

DARTFORD LOCAL PLAN

Duty to Cooperate Compliance Statement

Appendix 1: Statement of Activities 2020/21

**December 2021 (originally
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DARTFORD
BOROUGH COUNCIL

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1. Introduction and Purpose of this Statement

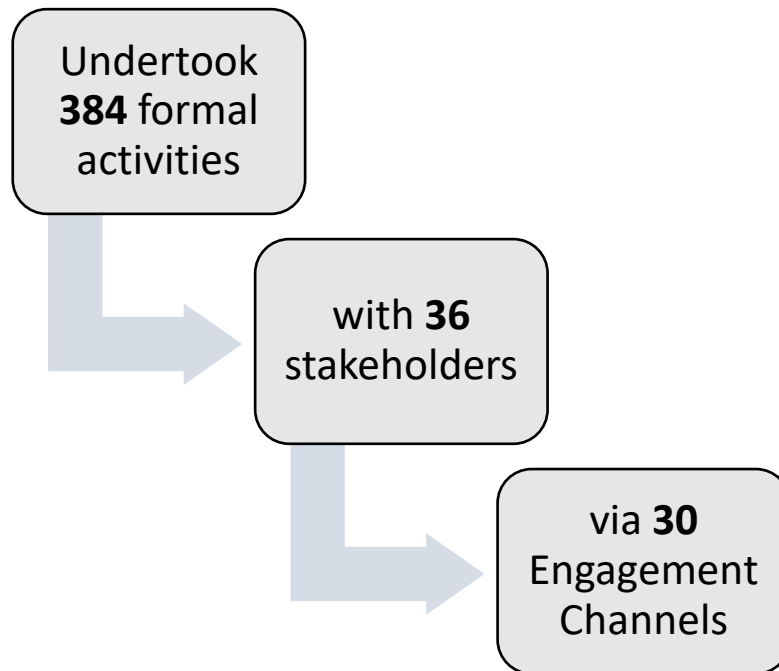
- 1.1 The Duty to Cooperate was introduced in 2011 by the Localism Act. Under the Section 33A of the Town and Country Planning Act 2004, the Duty to Cooperate requires all local planning authorities, county councils and public bodies to engage constructively, actively and on an ongoing basis to maximise the effectiveness of Local Plan preparation in the context of strategic cross boundary matters.
- 1.2 Part 2, Regulation 4 of the Town and Country Planning (Local Planning) (England) Regulations 2012 defines the prescribed bodies for which local planning authorities are to cooperate with.
- 1.3 National Planning Policy Framework (NPPF) paragraphs 24 through 27 give further guidance in relation to the Duty to Cooperate including the requirement for policy-making authorities to prepare and maintain statements of common ground. Planning Practice Guidance (PPG) provides further guidance on what is expected within a statement of common ground.
- 1.4 As stated in the PPG, if believed to be appropriate by the plan-making authority, more than one statement can be produced. Under this guidance, and due to Dartford's pivotal positioning between Greater London, Essex and Kent and the range of cross boundary relationships, various considerations and documents can all contribute to the demonstration of Dartford's compliance with the Duty to Cooperate, of which this statement is one.
- 1.5 This statement provides an overview up to the 2020/21 year of how Dartford Borough Council (DBC) has worked actively and on an ongoing bases to fulfil its Duty to Cooperate. The statement gives a holistic summary of the various cooperation activities carried out and must be read in conjunction with the specific Statements of Common Ground. The statement will follow the structure set below:
 - i. Introduction
 - ii. Summary
 - iii. Key Cooperation Actions
 - iv. Detail on Local Plan Strategic Matters
 - v. Statements of Common Ground Progress
- 1.6 This statement demonstrates the history, frequency and methods of Dartford's collaboration with relevant bodies from 2016¹ up until 31 March 2020. This includes all applicable Regulation 18 Local Plan stage early/ formative actions. Information provided within this statement will also demonstrate how Dartford will continue to cooperate with its partners moving forward.
- 1.7 In order to illustrate the engagement Dartford has held with its partners, only cooperation in the form of meetings, workshops, briefs and similar will be covered in this Statement. Informal cooperation through channels such as email have been used but not been included in this statement.
- 1.8 Further detail in demonstrating Dartford's compliance with the Duty can be found in the separate Statements of Common Ground. Additional documentation will be prepared.

¹ The adopted 'Development Policies' Local Plan was submitted June 2016.

- 1.9 The government stated in 2020 its future intention to remove the Duty to Cooperate, however it currently remains a legal and policy requirement.

2. Summary of Effective and On-going Activity

- 2.1 This section provides an overview of all duty to cooperate activities undertaken within the time period in question. The highlights below provide an initial and high-level summary of how the Council met its Duty to Cooperate obligations.



- 2.2 As highlighted above, the Council has recorded 384 collaborative activities under their duty to cooperate obligations (2016-2020). Over the course of this time, the Council engaged with 36 stakeholders, 19 of which are prescribed bodies, the list of these can be found at appendix A. The engagement channels will be discussed within section 3 of this statement.
- 2.3 Duty to Cooperate activities were dispersed across the time period. Figure 1 below highlights how the Council has cooperated on the local strategic matters over time, demonstrating that the Council has been actively cooperating in preparing the new Local Plan, including before the first public consultation for the new Local Plan (including prior to formal adoption of the Development Policies Plan in 2017).
- 2.4 Figure 2 then shows the number of meetings per strategic matter as they cumulate over the years in review.

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

Figure 1 Number of Duty to Cooperate Activities per Year per Strategic Matter

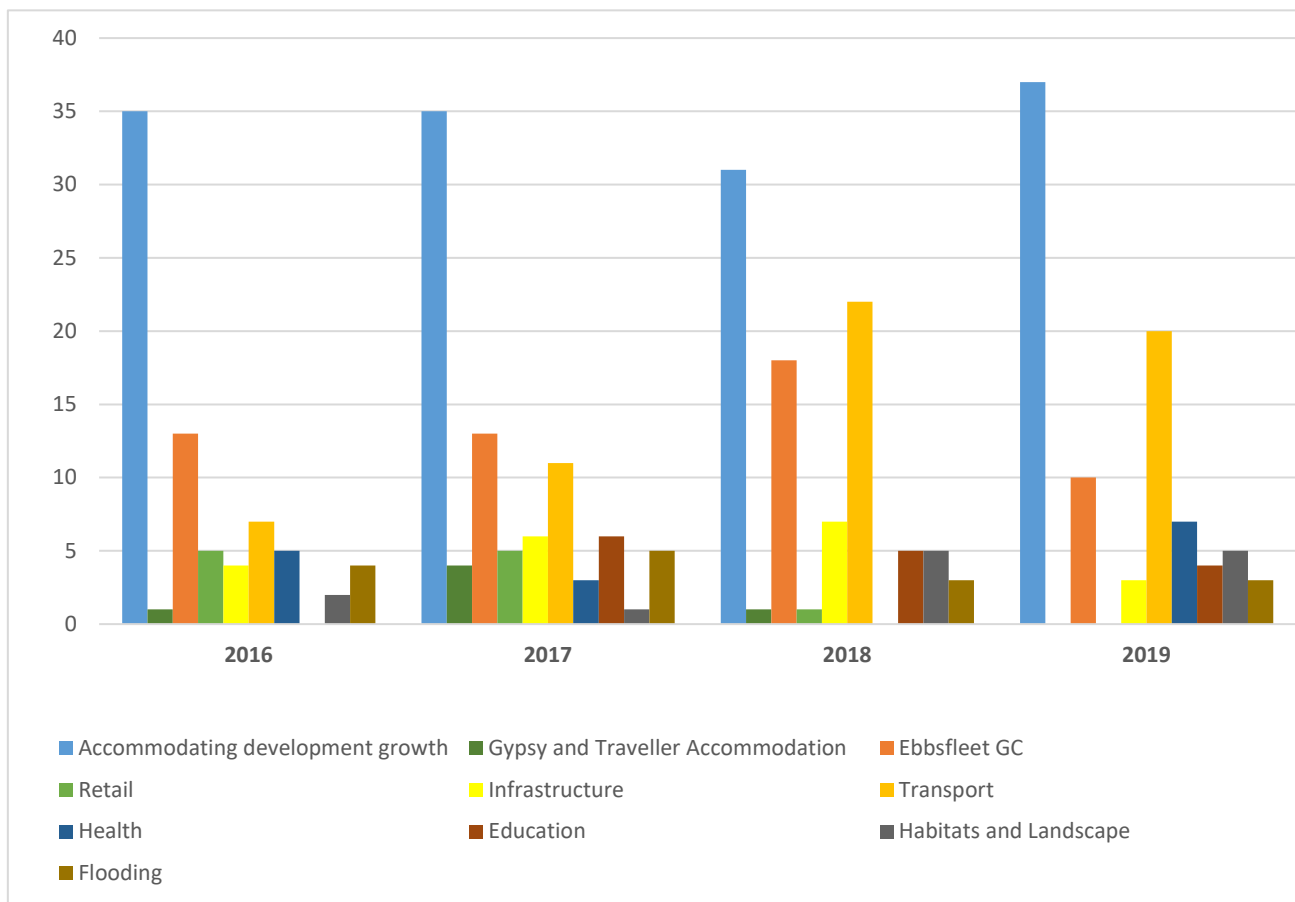
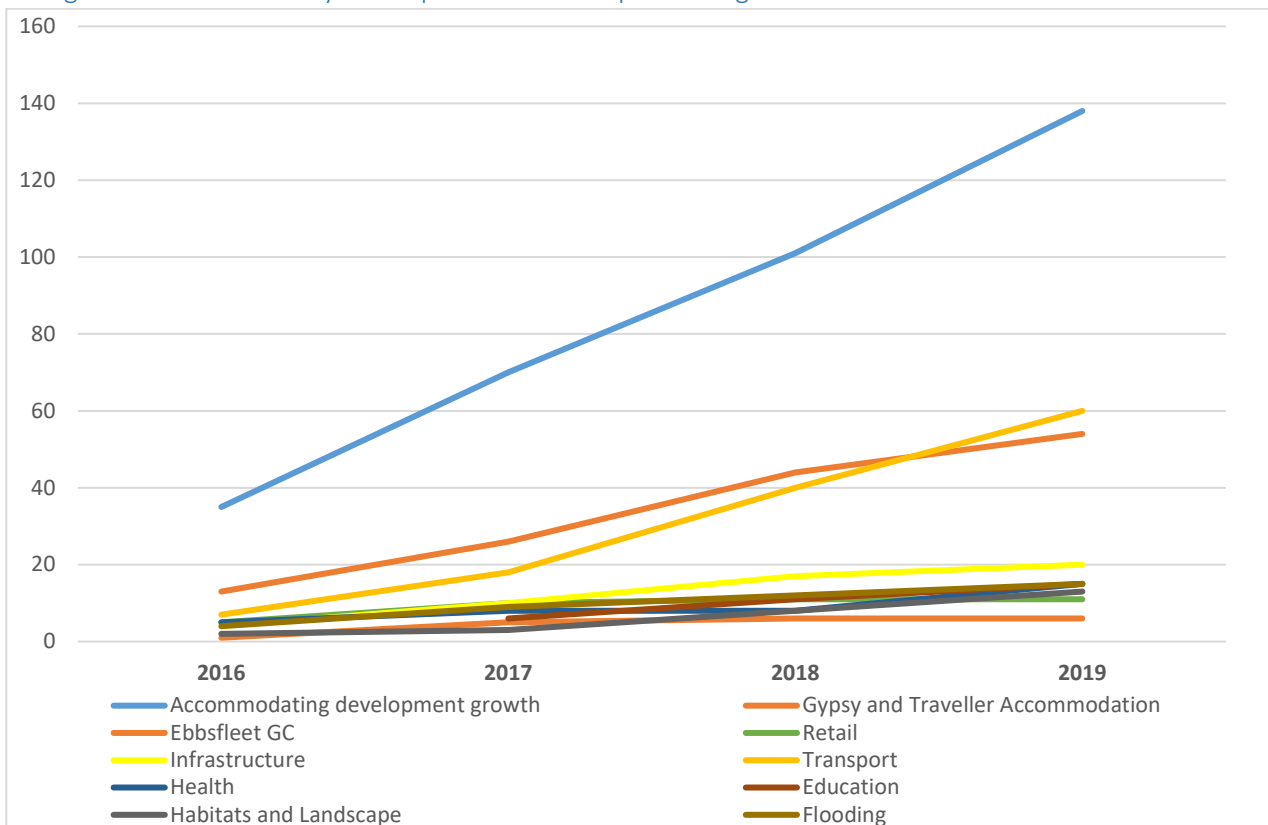


Figure 2 Number of Duty to Cooperate Activities per Strategic Matter – Cumulative



- 2.5 As can be seen from both figures, accommodating growth, Ebbsfleet Garden City and transport were strategic matters where the majority of formal events were held over the four year period. These are three of four the local strategic matters that will be analysed in greater detail within section 4 of this statement.
- 2.6 This covers cooperation activities directly relating to the Local Plan strategic planning. It does not include the over 75 events in which the council has participated as part of the C2E (Crossrail to Ebbsfleet) extension project in the time period of this report. Although reviewing transport and development options in the Thames Estuary with strategic partners, this project is not included within the scope of this report other than in section 4 and the appendix.

3. Key Cooperation Actions

3.1 This section outlines the channels of cooperation and engagement used by Dartford Borough Council to collaborate on strategic planning matters with relevant partners as well as a summary of action undertaken according to the key strategic matters.

