. School streets have proven to provide safe and calm traffic free areas outside schools, with an increase in the quality of the air. School streets in other authorities have also shown an increase in walking, scooting and cycling amongst pupils and staff.

6.1.15 The council will investigate the feasibility of providing school streets across the borough. This will be done through two approaches. The first approach will be for KCC to assess all existing schools on the feasibility to be a school street. KCC as the Transport Authority will use a criteria-based approach to assess schools. This will include items such as proximity to an AQMA, school's participation with their school travel plan, and road safety statistics. All school locations may not be feasible as school streets, however the assessment of the conditions outside schools may provide an opportunity for safer school zones, e.g. the implementation of a safe crossing if needed.

6.1.16 Development areas coming forward in the borough will provide an opportunity for the council to work with developers to provide school street

style measures outside of new schools from the start. There are a number of schools within the Local Plan allocations, in particular the East of Faversham site where three schools are allocated. The nature of the East of Faversham site, being the other side of the A2 from the main town will mean that sustainable travel, as well as school travel will be imperative for reducing car trips.

6.2 Cycling

The 2011 Census data shows that cycling represents 2.2% of journeys to work across the borough. The target within this strategy is to increase this mode share to 5% by 2037.

6.2.1 The percentage of those cycling to work in the borough varies within the three main town centres. Sittingbourne and Sheerness show similar levels at 1.6% and 1.7% respectively, whereas 2.9% of residents in Faversham cycle to work[17].

6.2.2 Much like walking, cycling is an accessible and cheap form of transport, particularly for shorter and medium length trips. It is a healthy way to get around and provides environmental benefits. The DfT's recent Gear Change document sets out the Government's commitment to creating modal shift towards walking and cycling and states that 58% of car journeys in the UK are under 5 miles, and in more urban areas, more than 40% of journeys were under 2 miles[18]. Distances such as these have a huge potential to be shifted to cycle trips. The provision of a safe cycle network with protected routes on main roads coupled with low traffic residential streets is shown to lead to more cycling and more walking[19].

6.2.3 Swale has several local amenities in close proximity such as employment centres, schools, retail centres, and public transport hubs which in terms of distance could be accessed by cycle – if the right conditions were built.

6.2.4 The propensity to cycle tool has been used to better understand the potential for uplift in cycling levels for both commuting and for school travel. The figures below show the current propensity levels (based on 2011 census) and the potential levels under the Go Dutch scenario -this scenario assumes

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[17] 2011 Census data
[18] DfT Gear Change 2020
[19] Aldred, R., Croft, J. and Goodman, A., 2019. Impacts of an active travel intervention with a cycling focus in a suburban context: One-year findings from an evaluation of London's in-progress mini-Hollands programme. *Transportation research part A: policy and practice*, *123*, pp.147-169.

high 'Dutch' level standards of cycling infrastructure. The 'Go Dutch' scenario indicates that with major investment in cycling infrastructure there is a potential for 40-50% of trips to school to be cycled in some areas[20].
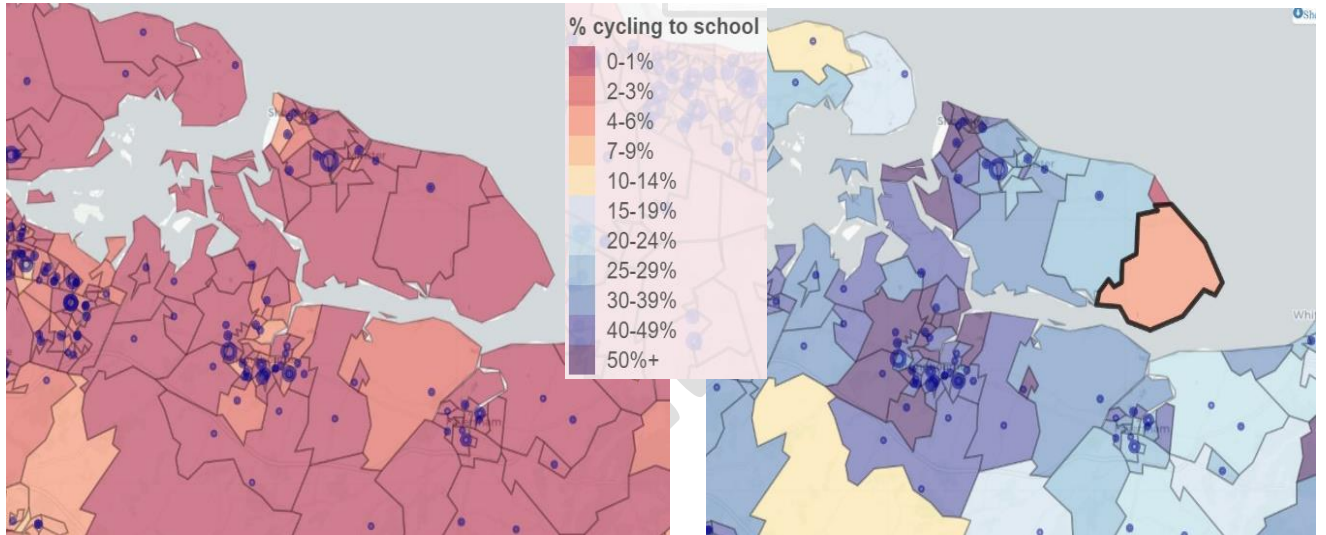
Figure 17: PCT School travel 2011 census data and Go Dutch Scenario illustrating potential levels of cycling to school
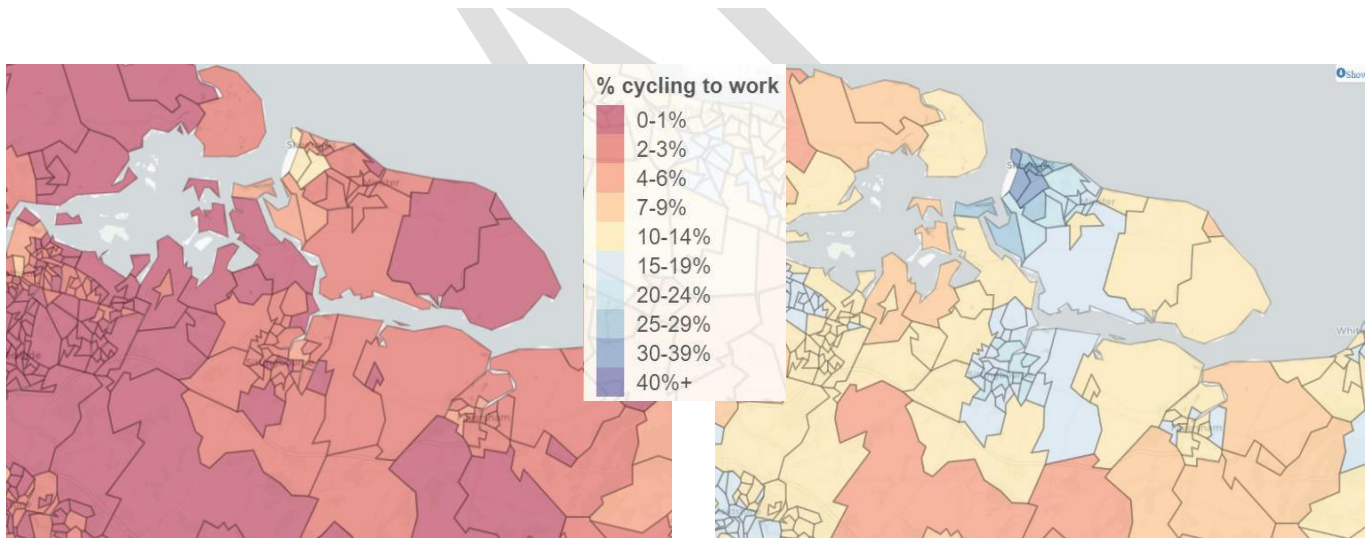
 Figure 18: PCT Commuting 2011 census data and Go Dutch Scenario illustrating potential levels of cycling to work

6.2.5   The Propensity to Cycle Tool illustrates that with Dutch level infrastructure indicates 4-14% of trips to work could be cycled as shown in Figures 17 and 18.

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[20] Propensity to Cycle tool 2020 https://www.pct.bike/

> **Policy 2 - Cycling**
>
> a. The council will enable cycling in the borough by providing pleasant, safe and direct cycling routes. The cycling routes will be focussed within town centres, for strategic links between urban settlements, as well as linkages for public transport, amenities, and leisure needs. cycling initiatives will also be supported and promoted to those live, work and study in Swale.
> b. The council will allocate road space on the network which supports bicycle journeys.
> c. Allocated employment sites in the Local Plan review will be required to provide cycle parking and showering facilities where occupancy is expected to be above 50 employees.
> d. The council will aim to increase the cycling mode share for journeys to work from 2.2% to 5% by 2038.

Current cycling links

6.2.6   Swale currently has three signed cycle routes.

- National Cycle Route 1 loosely follows the A2 through Faversham and Sittingbourne. It connects to the Shetland Islands.
- National cycle Route 174 also known as 'The Sheerness Way' includes Barton's Point Coastal Park, the Queensborough Lines and Sheerness Sea Fort.
- The Isle of Harty Trail is a mainly traffic free route. It takes in local attractions such as Leysdown Beach and the RSPB Raptor Viewpoint.

6.2.7   A map of the above cycle routes is within Chapter 2 – Context.

6.2.8   In addition to these dedicate routes, cyclists are allowed to use Public Rights of Way (PROW) routes. This includes Public Bridleways, Restricted Byways and Byways Open to All Traffic. However not all these routes are designed for cycling or may be inaccessible by bike at particular times of year. These are therefore sometimes seen as more leisure routes than commuting routes for users. However, they provide important infrastructure within the borough which can help lead to an overall uptake in people cycling for all reasons including cycle tourism.

New Infrastructure

6.2.9   Swale council will aim to provide cycle facilities on all main routes; cycling infrastructure must be designed to comply with the latest guidance which is

currently Local Transport Note 1/20 (Department for Transport, 2020) [21]. Although some off-road routes are identified, the aim is to deliver a comprehensive network of cycle friendly routes within the available road space, with features such as traffic restraint, traffic calming, environmental improvements and 20mph zones supplemented by cycling facilities including cycle friendly crossings.

6.2.10 Priority will be given to the main urban areas and links to surrounding settlements which generate significant amounts of commuting. In particular, Faversham, Sittingbourne and Sheerness. Key cycle routes will link residential areas with town centres, railway stations, schools, shops, places of work, bus stations, leisure facilities and other public services. These areas are the locations where car travel has the highest potential to be reduced through the uptake of active modes like cycling.

6.2.11 The provision of a safe cycling network is key to enabling cycling in the borough. Potential new routes should:
- Be protected from motor traffic, both at junctions and on the stretches of road between them
- Be separated from pedestrians where possible
- Ensure cyclists are treated as vehicles and not pedestrians
- Join together in a cohesive manner whilst reducing the barriers to cycling, such as crossing busy roads
- Feel direct and be useable by all bike users
- To be designed for all ages and accessibility levels
- Have clear signage.

6.2.12 Town and Parish Councils within the borough are keen to work on projects which provide new cycling infrastructure as well as promote cycling. The council will work with the Town Parish Councils to achieve these aims. Developments will need to address these barriers even if at some distance from the immediate vicinity of the development.

Safety

6.2.13 Our aim is to produce an environment which enables all ages and abilities to cycle. With fear of traffic being the major deterrent to cycling for 80% adults (Pooley, 2011)[22] solutions which provide protection and continuity without

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[21] LTN 1/20:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/906344/cycle-infrastructure-design-ltn-1-20.pdf
[22] Pooley, C., 2011. Understanding Walking and Cycling. Lancaster Environment Centre, Lancaster University.

delays are likely to be attractive for the majority. This will mean re-allocating road space to cycling, re-organising parking, potentially reducing on-street car parking and reducing or cutting through traffic on residential streets and other roads by installing modal filters and bus gates. Near misses are also a deterrent to cycling.

6.2.14   For most roads there are solutions to making them cycle-friendly whether that is reducing through traffic or building protected cycle routes.

Inclusive cycling

6.2.15   Cycling take-up is unequal in the UK; children, women, older people, ethnic minorities and the disabled are generally less likely to cycle. This is usually because the road environment is unsuitable for most to be, and feel safe.

6.2.16   The Department for Transport estimates that only 2% of children cycle to school nationally. A Bikeability survey showed that up to 80% of children would prefer to cycle to school[23]. The provision of protected and safe infrastructure can reduce the risks and threat of traffic and create a more inclusive environment. Presence of children, women, older people, and disabled cycling are just as important a measure of success as cycling numbers.

6.2.17   Women also make approximately four times as many 'escort education' trips as men (Department for Transport, 2016)[24] so are more likely to have the added complication and responsibility of cycling with children which heightens safety concerns. A physical environment which may be acceptable to a single person without responsibility for others becomes unacceptable when cycling with children (Pooley, 2011). While most people, regardless of gender, prefer not to interact with motor traffic while cycling, women place greater importance on being separated from traffic (Aldred et al., 2016)[25].

6.2.18   With this in mind, the council has identified actions relating to children cycling to school independently; this will require comprehensive, safe cycle networks to be built on residential streets and around schools. These will need to meet the level of service set out in LTN 1/20.

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[23] Cycling UK (2020): https://www.cyclinguk.org/article/cycling-guide/school-run-cycling
[24] Department for Transport, (2016a). 'Average number of trips (trip rates) by age, gender and purpose: England, 2016'. National Travel Survey. Table NTS0611
[25] Aldred, R., Woodcock, J. and Goodman, A., (2016). 'Does More Cycling Mean More Diversity in Cycling?', Transport Reviews, 36:1, pp. 28-44

Health

6.2.19 Cycling as part of the daily routine can benefit health and both physical and mental wellbeing. As discussed in *8.1. Walking,* active travel can help to reduce obesity and heart disease amongst others. Cycling to work is linked with a 45% lower risk of developing cancer, and a 46% lower risk of cardiovascular disease (CVD), compared to commuting by car or public transport[26]. Whilst undertaking just 20 minutes of activity a day can cut the risk of developing depression by 31%[27] - 20 minutes is a cyclable distance. Areas of Swale, such as The Isle of Sheppey have some highest levels of obesity, heart disease, stroke, cancer, Type 2 Diabetes and physical activity levels.

6.2.20 The recommended amount of physical activity for adults is that 'over a week, activity should add up to at least 150 minutes (2½ hours) of moderate-intensity activity, in bouts of 10 minutes or more (one way to approach this is to do 30 minutes on at least 5 days a week)'. For children, the recommendation is that 'all children and young people should engage in moderate- to vigorous intensity physical activity for at least 60 minutes and up to several hours every day'.

6.2.21 Cycling is the fourth most common recreational and sporting activity undertaken by adults in Britain. Therefore, an increase in cycling is a great way adults and young people can achieve the recommended levels of physical activity.

Cycle parking

6.2.22 Alongside the implementation of infrastructure to create a cycle network in the borough, safe and secure cycle parking for both home locations and at local centres and destinations is needed. This includes appropriate facilities within workplaces such as showers, lockers, and parking; these will be secured through workplace travel plans. A sufficient number of secure and covered cycle parking spaces must be provided in order to reduce the car dependency within new residential developments; these will be secured through the planning process. In addition to this the council will aim to significantly increase the provision new public cycle parking stands across the borough in locations with connected amenities such as town centres, transport hubs and retail areas.

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[26] Cycling UK (2020): https://www.cyclinguk.org/campaigning/views-and-briefings/health-and-cycling
[27] DFT Gear Change 2020

Provision of cycle options

6.2.23   Cycle hire has proven to be popular in many cities and towns in the UK. Whilst Swale is more of a rural location, it does have some key town centres and destinations which could provide demand. Electric bike hire may suit Swale due to the distances involved and topography. Swale is on the doorstep of a number of local leisure routes, particularly along the coast with a number of hilly locations and therefore bike hire could benefit visitors or residents who don't have access to a bike. The Council will investigate appropriate cycle hire options which could fit in with the location and communities in Swale. There is a particular opportunity for this in new developments.

6.2.24   In addition to cycle hire, several local authorities, particularly in London have set up 'try-a-bike' loan schemes. This allows residents to try a bike for free for a month to see if they would like a bike themselves or what type of bike might work for them. Any provision of this service by Swale will include adaptive cycles.

Integration with public transport

6.2.25   Being able to switch between cycling and taking the train or bus is an important part of enabling modal shift. This is particularly the case with the sites coming forward in the Local Plan which may be a 10-20-minute walk from a train station, in particular East of Faversham, Teynham and Rushenden Marshes. Cycle parking is available at most train stations, and cycles can be carried on to most trains outside of weekday peak hours (7am to 10am going into London and 4pm to 7pm leaving London). Typically, cycles are not allowed on buses, due to capacity issues. The councils will work with bus and rail companies to improve the integration of cycling with public transport, including improvements to secure and covered cycle parking at stations.

Promotion of cycling

6.2.26   Softer promotional measures can help increase trips by bicycle if done in conjunction with changes to highways infrastructure

6.2.27   The council will therefore enable cycling through a range of promotional methods including;
   - The promotion and provision of free cycle training to all who live, work and study in the borough. This includes school Bikeability training as well as scooter training for primary schools;

- Dr Bike mechanic sessions to enable people to keep their bikes in good working order;
- Promotion of local cycle map and apps, cycling information on the Swale website, cycling information packs, publicity for new routes which are available to all;
- Events including charity and recreational rides, support for National Bike Week, commuter challenges, car free days etc;
- Cycle registration schemes, cycling on prescription, integration with other campaigns promoting health and environmental issues;

Monitoring

6.2.28   The council will appraise all proposed schemes that involve significant changes to the transport network. This will ensure that positive measures for both safety and convenience are considered for cycling throughout the various stages of design and implementation.

6.2.29   In order to demonstrate and build on the success following investment in cycle routes and improvements, it is important to be able to measure increases in usage. Cycle counters will be installed on new and existing routes (to be identified) to monitor cycling levels. This data can provide useful local information on the most popular routes to inform future schemes.

6.3   Travel by bus

The 2011 Census data shows that bus and coach travel represent 2% of journeys to work across the district. The target within this Strategy is to increase this mode share to 5% by 2037

6.3.1   Bus travel in Swale plays an important role in enabling modal shift away from the private car. The local bus network is especially important as it is a lifeline to many people, especially those who are too young or old to drive, have a disability or cannot afford to run a motor vehicle, as well as for people who want to travel sustainably. Car ownership in Swale is high with 80 per cent of the population owning a car, however that does leave a certain percentage of the population more reliant on public transport services. It also plays a role for children travelling to school or elsewhere in the borough.

6.3.2   A lack of access to services, employment, education or training can cause social exclusion, leading to lower educational attainment, higher offending rates, substance abuse, health problems and generally poorer social and life skills. Therefore, the provision of bus services is vital to support the

independence of the district's population. UK wide bus passengers make shopping and leisure trips to the value of £27.2 billion per annum of which £21.5 billion is spent in town and city centres.

6.3.3   Bus use across the UK for travel, shopping and leisure has dropped significantly in the COVID-19 pandemic. The case in Swale is no different, where patronage has been in decline for the last 6 years. The network suffers from a lack of adult passengers during the peak, with the majority of peak passengers being made up by school children, this is largely down to the bus taking longer or the same time as car travel due to congestion.

