



Regulation 22 Part 1

Appendix B

Consultation Events and Workshops



Dover District Council Local Plan Student Workshop

The Ark, Noah's Road, Dover

Friday 12th October 2018

Student representatives from Astor College, Dover; Dover College; Dover Grammar School for Boys; Dover Grammar School for Girls and Sandwich Technology College attended a 2-hour workshop to feed ideas in to the Dover District Council Local Plan.

Our Vision for Dover District

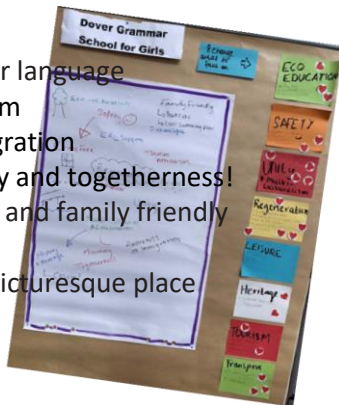
Each group was asked to describe their vision for Dover District in 2037 and identify 8 areas of change that they consider the Local Plan should focus on to get there. After sharing the outcomes with the whole group, students were then given 3 stickers to identify the areas of most importance.



Dover Grammar School for Girls

Vision:

- Promote Eco-education
- Regeneration!
- Provide English as another language
- Celebrate multi-culturalism
- Raise awareness of immigration
- Encourage unity, harmony and togetherness!
- Provide a safe, crime free and family friendly environment
- Popular, fun, bright and picturesque place
- Tourist activities
- Cool swimming pool
- Parks etc
- Pier - fun!
- Celebrate history and heritage (e.g. Dover Castle)



8 Change Areas to Focus on:

1. Eco Education

- Work closely with The Port of Dover
- Protect the District's Coastlines
- Schools to work closely with the Council



2. Safety (crime-free)

- Apply the 'Broken-window' theory
- Improve the appeal of different areas
- Create safer and crime free places
- Raise awareness of homelessness

3. Unity

- EAL support
- Celebrate multi-culturalism through events and education (e.g. food)



4. Regeneration

- Branded popular names (e.g. bring into the high street)
- Decorate windows on empty shops
- Pop-up art galleries

- Celebration of local Dover products (via a market?)

5. Leisure

- Parks
- Pools

6. Heritage

- Celebrate local history
- Host big events!

7. Tourism

- Promote tourist attractions
- Boat
- Variety of shops
- Park & Ride

8. Transport

- Link transport to tourist attractions (e.g. trams and cable car)



Sandwich Technology School

Vision:

- Change the perception
- More jobs
- Encourage small businesses
- More tourist attractions
- Promote landscapes and landmarks
- Coastal activities
- Make more use of the pier
- Stalls and markets
- Better security/emergency services
- Youth centres
- Money handling
- Better digital connectivity
- Easier access to the internet



- Linked public transport
- Making the most of high speed services
- Reduce environmental pollution
- Making more vehicles eco-friendly
- Charging points
- More eco-friendly houses
- Affordable houses
- Tackle homelessness
- Promote Dover
- Link together the coastal towns
- Tourist trail



9 Change Areas to Focus on:

1. Charging points and improve broadband
2. Affordable housing - eco-friendly
3. Clean up the streets and more seating areas
4. Eco-friendly buses - link to public transport
5. Charitable events
6. Use empty shops to start new businesses
7. Wind farms, charging ports, solar panels
8. More police "people" on streets

9. Make District more welcoming



Astor College

Vision:

- Make better use of heritage
- Cleaner
- Crime
- Add more social events
- Add refurbishments
- Add greenery and protect existing nature
- Add more independent stores
- Improve sense of community
- Add jobs for younger generation
- Become more eco-friendly
- Maintain other parts of the District (Deal, Sandwich)



8 Change Areas to Focus on:

1. Poverty
2. Lack of jobs
3. Litter
4. Negative perception
5. Poor sense of community
6. Retail
7. Crime
8. Support of integration into society



Dover Grammar School for Boys

Vision:

- Dover as a destination!
- High Street
- Tourism
- Gateway to England and Europe
- Heritage

- Multicultural
- New identity
- No stigma

"A gateway to England/Europe – somewhere to go to, not to go through!"



9 Change Areas to Focus on:

1. Maximising existing heritage
2. Linking new development with the town centre
3. Redefining the identity of the town centre
 - diversification
4. More seasonal events
 - successful ones becoming year-round
5. Embrace different cultures
 - multi-cultural destination
6. Bilbao effect – create a new draw to the town (e.g. maritime museum)
7. Joined-up thinking – all new development needs to form a meaningful part of a wider plan
8. Celebrate local businesses
9. Use all the above to dismiss the stigma



Dover College

Vision:

- Dive into Dover!
- A bustling town with independent shops
- Heritage appreciated
- Cable car to the castle and zip-wire down!
- Historic and modern, side by side
- Colourful
- Publicised, marketing, signposts, social media
- Environmental awareness (bins, plastic and recycling)
- Water fountains, free water refills
- Cycle paths and "Boris Bikes"
- Discovery Centre with performance space
- Entrepreneurial - independent shops
- Cafes
- Bond connection - 007 bus



8 Change Areas to Focus on:

1. Transport

- Zip-wire
- Trams
- Cable car
- Electric bikes and cars



2. Healthcare

GP surgeries and dental surgeries in many places!

3. Beautification

- Fountains
- Bright
- Triumphal arch
- More flora
- Seaside town



4. Environment and tourism

- Recycling bins cross the high street
- Water fountains to fill up recyclable bottles
- Cable cars/zip wires from Dover Castle
- Lower rent for independent stores in the high street
- Flowers/trees and litter pick-ups!
- Make a good impression of the UK!
- Cycle paths making Dover safer and more acceptable
- Guided tours of Western Heights!
- Cruise Terminal



5. Signposting

- Get out of the car
- That's something to do
- Advertising tourism
- Keeping people here!
- A place to wander
- Hidden places revealed
- Banksy!



6. Heritage

- Castle
- Roman ruins
- Roman painted house
- Bronze age boat
- Re-enactment in the town
- Events
- Advertising

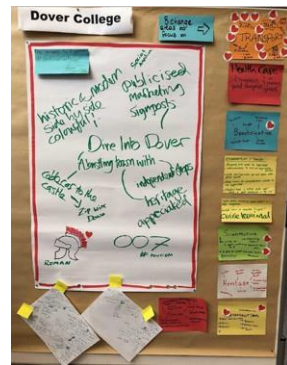


7. Encouraging Independent Shops

- Art shops/galleries
- Music
- Tourist
- Bakeries
- Coffee Shops
- Crafts

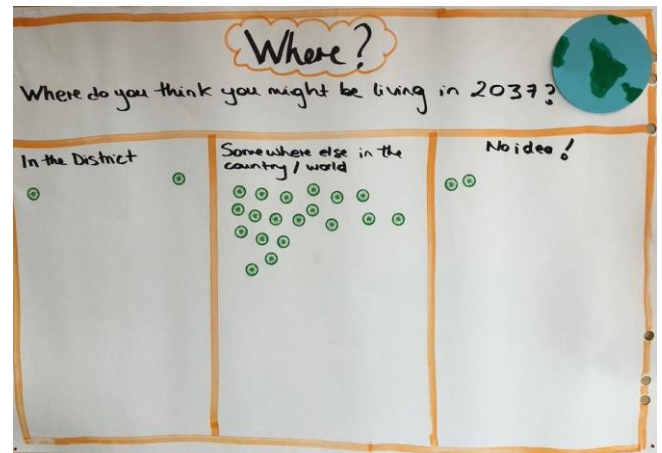
8. Tourism

- Discovery Centre
- Roman connections
- 007 bus/James Bond
- Bench street
- Performance spaces
- Re-enactments (Roman, Medieval, Napoleonic, World Wars etc.)

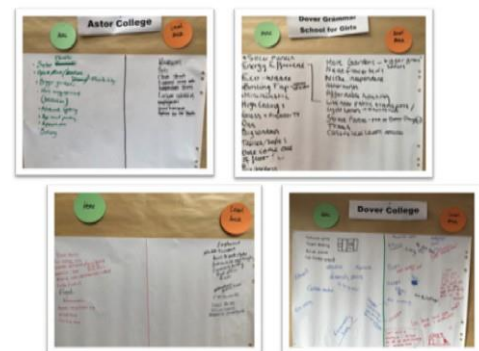


Let's Talk Houses!

Students were invited to indicate where they thought they might be living in 2037.



Students were then asked to describe features of future homes in the District and the area around them that are important to them.



Dover Grammar School for Girls

Home:

- Solar panels
- Energy efficient
- Eco-waste
- Boiling tap/instant hot water
- Minimalistic
- High ceilings
- Glass
- Oak
- Projector TVs
- Big windows
- Tables/sofas that come out of the floor
- Big gardens
- Semi-detached

Local area:

- More gardens/bigger green spaces
- Neat flower beds
- Niche, independent restaurants
- Affordable housing
- Live near public transport/cycle lanes (with bikes to hire)
- Street parties – part of "Dover Day"

- Trams
- Close to local schools to houses

Sandwich Technology College

Home:

- Solar panels
- Low energy bills
- Internet connections (online banking, TV, music)
- Responsive lights
- Recycling waste water/food/plastic/cardboard
- Gardens (medium)
- Food
- Moveable walls/flexible house
- Owned houses
- Charging points for cars

Local area:

- Employment
- Affordable transport
- Access to youth clubs
- Interactive neighbourhoods
- Community building
- Post Office
- Banks
- Restaurants
- Local parks
- Leisure centres
- Responsive high street lights

Astor College

Home:

- Solar panels
- Open-plan (kitchen diners) – flexibility
- Bigger gardens
- More energy efficient (insulation)
- Natural lighting
- Balcony
- Off-road parking
- Affordable

Local Area:

- Wind farms
- Parks
- Clean streets
- Lowered crime rate
- Independent stores
- Leisure activities
- Employment
- Good transport
- Options for the youth

Dover College

Home:

- Hypocaust system
- Triple-glazing
- Solar power
- Low-carbon outputs

- Colourful
- Carbon-neutral
- Nice feeling
- Affordable
- Aesthetically pleasing
- No boringness!
- Environmentally friendly
- Staggered – all building have views of the sea and not overlooked

Local Area:

- Playgrounds and parks
- Nice views
- Green!
- No 60's blocks
- Lively
- Barn conversions
- Bright – more windows, less brick
- Trees and flowers
- Nice community
- Nice buildings
- I want houses which aren't built in a rush and so close together like all the "Lego-Land" estates being built at the moment
- Less brick, more stone, wood, glass and alternatives
- Don't build in the countryside and instead use all the empty building we already have and re-generate

Dover Grammar School for Boys

Home:

- Solar panels
- Electric car-ports
- Vice activated
- Interesting design (current new houses look like they're from the 1980's – why are they so boring and looking the same?). Just because it's happening, it doesn't mean it's right and what people want.
- Planners need to support new approaches to design (modular, pre-fab, new styles, more exciting, allow architectural experimentation)

Local area:

- Accessible sport
- Sport for girls/women
- New houses near new infrastructure, amenities, schools, shops and public transport
- Utilities
- Local shops in villages
- Reduce carbon-footprint

One BIG Message for decision-makers!

Each group was invited to feedback 2 BIG messages for decision makers, as follows:



- Jobs for the community
- Dover needs to be somewhere to go to, not to go through!
- Change the perception
- Make Dover an attractive place for people to stay, not to pass through. Colourful, independent, individual, interesting
- Moving to the future whilst celebrating the past
- Improve the environment through education and the Port to reduce emissions and raise awareness of an eco-friendly society
- Eco-affordable housing
- We can make Dover District a united community with respect to our own heritage. For example, through EAL support classes and an awareness of immigration
- Just because the housing planning policy exists, it doesn't mean it's right or what people want (all new houses are boring!)



Students were then invited to offer any final messages about priorities for the Local Plan:

- My personal message to the council would be to give Dover some TLC, and better sports facilities (e.g. use the cricket ground for more than just Dover College as that's selfish!).
- One of the things that I would like to change about Dover is that I would like for it to have more tourist attractions so more people will

enjoy staying at Dover instead of driving past it without noticing.

- Affordable housing for young people and homeless people
- Tackle homelessness
- Affordable housing



- Don't play safe! Take what you have and celebrate it and raise it up. Make Dover a place you would want to visit. Make Dover a place that you would want to live. Think differently!
- When making decisions, think of Dover as the welcome to the UK. Let's bring colour, creativity and culture!
- Don't forget the past when planning for the future.
- Sort out the recycling system. Why can we not get our recycling rate up to around 97%?
- There needs to be a radical reconsideration of what Dover is and what it is going to be. We can't keep doing things little by little (one development at the time). It needs to be part of a wider plan to create a new identity for the area; to redefine it as a destination. There has to be an element of risk in what we do or nothing magnificent will happen.
- Get rid of that BAD stigma that exists around Dover. That's what is dragging Dover down. At the end of the day, Dover is the first thing people see coming off the ferry. Let's make it a good example of what England has to offer.
- Make Dover more attractive. Re-furbish shops and old buildings. Make areas for young people. Bring in independently owned shops – import a sense of place.
- My personal message is to change the area and perception of Dover Town as it feels like it has been left to rot. There's poverty and no respect therefore clean the streets, stop petty crime and give Dover a completely different reputation.
- More leisure activities. Use the derelict buildings that are littered throughout the town.
- More eco-friendly resources.
- Dover needs more opportunities for people

- after school or university. People need a reason to come back to Dover or to come here in the first place.
- Dover has a bad stigma and it's stopping Dover progressing and being attractive to the rest of the world. Stigma needs to be more positive.

Finally - students were invited to



comment on the session they had participated in:

- I enjoyed taking part today and having ideas put forward for the community
- This morning has been good, allowing various views from the youth. Gave us a chance to voice our opinion.
- It was lovely to have a part to play. Apologies for the bluntness of my colleagues!
- I found the experience very interesting and I felt I was listened to.
- The experience of today was very interesting and felt like we were listened to.
- The experience has been interesting and felt hope for areas within the Dover District that action may actually be taken, so very positive emotions

- Today was a good experience and I am now more well-rounded on my knowledge of Dover as a whole. This will help me when using Dover as my case study in the up-coming exams.
- This experience has been very good as we have been able to give our opinions and have our say on the path Dover needs to follow. Thank you, I hope it opens up your eyes
- I hope it is not just ticking the 'local consultation' box and what has been said will be listened to.
- Today has been an interesting look into the future of Dover District and I hope that our suggestions are considered properly!
- Informative, enthusiastic, immersive, team work, insightful!
- I found this experience very good because it shows me how to change Dover District and I hope to see a change in future years.-
- I felt this experience was a good opportunity to gather people's ideas around the District and what they want to change/keep
- I enjoyed today and found it interesting
- I enjoyed this session we had today
- The experience of today was good and I feel that my points were valued.



Dover District Council

Development Management Workshop

The Ark, Dover, Friday 12th October 2018

Introduction

Dover District Council has commenced a Local Plan Review that will cover the period up to 2037. In order to inform this process, a series of workshops has been organised to obtain initial thoughts on aspects of a new vision, objectives and policies for the District, and to reconsider how we make allocations for new housing. The focus of the events was on a fully participative process with small group discussions and clustering of outcomes.

This fourth workshop held at The Ark, Dover on 12th October 2018 involved stakeholders with a special interest in policies related to Development Management.

The workshop was facilitated by Peter Woodward and Mia Forbes Pirie, experienced independent facilitators. This report contains all the outcomes from the group discussions. These have been accurately transcribed from notes taken by the small group facilitators. Inevitably they will require further reflection and refinement during the Local Plan preparation process.

Participants in attendance were from the following organisations:

- Barton Willmore
- Corstorphine & Wright Architects
- CYMA Architects
- Design Architecture Ltd.
- DHA Planning
- Dover District Council – Corporate Estate and Coastal Engineer
- Dover District Council – Environmental Health
- Dover District Council – Legal
- Dover District Council – Natural Environment
- Dover District Council – Members of the Development Management Team
- Dover District Council – Senior Architect
- Dover District Council – Climate Change
- Finns
- Folkestone and Hythe District Council
- Historic England
- Kent County Council – Archaeology
- Kent County Council – Highways
- Kent Downs AONB Unit
- Lambert and Foster
- Lee Evans Planning
- Persimmon Homes
- Peter Bernamont Architect
- S C Green

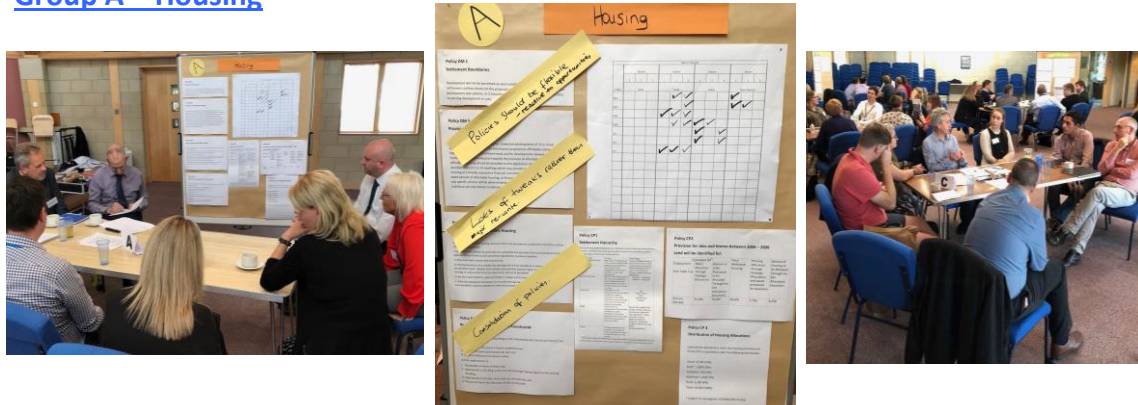


Reviewing the development management policies

The aim of the workshop was to give representatives an opportunity to review and discuss the existing local plan policies (Dover District Local Plan, Core Strategy, Land Allocations Local Plan) and suggest additional policies.

Participants attended 3 rounds of small group discussions. These were noted by table facilitators from the Planning Department as follows:

Group A – Housing



Policy DM1: Settlement Boundaries	
Suggested change:	Rationale:
<p>Need policy as you need some idea of where development is acceptable.</p> <p>General support, but needs tweaking</p> <p>Tweaking policy or could you combine with Policy CP1?</p> <p>Need to reflect exception to the rules</p>	<ul style="list-style-type: none"> - Too prescriptive. - Good opportunity on the edge of settlements - Cannot pigeonhole sites as come out of the wood work - Should be more flexible - Need windfall sites - Do not want sporadic development - Should be some form of exception rule - Helpful to start somewhere! - Creates too much uncertainty - Define what is acceptable – development found on settlement confine – rare occasion could be acceptable if no harm to the countryside. - Carefully drawn with landscape protection and to allow for the expansion. - Confines must be logical (needs an additional policy in the plan to justify development beyond confines). - Pre-NPPF. Not positively worded as it could be missing some flexibility - Do you still need confines? Some LPAs refer to the built environment. Other Councils (e.g. Wealdon) identify broad areas for growth. - Positively plan for growth if it addresses local housing need. - Start the text in the policy more positively as it is currently worded negatively. - Should the policy be linked to the settlement hierarchy? - Combine policy DM1 and CP1. - Expand CP1.
Policy DM5: Provision of Affordable Housing	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Needs to set out a starting 	<ul style="list-style-type: none"> - Needs flexibility

<ul style="list-style-type: none"> - position - Major re-write required to make it consistent with NPPF - Elements – larger sites or smaller site financial contribution 	<ul style="list-style-type: none"> - Logistics of delivering affordable housing on small sites is sometimes very difficult - Criteria of 10 dwellings is no longer compliant with NPPF - Policy currently does not mention infrastructure - Do not want to make the policy town-specific? - Brought in line with the NPPF. - At the moment it is 30% or nothing - At the moment do not negotiate - Should the policy offer the possibility for a financial payment or should you set out what you want to achieve - Needs to be above '10' units to be in line with NPPF - Threshold out of date - Very long policy could be shortened - Simplify into categories - Is 30% across the District or should it be different? Up to date summary of need - Could define the viability more - Need to caveat the viability to be in line with NPPF. This could be in a SPD?
Policy DM6: Rural Exception Affordable Housing	
Suggested change:	Rationale:
Tweaking the policy in terms of looking at Entry Level exception sites (para. 71 of the NPPF)	<ul style="list-style-type: none"> - Updated to reflect para. 71 of the NPPF - Does this cover starter homes? - Is it covered by other policies? - Need more justification than the needs of the PC - Relook at the policy in light of the NPPF - Should start by tightly defining the confines and then this policy should look at those exceptions - Could make the policy very permissible - Principle something to retain
Policy DM8: Replacement Dwellings in the Countryside	
Suggested change:	Rationale:
<p>Tweak or delete!</p> <p>Do you need this policy?</p> <p>Out of date?</p>	<ul style="list-style-type: none"> - Picking out the criteria that are still appropriate - At the moment there are two different objectives: permanent structure/lawful use in criterion (i) - Must be in a generic design policy - Criteria (ii) – very restrictive (existing dwelling and context) - Criteria (iii) – of no architectural or historic value – what is this? - Unsure what it's aiming to achieve? - Flood-risk dealt with already – no need for this in the policy (lose last part of the policy) - First three criteria guide me to what I should be looking for
Policy CP1: Settlement Hierarchy	
Suggested change:	Rationale:
<p>Local Centre:</p> <p>GP Surgery:</p>	<ul style="list-style-type: none"> - Principles helpful but needs to be reviewed. - Possible refinement of the "hamlet" - Good starting point to look at the services and facilities - Trying to identify most sustainable settlement - Sustainability hierarchy. - Not the settlement itself. - Justification sound but whether it has the flexibility? - Need to consider how you treat hamlets. - Do not need to stick with the status quo – just because it

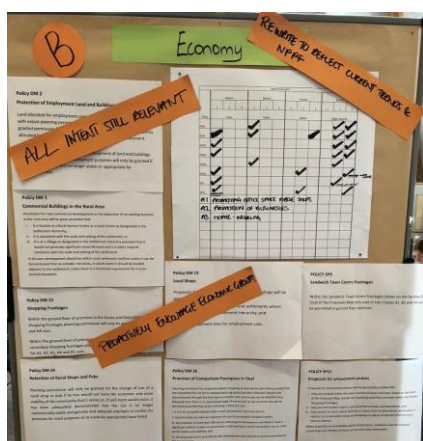
	<ul style="list-style-type: none"> - is a hamlet , should it always be a hamlet? - Should be open-minded. - Expect some form of shop, some form of accessibility/connection to a larger settlement. - Possibly “function” in the text rather than the policy.
Policy CP2: Identified Need	
Suggested change:	Rationale:
Do not need policy CP2	<ul style="list-style-type: none"> - Informative rather than a policy - Do you need this in a policy?
Policy CP3: Settlement Distribution	
Suggested change:	Rationale:
Do not need policy CP3	<ul style="list-style-type: none"> - This information can be in a table in the LP rather than a policy - Do you need this as a policy?
SUGGESTED NEW POLICIES:	
Agricultural Dwellings <ul style="list-style-type: none"> - Circumstances for an agricultural dwelling (financial and function test). - Recognise vacant building credit - Circumstances that the conversion of a rural building would be acceptable <p>BRT – there is currently no specific policy on BRT so there is no mechanism for smaller sites to pay for this as it falls on the larger sites</p> <p>Do you need a policy in order to allow you to switch your strategy if you are not delivering housing in a certain area?</p>	