Engagement Channels

3.2 The Council is committed to engaging with neighbouring authorities and other public bodies on matters of strategic importance and has a history of cooperation and joint working. Table 1 below lists the key channels that have been used to discuss the strategic matters, the consistent partners for each group have been highlighted in bold and the usual frequency of meetings underlined.

Table 1 Channels relating to Strategic Matters

<p><i>Kent Planning Officers' Group (KPOG)</i></p> <p>A group for Heads of Planning in Kent that meets <u>monthly</u>. The Kent districts (Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge & Malling, Tunbridge Wells) and Medway Council are represented along with Kent County Council (KCC) and Ebbsfleet Development Corporation (EDC). The group discusses joint working opportunities, considers cross-boundary matters and all other sustainable development matters of pan-Kent interest.</p>	<p><i>Planning Policy Forum (PPF)</i></p> <p>A group for Planning Policy Managers in Kent, chaired by the County Council that meets every <u>two months</u>. Other relevant organisations such as the Environment Agency also commonly attend. This is a sub-group of KPOG that discusses and resolves cross-boundary policy issues, shares relevant information and experiences and prepares joint responses to consultations of pan-Kent interest.</p>	<p><i>Kent County Council Meetings</i></p> <p>As the county authority, KCC is responsible for education, transport, minerals and waste provision. The County Council also produces various policy frameworks and strategies covering Regeneration, Environment, Housing, Education, Community Safety, Health and Social Care. Dartford Borough Council has an extensive history of cooperation with the County and works with Kent bilaterally to achieve joint objectives. The Council usually meet with KCC <u>every two months</u>.</p>
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<p><i>Gypsy & Traveller & Travelling Showpeople Cross-Borough Liaison Group (ceased)</i></p> <p>This group discussed planning policy relating to traveller issues across Kent. The group also sought collective views on various issues, such as aligning authorities' evidence bases in terms of how need for new pitches is assessed, and wider strategic matters such as the need for and provision of transit accommodation across the county. The Kent Authorities and KCC were the regular attendees. The group ceased in 2018 and the matter is now discussed regularly at the above listed Planning Policy Forum (PPF).</p>	<p><i>Wider South East Officer Working Group</i></p> <p>A working group of officers established by the Greater London Authority (GLA) that meets <u>quarterly</u>. The group explores strategic planning issues and examines the mechanisms for ongoing co-ordination and co-operation in light of London's future growth requirements and the review of the London Plan. The group is attended by Officers from various local planning authorities in London and the wider South East. Dartford was the original representative from Kent but is sometimes substituted by Gravesham Borough Council (GBC).</p>	<p><i>South East Local Enterprise Partnership (LEP) & Kent and Medway Economic Partnership (KMEP)</i></p> <p>The South East LEP is a business-led, public/private body established to drive economic growth across East Sussex, Essex, Kent, Medway, Southend and Thurrock. The Kent and Medway Economic Partnership (KMEP) is one of four federated partnerships that comprise the LEP, and focusses on delivering economic growth in Kent and Medway. The group meets <u>quarterly</u> and involves KCC as well as businesses. The Council and County Council work closely with the KMEP and LEP to facilitate the delivery of strategic infrastructure to help stimulate economic growth.</p>
<p><i>Thames Estuary Growth Board (TEGB)</i></p> <p>The Thames Estuary Growth Board is a high level group developed to spread growth, opportunity and prosperity across the area. This stretches from East London to where the Estuary meets the sea, and includes North Kent, Canterbury and Thanet districts and South Essex. The board includes many local authorities as well as private individuals.</p>	<p><i>Thames Gateway Kent Partnership (TGKP)</i></p> <p>The Thames Gateway Kent Partnership (TGKP) is an informal public-private partnership whose purpose is to promote sustainable economic-led growth and regeneration in North Kent. The partnership includes GBC, Medway Unitary Council, Swale Borough Council, Maidstone Borough Council, KCC and EDC. The TGKP Board meets <u>quarterly</u> with officer-level groups meeting more frequently. Matters on which the Council and the TGKP work together include infrastructure and influencing national government policy.</p>	<p><i>EGC Implementation Framework Masterplan Progress Meeting (ceased)</i></p> <p>This group was set up to discuss the EGC implementation framework and masterplan with EDC and GBC. It used to meet <u>quarterly</u> but ceased existence in 2017 once the Ebbsfleet Garden City Implementation Framework was finalised.</p>

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<p><i>Ebbsfleet Planning Liaison Group</i> A Working Group that focusses on planning issues in the Ebbsfleet Development Corporation (EDC) area and meets <u>every two months</u>. Senior Planning Officers from GBC and EDC attend. Outcomes from this group include establishing a Service Level Agreement on cooperation.</p>	<p><i>Ebbsfleet Transport Meetings</i> Meetings particularly about transport modelling in and around the EDC area with KCC, EDC and GBC. A sub group of the Ebbsfleet Planning Liaison Group that meets on an <u>ad hoc</u> basis with meetings usually occurring <u>every two months</u>.</p>	<p><i>FastTrack Meetings</i> Meetings with KCC, GBC, EDC and other stakeholders to discuss the implementation, progress and planning of the FastTrack bus service that operates within Dartford. Meetings are on an <u>ad hoc</u> basis.</p>
<p><i>Highways England Meetings</i> Highways England operates, maintains and improves England's motorways and major A roads. In Dartford, this consists of the M25, A2 and A282. The Council continues to engage with Highways England on issues including the improvement works to Ebbsfleet and Bean junctions on the A2 and the potential siting of the Lower Thames Crossing proposed to be located in Gravesham. Meetings usually take place <u>quarterly</u>.</p>	<p><i>Dartford Crossing Meetings</i> Meetings to discuss issues relating to the Dartford Crossing. The meetings are regularly attended by officers and sometimes members of DBC and KCC along with relevant Highways England network managers and Connect Plus, the Company operating the Dartford Crossing. The meetings are held on an <u>ad hoc</u> basis.</p>	<p><i>Lower Thames Crossing Meetings</i> Meetings to discuss the progress of the Lower Thames Crossing. Meetings include GBC, KCC and the Highways England LTC Team. Medway Council are also often involved. Meetings usually take place <u>every two – three months</u>.</p>
<p><i>Transport for the South East Events</i> <u>Quarterly</u> events with planning authorities from the South East region to discuss a regional Transport Strategy for the South East region and hear updates on the</p>	<p><i>Network Rail</i> Dartford meet with Network Rail on a <u>quarterly</u> basis to remain informed and in cooperation with matters relating to the train services and infrastructure within Dartford.</p>	<p><i>Greater London Authority (GLA)</i> Meetings held with the GLA on a <u>quarterly</u> basis to discuss challenges, opportunities and developments relating to planning</p>
<p><i>Briefings from Other Authorities</i> Meetings held on an <u>ad hoc</u> basis whereby matters relating to Planning Policy are discussed. Briefings normally involve Medway, Thurrock, South Essex, Sevenoaks, Bexley and others.</p>	<p><i>Local Plan Officer Duty to Co-operate meetings – Neighbouring authorities</i> Meetings that usually occur <u>every 3 months</u> with neighbouring authorities (GBC, SDC and Bexley). The purpose of the meetings is to ensure all Councils remain up to date with the progress of the Local Plans and supporting evidence base.</p>	<p><i>Local Plan Officers Updates – other authorities</i> Meetings held with other local authorities, including Thurrock and the EDC, to discuss Local Plan progress. Meetings occur on an <u>ad hoc</u> basis.</p>
<p><i>Thames Gateway Retail</i> The state of retail both in terms of current trends as well as local challenges and opportunities is discussed. A group started when the Council prepared the</p>	<p><i>North Kent Environmental Planning Group (NKEPG)</i> A group that takes forward mitigation strategies for habitats of international importance east of Dartford Borough itself, namely the</p>	<p><i>Environment Agency</i> The Council works with the Environment Agency (EA) to discuss flooding and to maintain and manage biodiversity and green infrastructure assets. Dartford</p>

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<p>Development Policies Plan. Meeting format and frequency has been driven by discussions items such as plans and proposals, and usually includes KCC, the EDC, GBC, SDC, Thurrock, Medway in attendance, plus London authorities and other organisations involved such as planning consultants or representatives from Bluewater Shopping Centre.</p>	<p>Thames Estuary and Marshes Special Protection Area (SPA) and Ramsar, the Medway Estuary and Marshes SPA and Ramsar, and the Swale SPA and Ramsar. The group includes representatives from Dartford and Gravesham Councils, EDC and Natural England and meetings take place on an <u>ad hoc</u> basis.</p>	<p>usually meets with the EA on an <u>ad hoc</u> basis</p>
<p>Landscape Partnership Scheme A project of the Kent Downs AONB supported by the National Lottery Heritage Fund that works to improve the landscape of the Darent Valley, including sites within Dartford. The Council's cooperation with the Partnership is driven by their work stream and discussion items.</p>	<p>Kent Nature Partnership (KNP) The Kent Nature Partnership was granted Local Nature Partnership status by government in 2012. It brings together a range of organisations including local authorities, business and economic partnerships, health and wellbeing partnerships, land owners and other public bodies to enable collaborative working in order to achieve significant gains for the natural environment. The partnership seeks to set the strategic direction and policies to conserve and enhance Kent's natural environment. The KNP has developed a self-assessment checklist and guidance note to help planning authorities to ensure that relevant nature considerations are included in their Local Plan</p>	<p>Dartford, Gravesham & Swanley Health & Wellbeing Board and Clinical Commissioning Group (CCG) The group includes GBC & Sevenoaks Council as well as the local Dartford, Gravesham and Swanley Clinical Commissioning Group (CCG). It is a collaborative body where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. The Board aims to develop a shared understanding of the health and wellbeing needs of the community and influence strategic decision making on commissioning of NHS services. The Board reports to the Kent Health & Wellbeing Board.</p>
<p>NHS/ CCG Meetings Meetings with the CCG to discuss strategic matters relating to health and healthcare delivery such as site allocations implementation. The meetings take place on an <u>ad hoc</u> basis.</p>	<p>Kent Social Services Meetings with KCC and the EDC to discuss matters relating to social care such as aged care, social health and more. Meetings take place on an <u>ad hoc</u> basis and usually occur every 2-3 months.</p>	

3.3 In order to help guide deepening of strategic relationships, after the Duty to Cooperate had been introduced, the Council adopted a Duty to Cooperate Protocol in December 2015. The protocol was drafted to promote communication and action on relative strategic matters in the absence of cross authority strategic planning bodies, and before government guidance emerged. It originated following an ad-hoc, unannounced, request from a neighbouring local planning authority for Dartford Borough to consider the redistribution of housing need. The objective of the protocol is:

to enable communications and actions in an open and positive spirit for facilitating moves towards formal agreements under the Duty to Cooperate (e.g. a Statement of Common Ground); and to ensure appropriate political and technical input. The protocol took on board feedback from neighbouring councils. An explanatory guidance note to help explain the context was also produced. These documents are in Appendix B. In essence, they set Dartford's guiding philosophy in aiming for successful collaboration.

Summary of all Strategic Matters

3.4 The NPPF, at paragraph 25, states that plan making authorities should collaborate to identify the relevant strategic matters that should be addressed by the relevant plans. A Strategic Matter, as set by Section 33A(4) of the Planning and Compulsory Purchase Act 2004, is defined as:

- (a) sustainable development or use of land that has or would have a significant impact on at least two planning areas, including (in particular) sustainable development or use of land for or in connection with infrastructure that is strategic and has or would have a significant impact on at least two planning areas, and*
- (b) sustainable development or use of land in a two-tier area if the development or use—*
 - (i) is a county matter, or*
 - (ii) has or would have a significant impact on a county matter.*

3.5 Within Dartford and the surrounding area, there are a number of ongoing strategic planning projects and issues that meet this definition and as such have been identified by the Council and its neighbours.

3.6 Furthermore, Planning Practice Guidance on the Duty to Cooperate states that paragraphs 20-23 of the NPPF set out the baseline matters that the strategic policies should make provision for, these are categorised into 4 sections as defined within paragraph 20 (a) through to (d) as follows:

- a) housing (including affordable housing), employment, retail, leisure and other commercial development;*
- b) infrastructure for transport, telecommunications, security, waste management, water supply, wastewater, flood risk and coastal change management, and the provision of minerals and energy (including heat);*
- c) community facilities (such as health, education and cultural infrastructure); and*
- d) conservation and enhancement of the natural, built and historic environment, including landscapes and green infrastructure, and planning measures to address climate change mitigation and adaptation.*

3.7 Dartford's Plan includes strategic policies on all categories included within 20 (a) through (d) as shown above and as such has carried out Duty to Cooperate Activities with relevant bodies for each.

3.8 The following tables outline the number of duty to cooperate activities undertaken against all strategic matters as well as an indication of the engagement channels most used and the usual attendees. A number of duty to cooperate activities relate to multiple strategic matters, for example the flood risk in the town centre where regeneration with cross boundary impact is planned. In instances such as this, the duty to cooperate activity has been assigned to the strategic matter most prominent and has not been repeated to avoid double counting.

3.9 Lists of meetings per strategic matter, including the date and the channel used, can be found at appendices C through to K. An overall list of all bodies involved over the time period in review can be found at appendix A.