6.3.4   At present, we cannot be sure if use will return to previous levels, however, bus travel will still play an important role for Swale and therefore partnership working with the Bus Quality Partnership is vital. The council will work closely to promote bus use in the borough.

Bus Network

6.3.5   Swale's bus network covers the borough well with several routes and frequencies. Since the COVID-19 pandemic there has been a drop in frequency and patronage on services. Ensuring frequency and patronage returns to pre-COVID-19 levels will help ensure an inclusive, sustainable transport offer post COVID-19. KCC and Swale are committed to supporting the bus companies in getting back to pre-COVID-19 levels if not beyond.

6.3.6   A number of bus routes are subsidised by the council in order to ensure that bus routes are available for those in the locations which need them. A total of £730,000 per annum is spent on the subsidy of the bus network in Swale. There have been significant pressures on bus subsides in recent years and they have therefore been reduced. Table 8 below shows the routes which are supported by KCC.

Table 8: Subsided bus routes

Service No	Route
332	Deans Bottom – Stockbury – Yelstead – Sittingbourne Schools
360	Leysdown – Eastchurch – Minster – Sheerness – West Minster
8, 9, 343, 344, 345	Sittingbourne Rurals

662, 664, 666	Teynham – Faversham, Conyer – Lynstead, Faversham - Shedwich
367	Sheerness – Minster – Eastchurch – Warden Point
326/327	Sittingboure – Upchurch – Rainham – Gillingham - Chatham
660	Faversham to Stalisfeld
334	Sheerness – Iwade – Sitingbourne – Detling Hill - Maidstone
334/341	Sheerness – Iwade – Sitingbourne – Detling Hill - Maidstone
666	Faversham - Ashford

Policy 3 – Bus travel

a. The council will enable bus travel in the borough working with the Bus Quality Partnership. Buses in Swale will be reliable, frequent, integrate well with other modes, provide sufficient coverage of the borough and will be accessible by all.
b. The council will aim to increase the bus travel mode share for journeys to work from 2% to 5% by 2037.

The Swale Quality Bus Partnership

6.3.7   The Quality Bus Partnership (QBP) in Swale works to provide a service for Swale residents and visitors. The QBP has been in place since 2012 and has improved the infrastructure, including branding, on several bus routes, including the 333 and 349 as well as the Sittingbourne Town Network. The QBP has introduced a forum to discuss local bus services and customer comments.

6.3.8   Other improvements undertaken by the QBP have involved:
- increasing the number of clearways at bus stops, reducing obstructions by other vehicles
- improving bus services
- investing half a million pounds in new busses on services 333 and 334 through partnership with Arriva and Kent County Council
- introducing a service to Eden Village, Sittingbourne, supported through developer funding
- improving services for Thistle Hill in Minster, on the Isle of Sheppey, funded by developer's Section 106 contributions

Infrastructure Improvement and Bus Priority measures

6.3.9   Working closely in partnership with the QBP will be vital in getting bus frequency and patronage up to normal levels following the COVID-19 pandemic. Bus priority measures are needed in the borough in order to make bus journey times competitive enough to encourage people to use the bus. Swale will facilitate a forum to initiate some network and routing efficiencies to prioritise buses through either bus only route or lanes and signal priority. Swale's work on the Local Plan Review sites and modelling will be an important starting point look to see where such priorities are needed and might work best.

Fares and Ticketing

6.3.10 The cost of using buses in Swale is a key component of making them a competitive, attractive mode of travel. The current cost on an Arriva day ticket in Swale is £6 and Chalkwell day ticket in Swale is £4.50, to travel within Swale and Medway a day ticket is £6. Both provide student prices (age 17 and above), which is vital for travel to school and higher education in the borough. The KCC Travel Saver is promoted for young people 11-16 years old). For most children's journeys this pass will save around 50% of what you might pay for an annual season ticket from a bus operator. This pass can be used by both children and an accompanying adult on school journeys only.

6.3.11 Being able to board and pay for a bus in a cashless manner will provide benefits for passengers whilst also reducing the time taken for passengers to board the bus and the subsequent delays to traffic, particularly in town centres. Arriva currently provides cashless ways for using their buses, including storing tickets and return tickets on phone apps, contactless payment with a debit or credit card as well as the Arriva connect smart cards where journeys and passes can be paid for an uploaded onto the cards. The 'Plus Bus' ticket, which is a discounted bus pass purchased with a train ticket, will continue to be promoted, particularly to tourists visiting the borough.

Access for all

6.3.12 Free travel on buses, after 9:30am weekday (excluding bank holidays) is provided for all residents of pension age as well as disabled residents.

6.3.13 Bus stops should be located in the most convenient locations for the people who need to use them. They should have bus shelters for protection with proper accessibility and clearways operating throughout the period of service

so that buses can pull in and out of stops easily with minimal delays. The Council also work with the Bust Quality Partnership to introduce real time information at bus stops.

Bus promotion and information

6.3.14   Providing clear and up to date information for existing and potential bus users plays an important part in helping to encourage bus patronage. Improvements will include the provision of tailored journey time information to passengers at bus stops, on websites and in real time via smart phones. Ways to improve the promotion of branded tickets (for example explorer, nightrider, megarider) that offer discounts over standard single and return fares will be explored by the QBP partners.

6.4   Travel by Rail

The 2011 Census data shows that travel by rail represents 6.9% of journeys to work across the district. The target within this strategy is to increase this mode share to 9% by 2037.

6.4.1   The rail network in the borough has an important role in providing a sustainable mode of transport for many journeys. This also largely includes commuting journeys into larger centres outside of the borough, such as Canterbury and London. 6.9% of journeys to work in the borough are by rail; this is higher than England's average. However, in some areas in Swale, rail commuting represents a higher share with 10% of Sittingbourne residents and 10.2% of Faversham residents travelling to work by train; both of these stations provide direct links into London.

6.4.2   Figure 19 below shows the train stations in Swale within the wider Southeastern Rail Network. Sittingbourne, Teynham and Faversham are all well located for travel to smaller rural stations within the borough as well as to larger centres such as London and Canterbury. Teynham in particular is an area which has been allocated for growth within the Local Plan and so an uptake in journeys from that station in the future is expected. Much like the bus network in Swale, the rail network has been affected by the COVID-19 pandemic and so ensuring that people continue to use rail in the borough is important in creating mode shift away from the private car.

Policy 4 – Rail travel

a. The council will enable rail travel in the borough by working in partnership with rail operators and Network Rail to improve rail services, reliability, integration with other modes, facilities and information.
b. The council will aim to increase the rail travel mode share for journeys to work from 6.9% to 9% by 2038.
c. Improve connections for non-motorised traffic access to stations.
d. To work with operators to improve facilities and accessibility at Faversham, Teynahm, Kemsley and Queenborough.
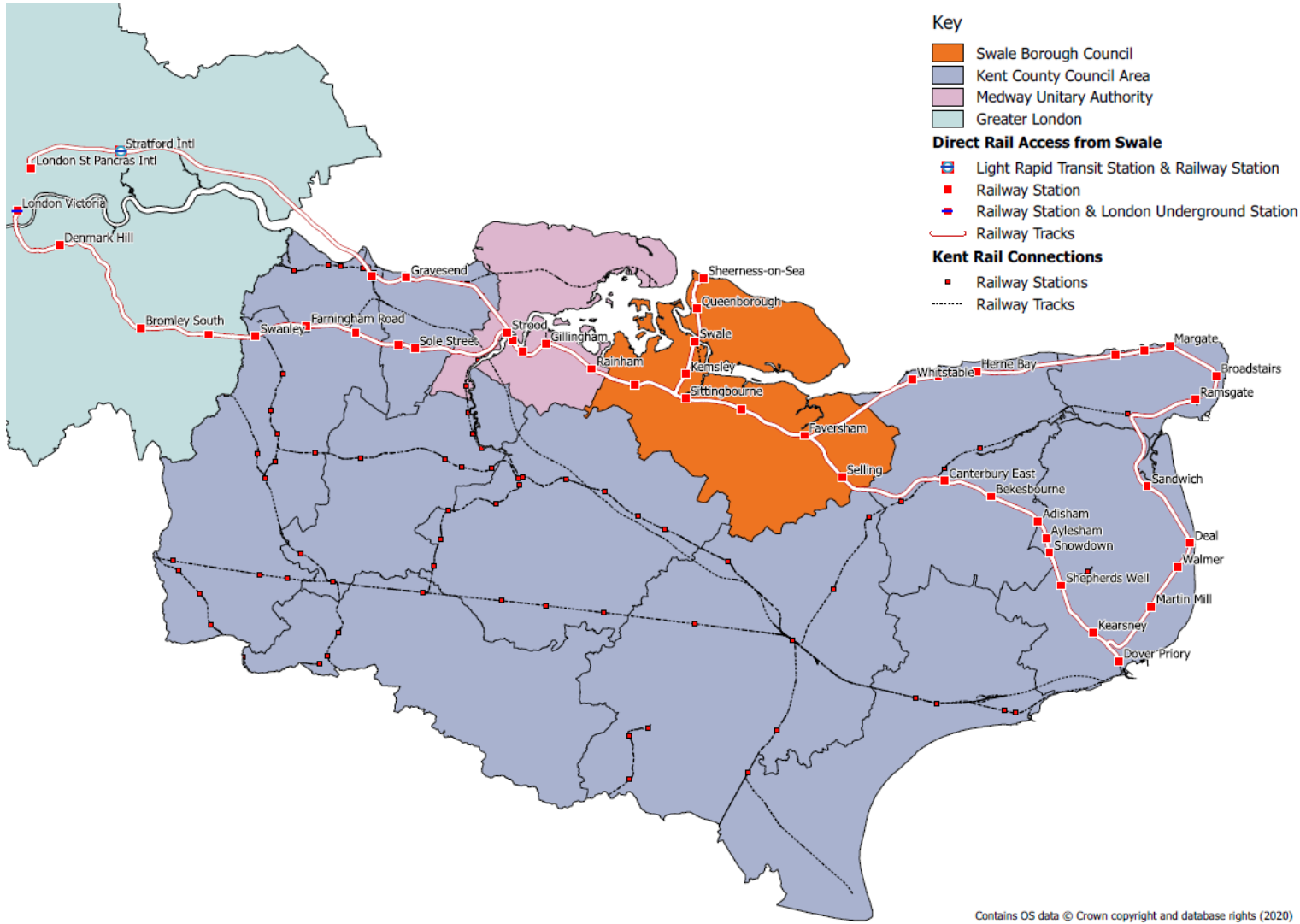
Figure 19: Train stations in Swale within the wider Rail Network

Contains OS data © Crown copyright and database rights (2020)

Planned changes

6.4.3   The COVID-19 crisis has drastically reduced demand for rail travel in the UK, and it is currently uncertain when previous levels of demand for rail travel will return. The emergency timetable operated by Southeastern during the emergency provided a basic hourly or half-hourly frequency on most routes in Kent, and even these services carried a minimum number of passengers. Planning for a new service network during such an emergency carries the danger of ignoring the long-term demand which, while perhaps less than some original forecasts, is still predicted to increase substantially by 2031, especially on HS services.

Level Crossings

6.4.4   Level crossings in the borough can sometimes cause delays on the road and rail network. There are 22 level crossings in the borough. A number of these are open to the public, via public rights of way and therefore can pose a safety threat to residents and visitors.

6.4.5   Network Rail are currently working with Persimmon Homes to seek the closure of Vicarage crossing (NW of Sittingbourne) due to the concern over the high amount of usage that will come from the housing estate north of the crossing. The council will work with Network Rail and developers to seek to provide alternative routes for crossings in these areas.

6.4.6   Network Rail also have concerns around the impact of some of the developments in Teynham along Lower Road. These have the potential to create more pedestrian use over Teynham West footpath crossing due to the location of the station. Teynham West is already a very high-risk crossing with high train speeds and vulnerable use. Network Rail have already started to look at the feasibility of closure for this crossing and the Council will discuss the impact of the proposed allocations on the safety of the crossing with Network Rail.

Transport hubs

6.4.7   With future housing and employment growth in the area predicted, as discussed in Chapter 6, ensuring train stations can be transport hubs is vital in enabling modal shift away from the private car. This includes the need for provision of safe and secure cycle parking, clearly lit walkways and platforms, a feeling of safety, integration with buses i.e. nearby bus stops, as well as the provision of walking and cycling routes to and from stations from local housing, employment areas and amenities. Car parking is provided at

both Sittingbourne and Faversham the daily cost for car parking is £5.90 and £5.70 respectively.

6.4.8   The promotion of integrating rail travel with active travel is important in ensuring that car journeys decrease of the period of this Transport Strategy. Being able to take bicycles on trains will be promoted by the council. The Council will work with Network Rail to improve access to platforms for pedestrians and cyclists.

Ticketing and fares

6.4.9   Ticketing on Southeastern Rail is compatible with contactless payment in London locations on the route. Season tickets are widely used by those commuting further afield and payment through phone apps is also widely used. Season tickets, National Rail railcards, and the Southeastern 'The Key' payment system is available. Southeastern fares rose in 2020 in line with Retail Price Index (RPI) of 1.6%. This has not been altered by the COVID-19 pandemic.

Access for all

6.4.10   Step free access is provided at all stations in the borough other than Faversham, which has a degree of step free access. Step free access is vital to ensuring all people, regardless of mobility are able to access rail services.

7. PARKING STRATEGY

Parking is a vital strand of the Transport Strategy, since the availability, cost and location of parking all influence the level of car use. Guidance within the 2020 SBC Parking Standards considers parking for all vehicle types and a careful balance is struck between providing sufficient parking facilities to ensure safe operation of the public highway without encouraging travel by car.

7.1.1   Our Parking Policy details our approach to the ongoing development and delivery of parking management in Swale. Parking management is an important transport planning tool, enabling us to influence how people may choose to travel, with the aim of encouraging them to use more sustainable forms of transport, We also recognise the importance of providing appropriate levels of parking for those who are less mobile to access key facilities and services where they are less accessible by public transport, walking and cycling.

7.1.2   Parking management covers time restrictions, parking charges, controlled parking zones, residents parking permits and blue badges. Parking charges provide us with the opportunity to set appropriate parking prices that allow us to fund maintenance of public car parks, manage parking demand, provide new infrastructure such as electric charging points.

7.1.3   Parking left unmanaged, would soon become disruptive to the transport networks and services, as people would park for convenience, rather than considering other people's needs. This could lead to increased pressures on neighbourhoods, and movement could be affected to the detriment of road safety.

7.1.4   Ambitious new parking standards are set out in the Local Plan, including the provision of electric vehicle charging points. Further details of our parking standards for new development and our approach to the provision and management of public car parks and on-street parking is set out within this section.

7.2   Existing Provision

7.2.1   There are 37 council owned car parks in Swale containing a total of 2,660 spaces mixed between short and long stay car parks, from free parking up to £10 for 4 hours. Spaces are mainly located on the Isle of Sheppey with over half of the carparks found here.

7.2.2 **Faversham:** Faversham contains five car parks, with nearly 500 spaces. Car parks are situated within walking distance of the town centre, occupying prime locations.

7.2.3 **Sittingbourne:** 12 car parks are available in Sittingbourne, containing 700 spaces.

7.2.4 **Isle of Sheppey:** The Isle of Sheppey contains 20 carparks containing nearly 1,500 spaces. 10 of the carparks are free. Car parks on the Isle of Sheppey are primarily found along the coast, this insinuates the use of primarily visitors to the area.

7.2.5 Figure 20 and Appendix B summarise the Council's off-street parking provision om Swale.
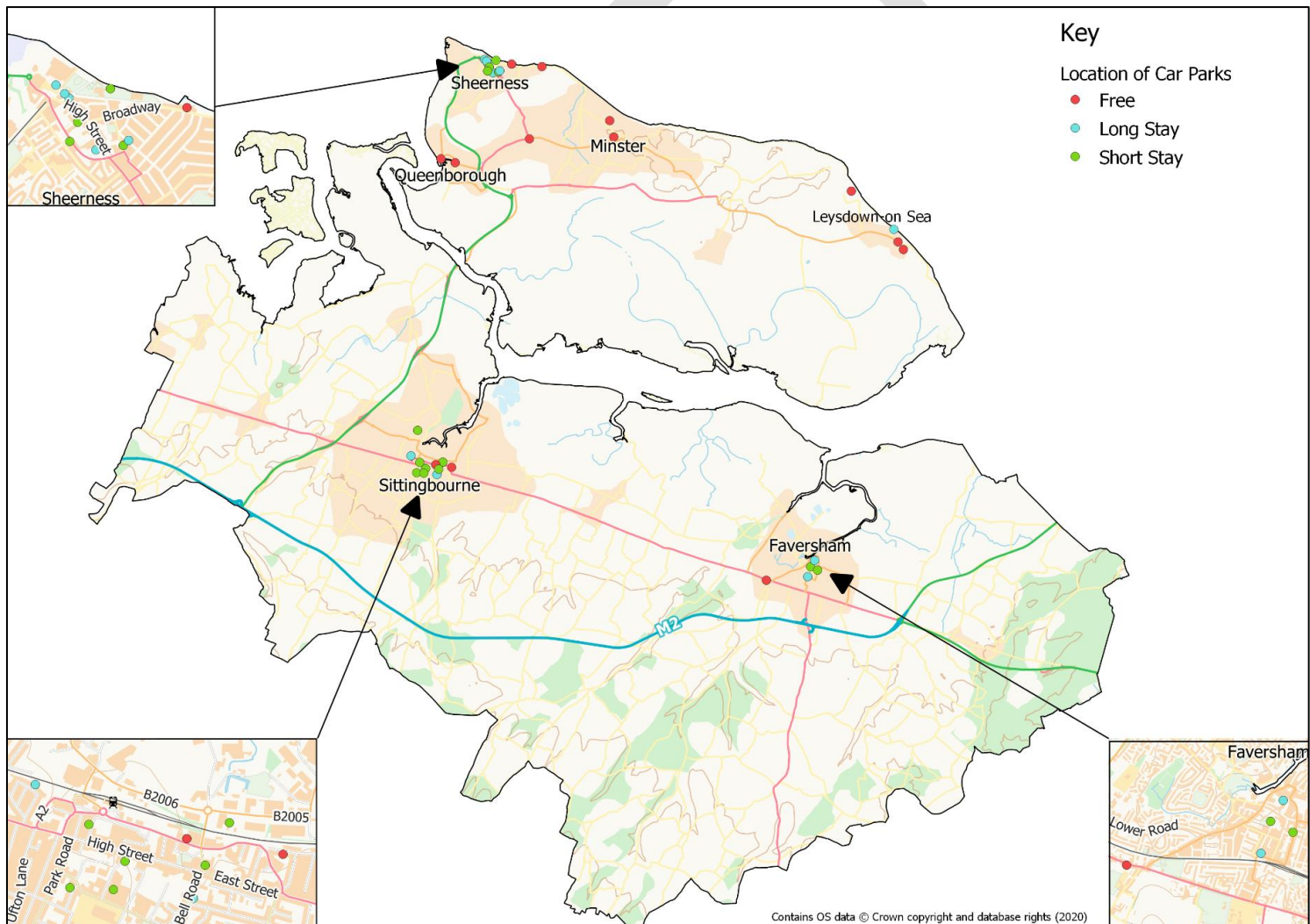
Figure 20: Public Car Parks in Swale

7.3 Tariffs

7.3.1 Over half of the car parks in Swale charge 50p for 30 minutes, and £4 up to 4 hours (Table 9 above). The most expensive car park costs £10 for 4 hours.