Table A: Housing												
Policy	Session			Session			Session			Session		
	1	2	3	1	2	3	1	2	3	1	2	3
	Keep			Delete			Tweak			Major Rewrite		
DM1								✓	✓	✓		
DM5									✓	✓	✓	
DM6							✓	✓	✓			
DM8				✓	✓			✓	✓			
CP3				✓		✓						
CP2				✓		✓						
CP1							✓	✓	✓			

Group A: Overall Observations:

- Policies should be flexible – reactive to opportunities
- Lots of tweaks rather than major re-write
- Consolidation of policies

Group B – Economy



Policy DM2: Protection of Employment Land and Buildings	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Clarifications of definitions to help architects/developers - Setting out rules in terms of viability - Narrowing down requirements - Needs more definition but not so it's too prescriptive - Wording for refusal needs tweaking - Good policy for protecting high street - 'Viable' and 'Appropriate' need clarifying - Providing information on what is needed to proving viability (general idea on how an application can be supported) - Self-referencing - The way it's written shouldn't be negative - Concern/consideration should be given to PD rights - Lines with B1/B8 blurry - Negative wording (comes from the stance of "no") so should be changed to positive wording - The inclusion of criteria would be helpful 	<ul style="list-style-type: none"> - Wordy in its current form - Agree with it in principle - Good policy for protecting high street - Policy annoys clients – scuttles projects - A little over protective from architectural perspective - Current policies open door to interpretation - Generic but necessary - Review to ensure in line with the NPPF - Worth in protecting employment land – supporting strategy - Respond to trends and market changes - Want appropriate uses to work with each other - 'Not making it too precise' - is it about economic viability?
Policy DM3: Commercial Buildings in Rural Areas	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Change "it is consistent" to "complements" - Look at a word that is different (e.g. that would enable design and safeguard policy) . For example "<i>sympathetic</i>" - The policy needs to give an opportunity to do something different but is also <i>sympathetic</i>. - Reflect character of setting - Emphasis needs to change - Consideration should be given to 	<ul style="list-style-type: none"> - It is needed and clear in what the policy is asking for - Inflexible and restrictive - Restrictive in practice - Enables freedom for the architect to explore design - Conflicting thoughts from DM officers regarding whether the policy currently works well - Bringing terminology in line with NPPF

<ul style="list-style-type: none"> - amending wording - Review grammar of existing policy - Could be simplified and made more succinct - Duplication – refrain from referring to things that are already covered elsewhere in Local Plan - Rural area isn't defined - Potential conflict with sequential test - Last paragraph sounds like DM1 – potential duplication 	
Policy DM22: Shopping Frontages	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - See SP9 comments below - No changes! - Merge DM22 and SP9? - Recognise nature of town centres need to be changed – current trends - Incorporate leisure uses - Expand use classes to be more flexible to encourage more footfall - Policy to diversify the town centre - NPPF – broad definition of uses - Potential to expand use or make reference to town centre uses in the NPPF - Keep it current! - Is it necessary to specify uses for primary/secondary (potential to only refer to TCB) 	<ul style="list-style-type: none"> - From architectural perspective the policy is out of date - Cover Dover and Deal only (and use SP9 for Sandwich) – a single policy covering all towns is most preferred - Key to have an active frontage - Easy to use – clear (style is right and intent is right) - Does what it sets out to do - Clear and concise - Helpful from a Development Management perspective - Need for flexibility to reflect changes in trends and patterns - Businesses want to move out
Policy DM23: Local Shops	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - No need for policy (would come under general strategic policy) 	<ul style="list-style-type: none"> - Works well - Unsure of purpose - Considered as common sense so doesn't require a policy - Currently policy not used - Subject already covered by principles in the NPPF
Policy DM24: Retention of Rural Shops and Pubs	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - No changes - Consider tying in 'community value' element - Policy OK but needs more work and signposting - <i>"Genuine and adequate attempts"</i> requires more clarification (e.g. on specifications/requirements/marketing) - To avoid interpretation - Marketing strategy – other community uses 	<ul style="list-style-type: none"> - Important in principle - Currently covers everything it should - Policy is needed - From an architectural perspective the policy is out of date and there is a need to recognise current and future trends - Needs to align with NPPF
Policy DM26: Provision of Comparison Floor Space in Deal	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Clarification on what is meant by <i>"comparison"</i> – does it relate to town 	<ul style="list-style-type: none"> - Need to consider convenience to comparison – Dover District not just Deal

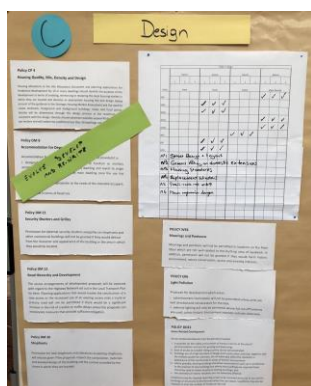
centre uses? - Major re-write (incorporate into strategic policy)	- Repeating sequential test - Keep up to date with what is going on - Necessary policy to have - Long but clear
Policy SP9: Sandwich Town Centre Frontages	
Suggested change:	Rationale:
- Merge with DM22 - Review to determine how to incorporate Sandwich into DM22	- Potential duplication of DM22 - Use for Sandwich (and use DM22 for Dover and Deal) - no need to have multiple policies
Policy SP12: Proposals for Amusement Centres	
Suggested change:	Rationale:
- Does it give the same level of protection to Dover and Sandwich (if required)? - Better suited to a strategic policy rather than place-making policy? - Is this still relevant for Dover (attempts to reduce deprivation and gambling etc.)?	- Protects Deal sufficiently - Large repetition of what is set out in the NPPF
NEW POLICIES:	
- Promoting office space above shops - Promotion of businesses - Home-working – recognition of changing habitat and need for good broadband	

Table B: Economy												
Policy	Session			Session			Session			Session		
	1	2	3	1	2	3	1	2	3	1	2	3
	Keep			Delete			Tweak			Major Rewrite		
DM2							✓				✓	✓
DM3							✓				✓	✓
DM22	✓										✓	✓
DM24	✓										✓	✓
DM26							✓				✓	
DM23	✓				✓							✓
SP9	✓										✓	
SP12	✓				✓							✓
A1	Promoting office space above shops											
A2	Promotion of businesses											
A3	Home-working – recognising impacts of changing working habits (e.g. office space/broadband)											

Group B: Overall Observations:

- Re-write to reflect current trends and NPPF
- All intent still relevant
- Proactively encourage economic growth

Group C – Design



Policy CP4: Housing Quality, Mix, Density and Design	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Include electric charging points - High density not always desirable from access and parking perspectives except in urban hubs (need also to be wary that capacities can become targets) - Layout shaped to avoid external noise - Should layout and parking considerations be moved into a separate policy? - Should the policy also apply to developments of less than 10? - The section regarding purpose of housing should be retained - Possibly separate out in different issues? 	<ul style="list-style-type: none"> - Reflect NPPF - NPPF does not specify any density - Presentation of parking needs review. - The policy covers three separate aspects and it might be clearer if they were dealt with in separate policies
Policy DM9: Accommodation for Dependant Relatives	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - The supporting text suggests accommodation should be attached which may not be flexible enough - Addresses a relevant issue - The term "dependent" may be not be appropriate to describe today's need - What does 'principal' mean? As opposed to main - Why include flood risk? 	<ul style="list-style-type: none"> - Issue may be stronger now with younger people living with parents longer. - Helps with social care - the pressure on social services is a growing national issue
Policy DM12: Parking Provision	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Some parts outdated but prevention of new accesses onto primary roads is still relevant. - Needs review to take out vagueness e.g. mitigation measures. 	<ul style="list-style-type: none"> - Needs major review in light of the new NPPF
Policy DM20: Shop Fronts	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Merge with DM21? - Include consideration of heritage 	<ul style="list-style-type: none"> - DM21 addresses a closely related matter
Policy DM21: Security Shutters and Grilles	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Still valid but review in case of updating (see how contemporary conditions have been framed) 	<ul style="list-style-type: none"> - Protects street scene especially in regeneration centres and town centres

Policy DD21: Horse Related	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Still relevant but some review needed drawing on up-to-date conditions - Review taking account of AONB guidance - Consider cumulative issue of character of landscape 	<ul style="list-style-type: none"> - Still relevant but update/review
Policy ER6: Light Pollution	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Need to review effectiveness and whether EH exercise sufficient control anyway - Is there a dark skies angle to this? - Possibly separate out advert lighting into advert policy? 	<ul style="list-style-type: none"> - Evidence base and NPPF
Policy WE6: Moorings and Pontoons	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Is it still needed? 	<ul style="list-style-type: none"> - Review the evidence
Additional:	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - A1 – Street design and layout - A2 – General policy on domestic development and small-scale - A3 – Optimal housing standards - A4 – Replacement windows especially in conservation areas - A5 - A policy to require development to respect its context. Solution to be contextual and place-responsive 	<ul style="list-style-type: none"> - Promote early consideration in design process - Take NPPF option

Additional points:

- Endorse highway layout not leading design process.
- Design guidance not to stifle creativity. Context does not mean copy.
- Optimal housing standards not considered beneficial by some of the group (Middle Street Deal could not be built under them).
- Counter views relating to conversions
- Consider experience of Maidstone and Ashford and Medway.
- New NPPF requiring high quality design – our chance to say what this means in Dover

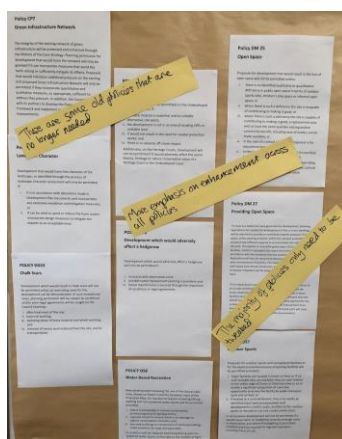
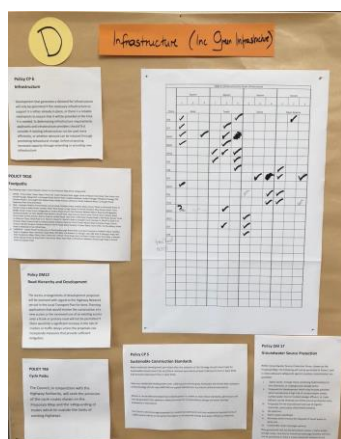
Table C: Design												
Policy	Session			Session			Session			Session		
	1	2	3	1	2	3	1	2	3	1	2	3
	Keep			Delete			Tweak			Major Rewrite		
CP4										✓	✓	✓
DM9							✓	✓	✓			
DM21							✓	✓	✓			
DM12										✓	✓	✓

DM20										✓	✓	✓
WE6				✓	✓	✓						
ER6							✓	✓	✓			
DD21							✓	✓	✓			
AP1	Street design and layout											
AP2	General policy on domestic extensions											
AP3	Housing standards											
AP4	Replacement windows											
A5	Small-scale res. up to 9											
A6	Place responsive design											

Group C: Overall Observations:

- Evolve, develop and re-write

Group D – Infrastructure



Policy CP5: Sustainable Construction	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - We need more strength in this - Does the Council have carbon-neutral aspirations? - Big question of how we can show the evidence locally - Top priority should be energy and water efficiency - Orientation of buildings - Need to require more power points so builders can use electricity during construction to reduce air pollution from generators - Building regulations are the best way to impose construction standards because then it doesn't mess up the construction 	

<ul style="list-style-type: none"> programme Shouldn't be a disconnect between planning department and building regs. 	
Policy CP6: Infrastructure	
Suggested change:	Rationale:
<ul style="list-style-type: none"> Keep the policy Mechanism to collect the money must be stronger – it puts too much onus on using existing infrastructure Travel plans are weak and should secure infrastructure at the start Policy should identify key infrastructure items This policy seems to limit development to areas where there is already development Wording is confusing – the word 'infrastructure' is used too frequently. Not strong enough nor clear Should be in accordance with the adopted infrastructure delivery plan, speculative developments will have to pay for revision of the IOP Shorten to just the first sentence – doesn't need the second sentence within the policy and it could be moved to the supporting text. What is the scope of 'infrastructure' 	<ul style="list-style-type: none"> Major re-write
Policy CP7: Green Infrastructure	
Suggested change:	Rationale:
<ul style="list-style-type: none"> Broadly sensible, but could be stronger on improving and increasing amount and connectivity. Is supported by a map which identifies areas that should be protected 'Green infrastructure' needs to be more closely defined? 	
Policy DM12: Road Hierarchy and Development	
Suggested change:	Rationale:
<ul style="list-style-type: none"> It is out of date because based on Kent and Medway access plan But needs to be retained with different wording to recognise the application is being dealt with in local context If a business wants to widen their access to increase trade the hours of use could be controlled to promote local amenity, should also cover locally important roads 	NPPF does not cover this
Policy DM16: Landscape Character	
Suggested change:	Rationale:
<ul style="list-style-type: none"> Keep this policy DM would like a policy for this designation We should have a specific policy for AONB (see New Policies below) Should have a more positive spin Development should enhance the character of the landscape/should tie into landscape character assessment 	<ul style="list-style-type: none"> Landscape character and heritage coast are different concepts Natural England provide the professional view on SSSI's etc. but this is relates to landscape. Used a lot Heritage coast is a landscape designation Very important change – the first line: 'Development that harms will be refused'

<ul style="list-style-type: none"> - Applications should identify which area they fall into and how they will contribute to that character - How does this relate to DM15? PWS says that countryside is landscape – why do we have two policies? This must be clarified. - Needs to be tied down more by linking to the landscape character assessment 	<p>should be replaced with a positive statement first. Conserve and enhance not just prevent</p> <ul style="list-style-type: none"> - Is out of step with the NPPF
Policy DM17: Ground Water Protection	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Keep largely as is but what does ‘adequate safeguards’ mean? Should be very robust 	
Policy DM25: Open Space	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Open space standalone policy should stay but could be supported by improved mapping i.e. rationale for each protected space 	
Policy DM27: Providing Open Space	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - When green space is being designed use WHO standards re: noise - Raise the threshold to ten houses 	<ul style="list-style-type: none"> - so that open space can be enjoyed quietly
Policy CO5: Undeveloped or Heritage Coasts	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Most of our coastline requires protection and the policy should say development is ‘not permitted’ if it requires new sea defences - Undeveloped or heritage coast – the application of this policy to each category is not clear - Character of the coast is one point – this could be covered in DM16 - The policy should mention shore line management plans in the explanatory text - Check the Canterbury local plan – developer must be aware 	<ul style="list-style-type: none"> - Current policy is too light – needs to be stronger
Policy CO8: Development Which Would Adversely Affect a Hedgerow	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Retain! - Does it mean hedgerows in all locations – this should be defined – maybe only those that contain 5 species or more? 	<ul style="list-style-type: none"> - Tie into the background legislation
Policy DD23: Chalk Scars	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Delete 	<ul style="list-style-type: none"> - Covered by landscape policies
Policy OS7: Outdoor Sports	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Could merge with DM27 - Impact of any illumination would be dealt with as an amenity issue and this is covered elsewhere 	
Policy OS8: Water-based Recreation	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Get rid of this policy 	<ul style="list-style-type: none"> - Too specific to Stonar – bats are covered by other legislation

Policy TR9: Cycle Paths	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Link to TR10 – Footpaths - Applications to demonstrate how they link to sustainable modes of transport - Should be within 100m of a bus stop where reasonable especially cycle paths which cannot always be provided within the existing network - New cycle paths should be linked to an existing network 	<ul style="list-style-type: none"> - NPPF is too vague on this point
Policy TR10: Footpaths	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Not needed – naming footpaths is not necessary - Each development to provide evidence of how it will link with sustainable modes of transport - Promote sustainable modes within the site and aim to link 	<ul style="list-style-type: none"> - Have sustainable modes of transport policy combining footpaths, cycling
NEW POLICIES:	
<ul style="list-style-type: none"> - New policy on AONB (there is a model policy available) not in the management plan would link the management plan to our local plan. - Why do we have heritage coast, not AONB? 	

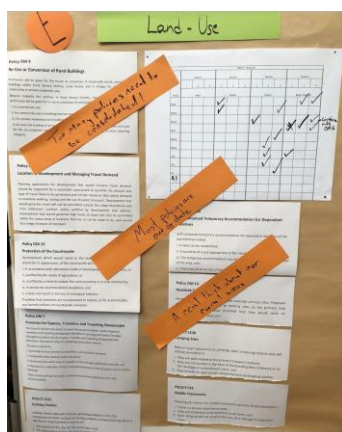
Table D: Infrastructure												
Policy	Session			Session			Session			Session		
	1	2	3	1	2	3	1	2	3	1	2	3
	Keep			Delete			Tweak			Major Rewrite		
CP6	✓								✓		✓	
CP7	✓							✓				
DM25	✓		✓					✓				
DM27	✓							✓				
DM16							✓	✓	✓			
CO5							✓		✓			
CO8									✓	✓		
CP5					✓					✓		✓
DM17	✓											
TR9						✓				✓		
TR10						✓				✓		
DM12	?							✓				
DD23				✓								

OS7				✓				✓				
OS8				✓								

Group D: Overall Observations:

- There are some old policies that are no longer needed
- More emphasis on enhancement across all policies
- The majority of policies only need to be tweaked

Group E – Land Use



Policy DM4: Re-use or Conversion of Rural Buildings

Suggested change:

- Remove criteria that makes this policy specific to settlement confines
- Do we need the word 'scale' in the last sentence.
- Add requirement for a structural survey (in some but not all circumstances)
- An over-riding design policy is needed to be read in conjunction with this policy.
- Don't agree that there is a need to make a requirement for structural reports.
- Remove/change settlement criteria
- Keep last sentence?
- The consequential impact of development needs to be managed
- Need for structural reports
- Reword to have an AONB specific policy
- Or potential for there to be an additional AONB policy
- Overall keep but re-write

Rationale:

- Existing policy does not reflect presumption in favour of sustainable development under Para 11 NPPF
- Bringing building back into use and best use of existing resources
- Re-use and conversions of existing buildings is a valuable source of housing
- Retaining existing settlement criteria will enhance countryside
- Does not reflect updated PD rights
- Last sentence of the policy should be kept to ensure that development is sustainable
- Currently can't determine whether building is structurally sound so structural reports are needed
- Policy is out of date
- Policy should be deleted as is overly restricted and does not comply with the current NPPF
- AONB specific policy is needed as PD rights do not apply within the AONB

Policy DM7: Provision for Gypsies

Suggested change:

- Rewrite to be helpful for existing site.
- Criteria needed to deal with utility blocks.
- Additional criteria needed with respect

Rationale:

- Current policy does not reflect current NPPF requirements

<ul style="list-style-type: none"> - to environmental protection - There is a need to include criteria around how we treat utility buildings. - There is a need for new criteria that considers extensions to existing sites - How do we deal with infrastructure? 	
Policy DM10: Self-contained Accommodation for Dependant Relatives	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Delete 	<ul style="list-style-type: none"> - Should be covered by a reworded DM9 policy. - Practical difficulties around ensuring remains temporary
Policy DM11: Location of Development and Managing Travel Demand	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Delete but ensure it's covered within the CP6 type policy - How to fit with future needs and current NPPF 	<ul style="list-style-type: none"> - Current policy does not add much
Policy DM14: Roadside Services	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Delete 	<ul style="list-style-type: none"> - Overly restrictive and does not comply with NPPF
Policy DM15: Protection of the Countryside	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Rewrite and merge with DM 16 - Reworded policy is needed that comes at this from a more positive angle in line with the NPPF 	<ul style="list-style-type: none"> - Doesn't comply with NPPF
Policy CF2: Mobile Classrooms	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Delete 	<ul style="list-style-type: none"> - Covered by KCC
Policy LE30: Camping Sites	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Rewrite so more positive - More flexible criteria. Reference to landscape character needed. - Change criteria to ensure quality particularly in the AONB and other protected areas - Question whether still needed as a standalone policy or whether a more general tourist accommodation policy is required. 	<ul style="list-style-type: none"> - Out of date - Just saying 'no' to new sites is not in line with corporate plan objectives to increase tourism
Policy LE31: Holiday Chalets	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Delete and rework into general camping and holiday policy 	<ul style="list-style-type: none"> - Too restrictive
NEW POLICIES:	
<ul style="list-style-type: none"> - Should have an AONB specific policy for re-use of buildings in the countryside - There should be a general protection of the AONB type policy - New general policy for tourist accommodation. 	

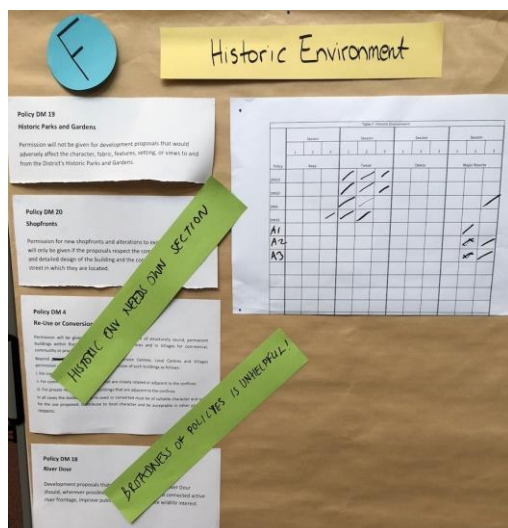
Table E: Land Use				
Policy	Session	Session	Session	Session

	1	2	3	1	2	3	1	2	3	1	2	3
	Keep			Delete			Tweak			Major Rewrite		
DM4							✓				✓	✓
DM11						✓	✓					
DM15				✓								✓
DM7											✓	✓
DM10						✓						
DM14					✓							
LE30					✓					✓		
LE31					✓							
CF2						✓						

Group E: Overall Observations:

- A real think about our rural areas
- Most policies are out of date
- Too many policies need to be consolidated!

Group F – Historic Environment



Policy DM4: Re-use or Conversion of Rural Buildings (Heritage Element)	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - "Suitable for Conversion" – is this sufficient? Does it explain enough? - Possibly means "suitable to significance of building"? - "Adjacent to the confines" – possible problem with buildings outside this area 	<ul style="list-style-type: none"> - Needs clarification on what this means – what required in an application? - Policy is not specific to heritage so perhaps have two separate policies to enable detailed heritage points to be bought out in clearer fashion?