Table 2 Details of Cooperation Activity - housing, employment, retail, leisure and commercial

Cooperation Topic/Type	Total number of events in period	Example of Channel and typical attendees	Principally discussing
Accommodating development growth in the sub-region/ across regions (appendix C)	147	Wider South East Officer Working Group – nominated representatives of LPA's and GLA from the SE and E regions of England. Dartford is the primary representative for Kent LPAs.	London Plan progress and regional involvement, cross regional infrastructure priorities and regional level evidence gathering
		Planning Policy Forum (chair: KCC) – all planning authorities in Kent & Medway including EDC + the EA	London Plan, and Local Plan Duty to Cooperate progress are standing items on the agenda
		Regular Local Plan discussions 1-to-1 with neighbours on strategic planning matters, held regularly with Bexley, Gravesham and Sevenoaks	Local Plan progress, housing needs, Gypsy and Traveller accommodation, Green Belt, Thames and Darent Rivers, Education, Health, Transport
Gypsy and Traveller and Travelling Showpeople Planning (appendix C)	6	Kent County Council Kent Authorities	Need assessments, consistent methodologies, joint studies, transit needs, and Pitch provision
Ebbsfleet Garden City, London Resort (appendix E)	55	Ebbsfleet Planning Liaison Group – EDC and GBC	The delivery of the Garden City and infrastructure, Local Plan progress, London Resort, minerals and waste
Retail/ Town Centre and Bluewater (appendix F)	12	Thames Gateway Retail discussions	Town centre regeneration, major developments, regional shopping centres (Lakeside/ Bluewater)

Table 3 Details of Cooperation Activity - infrastructure

Cooperation Topic/Type	Total number of events in period	Example of Channel Typical attendees	Principally discussing
Strategic Infrastructure Planning (appendix D)	20 (excluding over 75 Crossrail extension/ C2E meetings)	Kent County Council workshops and meetings	Area-wide infrastructure planning, Physical infrastructure including town centre and transport
Transport (appendix G)	67	Dartford Local Plan Transport Study – KCC, Highways England (HE), EDC and consultants	Input to the study, application of the HE Lower Thames Crossing model in Dartford, transport and development assumptions, modelling, methodology
		Fastrack – KCC/EDC	Development of the Fastrack service

Table 4 Details of Cooperation Activity - social infrastructure

Cooperation Topic/Type	Total number of events in period	Example of Channel Typical attendees	Principally discussing
Health (appendix H)	16	CCG, Kent County Council, EDC	Health care needs and provision
Education (appendix I)	16	Kent County Council/ EDC.	Education and pupil place needs

Table 5 Details of Cooperation Activity - natural environment

Cooperation Topic/Type	Total number of events in period	Example of Channel Typical attendees	Principally discussing
Habitats and Landscape (appendix J)	13	North Kent Environmental Planning Group – Natural England, EDC and GBC	Wider impacts on Natura 2000 series designated habitats: Protection and mitigation measures
Flooding (appendix K)	17	Environment Agency Meetings	Flood risk and management

3.10 The total recorded number of meetings across all strategic matters as identified above is 368.

4. Detail on Dartford's Local Plan Strategic Matters

4.1 This section will provide further analysis on a number of the strategic matters that the Council consider to be key local strategic matters. Further analysis of these strategic matters has been provided within this statement given their particular importance in the development of the Dartford Local Plan.

4.2 The principal local strategic matters that have been identified here are:

- A. Housing and Gypsy and Traveller accommodation;
- B. Ebbsfleet Garden City;
- C. Retail - Dartford Town Centre and Bluewater; and
- D. Transport

4.3 Figure 3 shows the number of cumulative meetings over the years per local strategic matter.

Figure 3 Number of Meetings per Local Strategic Matter - Cumulative



A. Delivering Growth, Infrastructure and Gypsy and Traveller Accommodation

4.4 Growth of the Borough of Dartford sits within the context of the growth of Thames Estuary/ Kent as a sub-region as well as the growth of Greater London. For this reason amongst others, accommodating residential development and Gypsy and Traveller and Travelling Showpeople provision, and accompanying infrastructure, is a matter particularly that necessitates cross-boundary planning and discussions.

4.5 Beyond this, Dartford also liaised with other neighbouring authorities on any potential for Dartford to meet unmet housing need.

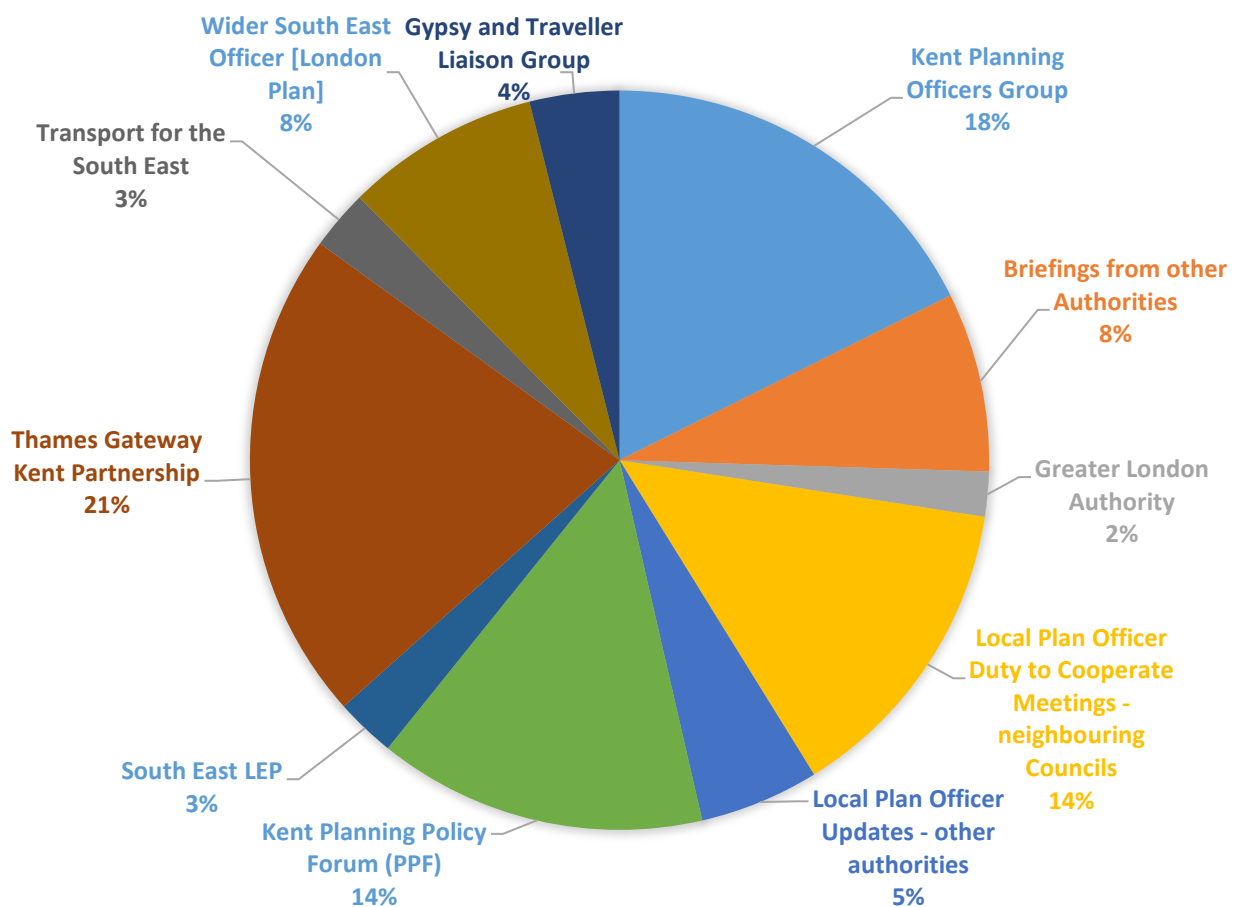
4.6 The table shown at appendix C includes all meetings and/or workshops that Dartford attended in regards to development growth and Gypsy and Traveller accommodation. As it can be seen, 6 meetings took place under the Gypsy and Traveller and Travelling Showpeople Liaison Group before this channel ceased. Once the liaison group had concluded, Gypsy and Traveller and Travelling Showpeople provision was picked up and often discussed within the Planning Policy Forum (PPF). Where Gypsy and Traveller and Travelling Showpeople provision was a key agenda item, this has been stated in the notes column of appendix C.

4.7 The PPF will continue to be the key forum for the Council to discuss matters relating to Gypsy and Traveller and Travelling Showpeople provision with its neighbouring Councils and other Kent authorities.

4.8 Overall, 153 duty to cooperate activities were undertaken regarding housing and development growth and Gypsy and Traveller and Travelling Showpeople accommodation.

4.9 Figure 4 below demonstrates the breakdown of channels used to cooperate on strategic matters relating to growth, infrastructure and Gypsy and Traveller accommodation.

Figure 4 Engagement Channels used for Housing and Gypsy and Traveller Accommodation Cooperation

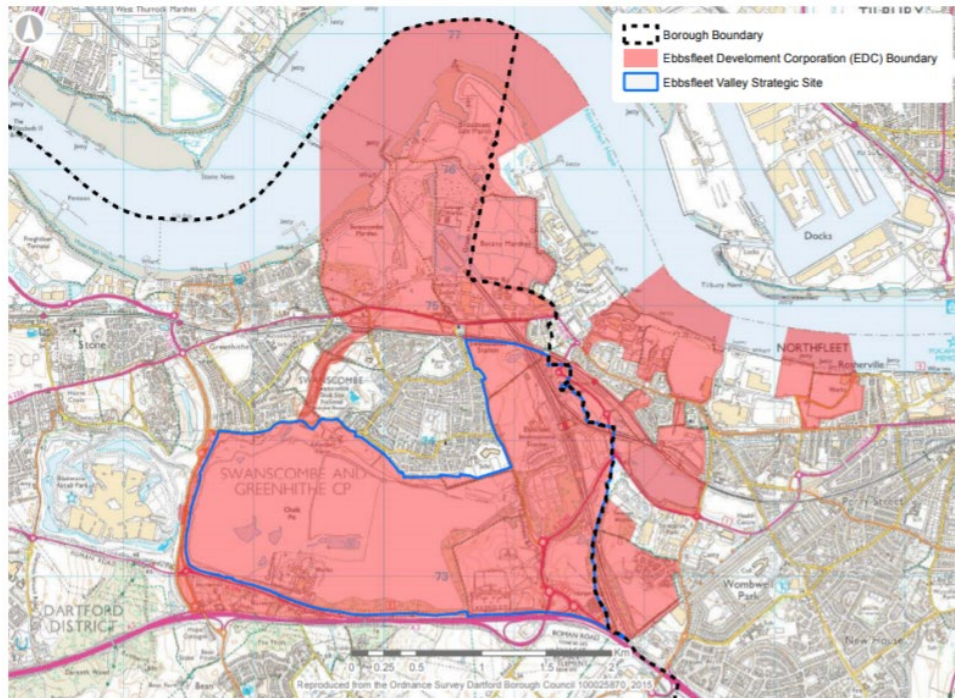


- 4.10 As can be seen a wide range of engagement channels have been, and will continue to be, used for delivery of growth within Dartford and across the region. The Thames Gateway Kent Partnership (TGKP), KPOG and PPF are the three most used channels, signalling that the Council maintains cooperation with other planning authorities in North Kent but also across Kent as a whole. These three platforms are also longstanding and continual channels that demonstrate the Council's commitment to collaboration and communication and demonstrates how the Council will continue to engage beyond the production process of the new Local Plan.
- 4.11 Also worth noting, is that when combined, Local Plan Officer Updates – both with neighbouring and with other authorities, as well as with Briefings from other authorities totals 26%. This further demonstrates the importance the Council places on carrying out its duty to cooperate and its flexibility and responsiveness in calling and/or accepting alternative methods of cooperation when the need may sit outside a regional channel such as the KPOG or PPF.
- 4.12 As infrastructure delivery is vital to planning for growth and the provision of housing, the duty to cooperate activities that took place relating to infrastructure delivery are also noted within this statement. Key activities relating to strategic infrastructure planning can be found at appendix D.

B. Ebbsfleet Garden City and London Resort

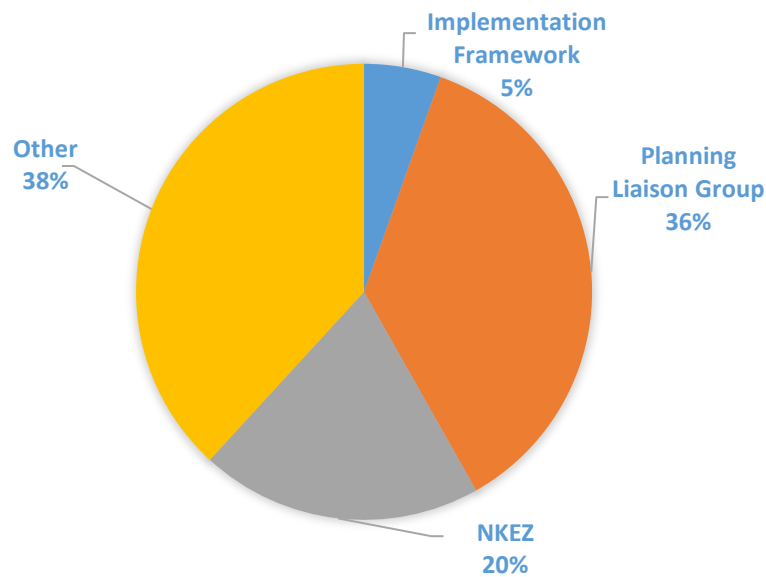
- 4.13 Ebbsfleet Garden City (EGC) is a government sponsored Garden City which has ambitions for 15,000 homes. The EGC boundary crosses into both Dartford and Gravesham and therefore is an obvious example of sustainable development impacting both borough Councils, and a channel facilitating inter-authority planning. The boundary of the EGC includes the potential Nationally Significant Infrastructure Project (NSIP) at Swanscombe Peninsula referred to as the London Resort (previously 'Paramount').
- 4.14 The Ebbsfleet Development Corporation (EDC) was formed to take lead responsibility for development in the northeast of the Borough (and part of Gravesham Borough) in April 2015. The EDC has a critical role to play in achieving large-scale regeneration, expected to take the form of the first new 'Garden City' in the country for decades. The EDC area is shown in red in Figure 5 below.