7.3.2 Season tickets are available to stay in the long stay council owned car parks in Swale. Fees depend on whether users want to use the car parks in more than one town. For multiple towns it costs £250 for a three-month season ticket. Alternatively, to park in one town:

- pay £235 for a three-month season ticket
- pay £88 for a monthly season ticket

7.3.3 Swale constantly monitor parking usage, overall travel demand and economic results to check that the parking strategies are both appropriate and balanced, considering the environmental, economic and social needs of the whole community.

7.3.4 Public transport will likely fail to become the preferred method of travel if there is not a price and convenience incentive to switch from private cars. To facilitate this, Swale will review parking tariffs in conjunction with public transport fares to ensure the fares complement each other and encourage a greater uptake in public transport use through price and convenience incentives.

7.3.5 Parking in Swale is moderately priced compared to other coastal areas within Kent such as Dover and Folkestone and Hythe.

7.3.6 In other rural leisure/ tourist areas fees start at around £1.20 an hour (Folkestone and Hythe) or £1.30 an hour (Dover) and provide little to no free parking except overnight. They display all day parking which benefits visitors planning to spend the full day, whereas Swale does not offer all day parking prices (or display them online).

7.3.7 Commuter parking near towns and train stations is free in Folkestone and Hythe, and Dover, whereas Swale charges in the majority of inner area car parks.

7.4 Future Demand and Provision

7.4.1 The future demand for parking will be dependent on many factors, including the amount and location of new development, the economic climate both nationally and locally, the cost and availability of sustainable modes of transport compared with the cost of driving and parking, and the

attractiveness of the city centre compared with other competing centres and the on-line retail alternative.

7.4.2   We are in a period of significant transport innovation and technological advancement, with the continual growth of electric and ultra-low emission vehicles, development of autonomous vehicles, and on-demand transport provided directly to our homes via mobile phone apps. There is also the potential for significant long-term changes in travel demand as a legacy from the COVID-19 pandemic.

7.4.3   All of these changes make future parking demand difficult to predict however it is clear that car ownership habits will change, whether towards lower-emission vehicles or lower private vehicle ownership.

7.4.4   Despite this, the expected growth over the next 15 years will have the potential to, conversely, increase parking demand. Within the Swale Visitor Economy Framework, outcomes were identified to support the growth of Swale's visitor economy to the benefit of local businesses and communities making the most of their local resources and assets. A key action identified was *"To increase the number of car and coach parking facilities to improve access to the coast as well as town centres"* between 2018 and 2023. Swale will investigate the possibility of having a flexible use so these spaces as an alternative use outside of the tourist season.

7.4.5   The Local Plan, currently being written, sets out the future direction for the borough and it is clear that the focus will be on providing residential and mixed-use development. Some sites listed in the Local Plan could increase the demand of parking.

7.4.6   These ambitions will inevitably lead to an increased desire for people to visit the town centres and indeed this will be a key success criterion.

7.4.7   Demands on parking may change following the pandemic with public transport being a less favourable mode of transport, and an increase in staycations. This would affect the investment and infrastructure needed to accommodate drivers and visitors.

7.4.8   Current parking might be identified for investment / development in the future given their prime town centre locations. Swale will commit to detailed Town Centre Parking Strategies if parking capacity is affected in the future. Reductions would be informed by demand as the future changes and travel habits become known and more predictable. Swale will commit to accommodating off-street parking demand whilst also trying to encourage a reduction in demand.

7.4.9 Due to the growing number of vehicles in towns, urban traffic congestion is becoming more common. Improvements to parking efficiency can help drivers finding places to park in car parks. There are new technologies that can enable 'smart' car parks;

- Bookable spaces through apps
- Variable message signing
- Variable signing within car parks to signal available spaces

7.4.10 These can reduce vehicle circulation within town centres and within car parks. Improvements to congestion, air quality, and improved efficiency of use of spaces.

Policy 5 – Parking Tariffs and Provision

  a. The council will review annually parking fees to ensure the use of public transport.
  b. The council will review the change in the demand of parking over the next years to ensure parking is available for those who need it.

7.5 On-street Parking

7.5.1 Swale Borough Council is responsible for on-street parking and aims to consider parking issues holistically, as changes in respect of parking supply or tariffs on-street have direct implications off-street, and vice-versa.

7.5.2 There are three Controlled Parking Zones (CPZ) within Swale. These are in Sittingbourne, Faversham, and Sheerness, with preference given to residents who purchase permits. Maps of these can be found in the Parking Standards SPD (or appendices).

7.5.3 Parking permits are required to park in a permitted street. A residential parking permit costs £45 and can be applied for over the phone, taking 14 days if successful. Permits need to be renewed annually online, costing £10 and will be received through the post in seven days.

7.5.4 Visitor Parking Vouchers are available for residents living in a Zone A or Zone B permitted street. There are two services available depending on whether they are parking for under or over 1 hour.

7.5.5 Single vouchers can be bought for £1.10 for up to 1 hour for non-permit holders, books of ten vouchers for £10 for permit holders. If visitors are going to park for over an hour, ten visitor vouchers are available in a book

for £11. Vouchers are available from Co-Op, Forbes Road, Faversham, Kent, ME13 8BG.

7.5.6 Swale commits to regular reviews of on-street parking demand and stress and residents will be enabled to apply for the implementation of a Controlled Parking Zone where demand is leading to parking congestion. These will be undertaken holistically with regard for Off-Street parking tariffs, and public transport fare costs. Swale aims to set tariffs to meet the needs of residents and visitors, whilst also ensuring private car travel is not incentivised above more sustainable modes.

7.6   Electric Vehicle Parking

7.6.1 Swale Borough Council declared a climate and ecological emergency on 26 June 2019. The purpose of the declaration was to draw attention to the urgent need to reverse the decline in biodiversity in Swale and to take effective action to reduce carbon emissions in the borough. The declaration sets the goals for carbon emissions from the council's operations to be carbon neutral by 2025 and for the borough to be carbon neutral by 2030.

7.6.2 Since the declaration, progress has been made against their targets completing the following:
- plans to replace the Council's diesel vehicles with electric vehicles
- installed charging points for electric vehicles in car parks in Sittingbourne and Faversham
- drawn up plans for electric vehicle charging points to be installed in public car parks in Sheerness

7.6.3 Standards for Ultra Low Emission Vehicles have been drawn up within the Parking Standards Swale Parking Document 2020. These include:
- New developments to provide infrastructure to cater for future demand of ULEZs
- Justification and discussion of the charger types, between slow and faster chargers.
- Each dwelling with on-plot parking should provide an electrical outlet within close proximity of the parking space.
- ULEV For non-residential use off-street parking Swale has recommended 10% Active Charging Spaces with all other spaces to be provided as Passive Charging Spaces.
- In situations where it is not possible to meet demand for ULEV parking on-site, a financial contribution towards the provision of on-street charging points may be sought.

- ULEV parking spaces should be signed and marked for Electric Vehicle Charging Only.

7.6.4 Further details on Swales commitment to Electric Vehicles and Parking can be found in the Electric Vehicle Strategy. **INSERT LINK WHEN FINIALISED**

7.7 Blue Badge

7.7.1 The Blue Badge scheme is the national parking concession scheme for people with a disability, allowing significant parking concessions to badge holders, and establishes powers for specially designated bays to be allocated for their use, both on-street and in car parks.

7.7.2 There are two types of disabled parking bay:
- enforceable which includes signage stating 'Disabled Badge Holders Only'
- advisory which doesn't include signage
- Bays can be requested via the Swale Parking and Streets webpage; once an application has been received a public consultation with take place allowing residents to provide any comments.

7.7.3 New Blue Badge standards are contained within the Parking Standards SPD, with a move towards prioritizing Blue Badge parking and minimizing non-essential car use.

7.8 Parking Standards

7.8.1 Ambitious new parking standards have been published as a supplementary planning document (SPD) in April 2020. This document provides guidance on parking standards within the Borough, with the aim of establishing a more appropriate and effective response to parking issues relating to new development across the Borough. The SPD is a material planning consideration in the determination of planning applications by Swale Borough Council (SBC) and should be considered in conjunction with the adopted Local Plan (with particular reference to Policy DM 11).

7.8.2 The new guidance considers parking for all types of developments and seeks to balance the need to provide an appropriate parking provision, ensure the safe operation of the public highway and encourage travel by sustainable modes where practical. It also considers the design of the public realm, aiming to complement good parking practice with good master planning and urban design.

7.8.3   Detailed guidance for parking for non-residential uses is available with the aim of establishing a more appropriate and effective response to parking issues relating to new development across the Borough. This covers deliveries and servicing, mixed use developments, hotels, retirement communities and continuing car facilities, schools, and commuter parking.

7.8.4   Guidance for residential use has been set out in to avoid parking dominance as the result of driveways and on plot parking, covering many topics including layout and design, public realm, parking courts, driveways and visitor and van parking. It also outlines the advisory parking standards in Edge of Town Centre locations where on-street parking controls are present within 200 meters of the site and recommended standards where such restrictions are absent and/ or non-continuous.

Policy 6 – Parking

a. The council will manage the parking provision across the Borough, in public car parks, on street parking and across new developments, to influence sustainable travel choices, encourage sustainable patterns for travel and provide for those who are less mobile.
b. The council will ensure the continued provision of EV charging and bays.
c. The council will review and implement disabled parking bays for those who need them.
d. The council will investigate new technologies and systems to improve the efficiency of kerbside usage and implement these if effective.

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8. MANAGING THE NETWORK

There is a growing awareness of the impact that increasing car use has on many aspects of our lives and more people are looking to reduce their car use either due to environmental concerns, financial reasons or as part of a healthier lifestyle. Nevertheless, the private car is, and will continue to remain, the most popular mode of transport for the foreseeable future and we cannot ignore those who need to use a vehicle for a number of reasons.

This strategy looks at ways of managing the existing network to reduce delay and disruption to vehicle users in conjunction with improving choice and promoting alternatives.

8.1 Problem areas

8.1.1 The key transport issues outlined in the previous transport strategy are set out below. (this section will be updated following a review of the outputs from the Local Plan modelling).

- Congestion at M2 Junction 5 currently acts as a barrier to further development in Swale – a scheme is in place for this.
- M2J7 capacity as a barrier to development to the east of the Borough and beyond to Canterbury and Dover
- Capacity improvements required at A249 Key Street and Grovehurst interchanges – a scheme is in place for this.
- Rural areas of the borough are remote from main centres and less well served by public transport
- Public transport tends to be inaccessible to the mobility impaired
- Traffic congestion with school/ employment commuting into Sittingbourne, causing rural rat-runs in the south of town and air quality issues.
- Transport interchange between cycle routes, bus services, and train services is poor, therefore encouraging the use of cars to rail stations, which add to problems with parking and congestion
- Not enough uptake of sustainable transport
- Constrained viability of new developments to provide significant infrastructure contributions.

8.2 Key network

8.2.1 Major rail and roads radiating out from London mean the Borough well served by links to the Capital. Central London is just 40 miles away, thus a number of Swale residents commute to and from London on the Southeastern Line, including Highspeed. Swale is connected to a good motorway network at the M2, with the M20, M25 and M26 a short distance

away. The Isle of Sheppey, isolated from the mainland by The Swale and linked by the A249 bridge which was opened in 2006, is surrounded by the marshland of The Swale and Medway estuaries.

8.2.2 The A2/ M2 corridor forms part of the Trans European Transport Network (TEN-T) and is one of the gateways to Europe. Traffic flows at the western end of the route as it approaches the M25 are almost 140,000 vehicles per day. In the length of the M2 between Faversham and Sittingbourne, traffic flows are approximately 14,000 vehicles per day in 2019. (TfL GB Road Traffic Counts, 2019).

8.2.3 Along the A2 to/from Dover a flow of nearly 38,000 vehicles per day passes along the Boughton Bypass, including 3500 HGVs

8.2.4 On the border of Swale on the A299 47500 vehicles, including 1800 HGVs travel to and from Margate and Ramsgate.

8.3   Key Schemes

8.3.1 A number of regeneration and growth initiatives are planned or already underway in and around Swale which will support future economic growth and employment. Large schemes could add pressure and increase disruption on major road networks.

8.3.2 Over 5000 extra residents or employers could be travelling on the network due to these developments, along with the large number of construction vehicles throughout development build-out. However, Policy DM10 of the new Local Plan Review requires new developments that have the potential to generate significant amounts of movement, and require mitigation, to have a Travel Plan in place with robust modal shift targets and specific measures to reduce vehicle trip generation.

8.3.3 Transport modelling has occurred for developments within Swale, showing that morning traffic flows increased in Sittingbourne TC and Faversham TC, and on the A2 WB from M2 J7 to Sittingbourne but flows decreased slightly along the A249.The evening flows show a similar pattern as there is an increase in flows around Sittingbourne and Faversham. There is also wider reassignment of traffic from the M20 in both directions to/from the M2, resulting in increased flows along the M2 in both directions.

8.3.4 Several junctions in Isle of Sheppey, Sittingbourne town centre and Faversham town centre, also junctions along A249 and Head Hill/Whitstable Road/Staple St Road junction show heavy congestion, especially in the morning peak.

8.3.5   The model showed that a series of mitigation measures that were subsequently proposed and tested, led to an overall network performance improvement in the region.

8.3.6   The A2 suffers from high levels of congestion, particularly from the roads that feed onto it. Reducing the congestion on this route will be key to achieving a number of the aims in this Strategy. Therefore, Swale will work with Kent Highways, as the Highways Authority, on an A2 Mitigation Strategy to manage the flows of traffic on the A2 and the roads that feed on to it, especially where there are air quality, traffic congestion and road safety issues. This will cost an estimated £1-2m (depending on land values and land availability.)

8.4   Minimising Disruption

8.4.1   KCC has a network management duty to ensure the 'expeditious movement of traffic' on Kent's highway network. The county council aims to provide a safe and reliable highway network, combined with accurate and widely available information to ensure that people can make informed choices about how and when to travel.

- **Kent Permit Scheme** - The Kent Permit Scheme minimizes disruption on Kent's road network by planning and scheduling all work on the publicly maintainable highways. Introduced in 2010 by the county council, it improves KCC's ability to manage these works and avoid overlapping roadworks. Promoters can receive a fixed penalty notice if they work without a valid permit or are in breach of permit conditions. Works on private streets do not require a permit although permission should be sought from the street owner before any works take place
- **Kent Lane Rental Scheme** - KCC have been given powers by the DfT to charge companies who need to close a road or lane for highway works on the most traffic sensitive roads to encourage those undertaking works to carry them out in the least disruptive manner. Utility companies and other operators who wish to close roads or restrict them for works to take place are charged up to £2,000 per day for disrupting the busiest roads on the network at peak times. The revenue received is used to cover the operating costs of the scheme and any surplus can fund congestion busting measures
- **Streetworks Register** - As part of the Traffic Management Act 2004, there is a requirement to maintain a register to record all skip and scaffolding licences, such that their effect can be co-ordinated through

the Street Works Register. KCC has already developed a GIS based register to co-ordinate road works. This information is made available via the internet and is in a format that can be used by adjoining local transport authorities, utility companies, and national agencies. The county council plans to widen the scope of this register to incorporate planned events and other activities on the highway, including skips and scaffolding.

- **Events and Incidents** - Kent has a number of large venues which operate regular events, including Brands Hatch, the County Showground and Leeds Castle. Multi-agency co-ordinating groups are in place to manage the impacts of these events on the transport network and this practice has also been applied to larger events such as the Tour de France and the Open Golf Championship.

- **Traffic Regulations** - Traffic Regulation Orders (TROs) are used to regulate, restrict or prohibit the use of a road. KCC has conducted a countywide review to ensure that the information contained in each TRO matches the markings and signing in place. KCC are developing a TRO management system so that TRO information may be shared with other stakeholders and partners. Future powers obtained under the Traffic Management Act 2004 will allow the civil enforcement of further moving traffic offences, such as stopping inside box junctions, stopping in a restricted area and failing to comply with a mandatory direction sign.

8.5 Performance Monitoring

8.5.1 As the Highways Authority, KCC has a duty to continually;
- identify congestion and disruption to traffic flow;
- monitor the effectiveness of actions; and,
- assess their performance in managing the network.

8.5.2 KCC will undertake monitoring of network performance both pre and post-implementation of improvement schemes, as well as more generally to continually identify problem areas for intervention.

8.5.3 The key challenges in monitoring network performance are that there are many ways in which this can be done some of which are data intensive and can be costly. This data and analysis is vital to gain a better understanding of network behaviour and make more informed decisions about where and how to improve network operation.

8.5.4 The table below details what data we propose to collect and how it will be analysed to inform performance levels.

Table 9: Methods of performance monitoring

Data Type	Collection Method	Analysis
Traffic volumes and speeds	TADU traffic counters	Monitor current levels of demand and measure growth against forecast
Journey times/delay	ANPR cameras at key locations	Monitor changes in travel times at peak periods to inform signal timings and provide accurate information to share with road users to make better decisions
Public Transport journey time reliability and service levels	Bus GPS data and ANPR	Identify sources and scale of delay to bus services and measure average journey times
Cyclist numbers	Camera counter surveys	Monitor cycling usage and growth and measure change following investment in improved infrastructure provision

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Policy 7 – Network Management

a. The Council and KCC will ensure the continued management of the network to ensure minimal delay and congestion from new developments and demand.
b. The Council will work with Kent Highways, on an A2 mitigation strategy to manage the flows of traffic on the A2 and the roads that feed on to it.
c. To provide a more resilient highway network able to adapt to modal shift and maintenance.