<ul style="list-style-type: none"> - Inflexible: need new policy to ensure that non-designated, locally listed, heritage buildings, and possibly historic buildings in AONB are covered. Need separate policy to ensure their protection. - “Structurally sound” – what is this definition? Is extent of repair required a consideration in defining “structurally sound”? - Process of conversion can help to stabilise. Perhaps better to define as “capable of conversion without too much rebuild or demolition” - “Adjacent to the confines” – change! - “Suitable character and scale” – is latter word absolutely necessary in policy? - Are defined uses required within policy? - Separate re-use of buildings and conversions into two policies - Definition of the word “re-use”? - Relax planning questions re: use and confines: itemisation – preferred uses in list with best at the top? - Primary focus of policy sustainability not heritage 	<ul style="list-style-type: none"> - Not compliant with NPPF – appropriate areas for conversion - Character is important and is sufficient in policy - Impact of part Q on policy - “appropriate re-use” definition needed - Planning use (optimal viable use) applications versus applications requiring change to fabric of the building.
Policy DM18: River Dour	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Anything to relate to re-opening of river where below ground? EA requirements for opening up river are difficult. - “Wherever possible” - Retain as is but make stronger by including more than setting: “intrinsic value”, “habitat rarity” - More environmental aspects that are in planning 	<ul style="list-style-type: none"> - EA requirements. Increase access aim. Information required so developers know what EA will require - Relocate to end of policy sentence? Enhancement of supporting text may be required to ensure no ambiguity and to enhance the importance of the designation of the River Dour
Policy DM19: Historic Parks and Gardens	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - “Significance” not included in policy – weighing benefit vs. harm - Ensuring which are identified as historic or identify in the preamble - Not NPPF compliant\Potentially too strong wording – too negative - Do we need it? - Wording – wouldn’t expect to give permission for works which would cause harm anyway i.e. “not be given” - Does it add anything to what is in the NPPF? - Policy does not relate to para 197 of the NPPF so is it needed? - Too negative terms 	<ul style="list-style-type: none"> - Not NPPF compliant and need to accept degree of harm to get benefit - Is NPPF sufficient to cover this? Does it cover it well enough? - Word it more positively – relocate the “not” – use wording in NPPF? - Consider rephrasing “not be given” to be more in line with para 197 i.e. introduce term “harm”

Policy DM20: Shop Fronts (Heritage Element)	
Suggested change:	Rationale:
<ul style="list-style-type: none"> - Change of use of shop to residential for example can be problematic with policy re design consideration being included - “Respect the composition” – what does this mean? - Potentially steered too far towards historic buildings and areas - Does policy cause issues with ability for building to change in an appropriate manner if use changes e.g. to residential - DDA compliance – balance between this and policy? - “Respect” (use something more assertive). Proactive wording to allow for change. - Feels static – allow for flexibility. - What is meant by “the building”? Whole building? - Negative phrasing? - Separate/subsection policy to ensure higher bar for CA/LB - Separate heritage policy section 	<ul style="list-style-type: none"> - Separate into two different policies – one specific for heritage? - One general design type policy. - Need for SPD to cover DDA? - “creative, contextual and well designed” could be included in order not to preclude new design? - Could include “character” to cover heritage aspect.
Additional:	
Suggested change:	Rationale:
A1: <ul style="list-style-type: none"> - Non-designated heritage asset – what are these – definition by DDC on what constitutes these? Criteria? - Is there a vacuum where NPPF leaves off that needs to be reflected i.e. Non-designated – para 197 of the NPPF locally listed, archaeology not covered 	
A2: <ul style="list-style-type: none"> - Character based historic design guides – ID signature of character areas 	

Table F: Historic Environment												
Policy	Session			Session			Session			Session		
	1	2	3	1	2	3	1	2	3	1	2	3
	Keep			Delete			Tweak			Major Rewrite		
DM19							✓	✓	✓			
DM20							✓	✓	✓			
DM4							✓	✓				✓
DM18			✓				✓	✓				
A1											✓	

A2												✓
A3												✓

Group F: Overall Observations:

- Broadness of policies is unhelpful!
- Historic environment needs its own section

Key Thoughts on Policies

Individuals were invited to emphasise their personal key thoughts re the policies as follows:

- Policies generally need to be made 'positive' as opposed to restrictive.
- Lack of policies promoting effective use of land (section 11 of NPPF 2018)
 - o Encouraging development of sustainable sites adjoining settlements & transport hubs
 - o Substantial weight given to use of PDL
 - o Upwards extensions and development of under-utilised land
 - o Increasing densities
- Policy supporting renewable energy proposals (akin to Thanet's proposed Local Plan)
- Promoting sustainable rural development
- Overall emphasis on promoting sustainable development
- Policy TR9 – Cycle Paths: This policy should be enhanced in order to do all that is possible to ensure that the infrastructure is improved. More, and better, cycle paths would encourage the use of bicycles in the district which would have environmental and health benefits.
- We encourage you to include an AONB Policy. We are happy to assist in this
- Retain confines for controlling development (housing)
- Use 'building for life' to enhance design quality
- Green infrastructure policy needs to refer to SSSI/RAMSAR etc. if relevant – not just implied!
- Particularly with regards to CP4 potential rewrite & implementation of suggested additional policies 1-6
- DDC need to be careful that in rewriting policies, they do not fall back to prescriptive standards which although may improve quality for some development, hinder others which may have surpassed the standards/or indeed hinder future proofing.
- Consideration of the context IS important, but is a risk that Kent will be frozen in time at the detriment to our built environment.
- If the suggested additional policies 1-6 are going to be introduced – the discussions need to include other professionals/organisations. DDC cannot solely complete this from today's discussions.
- Taking into account that Local Planning Policies (especially) could and are interpreted in a few ways (that is what actually happens in practice), I would STRONGLY encourage Dover District Council to take a practical approach to new and existing policies remembering that almost everything is a question of opinion and that LPP are a tool to improve people's lives and not to giving planning officer's opinions (sometimes personal ones) the chance to prevail.
- Policy CP4: If this is to be expanded into a new suite of policies designed to control Development Design, make sure they are not too prescriptive and will address the actual problems with design in the District that are a result of lack of control under the previous policy. Do not restrict creative design – beware of too prescriptive housing standards and beware of encouraging/restricting designers to simply copying the neighbour's properties.
- Ask good architects to advise on what is good design!

- Policy: Conversion of rural buildings – problems are definition of what is structurally sound. Do not restrict residential conversion to next to confines. Nowhere in Kent is isolated. Ensure policy protects locally important historic architectural buildings that are not listed and are in an AONB i.e. not suitable to Part Q.
- Make a sustainable, healthy environment front and centre
- The plan needs to be driven by the need/aspiration to encourage the right development in the right places and to ensure that poor development doesn't come forward. Policies should be written to ensure that they work for those that use them include both planning officers and developers. Also avoid too many unnecessary policies.
- Traveller sites: Allocated site! Formalise existing allocations and allocate sufficient sites otherwise you have no ground to prevent decisions being allowed on appeal.
- Design – ER6 – needs re-think in line with NPPF
- WE6 – could use a specific geographic reference rather than just “well related to Sandwich”
- DD21 – Cannot control horse – related paraphernalia – not development
- Design – from a designer's perspective: We are employed to design nice things! Our clients are spending 100s of thousands to build things that are attractive/desirable. “Matching” what already exists is not always good design! An example – new house – planning insisted on no integral garage due to design. House sat on the market for over a year – reason for lack of sale was – no garage!
- Infrastructure: Foul water infrastructure needs to be in place before new houses are inhabited. i.e. Whitfield is a good example of tankers pumping out sewage on a regular basis. 6000 new houses infrastructure can't cope, where is fresh water coming from?
- Housing: Improved facilities for electric vehicles and charging points. Provision of broadband allows home working. Therefore, less traffic, improves air quality and congestion
- Policy issues: How to interpret design in interpreting applications? Without repeating the general principles of the NPPF? Need to add something.
- DDC will seek high quality design – but what? Not unnecessarily restrictive, but be able to issue robust refusals based on design reasons and inform the negotiation process as needed.
- Special design policies WILL be useful, and will not only guide applicants on what is acceptable, but help officers and members to determine applications. It would give confidence in refusing applications of a ‘poor design’
- Timetable on website as to where the council is up to!
- Flexibility in policies
- New development = enhancement s/b built in
- Subject areas where policies seem to be lacking or missing:
 - Archaeology
 - Ecology
 - Design – need to establish general principles
 - SUDS
 - Air quality
 - Noise impacts
 - Contamination (land quality)
 - Internal housing space standards
 - Water use/efficiency
 - Incorporation of lifetime standards/adaptability in housing
 - Establishing what infrastructure requirements result from individual developments
- To all policies where the notion of “appearances” needs to be referred to, the default turns of phrase are just those used in “heritage” policy. That restricts new ideas and appearances. Worse still the conversion is historic in nature and probably old-fashioned. Remove all “appearances” in to separate enlightened design policy.
- General need to consolidate policies into a set of core themes:

1. Policy to restrict one-beds in Castle Street (it is flooded with one beds)
2. Folkestone Road is following the trend in Castle Street (needs to be considered)
3. Policy for backland development
4. Policy in relation to two separate schemes brought forward by the same applicant (total of units combined in 2 schemes would require affordable housing). Piecemeal schemes to be restricted.
5. Policy for design of extensions.
 - Develop a local list
 - Historic Environment: Policy DM4 – generally acceptable and helps inform decisions which may be excluded by other housing policies
 - Future-proof housing
 - Healthy homes not just the structure of the property but also the health of the inhabitants.
 - Sustainable/renewable energy sources used in as many properties as possible.
 - Connectivity by sustainable transport between new developments.
 - SPD on design OR link to NPPF design and SPD/guidance referenced in footnote of 127.



Feedback on the Session

Individuals were invited to give feedback on the session, as follows:

- Welcomed the opportunity to have a voice and comment on the local plan, especially given changing climate, energy, security and water scarcity.
- Good opportunity to discuss policy issues with developers, consultants and planners.
- Helpful conversations
- Can the engagement with all levels of officers continue?
- Welcome opportunity to discuss in smaller groups
- Welcome opportunity to continue to engage in process
- Excellent set up and interesting discussions – thank you!



- Very useful format especially working in small groups for discussing topic areas. However, one thing we learnt was that there is lots of crossover between these topic areas and this is one of the “problems” about how the policies need to be re-configured.
- A good session more engaging than similar by other authorities!
- Good to feel part of the early process
- Very happy to continue the process in smaller or topic-specific groups
- Thank you for the invitation. The afternoon has been fun, interesting and hopefully will be very useful for the new local plan.
- Peter is an excellent leader – top job! Venue and food were excellent. All brilliant!
- Informed discussions, worked well
- Very productive meeting. I think everybody wants the same end result.
- Always pleased to be invited to these events and improve communication
- Great to have the opportunity to provide input to these areas
- Good discussions
- Very useful event – good to be engaged at an early process
- Useful and refreshing to be consulted. Please keep up the dialogues. The architects and other professionals are not the enemy – we all want to improve the built environment.
- Very useful and well organised but unfortunate lack of publicity, especially for private practitioners. As it can be seen in the ratio of Dover DC vs. practitioners, there has been little work on it.
- I do think today’s event has been beneficial for all involved. Hopefully this type of conversation will continue.
- Venue has been good for the event, though at times I found it difficult to hear the group conversations within the room.
- Why so many men in these groups?
- Quite a few local agents missing
- Presentation and interaction very good. Venue good.
- Thanks! A very helpful session. I am grateful for being invited.
- Well presented and organised.
- Appears to have been constructive
- A very useful afternoon to assist in planning development of DDC. Great venue.
- Very positive and well-thought out event
- Helpful to understand wide range of views and will positively influence plan
- Keen to see further similar work and wish to see other authorities be as proactive!
- Let other Kent authorities know how useful today was!
- Keep engaging – hopefully will lessen any issues/disagreements later on.

Dover District Council Leadership Forum

The Ark, Dover
11th July 2018



Introduction

Dover District Council has commenced a Local Plan Review which will cover the period up to 2037. In order to inform this process, two workshops were organised to obtain initial thoughts on a new vision and objectives for the District, and to reconsider how we make allocations for new housing. The focus of the events was on a fully participative process with small group discussions and plenary clustering of outcomes.

The first workshop held at The Ark, Dover on 11th July 2018 involved members of the District Council Leadership Team. The event was facilitated by Peter Woodward, an experienced independent facilitator. This report contains all the outcomes from the group discussions. These have been accurately transcribed. Inevitably they will require further reflection and refinement during the Local Plan preparation process.

Attending participants were:

Leader of the Council
Chief Executive
Portfolio Holder for Built Environment
Chairman of the Council
Portfolio Holder for Access & Licensing
Head of Regulatory Services
Leadership Support Officer
Head of Community Services
Head of Inward Investment
Head of Museums & Tourism
Portfolio Holder for Environment, Waste and Health
Head of Finance
Head of Assets & Building Control
Head of Legal Services
Solicitor to the Council
Chairman of the Planning Committee
Team Leader (Development Management)
Head of Strategic Housing
Head of Parks and Open Spaces

Our Vision and Objectives

The group were given a brief presentation by Adrian Fox, DDC Policy and Projects Manager and were then tasked with identifying up to ten “***Distinctly Dover District***” objectives through to 2037. Once these had been considered, the groups were asked to write a short overall vision statement.



Their collective observations were captured and grouped, identifying some areas that were attracting particular focus:

Population age demographic:

- Encouraging growth in working age population (change the demographic)
- Rebalance population age: encourage retention of working age
- Embrace our aging population and coastal location

Tourism:

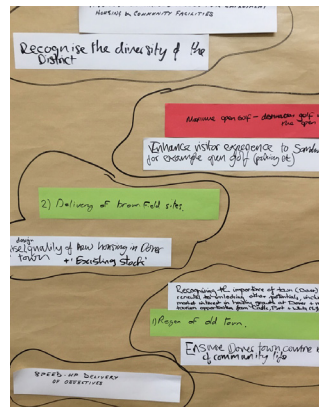
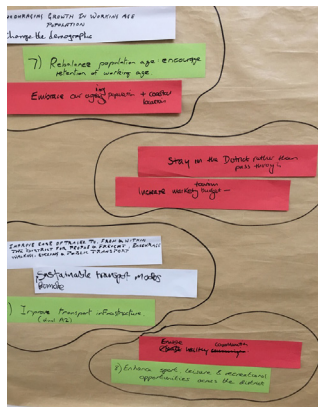
- Encourage people to stay in the District rather than pass through
- Increase the tourism marketing budget

Transport:

- Improve ease of travel to, from and within the District for people and freight.
- Encourage walking, cycling and public transport
- Promote sustainable transport modes
- Improve transport infrastructure (dual A2?)

Health:

- Enable healthy communities
- Enhance sport, leisure and recreational opportunities across the District



Residents:

- Improve residents' skills levels and reduce social deprivation

Digital skills:

- Greater support for small business, invest in digital technologies and infrastructure
- Improve digital skills and ways of working (broadband enhancement)
- Enhance connectivity to do business

Housing:

- Sufficient housing - broaden the range, offer and quality of homes for life
- Deliver more housing of the right type in the right places
- Housing growth - promote existing allocations
- DDC should be more pro-active in investment and delivery of homes
- Change policies to enable housing growth
- Harness the power of development to address infrastructure issues in Deal

Diversity:

- Address localised needs for employment, housing and community facilities
- Recognise the diversity of the District

Golf:

- Maximise open golf - re-brand as 'destination golf', not just about the 'Open'
- Enhance visitor experience to Sandwich, for example open golf (parking etc.)

Brownfield sites and housing:

- Delivery of brownfield sites
- Raise design quality of new housing in Dover town, and existing stock

Dover town centre:

- Recognising the importance of the town, unlocking other potentials, including market interest in housing growth at Dover and more tourism opportunities from Castle, Port and White Cliffs.
- Regeneration of the Old Town
- Ensure Dover town centre forms part of community life



Objectives:

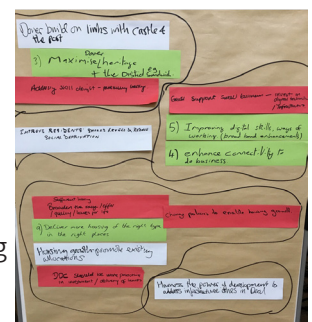
- Speed up delivery of objectives

Heritage:

- Build on links with castle
- Maximise Dover's heritage and the District as a whole (e.g. Sandwich)
- Address skill deficit particularly re: heritage preservation

Plenary observations on objectives

- Interesting to note the shift of focus from just Dover to District-wide
- Challenge is to drill down and make it more specific and distinctive
- 'Digital District' is a strong emerging theme
- Smarter, quicker, sooner delivery! How do you get momentum going? How do we as a Council become a dynamic enabler? Organisational implications?
- Old objectives - low to better. New ones more imaginative and positive
- Who is this for?
- How does everyone see themselves in the plan?



The following vision statements were devised:

- Maximise our heritage
- Healthy living agenda
- Investment in digital technology
- Maximise open golf to make Dover a destination for golf all year round
- Make us a connected District
- Mars bar - 'sell the sizzle'

‘Make Dover the Gateway to Europe and the most connected town and district in the UK, effectively utilising the port, HS link and digital technology to make the District a desirable place to live, work, stay and play.’

‘Dover is a diverse District - in the coming years we will build on the strengths of each community.’

Informing the Local Plan Approach towards Housing Distribution

The group were given a brief presentation by Mike Ebbs, DDC Head of Regeneration and Development, and were then asked to identify any additional criteria to guide future housing allocations. They were given a copy of the Core National Criteria for guidance if they wished to refer to it, and then their criteria were fed back during a plenary session along with general observations.

The group’s additional criteria were:

- Digitally enabled, superfast broadband
- Sustainable criteria - look at Otterpool Park garden village as an example
- Market desirability and deliverability
- Marketable
- Market-led approach or regeneration-led?
- Promote fewer, but larger developments to secure infrastructure.
- Consider a new settlement
- Proportional development to existing communities (including Hamlets)

- Promote a settlement hierarchy with a focus on Dover - roll forward with Core Strategy approval
- Accessibility - transport and services
- Appropriateness of infrastructure
- Ask developers to demonstrate how their development meets the health and wellbeing agenda

So how can this be delivered on the ground?

Suggestions included:

- DDC as landowner and developer
- Should DDC become a housing developer?
- Make effective use of Council land
- Market or needs/regeneration led?
- How do we work with the market?
- Go out and attract new housebuilders to the District
- Promote residential building in the town centre
- It’s not just about the delivery of housing. This needs to be a place people want to live

The group’s observations on this were:

- How do we make the Dover District a place of “choice” in the East Kent context?
- Look at the success of growth at Aylesham in terms of its connection to Canterbury
- How do we make Dover **really** attractive? Crack that and you’re half-way to solutions!
- Council has to use all levers at its disposal to make it happen
- Be aware of existing infrastructure challenges on new developments
- Water, sewage, energy all need to be carefully considered.



Dover District Council

Leadership Forum

11th July 2018

Dover District Council Local Plan Stakeholder Consultation Workshop

The Ark, Dover
17th July 2018



Introduction

Dover District Council has commenced a Local Plan Review which will cover the period up to 2037. In order to inform this process, two workshops were organised to obtain initial thoughts on a new vision and objectives for the District, and to reconsider how we make allocations for new housing. The focus of the events was on a fully participative process with small group discussions and plenary clustering of outcomes.

This second workshop held at The Ark, Dover on 17th July 2018 involved a wide-ranging group of invited stakeholders. The event was facilitated by Peter Woodward and Liz Gray, experienced independent facilitators. This report contains all the outcomes from the group discussions. These have been accurately transcribed. Inevitably they will require further reflection and refinement during the Local Plan preparation process.

Participants were welcomed by Councillor James Back, DDC Portfolio Holder for Built Environment and Chairman of the Local Plan Policy Advisory Group. In attendance were:

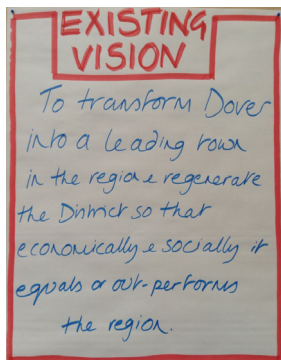
Alkham Parish Council
Ash Parish Council
Ashford Borough Council
Aylesham Parish Council
Canterbury Archaeological Trust
Caterbury City Council
Capel le Ferne Parish Council
CPRE
Deal and Walmer Chamber of Trade
Deal Town Council
Denton with Wootton Parish Council
Dover Arts Development Ltd
Dover Big Local
Dover Chamber of Commerce

Dover College
Portfolio Holder for Built Environment, Dover District Council
Representatives from the Labour Group, Dover District Council
Dover Grammar School for Boys
Dover Roman Painted House Trust
Dover Society
Dover Town Council
East Kent College Group
Representatives from the Environment Agency
Folkestone and Hythe District Council
Great Mongeham Parish Council
Guston Parish Council
Highways England
Homes England
KALC & Whitfield Parish Council
Kent County Council
Kent Downs AONB Unit
Kingsdown Conservation Group
Langdon Parish Council
Megger Instruments Ltd.
Monson Homes Ltd.
National Trust
NHS Canterbury and Coastal CCG
NHS South Kent Coast CCG
Nonington Parish Council
Port of Dover
Preston Parish Council
Sandwich Town Council
Shepherdswell with Coldred Parish Council
Sholden Parish Council
Thanet District Council
Walmer Parish Council
Woodnesborough Parish Council
Worth Parish Council

Reviewing our District Vision and Objectives

After an introductory presentation by Adrian Fox, participants were invited to reflect on DCC's past, present and future and to consider elements for an appropriate future vision and objectives to carry the whole District through to 2037.

Preliminary thoughts from the Council Leadership Forum on 11th July were presented, along with the existing vision statement. While being mindful of these, each table was asked to identify their own 10 key objectives and to compose their own vision statement. Delegates were encouraged to "**wear all three hats**" during the thought process representing their role as resident, official (representative of their organisation) and Dover District.



The group's thoughts were arranged together in clusters, which soon identified areas of common interest and priority:

Heritage, Environment and Tourism:

- Make more of our heritage and link these assets together, and how they interact within the District, neighbours and France.
- Build on the strengths of the District (maritime and heritage)
- Support local communities in promoting the local heritage within the District
- Harness tourist opportunities in Dover
- Promote tourism in an integrated way
- Use existing strengths to help overcome weaknesses

- Centre of excellence - interpreting the natural and social qualities of Dover District (science overlaps)
- Celebrate the unique character of Dover Town: AONB, cultural diversity, heritage
- Capitalise on heritage skills/arts/culture (College on preservation methods?)
- Natural environment - connecting people to nature = understanding and added value
- Make use of coastal heritage and natural assets. Promote tourism, USP, co-ordinated strategy
- Enhanced tourism (esp. at Port)
- Encourage longer-stay tourism
- Celebrate and better promote our natural and historic assets
- Exploit the District's heritage and natural resources (sustainably)
- Improving accessibility of assets (public information promotion)
- Work towards and better future in long term, rather than taking short-term actions
- Protect the natural environment
- Mitigate and adapt to the forecasted impact of climate change. Focus on flood risk, renewable resources, ecosystem services
- Low-carbon District!

Dover Town:

- Dynamic regeneration of Dover town high street and beyond
- Promote urban living, particularly in Dover town centre (above shops)
- Ensure that Dover and Port investment zone are jewels that add to Dover
- Making Dover a place to stay (rebranding, raising profile and understanding the brand)
- Focus business in Dover town centre, with good transport connections, creating footfall and critical mass
- Develop Dover town into a pleasant place to be!
- Engage new and different events to bring people into Dover town centre.
- Town centre focus!
- Regenerate Dover town centre and improve links to the Port and St. James's

Dover District:

- Take pride in the whole District
- Promote unique qualities of the District in a way that does not compete with neighboring districts



Business needs:

- Dover to be the gateway to Europe and a gateway to England. Manage Brexit impacts and exploit Brexit opportunities
- Centre for international businesses in Dover - make it a USP and build on links to the EU
- Exploit Brexit!
- Locally skilled workforce to support business needs
- Positively respond to Brexit pressures
- Small business start-ups, incentives and opportunities within Dover
- Supporting Discovery Park as a key employment area
- Encouraging new business to the District
- To encourage Small and Medium sized Enterprises by more investment e.g. introducing simplified planning zones
- Address low working age population. Increase investment, encourage economic development and cultural tourism
- Develop employment base building on the back of existing business
- Retain young people to live and work in the District. Better jobs, leisure and housing options
- District approach to raising aspirations and skills levels
- Enhance opportunities for education (for employment)
- Creating an environment for 'start up' businesses



Digital Connectivity:

- To improve and devise new technology to support economy
- Provide good digital connectivity
- Digital agenda - infrastructure and skills
- Top speed digital connectivity for everyone
- Enhance digital technology - particularly in rural areas

Education:

- Ensure sufficient infrastructure is in place to support development e.g. use education and learning to support social gains
- Develop opportunities for further education to bring people into the District
- Range of educational opportunities for all abilities and interest.