Figure 5 Boundary of the Ebbsfleet Garden City



- 4.15 As highlighted above, the Council participated in 57 duty to cooperate activities in relation to the strategic matter of Ebbsfleet Garden City. This includes only activities for which Ebbsfleet Garden City was the focus and therefore does not include any circumstances where Ebbsfleet may have been discussed through other channels – such as within the Kent Planning Officers Group, or EDC board and planning meetings, on which Dartford Members sit. It also does not include discussions held around the transport impact and/or strategy of the EGC as these have been recorded within the strategic matter of transport.
- 4.16 The full list of these activities, including the date and engagement channel used can be found at appendix E.
- 4.17 Where meetings fell outside one of the formal channels listed table 1 of this statement, the meeting was categorised as 'other' and a brief explanation as to what the focus of the meeting was has also been provided.
- 4.18 Figure 6 below shows the balance between the engagement channels used to discuss Ebbsfleet Garden City.

Figure 6 Channels of Engagement used to discuss Ebbsfleet Garden City



4.19 As can be seen, the Implementation Framework Masterplan Progress Group appears to be the channel least used, this is simply because the group was set up to assist with the Ebbsfleet Garden City Implementation Framework. Since the Framework was approved by Dartford Borough Council members, the group has no longer been running. The remaining three channels however remain relevant and as demonstrated above are important modes of cooperation for the delivery of Ebbsfleet Garden City, with the EDC Planning Liaison Group being of particular importance in the delivery of the Garden City.

4.20 20 meetings under the Ebbsfleet Planning Liaison Group took place, demonstrating a high level of continual engagement with both the EDC and neighbouring GBC. Both Dartford and Gravesham Borough Councils use this group to discuss both the progress of the Garden City but also the development of Local Plans. This includes discussion and workshops on gathering evidence for Local Plan development. This group will continue to be used by all three parties to ensure that cross-boundary collaboration continues.

4.21 When looking at the meetings categorised as 'other', it is interesting to note that these meetings of cooperation and cooperative learning took place for a wide array of reasons, from retail to housing to arts and culture with some being directly relative to the Local Plan production. The high number of cooperation activities falling outside of a regular channel demonstrates Dartford's commitment to work with partners on this matter.

4.22 The channels, and in many instances the additional meetings, have not been created for the purposes of the Dartford Local Plan review. Rather, engagement exists to ensure that the strategic delivery of the Garden City can be delivered in a holistic way and can inform and also be informed by both Dartford and Gravesham planning policy. The cooperation, namely with GBC and the EDC, has existed prior to the commencement of Dartford's review and will continue beyond its adoption through the engagement channels.

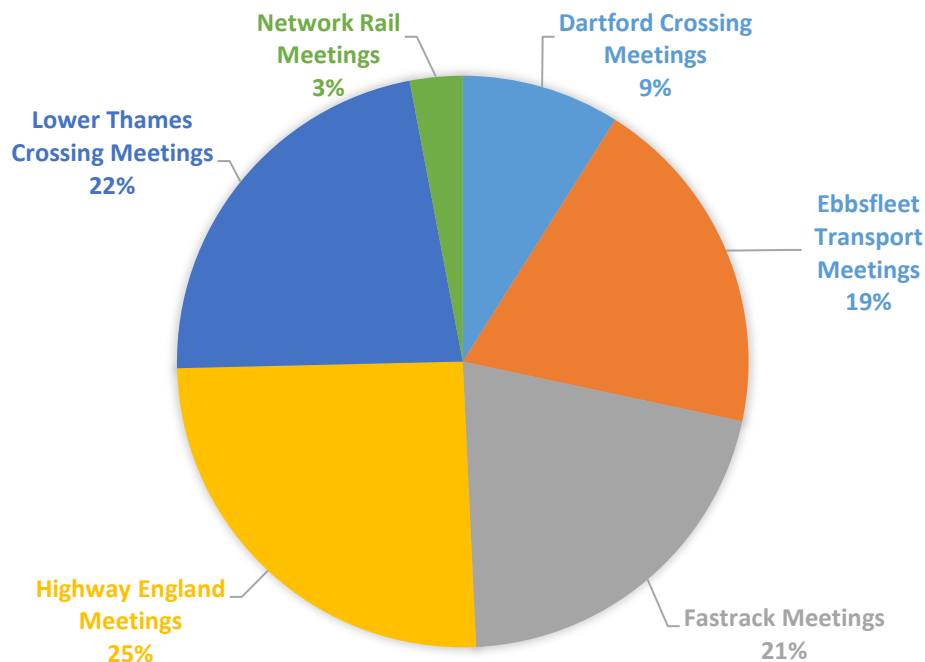
C. Retail - Dartford Town Centre and Bluewater

- 4.23 As highlighted above, the Council participated in 12 duty to cooperate activities specifically relating to Dartford Town Centre and/or Bluewater with prescribed bodies. Many more forum Town Centre meetings have taken place with a range of groups including private organisations, such as local businesses, that haven't been recorded here.
- 4.24 Bluewater Shopping Centre was planned as a regional attraction, providing high quality retail and a large number of jobs for both Dartford and other local authorities. It is one of a number of regional shopping centres in the Thames Estuary, including Lakeside at the adjoining authority of Thurrock, and Westfield (on the High Speed 1 rail link at Stratford International Station). For these reasons, and as Dartford is one of the Town Centres undergoing active regeneration, retail has been considered as a strategic matter with sustained cross boundary working. This helps ensure that Local Plans in north Kent and elsewhere are fully informed in planning for town centre and retail needs.
- 4.25 The table shown at appendix F lists these activities and includes the date, engagement channel used and any other notes of importance. As can be seen these two meetings took place across two engagement channels, a working retail group and through meetings with Kent County Council.

D. Transport

- 4.26 As highlighted above, the Council participated in 67 duty to cooperate activities focusing on transport. This included issues such as the Dartford Crossing, the Lower Thames Crossing and general upgrades to the road network.
- 4.27 The impacts of transport patterns in Dartford, namely congestion and air quality, are both a key challenge and priority for the Council. It is for this reason that the Council has been committed to cooperating with key partners, namely neighbouring boroughs and Highways England, to ensure that the issues can be addressed in a holistic and strategic manner.
- 4.28 The Lower Thames Crossing is a potential NSIP being prepared for development by Highways England. The project will introduce a tunnel crossing the Thames from Thurrock in the north (from the M25) to Gravesend in the south (the A2). While the crossing will not be within Dartford's borough borders, it is an infrastructure project with cross-boundary impact and as such Dartford has been involved in its planning and delivery.
- 4.29 Appendix G lists the activities undertaken regarding transport. Figure 7 below highlights the various engagement channels that are used by the Council to ensure that the cross boundary issue of transport has been sufficiently addressed.

Figure 7 Engagement Channels used for Transport Duty to Cooperate Activity



4.30 Not included above is cooperation with strategic partners under the C2E (Connectivity to Ebbsfleet) /Crossrail extension project. (This is principally as direct transport and development impacts arising are expected to be long-term, largely be outside the forthcoming Plan period). In the four years from January 2016, over 75 meetings were held with Dartford and partners, resulting in the production of an outline business case submitted to government. The partnership included:

- Strategic Authorities: GLA/Transport for London (TfL) and KCC
- Local Authorities: Dartford, Gravesham and Bexley councils
- Others: Ebbsfleet Development Corporation and Thames Gateway Kent Partnership

4.31 Following the Outline Business Case, and support in the Thames Estuary 2050 Growth Commission Report, the government announced in 2019 funding for continued engagement and research. This resulted in an expected governance regime, formally bringing in additional public bodies within partnerships arrangements:

- Network Rail
- Ministry for Housing, Communities and Local Government (MHCLG) and Department for Transport (DfT) (part of the Client Group).

4.32 This is reflected in the signed January 2020 Memorandum of Understanding setting out the expanded partnership activities and structure. The recent timeline of the C2E project can be seen at appendix L and the Memorandum of Understanding can be seen at appendix M.

5. Local Plan Duty to Co-operate Events and Statements of Common Grounds Progress

5.1 This section looks specifically at Dartford's cooperation and collaboration in the preparation of the Local Plan and the Statements of Common Ground with relevant planning authorities. Events taking place directly in relation to the development of the Local Plan can be seen listed at appendix N.

5.2 A key duty to cooperate activity that took place was the Growth and Infrastructure Seminar that the Council hosted on 29 September 2017. Kent County Council, the EDC, the CCG and Network Rail all took part in the seminar. The seminar took the attendees through the current Local Plan, recent development completions, permitted schemes and planned infrastructure delivery. The seminar incorporated discussion points and questions to enable participants to better understand the Dartford context and also provide feedback and information to the Council that would help in planning for growth.

5.3 Following on from this and also in relation to the development of the new Local Plan, Council hosted an event in August 2019 in relation to the Dartford and Ebbsfleet Residential Needs Assessment (DERNA). All neighbouring authorities and KCC were invited with representatives from 5 authorities present on the day. This event is listed at appendix N and further information can also be found within appendix 1 of the DERNA.

5.4 On 12 July 2018, during the consultation period of the Strategic Issues Local Plan, the Council hosted a Duty to cooperate meeting for surrounding local authorities. Officers from EDC, Gravesham Borough Council, Kent County Council, Thames Gateway Kent Partnership, Thurrock Council, and Sevenoaks District Council were in attendance.

5.5 The purpose of the meeting was to allow for other local authorities to learn more about as well as contribute to the development of the new Local Plan. Issues raised and discussed at this meeting included:

- Employment, including the proposed London Resort
- The development of Ebbsfleet Garden City
- The Thames Estuary 2050 Vision
- Links between Kent and Essex Authorities and
- Statements of Common Grounds

5.6 On 6 February 2020, during the consultation period on the Preferred Options Local Plan, Dartford hosted a Duty to Co-operate event with relevant authorities. It covered the relevant evidence and strategic issues arising in the new Local Plan. The following authorities were invited to the workshop:

- Kent County Council
- Greater London Authority
- Bexley London Borough
- Gravesham Borough Council
- Sevenoaks District Council
- Thurrock Council
- Ebbsfleet Development Corporation

5.7 Officers from Gravesham Borough Council, Sevenoaks District Council, Thurrock Council and Kent County Council attended.

5.8 The Duty to Co-operate event involved a series of presentations from the Council's officers on: the Dartford and Ebbsfleet Residential Needs Assessment; housing supply; gypsies and travellers; further work; and strategic issues. There was an opportunity for input, discussion and questions on each topic. In particular, there were collective discussions on:

- How the findings and studies compared with their own authority's outputs; and
- What the participants thought are the next practical measures needed to take further Duty to Co-operate actions in Kent, Greater London/ Essex.

5.9 Whilst not all of those invited were able to attend the event, there was a broad range of questions about the evidence base and the approach taken in the Preferred Options Local Plan. Participants engaged in the collective discussions and it was helpful to get an update on the approaches being taken by those authorities represented at the event.

5.10 As set out in Table 1 and Appendix C, there have been regular Local Plan Officer Duty to Co-operate meetings with neighbouring Councils since 2016 (a minimum of 10 with Gravesham Borough Council, 9 with Sevenoaks District Council and 4 with Bexley Council). These have ensured that partners remain up to date with the progress of the Local Plans and supporting evidence base. They have covered a variety of strategic matters including transport, housing needs, strategic housing land availability assessment and retail.

5.11 The Council entered into Statements of Common Grounds with Sevenoaks District Council and Bexley Council. The Statement of Common Ground with Sevenoaks District Council covers: housing; gypsies and travellers; economic development; infrastructure; green belt; and the River Darent. The Statement of Common Ground with Bexley Council covers: cross boundary relationships (migration and commuting flows and housing markets, transport, community services, and green belt and green/ blue infrastructure); Local Plan progress including current housing delivery levels; and potential for further mutual co-operation.

Appendices

Appendix A List of Stakeholders

Prescribed Bodies
Clinical Commissioning Group
Ebbsfleet Development Corporation
Environment Agency
Gravesham Borough Council
Greater London Authority
Highways England
Historic England
Kent County Council
London Borough of Bexley
Marine Management Organisations
National Health Service
Natural England
Network Rail
Office of Rail Regulation
Port of London Authority
Sevenoaks District Council
South East Local Enterprise Partnership
Thurrock Council
Transport for London
Other Councils
Ashford Borough Council
Canterbury City Council
Dover District Council
Folkestone and Hythe District Council, formerly Shepway District Council prior to April 2018
London Borough of Bromley
London Borough of Havering
Maidstone Borough Council
Medway Council
Essex County Council
Swale Borough Council
Thanet District Council
Tonbridge and Malling Borough Council
Tunbridge Wells Borough Council
Other Organisations
Arriva
Kent Wildlife Trust
Land Securities
RSPB

Appendix B Duty to Cooperate Protocol and Guidance Note

The Duty to Cooperate:
A protocol for action and communications
(To be discussed with applicable parties)

Background

The Duty to Cooperate and local administrative geography mean in the absence of existing formal mechanisms, clear principles can help address the fluidity of functional economic, social and environmental relationships.