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9. REDUCING TRAVEL DEMAND

9.1.1   Whilst it is necessary to enable sustainable forms of travel, there is also a huge benefit in reducing the need to travel for many. With regard to single occupancy car travel, 2011 census data shows that 65% of people in Swale drive to work and 5.5% of people are a passenger in a car or a van. In 2018, 62% of all car journeys were single occupancy, this figure has stayed largely static over the past 10 years[28]. Figure 21 below shows the locations in Swale which have the highest levels of residents driving to work. As expected, more rural areas near Sittingbourne and on the Isle of Sheppey have the highest levels, whereas Sittingbourne and Faversham have the lowest.
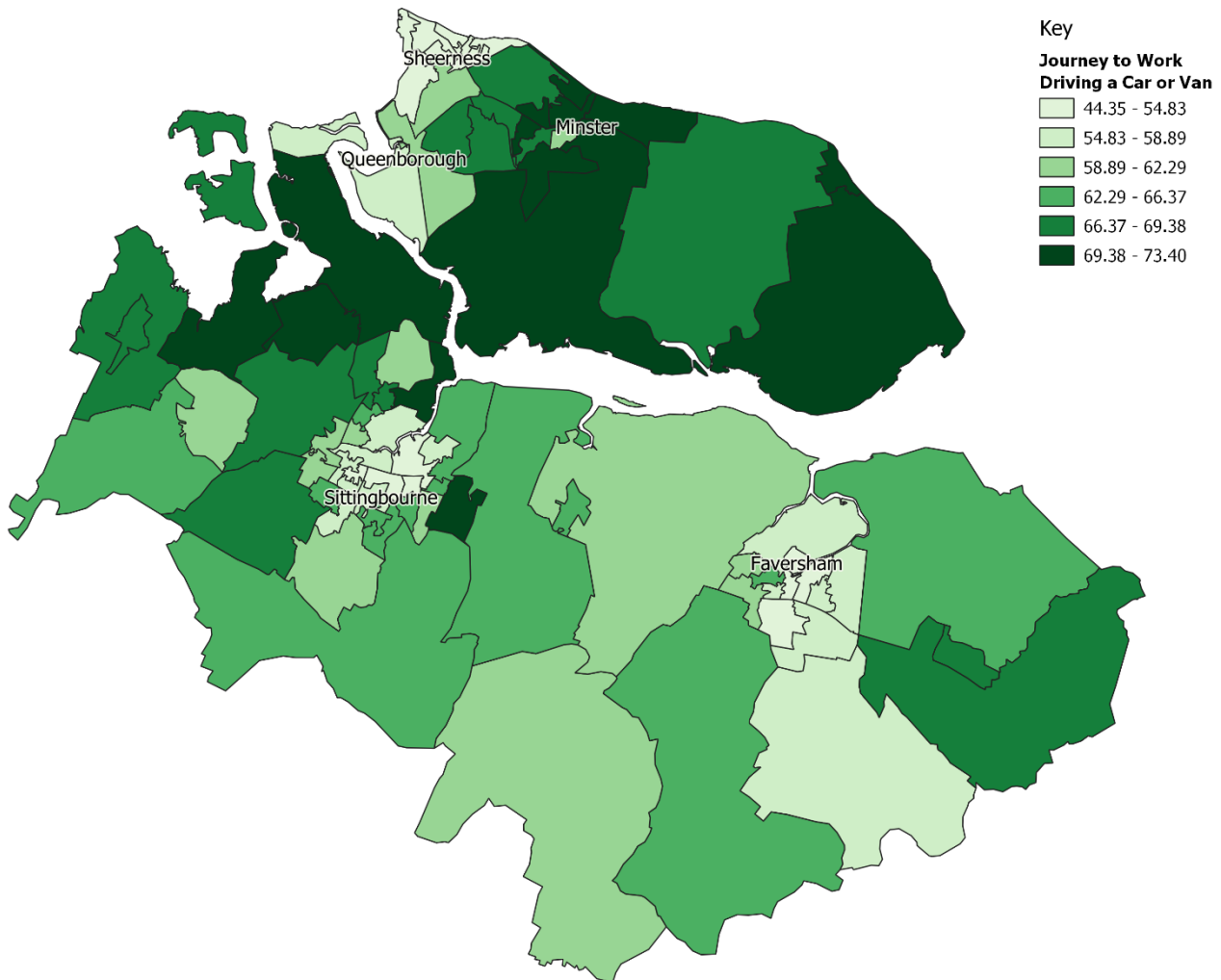
Contains OS data © Crown copyright and database rights (2020)

Figure 21: Journeys to work by car (2011 census)

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[28] Statistica 2020: https://www.statista.com/statistics/314733/single-occupant-car-journeys-in-england

9.1.2   Whilst homeworking for some may have been a rare occurrence, the COVID-19 pandemic has shown that many office workers have largely been working from home for months. Though many jobs aren't office based in Swale and require workers to be there in person, there is a necessity to reduce single occupancy car travel.

9.1.3   Where a journey is necessary using other modes in line with the transport mode hierarchy should be the priority. Walking, cycling, taking public transport and car sharing all occupy less road space. This means that essential users who need their vehicle for certain journeys will encounter a less congested road network.

9.2   Sustainable Development

9.2.1   Swale's Local Plan policy ST 9 ensures that sustainable development is built into the planning process and that developments are assessed on transport basis ensuring that development proposals maximise opportunities for access by sustainable transport, and are designed to support transport modes in line with the transport development hierarchy.

9.2.2   To further support this, both Swale and KCC will use their planning policies and powers to facilitate sustainable transport development by:
- Locating development near existing transport hubs and facilities;
- Ensure walking and cycling facilities are provided in all new developments;
- Provide mixed use developments to enable shorter commuting journeys which can be undertaken by sustainable modes or that do not involve travel.
- Promote amenities within large developments so that residential uses and amenities are within walking and cycling distance.

Policy 8 – Sustainable development

The council will support development which has sustainability at its core. Developments which facilitate sustainable modes of transport and minimises the need to travel will be supported. The council will resist development that does not support sustainable development.

9.3   Car Sharing

9.3.1   Car sharing provides many with an opportunity to share car journeys in a more environmentally friendly way if walking, cycling or public transport

options are not available to them. It has an important role to play in the overall transport strategy and the need to reduce the number of overall journeys driven in the borough.

9.3.2   5.5% of work journeys in Swale are as a passenger in a car or a van. It is understood that many people will need to travel to their workplace by car and this strategy will aim to increase the number of people sharing car journeys to work, therefore reducing single occupancy car journeys.

9.3.3   Swale will promote car sharing in the borough through a number of ways. The Kent Journey Share initiative has over 5,000 members who actively look to share lifts across the county. It is a free service which links drivers with passengers who wish to make similar journeys. Car sharing will also be promoted through any workplace travel plans in the borough. Some workplace locations in Swale are more rural and therefore car sharing through workplace travel plans provide a suitable structure for the increase in car sharing.

9.4   Car Clubs

9.4.1   Car clubs allow residents to effectively hire a car but for much shorter journeys / durations. This provides residents with access to a car when it is necessary without having to own or have the maintenance fees of owning a car. Car clubs themselves own and maintain vehicles, this means that cars can be booked for short time slots, from as little as 30 minutes. Users pay a membership to be part of the club, membership varies but is much cheaper than personal car ownership. Not owning a car leads to a less car dependent lifestyle with more sustainable modes being used more often[29].

9.4.2   The use of Car Club vehicles offers a number of benefits:

- Cost – the costs associated with private vehicle ownership such as depreciation, insurance and tax are taken care of as part of the membership; and
- Greener – often the cars operated by Car Clubs are greener, more efficient vehicles, usually utilising electric and hybrid electric capabilities. In addition, the annual Carplus survey of Car Clubs for England and Wales (excluding London) found that in 2015/2016, of the 27,585 Car Club members, 16% had sold or disposed of a car, resulting in the removal of 4,414 cars from the road.

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[29] TfL (2005-2012) London Travel Demand Survey: TfL

9.4.3　Whilst no car clubs currently operate in Swale, they can be hugely beneficial in large scale residential developments as policies on personal car parking can be put in place to discourage personal car ownership. These locations will also have a large pool of potential members to help with the ongoing success of schemes. The allocated Local Plan Review sites discussed in the strategy are ideal for this and the council will enter into discussion with developers on car clubs when sites come forward. In residential developments car club operators can provide free membership for one or two years to new residents to encourage longer term membership and low personal car ownership, leading to more sustainable journeys associated with that development and potentially the wider community.

9.4.4　To support a Car Club presence within the area, Swale Borough and KCC will work with Car Club providers to establish a presence in the Borough. SBC will also encourage developers to contribute towards Car Club vehicles where appropriate and viable. Ideally electric and/or hybrid cars with on-street EV charging will be provided. A target of 10 spaces by 2025 and then a 10% increase in spaces each year to 2038 has been agreed. Initial spaces will be located within residential developments to encourage low car ownership and sustainable travel.

Policy 9 – Car Sharing and Clubs

a. The council will support car sharing in the borough through online platforms and travel plans.
b. The council will support the use of car clubs in the borough and encourage operators into the borough.

9.5　Workplace and residential travel plans

9.5.1　A travel plan is a population wide strategy for travel behaviour change that can be applied to any setting (Education, Workplace, Residential), that includes the evidence and rationale to secure commitment and funding to support the promotion of sustainable and active travel.

9.5.2　Specifically, a travel plan is a package of measures that aims to reduce car use to and from any given site. This may target a place that people travel to (e.g. a workplace, school, place of worship, transport interchange, stadium), or a place that people travel from (e.g. residential development). Travel plans can be highly effective in encouraging sustainable travel and reducing the need to travel.

9.5.3 Most travel plans arise as a requirement of planning permission though some are written where reducing car parking provision and supporting modes like walking and cycling can bring financial, environmental and health benefits for workplaces, residential developments, amenities and educational settings. They are required via planning permission as well as planning obligations in Swale. It is important that travel plans which are required as part of a planning approval are sufficiently robust with appropriate measures in place to address failure to meet agreed targets. In Swale those required via planning are monitored to ensure that targets for travel associated with that development are met or adjusted accordingly.

9.5.4 There is already a planning requirement for all new developments in Swale likely to generate significant travel movement to submit travel plans as part of their planning permission. Swale will work in partnership with KCC to target those organisations in the borough which are generating high volumes of traffic, notably those impacting on the 5 AQMAs.

9.5.5 Travel plans are bespoke and should be tailored to the specific needs of each site so that they are effective. All measures should seek to deliver the objectives and Swale's sustainable transport aims, of which these could include but are not limited to:
- Welcome / Travel packs;
- Promotion of Cycle Skills Training;
- Formation of a travel plan steering group;
- Promotion of Led and Health Walks within the borough.
- Promotion of cycling events in Swale

9.6 Education Travel Plans

9.6.1 Much like workplace and residential travel plans, educational travel plans can be highly effective in enabling sustainable travel for trips associated with schools and educational settings. A school travel plan will promote safer, active and sustainable travel to school, with the main emphasis being on reducing the number of children being driven to and from school which could help:
- reduce the number of car journeys to school
- establish positive active journeys to school
- improve both mental and physical health through physical activity
- promote independence and improve safety awareness
- reduce the environmental impact of the journey to school and improve air quality

9.6.2 Travel plans help schools to gather information on travel-related issues which may affect pupils and parents on the journey to and from school. Schools are then able to gather the information and evidence required to make decisions and prioritise the measures and/or initiatives to be implemented to help improve the travel issues faced by the school.

9.6.3 A range of travel options and ideas can be put into a travel plan, including:
- walking initiatives such as walking buses
- park & stride
- Bikeability - cycle training
- cycling/scooting facilities - shelters and lockers
- car sharing
- school buses
- infrastructure measures such as school streets
- parking initiatives

9.6.4 There are a number of schools in the borough who are within or near the 5 AQMAs, where travel plans can help to provide an extra benefit.

9.6.5 All new schools in Swale will need to provide a travel plan which is in line with the Transport mode hierarchy.

9.6.6 Figure 22 below shows the mode share of school travel for all Primary Schools in Swale.

reported modal share for primary schools in Swale

mode	2013	2014	2015	2016	2017	2018	2019
bus (all types)	0.2 %	1.6 %	0.7 %				
car share	2.0 %	4.5 %	6.9 %	6.9 %	6.4 %	0.2 %	1.9 %
cycle	2.8 %	3.3 %	2.5 %	3.0 %	2.9 %	4.5 %	3.8 %
walk	43.9 %	38.1 %	40.6 %	29.8 %	38.2 %	55.5 %	38.2 %
school bus				0.3 %	0.7 %	0.0 %	0.8 %
other	1.8 %	0.7 %	2.2 %	0.7 %	0.9 %	0.6 %	0.0 %
rail	0.0 %	0.2 %	0.2 %	0.2 %	0.2 %	0.3 %	0.1 %
park & walk				10.2 %	21.4 %	6.9 %	5.8 %
scoot/skate				3.6 %	2.4 %	5.0 %	4.7 %
public bus				1.2 %	0.9 %	0.8 %	0.1 %
car (alone)	49.3 %	51.5 %	46.9 %	44.1 %	26.1 %	26.3 %	44.7 %
	4 surveys 820 replies	20 surveys 4833 replies	18 surveys 4433 replies	21 surveys 4734 replies	9 surveys 2567 replies	8 surveys 2623 replies	6 surveys 1802 replies

Figure 22: Swale Primary Schools Travel data

9.7 Personalised Travel Planning

9.7.1 Personalised travel planning provides residents with tailored advice on how they can travel more sustainably through understanding their personal trip requirements. This is often offered as part of residential or workplace travel plans and can include:

- A personalised journey plan
- Local walking and cycling maps which include a person's residential and workplace locality
- Comparisons on cost and time for different modes and their benefits
- Health benefits of non-car modes

9.7.2 Personalised travel planning can often be encompassed within workplace and residential travel plans.

> **Policy 10 – Travel Plans**
>
> The council will continue to require development proposals that have significant transport implications to have a robust travel plan that is monitored. The benefits of travel plans will be promoted to large employers in the borough who may not be obliged under planning to provide travel plans as well as in educational settings, particularly in and near AQMAs.

9.8   Flexible / Home-based Working

9.8.1 Flexible and home-based working has been thrust into the light in 2020 for many people, owing to the COVID-19 pandemic. Employers who provide more flexible work patterns and the option of home-based work can lead to reduced commuting journeys.

9.8.2 The provision of flexible working patterns often mean that employees are able to travel out of peak hours which can mean less busy roads if cycling or using the bus and train carriages with lower occupancy. These can encourage people to travel by more sustainable modes.

9.8.3 5% of residents in Swale worked mainly from home before Covid-19. There has been no data collected in the borough on current working levels, however it is anticipated to be much higher with the COVID-19 restrictions. An aim of this strategy is to increase the prevalence of home working, even for some days of the week, to 15% of the mode share in commuting journeys. The provision of agile working equipment and fast broadband are both key in enabling traditionally office-based workers to work from home. The council will encourage employers to provide agile working equipment to

their employees enabling home working. This can be an action within workplace travel plans. However, it should be noted that the borough has a large amount of people working in industrial settings and in factories and workplaces where working from home is not conducive to the job roles. Swale has a small office sector so working from home is limited to a small percentage of the population.

9.8.4   KCC and SELEP have a commitment to providing a digital infrastructure network of fast broadband across the borough which is essential to the functioning of modern life. This has been further demonstrated in the COVID-19 pandemic, as more people have worked from home, and there has been an increasing reliance on digital communications for work, education and household activities.

9.8.5   Over the past decade, much progress has been made in bringing broadband connectivity to those (mainly rural) areas where the costs of connectivity make commercial delivery unviable. Through the Kent and Medway Superfast Broadband programme, funded through BDUK, 138,000 superfast broadband connections were delivered, meaning that around 96% of premises in the county now have connectivity at 30 Mbps or more[30]. To help bridge the gap with more rural locations in Swale, KCC and the government are also providing further vouchers for more rural residents and businesses to help them with setting up fast broadband.

9.8.6   In addition, house builders will be encouraged to provide high quality internet connections and consider incorporating dedicated workspaces within homes.

Policy 11 – Flexible and home-based working

  a. The council will continue to work with KCC and SELEP to provide fast broadband within all homes, allowing for home working.
  b. The council will lobby employers to provide agile working equipment and home based and flexible working for employees enabling the reduction of commuting trips and increasing the share of people in the borough working from home.
  c. Ensure all new developments include fast broadband.

9.9   Workplace and Road User Charging

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[30] Digitally Connecting Rural Kent and Medway :
https://www.southeastlep.com/app/uploads/2019/09/Digitally-Connecting-Rural-Kent-and-Medway.pdf

9.9.1 Road user charging schemes can help to reduce car journeys as well improve air quality. The Ultra-Low Emissions Zone (ULEZ) in London has proven to do so with a 44% reduction of vehicles in the zone 10 months after implementation[31]. A number of UK cities are currently working on bringing Clean Air Zones forward.

9.9.2 The UK government's HGV Road User Levy has been in place across the UK since 2014 and does have an effect on Swale due to the volume of cargo which enters and exits the UK from the port of Sheerness. The levy has recently been suspended until July 2021 due to the COVID-19 pandemic.

9.9.3 Workplace parking levies on employers in Swale could reduce the number of private vehicles entering the borough. Such a scheme has been introduced in Nottingham, where employers with 11 or more parking spaces now have to pay the city council £424 a year per space (as of 2020). The scheme currently raises £9 million and has paid for transport improvements, most notably the extension of the city's tram network and supporting the bus network[32]. Workplace parking levies are also currently being considered in a number of other urban areas in the UK due to the benefits they can realise.

9.9.4 A workplace parking levy could be investigated as part of the potential Clean Air Zone in the borough. The introduction of any form of workplace parking levy would need to be implemented with a package of measures such as the ones included within a workplace travel plan. The benefits of such a scheme would mean that any revenue collected from the scheme could be ringfenced to fund walking, cycling, and public transport infrastructure improvements.

> **Policy 12 – Workplace and road user charging**
> a. The council are investigating the feasibility of a Clean Air Zone in the borough, building upon the current AQMA's in Swale.
> b. The council will look into the possibility of workplace parking levy linked to a Clean Air Zone and assess the benefits they could bring.

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[31] ULEZ Monitoring Report 2020:
https://www.london.gov.uk/sites/default/files/ulez_ten_month_evaluation_report_23_april_2020.pdf
[32] Nottingham Workplace parking Levy: https://www.centreforcities.org/reader/funding-financing-inclusive-growth-cities/reviewing-funding-finance-options-available-city-combined-authorities/1-nottingham-workplace-parking-levy/

10. ROAD DANGER REDUCTION

Reducing casualties is a priority for Kent County Council and Swale Borough Council Kent successfully met the government's targets for casualty reduction for 2010. Kent's current 20mph policy focuses on lowering speeds to help reduce road casualties. This chapter explores the existing road safety data and safety improvement schemes in Swale and identifies policies to further improve road safety in the borough.

10.1 20mph schemes

10.1.1 A trial 2omph scheme was implemented in 2020 in Faversham. A holistic approach to 20 mph schemes is required to enable wider benefits to be realised by 20mph schemes to achieve greater value for money. For example, lower speeds can play a part in making the road environment more walkable and cyclable which can in turn reduce car-dependency thereby improving air quality, health and community cohesion. "Feedback from focus group participants . . . suggests that slower speeds are important in terms of creating a safe and attractive environment for walking and cycling, but other infrastructure improvements are also required to encourage greater use of these modes. A small proportion of participants said it was now easier to cross the road."[33]

10.1.2 Stats 19 casualty data provides collision information, and the highlighting of casualty clusters can be useful as part of the assessment in determining where to allocate 20mph funding. However, minor injuries, cyclist casualties and single vehicle collisions are not always included. Also, casualty clusters may not represent the most hazardous areas which people may avoid completely if they are too frightening to use.

10.1.3 Data on subjective experience of road environments may be a more valid measure than Stats 19. "Near misses" are found to be more common than collisions and more strongly associated than collisions with perceived traffic risk (Sanders, 2015). Individuals experience road environments in different ways; women who cycle report more incidents of unsafe passes (Aldred, 2015) and adult males are more likely to take physical risks (Byrnes, 1999). A road environment which demands risk-taking when walking or cycling (e.g.: no crossing or only a painted cycle lane with no physical protection from traffic) may be viewed differently depending on age or gender. And

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[33] Atkins, AECOM and Maher M., '20mph Research Study: Process and Impact Evaluation Technical Report', November 2018, pp126-127

environments which are bad for walking and cycling tend to be poor in other respects – unpleasant, polluted and inaccessible except by car.