Infrastructure:

- Improve infrastructure and utilities with incentives
- Timely infrastructure delivery
- Matching housing infrastructure and transport
- Better management and control of contributions for infrastructure
- Collaboration - active promotion (bus, parishes, NHS, KCC etc.)
- Improve transport - encourage different modes of transport (buses, cycling, electric cars etc.)
- Work collaboratively with all partners on the delivery of key infrastructure
- Reduce the negative impacts of transport infrastructure and traffic (cross-Channel)
- Promote sustainable transport, especially in rural areas
- Transport resilience across the District (accessibility, key enabler)
- Improve strategic traffic management to, and through Dover Town
- Transport strategy - dual A2 - manage Port traffic and housing growth



- Improve car parking availability (Deal mostly)
- Improve local transport connections, particularly in rural locations
- More health and social infrastructure (Primary Care) and funding
- Create a healthy environment in the District for local people - good access to services, schools, walkability etc.

The Arts and Social Deprivation:

- Address social deprivation through inclusive, engaged population using the Arts as a cohesive force.

Housing:

- More executive housing and affordable housing
- Sustainable housing growth - use brownfield sites
- Promote housing standards and more affordable housing
- Provision of social and rural housing
- Plan for a wide range of good quality housing provision to meet all needs
- Deliver homes - identify proactive ways of delivering homes e.g. Council's role and partnership working
- Deliver sufficient housing to meet the District's need including affordable units
- Deliver types of housing design to meet local need



Neighbourhoods:

- Consider the District as a whole
- Improve physical and virtual links
- All settlements working together
- Encourage local engagement and role of neighbourhood planning (s106 and Community Infrastructure Levy money as well)

Vision Plans

Table 1:

Transform Dover to celebrate and promote its unique heritage and stunning environment by engaging the community and thereby enhancing the economy (especially through Arts and education).

Table 2:

To transform Dover District by building upon its unique mix of the built and natural environment through increasing connectivity in economic development, cultural activity and historical heritage and technological innovation to benefit the well-being of residents and visitors to this unique place.

Table 3:

Create a more positive perception of Dover Town and District through an enhanced range of housing, employment, town centre regeneration and maximising natural and heritage assets.

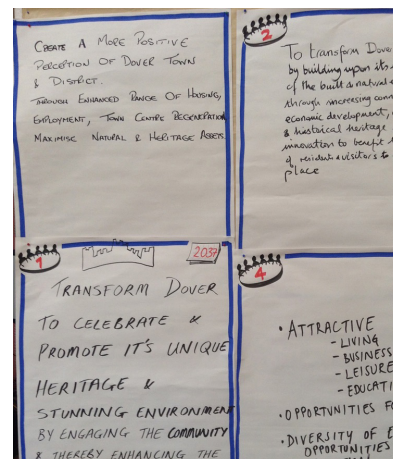


Table 4:

- Attractive living, business, leisure, education
- Opportunities for all
- Diversity of employment opportunities, housing and education
- Develop the tourism agenda to encourage people into Dover Town.

Table 5:

Make Dover a destination to live, stay, work, play and invest, building upon existing assets - maritime, heritage and proximity to Europe and London.

Table 6:

- Dover transformed into a centre of international excellence supported by sustainable housing growth that meets the need of the new community
- Sandwich/Deal to retain their attractive character and historical significance
- Protect and retain rural character of remaining villages through proportional and organic growth
- Enhance and develop tourism. Sea and landscape features and assets
- Protect, enhance and improve accessibility of District's National Features (AONB)
- Improve transport, communications and infrastructure
- Co-ordinated strategy to deliver the vision

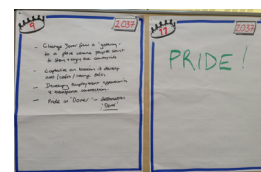
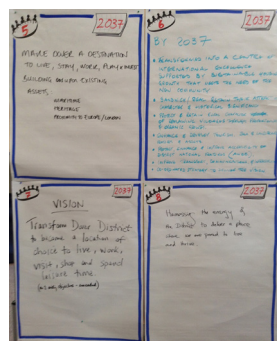


Table 7:

Transform Dover District to become a location of choice to live, work, visit, shop and spend leisure time.

Table 8:

Harnessing the energy of the District to deliver a place where we are proud to live and thrive.

Table 9:

- Change Dover from a gateway to a place where people want to stay and enjoy the countryside
- Capitalise on location and develop Arts, crafts and heritage skills
- Developing employment opportunities and transport connections
- Take pride in Dover - 'Destination Dover'

Table 11 (10):

Pride!

In Summary

Having reviewed everyone's ideas and vision statements, the room identified six key conclusions:

- Infrastructure is important
- We must enhance our pride and positivity to bring people into the area
- We must invest in our heritage and natural assets
- Need to highlight issues of deprivation
- Develop the right type of homes to encourage people to live and work in the District
- Dover: not *just* a route to Europe!

Informing the Local Plan Approach towards housing distribution

Participants listened to an introduction by Mike Ebbs, and were asked to identify 'Distinctly Dover District' criteria (up to six for each table of delegates) to guide the approach to future housing distribution. Each table was given a copy of the Core National Criteria to refer to, but encouraged to come up with an approach that specifically met the needs of Dover District.

Again, feedback was clustered to try and identify priorities and trends in thought.

Proportional Development:

- Respecting the existing historic development/ grain of each settlement
- Development needs to fit in with the environment in which it's located
- Prefer development that is well related to existing settlements
- Development that is proportionate to existing settlements and phased over the plan period
- Proportionate growth in villages e.g. 20% increase proportionate to size of site
- Respecting the size of existing settlement - an increase of 10% in the size of the settlement is unlikely to change the character



Development Type:

- Consider 'Cottage Style' development as per Outer London (e.g. 50 units max. at villages and hamlets)

Development Size:

- More, smaller sites are better than fewer, larger sites including villages
- Allocate medium and smaller sites instead of larger sites (including self-build sites)
- Allocate a range of different sized developments
- Economy of scale through enabling best use of infrastructure

Infrastructure:

- Supported by deliverable infrastructure (cost-effective infrastructure solutions)
- Incorporate foul drainage into site consideration
- Provision of existing infrastructure at locations
- Infrastructure capability
- Sites with existing infrastructure (road capacity, water, sewerage, schools etc.)

Land:

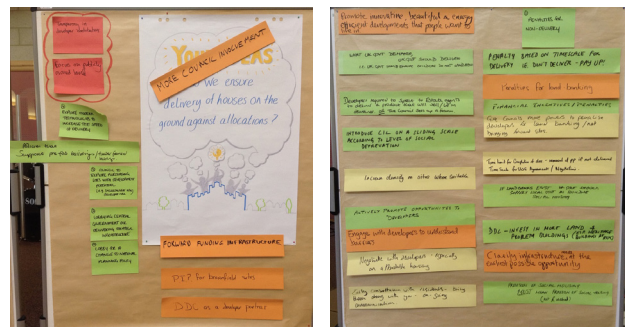
- Development in lower landscape value areas
- Development on least environmentally constrained land

Flood Risks:

- Encourage creative design to reduce the risk of building in flood risk areas
- Flood risk is a constraint in Dover District

Infrastructure Services and Transport:

- Sites accessible by a range of transport modes and pedestrian links or where it's easy to extend existing services
- Connections/relationship to existing settlements (footpaths/cycle routes)
- On-site infrastructure must be in place first
- Good access to services, open space, schools etc.
- Good transport links - build on existing hubs (road and rail)
- Accessible to services (e.g. GP surgeries). Services can support development!
- In sustainable locations with access to sufficient facilities
- Good infrastructure, including potential for green infrastructure
- Select sites that have minimum impact on existing infrastructure
- Access to a range of services
- Transport choices
- Access to open spaces
- Walkability - walkable neighbourhoods
- Social facilities - amenity spaces
- Facilities such as schools, shops, doctor surgeries



Types of Housing/Land-use:

- Focus on Dover Town, occupation of empty premises (absentee landlords etc.) to help revitalise the Town Centre (bearing in mind seagulls!)
- Incentivising development within Dover to prevent land-banking
- Smaller houses/flats in Dover town centre - above shops, using brownfield land and in areas that supports the town centre.
- Intervention to bring challenging sites to the market (utilities-contamination etc.)
- Brownfield sites are often key archaeological sites
- Houses - not lorry parks!

Housing Affordability:

- Viable sites which will deliver affordable housing
- Housing for local residents (social homes - avoid Howe Barracks!)

Employment Factors:

- Close to employment opportunities
- White Cliffs Business Park 3 - Housing
- Properties that align and support business needs

Housing Design and Use:

- More control over housing mix/design etc. More 'Distinctly Dover' housing to reflect local need.
- Land that can accommodate temporary accommodation
- Able to deliver modular housing (Light Gauge Steel)
- Clear standards for design - space standards and energy efficiency

General:

- New settlements if there is a suitable opportunity
- Housing strategy for our senior citizens - plan for an ageing population
- Provide diverse housing in rural areas
- Emphasis on the positive contribution that the development could make to the settlement

- Sites with potential for higher density
- Look at derelict buildings to see if there is enabling development that can assist with its restoration.

Delegates were asked to come up with ideas as to how this could be delivered on the ground:

General Thoughts and Policy:

- More Council involvement!
- Forward funding infrastructure
- Permission in Principle for brownfield sites
- DDC to act as a developer partner
- Transparency in developer contributions
- Focus on publicly owned land
- Explore modern technologies to increase the speed of delivery
- Policies that support pre-fab buildings and timber-framed buildings
- Council to explore purchasing sites with development potential (e.g. stakeholder role/ developer role)
- Lobbying central government for delivering strategic infrastructure



- Lobby for a change to national planning policy
- What UK government demands, UK government should deliver i.e. UK government should ensure builders do not land-bank
- Promote innovative, beautiful and energy efficient developments that people want to live in
- Developers required to speak to Estate Agents to deliver a product that will sell/be in demand OR the Council sets up a forum

- Introduce a Community Infrastructure Levy on a sliding scale according to level of social deprivation
- Increase density on sites where suitable
- Early consultation with residents - bring them along with you - on-going communication
- If landbanks exist - UK government should support local government in building social housing
- DDC should invest in more land and problem buildings (especially heritage buildings at risk)
- Clarify infrastructure needs at the earliest possible opportunity
- Provision of social housing **must** mean provision of social housing (not money instead!)

Developers:

- Actively promote opportunities to developers
- Engage with developers to understand barriers
- Negotiate with developers - especially on affordable housing

Penalties:

- Penalties for non-delivery
- Penalty based on timescale for delivery i.e. don't deliver - pay up!
- Penalties for land-banking
- Financial incentives/penalties
- Give councils more powers to penalise developers for land-banking and not bringing forward sites
- Time limit for completion of development. Removal of planning permission if not delivered
- Time-scale for s106 agreements/negotiations

Final plenary observations

- What's good for Dover is good for Britain!
- Focus on energy efficiency
- Need government to help us to help them!



Visitor & Tourism Strategy



Outcomes Report from Stakeholder Workshop

held at

The Centre Spot, Dover Athletic Football Club

Thursday 7th March 2019

Dover District Council Visitor & Tourism Strategy

Stakeholder Workshop Outcomes Report

Contents

1. Background	3
Purpose of the day	3
Welcome	3
Participation	3
2. Strategy vision and objectives	4
Bedrock principles	4
Observations on the draft strategy	5
3. Strategy Action Themes	8
Place	8
People	10
Promotion	11
Product	13
4. Tourism brand	14
Advice for rebranding	15
5. Collaboration	17
Exploring effective collaboration	17
Principles of collaboration	18
Practical collaboration	19
6. The way forward	20
Personal Commitments	20
Joint Commitment	21

1. Background

While developing its new Visitor & Tourism Strategy, Dover District Council brought together stakeholders with shared interests in the tourism of the region, to take part in a consultation workshop. The eighty attendees represented heritage, visitor attractions, parishes, education providers, travel and accommodation providers and many others.

Dover District Council has identified that the visitor economy, visitor experiences and tourism are increasingly important catalysts for onward social, economic and physical regeneration. The Council recognises that there is a major opportunity for our whole community to further build and capitalise on the diverse range of visitor opportunities and experiences across the district.

Purpose of the day

The intention was to give everyone the chance to comment on and contribute to the tourism strategy, while developing new relationships and practical suggestions to take forward.

The outcomes will play a crucial evidence-based role in supporting the new and ambitious Visitor & Tourism Strategy for the District, and critically it will also influence and highlight the strategy's importance as a key section within the new Local Plan and new Corporate Plan for Dover District Council. It also presented the opportunity to explore how to collaborate, work in partnership more efficiently and effectively to mutual advantage, while nurturing the full potential of visitor assets and experiences in order to establish Dover District on the national and international map as a 'Destination of Choice'.

This event was held at The Centre Spot, Dover on 7th March 2019 and was facilitated by Peter Woodward and Tory Batten, experienced independent facilitators. This report contains all the transcribed output of the group discussions for consideration when developing and implementing the tourism strategy.

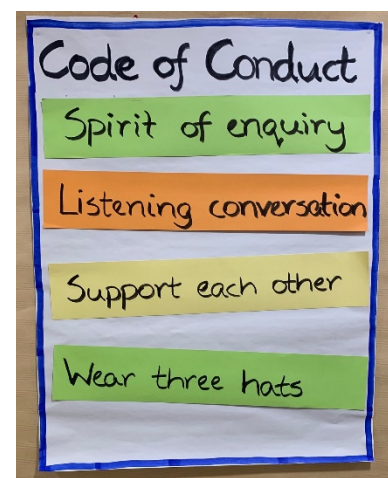
Welcome

Cllr Councillor Keith Morris, Leader, Dover District Council opened the day with a warm welcome to all. Cllr Michael Holloway, Portfolio Holder for Community Services and Tourism, then described the challenge for tourism across Dover District Council and the rationale for action.

Participation

The workshop was very participative with an emphasis upon encouraging discussion around the new vision, principles and objectives for the district with challenges, themes and priorities for action. In each of these areas, people gave input on a strategic level but also tactically with space to develop practical suggestions. Attendees expressed their opinions through "dot polling" throughout the day, and developed ideas and recommendations within small groups before sharing highlights and issues uncovered through plenary discussions.

Attendees were asked to approach the day from three perspectives – as an individual, on behalf of their organisation and as part of a group looking to improve visitor and tourism outcomes in the District.



2. Strategy vision and objectives

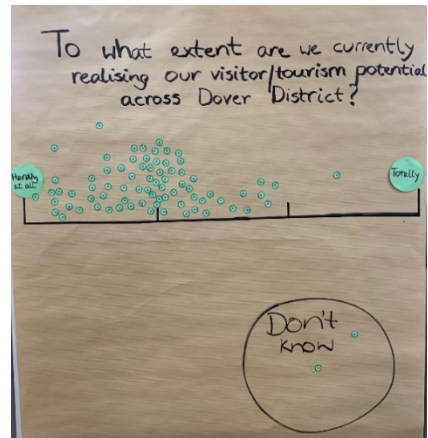
Chris Townend, Strategic Tourism Manager at Dover District Council, introduced the Strategy draft vision and key objectives.

Delegates were asked to discuss this document in groups, making observations on the vision and objectives and identifying bedrock principles that should underpin the strategy approach.

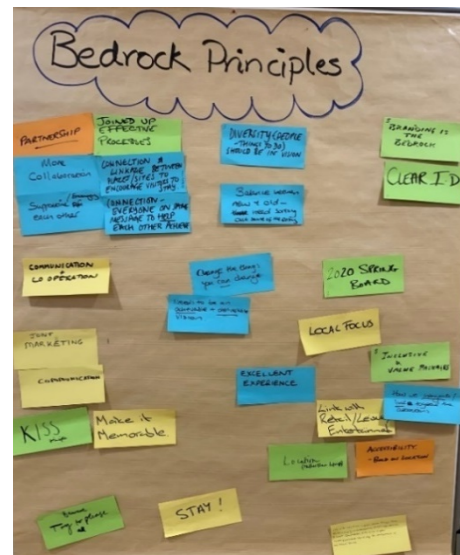
Observations were captured at tables and summarised in plenary

Bedrock principles

- Partnership
- More collaboration
- Supporting/encouraging each other
- Joined up effective processes
- Communication & cooperation
- Communication
- Connection - everyone on same message to help each other achieve
- Joint marketing
- KISS
- Make it memorable
- Branding is the bedrock
- Clear ID
- 2020 springboard
- Excellent experience
- Connection & linkage between sites/ places to encourage visitors to stay
- Integrate/link together the attractions
- Link with retail/ leisure/ entertainment
- Accessibility - based on location
- Location rather than interest
- Local focus
- Diversity (people - things to do)
- Balance between new and old - need sorting out some of the existing
- Inclusive & value packages
- Change the things you can change
- Needs to be achievable & deliverable vision
- Central government should pay for development in and around Dover



The first opinion poll of the day indicated a clear recognition of the opportunity

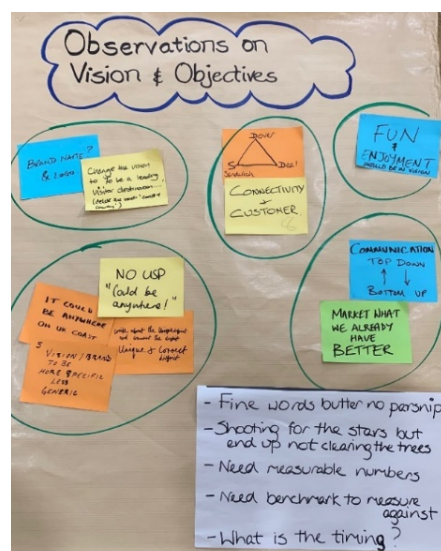


Additional bedrock principles from table discussions

- Market what we've got better
- Communication and cooperation
- Local focus
- Promote - should extend into creation of quality public realm to make attractive places
- Question as to focus on White Cliffs only
- Need to build with text objective to deliver collaboratively and in partnership

Observations on the draft strategy

- Market what we have already BETTER
- Brand name & logo
- No USP - "could be anywhere"
- Could be anywhere on UK coast
- Write about the unique district and connect the district
- Be more specific and less generic
- Change the vision to "to be a leading visitor destination ..." Delete "coast & country"
- Fun and enjoyment should be in Vision
- Connectivity & customer
- Dover - Sandwich - Deal triangle
- Market what we have already BETTER
- Brand name & logo
- No USP - "could be anywhere"
- Could be anywhere on UK coast
- Write about the unique district and connect the district
- Be more specific and less generic
- Change the vision to "to be a leading visitor destination ..." Delete "coast & country"

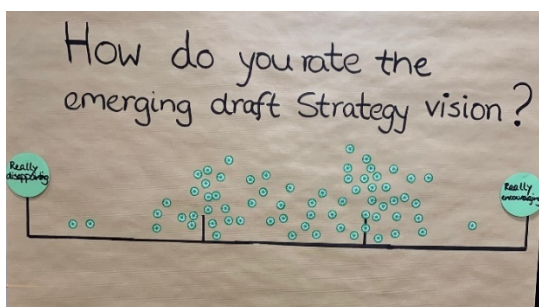


- Communication - top-down and bottom up
- Fun and enjoyment should be in Vision
- Connectivity & customer
- Dover - Sandwich - Deal triangle
- Communication - top-down and bottom up
- Fine words butter no parsnips
- Shooting for the stars but end up not clearing the trees
- Need measurable numbers
- Need benchmark to measure against
- What is the timing?

Table	Additional observations from tables
1	<ul style="list-style-type: none"> USP of the area - wide variety of attractions and range of history All agree draft vision covers where we want to be
2	<ul style="list-style-type: none"> Not just a destination to pass through - geographic position Not just a gateway Identifying the elements of the district. Capturing the wider area Promoting its connectivity as a district "Three days and three towns". The triangle Where are we going? What are we wanting to achieve? Synergies between the tourist providers (facilitated by DDC?) Skills development and business development "Stay!"
3	<ul style="list-style-type: none"> Objectives not measurable (SMART) e.g. "benefit all". If objectives are SMART, then easier for everyone to see what they need to achieve What is the Dover experience? Is it fully in the vision? Does it say anything about FUN? Not enough about enjoyment of the district "To be a leading..." - what does this mean? Perhaps should start by stating that it is unique, in its heritage (link to Heritage Strategy) and its countryside and beaches (feeding out from White Cliffs etc Not about the people who live here Connect places - provide overarching source of information for all sites and promote other places Potential for Chamber of Tourism Cross-selling to be encouraged

	<ul style="list-style-type: none"> ▪ Need to all be on the same message ▪ Physical connection as an objective <ul style="list-style-type: none"> – Walking infrastructure (link to Green Infrastructure Strategy) – Cycle routes – Not forgetting the coast areas - food and other services ▪ Engender greater links with providers of infrastructure - highways, railway ▪ Ensuring tourism strategy embedded in the local authority from top right down to those on the front line
4	<ul style="list-style-type: none"> ▪ Needs reference to the built environment ▪ In backdrop to the vision, also need other facilities (to eat, park etc) ▪ Let's not forget the setting as otherwise people do not want to explore. Happens in other countries ▪ Integrated / linkages needs to come out in the vision and objectives
5	<ul style="list-style-type: none"> ▪ Destination in own right, not transit ▪ District not strong brand - Dover Castle is ▪ Economic benchmark needed ▪ Not sufficiently welcoming at Dover ▪ Top five things to reflect in vision to make more distinctive and individual to District, e.g. Castles, Coast, Country. (Other examples from country?) ▪ Motivation for visiting and experience. USP ▪ Vision - less generic, more specific
6	<ul style="list-style-type: none"> ▪ Vision too long and not ambitious enough. How about: "Realise our potential to be an all-year round, world class tourist destination for all"? ▪ Objectives are more "strategic aims". Objectives should flow from the vision ▪ Objectives should be the "actions" that achieve the aims and thus the vision ▪ Unclear about the WCC & C brand name. Why focus on the White Cliffs? ▪ Don't like the word "assets"
7	<ul style="list-style-type: none"> ▪ Does "Coast and Country" capture everything? Agreed that this works ▪ Does the vision counter negativity associated with Dover? ▪ Suggest vision should include something that recognises that we "should <u>build</u> on access to Europe, London etc and the ease of access to other areas within East Kent, and the unique identity of the area ▪ General view that the final sentence should be shortened to read, "In short, we want tourism to benefit all."
8	<ul style="list-style-type: none"> ▪ Eliminate the main negative factors impacting on the product of tourism ▪ Ambition ▪ Manage expectations ▪ Get the town centres right ▪ Link features to destination ▪ Too far, too wide, too quick is dangerous ▪ Joined-up Kent approach - like in Devon and Cornwall ▪ Deal with image, environment, litter ▪ Small touches, flowers etc ▪ Perfect the welcome across all - understand where the touches are ▪ Skillset of providers ▪ Utilise/maximise digital options ▪ Understand our customers ▪ Need to encompass "collective vision" ▪ Connectivity / customer ▪ Also a good place to live and work ▪ Make locals proud across all the District ▪ What / identify our USP ▪ Memorable

9	<p>How might we improve the objectives:</p> <ul style="list-style-type: none"> ▪ Have more bed spaces in Dover District ▪ More quality accommodation ▪ Better transport links ▪ Better communication - not only through people talking to each other but through better advertising ▪ All agencies need to work together - joined-up approach ▪ Assets need to be open at all times ▪ No inward investment here. Want inward investment from central UK government
10	<ul style="list-style-type: none"> ▪ Not bad ▪ White Cliffs- Global awareness - move away from that WW2 history but something is needed to bring up the picture ▪ Get away from Gateway - lots of traffic ▪ What is unique about area? ▪ Very politically correct ▪ Most attractions are seasonal - people are there but not the attractions. Open attractions all year round ▪ Unique experience - celebrate the seasons - promote alternatives out of season ▪ Negative perceptions - boarders - Dover depressing ▪ Tourism. GIS. Ease of access - improve website ▪ Connect attractions to place ▪ Under-selling, over-delivering ▪ KISS principle ▪ Objectives unmeasurable. Need to be measurable ▪ Keep in Dover/District, White Cliffs, Unique, Garden County, Landscape, History ▪ Infrastructure - disconnect ▪ Transport alternatives ▪ Small attractions overshadowed. Something behind cliffs, walking ▪ Trying to please everyone ▪ Strong brand through vision - garden gate
11	<ul style="list-style-type: none"> ▪ Too corporate and far-reaching. Needs to be succinct and memorable ▪ Vision needs to be shorter-term, to build on existing strengths ▪ "Create our district as an excellent year-round destination" ▪ Future audience. No specific market - who do we want to appeal to? ▪ Build on experiences and uniqueness ▪ Experiences - heritage, arts, culture, walking, cycling (fun, welcome, training) ▪ "Coast and country" not unique enough - everyone's doing it. We need a USP ▪ Too Dover-centric (White Cliffs Country). Needs to reflect distinct and separate destinations - Dover, Deal and Sandwich



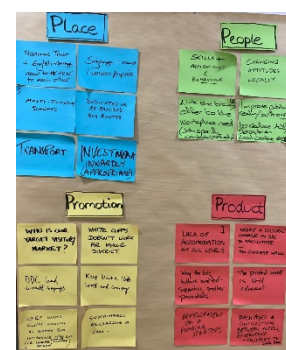
Having familiarised themselves with the draft Strategy, participants expressed their opinion of it.