The overall aim is to help cooperation informally, allowing successful communication and action on the relevant strategic matters in line with national legislation and guidance. Arrangements should reflect that there will need to be different parties involved in different dialogues i.e. the grouping of organisations will vary depending on the topic in question. This is particularly relevant where the local economic, administrative and environmental geography is complex and changing, and no cogent arrangements are feasible to deal with all arising matters.

A formal definition of strategic matters for potential cooperation is set out in primary legislation, but for the avoidance of doubt in this Protocol it is expected it could include policies and evidence relating to: housing, Gypsies/ Travellers/ Travelling Showpeople, employment, retail, leisure, infrastructure (including transport, telecommunications, water supply, wastewater, flood risk, energy/heat and minerals and waste), climate change mitigation and adaptation, the natural environment (including Green Belt and landscape issues). The relevance of these issues will depend on the proposed content of Plans.

The channels and arrangements necessary to facilitate effective cooperation actions warrant close consideration; discussions are best framed flowing from structures that are as clear as possible.

Action and Communications

This protocol aims to put in writing some practical actions for the Duty to Cooperate. The objective is to enable communications that build up to formal agreement in the Duty to Cooperate; and to ensure appropriate political and technical input. Two or more Councils or other public bodies can agree to apply the protocol, and aim to act in accordance with the principles set out.

The Planning Advisory Service's (PAS) "Ten golden rules for effective strategic planning" features some important starting points in addressing the Duty to Cooperate in practice. These include: ensuring *political accountability and leadership*, corporate *ownership* and responsibility, clear *governance and aims*, involving the right *partners*, and optimising available *resources and skills*.

Further to legal requirements, general principles and advice, organisations in agreement with this protocol, commit to working towards the following collaborative action and communications:

1. Develop direct informal communication and understanding:

- Engage in early constructive communication between organisations and aim to foster a shared understanding of the overall scope, and anticipated programme, of forthcoming Local Plans (including their supporting evidence) and relevant infrastructure programmes.
- Grow corporate level appreciation of Duty to Cooperate best practice and related strategic issues.
- Ensure officer communications between organisations lead to engagement of appropriate Members in support of reaching cross boundary agreements.
- Move ahead on the basis of a positive forward looking dialogue. This will look to rectify issues that may currently exist or be identified through this protocol, and ensure cooperation is effective in influencing the Plan, and avoid communication that is inflexible (for instance, channelled primarily through responses to public consultation periods).

2. Review overall circumstances and future options:

- Consider jointly the scope of if/ when realistic opportunities may occur for: further Duty to Cooperate agreements, such as Memoranda of Understanding.
- Review the necessity for additional focused communication channels e.g. topic specific groups on strategic matters.
- Explore initial prospects for potential alignment or joint working opportunities (for instance in producing evidence), how/ when prospects - if uncertain - can best be clarified, how they can be further investigated, and how constraints could be addressed to this end.

3. Confirm applicable matters and methods collectively:

- Highlight and share the Strategic Matters associated with emerging Local Plans that necessitate Duty to Cooperate action.
- Identify and express the preferred form of Member input (e.g. the Members who may be appropriate to partake in direct discussions with Members of other councils), plus any suitable formal arrangements for reporting back to the Council on the Duty to Cooperate progress and performance against this Protocol (e.g. as part of a Cabinet report at least annually).

4. Openly sharing evidence programming and gathering:

- Discuss in advance the potential key strategic evidence expected to significantly influence new Local Plans, and together seek agreement on key inputs.
- Share information on key evidence from the outset of research / its commissioning, including major milestones. Aim to undertake written consultation with the other party (on key draft strategic studies prior to finalising evidence).

5. Pursue agreement and practical outcomes:

- Ensure that for all strategic matters where formal agreement between parties is thought necessary by one party and has not been achieved, it is explicitly addressed through Member-led dialogue.
- Help produce joint documentation recording Duty to Cooperate actions undertaken between parties to demonstrate legal compliance.
- Review this Protocol and actions arising with a view to strengthening it, or drawing from it to prepare further or formal agreements.

The Duty to Cooperate: A protocol for action and communications

Accompanying Note by Dartford Borough Council

Background to Dartford Borough and Duty to Cooperate

Dartford Borough Council is promoting the **Duty to Cooperate: A protocol for action and communications** document, which was compiled by the Council. Its themes and principles all originate from an understanding of legal requirements and (moreover) experiences and effective actions. It looks to assist in providing practical ideas, possible stepping stones, to move forward.

Although there are a few nationally available detailed practical guidelines, and it remains hard to objectively measure local performance in cooperating, the content is drawn from an understanding of good practice and national guidance. Accordingly, so the Council hopes it can will be considered by councils and other public bodies engaging in significant Duty to Cooperate discussions with Dartford, and helps set out some issues from Dartford's perspective.

The Duty to Cooperate is a legal requirement in the preparation of Local Plans. National online planning guidance on the Duty to Cooperate states:

"....Cooperation between local planning authorities, county councils and other public bodies should produce effective policies on strategic cross boundary matters."

Dartford Borough Council is keen to engage in cooperation, although administrative boundaries and structures within which the council currently has to operate are not very conducive to efficiently tackling issues arising from Local Plan preparation. Shared working to help establish and operate the Ebbsfleet Development Corporation is one outcome in recognition of this, and there are further examples of significant cooperation involving Dartford Borough Council (such as major infrastructure projects).

The Council therefore seeks to improve shared information and actions by providing a foundation for flexible approach whereby *a series of arrangements can be negotiated* to secure meaningful cooperation. The Protocol can provide consistency across and effective operation within these arrangements.

The Protocol is intended to secure mutual benefits for all concerned. It suggests some practical principles and key 'ground rules' of communication and action in the area, principally aimed at dialogue between Local Planning Authorities (i.e. districts, London Boroughs and unitary councils).

The purpose is to assist in creating positive Duty to Cooperate communications and actions, informing strategic issues addressed in Local Plans in preparation in the broad area east /southeast of London, including the north and west of Kent and adjoining council areas.

The Protocol is flexible in how it can be applied in terms of the nature and geographic focus of organisations involved. The document could be 'live', evolving in response to discussions, Local Plan progress, and changes in strategic planning and new evidence. It could form the basis of a, or lead to, specific formal Memoranda of Understanding between Local Planning Authorities, or new works streams.

Dartford Borough Council therefore would prefer all Councils engaging in substantive Duty to Cooperate discussions (and potentially other public bodies) with Dartford will address the

Protocol and hopes they can agree to the Protocol, as produced or after further mutual refinement, as a basis for cooperation.

The document is conceived as a way to look forward. Therefore any previous issues perceived to remain outstanding are best addressed directly and dealt with at the outset; the document should be discussed in terms of its future implementation and not applied retrospectively.

Need for effective cooperation and a Protocol

National online planning guidance states:

"The duty to cooperate was created in the Localism Act 2011, and amends the Planning and Compulsory Purchase Act 2004. It places a legal duty on local planning authorities, county councils in England and public bodies to engage constructively, actively and on an ongoing basis to maximise the effectiveness of Local and Marine Plan preparation in the context of strategic cross boundary matters.

...The aim is to encourage positive, continuous partnership working on issues that go beyond a single local planning authority's area."

Inspectors examining Local Plans have made a clear a structured approach to the Duty to Cooperate should have been established at the outset and moreover be able to influence policy content, in order for legal compliance to be demonstrated.

National online guidance further states:

"The local planning authorities and public bodies that a local planning authority needs to cooperate with will depend on the strategic matters that the local planning authority is planning for and the most appropriate functional geography to gather evidence and develop planning policies. For example housing market and travel to work areas, river catchments and landscape areas may be a more appropriate basis on which to plan than individual local planning authority areas."

It is therefore recognised that the form of cooperation will depend on the strategic matters / what the LPA is planning for; and furthermore the geography should reflect functional links reflecting housing, economic and environmental areas.

The focal "strategic matters" as set out in the Localism Act pertain to sustainable development proposals that would have "a **significant** impact on at least two planning areas" (emphasis added), or alternatively the County Council's specific planning matters.

National online guidance advises:

"It is important to adopt a pragmatic approach in deciding the area over which cooperation is needed and who to work with. For some strategic matters the most effective outcomes may be achieved through cooperation by a small number of neighbouring local planning authorities while for other matters there may be a need for cooperation over a wider functional area involving both neighbouring and other local planning authorities and bodies."

As there is no existing set of authorities (or single administrative area to define organisations) with responsibility for / significant input to Local Plans across the area this is pragmatism is highly pertinent.

Accordingly, this protocol aims to provide a basis for positive Duty to Cooperate dialogue in the context of the need for a flexible framework for communication and action in and around north / west Kent and east of London.

Potential geographic extent of the Protocol

The area is found within, but not necessarily restricted to, the upper tier authority areas of Kent, Medway, Thurrock and Greater London. There are complex functional interrelationships, not least resulting from the continuing economic success of London, and it is an area containing a wide range of environments and places.

There is, therefore, no cohesive governmental structure in place focused on economic and housing matters in and around north / west Kent and east of London, let alone addressing the other potential strategic issues.

This area, stretching out from the metropolitan area, covering other major towns and urban infrastructure, including and beyond the Metropolitan Green Belt to rural Kent; and including varied estuarine and downland landscapes, is – in summary – highly varied in function and character.

The map below is an extract from the CURDS (Centre for Urban and Regional Development Studies at Newcastle University) The Geography of Housing Market Areas in England National Housing and Planning Advisory Unit. Its thick boundaries show a Housing Market Area functional definition derived from ward-level statistics, not on Local Planning Authority boundaries. It clearly shows a "Strategic" Housing Market Area¹ covering London and extending beyond Greater London both north and south of the Thames i.e. its south eastern area includes all the focus of the area in question for this Protocol (central parts of this extract). Separate areas exist for east Kent and elsewhere.



As recognised in national guidance, there are different datasets and boundaries that can indicate functional spatial relationships, but the above one well recognised indicator that there's an area - extending well into Kent and elsewhere - under London's sphere of influences that lies outside the Greater London Boundary. Yet towards the coast there remains functionally distinct areas of east and south Kent.

The focal area of the Protocol is one which has identified long-term growth capacity, most notably (but not exclusively) initiatives developed under the "Thames Gateway" banner. There are a number of major housing, economic and infrastructure proposals, such as Nationally Significant Infrastructure Projects (for example transport schemes including new Thames crossings, or the London Paramount proposals) and large housing-led proposals in the form of Ebbsfleet Garden City / potential urban extensions.

Within Greater London, the capacity provided by the establishment of the Mayor of London guided strategic planning and co-ordination. More recently, extensive discussions have commenced between strategic planners in London and representatives from outside Greater London. This is focused on important planning and regeneration strategic issues, but is explicitly devoted to bringing together the many parties from across the wider metropolitan area i.e. north, south, east and west of London and beyond.

Outside Greater London, organisations such as The Thames Gateway Kent Partnership largely tend not to focus on strategic planning, instead addressing economic development through promotion, lobbying or co-ordination. This is generally based government funding

channels that now operate over very large spatial areas (for example Kent, Medway, Essex, Thurrock, Southend & East Sussex: the South East LEP).

These arrangements at present leave little practical opportunity to address strategic issues arising from long-term planning options across north / west Kent and also east of London. They can help inform Local Plan production and collaboration, but alone may not operate with a sufficient spatial/ temporal local focus, from the perspective of Local Planning Authorities in the area and their Local Plan timetable and Duty to Cooperate requirements.

Benefits of effective strategic communication

Additional to strategic planning objectives and communication, over time the following outcomes could be secured with the Protocol and further cooperation in the area:

- *Clarity*: to provide a footing for shared understanding to assist with cooperation activities.
- *Cohesion*: to provide a smooth basis for information exchange involving all parties, Members, Officers and others.
- *Structure*: to set out principles that provide practical guidance for positive dialogue with the appropriate people and for cooperation options to be suitably explored and acknowledged.
- *Flexibility*: to reflect the disparate places in the area, varying roles and structures of different organisations, the contrasting current Local Plan programmes.
- *Outcome focused*: to be a means to the end of achieving sustained joint working with concrete actions and outcomes.
- *Collaboration*: to increase the effectiveness of planning in the area through establishing mutually beneficial cross boundary ways of working.
- *Trust*: to lead to a situation where future actions occur in line with stated intentions and are potentially accepted with good certainty and confidence.
- *Compliance*: to demonstrate the Duty to Cooperate has been fulfilled and that Local Plans can be brought in to guide the sustainable development and locally guided regeneration of the area.