Policy 13 - Infrastructure

Ensure any new infrastructure within the Borough provides or improves walking and cycling safety.

10.2   Road Danger Reduction Analysis

10.2.1   The traditional road safety analysis is based on reviewing existing casualties. It often focusses on measures concerning those injured, for example, injury risk per head of population for people using different modes of transport.

10.2.2   But the presence or absence of collisions is not necessarily a good barometer for safety. People adapt to the risk posed by motor vehicles so road safety policies aimed at simply cutting collisions may not address the underlying threat posed. For example, absence of cycle casualties may be due to the hostile road environment deterring people from cycling; if nobody cycles, there will be no cycle casualties.

10.2.3   Furthermore, focussing on casualty numbers can mask differences in walking, cycling and car occupant casualties. *"By 2017, deaths of car occupants had declined by 55% compared to 2005 (most of the change happening between 2005 and 2010). However, for people walking or cycling, the reduction was less: 30% and 32% respectively"* [34](Aldred, 2019). The casualty data suggests that roads are still dangerous environments for people on foot or bicycle involved in collisions even at low speeds. Over time, the UK population has adapted to the threat of motor vehicles by avoiding cycling with fear of traffic being the major deterrent to cycling for 80% adults (Pooley, 2011).[35]

10.2.4   Levels of harmful, polluting transport and levels of activity – walking, cycling, children playing, people talking to their neighbours – are needed for a

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[34] Aldred, A., 'Repsonse to Select Committee Inquiry on Road Safety' April 2019. [internet: accessed 03.06.2019] http://rachelaldred.org/writing/response-to-select-committee-inquiry-on-road-safety/
[35] Pooley, C., Tight, M., Jones, T., Horton, D., Scheldeman, G., Jopson, A., Mullen, C., Chisholm, A., Strano, E. and Constantine, S., (2011). 'Understanding walking and cycling: Summary of key findings and recommendations'.

clearer picture. The most accurate measure of a road's safety is whether people, in all their diversity, can use their roads.

10.2.5   A growing field analyses the impact that the use of different transport modes has on other road users, for instance, injuries to others per-km driven.[36] This field is commonly known as road danger reduction. It is an important approach given 'near universal agreement that society should take stronger measures to prevent its members from doing things that endanger others than […] things that endanger only themselves'[37]

10.2.6   Analysis has been undertaken of the vehicles and drivers (by vehicle type) posing most harm to pedestrians in Swale. The results are presented in Table 10 below:

Table 10: Pedestrian casualties by injury severity and vehicle type involved, 2015-2020, Swale

	Fatal	Serious	KSI	Slight	Total
Pedal Cycle	0	0	0	3	**3**
P2Ws	0	0	0	7	**7**
Car	3	43	46	142	**188**
Vans / Goods Vehicle	0	5	5	16	**21**
HGVs	2	1	3	14[38]	**17**
Bus or Coach	0	1	1	5	**6**
Other	0	2	2	2	**4**
Total	**5**	**52**	**57**	**189**	**246**
	2%	**21%**	**23%**	**77%**	**100%**

10.2.7   The data shown in Table 10 is broadly in line with the English data on risk posed. The majority of pedestrians were injured by car drivers (76%). Three

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[36] Aldred, R., Johnson, R., Jackson, C. and Woodcock, J., 2020. How does mode of travel affect risks posed to other road users? An analysis of English road fatality data, incorporating gender and road type. *Injury prevention.*
[37] Evans, L., 2000. Risks older drivers face themselves and threats they pose to other road users. *International journal of epidemiology*, *29*(2), pp.315-322.
[38] 11 of the 14 slight injuries occurred in one incident when an HGV tyre burst throwing debris towards a group of pedestrians.

of the 188 pedestrians injured by car drivers were killed. Two pedestrians were killed by HGV drivers. Lorries pose the highest risk to others (when considered per-vehicle kilometre), while cycles pose the lowest[39].

10.2.8 Overall, between 2015 and 2020 there were 209 motorcyclists injured of which 7 were fatalities and 61 were serious injuries. However, of the 61 serious injuries to motorcyclists, 20% (12) did not involve any other road users. Furthermore, evidence on risk posed shows that "Motorcycles pose a substantially higher per-km risk to others than cars"[40].

10.2.9 The age and gender of drivers involved in pedestrian casualties is illustrated in Figure 23 below. In 66% (128) of cases pedestrians were injured/killed by male drivers, and in 34% (67) of cases pedestrians were injured/killed by female drivers. The 35-44 age group posed the most risk in numbers though further analysis would be required to see if this is proportionate or not to the amount of driving this age category undertakes. Male drivers aged 65+ were involved in the most pedestrian injuries – again, further analysis would be required to see if this is proportionate or not to the amount of driving this age category undertake.

10.2.10 Overall, this data from Swale reflects the national picture with males more likely to pose risk to others per kilometre than female road users (this considers the fact that males drive more kilometres per year overall than women).

10.2.11 The policy implication of this and the English data is that the Council must take measures to reduce disproportionate risks posed by the more dangerous vehicles, for instance, by discouraging motorcycling. Given higher risk posed to others by men across modes analysed, Council policymakers will also consider how to reduce persistent large gender imbalances in jobs involving driving.

Policy 14 – Monitoring of risks posed

Monitor and measure risk posed by various modes. Work with partners to provide targeted road safety training.

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[39] Aldred, R., Johnson, R., Jackson, C. and Woodcock, J., 2020. How does mode of travel affect risks posed to other road users? An analysis of English road fatality data, incorporating gender and road type. *Injury prevention*.
[40] Ibid.
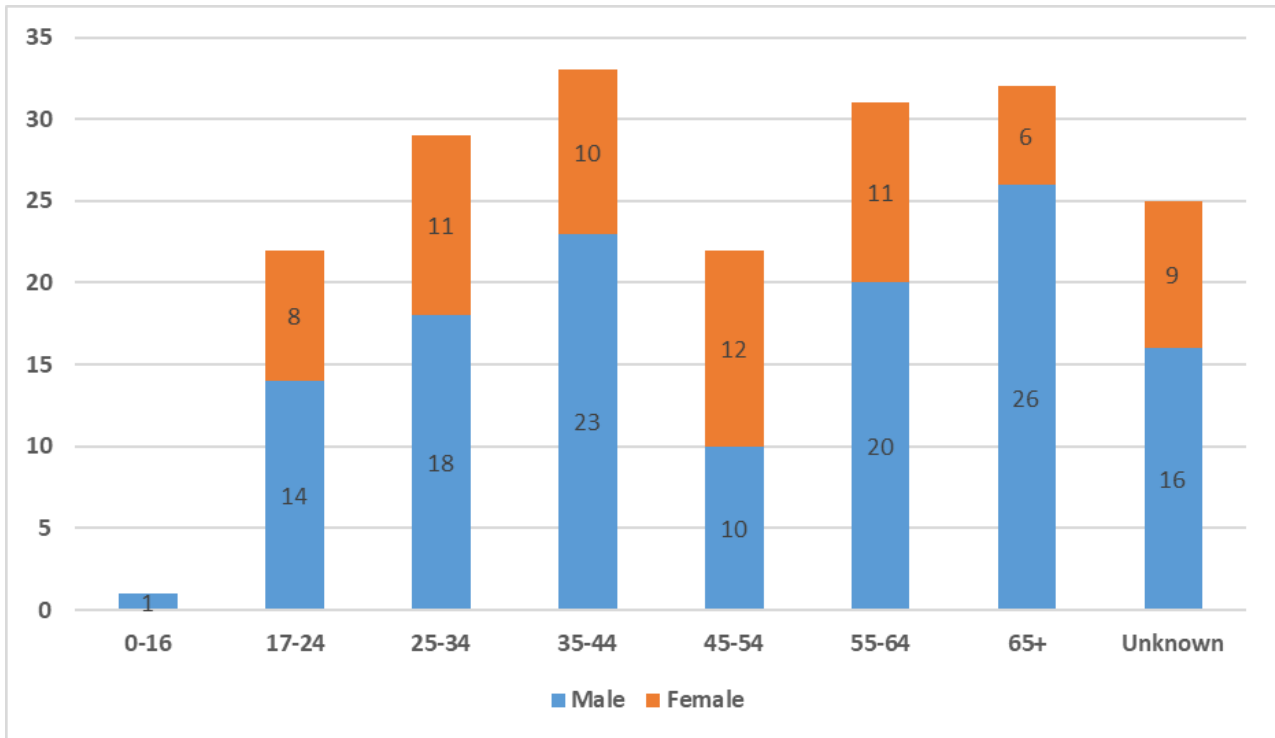
Figure 23: Age and gender of drivers involved in pedestrian casualties 2015-2020 in Swale

10.3 Children

10.3.1 Low-income residents, disabled people and children suffer disproportionately when it comes to injuries caused by road crashes. A study based on the National Travel Survey showed that nationally, for every mile walked, a low-income pedestrian is three times more likely to be injured by a motor vehicle than someone from a high-income household. Disabled people are five times more likely to be injured than non-disabled people.[41]

10.3.2 Children in Swale aged between 10 and 14 are more likely to be injured than pedestrians in any other age group; of the 234 pedestrians injured or killed in Swale in 5 years, 29% (68) were children aged 10-14. Children of this age were also disproportionately likely to be severely injured with 26% of serious injury pedestrian casualties being children aged 10-14 (14 of the total 54 serious pedestrian injury casualties).

10.3.3 Speeds and traffic volumes on roads where children live or might live need to be substantially reduced through design and enforcement. Council plans

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[41] Aldred, R. *Road injuries in the National Travel Survey: under-reporting and inequalities in injury risk.* Project Report. Department of Planning and Transport, University of Westminster, London. April 2018

to reduce rat running, severance and vehicle speeds would help enable more active travel amongst children while reducing their exposure to road danger.

10.3.4 Children depend on walking and cycling as their *only* independent means of transport. Facilitating safe walking and cycling has a particularly positive impact on the lives of children for whom (as non-drivers) active travel has great significance as a means of accessing friends, places of education and activities.
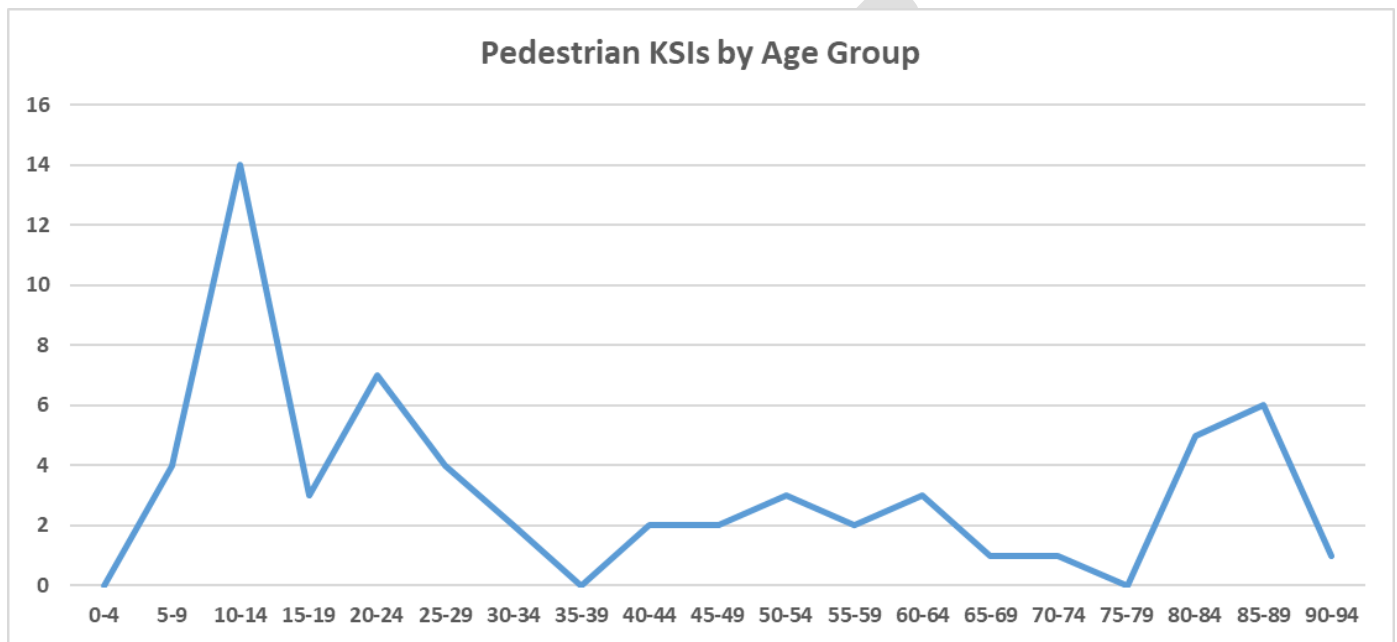
Figure 24: Pedestrian casualties by 5-year bands 2015-2020 in Swale

Policy 15 – Traffic reduction

Prioritise traffic reduction on residential streets along with priority crossings and protected cycle routes on roads leading to schools, parks or other amenities which children wish to access.

10.3.5 Locations of child pedestrian casualties can be seen overleaf.
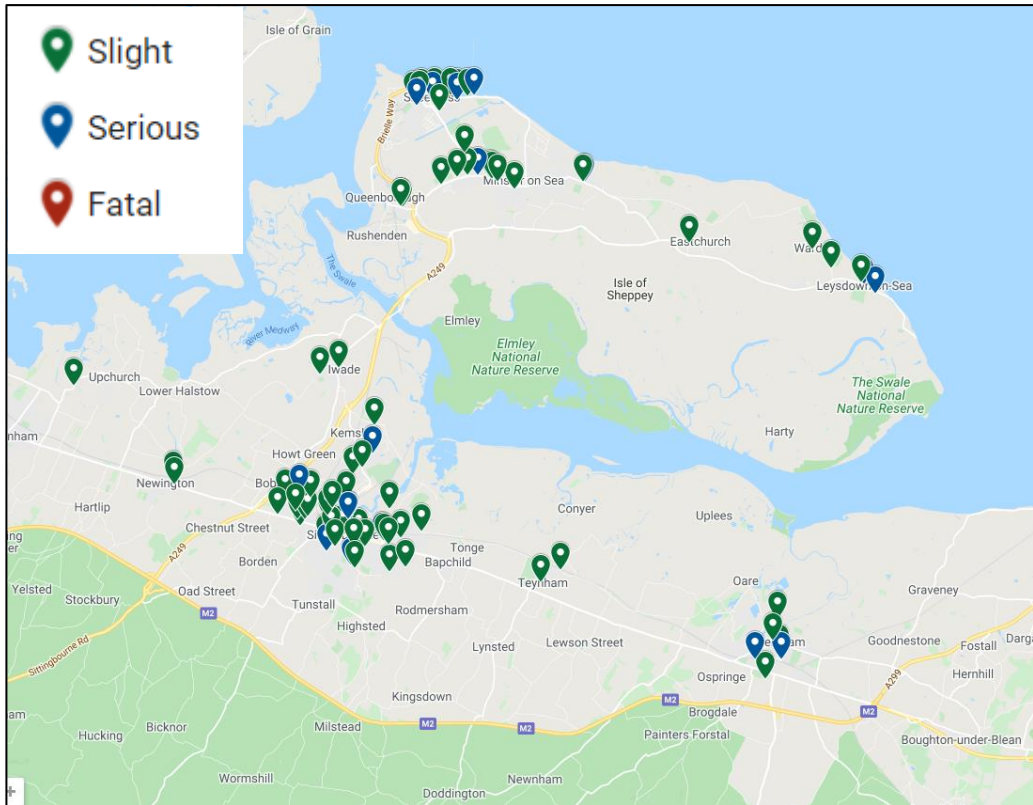
Figure 26: Reported casualties, children injured by drivers while walking, 2015-2020, Swale
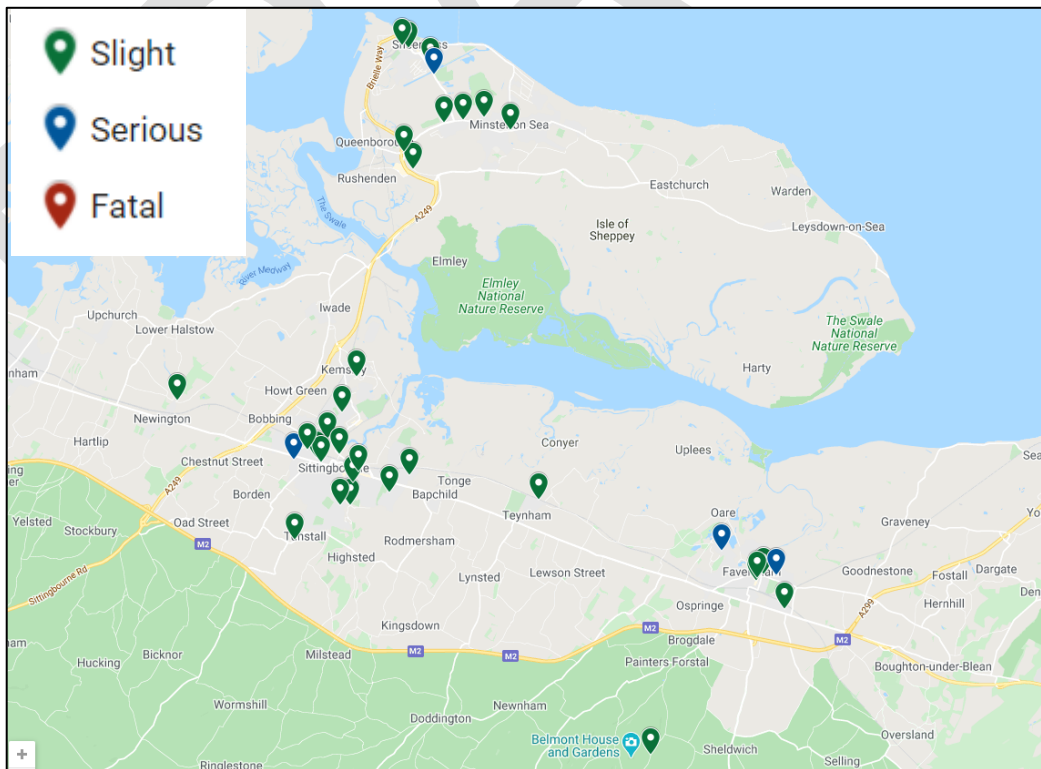
Figure 25: Reported casualties. Children injured by drivers while cycling, 2015-2020, Swale

11. AIR QUALITY

This Chapter explores this existing air quality data and sets out the transport options to enhance quality of life, reduce emissions and improve air quality in Swale.

11.1 Air Quality in Swale

11.1.1 Poor air quality is the largest known environmental risk to public health in the UK.[42] The government is working closely with local authorities to reduce emissions from transport where traffic is causing elevated NO2 concentrations. Due to increased levels of traffic on roads and in urban areas, reducing air pollution in towns is an important focus.

11.1.2 Vehicles cause air pollution through emissions of nitrogen oxides (NOX) and particulate matter (PM). Emissions from private cars, taxis and goods vehicles are a significant concern, particularly the effects on human health[43]. Local Authorities have a statutory duty to review and assess the air against the UK Air Quality Objectives (AQO).