3. Strategy Action Themes

Participants were invited to focus on one of four themes – Place, People, Promotion and Product – as a lens through which to consider the strategy.

Chris Townend offered 4 Missions for each heading. Participants commented on each of these Missions. They also had the opportunity to offer additional missions/projects. These are captured below.

Each table also highlighted and fed back key messages from their discussion, as follows:



PLACE	PEOPLE
<ul style="list-style-type: none"> National Trust & English Heritage need to talk with each other Multi-ticketing schemes Transport Signage - road / walkers / cyclists Dedicated rebranded bus routes (Appropriate) investment inwardly 	<ul style="list-style-type: none"> Skills, aspirations and behaviour Changing attitudes locally Link training offer to the workplace need (job specific courses / apprenticeships) Improve public realm / built environment to reduce perception of ASB Local creative street offer
PROMOTION	PRODUCT
<ul style="list-style-type: none"> Who is our target visitor/market? White Cliffs doesn't work for whole district Keep White Cliffs Coast and Country Keep White Cliffs Country as brand but introduce tag line (i.e. where English history begins) DDC lead coordinated campaigns Sustainable recharging of cars 	<ul style="list-style-type: none"> Lack of accommodation at all levels Big hitters to support smaller providers Needs cultural change in DDC to facilitate - no Chinese walls Development of a funding strategy Printed word is still relevant "Passport to Dover district" packages, connecting hotels with experiences

Place

Town centres/public realms/parks/community events/open spaces/ transport & accessibility infrastructure development (e.g. our town centres, parks, open spaces, promenades, conservation areas, road networks, parking facilities, beaches, AONB, toilets, community halls/village halls, cycle paths, community hubs, aesthetics, litter etc)

To put place (destination) first and create proposals that respond positively to the individual identity and local distinctiveness of each of the District's town centres	
Table 4	<ul style="list-style-type: none"> Why just focusing on town centres? Improve the setting of Dover in order to create an identity Regular cleaning of underpass Easy system of reporting and removing graffiti in the towns How do you get existing visitors from Dover Castle into the town? Could put signs outside Dover Castle to direct them to town centre

	<ul style="list-style-type: none"> What is stopping people coming to Deal/Sandwich for the weekend coming into the town (<i>Dover?</i>)? Make more of the historic assets (e.g. St James' Church) rather than focusing on the bigger assets
5	<ul style="list-style-type: none"> Many tourist attractions lie outside town centre - think in terms of tourism hubs and how they connect with town centre Dover - tap more into wine market Dover - Animate under-used spaces - W Heights, Fort Burgoyne etc Sandwich - Focus on eating / drinking and events
6	<ul style="list-style-type: none"> Why focus on towns as centres? How about zones or themed areas e.g. landscape areas? What is the offer of each town? What is the proposition? How to market it to each audience and how they connect to each other? How should we be promoting Dover? We need an investment strategy first Environment
<i>To spread the economic and social benefits of tourism throughout the district</i>	
4	<ul style="list-style-type: none"> Promote walkers are welcome - nationwide website Road signage - especially to direct people from the castle to the town centre Improving / upgrading the assets that we already have (e.g. Roman Painted House) Share the open spaces / medieval walkways / green walkways to the attractions Pathways from Dover Castle and White Cliffs
5	<ul style="list-style-type: none"> Multi-ticketing
6	<ul style="list-style-type: none"> Wayfinding improvements local and district-wide Strong branding Greater promotion and service of sustainable transport networks Facilities for sustainable transport Bold in promoting green transport / tourism
<i>To identify, apply and promote place through accreditation and UK/global kitemarks</i>	
4	<ul style="list-style-type: none"> Not a priority
5	<ul style="list-style-type: none"> -
6	<ul style="list-style-type: none"> Longer-term aspiration but places need to be in the right space Possibly for tourism providers might be useful
<i>To work proactively with providers and partners to encourage improved accessibility and connectivity to and from our District and between our towns, facilities, activities and assets within it</i>	
4	<ul style="list-style-type: none"> Encourage the buses that serve Dover Castle to continue onto the White Cliffs and then the town centre Two biggest attractions talk to each other - footpath/bus Change the DTIZ website to hyperlink to any local facilities/attractions/events Should be central place
5	<ul style="list-style-type: none"> Dedicated or rebranded bus routes Multi-ticketing for groups of attractions Improved signage from transport hubs (e.g. rail) Bespoke schemes Promote interconnecting walking routes
6	<ul style="list-style-type: none"> Ensuring right partners are involved And is there accountability Private enterprise

People

Visitors / community / engagement / training / education / health / wellbeing development etc. (E.g. tourists and visitors, employment, local population, anti-social behaviour, crime, skills gaps / training needs, learning and development, training providers, schools/colleges, recruitment consultants, estate agents, employer branding, volunteers and volunteer networks and agencies, employment contract attractiveness, buyer behaviour)

<i>To put the “visitor” at the heart of decision-making, encouraging and promoting quality upgrades, opportunities and standards to meet the expectations of tomorrow’s visitor</i>	
Table 7	<ul style="list-style-type: none"> ▪ Shift emphasis in tourism away from the “outside visitor” to recognising that “we are all visitors”. Strategy needs to say “we are all visitors” ▪ Broaden range of visitors we are targeting ▪ Do we join the “tourism assets” together? ▪ Build understanding of the visitor need ▪ Question as to what “quality upgrades” add. Not just about quality - value for money matters as much ▪ Share learning on what information visitors are seeking ▪ Capture data on what visitors are doing ▪ Capitalise on digital agenda ▪ Combat local perceptions of Dover. Pride in District etc ▪ Opening times for visitors
8	<ul style="list-style-type: none"> ▪ Community make or break visit ▪ Skills gap ▪ Sell benefits to community, in financial terms ▪ Money talk? Bring in coordinator of tourist offer ▪ Where is the £287 million? ▪ Embrace the offer ▪ Involve community in delivering the offer - fringe activities ▪ Taxi driver engagement ▪ 17% of 1200 = 200
<i>People 2: To create, develop and introduce a district visitor welcome programme and certification</i>	
7	<ul style="list-style-type: none"> ▪ Dover - skills need to be broadened ▪ Share learning about visitors
8	<ul style="list-style-type: none"> ▪ People tools, qualitative training ▪ Digital offer - knowledge, information ▪ Not one size fits all course ▪ Ongoing offers - various workshops ▪ Standard welcome ▪ Use of apps, QR codes ▪ Augmented reality stories (AR/AI)
<i>People 3: To collaborate with local education providers to ensure training and skills development is closely aligned with tourism and visitor planning</i>	
7	<ul style="list-style-type: none"> ▪ Opportunities to train are there but are not being taken up ▪ Gap in knowledge/skills, but especially behaviours. Fundamental skill need is “behaviours” <ul style="list-style-type: none"> – Earn the right to serve the public – Needs to be seen as something of pride ▪ Gender issues. Clarity as to what the opportunities are ▪ Need to really review what skills are needed ▪ Perception that tourism is low skill / low pay

	<ul style="list-style-type: none"> Perception is that they're seen as "rubbish jobs" Determine what the opportunities are and how these connect
8	<ul style="list-style-type: none"> Create professional journey, professional career path Identify skills gaps - do education providers know what is needed for the workplace? Align work experience to key hours, not 9am - 4pm Need culture shift
People 4: To encourage sustainability, health and wellbeing by working proactively with providers and partners to improve the safety, accessibility and connectivity of pedestrian and cycle networks	
7	<ul style="list-style-type: none"> Cycle hire facility Promoting walking / days out Facilities to move luggage on Channel swimming
8	<ul style="list-style-type: none"> Tourists usually do not access / cost the state locally (doctors, hospitals etc)
People: other ideas	
7	<ul style="list-style-type: none"> We are all visitors - change attitudes locally Build aspiration within young people to work within the visitor economy - encourage pride in serving

Promotion

Marketing / advertising / branding / communications / photography / promotional development etc (e.g. websites, comparison websites, consumer advice websites (Trip Advisor etc), social media, leaflets, guides, maps, signage, interactive technology, augmented reality, adverts, logos, affiliations and associations)

Promotion 1: To create a district-wide tourism brand from the current White Cliffs Country name, and introduce a wider sub-branding strategy, including toolkit	
Table 9	<ul style="list-style-type: none"> White Cliffs Country is correct brand but needs another tagline to incorporate other areas: <ul style="list-style-type: none"> Where sun rises first in England Where history begins Don't think sub-brand is good idea as losing message of WCC if too many
10	<ul style="list-style-type: none"> White Cliffs? How do we know about perception? Embrace everyone. Can we afford to drop White Cliffs? <ul style="list-style-type: none"> "White Cliffs coast and country" unless better idea. Heritage coast White Cliffs with images of district – why does the world heritage site matter? Obsessed with WW2 Can't see the White Cliffs unless by boat Gateway or destination? Why are people passing through? Dover attracts international visitors – make it the best destination after London Emerging markets Joined up approach to promotion. Work together for promotion – social media strategy and co-oriented How to get the message out to wider district USP – location, price, social media Drive all-season product Make the most of "over the boarder" Events <ul style="list-style-type: none"> Who does it? Event Manager? Needs improving Excuse to shouting

	<ul style="list-style-type: none"> – Co-oriented joined-up approach, everyone has to fee into ▪ How can promotion drive product? ▪ Look at visitor experience ▪ 2020 benchmark to get everything ready
11	<ul style="list-style-type: none"> ▪ “White Cliffs” doesn’t work for whole district <ul style="list-style-type: none"> – “Beyond the Chalk” – “We’re blinded by what we have” ▪ Appeals to people coming across the Channel but not from inland (good for international audience) ▪ Global and iconic – they are distinct, everyone knows them, alongside Houses of Parliament and Stonehenge ▪ Not a brand – it has no value. Do we need a brand? People don’t buy brands. Brand will emerge from the product ▪ Who is the target audience? That will help determine how we market ▪ What is the reason for people coming here? (experience, healthy, happy, strong). Curiosity, to discover something new ▪ Itinerary. Getting “transit” people to stay. Moving them from a day trip to a short break
Promotion 2: To attend domestic and international trade shows to promote and sell the district	
9	<ul style="list-style-type: none"> ▪ No money to attend these type of shows ▪ Private businesses do often attend shows and promote Dover ▪ Joining up with other organisations
10	<ul style="list-style-type: none"> ▪ Cost effective and does it work? (measurable) ▪ Dover could put on event to showcase ▪ Communication ▪ Effective process ▪ DDC lead coordinated campaign
11	<ul style="list-style-type: none"> ▪ Trade shows - what’s the cost benefit? Got to make it work, press conferences etc. Should be testing both. Budget. High cost for shows before anyone comes through the door ▪ Understand audiences that would be there ▪ Further down the journey - work with other East Kent areas. East Kent is distinct as a destination (coast, flint, dirtier/grittier, rural countryside (more quaint villages)
Promotion 3: To implement bold and creative marketing, communications and engagement to stand out from the crowd	
9	<ul style="list-style-type: none"> ▪ Television campaign - similar to “Great Britain” campaign ▪ More joined-up advertising - all attractions display information about other attractions ▪ Electronic “cloud” type visitor information at key entry points i.e. docks ▪ GIS map on website showing attractions, places to eat etc. Needs to be mobile-friendly ▪ Look at other websites (Nottingham - Robin Hood country is a good example) ▪ Overcoming image of this country - make sure people know they are welcome - welcome message ▪ Social media - massive promotional tour
10	<ul style="list-style-type: none"> ▪ Focus on unique selling point ▪ Get course involved
11	<ul style="list-style-type: none"> ▪ We assume people know what’s here. We don’t collaborate enough and individual businesses don’t promote themselves ▪ Imagery, social media (consumer market). Low cost for social media. We respond to sound and vision (inactive - we don’t need to do anything) ▪ Packaging things, putting together ideas for people - make it easier for them

	<ul style="list-style-type: none"> Target market - who is the audience? PR - travel writers, editorial coverage, 3rd party endorsement Ambassadors for Dover District - who is shouting about the district?
Promotion 4: To promote and cultivate a responsible "green" visitor agenda, ensuring sustainability	
9	<ul style="list-style-type: none"> Electric points for cars - facilities with charging points would bring more people Grants should be made available for businesses to install points Need a policy for plastics - should be facilities in and around towns to recycle
10	<ul style="list-style-type: none"> Not a high priority but promote green tourism It is important
11	<ul style="list-style-type: none"> Thriving not sustaining Promote public transport - but connectivity is a problem Physical and mental well-being Perception - Dover not a positive moment of reinforcement

Product

Product/attraction/tourism, heritage and business asset development (e.g. castles, museums, shops restaurants, activities, entertainments, accommodation, businesses, produce and goods)

Product 1: To develop, facilitate and promote themed itineraries	
Table 1	<ul style="list-style-type: none"> Maps/visit points to signpost Information at key points
2	<ul style="list-style-type: none"> Review signage Greater collaboration with providers Support from the larger providers to promote other related businesses Develop themed tours with coach operators co-ordinating with providers Work with specialist organisations and groups e.g. Historic Houses Society Get Dover on the entertainment / touring circuit
3	<ul style="list-style-type: none"> Tourism-based training for shop assistants in local shops Not mentioned active experiences i.e. is landscape not a product? Themes good - heritage, nature, retail, active lifestyle, food & drink Communities need to be involved and product needs to be directed to each audience - local residents, other Kent residents, non-native visitors Branding & connectivity - something to belong to such as a neighbourhood watch, but for tourism Encourage greater connection between larger visitor attractions and smaller ones - larger ones can act as ambassadors for tourism Creation of a "passport" ("The Dover Card") to attractions across the district i.e. pay once for several attractions Engage with cruise ships to greater extent - on-board ticket office?
Product 2: To recognise and protect tourism and visitor assets within the District	
1	<ul style="list-style-type: none"> Recreational pressures Managing visitor flows Cross-marketing Mitigation Hidden social assets that are part of the existing fabric
2	<ul style="list-style-type: none"> Tourist Information Centres to be open at the right times - to meet market requirements Promoting self-accreditation for accommodation providers
3	<ul style="list-style-type: none"> Dover needs a coach park

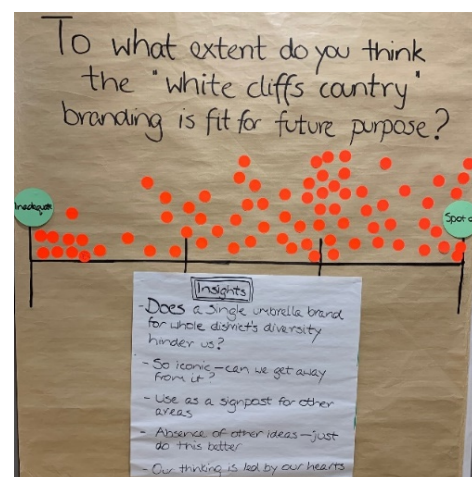
	<ul style="list-style-type: none"> Protection of natural environments needs to be balanced against visitor numbers - sustainability and diversity is key Encourage visits to less vulnerable sites/areas Harnessing the younger audience as they will be the visitors of the future Taking experience from "best practice" methods such as those by National Trust, e.g. education Seasonality - recognising that the visitor attractions are likely to be used at different times of year
Product 3: To support and encourage visitor businesses to develop a range of new unique and distinctive experiences	
1	<ul style="list-style-type: none"> More high-quality accommodation / overnight stays Stretching the weekend visit Improve the experience by spreading the visit
2	<ul style="list-style-type: none"> Golf tourism Food tourism - including the buildings they are housed in
3	<ul style="list-style-type: none"> Identify gaps in market - do any attractions provide these already but need better advertisement Creative experiences e.g. craft experiences, packages "Best Practice" Canterbury Cathedral experiences, stay and do courses, links between hotels and activities Cost implications - Dover District Council should provide grant aid for attractions to bid - best ideas to develop the business, possible sponsorship
Product 4: To support and encourage the use and implementation of modern technology	
1	<ul style="list-style-type: none"> VK food trail to be developed / replicated Data-driven website Email PDF Station / arrival points
2	<ul style="list-style-type: none"> Utilise existing sat nav and mapping technology to assist Central support for non-tech businesses Visitor app But don't forget those who aren't online
3	<ul style="list-style-type: none"> Interactive map for district, including details on themes (places to stay, places to eat, places to see etc) Well-considered signage strategy throughout whole district - easily achievable Links with ferry advertisement "Approved tourist attraction" sign for places to place in their "shop" window

4. Tourism brand

This event provided a good opportunity to listen to stakeholders' views on the strength and relevance of the "White Cliffs Country" branding.

The opinion poll showed a broad range of opinion on the "White Cliffs Country" branding. The ensuing discussion produced further insights.

Groups developed two pieces of advice to those considering rebrand and some suggested ideas for a new 'strapline'



Advice for rebranding

Table	Comments
1	<ul style="list-style-type: none"> Need a key decision one way or the other. White Cliffs or not White Cliffs Campaign slogans - tag line
2	<ul style="list-style-type: none"> How to retain the worldwide brand of White Cliffs History - Heritage important, but not the only thing Unique - not replicating similar Deal with the stigma of Dover "Enter the Landscape of History"
3	<ul style="list-style-type: none"> More than the Cliffs - none between Dover and Ramsgate, so not a Cliff Country White Cliffs in Sussex too! Focus on diversity of the district, as Cliffs not the only history Garden gate?? History - 2000 years plus of history than still growing Time Capsule of (of England)? Signage issue - give ownership of the White Cliffs brand through the district (only one sign and that's on main road to Dover!) Branding - one umbrella design to cover the "White Cliffs Country" Joint strategy for design, but feeds down to have individual identities of places (i.e. Dover - bluebird, Sandwich - boat, Deal - pier) and this can also be used for the facilities e.g. hotels, natural attractions etc. Replace "Country" with "Coast" Use areas rather than 3 towns to ensure whole district is encompassed and is more inclusive
4	<ul style="list-style-type: none"> Don't waste the money Have an iconic board already Should have sub-brands for Sandwich/Deal - but does this integrate the settlements together? Should be simple Don't lose what works - just add to it!
5	<ul style="list-style-type: none"> White Cliffs is only recognisable image of District nationally/internationally but ... Not sufficiently inclusive of whole District Needs to be adjusted "White Cliffs Country and Beyond the Chalk"?
6	<ul style="list-style-type: none"> You've got to have "White Cliffs" in there by inclusive imagery Need to do considerable work on refinement, optimisation and promotion
7	<ul style="list-style-type: none"> Vision defines brand, not brand defining vision Do we need a single brand? Is it realistic to have one strapline that works for all? Dover - world-renowned, White Cliffs - world-renowned Deal and Sandwich - not covered by either (Indeed, if you search online, you'll get "deals on sandwiches" as a response!) Create a "family" of brands, "Destination Dover" etc. Retain "White Cliffs Country" as overarching but work within - define clear brands No need to add coast - cliffs are coast Example of how Procter & Gamble promote individual products
8	<ul style="list-style-type: none"> Branding - can fail Multi-lingual White Cliffs Country is recognisable around the world Identity

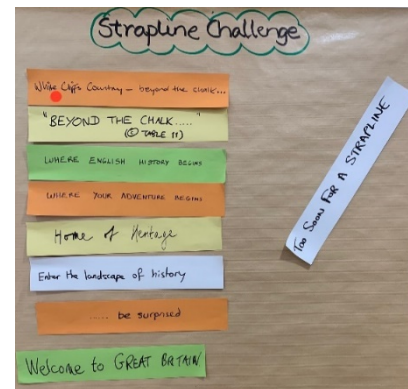
	<ul style="list-style-type: none"> ▪ Unless you have millions, don't change it!!! ▪ Digital apps don't search on brands
9	<ul style="list-style-type: none"> ▪ White Cliffs Country great signpost to area ▪ Strong imagery / bank of imagery ▪ Good drone "high quality" footage ▪ In Deal, use the 3 Ms - maritime / museums / mining
10	<ul style="list-style-type: none"> ▪ Open it up to people to come up with a better idea - time limit ▪ It's got to be honest ▪ Does White Cliffs refer to what we do? ▪ Memorable ▪ Wider branding ▪ Stands out ▪ Egypt - pyramids ▪ Iconic white cliffs ▪ 4 castles ▪ Best ... ▪ Coast heritage ▪ Over 50 (coach visitors) ▪ Stay for added value ▪ Experience ▪ Sandwich and surrounds ▪ It's not just a bed for the night ▪ Downs and coal fields ▪ SEO ▪ Conservations ▪ Do what we do better or silver bullet
11	<ul style="list-style-type: none"> ▪ A brand needs a value ▪ Targets ▪ Key messages and target audiences ▪ What are the key audiences? ▪ Why do we want them to come here? ▪ What can they do here? ▪ We've got something for everyone, but we're not sure which bit to talk about. ▪ 3 important reasons for people to come: <ul style="list-style-type: none"> – Destinations – Discover – Stay ▪ "Beyond the Chalk ..."