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

Appendix C Accommodating Development Growth and Infrastructure Duty to Cooperate Activities

Engagement Channel	Date	Notes if applicable
Briefings from other Authorities	11/02/16	Medway Issues and Options
	18/03/16	West Kent Employment Land Review
	21/03/16	Thurrock Issues and Options
	12/04/16	Retail Thurrock
	11/07/16	South Essex Economic Development Needs Assessment
	11/08/16	Strategic Housing and Economic Needs Assessment
	30/08/16	Greenbelt Stakeholder workshop Sevenoaks DC
	01/09/16	SE Councils Working Group
	29/09/16	Landscape Character Assessment Sevenoaks DC
	18/01/17	Housing Stakeholder Sevenoaks DC
	23/08/17	Sevenoaks DC
	24/04/19	PAS workshop at Sevenoaks (MA)
Greater London Authority	14/06/16	
	10/10/16	Employment Land workshop
	19/06/17	Planners Working Group
Gypsy & Traveller & Travelling Showpeople Cross Borough Liaison Group (CEASED)	20/01/2016	
	10/01/17	
	28/02/17	
	15/03/17	
	25/04/17	
	13/03/18	
Kent Planning Officers' Group (KPOG)	15/04/16	
	09/09/16	
	21/10/16	
	09/12/16	
	27/01/17	
	05/05/17	
	14/07/17	
	08/09/17	
	20/10/17	
	08/12/17	
	02/02/18	

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

	11/05/18	
	06/07/18	
	07/09/18	
	02/11/18	
	14/12/18	
	18/01/19	
	08/02/19	
	22/03/19	
	05/04/19	
	24/05/19	
	12/07/19	
	06/09/19	
	18/10/19	
	06/12/19	
	31/01/20	
	12/03/20	Kent Chief Officers Group
Local Plan Officer Duty to Co-operate meetings - neighbouring Councils	27/04/16	Gravesham BC
	06/09/16	Sevenoaks DC
	09/01/17	EDC & Gravesham BC
	10/03/17	Bexley BC
	28/07/17	Un-minuted with Gravesham BC
	21/09/17	Gravesham BC
	27/09/17	Sevenoaks DC
	28/11/17	Statement of Common Ground Sevenoaks DC
	26/02/18	Gravesham BC & Sevenoaks DC
	28/03/18	Sevenoaks DC
	18/05/18	Gravesham BC & Sevenoaks DC
	13/09/18	Sevenoaks DC
	15/10/18	Bexley BC
	06/12/18	Bexley BC
	11/12/18	Gravesham BC
	27/03/19	Sevenoaks DC & Dartford BC
	12/06/19	Gravesham BC
	20/09/19	Gravesham BC
	13/11/19	Sevenoaks DC
	16/12/19	Bexley BC SoCG
	27/01/20	Gravesham BC
	12/02/20	Sevenoaks DC
	12/04/16	Thurrock

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

Local Plan officers updates - other authorities inc EDC	12/12/18	Joint evidence EDC
	16/01/19	Joint evidence EDC
	28/02/19	Thurrock
	04/03/19	Housing evidence EDC
	08/03/19	Housing evidence EDC
	11/09/19	Dartford Local Plan EDC
Planning Policy Forum (PPF)	11/03/16	
	13/05/16	
	23/09/16	
	18/11/16	
	13/01/17	
	10/03/17	
	12/05/17	GLA Presentation
	28/07/17	
	22/09/17	
	17/11/17	
	19/01/18	
	04/05/18	Flood risk and drainage, NPPF, London Plan, Self-build and brownfield register
	06/07/18	Thames Estuary Growth Commission
	16/11/18	Lower Thames Crossing, Natural England Net Gain, CIL
	18/01/19	Kent Minerals and Waste Local Plan, CIL, Transport for the South East Strategy
	22/03/19	Housing delivery test, Housing and economic needs assessments, Natural England charging, Self-build and brownfield register, Energy and Low Emission Strategy
	10/05/19	Self-build and brownfield register, Transport for the South East Strategy,
	05/07/19	Kent Biodiversity Strategy, Kent and Medway Energy and Low Emission Strategy, Self-build and brownfield registers, London Plan
	11/10/19	Climate Change, Housing Delivery Test, Self-build and brownfield
	29/11/19	Affordable Housing, Self-build register, Thames Estuary Growth Commission, Climate Change,
	17/01/20	Gypsy and Traveller Sites, Draft Transport for the South East Strategy response
	06/03/20	Lower Thames Crossing, Gypsy and Traveller Sites, Self-build and brownfield registers, South East Marine Plans
	09/08/16	

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

South East Local Enterprise Partnership (LEP)	15/11/16	
	14/12/16	
	21/02/17	
Thames Gateway Kent Partnership	14/03/16	
	16/05/16	
	26/07/16	
	01/09/16	
	23/11/16	
	06/12/16	
	21/02/17	
	06/04/17	
	16/05/17	
	21/09/17	
	05/10/17	
	14/11/17	
	05/12/17	
	14/12/17	Board/AGM
	15/01/18	
	19/03/18	
	16/04/18	
	17/07/18	
	30/08/18	
	08/10/18	
	06/11/18	
	04/12/18	
	04/02/19	
	18/02/19	
	29/04/19	
	03/06/19	
	20/08/19	
	30/09/19	
	28/10/19	
	25/11/19	
	13/01/20	
	25/02/20	
	09/03/20	
Transport for the South East	12/02/18	
	19/04/18	
	10/01/19	

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

	26/04/19	
Wider South East Officer Working Group	12/02/16	
	15/04/16	
	14/06/16	
	09/11/16	
	21/02/17	
	21/02/17	
	19/06/17	
	30/06/17	Kent route stakeholder group Network Rail
	05/09/17	
	26/01/18	London Plan Summit
	25/06/18	
	13/09/18	
	17/06/19	
Total		153

Appendix D Infrastructure Duty to Cooperate Activities

Engagement Channel	Date	Notes
Kent County Council Meetings	16/03/16	Strategic Transport Infrastructure Plan (STIP)
	06/04/16	DBC Priorities
	10/05/16	Infrastructure Scheme
	21/07/16	Crossrail to Gravesend Kent Options with GBC
	11/04/17	STIP
	26/04/17	Growth Infrastructure Fund (GIF)
	01/06/17	Joint Kent
	21/09/17	GIF
	22/09/17	Air quality Kent & Essex
	18/12/17	STIP Steering Group
	31/01/18	Local Plan Transport Study meeting
	18/05/18	STIP Steering Group
	06/06/18	St Clements Way Greenhithe Project
	17/07/18	Kent Thameside Steering Group
	16/10/18	Kent Thameside Steering Group
	20/11/18	Kent Thameside Steering Group
	18/12/18	Kent Thameside Steering Group
	19/02/19	Kent Thameside Steering Group
	19/03/19	Kent Thameside Steering Group
	19/06/19	KCC Public transport event
	16/04/20	STIP Steering Group
Total		20

Appendix E Ebbsfleet Garden City (and London Resort) Duty to Cooperate Activities

Engagement Channel	Date	Notes if applicable
Ebbsfleet Planning Liaison Group	26/04/16	
	06/07/16	
	23/08/16	
	18/10/16	
	20/12/16	
	12/06/17	
	09/10/17	
	11/12/17	
	12/02/18	
	09/04/18	
	11/06/18	
	13/08/18	
	08/10/18	
	10/12/18	
	12/02/19	
	08/04/19	
	10/06/19	
	12/08/19	
	14/10/19	
	09/12/19	
EGC Implementation Framework Masterplan Progress (CEASED)	21/04/16	
	05/05/16	
	11/08/17	Infrastructure financing & TIF
North Kent Enterprise Zone (NKEZ)	07/01/16	
	18/04/16	
	17/11/16	
	12/12/16	
	20/11/17	
	31/01/18	
	28/03/18	
	17/05/18	
	26/06/18	
	05/09/18	
	20/11/18	
Other EDC	07/10/16	Healthy New Town Physical activity workshop

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

	09/12/16	Other housing sites meeting with EDC
	04/01/17	Ebbsfleet Garden City Healthy New Town – presentation
	12/01/17	Site visits for other housing sites
	19/01/17	Housing fund/ delivery out of EDC workshop with Gravesham BC.
	07/06/17	
	20/07/17	New DP Plan Training session 1
	02/08/17	New DP Plan Training session 2
	11/10/17	Hsg Implementation with EDC
	30/10/17	Environmental Improvements at Bean Triangle
	11/06/18	1st Community Liaison meeting
	28/06/18	Arts and Culture Vision Meeting
	02/07/18	Swanscombe Green Corridors Meeting
	09/07/18	EDC Strategic Issues meeting
	06/11/18	Community Partners Meeting
	12/12/18	Civic Infrastructure Study Workshop
	11/01/19	Inclusive Economic Development Strategy
	01/02/19	EDC Project Spring [L. Resort]
	13/02/19	Inclusive Economic Development Strategy
	18/04/19	Ebbsfleet Community Hub Review Group
	04/03/20	Retail Study and discussion including EDC
Total		55

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

Appendix F Retail, Dartford Town Centre and Bluewater Duty to Cooperate Activities

Engagement Channel	Date	Notes if applicable
Kent County Council Meetings	14/03/16	Town centre transport co-ordination
	02/08/16	LGF Sustainable Transport Fund meeting
	17/01/17	LGF
	21/03/17	LGF
	18/04/17	LGF
	16/05/17	LGF
	23/01/18	LGF Business Case
Thames Gateway Retail	27/05/16	
	05/07/16	Presentation by Bluewater consultants
	21/09/16	
	18/01/17	Presentation by Dartford BC
	06/02/20	Retail consultant briefing & discussion on Retail Study first findings
Total		12

Appendix G Transport Duty to Cooperate Activities

Engagement Channel	Date	Notes if applicable
Dartford Crossing	14/03/16	
	07/02/17	Junction 1a/A282
	28/06/18	A282 Workshop – Dartford & Thurrock Study
	02/07/18	A282 Crossing Summit
	12/07/18	Dartford & Thurrock Study Second SRG Workshop
	09/03/20	M25/A282 Working Group
Ebbsfleet Transport Meetings	23/01/17	
	18/04/17	walking & cycling strategic issues
	20/07/17	Paramount Transport
	14/12/17	Darent West riverside walk & Burnham Rd cycling site trip
	11/01/18	River Darent Cycle/Pedestrian crossing – Sustrans
	17/01/18	Junction 1a Improvements Study
	17/01/18	Junction 2 Improvement
	27/09/18	
	14/01/19	Active Ebbsfleet Steering Group
	27/02/19	Active Ebbsfleet Steering Group
	04/03/19	Review of cycling network & future strategy
	12/03/19	Active Ebbsfleet Steering Group
	10/04/19	Transport Liaison meeting
Fastrack Meetings	02/05/17	
	02/05/18	
	23/07/18	Fastrack Advisory Board
	22/10/18	
	04/12/18	
	15/01/19	
	21/01/19	VISSIM Modelling
	25/01/19	VISSIM Modelling Review
	28/01/19	Fastrack Advisory Board
	15/03/19	Modelling
	28/03/19	
	28/10/19	
	14/01/20	
	28/01/20	Fastrack Advisory Board
Highways England Meetings	04/08/16	
	04/08/16	
	09/09/16	

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

	09/09/16	
	24/11/16	
	24/11/16	
	30/08/17	Junction 1A
	30/08/17	Junction 1A
	15/10/18	
	08/11/18	
	14/11/18	Planning liaison meeting
	12/12/18	
	16/01/19	
	23/01/19	North Kent HE
	16/04/19	
	26/06/19	Junction 1A
	22/01/20	Junction 1A
Lower Thames Crossing	20/03/17	
	17/07/17	
	19/12/17	
	26/03/18	
	24/04/18	
	10/08/18	
	01/11/18	
	08/11/18	
	17/01/19	
	01/03/19	
	05/04/19	
	04/10/19	
	13/02/20	
	20/03/20	
	23/03/20	
Network Rail Meetings	09/11/18	
	23/11/18	Network Rail Stakeholder event
Total		67

Appendix H Health Duty to Cooperate Activities

Engagement Channel	Date	Notes if applicable
Dartford Gravesham & Swanley Health & Wellbeing Board	06/04/16	
	08/06/16	
	10/08/16	
	12/10/16	
	07/12/16	
	01/02/17	
	12/04/17	
	06/10/17	
Kent Social Services	31/07/19	Primary Care & Social Health
	14/08/19	Extra Care & Health Facilities in Ebbsfleet, Dartford & Gravesham
	06/11/19	Innovation in Ageing meeting
	04/02/20	Innovation in Ageing meeting
NHS/CCG	21/02/19	Health Hub meeting
	25/02/19	Darent Valley Hospital
	23/05/19	
	22/08/19	
Total		16

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

Appendix I Education Duty to Cooperate Activities

Engagement Channel	Date	Notes
KCC Education	17/01/17	Wilmington Schools & Bridge
	25/05/17	
	16/09/17	Ebbsfleet Education Review Group
	11/10/17	
	20/11/17	
	22/11/17	
	23/01/18	
	15/03/18	
	15/03/18	
	23/08/18	
	19/09/18	
	01/03/19	
	29/03/19	
	19/09/19	
	21/11/19	
	05/02/20	
Total		16