11.1.3 Swale has a comprehensive air quality monitoring network and modelling identified a number of areas in close proximity to busy roads that did not meet national air pollution targets. Due to the identified exceedances, six Air Quality Management Areas (AQMAs) have been declared the borough.

11.1.4 Swale have also prepared an Air Quality Action Plan (AQAP) identifying measures which will improve air quality across the borough, with a particular focus within the AQMAs.

11.1.5 Swale therefore already has measures in place to tackle the air quality exceedances. However, much more must be done to reduce the amount of dangerous exceedances as air pollution is increasingly linked to a number of adverse health effects. It is recognised as a contributing factor in the onset of respiratory illness, heart disease and cancer. Air pollution particularly affects the most vulnerable in society: children and older people, as well as those with existing heart and lung conditions.

Transport and Air Quality

11.1.6 A source apportionment exercise was carried out by Swale Borough Council at three AQMA locations (Key Street, Newington and Ospringe) in early 2018. This identified that within the AQMA's, the percentage NOx source contributions were as follows:

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[42] Public Health England (2014) Estimating local mortality burdens associated with particular air pollution.
[43] https://www.mumsforlungs.org/about-air-pollution1

Table 11: Breakdown in Vehicle NO$_2$ emissions

	East Street AQMA	Newington AQMA	Ospringe and Teynham AQMA	St Pauls AQMA
Petrol Cars	6.8%	6.8%	8.2%	7.0%
Diesel Cars	51.3%	50.3%	62.8%	53.6%
Petrol LGVs	0.0%	0.0%	0.0%	0.0%
Diesel LGVs	20.4%	22.5%	9.4%	15.4%
Rigid HGVs	11.4%	12.2%	8.2%	14.5%
Artic HGVs	8.1%	6.0%	10.3%	6.6%
Buses/Coaches	1.3%	1.4%	0.3%	2.4%
Motorcycles	0.2%	0.4%	0.2%	0.1%
Full Hybrid Petrol Cars	0.1%	0.2%	0.1%	0.1%
Plug-In Hybrid Petrol Cars	0.0%	0.1%	0.0%	0.0%
Full Hybrid Diesel Cars	0.3%	0.2%	0.3%	0.2%

11.1.7 The traffic data taken from across all AQMA locations showed on average that 82% vehicle movements were cars, with 15% being LGV and 3% combined OGVs.

11.1.8 The NOx source apportionment study highlighted that targeting key vehicles types such as LGVs and OGVs are likely to produce the substantial NOx reductions within the AQMAs. The policies set out in this chapter set to address these exceedances by focusing on car use reduction in addition to focusing on freight patterns and vehicle upgrades.

11.2 Air Quality Council Policy

Air Quality Action Plan

11.2.1 The Swale Borough Council Air Quality Action Plan (2018-2022) was adopted in 2019 with the aim of identifying the strategic and local actions Swale will take to improve air quality.

11.2.2 Some of these measures have been implemented, others are currently being investigated and others rejected as unfeasible at this time. Many of the measures are set out elsewhere in this Strategy but a number of the proposed schemes are set out below:

- HGV "Clear Air Quality Corridor"
- Air Quality and Low Emission Strategy
- Local school and business travel plans;
- Pinch-point parking alternatives (red-route);
- "20 is plenty" zones;
- Quiet delivery zones;
- Local EV car clubs.

Climate and Ecological Emergency Action Plan

11.2.3 The Council Swale Borough Council Climate and Ecological Emergency Action Plan was adopted in April 2022 which committed to reducing CO2 emissions in the borough.

11.2.4 There are multiple actions within the Action Plan aimed at improving air quality and transport and this strategy directly links with this new Emergency Action Plan.

11.2.5 Regarding CO2 and transport, between 2005-2014 transport emissions had fallen by 7%. However, between 2016 and 2017 Swale has seen a 0.21% increase in transport CO2 emissions. Currently only 24% of commuter journeys are made by public transport, walking or cycling and this must increase to reduce surface transport related emissions[44].

Electric Vehicle Charging Strategy (in development)

11.2.6 An Electric Vehicle Charging Strategy is currently in development and will sit alongside this strategy once complete. The objective of this document is to fulfil the aim of the Swale Climate and Ecological Emergency Action Plan (April 2020): 'To develop an EV charging strategy including publicly

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[44]https://services.swale.gov.uk/assets/Climate-Change-and-Ecological-Emergency/SBC%20CEE%20Action%20Plan%20Final%20with%20illustrations.pdf

accessible fast and rapid chargers, in council and private car parks (e.g. hotels, shopping centres), and working with KCC for on-street charging.'

11.2.7 Electric vehicles (EVs) have the potential to offer great benefits to Swale residents, businesses and visitors in terms of health, the environment and reduced running costs over the lifetime of the vehicle. Electric vehicles are part of the tool kit for decarbonising transport emissions. However, although EVs offer improvements on CO_2 and NO_2 emissions, they continue to emit damaging PM due to tire wear.[45]

11.3 Low Emissions Zones

11.3.1 In London the Low Emission Zone (LEZ) operates to discourage the use of polluting heavy diesel vehicles and encourage people to drive vehicles which omit fewer pollutants. The LEZ covers most of Greater London and is in operation 24 hours a day, every day of the year. It is enforced by cameras at the entry points to determine whether the vehicle meets the LEZ emissions standards, is exempt, is registered for a discount, or has already paid the daily charge.

11.3.2 Swale have also commissioned a study into the introduction of a Clean Air Zone (CAZ) along the A2. Initial feasibility studies indicate that a non-charging CAZ is the most feasible and effective scheme along the A2 to tackle the high NO_2 levels.

11.3.3 The non-charging CAZ is likely to include a package of measures to encourage mode shift towards active travel, public transport and EV use. Pinch points on the A2 will also be removed

11.4 Planning Guidance

11.4.1 Kent and Medway Air Quality Partnership (KMAQP) have prepared an Air Quality and Planning technical guidance aimed at local authorities, developers and consultants. It provides advice on how to deal with planning applications that could have an impact on air quality and human health. It is hoped that this guidance document will also help to inform the development of air quality and planning policies and provide a valuable source of information for local authorities.

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[45] Timmers, V.R. and Achten, P.A., 2016. Non-exhaust PM emissions from electric vehicles. *Atmospheric Environment*, *134*, pp.10-17.

11.4.2   If the procedures in this guidance are followed, it will help to ensure consistency in the approach to dealing with air quality and planning across Kent. The guidance document can be downloaded free from www.kentair.org.uk.

11.4.3   Consequently, all major developments in Swale will be required to undertake an emissions mitigation assessment to determine the appropriate level of mitigation required from a development. An overriding consideration is to ensure that the air quality in existing AQMAs does not worsen by the introduction of a development and/or that there is no additional air pollution burden from a development(s) which could create new AQMAs.

11.5   Measures to Improve Air Quality

11.5.1   A number of measures aimed at improving air quality in the borough have been set out below, predominately relating to the discouragement of private vehicle use, improvements to low emission vehicle infrastructure and enhancement to freight management in the borough.

11.5.2   Research shows that 22% of commuter journeys in Swale could be by cycle (assuming good cycling infrastructure, such as protected cycleways, more crossings and the uptake of e-bikes). Better walking routes can encourage more journeys on foot and improve health. Six in ten drivers would shift to public transport if its quality improved[46].

11.5.3   This Strategy will also continue to support the Freight Management Plan and aim to reduce the number of polluting LGVs and OGVs in the borough.

11.5.4   The measures set out in Table 12 below set out how the council will aim to improve air quality and eliminate exceedances of NO2 and PM10, culminating in policy 16:

Table 12: Air Quality and Transport Actions

Action	Details
Promote public transport alternatives and sustainable travel alternatives to private car use	• Provide a safer road, footway and cycleway network • Invest in enhancing public transport (bus, train) facilities • Invest in clean-air walking and cycle ways

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[46]https://services.swale.gov.uk/assets/Climate-Change-and-Ecological-Emergency/SBC%20CEE%20Action%20Plan%20Final%20with%20illustrations.pdf

Reduce single occupancy car use	• Support car hire / share schemes
Continue to invest in low emission Electric Vehicle charging infrastructure	• Support Local Low Emission Vehicle car-clubs • Promote low emission transport • Procurement of alternative refuelling infrastructure by increasing the number of electric charging points
Place the tackling of emissions from existing buildings and new developments at the forefront of planning policy and decision making	• Encourage clean-air travel planning • Require Delivery and Service plans to be provided for new and existing sites • Increase the number of School and Business Travel Plans in the borough • Support the implementation of air quality planning conditions
Support the Swale Freight Management Plan	• Continue feasibility studies into alternative HGV routing • Encourage low emission/electric HGVs and all delivery vehicles
Support Investigation into a Clean Air Zone	• Continue feasibility studies into a non-charging Clean Air Zone along A2 (with a focus on HGVs/LGVs)

Policy 16 – Air Quality

We will aim to eliminate the dangerous air quality exceedances in the borough and stabilise the adverse effect of transport and its infrastructure, on the natural and built environment and on local communities.

12. FREIGHT

12.1.1 A key aspect of managing traffic on the network is managing the movement of freight and logistics vehicles. Effective freight and logistics operations are important to local and national economy, we therefore aim to support these operations but in a way that does not compromise the natural environment and quality of life for residents.

12.1.2 Overall trends in domestic road freight indicate a general increase from 2014 onwards as shown in Figure 27 below. Spikes in growth are usually attributed to weather related events and economic events that affect the national economy. International road freight activity has also been on the rice since 2017[47].
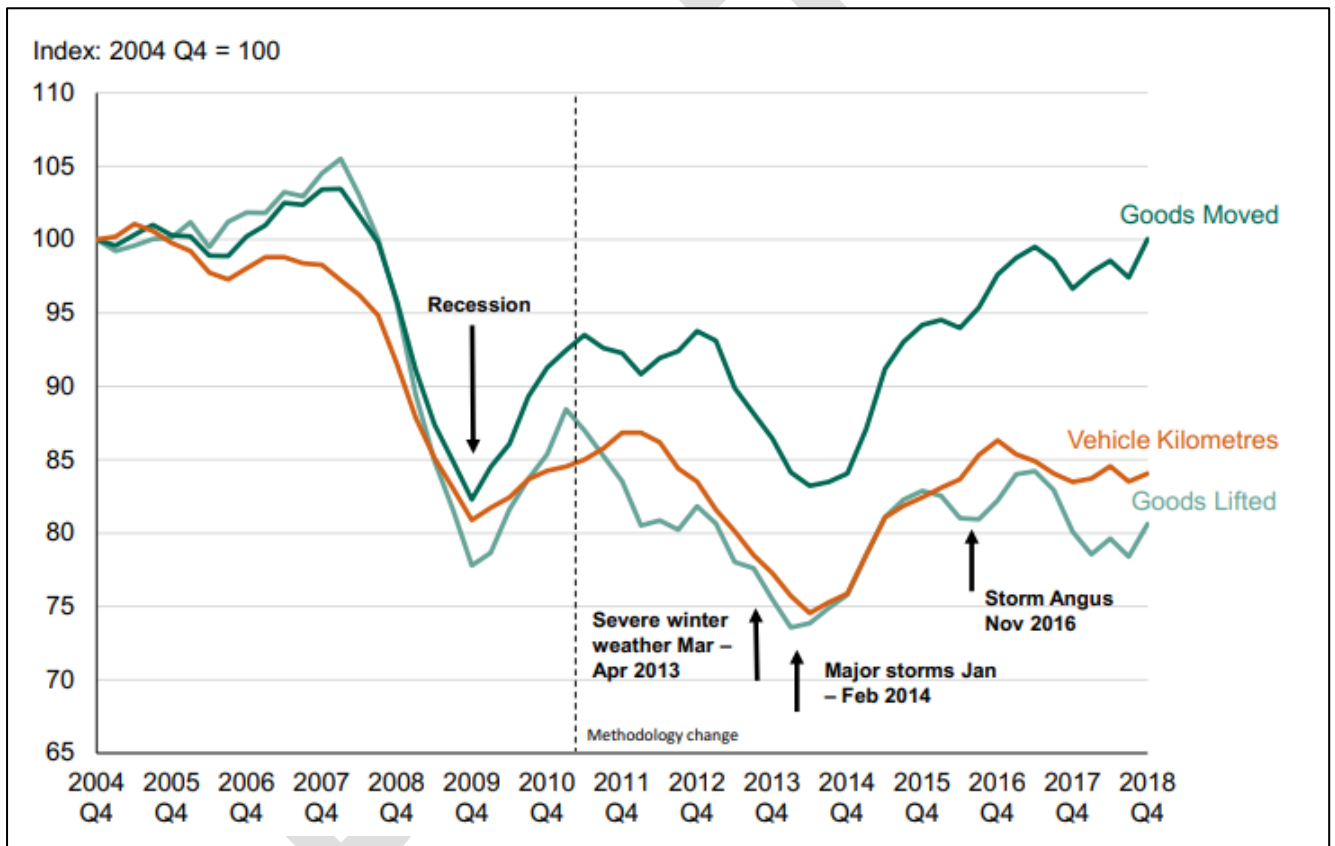
Figure 27: Trend in goods moved, goods lifted and vehicle kilometres by GB-registered HGVs, *DfT Domestic Road Freight Statistics, 2018*

12.1.3 Kent is a gateway to continental Europe with several large ports including The Port of Sheerness and therefore a reliable and well connected transport network is needed to maintain this status so Kent, as a vital part of the

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[47] DfT, 2019, *International Road Freight Statistics, United Kingdom, 2018,*

greater South East, can compete on an international stage and complement London as a growth corridor.

12.1.4 Swale's ready access to the motorway and trunk road network (A249, M2 and A2) and to the ports at Sheerness, Dover and the Channel Tunnel, combined with the availability of land, has encouraged the growth of distribution depots and similar operations, alongside manufacturing and other industries. All of these generate freight movements, almost entirely by road and much of it in HGV's, adding to significant volumes of through traffic on roads in the Borough.

12.2 Water Freight

12.2.1 Swale is also home to the deep-water port at Sheerness which provides a gateway to mainland Europe for freight trade with both international and national markets. Canterbury, Ashford, Maidstone and The Medway Towns surround Swale creating a high demand on transport infrastructure owing to leisure, retail and employment opportunities within these locations. Ridham docks is also located on the Swale and Medway River serving the industrial areas off Swale Way. It currently processes approximately 1,230,000 of tonnage annually.

12.3 Rail Freight

12.3.1 The Kent LTP4 discusses the issues surrounding freight including the need to seek alternative solutions to cope with the increased pressure on Kent's Strategic Road network. The Kent LTP4 suggest that Freight trains can reduce pressure on the road network and produce far fewer carbon emissions and air pollutants per tonne of haulage. The Kent LTP4 supports the growth of rail freight where possible but understands the limitations relating to capacity on the rail network for additional paths for freight traffic.

12.4 Main problems caused by freight traffic

Road traffic congestion

12.4.1 Freight and logistics trends also indicate a resulting growth of Light Goods Vehicles (LGV's), as well as a growth of HGV's including the use of inappropriate or unsuitable routes. Whilst the Primary Route Network is designed to cater for high flows of HGVs, access to the final destination via local roads can have major impacts on the environment and on congestion in both town centres and rural areas.

12.4.2 The rise in LGV movements locally in Swale is less marked than elsewhere, nonetheless there has been an increase. There are also more deliveries being made by small vehicles and cars, particularly to people's homes. These are trends that are likely to continue with the growth of internet shopping and increased demand for fast and efficient delivery of goods. The alternatives of rail freight as discussed earlier in this section are limited.

12.4.3 As traffic grows spare capacity on the whole road network is reduced, making it less able to cope with regular demand.

Air Quality

12.4.4 There is a well-established relationship between traffic levels and air quality, including the importance of freight traffic's contribution to pollution. By way of example, in the Air Quality Management Areas (AQMA) at Newington and Ospringe, road traffic contributes about 85% of NOx concentration, with heavy goods vehicles contributing 30-35% and light goods vehicles 15%, cars about 30% and buses 3-4%[48]. Additionally, the St. Pauls AQMA have high levels of particulate matter (PM) associated with the Eurolink Business Park and is being investigated further by the borough.

12.4.5 Swale has particular problems because of the high proportion of heavy goods vehicles in the traffic mix on key routes, in particular on the A249 and the roads approaching the A249 from the nearby industrial and commercial areas. The A2 also carries significant volumes of HGV's. The road network in Swale is such that the A2 provides the only reasonably practical east-west link to certain parts of the Borough, such as between Sittingbourne and Faversham. Goods traffic is forced to use the road to access businesses operating from these areas.

12.4.6 Vehicle emissions can seriously affect the health of those exposed to this pollution. It is linked to increased incidence of lung cancer and heart disease. Also linked to low birthweight babies where mothers in the AQMAs have smaller children with less developed lungs for life. Addressing this is a key aim of this FMP and Freight Action Plan for Kent through the various actions proposed to reduce freight vehicle emissions, directly or indirectly. These health impacts also need to be taken into account in the location of new development as this will affect how many people are exposed to the emissions, for example in new housing developments. Swale's Air Quality Action plan, 2019 as discussed in more detail in Chapter 11 of this Strategy sets out several measures/actions to improve air quality which relate to

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[48] SBC Freight Management Plan, 2016

freight movement including 'HGV clean air quality corridor', continued support to the Swale FMP and support investigations into clean air zones.

Lorry Parking

12.4.7   Overnight lorry parking in Kent is a major issue with a high demand for lorry parking spaces because of its connectivity to continental Europe attracting high volumes of cross channel freight. Swale is reported to have the highest proportion of inappropriately parked HGV's with a large number parked in close proximity to Sheerness Port[49]. Many lorries operate from and return to base at the end of each day. However, there are some lorries which operate over longer distances where they need to stop from time to time. Driver's hours are regulated for good safety reasons, so they need to stop periodically for the driver to have a break, including overnight. There are a limited number of official lorry parks across the whole country and where they exist it costs the driver money (which may or may not be reimbursed by their employer) to stop overnight.

Lorries on unsuitable roads

12.4.8   Some freight vehicles has no choice with regards to its route because of the location of its origin or destination, which results in the use of roads such as the A2 which are not well suited to significant flows of heavy vehicles (e.g. for depots on the A2 between Sittingbourne and Faversham and towards the eastern end of Sittingbourne and western end of Faversham). The M2 is only two lanes each way which makes using less suitable roads more of a problem in Swale than in some other parts of the country[50].

12.4.9   There are many other issues in addition to those identified above caused by freight traffic that can be read in more detail in Swale's FMP.

12.5   Freight Action Plan for Kent 2012-2016

12.5.1   In 2012 KCC adopted a Freight Action Plan which has been prepared to mitigate the impact of freight on the county's residents, workers and visitors. It focuses on road freight as KCC recognises that it has little influence on rail freight. The action plan can be read and downloaded at the following link [Freight action plan - Kent County Council](#).

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[49] Freight Action Plan for Kent, KCC, 2012
[50] SBC Freight Management Plan, 2016

12.5.2   The Plan identifies actions that can be taken by KCC, Swale and its partners to mitigate the impact of freight on the county's road network and residents' quality of life through six objectives.