Strapline Challenge

Table discussions produced a number of suggestions for alternatives to “White Cliffs Country”, although leaving it untouched was also suggested, as was the suggestion that it was too soon to develop a strapline at the moment.

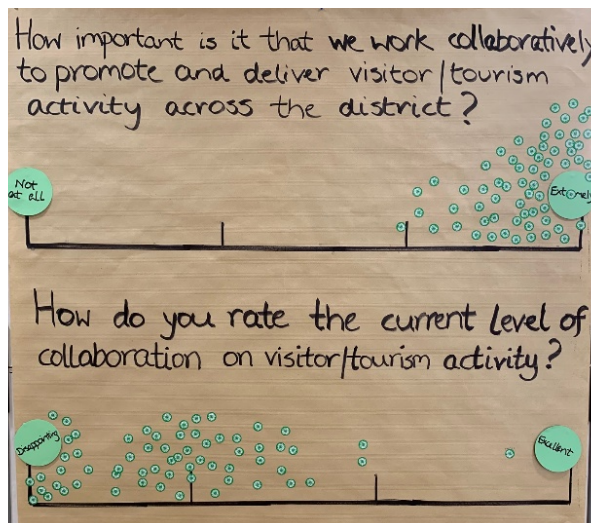
Proposed alternatives included the following:

- White Cliffs Country - beyond the chalk ...
- Beyond the chalk ...
- Where English history begins
- Where your adventure begins
- Home of heritage
- Enter the landscape of history
- ... Be surprised
- Welcome to GREAT BRITAIN



5. Collaboration

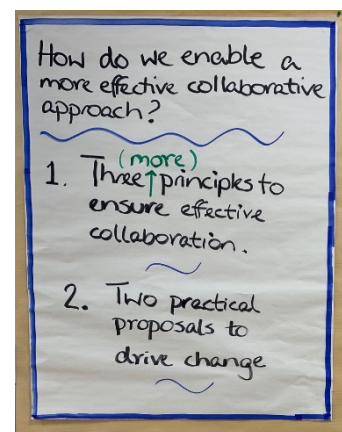
Exploring effective collaboration



A double poll asked the event participants about the importance of collaboration to them and the perceived current level of collaboration. The results of this indicated that there was plenty of scope for working together more.

Chris Townend presented the TEAM approach and suggested some initial principles to good collaboration.

Table groups identified three additional principles and two practical proposals for new or enhanced collaborations to drive change



Principles of collaboration

Those present offered the following as their recommended principles of collaboration:

- Clearly identified partners
- Coordination between partners
- Listening and being listened to
- Share the good stuff
- Confidence that something will happen
- Start small and grow to build trust
- Mutual respect
- Enthusiasm and passion
- Positivity
- Capacity

Detailed discussion led to the additional comments below.

Table 4

- Faith, vision, belief it's going to happen
- Can't deliver without a common objective
- Keep it simple - if there is no joint benefit to working together, move on

Table 6

- Mutual benefit
- Positivity
- Results-based/-driven

Table 7

- Respect
- Assessed risks
- Online marketing has changed approach to collaboration. Collaborate within areas/locality or through projects with shared marketing for mutual benefit
- Create common objective
- Need to understand and respect needs of each partner

Table 9

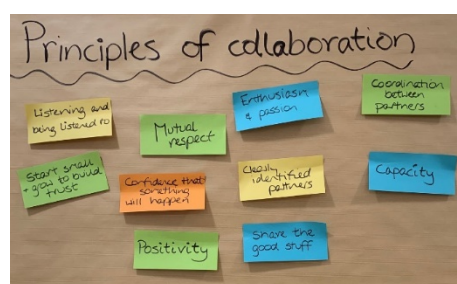
- Communication
- Measurable output
- Appropriateness

Table 10

- Strip apart ego - work together
- Same goal
- Two-way working

Other

- Communication
- Structure (linking)
- Positivity - a "can do" attitude
- Pragmatism



Practical collaboration

Each group shared their top suggestions for practical ways for people work together following this event.

- Rip up what we've got
- Provide easy access & advice.
Reduce red tape
- Put together themes/visitor interest in order to foster collaboration and not waste time
- Visitor charter
- Supportive & practical schemes
- Umbrella Group to oversee & support groups
- Timetable / event list
- Update
- Help us meet each other then we can be motivated to work together
- Same common goal
- Investment
- Listen
- Communication, coordination, capacity
- Support & facilitate relationship-building
- Create & support sector groups
- Create a joined-up social media strategy
- Create effective, quality communication channels
- Cross-promotion among businesses
- Heritage volunteer pool
- Skills & training quality partnership



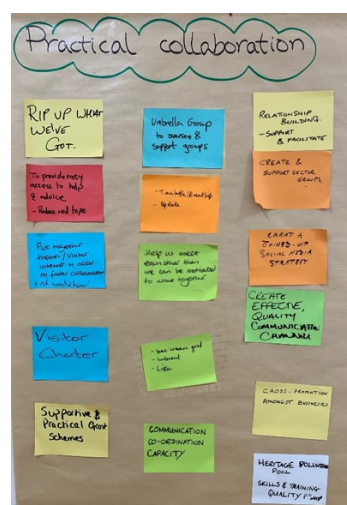
More detailed comments ensuring from the table discussions are included below.

Table 4

- Who are the other potential businesses in this structure/framework? Council could do initial introductions
- Potentially, an online platform to coordinate meetings.
- Put together themes by facilitating getting people together. Promote WCCTA - can put together themes
- Help us to meet each other - then motivate us to work together

Table 5

- Who should cooperate with who?
- Training in social media
- Needs enabler like DDC to bring people together. Taking time out of work for meetings is difficult
- Need agreement giving clarity on outcomes we are working towards
- Need tangible results to build confidence



- Joined-up communication social media strategy for DDC
- Attendee lists to be disseminated for linked for be created
- Printed material still important – don't go paperless, especially for the older generation

Table 7

- Create and support sector groups – e.g. VIC group
- Building relationship will need facilitating
- Identify project approach to bring people together for shared objectives

Table 10

- Blanket agreement to stock all leaflets and promote other competitors
- Wider net of businesses to share ideas with
- Understand businesses and council (what they all do)
- Networking / events to feel worth it (fair value if businesses get something back too)
- Generating local business
- Build a better future for everyone
- Trade shows working with Visit Britain / Kent
- Share every part of the district
- Unified listed event
- Need to feel listened to

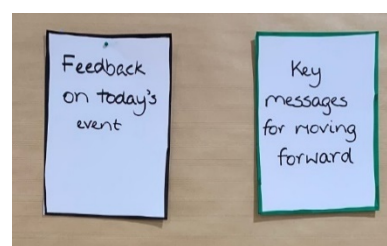
Other

- Promote local attractions
- Local apprenticeship programmes
- Look for local suppliers
- Focused projects with clear goals

6. The way forward

Personal Commitments

Individuals also gave feedback on the event and shared their personal comments and recommendations on the way forward. These are listed in separate documents.



Personal commitments show widespread interest in:

- Cross-promotion of one another's events, activities or destinations on websites, newsletters and social media but also through displaying flyers and leaflets
- Networking and contributing to development of tourism across DCC
- Helping others market themselves better, apply for bids – and others wanting to gain these skills
- Hosting further workshops
- Leading tours of areas for one another to so all are better informed about what's on offer
- Continued involvement in this collaboration
- Sharing their contact details to facilitate communication

Joint Commitment

The day ended with participants signing a joint commitment and taking part in a group photograph to mark the occasion.

Dover District Council
The Crabble Declaration
Thursday 7th March 2019

*“I am committed to working with others to cultivate
a dynamic future for tourism across our district”*



End

Report compiled by Quest Associates Ltd

Contact: peterwoodward@questnet.co.uk



Local Plan Climate Change Workshop

28th November 2019

Introduction

Dover District Council declared a Climate Change Emergency at a Cabinet Meeting on the 4th of November 2019. A Climate Change Strategy and Action Plan are to be prepared and Dover District Council are to become a net zero carbon emitter by 2030 at the latest.

The Planning Policy team at DDC undertook a Climate Change Workshop on the 28th of November 2019. As it is a key duty to cooperate issue, and climate change knows no borders, Kent Authorities, along with delegates from other external organisations were invited to discuss a range of topics relating to the how the Local Plan can tackle climate change.

Participants

- Royal Town Planning Institute
- Town and Country Planning Association
- WSP Consultants
- Client Earth
- Kent County Council
- Dover District Council
- Ashford Borough Council
- Canterbury City Council
- Dartford Borough Council
- Folkestone and Hythe District Council
- Gravesham Borough Council
- Lee Evans Partnership
- Maidstone Borough Council
- Medway Council
- Swale Borough Council
- Sevenoaks District Council
- Thanet District Council
- Tonbridge and Malling
- Tunbridge Wells
- The Environment Agency
- Conker Conservation
- Carbon Free Group
- The R&A
- Bureau Veritas
- Design Southeast

In total there were 67 attendees on the day including facilitators and presenters.



Part One: Networking and Pop Ups

The workshop kicked off with a networking lunch and Greg Chant-Hall from the Carbon Free Group, Richard Maggs from Bureau Veritas and Andrew Pepler, Lidija Honegger, Steph Hands and Dan Jenkins from WSP held pop up stands to enable attendees to engage in conversations on climate change.

Attendees were also invited to complete the following tests:

How confident are you including Climate Change within your Local Plan?

This was used as a starting reference for how confident everyone felt about addressing climate change in their Local Plans.



Opinions on Existing Policies -

Local Plan policies from Bristol, Greater Manchester, Barnsley, Camden, Bedford and London were displayed, and attendees were asked to place stickers to express if they liked or disliked the Policies.

Local Authority	Policy	Like	Dislike
Bristol	Policy BCS13	12 green dots	8 red dots
Greater Manchester	Policy GM – S 2 Carbon and Energy	12 green dots	1 red dot
Barnsley	Policy CC1: Climate Change & Policy CC2: Sustainable Design and Construction Development	3 green dots	10 red dots
Camden	Policy CC2 Adapting to Climate Change	12 green dots	1 red dot
Bedford	Policy 55 - Energy Efficiency	1 green dot	14 red dots
London	Policy S12 Minimising Greenhouse Gas Emissions	15 green dots	0 red dots

London Plan Policy S12 Minimising Greenhouse Gas Emissions received the most likes and is set out below.

LONDON - Policy SI2 Minimising Greenhouse Gas Emissions

A) Major development should be net zero-carbon. This means reducing carbon dioxide emissions from construction and operation, and minimising both annual and peak energy demand in accordance with the following energy hierarchy:

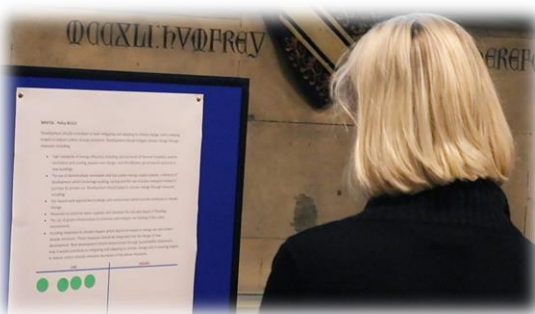
- 1) Be lean: use less energy and manage demand during construction and operation.
- 2) Be clean: exploit local energy resources (such as secondary heat) and supply energy efficiently and cleanly. Development in Heat Network Priority Areas should follow the heating hierarchy in Policy SI3 Energy infrastructure.
- 3) Be green: generate, store and use renewable energy on-site.

B) Major development should include a detailed energy strategy to demonstrate how the zero-carbon target will be met within the framework of the energy hierarchy and will be expected to monitor and report on energy performance.

C) In meeting the zero-carbon target a minimum on-site reduction of at least 35 per cent beyond Building Regulations is expected. Residential development should aim to achieve 10 per cent, and non-residential development should aim to achieve 15 per cent through energy efficiency measures. Where it is clearly demonstrated that the zero-carbon target cannot be fully achieved on-site, any shortfall should be provided:

- 1) through a cash in lieu contribution to the relevant borough's carbon offset fund, and/or
- 2) off-site provided that an alternative proposal is identified, and delivery is certain.

D) Boroughs must establish and administer a carbon offset fund. Offset fund payments must be ring-fenced to implement projects that deliver greenhouse gas reductions. The operation of offset funds should be monitored and reported on annually.



Part Two: The Presentations

The Royal Town Planning Institute, Town and Country Planning Association, Client Earth, WSP and Kent County Council were invited to share their knowledge of how a Local Plan can tackle climate change.

Copies of the presentations are available on the DDC website and a brief summary of the issues covered is set out below

<https://www.dover.gov.uk/Planning/Planning-Policy-and-Regeneration/Evidence-Base/Climate-Change.aspx>

Client Earth - Sam Hunter Jones – Law and Policy Relating to Local Plans and Climate Change

Law and policy briefing

- <https://www.tcpa.org.uk/planning-for-climate-change>
- Section 19(1A) Planning and Compulsory Purchase Act 2004: "Development plan documents must (taken as a whole) include policies designed to secure that the development and use of land in the local planning authority's area contribute to the mitigation of, and adaptation to, climate change."
- Strategic Environmental Assessment (SEA):
 - need to clearly describe whether plan facilitates or contradicts the achievement of relevant climate objectives



Client Earth's presentation set out the legal requirements in relation to planning for climate change. Client Earth are keen to work with Local Authorities to support them in implementing these legal requirements and Sam was able to point us in the direction of helpful tools to navigate how we embed this into our Local Plan Policies.

[Client Earth - Law and Policy Relating to Local Plans and Climate Change](#)

Town and Country Planning Association – Jessica Fieth - The Climate Crisis

The Climate Crisis

Jessie Fieth, Projects and Policy Manager
Town and Country Planning Association

www.tcpa.org.uk @thetcpa



Jessie's presentation talked about the challenges that we are facing in planning for climate change and the commitments that Local Authorities need to meet. Jessie explained how the Planning system is best placed to tackle climate change and the role that Local Plans can play in this.

[Town and Country Planning Association - The Climate Crisis](#)



Royal Town Planning Institute - Daniel Slade – Planning for Climate Justice



Daniel started by explaining Climate Change from the RTPI's perspective and the five arguments for Climate Justice within Spatial Planning. This led on to a broader overview of the importance of Climate Justice and the reasons why it always needs to be considered by Planners. He also explained how Diversity and Equality play a major part within Climate Justice and how we must consider the wider social costs and benefits. Finally, Daniel also pointed us in the direction of a number of tools that can help us reach our Climate Change goals (in toolkit below.)

[Royal Town Planning Institute - Planning for Climate Change](#)

Kent County Council – Carolyn McKenzie – Rising to the Challenge of Clean Growth and Net Zero

Climate Emergency and Net Zero What does it mean for planning?

Kent and Medway Planning Workshop

Carolyn McKenzie
Head of Sustainable Business and Communities
Kent County Council



Carolyn's presentation focused on the work that KCC are doing with Local Authorities to tackle climate change and the importance of partnership working. She explained the goals we need to meet and gave suggestions on how we will meet them such as Smart Networks, Climate Proofing, Multipurpose infrastructure and replacing the old. She shared with us what has been implemented subsequent to KCC declaring a Climate Emergency.

[Kent County Council - Rising to the Challenge of Climate Change](#)

WSP – Andrew Peppler, Lidija Honegger, Steph Hands – Practical Solutions



The Team at WSP gave a presentation regarding the practical solutions that we can implement in terms of Design and Planning to tackle climate change, with a focus on urban greening. They demonstrated the difference between Mitigation and Adaptation and talked about why we need to reduce greenhouse gasses and the cutting-edge science that we have to prove this and help us mitigate the damage done.

[WSP - Practical Solutions](#)

Tool Kit

- **Planning for Climate Change - Law and Policy Briefing -** <https://www.tcpa.org.uk/planning-for-climate-change>
- **APSE Energy -** <https://www.apse.org.uk/apse/index.cfm/local-authority-energy-collaboration/apse-energy-publications1/local-authority-climate-emergency-declarations/>
- **Catapult -** <https://es.catapult.org.uk/news/ssh1-local-area-energy-planning/>
- **Climate Just Mapping Tool -** <https://www.climatejust.org.uk/map>
- **Scatter -** <https://scattercities.com/>
- **ADEPT -** <https://www.adeptnet.org.uk/floodriskemergencyplan>
- **CSE - Free Support -** neighbourhoodplanning@cse.org.uk
<https://www.cse.org.uk/projects/view/1343>
- **RTPI -** [RTPI.org.uk/climatechange](https://rtpi.org.uk/climatechange)



True or False!

The first Group exercise involved asking a series of True / False questions



The UK has become the first major economy to pass a net zero emissions target into law

TRUE!

The UK Passed this law on 27th June 2019

Mitigation and adaptation in relation to climate change are interchangeable terms which mean the same

FALSE!

Mitigation means trying to eliminate/reduce future human impacts on the climate, adaptation means adapting environments to cope with the effects which are already being seen e.g. increased temperatures and sea levels

The term 'Climate Justice' means finding a fair balance for and between people who enjoy warmer weather and people who enjoy cooler weather

FALSE!

Climate justice aims to frame climate change as a social, and political issue for humans, especially as those who feel the effects of extreme weather events are often from poorer communities. Climate change had previously been framed as a purely environmental issue in terms of the hole in the ozone and the increase in greenhouse gas emissions

The planning system/local plans are capable of solving climate change

FALSE!

Efforts will need to be made by a range of different agencies in partnership, including the Environment Agency, statutory consultees such as Natural England, and the Planning Inspectorate, as well as politicians and members of the public in order to address the human impact on the climate



TRUE!

True – gas boilers burn fossil fuels, the consultation seeks to replace them with the latest generation of clean technology – such as air-source heat pumps and cutting-edge solar panels

The current consultation on altering Part L of the Building Regulations proposes a ban on gas boilers in new homes from 2025

FALSE!

The planning system now has less control over residential conversions as a result of these changes as there is no mechanism for a green energy requirement in the prior approval process

The expansion of permitted development rights, to include the conversion of buildings to residential use, has made taking actions to secure mitigation and adaptation easier



Part Three: Workshops

The Local Plan Workshop was planned around 5 **main** themes:

- Buildings Construction and Management
- Energy use and generation
- Sustainable connectivity (Including Transport)
- Building in Climate Resilience (Flooding and SUDS)
- Green Space and Natural Environment

Key: The outputs from the workshop have been broadly sorted into categories.

Building Regulations

Local Plan

Other

All of the attendees were rotated around the different “themes” and were asked to identify the key ideas for how the Local Plan could tackle climate change.



Buildings Construction and Management Facilitated by David Tittle – Kent Design			
Aspect (Building)	Aspect (Local Plan)	Challenges (Documented by the Attendees)	Ideas
<ul style="list-style-type: none"> Construction - Whole life, embedded carbon Operation - Building fabric and passive design Systems efficiency Energy management – Smart energy Supply - Building Renewables Cost 	<ul style="list-style-type: none"> Decentralised energy Off Setting 	<ul style="list-style-type: none"> Government need to give LA's more flexibility in their policy making to ensure National Climate Change Ambition is Achievable If People Change their behaviour, then Local Plans / Planning Policy also needs to change 	<div>Enforcement</div> <div>Re-use buildings and materials</div> <div>Exceed Baseline Standards with flexibility</div> <div>If it can't be reduced, reused, repaired, refurbished, refinished, resold, recycled or composted then it should be restricted, redesigned or removed from production</div> <div>Design - Site Layout and Orientation</div> <div>Developer Viability Test</div> <div>Landlord Licenses</div> <div>Batteries in houses</div>

Energy Use and Generation Facilitated by Greg Chant-Hall - Carbon Free Group			
Aspect (Building)	Aspect (Local Plan)		Ideas
<ul style="list-style-type: none"> Home grown food and composting Construction - Waste, minimisation, reuse products, circular economy principals Water - Grey water recycling and operational efficiency In house recycling facilities and info Cost Building energy use 	<ul style="list-style-type: none"> Recycling Services and centres Street scene recycling and disposal Opportunity for local generation e.g. rooftop 		<div>Community Approach: Energy (PV Power Sharing and Microgrid)</div> <ul style="list-style-type: none"> Leisure Food Density <div>Carbon Neutral after 2027</div> <div>Local Materials which are low on carbon</div> <div>SHARING - Doing it Together!!</div> <div>New Developments must make recycling easy - i.e.: allow space for residents to collect recycling and allows space for collection</div> <div>National Legislation + Strategy - Strategic Policy</div> <div>Better internal communication</div> <div>Tiny Homes - 25m² One Ben.</div> <ul style="list-style-type: none"> No room for excessive "Stuff" Towards Co-Housing <div>De centralized energy- Microgrid / Local Offset (Kent Wide)</div>



Green Spaces and the Natural Built Environment

Facilitated by: Andrew Pepler and Stephanie Hands - WSP

Aspect (Building)	Aspect (Local Plan)	Ideas
<ul style="list-style-type: none"> Utilisation from shading Multi – functional Infrastructure Green walls and roofs for insulation and cooling Maximising biodiversity and creating wildlife corridors 	<p>Use of green space and vegetation to:</p> <ul style="list-style-type: none"> Act as a carbon sink and absorption of poor air quality (Off setting) Provide space for flooding and water storage 	<p>Street Greening</p> <p>county-wide GI strategy</p> <p>Education on Bio Diversity Net Gain</p> <p>Move Waste up the Hierarchy</p> <p>Enforcement - Completion Certificates (at least on large sites)</p> <p>Minimum Standards</p> <p>Less Focus on Housing / Balance</p>

Building in Climate Resilience – Including Flooding and SUDS

Facilitated by: Carolyn McKenzie - KCC

Aspect (Building)	Aspect (Local Plan)	Ideas
<ul style="list-style-type: none"> Maximising of orientation for both solar gain and shade Mitigating overheating – Shading windows, vegetation Climate Resilient Materials SUDS – Driveways and gardens Property level flood defence where needed Drought resilience – Landscaping and water collection 	<p>Use of Green space and vegetation to:</p> <ul style="list-style-type: none"> Act as a carbon sink and absorption of poor air quality (offsetting) Provide space for flooding and water storage SUDS Providing shading and mechanisms for heat islands Maximising biodiversity and creating wildlife corridors – gain 	<p>Shared Training and CPD</p> <p>Early conversations with key stakeholders</p> <p>SUDS</p> <p>Broad Principals</p> <p>1 set of evidence</p> <p>Detail- Kent Design One version Truth</p>



Sustainable Connectivity - Including Transport		
Facilitated by: Richard Maggs – Bureau Veritas		
Aspect (Building)	Aspect (Local Plan)	Ideas
<ul style="list-style-type: none"> Bike Storage Broadband EV Charging Points 	<ul style="list-style-type: none"> Service location Digital connectivity Integrated public transport Connected public rights of way / cycle paths in and outside developments Bike Storage and Infrastructure EV Charging Points Car Sharing 	<div>Commercial Development - "Travel" Plans / Green</div> <div>Monetary Contributions to be Local FIRST</div> <div>NOT increasing road capacity for cars</div> <div>Behavior Changes + Educational Pieces</div> <div>Green Infrastructure - Integrated "Corridors" Green and Blue</div> <div>SHARING - Doing it Together!!</div> <div>Good Planning = Reducing demand for travel/ providing travel options</div> <div>Policies to be adhered to and need to be up-front</div> <div>Trial no car zones</div> <div>Buy Local- Plan for Local Services and businesses</div>

Prior to each group moving onto the next table the table facilitators were asked to capture the key headlines to be added to the post its and reported at the end of the workshops.