Appendix J Habitats and Landscape Duty to Cooperate Activities

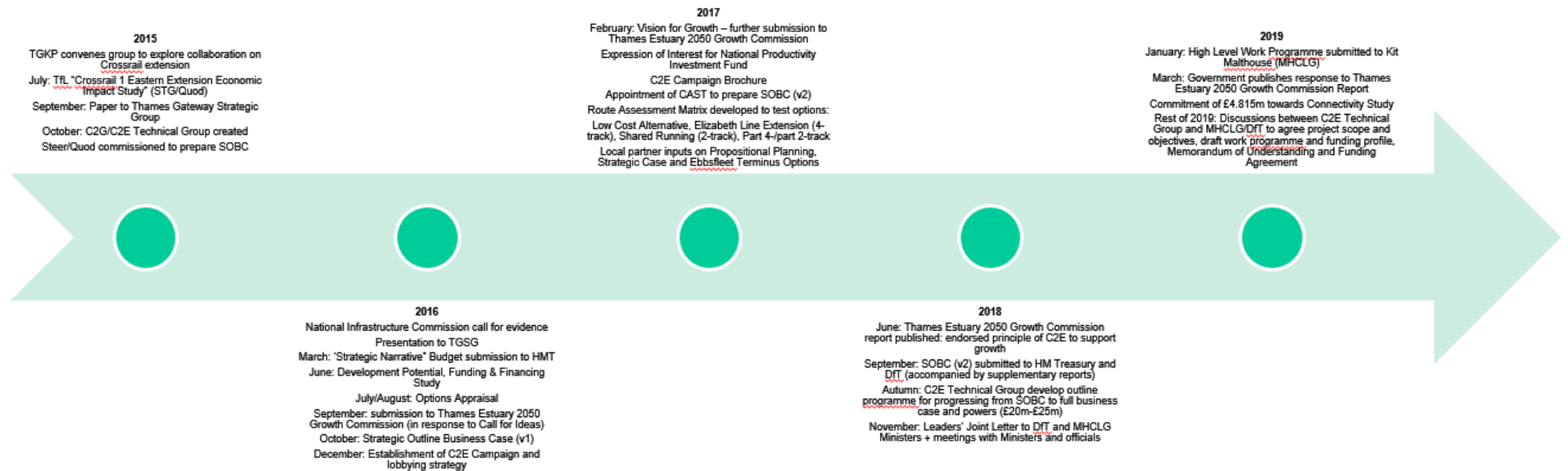
Engagement Channel	Date	Notes if applicable
Landscape Partnership Board	03/11/16	
	29/01/18	Darent Valley Partnership Scheme
	19/03/19	DVLPS Partnership Board
North Kent Environmental Planning Group	09/03/16	
	21/11/17	
	24/04/18	
	18/06/18	
	11/12/18	
	13/12/18	EDC DEFRA – North Kent Sites
	03/07/19	
	13/08/19	North Kent Marshes & bird Disturbance tariff
	16/12/19	
Thames Estuary	17/12/19	Natural Capital
Total		13

Appendix K Flooding Duty to Cooperate Activities

Engagement Channel	Date	Notes
Environment Agency	09/03/16	
	11/08/16	Town Centre Flood Project & Development Implications
	13/09/16	TE2100
	21/09/16	North Kent Strategic Access Management and Monitoring Strategy (SAMMS)
	27/02/17	Dartford Flood Risk
	18/05/17	England Coast Path
	19/09/17	LAA Flood risk modelling
	25/09/17	Potential Future barrier
	28/11/17	LAA Flood
	16/03/18	Town Centre Project Group
	03/04/18	Ebbsfleet LAA
	03/05/18	TE2100 Council Focus Group
	19/02/19	Thames Estuary 2100 Council Focus Group
	20/03/19	Dartford Flood Risk Management Project Working Group
	05/11/19	TE2100 Plan Briefing
	13/01/20	TE2100 Plan
	16/03/20	Flood Risk
Total		17

Appendix L C2E Recent Timeline

The Recent History



Appendix M C2E Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING BETWEEN MHCLG, DfT AND THE CROSSRAIL TO EBBSFLEET (C2E) PARTNERSHIP ("THE PARTNERSHIP") IN RELATION TO THE PROPOSED STUDY INTO TRANSPORT ENHANCEMENT OPTIONS BETWEEN ABBEY WOOD AND EBBSFLEET

1 Introduction

1.1 The Government's March 2019 response to the June 2018 Thames Estuary 2050 Commission's report set out a commitment to provide £4.85m to local partners (the Partnership) to support development of the business case for enhancing transport links between Abbey Wood and Ebbsfleet, subject to suitable housing ambition.

1.2 The Partnership is an informal partnership comprising the following organisations: London Borough of Bexley, Ebbsfleet Development Corporation, Kent County Council, Dartford Borough Council, Gravesham Borough Council, Thames Gateway Kent Partnership, the Greater London Authority, Network Rail and Transport for London. The Partnership will deliver the programme of work, with Ministry of Housing, Communities and Local Government's London and South East team and Department for Transport's London and South East team acting as joint Client for the work within Government.

1.3 The Partnership is taking forward a study into transport capacity and connectivity options between Abbey Wood and Ebbsfleet with a view to delivering ambitious and sustainable housing and economic growth in the area. The study is due to be completed in July 2021 and will be spread over 3 financial years. The decision as to how the funding will be spread will be determined as the study progresses. This MoU sets out an agreed position between MHCLG, DfT and the Partnership in relation to the purpose and objectives of this work as well as governance, roles and responsibilities and reporting. The MoU is not a legally binding agreement but represents a shared understanding between the Partnership and HMG (the Client), as to how this study should be taken forward. Following our review in March 2020 this MOU will if necessary be updated and agreed by April 2020.

1.4 In carrying out this study in line with this MoU, the Partnership, MHCLG and DfT will remain objective as to the preferred options which may emerge from the study.

2 Purpose and Objectives

2.1 This funding is provided on the understanding that any decision on future transport enhancements would be subject to consideration of a business case and would require a detailed evidence base that demonstrates that the scheme would be both technically feasible, affordable and offers value for money (including the identification of funding) and delivers ambitious new housing and wider economic benefits in the area. The work will need to clearly establish upfront the case for a transport intervention to support transformational housing and growth (as well as help address any congestion or crowding on existing networks) and options assessment should be modally agnostic.

2.2 The study will identify and explore the range of options for enhancing capacity and connectivity in the strategic corridor with a view to delivering ambitious and sustainable housing and economic growth in the area, including an extension of Crossrail, other rail options and non-rail or low-cost options. There should be a clear and detailed assessment of what each option could support in terms of housing growth and other development. The study should also look at the wider economic growth opportunities presented by these transport intervention options and the potential to create economic uplift and employment opportunities. Potential housing growth opportunities should be site or post code specific and consider the speed at which housing can be delivered. The study should also assess the deliverability of these opportunities including sensitivity testing and an

assessment of risks, including the risk of unmitigated performance pollution elsewhere on the existing rail or highways network.

2.3 Overall the study should enable robust comparison of the costs, feasibility and benefits between all options considered to an SOBC level. It should provide an evidence base which enables assessment of options against the Partnership's scheme objectives (see Annex A) and critical success requirements (Annex B). The evidence base for the options should meet HMT Green Book and DfT, TAG and MHCLG appraisal requirements in terms of cost, benefit and value for money assessment.

2.4 Assuming that a mode agnostic approach is taken throughout the study, the outputs from the study should enable an enhanced SOBC for consideration within DfT's and MHCLG's respective governance.

3 Workstreams

3.1 The study will comprise three key workstreams:

- **Land & Housing** – identifying how to plan and deliver additional housing and economic growth opportunities at scale and in a realistic way across SE London and North Kent covering master planning and identification of individual sites, viability assessments, consideration of speed and build-rates and how to increase these, and the development impact on transport capacity.
- **Technical & Engineering** – feasibility studies into specific transport infrastructure proposals in relation to the existing networks or their enhancement, and operating and network design principles for the options considered.
- **Funding and Financing** – this will include commercial funding sources, innovative funding sources and mechanisms and land value capture strategy in relation to the capital and operational costs of the different options.

3.2 At the end of March 2020 there will be a review of progress ahead of funding being released for 2020/21. A similar review will be undertaken in March 2021 ahead of releasing any remaining funding in 2021/22. An interim report will be completed by September 2020 at the end of Gateway 1 setting out work to date.

3.3 The final report will be made available to the Client by July 2021 providing full detail on feasibility, costs and benefits in housing and job numbers and when they might be delivered for all the different connectivity options to enable robust comparison between them. This will include preferred option(s) for further detailed development. Further detail is included in the detailed Programme of Work in Annex C.

4 Governance, Roles and Responsibilities & Reporting (see Annex D for Governance and Delivery Structure)

4.1 **Delivery Responsibility and Procurement:** The Partnership will be accountable and responsible for delivering all of the study and the agreed outputs within the specified timescales, managing all risks and opportunities, and procuring the necessary expertise and resource to ensure robust and evidenced findings. The local partnership and its partners will procure the necessary resources in line with their own procurement policies and their own legal obligations, provided they remain responsible and accountable for any risks. It has been confirmed that the London Borough of Bexley will act as the accountable body for the partnership.

4.2 As there are currently no formal legal arrangements in place between the members of the Partnership in relation to performance or any obligations amongst themselves, MHCLG and DfT do not have an objection to monies being passed to a member of the consortium to carry out or procure specific works. This is predicated on the basis that the proposed recipient(s) of any such monies confirm(s) in writing to Bexley Council (the lead member), that they will fulfil the purpose of

the works to completion using their best endeavours in a reasonable time period and will contract with any procured contractor as appropriate. MHCLG should receive a copy of this letter for their information.

4.3 Delivery Team: The Partnership will establish a core project team to manage day-to-day activity. This will include a dedicated programme manager with responsibility for monitoring and reporting progress across the programme. The central team will maintain documents to enable clear monitoring of progress.

4.4 Board oversight: The work of the Partnership is overseen by an Officer Executive Board which has representation from each of the organisations listed at paragraph 1.2. This Board will in turn report to a Local Authority Board at the political level. Membership of these boards is set out in Annex D. The project team will liaise regularly with the Technical Group and will report monthly to the Officer Executive Board on progress, including but not limited to via the following documentation:

- Detailed programme plan – tracking progress against defined workstream outputs.
- Indicator dashboard – a standard RAG dashboard
- Risk register – maintained and updated at each Officer Executive Board meeting
- Finance reporting – monitoring of costs against the project plan

4.5 Monthly reporting: The Partnership will report in a proportionate way against an agreed programme and milestones on a monthly basis (including the above four documents) to the Officer Executive Board and Client. Any risks to delivery should be raised immediately to the Officer Executive Board and Client team and a clear mitigation plan developed by the Partnership. Alterations to the programme of work can be made with agreement from the Client.

4.6 Gateway and End of Year Reviews:

The Partnership has established four gateway reviews – in September 2020, December 2020, March 2021 and July 2021 - with updated KPIs to be agreed in advance of each gateway.

In March 2020 and March 2021 the Client and the Partnership will jointly carry out an end of year review of progress which would be required in order to release funding in the following year as required. These will consider any necessary changes to the project's focus and scope (including amendments to the work programme and spend profile) and agree priorities for 2020/21 and 2021/22 respectively. At the same time this MOU will be reviewed, updated and agreed.

4.7 Optioneering: The Partnership is responsible for undertaking an objective Green Book compliant approach to identifying, comparing and shortlisting a proportionate but comprehensive range of rail and non-rail and low cost options.

The Partnership will liaise with the Client by correspondence in relation to the identification and initial sift of options (identified as step T04 within the attached programme of work). DfT will need to be sighted on the initial sift to check that this has been done in an objective and transparent manner. The Partnership will schedule an optioneering workshop with MHCLG and DfT and, if possible HMT, at the end of step T05 (as described in the attached programme of work) to agree a further shortlist of options for detailed assessment (at T08). This will act as a review mechanism to enable the Partnership, MHCLG, DfT and HMT (policy officials and analysts) to agree on the shortlisting of options. All options should be considered until short listed and short listed options should include at least one low-cost option. Through the Officer Executive Board, the Client Review meetings (see below) and Partnership reporting, the Partnership will demonstrate that the underlying work has been carried out in a manner consistent with [DfT Transport Analysis Guidance](#) and [MHCLG Appraisal Guidance](#).

4.8 Change Management: The Officer Executive Board and Client have the right to request further information, action or meetings where they believe work outputs or mitigations to risks are insufficient or inadequate to meet the study's purpose, risks have not been captured or managed appropriately, or the Board or Client believe they have appropriate expertise to support or advise on elements of the work.

Any changes to the Programme of Work, including any changes to the spend profile, will be reviewed and considered by the Client on a quarterly basis following a change control request and recommendation from the Partnership.

5 Reporting to MHCLG/DfT

5.1 Monthly Project board (with Partnership):

Both MHCLG and DfT, as joint Client within Government, will attend the monthly Officer Executive Board solely as "observers" with access to relevant papers and underlying work but with no role or responsibility for the Board's decisions.

5.2 Review meetings

The Client will hold review meetings with the Partnership on a quarterly basis or more frequently where appropriate. Where possible we will seek to align these quarterly reviews with the Partnership's gateway reviews (see above). The first half of each review meeting will have Partnership consultants attending, with the second half without consultants. The quarterly reviews will take place as follows: March 2020 (1st); June 2020 (2nd); September 2020 (3rd); December 2020 (4th); March 2021 (5th); July 2021 (6th and final review - project completion). At inception the Partnership and Client will hold a meeting with consultants to ensure they fully understand the study brief.

6. Payment Arrangements

6.1 MHCLG will provide funding of £4.85m to the London Borough of Bexley as accountable authority via section 31 of the Local Government Act 2003. This is a non-ring fenced grant mechanism.

6.2 At the initiation of the project, MHCLG will issue a grant offer letter for 2019/20. There will be one payment of £284k in 2019/20 to be paid in January 2020 to reflect the forecasted expenditure. There will be no clawback arrangements imposed by MHCLG, but there is an expectation that the funding will deliver the outputs specified in the MOU and Programme of Work. Where appropriate the Partnership should include standard break clauses covering the second year (2020/21) and any additional years of funding.

6.3 Subject to satisfactory progress against programme of work milestones/KPIs at the quarterly and end of year reviews and adherence with this MOU in March 2020, a separate section 31 letter will be issued at the start of 2020/21 with a payment scheduled for April 2020 to ensure sufficient funds to September when a further payment will be made. MHCLG have a confirmed funding allocation of at least £2.7m in 2020/21 for this project. The year by year breakdown for 20/21 and 21/22 will be reviewed at the end of this financial year.