- Objective 1: To find a long-term solution to Operation Stack
- Objective 2: To take appropriate steps to tackle the problem of overnight lorry parking in Kent
- Objective 3: To effectively manage the routing of HGV traffic to ensure that such movements remain on the Strategic Road Network for as much of their journey as possible
- Objective 4: To take steps to address problems caused by freight traffic to communities
- Objective 5: To ensure that KCC continues to make effective use of planning and development control powers to reduce the impact of freight traffic
- Objective 6: To encourage sustainable distribution

12.5.3   KCC intends to work with hauliers, distributors and other freight generators, affected communities and other interested parties through a Freight Quality Partnership for Kent to resolve local issues and establish agreed working practices that successfully balance the needs of industry with the needs of residents.

12.5.4   KCC have already delivered several initiatives to mitigate the impact of freight movements through the county. Specifically, Swale Borough Council set up a pilot ECO Stars scheme in 2016 with a number of large operators based in the Borough. The ECO Stars scheme provides public recognition for operators who are actively taking steps to improve efficiency, reduce fuel consumption and reduce their impact on local air quality. The scheme provides support for operators in better fuel management and driver training.

12.6   Swale Borough Council Draft Freight Management Plan, 2016 (FMP)

12.6.1   This [Freight Management Plan](#) (FMP) for Swale Borough Council has been developed as part of a programme of work undertaken by the Borough to tackle various transport, planning and environmental problems, particularly air quality. The programme started in 2013.

12.6.2   It is uncommon for local authorities which are not transport authorities in their own right to produce an FMP. However, authorities like Swale have a very real interest and responsibility in relation to the issue of freight movements through its statutory planning responsibilities and because of

their impact on the environment and the health of their residents. It is notable that within the Borough there is a significant proportion of businesses with a major involvement in freight transport operations by both sea and road. Freight traffic was also implicated in the designation of five AQMAs in the Borough. Freight was responsible for about a third of the traffic-related pollution in these AQMAs.

12.6.3   The release of this Plan coincides with KCC updating its Freight Action Plan (as described earlier within this section) and is largely complementary to those plans, having similar aims to streamline the flow of goods through the Borough and reduce the environmental impact of that movement.

12.6.4   FMP activities have included:
- traffic counts and the apportionment of pollutants;
- detailed assessment of the pollutants from traffic in the Air Quality Management Areas;
- smarter driving campaigns;
- successfully piloting the ECO Stars award scheme to help freight operators improve their efficiency and reduce the emissions from their fleets; and
- other educational campaigns in partnership with KCC Highways and Transport Sections.

12.6.5   The Borough Council recognises the significance of freight traffic's contribution to air pollution and the FMP helps address that concern.

12.7   Routeing

12.7.1   It is preferable for HGV's to use main roads since they can accommodate large volumes of heavier and wider vehicles and are normally located away from local communities. Problems occur when these vehicles leave these roads and get stuck in pinch points or damage buildings. Drivers can stray due to reliance on their satellite navigation systems. KCC has developed an online freight journey planner holding all information on weight, width and height restrictions, and various other data to recommend a suitable route to drivers. KCC will work with sat-nav companies to update their mapping data with lorry appropriate routes. The Freight Journey Planner for Kent can be found at https://www.lorryroute.com/. Routing plans will also continue to be a planning requirement for the construction of new developments when submitting a planning application or included as a planning condition which is discussed in more detail later within this section.

12.7.2 KCC will review HGV signing across the county to ensure that it is clear and appropriate and will develop a zoning system in urban areas with signage to direct HGVs to industrial estates and town centres by the most suitable routes. Online leaflets in a variety of languages aimed at foreign drivers (commercial and tourist) to offer advice on how to drive on UK roads have also been distributed at the Ports and Eurotunnel.

12.8 Impact on Communities

12.8.1 Where the HGV destination is located away from main roads, there is no choice but for them to use local roads and lanes. KCC will continue to use weight and height restrictions where there is a risk of damage to the network or buildings, or where there is a large negative impact on a local community. A lorry watch scheme which uses local volunteers to record the details of vehicles contravening weight limits is included on the interactive freight map (described earlier within this section).

12.8.2 Deliveries to shops in urban centres can cause problems for local residents and shoppers. Deliveries are often restricted in town centres outside of peak hours and there is a concern about pedestrian/ vehicle conflicts outside of this period. A solution adopted in other cities, which could be considered for Sittingbourne and Faversham town centres, is using a 'consolidation centre' for the transfer of goods from HGVs to smaller vehicles for final distribution. There is also an option of providing bespoke solutions such as e-cargo bikes [e-cargobikes.com (e-cargobikes.com)](e-cargobikes.com) which provide last mile delivery services to grocers and retailers throughout the UK, and has recently been taken up by some London based Councils as part of their Delivery and Service Plan to tackle their climate emergency. Restrictions through Air Quality Management Areas within the borough could also be investigated as part of the FMP.

12.8.3 Overnight lorry parking in laybys and on estate roads is a common occurrence which affects the M2/ A2. There are a number of commercial overnight 'truck stops' in Kent, which offer secure parking, controlled exit and entry, WC/showers and various freight services. Unfortunately, the low-cost margins that many international hauliers work within means that they choose not to use these and instead park up in inappropriate locations. KCC is investigating various sites for a truck stop, combined with powers to prohibit this inappropriate parking so that overnight lorry parking takes place with minimal impact on Kent and its communities. Where appropriate new larger scale employment or mixed-use developments will be requested to provide overnight parking facilities.

12.9 Planning Guidance

12.9.1 The council can influence the movement of freight through its powers in preparing local plans and granting planning permission developments generating freight movements which should be located where there is easy access to the Strategic Road Network, having regard for the preferred freight routing.

12.9.2 When planning applications are submitted, developments are assessed for all reasonable access, including by HGVs. KCC is a statutory consultee in these processes and can recommend that the council imposes conditions on planning consents and/or enters into legally binding agreements with developers. These conditions/agreements can be for the construction and/or the operational phases of the site where a legal agreement or condition can be used to designate lorry routes that construction traffic is obliged to use. KCC can also ensure that pre and post-construction surveys are carried out to assess any damage done to the surrounding roads and have it rectified by the developers.

12.9.3 New developments that are deemed to have a significant impact on the surrounding transport network are required to produce a Transport Assessment that examines the extent of any impact and identifies mitigation measures. This could include, for example, upgrading a junction to accommodate large vehicles.

12.9.4 An Operators' Licence is the "legal authority needed to operate goods vehicles in Great Britain" and relates to sites at which heavy goods vehicles are based and from which they operate. The licence process grants KCC limited rights of objection, which can be made on the grounds of safety on the highway at the point of access to the site; and on environmental grounds, such as degradation of grass verges and excessive noise on approach roads for local residents. For objections on environmental grounds, KCC will work with Swale and also with the applicants to negotiate a solution.

12.9.5 Delivery times tend to be market-driven and vary between operators. Some commercial operations will use out-of-hours deliveries to avoid any impact on the customer shopping experience whereas others may depend on stock levels rather than time. In appropriate situations, KCC will investigate limiting sites to night-time deliveries in order to spread freight traffic throughout the day.

Policy 17 – Freight - The council will to manage fright and logistics by:

a. Encouraging HGV's to use the primary route network, where possible.
b. Providing clear advice in respect of freight implications of new development proposals.
c. Working with the freight industry to enable the sustainable movement of goods whilst ensuring the negative impacts of freight traffic are minimised.
d. Encouraging a shift from road-borne freight to less environmentally damaging modes, including rail, water and pipelines where feasible
e. Supporting improvements in HGV provision in the county, including overnight parking, in appropriate locations. Utilising traffic management powers, where appropriate to do so, to manage access and egress from specific locations.
f. Working with KCC to identify appropriate sites for HGV parling within the Swale area as part of an HGV parking enforcement strategy.
g. To promote the inclusion of suitable overnight HGV parking facilities within major employment or mixed-use development allocations.

13. ACTION PLAN

The following Action Plan identifies the actions and improvements which have been discussed in previous chapters and support the objectives of this Strategy.

13.1 Enabling Sustainable and Active Travel

Walking actions
Provide safe, pleasant and direct walking routes
Focus walking routes in town centres, as well as linkages for public transport, amenities and leisure needs
Pedestrian priority at junctions
Wayfinding within town centres and to amenities and services
Better street lighting
Upkeep of pavements
Dropped kerbs and tactile paving
Removal of unnecessary street furniture
Provision of pedestrian ramps during works
Ensuring the needs of all pedestrians are met in all planned developments, transport improvements and maintenance schemes in line with the transport hierarchy and Equality Act duties
Introducing traffic management schemes reducing the amount of driving in Swale
Building new/improved pedestrian crossings which follow pedestrian desire lines

Providing traffic calming measures which help reduce vehicle speeds and ensure vehicle speeds are appropriate
Introducing further enforcement measures for the current 20mph zones in residential areas and investigate 20mph zones for other major built up areas.
Providing safer walking routes to schools including the investigation for school streets.
Design schemes in line with the Healthy Streets indicators
Set out a criterion for assessing schools for potential school streets or school improvements
Work with developers to provide school streets within new schools
Cycling actions
Provide safe, pleasant and direct cycling routes
Focus routes in town centres, rural locations, as well as linkages for public transport, amenities and leisure needs
Allocate road space on the network to support bicycle journeys
Aim to provide cycle facilities on all main routes
Design cycling infrastructure to comply with the latest guidance (currently LTN 1/20)
Supplement routes with traffic calming measures, environmental improvements, 20mph zones and cycling facilities such as cycle friendly crossings
Routes will be protected from motor traffic, both at junctions and on the stretches of road between them
Routes will be separated from pedestrians where possible

Ensure cyclists are treated as vehicles and not pedestrians
Routes should join together in a cohesive manner
Designed to be accessible and usable for all ages and accessibility levels
Provide 30 new public cycle parking stands per year
Investigate cycle hire options in the borough
Work with public transport operators to provide better integration between cycling and public transport
Promotion and provision of free cycle training to all who live, work and study in the borough. This includes school Bikeability training as well as scooter training for primary schools
Provide Dr Bike mechanic sessions to enable people to keep their bikes in good working order
Promotion of local cycle map and apps, cycling information on the Swale website
Bus travel actions
Work with the QBP to provide a network which is reliable, frequent, integrate well with other modes, provide sufficient coverage of the borough and will be accessible by all.
Work with QBP to understand where new bus priority measures and bus infrastructure is needed.
Continue to promote the benefits of bus travel in Swale.
Rail actions
Work in partnership with rail operators and Network Rail to improve rail services, reliability, integration with other modes, facilities and information.

Work with Network Rail to provide services relating to the Local Plan
Work with Network Rail to overcome any concerns regarding level crossings
Work with rail operators to improve facilities at Faversham, Teynham, Kemsley and Queenborough stations

13.2 Parking Strategy

Parking actions
The council will review annually parking fees to ensure the use of public transport.
The council will review the change in the demand of parking over the next years to ensure parking is available for those who need it.
The council will manage the parking provision across the Borough, in public car parks, on street parking and across new developments, to influence sustainable travel choices, encourage sustainable patterns for travel and provide for those who are less mobile.
The council will ensure the continued provision of EV charging and bays.
The council will review and implement disabled parking bays for those who need them.
The council will investigate new technologies and systems to improve the efficiency of kerbside usage and implement these if effective.

13.3 Managing the Network

Network actions

The council will ensure the continued management of the network to ensure minimal delay and congestion from new developments and demand.

The Council will work with Kent Highways, as the Highways Authority, on an A2 mitigation strategy to manage the flows of traffic on the A2 and the roads that feed on to it, especially where there are air quality, traffic congestion and road safety issues. This will cost an estimated £1-2m (depending on land values and land availability.)

Improve the resilience of the network.

The council will support key highways projects to come forward through developer funding in relation to Local Plan allocations.

13.4   Reducing Travel Demand

Travel Demand actions

Support development which has sustainability at its core. Developments which facilitate sustainable modes of transport and minimises the need to travel will be supported.

Support car sharing in the borough through online platforms and travel plans

Support the use of car clubs in the borough and encourage operators into the borough.

Continue to require development proposals that have significant transport implications to have a robust travel plan that is monitored.

The benefits of travel plans will be promoted to large employers in the borough who may not be obliged under planning to provide travel plans as well as in educational settings, particularly in and near AQMAs.
Work with KCC and SELEP to provide fast broadband within all homes, allowing for home working.
Investigate the feasibility of a Clean Air Zone in the borough, these would be built upon the current AQMA's in Swale.
Look into the possibility of workplace parking levy linked to a Clean Air Zone and assess the benefits they could bring.

13.5   Road Danger Reduction

Road safety actions
Provide 20mph schemes in the borough which are holistic and include traffic calming measures
Enable high levels of walking and cycling through infrastructure in conjunction with low levels of casualties.
Monitor and measure risk posed. Discourage those modes / drivers which pose most risk to other road users per vehicle-kilometre
Prioritise traffic reduction on residential streets along with priority crossings and protected cycle routes on roads leading to schools, parks or other amenities which children wish to access.

13.6   Air Quality

Air Quality actions

Aim to eliminate the dangerous air quality exceedances in the borough and stabilise the adverse effect of transport and its infrastructure, on the natural and built environment and on local communities
Introduce a non-charging Clean Air Zone
Place the tackling of emissions from existing buildings and new developments at the forefront of planning policy and decision making
Continue to invest in low emission Electric Vehicle charging infrastructure
Support the Swale Freight Management Plan

13.7   Freight

Freight actions
Encourage HGV's to use the primary route network, where possible
Provide clear advice in respect of freight implications of new development proposals
Work with the freight industry to enable the sustainable movement of goods whilst ensuring the negative impacts of freight traffic are minimised
Encourage a shift from road-borne freight to less environmentally damaging modes, including rail, water and pipelines where feasible
Support improvements in HGV provision in the county, including overnight parking, in appropriate locations. Utilising traffic management powers, where appropriate to do so, to manage access and egress from specific locations.

14. DELIVERY PLAN

This Chapter identifies the sources of funding that the Council utilises in order to support the range of schemes proposed. While funding from Central Government has decreased significantly in recent years, the Council is continuously identifying new and innovative sources of funding.

14.1   Sources of funding

Major Schemes

14.1.1   The government Growth Deal provides money to the South East Local Enterprise Partnership (SELEP) for projects which drive Kent's economic and business growth. The SELEP Accountability Board is responsible for making decisions and funding approvals for all schemes awarded funding as part of the growth deal bids to central Government. Swale Borough Council has received funding for the A2500 Lower Road, Isle of Sheppey and the Sittingbourne town centre regeneration. In February 2017 Government confirmed an allocation of investment into the South East LEP (SELEP) area of £102.65 million, Round 3 of the Growth Deal Programme. The allocation of Local Growth Fund Round 3 will help deliver projects identified by SELEP Federated Boards as priorities for investment, projects that will help create jobs, support businesses and create new growth opportunities. These include the M2 Junction 5 scheme which has been committed, the M2 Junction 7 ROS2 which has been committed and the prospects for RIS 3 following a KCC priority allocation.

Housing Infrastructure Fund (HIF)

14.1.2   In July 2017, the Department for Communities and Local Government launched the £2.3 billion Housing Infrastructure Fund to unlock up to 100,000 new homes across the country. The HIF is aimed at providing grant funding to provide new homes in areas with the greatest need for housing, and fund vital physical infrastructure. Kent County Council secured £38.1 million of investment in November 2019 to improve the existing severe levels of congestion at the Grovehurst Roundabout at Kemsley and at Key Street roundabout which links the A2 with the A249 at Bobbing. The HIF fund also provides a recycling of funding for further investment into the Borough.

Revenue Funding

14.1.3   Whilst capital funding is used by local authorities to construct and maintain highway assets, revenue funding is used to cover continuous costs, such as concessionary fares and socially necessary bus services. Swale and KCC

receive most of their revenue funding from Government as part of the Local Government Finance Settlement. This lays out the Government's proposals for funding local authorities in England in the coming financial year through central grants and redistribution of business rates.

14.1.4   While majority of local authorities are set to see exactly the same percentage change in settlement funding relative to the previous year (a 1.6% increase in cash terms), after adjusting for inflation, this essentially means no changes from the previous year (a -0.2% decrease). This is in contrast to the settlements of the past ten years, which have all seen cash-terms decreases in funding. The County and District Councils must therefore seek to limit the ongoing revenue liability of their activities. This can be achieved through investment in assets with low maintenance requirements and strengthened partnerships with public transport operators aimed at improving the commercial viability of services.

Developer contributions

14.1.5   Any new development creates demand for travel which places pressure on both the transport system and the environment. While sustainable development policies look to reduce this impact as much as possible, all new development still needs to make a fair and proportionate contribution to measures that mitigate its impact on the surrounding area.

14.1.6   Swale and KCC requires that the direct transport impact of all but the smallest development proposals should be assessed at planning application stage, either through the submission of a Transport Statement or, if the transport impact is likely to be significant, a Transport Assessment, to provide a basis for identifying and agreeing any required mitigation measures. One method of securing these developer contributions is through a Section 106 Agreement (Town and Country Planning Act 1990) where the developer agrees to pay towards the external costs of their development e.g. subsidies for new or existing bus services, or agrees to carry out works on the highway such as a new access. In 2019/20, there were 14 Section 106 agreements signed with a total value of £264,925.89 in financial contributions from developers.

Active Travel Fund

14.1.7   The DfT announced the Active Travel Fund in May 2020 as part of the work to combat the COVID-19 pandemic. The grant funding supports local transport authorities with producing cycling and walking facilities. KCC were awarded £1.6million from the first round of the fund, which include schemes

being implemented on a trial basis. Some of this funding has been put towards implementing a trial 20-mph limit zone in Faversham town centre, created as part of plans to increase walking and cycling.