Part Four: Using information gathered from the workshop within the Local Plan:

Idea	Possible Action
Reuse buildings and materials	Could have criteria in a policy that encourages building materials that are onsite to be reused or incorporated into the new build.
Design site layout and orientation	When drafting new design policies, the issue of climate change should be considered and promoted in terms of ensuring that the design responds and adapts to climate change. This should address issues such as maximising solar gain, climate overheating and flooding.
Developer Viability Test	As per the above, Climate Change and adaption does not necessarily involve major outlay. Climate change should be considered at site selection stage and in design, layout and orientation of a building (As per the National Design Guide.) For Local Authorities that have CIL there is the opportunity to prioritise climate change and adaption in the 123 list.
Tiny Homes <ul style="list-style-type: none"> - No room for excessive “stuff” - Towards co-housing 	Providing that rooms meet the Nationally described space standards, the Local Plan can encourage the intelligent use of space and multi-functional, adaptable rooms. This offers benefits including more affordable homes that can evolve/ develop according to people’s needs and allow people to remain in their home longer and prioritise climate change habits that will provide long term benefits.
Local materials that are low carbon	A policy could be included within the local plan that has a checklist for high quality sustainable design and development. One of those checks could be that developers’ source Local Materials that are low carbon.
New developments must make recycling easier	In the design policy there needs to be criteria that require developers to consider the needs of recycling as part of the development and design of the building. Other initiatives such as green composting and the ease of which people can recycle products (Eg: access / location, aesthetic design) needs to be considered early on in the design stage.

Decentralised energy	The Local Plan can seek to support micro energy generation within developments.
Street Greening	The Local Plan can encourage the inclusion of street greening and the planting of new trees. In addition to this it can also look at opportunities to incorporate areas of land set aside for people to grow their own food.
County wide GI strategy	In a similar vein as climate change, we all need to work together in a holistic manner. This may include a collaborative evidence base.
Move Waste up the Hierarchy	The Local Plan can give priority to preventing waste in the first place and incorporating a waste hierarchy within the Local Plan in an effort to educate people and protect the environment.
- Early conversations with key stake holders	As part of the Local Plan evidence base discussions will need to take place with key stakeholders with a particular emphasis on climate change and adaption measures.
- SUDS	The Local Plan will incorporate measures to promote SUDS and ensure the long-term management of SUDS is built into the policy
- Commercial development - Travel green plans	The Local Plan can include the requirement for green Travel Plans for commercial development.
- Not increasing road capacity	The Local Plan can encourage other forms of transport such as Cycling and Public Transport as well as walkable neighbourhoods. Alternative transport ideas will take priority over increasing car capacity.
- Green Infrastructure integrated corridors Green and Blue	Both Green and Blue corridors can be incorporated into the Local plan which can be used to enhance and maintain existing habitats by connecting together fragmentated eco systems.
- Trial no car zones	Walkable town centres and neighbourhoods will be within the Local Plan.
- Buy Local – Make plans for Local Services and business	Ensuring that new developments are sustainable and have a range of services and facilities to meet the local needs of the residents. New commercial developments need to be accessible via Public Transport.

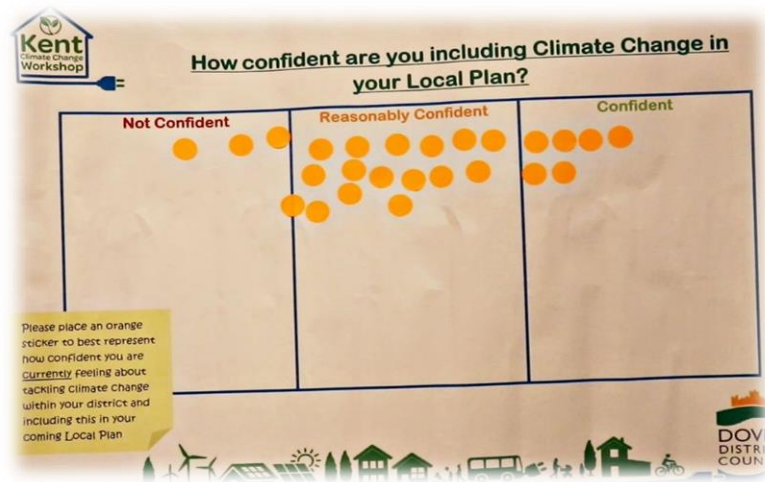
Part Five: Key messages:

Confidence

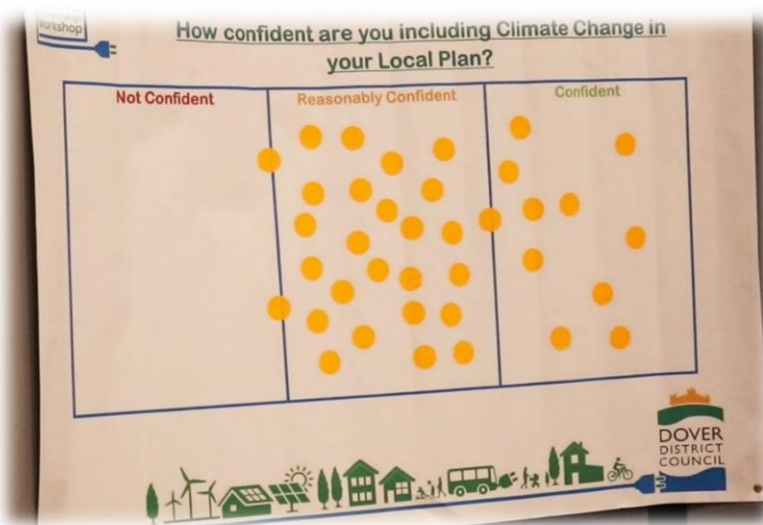
To conclude to the session, attendees were again asked how confident they felt about planning for climate change in the Local Plan, having previously been asked the same question at the start of the workshop. The results are illustrated below.

The results:

At the beginning of the workshop:



At the end of the workshop:



Key Headlines:

- The workshop has gathered together a range of organisations to discuss climate change and it will be important to build on and develop the ideas and knowledge further by convening another event
- When it comes to climate change, working in partnership across administrative boundaries is essential, as climate change issues do need to be tackled in a holistic manner
- The Local Plan cannot tackle climate change alone as it needs the buy in of other Council strategies such as the Corporate Plan
- Climate change issues need to be considered and integrated throughout the whole Local Plan and it will be important to demonstrate this to the Local Plan Inspector
- There are a great deal of free resources on the Internet but often the challenge is working out where to start
- Climate justice is a key consideration and planners need to think about how the most disadvantaged sectors of the local community can be given assistance to tackle climate change issues

Feedback from the event:

DDC has received positive feedback from the event and any comments received will be taken into account when planning future workshops. Key points raised include:

- “Very positive event and good opportunity for professional networking.”
- “There is a need for strong government leadership and a consistent approach nationally, to stimulate the standardisation of construction practices and building standards, and therefore develop related products and industry.
- “More investment and focus is required to reduce car dependency, and genuinely provide mode choice through the delivery of development outcomes.”
- “Climate justice presentation was very pertinent lens to look at these issues through.”
- “Pointed towards resources which was useful”
- “I found that I left with a greater understanding of the broad nature of the planning considerations.”

Dover Local Plan Vision Virtual Webinar

30th July 2020

Summary notes

Background

Prior to the UK outbreak of Covid-19 the district had planned to execute a physical Local Plan Vision event at the Dover Marina Hotel. The pandemic meant that the event was cancelled at the start of the outbreak.

The Ministry of Housing, Communities and Local Government (MHCLG) made clear that they wanted to see Local Plans progressing as a vital means for supporting economic recovery and in line with its aspirations to have plans in place across the country by 2023. The use of virtual process was welcomed and encouraged.

As part of the ongoing progression of the Dover District Local Plan, a Virtual Vision Webinar was designed; the core objective was to encourage all participants to leave behind the technical considerations of a Local Plan and take a look at defining an **aspirational over-arching Vision for the future of Dover district.**

Across the period of a day, a number of carefully selected panels were put together to take soundings across a number of specialist areas, all of which have gone towards developing our Local Plan.

The contribution of **every participant** (Members, Officers and Stakeholders) has been gratefully received and the outputs are now being put into practice with the creation of an over-arching vision, a Local Plan brand and a website; we have also secured the support of a group of critical friends and challengers, who will travel with us on

our Local Plan process, economic recovery strategy and the proposed establishment of a place brand.

The following is an overview of the outputs from the Dover Local Plan Vision Virtual Webinar.

Session One

Challenges and opportunities for the district 2020 – 2040

Participants

Guy Hollaway, Founder - Hollaway Studio

Louise Francis, Founder and Director - Francis Knight

Mary Parsons, Director - People for Places

Nick Fenton, CEO – Kent Developers Group

Liz Gibney, Partner – Lee Evans

Key Points:

- The Challengers see the Local Plan is **the** key document that will inform and educate residents, businesses and investors that there is a clear vision for the district for the next 20 years; it is critical to consider all influences - economic, environment, technological and social.
- Whilst the district is made up of the core towns of Dover, Deal and Sandwich, making Dover town more inviting, energetic and welcoming will support the ignition of the district as a whole; the rest of the district has great strength, and this would provide a super boosted impact. Thinking about how Dover town links to the sea and the white cliffs was identified as a priority.
- The district should not settle for '**okay**' – whilst investment is hard fought for, now more than ever, it must be the right sort of investment. The zeitgeist was changing prior to Covid-19 but this has been accelerated; sustainable, responsible, inclusive brands that have social value are increasingly important to the general public. Seeking investment from brands and

organisations that have this at their heart will support the districts economic recovery and set it apart. The Local Plan over-arching vision should reflect this aspiration for the next 20 years and is central to the future of the district.

- All town centres in the district need to reflect brave Master Planning – demand has changed forever as a result of Covid-29 and town centres need not be just about retail. Live/work options should feature as part of the future aspiration.
- Dover is a natural place to enter and leave the UK – there is a need to make it more welcoming; create reasons to keep people a little longer before they stay or go; and create reasons to stay for much longer across the whole district.
- Connectivity – this was a prominent topic with the challengers – digital, social and physical connectivity. This should not just be a policy objective – it’s what people want – being connected via green infrastructure for walking and cycling is an absolute deliverable for the district over the next 20 years.
- Overall, what do people want and need from Dover District? – Genuine involvement in the future development of the district; a stronger place, unique identity; continued connectivity with Europe; a clear and understandable offer for people looking to relocate from London particularly; a bold and confident local authority; to celebrate what’s already in the district and balance that with the drive for the right type of investment and regeneration, as one will feed the other; to strive for better than average; a strong legacy coming through the Local Plan.

Session Two

Transport

Participants

Cllr Nigel Collor, PH for Transport, Licensing and Community - Dover District Council

Cllr Susan Beer, Shadow PH for Finance, Governance and Digital – Dover District Council

Cllr Linda Keen, Shadow PH for Transport, Licensing and Community – Dover District Council

Adrian Oliver, Project Coordinator - Cycle Friendly Deal

Rubena Hafizi, Transport and Parking Services Manager – Dover District Council

Sally Benge, Transport and Development Manager for East Kent – Kent County Council

Richard Smith, Corporate Director Adult Social Care and Health – Kent County Council

- We need to look towards **greener transport and innovation** - electric vehicles, charging points across the district, hydrogen buses, trams in Dover and Deal were even mentioned. Car club vehicles, e-bikes at a central point. Ought to be self-funding after initial investment – Deal town council has bought some e-bikes to hire from leisure centre – go buy an e-bike and stop using your car. Make it easier and people will stop using their cars.
- We can expect more **automated vehicles** on our network, reducing the need for car ownership. Most of the time our cars are sat there doing nothing. We need to change the way we think about using the car but remember that congestion will

still be with us even with electric cars. They will still be taking up space just not pumping out fumes.

- Future of **public transport** post coronavirus. Will people use buses and trains again? Need better rail and bus services. Rural bus services and rail provision criticised (e.g. Whitfield). Potential for the bus and integrating transport links – to get people out of Dover and up the hill. Adding cycles to the bus would be a great idea. Bringing back trams for Deal and Dover could be considered. Integrate the transport system. Dover Fastrack is an asset – rapid bus transit is a great example of how we can integrate transport.
- **Active travel** – a major change will be actively travelling rather than driving our cars (pop up cycle lanes, EV charging). We need to help people do active travelling. The government has made massive changes by creating a budget for active travel. In the next 10-20 years we will be walking and cycling a lot more – the cheapest form of investment you can do in the transport world / compared to road infrastructure.
- **Cycling** is an opportunity – the strategy needs to be developed. The district's hills are a challenge for most cyclists so consider developing cycling routes in towns. Including a cycling strategy as part of the Local Plan will enable conversations with developers. Linking cycling strategy with the sites that will have been allocated will enable a good cycling network over time.
- When we expand places like Aylesham village make bigger, we need to think of them as a town and make everything in

walking and cycling distance. Not let the developers assume people will use their cars to get around.

- **Road and rail.** Roads improvements and a quicker rail journey still needed. Referring to earlier comment about one-way system in Dover – unless we can make the roads wider you won't get it. A258 Dover to Deal road is narrow and has horrible bends. Deal is a problem with road and is tagged on the end of the railway line which doesn't help.
- **Dover port** - Dover gets 10k trucks every day through the port and they need to go somewhere. The sea has advantages and disadvantages – on one hand fills the town with freight and other brings a huge amount of money on the ships. Cruise ships are an asset and has a huge effect on district but also pushes people out to Leeds Castle and Canterbury. We need to use that transport advantage to pull people into the district rather than out of the district.
- **Parking and town centres** - Parking is a key factor in influencing people to use the car for shorter journeys — remove some parking. Town centres are changing with people shopping online and we need to focus on them coming places of leisure and bring people there safely.
- **S106 and developer contributions** - Investment and capital are key in achieving future goals. We do rely on developer contributions. We need to access all the funding schemes available and are working closely with KCC.

Session Three

Climate Change

Participants

Cllr Trevor Bartlett – Chair of the Climate Change Working Group

Cllr Joe Burman – Labour Group Councillor

Martin Leggatt, Head of Assets and Building Control – Dover District Council

Ray Johnson, Climate Champion - Kent and Medway Environment Group

Lucy Breeze – Kent Environment Strategy Programme Manager – Kent County Council

- Climate change is something that has no borders within the council and crosses all areas – from a Local Plan Vision perspective it is a key area that can be addressed through policy and also through the recently set Carbon neutral ambition. It's important to understand that some things are already locked in, such as changing seasons right now; in another 20 years it will be different again.
- Transport is an issue – minimising combustion forms of transport is important as it produces CO₂, which in turn should be considered when thinking about the places where people live, work, play. This is particularly key for the town centres as the infrastructure is there.
- Heritage and tourism are important to the district and needs to reflect a greener approach – a good example of this is things like green cycle networks near Sandwich.

- A green environment - be clever with the natural environment – look to use things like natural shading, using the environment for health and wellbeing and behaviour change – so don't get in the car to go to the shops - however, the Local Plan needs to facilitate behaviour change. As a maritime community can we embrace the natural resource of water? Is there an aspiration for wave power? The district is rich in farmland and therefore nature – the entire green infrastructure is a significant part of the district now and the vision should be to protect, enhance and develop it.
- Connectivity – a low carbon home or office is meaningless if we are asking people to use transport at the level we currently have. Digital connectivity is absolutely key.
- Alternative renewable energy – by 2040 new homes will not be using gas and the vision should clearly include ground source heat pumps and solar. However, hydrogen technology is a real opportunity and East Kent and particularly Dover could become a 'Hydrogen Hub' and a capital for renewable energy projects.
- Economic gain – if the district could own and control some local energy production this could be a significant point of difference for the local economy and the residents and businesses within it.
- Creative spaces – it's clear that buying and owning less stuff is a sustainable approach to managing all of the resources in the world and therefore the district. This vision could pose some real alternatives to managing resource through creative design; for instance, smaller living spaces equals less stuff – but if the

space is well-designed with brilliant, diverse green and open spaces, the quality of life is arguably better.

- Finally – have in mind that the district should be aware of ‘green gimmicks’ as opposed to the ‘fabric first’ approach – minimise energy demand in the first place by building the best quality in the first place. And be a leading authority by sharing best practice.

Session Four

Housing and Community Assets

Participants

Cllr Michael Holloway, PH for Inward Investment and Tourism –
Dover District Council

Cllr Pamela Brivio, Shadow PH for Housing and Health - Dover District
Council

Louise Taylor, Strategic Housing Manager – Dover District Council
Brinley Hill, Head of Community and Digital Services – Dover District
Council

Rachel Collins, Community Development Manager – Dover District
Council

Paul Sayers, Chief Strategy Officer – EKC Group

Sarah Platts, Strategic Planning and Infrastructure Manager – Kent
County Council

- **Type of housing:** Developing housing stock is key to the future prosperity of the district.

A better mix of housing stock will encourage people to live here. Mix should include:

- Live / work spaces
- Creative people at the beginning of their careers
- Aspirational homes for people relocating from London
- Affordable homes for essential workers

Dover District Council has not historically built a lot of homes but is looking to increase that substantially in the future – quality and low running costs are key considerations.

- **Housing need** – we know broadly what we need and need to continually assess. We need to understand more clearly what the district needs are – young and old – to ensure life journey needs are met. Creating places that people want to grow up in, stay in, work in and especially providing for and retaining young people.
- **Sustainability** – there is a demand for properties that will meet the challenges of climate change and the environment. Opportunities for solar panels, wastewater, ground source heat power. Making better use of the empty properties that we have. Having green infrastructure in place when new developments are built. Young people are especially keen on housing that meets climate change issue.
- **Town centre** – needs a strategy. Encouraging town living – Dover has too much retail space now – how can we design town centres to encourage living?
- **Digital access** – it is a critical utility. We need to address the digital divide and ensure housing meets digital needs.
- **Access to education** – The district has excellent provision for grammar schools, secondary schools, FE and early years. Provision should include accessing technical education that will deliver the skills needed for the district. Retention of younger people in the district – there is an aging population and outward migration of younger people. Will there be more online learning, reducing need for large campuses?

- **Transport** links need to be adequate and sustainable – including the green agenda for the years to come. Being more creative and innovative and attract people to invest and live in the district.
- **Leisure** - parks and open spaces are a fundamental part of regeneration. Shared areas are vital for people to get out and enjoy fresh air.
- **Relocation** – Covid-19 has made many people reconsider where they want to live. Develop aspirational housing for people wanting to move from London. There needs to be a really good. Mix and appeal to keyworkers and be affordable for the average family and for our communities.
- **Uncertainty and opportunity** – we are living in a world where we realise that we can't predict the future. Tech is moving at rapid pace, working patterns, how we move around, how we use our spaces, development of community hubs to access a range of services, uncertainty of pandemics. Challenge of lockdown has proven that much can be achieved quickly – working from home put into place within days for most companies.
- **Cumulative impact** – note of caution about pockets of housing growth whereas big developments 'wash their face' with their provision of amenities like primary schools.

Session Five

Business, Tourism and the Town Centre

Participants

Cllr Michael Holloway, PH for Inward Investment and Tourism –
Dover District Council

Dave Robinson, Planning Delivery Manager – Dover District Council

Chris Townend, Strategic Tourism Manager – Dover District Council

Geoff Miles (KMEP), Chair – Kent and Medway Economic Partnership

Tudor Price, Deputy CEO – Kent Invicta Chamber of Commerce

Graham Galpin, Town Centre Place Changer

Business

- **Identity** – a cohesive and coherent identity for the district is important for the business community and to attract investment
- **Connecting up Dover** – a shared view that joining the seafront with the town centre will open up the business opportunity. Dover has all the component parts but at the moment doesn't feel joined up
- **Strengths:** direct connectivity with Europe. Space to grow around it. A great employer

Dover is more than a port town. It plays a significant part in people's perceptions though.

- **Opportunities:** companies relocating from London, quality of life offer for people working from home, Dover can be a

destination in itself not just an entrance and an exit. There is an opportunity for the local economy to be lifted by the cruise ships that arrive here – like in Monaco.

- **Risk** – there was discussion around nothing will replace face-to-face interactions in business with the perception that there will be a sizeable change in habits and practices.

Tourism

- Dover is a national gem. It's all there – the sea, countryside, heritage, Deal Festival, a beautiful district.
- People come in and out of Dover, but they don't stay- it isn't inviting or engaging as you enter it. But Dover is a destination in its own right
- Visitor economy is a key growth opportunity – currently one fifth of people employed in the district are in tourism. Tourism is generating £287m per year.
- Large amounts of outside space are another tourism opportunity – walking and cycling are key areas to develop into tourism ventures and providing experiences that they can't access online.
- 131 cruise ships called to Dover last year – big opportunity for them to access a White Cliffs Country Experience

Town centre

- Everyone agreed there is huge potential to improve the town centre.
- Access to town from seafront – there is an opportunity for an underpass for cars to allow pedestrian access directly into town.
- Current national trends show we may be going back to a town centre with local shops for local people – people working from home will want to access shops locally.
- Many people are shopping online but by curating a town centre experience, you can provide a shopping experience that you can't access online.
- Dover needs to be proud of itself – it's a great town with so many hidden gems. A great church, hidden ruins, link to the castle.

Session Six

Leisure and Green spaces

Participants

Cllr Oliver Richardson, PH the Environment and Corporate Services
– Dover District Council

Cllr Edward Biggs, Shadow PH Environment and Corporate Property –
Dover District Council

Roger Wragg, Head of Operational Services – Dover District Council

Richard Haynes, Natural Environments Manager – Dover District
Council

Emma Allen, Senior Infrastructure and Delivery Officer – Dover
District Council

Laura Corby, Principle Leisure Officer – Dover District Council

Natural environment:

We are in the middle of a biodiversity and climate crisis and we need to put the natural environment front and centre of council strategy.

Every new housing or business development should have to deliver biodiversity net gain, healthy green spaces to have an impact on health and wellbeing.

Leisure centres:

Dover District Leisure is considered one of the best in Kent.

Covid has changed the way we exercise. May need to review people's usage of leisure centres in next 12 months. Future leisure

centres may need to be flexible – provision for other use e.g. community facilities.

Tides Leisure Centre in Deal – business plan put on hold owing to Covid, but it is a priority for next five years and will need to be revisited.

Sandwich and Aylesham leisure centres are local facilities but they are somewhat isolated and may need more support to enable to them to remain profitable.

Specific leisure sites:

- Council is working on a feasibility study for a cable car in the town centre which would provide connectivity with town and castle and possibly some of the natural areas.
- Sandwich has open spaces, but they aren't especially well connected – create a feeling of a park rather than series of spaces
- Play facility in Maxton area of Dover has been needed for a long time.
- Need to improve the quality of Pencester Gardens in Dover – it should form part of town centre improvement project
- Local Plan needs to set out expectations for new developments in terms of leisure provision and cohesiveness with what already exist / linking up
- Need a comprehensive strategy in Ash so that facilities are all joined up with the development

- Support needs to be given to parish councils. Preston Parish Council is a good example – awarded funds for a new village hall but has never delivered a project of this scale before so support should be provided to them in some way.
- Small open spaces in historic areas are incredibly important to local residents e.g. appeal case in historic Sandwich. These spaces need to be identified and protected.
- Protected site at Shellness Point is an incredibly valuable natural resource in the district. It can be a difficult site to implement any change – the Local Plan does need to consider specific areas and what can be done there rather than an overarching approach.

Community involvement is key to making leisure spaces (traditional parks, beaches etc) relevant. The community response to Covid19 has left a legacy of local engagement. Find out what people want, involve them in making that happen. Facilitate different uses - personal trainers, tai chi, for people who don't have any outside space, parents' groups, space and activities for older people.

There is a need to manage expectations of open spaces – you don't have to have an outdoor gym; you can have a nice outdoor space to walk in. One person's patch of brambles is another person's patch of habitat!

Technology and innovation

Technology and leisure important, especially to younger generations. Ways to interact with open spaces using technology, geocaching, digital booking platforms, social media.

Technology interaction with open spaces is relevant, especially for younger people.

A bold step for 2040 would be no houses with gardens that people concrete or artificial grass over but provide healthy green spaces that are looked after for people to use instead.

Workspaces should provide showers for people so that they can use their journeys for health instead of getting home then going out again to exercise.

Session Seven

Design, Historic Environment

Participants

Gianni Simone, Senior Heritage Officer – Dover District Council

Jon Iveson, Museums and Tourism Manager – Dover District Council

Darren Bridgett, Principal Planner – Dover District Council

Alistair Upton, Chief Executive – Creative Folkestone

Neil McCollum, Head of Historic Properties – English Heritage

Jon Barker, Visitor Experience Manager – National Trust

- Understand the sense of each particular place through its existing context, architecture and experience – and how that can benefit future generations
- The reuse of redundant or often derelict buildings in a way that is consistent with that building's conservation can protect that building from an insensitive change and have a positive impact on society.
- Heritage includes the environment of East Kent - not just the built environment and townscapes.
- The issue of quality is one we all need to watch. If you can make the public realm in the towns of good quality and design then people will want to use them again.
- Once we have made an intervention and something has been built, we need to maintain them and have a plan for looking after it in the long term.

- There needs to be a sense of what Dover is, understand the geography, the history then we can start to plan the future. Heritage and new contemporary design come from that.
- We need to understand the place before we try to understand what might go into a given area.
- We need to establish what we think looks like good design and have the confidence to say no to bad design. We need to encourage, be bold and confident in what we want to see.
- Areas that are striving to be successful are those making bold decisions.
- Connectivity between different parts of the town and district need to be considered – some of the issues in the district can be resolved this way.
- Understanding where we have come from is important and use as the direction for going forward.
- You can't underestimate the importance of the landscape and geography on the district, making it difficult for the public to access areas and put pressure on areas.
- Design – being bold is a matter of confidence – it is neither modern or contemporary and it's about understanding the place and knowing that it can be different for different areas.

- Viability – the district is known to be a historic environment, and this may be off-putting for development from a viability perspective. The district has a strong cohort of experts that can pool knowledge and experience to think more creatively about the function and the economic viability of buildings, places and spaces – this should be reflected as a strong point of difference in the vision (think English Heritage, National Trust, Creative Folkestone, Dover Museum – a powerful combination). From a planning perspective the district is being encouraged to **educate** about what the district is trying to achieve from a design and heritage perspective and then confidently pursue that vision. Keep in mind that bad quality investment is worse than no investment at all.
- Economy – this sector is going to be significantly challenged going forward and especially the next 3-5 years. In this sense looking to a future vision is a challenge. That said, it's clear that the heritage of the district is significant and clearly a strong part of the future and therefore the vision. Taking a long-term, brave approach, with a focus on sound management and protection of district assets, a resilient force of volunteers and a group approach will help to deliver a strong design and historic environment.

Dover Local Plan Vision Virtual Webinar

30th July 2020

Summary notes

Background

Prior to the UK outbreak of Covid-19 the district had planned to execute a physical Local Plan Vision event at the Dover Marina Hotel. The pandemic meant that the event was cancelled at the start of the outbreak.

The Ministry of Housing, Communities and Local Government (MHCLG) made clear that they wanted to see Local Plans progressing as a vital means for supporting economic recovery and in line with its aspirations to have plans in place across the country by 2023. The use of virtual process was welcomed and encouraged.

As part of the ongoing progression of the Dover District Local Plan, a Virtual Vision Webinar was designed; the core objective was to encourage all participants to leave behind the technical considerations of a Local Plan and take a look at defining an **aspirational over-arching Vision for the future of Dover district.**

Across the period of a day, a number of carefully selected panels were put together to take soundings across a number of specialist areas, all of which have gone towards developing our Local Plan.

The contribution of **every participant** (Members, Officers and Stakeholders) has been gratefully received and the outputs are now being put into practice with the creation of an over-arching vision, a Local Plan brand and a website; we have also secured the support of a group of critical friends and challengers, who will travel with us on

our Local Plan process, economic recovery strategy and the proposed establishment of a place brand.

The following is an overview of the outputs from the Dover Local Plan Vision Virtual Webinar.

Session One

Challenges and opportunities for the district 2020 – 2040

Participants

Guy Hollaway, Founder - Hollaway Studio

Louise Francis, Founder and Director - Francis Knight

Mary Parsons, Director - People for Places

Nick Fenton, CEO – Kent Developers Group

Liz Gibney, Partner – Lee Evans

Key Points:

- The Challengers see the Local Plan is **the** key document that will inform and educate residents, businesses and investors that there is a clear vision for the district for the next 20 years; it is critical to consider all influences - economic, environment, technological and social.
- Whilst the district is made up of the core towns of Dover, Deal and Sandwich, making Dover town more inviting, energetic and welcoming will support the ignition of the district as a whole; the rest of the district has great strength, and this would provide a super boosted impact. Thinking about how Dover town links to the sea and the white cliffs was identified as a priority.
- The district should not settle for '**okay**' – whilst investment is hard fought for, now more than ever, it must be the right sort of investment. The zeitgeist was changing prior to Covid-19 but this has been accelerated; sustainable, responsible, inclusive brands that have social value are increasingly important to the general public. Seeking investment from brands and

organisations that have this at their heart will support the districts economic recovery and set it apart. The Local Plan over-arching vision should reflect this aspiration for the next 20 years and is central to the future of the district.

- All town centres in the district need to reflect brave Master Planning – demand has changed forever as a result of Covid-29 and town centres need not be just about retail. Live/work options should feature as part of the future aspiration.
- Dover is a natural place to enter and leave the UK – there is a need to make it more welcoming; create reasons to keep people a little longer before they stay or go; and create reasons to stay for much longer across the whole district.
- Connectivity – this was a prominent topic with the challengers – digital, social and physical connectivity. This should not just be a policy objective – it’s what people want – being connected via green infrastructure for walking and cycling is an absolute deliverable for the district over the next 20 years.
- Overall, what do people want and need from Dover District? – Genuine involvement in the future development of the district; a stronger place, unique identity; continued connectivity with Europe; a clear and understandable offer for people looking to relocate from London particularly; a bold and confident local authority; to celebrate what’s already in the district and balance that with the drive for the right type of investment and regeneration, as one will feed the other; to strive for better than average; a strong legacy coming through the Local Plan.

Session Two

Transport

Participants

Cllr Nigel Collor, PH for Transport, Licensing and Community - Dover District Council

Cllr Susan Beer, Shadow PH for Finance, Governance and Digital – Dover District Council

Cllr Linda Keen, Shadow PH for Transport, Licensing and Community – Dover District Council

Adrian Oliver, Project Coordinator - Cycle Friendly Deal

Rubena Hafizi, Transport and Parking Services Manager – Dover District Council

Sally Benge, Transport and Development Manager for East Kent – Kent County Council

Richard Smith, Corporate Director Adult Social Care and Health – Kent County Council

- We need to look towards **greener transport and innovation** - electric vehicles, charging points across the district, hydrogen buses, trams in Dover and Deal were even mentioned. Car club vehicles, e-bikes at a central point. Ought to be self-funding after initial investment – Deal town council has bought some e-bikes to hire from leisure centre – go buy an e-bike and stop using your car. Make it easier and people will stop using their cars.
- We can expect more **automated vehicles** on our network, reducing the need for car ownership. Most of the time our cars are sat there doing nothing. We need to change the way we think about using the car but remember that congestion will

still be with us even with electric cars. They will still be taking up space just not pumping out fumes.

- Future of **public transport** post coronavirus. Will people use buses and trains again? Need better rail and bus services. Rural bus services and rail provision criticised (e.g. Whitfield). Potential for the bus and integrating transport links – to get people out of Dover and up the hill. Adding cycles to the bus would be a great idea. Bringing back trams for Deal and Dover could be considered. Integrate the transport system. Dover Fastrack is an asset – rapid bus transit is a great example of how we can integrate transport.
- **Active travel** – a major change will be actively travelling rather than driving our cars (pop up cycle lanes, EV charging). We need to help people do active travelling. The government has made massive changes by creating a budget for active travel. In the next 10-20 years we will be walking and cycling a lot more – the cheapest form of investment you can do in the transport world / compared to road infrastructure.
- **Cycling** is an opportunity – the strategy needs to be developed. The district's hills are a challenge for most cyclists so consider developing cycling routes in towns. Including a cycling strategy as part of the Local Plan will enable conversations with developers. Linking cycling strategy with the sites that will have been allocated will enable a good cycling network over time.
- When we expand places like Aylesham village make bigger, we need to think of them as a town and make everything in

walking and cycling distance. Not let the developers assume people will use their cars to get around.

- **Road and rail.** Roads improvements and a quicker rail journey still needed. Referring to earlier comment about one-way system in Dover – unless we can make the roads wider you won't get it. A258 Dover to Deal road is narrow and has horrible bends. Deal is a problem with road and is tagged on the end of the railway line which doesn't help.
- **Dover port** - Dover gets 10k trucks every day through the port and they need to go somewhere. The sea has advantages and disadvantages – on one hand fills the town with freight and other brings a huge amount of money on the ships. Cruise ships are an asset and has a huge effect on district but also pushes people out to Leeds Castle and Canterbury. We need to use that transport advantage to pull people into the district rather than out of the district.
- **Parking and town centres** - Parking is a key factor in influencing people to use the car for shorter journeys — remove some parking. Town centres are changing with people shopping online and we need to focus on them coming places of leisure and bring people there safely.
- **S106 and developer contributions** - Investment and capital are key in achieving future goals. We do rely on developer contributions. We need to access all the funding schemes available and are working closely with KCC.

Session Three

Climate Change

Participants

Cllr Trevor Bartlett – Chair of the Climate Change Working Group

Cllr Joe Burman – Labour Group Councillor

Martin Leggatt, Head of Assets and Building Control – Dover District Council

Ray Johnson, Climate Champion - Kent and Medway Environment Group

Lucy Breeze – Kent Environment Strategy Programme Manager – Kent County Council

- Climate change is something that has no borders within the council and crosses all areas – from a Local Plan Vision perspective it is a key area that can be addressed through policy and also through the recently set Carbon neutral ambition. It's important to understand that some things are already locked in, such as changing seasons right now; in another 20 years it will be different again.
- Transport is an issue – minimising combustion forms of transport is important as it produces CO₂, which in turn should be considered when thinking about the places where people live, work, play. This is particularly key for the town centres as the infrastructure is there.
- Heritage and tourism are important to the district and needs to reflect a greener approach – a good example of this is things like green cycle networks near Sandwich.

- A green environment - be clever with the natural environment – look to use things like natural shading, using the environment for health and wellbeing and behaviour change – so don't get in the car to go to the shops - however, the Local Plan needs to facilitate behaviour change. As a maritime community can we embrace the natural resource of water? Is there an aspiration for wave power? The district is rich in farmland and therefore nature – the entire green infrastructure is a significant part of the district now and the vision should be to protect, enhance and develop it.
- Connectivity – a low carbon home or office is meaningless if we are asking people to use transport at the level we currently have. Digital connectivity is absolutely key.
- Alternative renewable energy – by 2040 new homes will not be using gas and the vision should clearly include ground source heat pumps and solar. However, hydrogen technology is a real opportunity and East Kent and particularly Dover could become a 'Hydrogen Hub' and a capital for renewable energy projects.
- Economic gain – if the district could own and control some local energy production this could be a significant point of difference for the local economy and the residents and businesses within it.
- Creative spaces – it's clear that buying and owning less stuff is a sustainable approach to managing all of the resources in the world and therefore the district. This vision could pose some real alternatives to managing resource through creative design; for instance, smaller living spaces equals less stuff – but if the

space is well-designed with brilliant, diverse green and open spaces, the quality of life is arguably better.

- Finally – have in mind that the district should be aware of ‘green gimmicks’ as opposed to the ‘fabric first’ approach – minimise energy demand in the first place by building the best quality in the first place. And be a leading authority by sharing best practice.

Session Four

Housing and Community Assets

Participants

Cllr Michael Holloway, PH for Inward Investment and Tourism –
Dover District Council

Cllr Pamela Brivio, Shadow PH for Housing and Health - Dover District
Council

Louise Taylor, Strategic Housing Manager – Dover District Council
Brinley Hill, Head of Community and Digital Services – Dover District
Council

Rachel Collins, Community Development Manager – Dover District
Council

Paul Sayers, Chief Strategy Officer – EKC Group

Sarah Platts, Strategic Planning and Infrastructure Manager – Kent
County Council

- **Type of housing:** Developing housing stock is key to the future prosperity of the district.

A better mix of housing stock will encourage people to live here. Mix should include:

- Live / work spaces
- Creative people at the beginning of their careers
- Aspirational homes for people relocating from London
- Affordable homes for essential workers

Dover District Council has not historically built a lot of homes but is looking to increase that substantially in the future – quality and low running costs are key considerations.

- **Housing need** – we know broadly what we need and need to continually assess. We need to understand more clearly what the district needs are – young and old – to ensure life journey needs are met. Creating places that people want to grow up in, stay in, work in and especially providing for and retaining young people.
- **Sustainability** – there is a demand for properties that will meet the challenges of climate change and the environment. Opportunities for solar panels, wastewater, ground source heat power. Making better use of the empty properties that we have. Having green infrastructure in place when new developments are built. Young people are especially keen on housing that meets climate change issue.
- **Town centre** – needs a strategy. Encouraging town living – Dover has too much retail space now – how can we design town centres to encourage living?
- **Digital access** – it is a critical utility. We need to address the digital divide and ensure housing meets digital needs.
- **Access to education** – The district has excellent provision for grammar schools, secondary schools, FE and early years. Provision should include accessing technical education that will deliver the skills needed for the district. Retention of younger people in the district – there is an aging population and outward migration of younger people. Will there be more online learning, reducing need for large campuses?

- **Transport** links need to be adequate and sustainable – including the green agenda for the years to come. Being more creative and innovative and attract people to invest and live in the district.
- **Leisure** - parks and open spaces are a fundamental part of regeneration. Shared areas are vital for people to get out and enjoy fresh air.
- **Relocation** – Covid-19 has made many people reconsider where they want to live. Develop aspirational housing for people wanting to move from London. There needs to be a really good. Mix and appeal to keyworkers and be affordable for the average family and for our communities.
- **Uncertainty and opportunity** – we are living in a world where we realise that we can't predict the future. Tech is moving at rapid pace, working patterns, how we move around, how we use our spaces, development of community hubs to access a range of services, uncertainty of pandemics. Challenge of lockdown has proven that much can be achieved quickly – working from home put into place within days for most companies.
- **Cumulative impact** – note of caution about pockets of housing growth whereas big developments 'wash their face' with their provision of amenities like primary schools.

Session Five

Business, Tourism and the Town Centre

Participants

Cllr Michael Holloway, PH for Inward Investment and Tourism –
Dover District Council

Dave Robinson, Planning Delivery Manager – Dover District Council

Chris Townend, Strategic Tourism Manager – Dover District Council

Geoff Miles (KMEP), Chair – Kent and Medway Economic Partnership

Tudor Price, Deputy CEO – Kent Invicta Chamber of Commerce

Graham Galpin, Town Centre Place Changer

Business

- **Identity** – a cohesive and coherent identity for the district is important for the business community and to attract investment
- **Connecting up Dover** – a shared view that joining the seafront with the town centre will open up the business opportunity. Dover has all the component parts but at the moment doesn't feel joined up
- **Strengths:** direct connectivity with Europe. Space to grow around it. A great employer

Dover is more than a port town. It plays a significant part in people's perceptions though.

- **Opportunities:** companies relocating from London, quality of life offer for people working from home, Dover can be a

destination in itself not just an entrance and an exit. There is an opportunity for the local economy to be lifted by the cruise ships that arrive here – like in Monaco.

- **Risk** – there was discussion around nothing will replace face-to-face interactions in business with the perception that there will be a sizeable change in habits and practices.

Tourism

- Dover is a national gem. It's all there – the sea, countryside, heritage, Deal Festival, a beautiful district.
- People come in and out of Dover, but they don't stay- it isn't inviting or engaging as you enter it. But Dover is a destination in its own right
- Visitor economy is a key growth opportunity – currently one fifth of people employed in the district are in tourism. Tourism is generating £287m per year.
- Large amounts of outside space are another tourism opportunity – walking and cycling are key areas to develop into tourism ventures and providing experiences that they can't access online.
- 131 cruise ships called to Dover last year – big opportunity for them to access a White Cliffs Country Experience

Town centre

- Everyone agreed there is huge potential to improve the town centre.
- Access to town from seafront – there is an opportunity for an underpass for cars to allow pedestrian access directly into town.
- Current national trends show we may be going back to a town centre with local shops for local people – people working from home will want to access shops locally.
- Many people are shopping online but by curating a town centre experience, you can provide a shopping experience that you can't access online.
- Dover needs to be proud of itself – it's a great town with so many hidden gems. A great church, hidden ruins, link to the castle.

Session Six

Leisure and Green spaces

Participants

Cllr Oliver Richardson, PH the Environment and Corporate Services
– Dover District Council

Cllr Edward Biggs, Shadow PH Environment and Corporate Property –
Dover District Council

Roger Wragg, Head of Operational Services – Dover District Council

Richard Haynes, Natural Environments Manager – Dover District
Council

Emma Allen, Senior Infrastructure and Delivery Officer – Dover
District Council

Laura Corby, Principle Leisure Officer – Dover District Council

Natural environment:

We are in the middle of a biodiversity and climate crisis and we need to put the natural environment front and centre of council strategy.

Every new housing or business development should have to deliver biodiversity net gain, healthy green spaces to have an impact on health and wellbeing.

Leisure centres:

Dover District Leisure is considered one of the best in Kent.

Covid has changed the way we exercise. May need to review people's usage of leisure centres in next 12 months. Future leisure

centres may need to be flexible – provision for other use e.g. community facilities.

Tides Leisure Centre in Deal – business plan put on hold owing to Covid, but it is a priority for next five years and will need to be revisited.

Sandwich and Aylesham leisure centres are local facilities but they are somewhat isolated and may need more support to enable to them to remain profitable.

Specific leisure sites:

- Council is working on a feasibility study for a cable car in the town centre which would provide connectivity with town and castle and possibly some of the natural areas.
- Sandwich has open spaces, but they aren't especially well connected – create a feeling of a park rather than series of spaces
- Play facility in Maxton area of Dover has been needed for a long time.
- Need to improve the quality of Pencester Gardens in Dover – it should form part of town centre improvement project
- Local Plan needs to set out expectations for new developments in terms of leisure provision and cohesiveness with what already exist / linking up
- Need a comprehensive strategy in Ash so that facilities are all joined up with the development

- Support needs to be given to parish councils. Preston Parish Council is a good example – awarded funds for a new village hall but has never delivered a project of this scale before so support should be provided to them in some way.
- Small open spaces in historic areas are incredibly important to local residents e.g. appeal case in historic Sandwich. These spaces need to be identified and protected.
- Protected site at Shellness Point is an incredibly valuable natural resource in the district. It can be a difficult site to implement any change – the Local Plan does need to consider specific areas and what can be done there rather than an overarching approach.

Community involvement is key to making leisure spaces (traditional parks, beaches etc) relevant. The community response to Covid19 has left a legacy of local engagement. Find out what people want, involve them in making that happen. Facilitate different uses - personal trainers, tai chi, for people who don't have any outside space, parents' groups, space and activities for older people.

There is a need to manage expectations of open spaces – you don't have to have an outdoor gym; you can have a nice outdoor space to walk in. One person's patch of brambles is another person's patch of habitat!

Technology and innovation

Technology and leisure important, especially to younger generations. Ways to interact with open spaces using technology, geocaching, digital booking platforms, social media.

Technology interaction with open spaces is relevant, especially for younger people.

A bold step for 2040 would be no houses with gardens that people concrete or artificial grass over but provide healthy green spaces that are looked after for people to use instead.

Workspaces should provide showers for people so that they can use their journeys for health instead of getting home then going out again to exercise.

Session Seven

Design, Historic Environment

Participants

Gianni Simone, Senior Heritage Officer – Dover District Council

Jon Iveson, Museums and Tourism Manager – Dover District Council

Darren Bridgett, Principal Planner – Dover District Council

Alistair Upton, Chief Executive – Creative Folkestone

Neil McCollum, Head of Historic Properties – English Heritage

Jon Barker, Visitor Experience Manager – National Trust

- Understand the sense of each particular place through its existing context, architecture and experience – and how that can benefit future generations
- The reuse of redundant or often derelict buildings in a way that is consistent with that building's conservation can protect that building from an insensitive change and have a positive impact on society.
- Heritage includes the environment of East Kent - not just the built environment and townscapes.
- The issue of quality is one we all need to watch. If you can make the public realm in the towns of good quality and design then people will want to use them again.
- Once we have made an intervention and something has been built, we need to maintain them and have a plan for looking after it in the long term.

- There needs to be a sense of what Dover is, understand the geography, the history then we can start to plan the future. Heritage and new contemporary design come from that.
- We need to understand the place before we try to understand what might go into a given area.
- We need to establish what we think looks like good design and have the confidence to say no to bad design. We need to encourage, be bold and confident in what we want to see.
- Areas that are striving to be successful are those making bold decisions.
- Connectivity between different parts of the town and district need to be considered – some of the issues in the district can be resolved this way.
- Understanding where we have come from is important and use as the direction for going forward.
- You can't underestimate the importance of the landscape and geography on the district, making it difficult for the public to access areas and put pressure on areas.
- Design – being bold is a matter of confidence – it is neither modern or contemporary and it's about understanding the place and knowing that it can be different for different areas.

- Viability – the district is known to be a historic environment, and this may be off-putting for development from a viability perspective. The district has a strong cohort of experts that can pool knowledge and experience to think more creatively about the function and the economic viability of buildings, places and spaces – this should be reflected as a strong point of difference in the vision (think English Heritage, National Trust, Creative Folkestone, Dover Museum – a powerful combination). From a planning perspective the district is being encouraged to **educate** about what the district is trying to achieve from a design and heritage perspective and then confidently pursue that vision. Keep in mind that bad quality investment is worse than no investment at all.
- Economy – this sector is going to be significantly challenged going forward and especially the next 3-5 years. In this sense looking to a future vision is a challenge. That said, it's clear that the heritage of the district is significant and clearly a strong part of the future and therefore the vision. Taking a long-term, brave approach, with a focus on sound management and protection of district assets, a resilient force of volunteers and a group approach will help to deliver a strong design and historic environment.