14.2 Infrastructure Delivery Plan

Ref	Location	Description	Estimated cost	Potential funding source
		Sheerness		
	Queenborough Road/ Sheppey Way/ A2500 Roundabout	Widen the approach arm from A2500 Lower Road from 1 lane to 2 lanes to increase the turning capacity.	TBC	KCC, S106/S278
	1 Minster Road/ A250 Halfway Road junction	Review signal optimisation at the junction.	TBC	KCC, S106
	A249 between Rushenden / Neats Court Retail Park and the Sheppey Way / Queenborough Road	New cycle and pedestrian crossing across. This will connect with the cycle/walk upgrades along the A2500 Lower Road.	TBC	KCC, S106
	Queenborough and Cromwell Road	Invest in Sheerness Way walk and cycle route to improve connectivity from Rushenden/ Queenborough to Sheerness and rest of Isle of Sheppey. Key location for improvement is connections across the railway from Queenborough around Cromwell Road. Existing crossing bridge narrow. Potential opportunities for a wider bridge further north between Cromwell Road and New Road.	TBC	KCC, S106

	Sheerness rail stations	Ensure all stations on Sheerness rail branch are step free and stations are accessible to all non-car modes to enable people to connect to local rail by non-car modes.	TBC	KCC, S106
	Sheerness bus service	Financial support for turn up and go level bus service (3-4 buses an hour) linking Rushenden/Queenborough to Sheerness. Potentially designate Whiteway Road as bus-only through access to Queenborough. Maintain bus link to Sittingbourne.	TBC	KCC, S106
	Queenborough to Sheerness	Provide an off-road cycle route between Queenborough and sheerness.	TBC	TBC
	Rushenden to Queenborough	Safe and secure walking links from Rushenden to Queenborough station. Links to the station will enable people to travel sustainably between future housing in Rushenden.		
	Bridge Road to Sheerness-on-Sea railway station	Install walking and cycling bridge, with appropriate route transitions, over The Moat to connect shared path east of Blue Town High Street with Tesco Superstore. Install pedestrian crossing facilities at roundabout for Tesco Superstore.	TBC	TBC

		Widen footways and designate shared use. Removal of existing taxi bays. Upgrade pelican crossing to toucan and reduce crossing stages to one.		
	Whiteway Road	Implement high quality bi-directional cycle track in marshland to the east of Whiteway Road.	TBC	TBC
	Scrapsgate Road to Halfway Road Cycle route	Implement traffic calming and resurfacing where necessary on Power Station Road. Provide off road cycling and walking link through green space at the end of Power Station Road to Scrapsgate Road. Upgrade the existing footpath to a bridleway.	TBC	TBC
	Sheerness High Town Centre	Pedestrianise north west section of High Street, with exemptions for disabled access/parking. Allow loading access outside of peak times. Improve priority crossings for pedestrians and cyclists on Millennium Way	TBC	TBC
	A249/A2500 Junction	Junction capacity improvements.	TBC	HE, S106

	Sheerness 20mph zone	Investigate a 20mph zone	TBC	KCC/SBC/S106
Sittingbourne				
	A249 Sheppey Way/ B2006 Gyratory	Signalise CB approach arm from A249 Southbound offslip road (junction 11)	TBC	KCC, S106
	A249 Grovehurst Road/ B2005 Gyratory	Implementation of HIF scheme	TBC	KCC, HIF, S106
	A249 to M2 Junction 5	Highways England RIS 2 scheme	TBC	HE, KCC, S106
	B2205 / B2006 corridor between Iwade, Kemsley, and Sittingbourne	Develop high-quality segregated cycle link to support the local walk and cycle trips in the area.	TBC	KCC, S106
	Teynham-Sittingbourne Cycleway	Investigate the possibility of making cycling safer and more appealing, perhaps through a dedicated cycle lane on Lomas Road, to enable links between development at Teynham and the services and facilities at Sittingbourne. Mandatory cycle lane inbound between Rectory Rd and East St. Dedicated off-road cycle route between Teynam Station and Tonge Mill, through the new/existing Teynham allocations. Traffic calming of Lower Road between Teynham and Tonge with cycle priority.	TBC	KCC, S106

	East St Bus gate	Investigate a bus only route on East Street (Westbound) between West Lane and Crown Quay Lane.	TBC	KCC, S106
	Chalkwell Road Environmental improvements.	Environmental and traffic control improvements to improve traffic flow and pedestrian facilities along Chalkwell Road.	TBC	KCC, S106
	A2 Teynham improvements	Environmental improvement to the A2 through Teynham including parallel all movement (Southern) links between Lynsted Lane and Frognal Gardens Access Roundabout. Creation of an all movement (Northern) links between Donald Moor Avenue to Frognal Gardens Access Roundabout.	TBC	KCC, S106
	Grovehurst Road parallel link	Route through NW Sittingbourne site to facilitate access including bus route	TBC	KCC, S106
	B2006/Sonora Road	Junction capacity improvements	TBC	KCC, S106
	Iwade – Sittingbourne/Eurolink Cycle way	Creation of a new cycleway between Iwade and Sittingbourne and Eurolink facilitated through the NW Sittingbourne development and enhancing routes along Sheppey Way.	TBC	KCC, S106
	Great East Hall link to Stone's Farm	Investigate a potential link between these sites.	TBC	KCC/S106

	Sittingbourne 20mph zone	Investigate a Sittingbourne 20mph zone	TBC	KCC/SBC/S106
	Faversham			
	A251 and B2041	Signalise A2/A251 junction and investigate further improvements	TBC	KCC, S106
	Head Hill/Whitstable Road/Staple St Road	Convert junction to a roundabout.	TBC	KCC, S106
	Faversham rail cycle links	Create a cohesive, comprehensive network of walk and cycle paths both within new Local Plan developments and connecting the new development to central Faversham and railway station	TBC	KCC, S106
	Faversham bus links	Pay for bus extension from central Faversham to new developments to provide turn up and go connection to the town centre – Reflect within lower car trips generated from new Local Plan developments in the model.	TBC	TBC
	Faversham 20mph	Provide permanent physical 20mph traffic calming measures in Faversham to ensure speed enforcement which will make cycling and walking safer.	TBC	TBC
	East of Faversham	Work with developers east of Faversham to develop a comprehensive local walk, cycle, and bus priority network to link the new developments to Faversham town centre	TBC	S106

	Cycle route through proposed development on the old goods yard at the end of Jubilee Way	This could link the East of Faversham site with the railway station and there is a current PA in that could enable this.	TBC	S106
	Link East of Faversham development to Brenley corner off road for cyclists	This could be implemented by the allocations in the vicinity to encourage cycling to the wider countryside and to Whitstable and Canterbury.	TBC	S106
	Preston Street junction pedestrian improvements	Priority crossing point on Preston Street/ Stone Street junction.	TBC	TBC
	Abbey Fields to East Street	Upgraded crossings, footway updated to allow shared pedestrian and cycle facilities, and cycle signage.	TBC	TBC
	Land at Lady Dane Farm to Preston Street	Update and widen footpaths with dropped kerbs and investigate possible improvements to the long bridge like wheeling ramps and CCTV and some vegetation clearance to improve safety. would work.	TBC	TBC
	Lower Road to Hazebrouck Road	Open all movement connection between the two roads	TBC	KCC/S106
	Water Lane alternative access	Investigation of creation of a new access for Water Lane, closing existing vehicular connection to the A2.	TBC	KCC/S106

	The Mall cycle priority route and priority crossing	Reconfiguration of highway to implement two-way cycle route	TBC	KCC/S106
	Perry Court/Abbey School – The Mall Cycle route	Creation of a two-way off-road cycle route on the South side of the A2 connecting to a signalised crossing facility at the A2/A251 junction.	TBC	KCC/S106
	Lower Road to Ospringe Brickworks link	Creation of a Westbound only vehicular link from Lower Road to Western Link through Ospringe Brickworks, reconfiguration of internal highway. Retained ped/cycleway facility.	TBC	KCC/S106
	East Street	Filtered permeability against the flow of traffic for cyclists out of East Street from the pedestrian area to the traffic lights.	TBC	KCC/FTC/S106
	M2/J7	Improvements through RIS2&3 for capacity improvements at M2 J7.	TBC	RIS3/S106
	Faversham cycling and walking improvements	A variety of projects to link with the emerging Neighbourhood Plan and FTCs work on cycling and walking	TBC	FTC/SBC/S106
	General			
	Sheerness to Sittingbourne	Upgrade Sheppey Way link to increase bus and cycle demand linking between Sheerness and Sittingbourne	TBC	KCC, S106

	Sittingbourne to Faversham	Develop an east-west cycle corridor parallel to the A2 linking Sittingbourne to Faversham using existing side roads	TBC	KCC, S106
	Brenley Corner to Boughton	A dedicated cycle route down Canterbury Road from Brenley Corner to Boughton. Would need to be subject, and in agreement with, the emerging Boughton and Dunkirk Neighbourhood Plan	TBC	S106, Boughton and Dunkirk NP
	Bus priority measures	Linked to proposed allocations in the LPR	TBC	TBC
	Bus infrastructure measures	Linked to proposed allocations in the LPR	TBC	TBC
	Further mitigations to come out of Local Plan	As a result of the final transport model run.	TBC	TBC
	School Streets/ zones	Provide school street infrastructure outside schools. Safer crossings also be investigated where school streets are not feasible. Based on school street criteria.	TBC	TBC
	A2 AQ/flow capacity corridor improvements	A suite of measures to promote Public Transport between Sittingbourne and Faversham and improve the air quality of the A2 corridor	TBC	TBC
	Railway bridges	Improving accessibility of all railway bridges for all users.	TBC	KCC/S106

15. MONITORING SUCCESS

15.1 Introduction

15.1.1 In this section, targets will be set so that the strategies and policies discussed in the preceding chapters can be monitored. This can ensure that this strategy's success can be judged until its expiry in 2037. This will provide direction in finding solutions to the key challenges that Swale faces in the coming years. This strategy has aimed to set out the necessary plans to improve connectivity within Swale and beyond, to encourage more people to take up active travel and to reduce the negative impacts the transport network has on the natural environment.

15.1.2 This strategy has an overall vision to:

> Deliver a sustainable transport network in Swale that creates an attractive, green and vibrant borough. The transport strategy will enable and encourage people to travel sustainably, nurture healthy lifestyles, create less polluted places and upgrade the transport network to meet the boroughs needs

15.1.3 Six overarching objectives have been set out in this strategy to achieve the vision. The objectives are:

Objective 1 To promote active and sustainable travel enabling residents to take up these modes

Objective 2 To reduce and mitigate the impact of poor air quality related to transport whilst striving for net zero

Objective 3 To improve the journey time reliability across the transport network

Objective 4 To support the economic growth and development projected in the Local Plan

Objective 5 To consider the needs of all users across the transport network

Objective 6 To substantially reduce all road casualties and progress towards zero killed and seriously injured (KSI) casualties

15.1.4 In order to monitor the progress of achieving those objectives and therefore the strategy's vision, the following list contains the themes that will help the borough monitor the progress of this strategy:
- Active Travel and Mode Share
- Road Safety

- Freight
- Air Quality and Emissions
- Journey times

15.1.5   Within each theme, a number of performance indicators are outlined. These will be crucial in measuring and quantifying the success of the strategy.

15.2   Active Travel and Mode Share

15.2.1   As discussed in the Strategy, The Local Plan show an increase of over 13,000 homes in the borough. To ensure that these do not create an increase in car journeys and therefore a negative effect on the road network, air quality and quality of life of Swale residents then a shift towards more sustainable modes is needed. The modelling report concluded that a 20% reduction in car trips is required to ensure development does not have a negative effect on the borough.

15.2.2   Therefore, in order to keep the number of vehicle journeys made in 2037 the same as in 2011, the mode share of car journeys to work would need to drop by 31.2% in real terms. The following mode share targets are set out below in Table 13.

Table 13: Mode share targets for 2037

Transport mode	2011 mode share (%)	2037 target mode share (%)
Driving a car or van	65	44.7
Walk	11.3	15
Cycle	2.2	5
Bus	2	5
Train	6.9	9
Working mainly at home	5	15
Passenger in car or van	5.5	5.5
Other	1.3	1.3

Total	100	100

15.2.3   Specific modal share targets will be set as part of the planning process taking into account the mix, scale, location and proximity to public transport infrastructure and cycling and walking routes for new developments.

15.2.4   Achieving the trip reduction targets and sustainable mode share increases will require strong political will from those who govern Swale and Kent. The investment and implementation of the schemes set out in the Infrastructure Delivery Plan as well as the actions and policies listed in the Action Plan will be needed to help ensure the targets are met.

15.3   Road Safety

15.3.1   Road safety becomes increasingly important with an increase in active travel, as the number of opportunities for conflict increases. It is therefore imperative that an effective plan for education all road users is in place, to make them aware of the dangers of certain driving behaviours.

15.3.2   Kent County Council has a statutory duty to record personal injury collisions that are reported on Kent's roads. Personal injury collision and casualty statistics are provided by Kent Police and are used to illustrate trends and target measures to reduce both collisions and casualties.

15.3.3   The following targets align with those set out in the Kent County Council Road Danger Reduction Strategy. Achieving Vision Zero is a long-term aspiration of this strategy which hoped to lead to zero KSIs in the Borough.

> Reduce the number of people Killed or Seriously Injured (KSI) on Swale's roads to the lowest possible number of KSIs, aspiring to Vision Zero by 2037.

15.4 Freight

15.4.1 The movement of freight through Swale exemplifies importance of the borough being a key route between the UK and the continental Europe. This strategy has outlined the importance of ensuring Swale's infrastructure can handle the volume of freight now and in the future, and that the routes being taken to transport freight are appropriate.

> a. Increase the proportion of rail freight traveling through the borough.
> b. Reduce the number of HGVs travelling on residential roads in the borough.
> c. Identify sites for HGV parking within the Borough as part of an Enforcement strategy

15.5 Air Quality and Emissions

15.5.1 Alongside EU and UK limits, pollution in well populated areas needs to be monitored very closely. Rebalancing mode share in Swale and phasing out the use of the more polluting vehicles will help to address air quality issues particularly in town centres to improve the health of residents. The 6 AQMAs in Swale were declared due to potential exceedances of the EU NO_2 limit of an annual average of 40μg/m3. The target for Swale therefore reflects this. The council will monitor other areas in the borough and declare new AQMAs where necessary.

15.5.2 Swale's forthcoming EV Strategy **ADD LINK WHEN FINALISED** will provide targets to increase the proportion of electric and hybrid fleet and public transport vehicles in the Borough. This is will reduce the number of particulates coming from vehicle exhausts, specifically $PM_{2.5}$ and $PM_{10.}$

> Reduce NO_2 levels to below an annual average of 40μg/m3 to comply with the EU limits on air quality in all areas across the Borough.

15.6 Journey Times

15.6.1 Improving bus journey times and reliability will make bus travel an attractive option and will help in creating mode shift away from the private car. Car journey times will also be measures through ANPR and cordon counts where appropriate.

Reduce the journey time in the peak period for buses in the borough, particularly for key routes to the town centres.

Appendix A – Swale Modelling Report

Appendix B – Public Car Parks

Location	Name	Spaces	Description	Types of Spaces	Cost
Faversham	Central Car Park	219	short stay, pay and display car park	11 disabled spaces 1 motorcycle space 7 bicycle spaces	Up to 4 hours, £4
Faversham	Institute Road Car Park	40	short stay, pay and display car park	1 disabled space 3 bicycle spaces	Over 4 hours, £10
Faversham	Ospringe Road Car Park	30	free, free to park, car park		Free
Faversham	Partridge Lane Car Park	55	long stay, pay and display car park	1 motorcycle space	Up to 4 hours, £4
Faversham	Queens Hall Car Park	142	long stay, pay and display car park	3 disabled spaces 1 motorcycle space 1 bicycle space	Up to 4 hours, £4
Sittingbourne	Albany Road Car Park	104	short stay, pay and display car park	5 disabled spaces 1 motorcycle space 4 bicycle spaces	Up to 4 hours, £4
Sittingbourne	Bell Road Car Park	24	long stay, pay and display car park	2 disabled spaces	Up to 4 hours, £4

Sittingbourne	Central Avenue Car Park	60	short stay, pay and display car park	4 disabled spaces 1 motorcycle space 4 bicycle spaces	Up to 4 hours, £4
Sittingbourne	Cockleshell Walk Car Park	86	long stay, pay and display car park	6 disabled spaces	Up to 4 hours, £4
Sittingbourne	Crown Quay Lane Car Park	42	short stay, pay and display car park	3 disabled spaces 1 motorcycle space	Up to 4 hours, £4
Sittingbourne	Grafton Road Car Park	10	free, free to park, car park	4 disabled spaces	Free
Sittingbourne	Milton High Street	10	short stay, pay and display car park	2 bicycle spaces	Up to 2 hours, £2
Sittingbourne	Shortlands Road Car Park	35	free, free to park, car park		Free
Sittingbourne	Spring Street Car	72	long stay, pay and display car park		Up to 4 hours, £4
Sittingbourne	Swale House	72	short stay, pay and display car park	1 disabled space	Up to 4 hours, £4
Sittingbourne	Swallows Car Park	86	a short stay, pay and display car park	6 disabled spaces 20 bicycle spaces	Up to 4 hours, £4
Sittingbourne	The Forum Car Park	86	short stay, pay and display car park	6 disabled spaces 2 motorcycle spaces 4 bicycle spaces	Up to 4 hours, £4
Sheppey	Albion Place Car Park	16	long stay, pay and display car park	2 disabled spaces	Up to 4 hours, £4
Sheppey	Beach Street Car Park	94	long stay, pay and display car park	2 disabled spaces 3 bicycle spaces	Up to 4 hours, £5
Sheppey	Beachfields Car Park	76	short stay, pay and display car park	2 disabled spaces 12 bicycle spaces	Up to 4 hours, £4
Sheppey	Bridge Road Car Park	47	long stay, pay and display car park		Up to 4 hours, £4
Sheppey	Cliff Drive Car Park	20	free, free to park, car park		Free
Sheppey	Coastal Park Car Park	100	free, free to park, car park		Free

Sheppey	Cross Street Car Park	82	long stay, pay and display car park	6 disabled spaces 3 motorcycle spaces 2 bicycle spaces	Up to 4 hours, £4
Sheppey	Halfway Car Park	41	free, pay and display car park		Free
Sheppey	Hope Street Car Park	9	short stay, pay and display car park	1 disabled space	Up to 4 hours, £4
Sheppey	Jetty Car Park	6	free, pay and display car park		Free
Sheppey	Minster Abbey Car Park	17	free, pay and display car park		Free
Sheppey	Park Road Car Park	25	free, pay and display car park		Free
Sheppey	Queenborough Library Car Park	44	free, pay and display car park	2 disabled spaces	Free
Sheppey	Rose Street Car Park	169	short stay, pay and display car park	8 disabled spaces 3 motorcycle spaces 2 bicycle spaces	Up to 4 hours, £4
Sheppey	Seathorpe Avenue Car Park	20	free, free to park, car park		Free
Sheppey	Shellness Road Car Park	250	free, free to park, car park		Free
Sheppey	Ship On Shore	80	free, free to park, car park		Free
Sheppey	The Promenade Car Park	272	long stay, pay and display car park	4 disabled spaces	Up to 4 hours, £2.10
Sheppey	Trinity Place Car Park	57	short stay, pay and display car park	5 disabled spaces 3 bicycle spaces	Up to 4 hours, £4
Sheppey	Trinity Road Car Park	62	long stay, pay and display car park	2 disabled spaces	Up to 4 hours, £4

Quality

It is the policy of Project Centre to supply Services that meet or exceed our clients' expectations of Quality and Service. To this end, the Company's Quality Management System (QMS) has been structured to encompass all aspects of the Company's activities including such areas as Sales, Design and Client Service.

By adopting our QMS on all aspects of the Company, Project Centre aims to achieve the following objectives:

1. Ensure a clear understanding of customer requirements;
2. Ensure projects are completed to programme and within budget;
3. Improve productivity by having consistent procedures;
4. Increase flexibility of staff and systems through the adoption of a common approach to staff appraisal and training;
5. Continually improve the standard of service we provide internally and externally;
6. Achieve continuous and appropriate improvement in all aspects of the company;

Our Quality Management Manual is supported by detailed operational documentation. These relate to codes of practice, technical specifications, work instructions, Key Performance Indicators, and other relevant documentation to form a working set of documents governing the required work practices throughout the Company.

All employees are trained to understand and discharge their individual responsibilities to ensure the effective operation of the Quality Management System.

Award Winning

Certifications

Accreditations

Memberships

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