Annex A. Scheme Objectives

The project will assess the performance of identified options against the following scheme objectives:

a)	Support ambitious and sustainable housing growth and regeneration in the Bexley Riverside-North Kent Corridor ("the Corridor") by increasing the deliverability of development sites through improved public transport accessibility.
b)	Support employment growth, intensification and productivity , by improving public transport connectivity to major employment centres, services and amenities including Central London's key employment locations (City, West End and Docklands), and within the Corridor.
c)	Deliver an uplift in the quality and capacity of public transport to address current and future travel demands in the Corridor , by reducing travel times (including the impact on the intermediate stations which aren't served by HS1), to major employment centres, services and amenities; improving service frequency, reliability and resilience; and reducing congestion and crowding.
d)	Support and incentivise modal shift from private to public transport, contribute towards zero carbon goals and support environmentally sustainable growth , by providing a credible alternative to existing and new car-based travel demand within the Corridor including from established urban areas and new key development sites
e)	Improve connectivity from the Corridor to key strategic and international gateways.
f)	Affordability - intervention must be affordable and have realistic funding prospects

Weighting:

The Partnership and Client's assessment of the options against the scheme objectives will reflect the primary importance of additional housing as well as the importance of economic growth, affordability and regeneration. Both parties will consider how best to do this and whether to apply appropriate weightings to certain scheme objectives ahead of Gateway 1.

Annex B: Critical Success Requirements

The Partnership has also identified Critical Success Requirements (CSR) for a preferred option / intervention to be considered successful. It will be for the Partnership and the Client collectively to take a final view, based on the study outputs, on whether the preferred option / intervention meets these requirements:

CSR	Description
Value for Money	Interventions must offer medium to high overall value for money to the UK tax payer – value for money to be determined in accordance with MHCLG Appraisal Guidance and DfT Transport Analysis Guidance . A value for money assessment must demonstrate the level of additional housing – identifying sites and likely delivery time and location.
Infrastructure delivery	Intervention must be considered technically feasible and acceptable where appropriate by the relevant responsible body or bodies and deliverable at a satisfactory level of risk (defined by agreement with the relevant body(ies)).
Implementation disruption to transport network	Unmitigated disruption impacts to transport networks associated with implementation should be considered acceptable as defined by the relevant transport delivery body and DfT.
Operational delivery	Intervention should be defined by the relevant transport delivery body(ies) as operationally feasible and deliverable at a satisfactory level of risk
Resilience to future demands	Intervention should offer reasonable resilience to future demands identified in agreement with the relevant transport delivery body(ies), in particular with reference to impacts on existing rail and highways network
Environmental impact	Intervention must be deliverable at an acceptable level of environmental impact.

The inclusion of all CSRs will be reviewed by MHCLG/DfT and the Partnership prior to any options sifting being undertaken. This to ensure it is clear i) how each CSR is measurable and can be objectively assessed and ii) who is responsible for that objective assessment. The project team will be responsible for providing further clarity and any proposed CSRs that fail the above test in the view of either the Client or the Partnership will be removed from the suite of CSRs for that stage.

Potential additions to list of CSRs at a later stage

Land and property impacts	Intervention must be deliverable at an acceptable level of land and property impact
Stakeholder acceptability	Intervention should have the support or acceptance of the stakeholders required to facilitate delivery

Land and property impacts and stakeholder acceptability will not be used in the initial sifting and assessment but could become relevant at a later stage. HMG does not currently view these as CSRs and the Partnership will need to demonstrate how they will be objectively measured.

Annex C. Indicative Project Programme

This programme of work is acknowledged as indicative and will develop and be refined as the detailed specifications are developed and the interrelationships between Work Streams are refined during the mobilisation period. Any changes should be agreed by the Client and managed through the change control process referenced above.

Aims and Work Streams

The core analysis is divided into three Work Streams: land and housing; technical and engineering; finance and funding. The aims of each Work Stream are set out below.

Land and Housing Work Stream

- Provide substantial detail on the potential and location for new housing and other development (e.g. commercial and employment-related): building on the ranges set out in the initial SOBC and investigating new potential.
- Underpin revised housing numbers with area-wide and site-specific analysis and masterplanning.
- Identify additional housing and economic impacts across a wider geographic area that can result from enhanced connectivity in the study corridor.
- Assess housing and employment ranges that might be supported by individual connectivity options.

Technical and Engineering Work Stream

- Perform an options analysis on the breadth of potential connectivity solutions, following the principles of DfT's Early Appraisal and Sifting Tool.
- Develop a detailed TAG-compliant assessment of a core range of options, building upon and supplementing the initial SOBC, and progressing through sifting, short-listing and more detailed appraisal to enable selection of preferred option(s) to deliver connectivity in the corridor and recommendations about how to proceed beyond this Study.

Funding and Finance Work Stream

- Develop a funding and financing strategy to maximise non-Government funding for future connectivity options.
- Develop the potential for land value capture and other innovative approaches to form part of a future funding mix.

The analysis will be supported by a fourth Work Stream focused on the programme's governance, internal resources, communications and engagement with stakeholders.

Gateway Reviews

The study has four gateway review points, the first coinciding with the 3rd quarterly review and then roughly quarterly thereafter. The remainder of this document sets out a summary of activity within each gateway period (arranged according to expected completion dates), with a high-level Gantt chart at page 14.

Given the breadth of the study and its relatively short duration, an intermediate end point is not possible. Conclusions from the study require the full span of the programme set out below, and will be delivered at Gateway 4.

Gateway 1: September 2020

Summary: Mobilisation completed and main technical work commenced

Outputs:

Code	Indicators	Description	Deliverables
Land and Housing Work Stream 1			
H01	Agree key development capacity assumptions	Key assumptions including housing baseline and land designations in the SOBC will need to be reviewed in the context of emerging development plans.	Interim conclusion of pre-mobilisation work by Local Planning Authorities
H02	Design, Specification and Procurement of Work Stream 1 contractors and consultants	Methodology, task list, programme and deliverables agreed between Local Planning Authorities across the partnership with Interim Support advice . Seeking of tender submissions, consideration of applications and selection of consultants	Specification, ITT, procurement and let contract for engagement of master planning consultancy team and LA support
H03	Review and refresh SOBC Strategic Case, link to gap analysis (T5)	Review 2018 SOBC and supporting material to identify areas for further development and strengthening compliance with TAG and MHCLG guidance ² .	Issues report, supplementary analysis for Strategic Case; inform refinement to specifications for work programme – Report April 2020
H04	Develop high level master plan options	Develop area wide options for responding to key planning and design issues relating to key public transport hubs	Options workbook showing visual representations of different potential responses to the opportunities and constraints identified together with accompanying explanatory notes – June 2020
H05	Assessment of area masterplan options and confirmation of preferred masterplanning approach	Evaluation of selected options against criteria to identify preferred area approaches	Initial appraisal matrix showing a preliminary evaluation of the identified options against criteria – by September 2020
H06	Development of an Industrial Land Strategy for Bexley.	It will incorporate the calculation of a baseline of industrial sites, the identification of industrial sites for housing development, the identification of industrial sites for intensification, the method of intensification and the	Report completed ca May 2020

² <https://www.gov.uk/government/publications/department-for-communities-and-local-government-appraisal-guide>

		demonstration of no net loss of floor space in compliance with London Plan policies.	
H07	Development of an Employment Growth Study for the corridor	This study will look at the impact of enhanced connectivity on projected economic growth and sector shift, the need for employment land, the economics of industrial land development and the resulting potential for densification.	Report completed ca September 2020
H08	Undertake a Development Infrastructure Funding (DIF) Study for the corridor.	This will establish existing infrastructure capacity, planned investment and additional capacity required by projected growth. This required capacity will be converted into floor area to inform master planning work and costed to indicate the infrastructure funding gap.	Report completed ca September 2020
H09	Review unconstrained capacity and impact of identified transport constraints on potential for housing delivery and economic growth	Notional design capacities tested against connectivity constraints to identify level of uplift from each scheme (as identified in TO4). Forms iterative element of broader master planning process.	Masterplans tested against different connectivity scenarios related to each scheme option. Impacts on design principles and associated development capacity identified together with phasing implications. Report ca September 2020
H10	Review wider infrastructure (inc. utilities) constraints and impact on potential for housing delivery and economic growth	Capacities tested against supporting infrastructure constraints to refine numbers. Forms iterative element of broader master planning process.	Infrastructure requirements identified and arrangement and land take postulated. Impact on capacity and development phasing identified. Report ca November 2020.
Technical and Engineering Work Stream 2			
T01	Design, specification and procurement of Work Stream 2 contractors and consultants	Methodology, task list, programme and deliverables agreed between Local Planning Authorities across the partnership with Interim Support advice. Seeking of tender submissions, consideration of applications and selection of consultants	Specification, ITT, procurement and engagement of transport planning/ engineering consultancy support
T02	Network Rail undertake timetable study to identify incremental capacity	NR to identify whether there is capacity for additional services between Abbey Wood and Ebbsfleet/Northfleet, including	Report identifying potential capacity for +2, +4, +6, trains per hour and when sections of the

		incremental capacity review of key sections of infrastructure.	network hit capacity. Report February 2020
T03	Develop outcome definitions for North Kent Line	Follows from T02 study to set out high level changes required to deliver service uplift potential identified on existing network (infrastructure upgrades, power, rolling stock etc)	Outcome definitions for North Kent Line: June 2020
T04	Complete gap analysis of initial options assessment process (from SOBC Stage 1/2), identification of other options and analysis (performed by Interim Resource); optioneering to create comprehensive list; initial sift to produce long list.	Review of evidence gathered to inform initial options sift and identification of missing information, including identification of additional non rail options, as per DfT TAG analysis to inform work programme and consultant specification.	Updated Longlist Options Assessment Report April 2020
T05	Review long list options (including original SOBC options and those newly-identified) and carry out EAST-compliant assessment against scheme objectives and critical success requirements; workshop (including the Client) to identify short list for detailed assessment (at T08).	Gather additional information to inform re-evaluation of non-rail options and evaluation of any new options, revised sifting matrix and resulting recommendations identifying schemes for further assessment	Comprehensive Options Assessment Report & Refresh of CAST analysis: July 2020
Funding and Finance Work Stream 3			
F01	Design specification, procurement and appointment of Work Stream 3 consultants	Appoint experts and design detailed analytical work programme	Detailed Funding and Financing programme work plan

Gateway 2: December 2020

Summary: Consultants completed the initial stage of masterplan and development impact work and [TAG steps 1-6](#)³

Outputs:

Code	Indicators	Description	Deliverables
Land and Housing Work Stream 1			
H12	Wider housing impact study	High level review of housing impacts of each scheme option on wider Kent	Report setting out the geographical scope of different options' influence on wider Kent area. Quantification of influence into high level housing and job numbers. Report December 2020
H13	Complete viability assessment	High level viability work to confirm scale and type of development is deliverable. Forms iterative element of broader master planning process.	Viability report. Design and development assumptions tested against current and anticipated market conditions to evaluate deliverability. December 2020
Technical and Engineering Work Stream 2			
T06	Feasibility studies on: <ul style="list-style-type: none"> Shared running on rail networks (including impact on existing Crossrail 1) Highways and related networks 	Establish potential impact of shared running option on performance of rail network including current Crossrail and South Eastern TOC network, including depot space, rolling stock and power infrastructure, and of non-rail options on local highways and other networks.	Report identifying implications and potential infrastructure required – December 2020.
Funding and Finance Work Stream 3			
F02	Design and procurement of core analysis and study components including appraisal of commercial funding sources, investigation of innovative funding sources, development of Cashflow Model	Bottom-up analysis of funding sources, real estate analyses and land-value-capture potential study. Top-down analysis of wider revenue streams and operating costs. Market analysis of private funding sources and emerging funding methods. Fiscal modelling completed.	Interim reports November 2020 to April 2021.

³https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/712965/webtag-transport-appraisal-process-may-2018.pdf

Gateway 3 March 2021

Summary: Completion of the area and site master planning process and wider impact study, detailed assessment of shortlisted interventions underway & nearing conclusion

Outputs:

Code	Indicators	Description	Deliverables
Land and Housing Work Stream 1			
H09	Identify sites and conduct more detailed analysis and site masterplanning	Confirm sites or locations within each masterplan area for more detailed analysis of development potential. Greater granular consideration of development potential for selected sites or locations	Indicative site-based concept masterplans comprising work books specifying key design concepts such as land use arrangement and mix, movement strategy, broad approach to open space and public realm and high level principles regarding height and massing. Final Report December 2020.
Funding and Finance Work Stream 3			
F02	Land value capture strategy		Report March 2021

Gateway 4: July 2021

Summary: Finalisation of development capacities against scheme options, completion of TAG steps 1-9, final revised SOBC and initial work on further appraisal (TAG Stage 2 steps 10-12), all final reports including housing delivery and delivery models.

Outputs:

Code	Indicators	Description	Deliverables
Land and Housing Work Stream 1			
H14	Confirm development impacts from updated appraisal of public transport connectivity and capacity (rail and non-rail modes included in the study)	Impacts on development of updated scheme options	Impact report – review implications of revised scheme specification on connectivity and land take to further refine development capacities and phasing. Complete ca May 2021
H15	Develop housing delivery models	Identify potential housing delivery models on the basis of known opportunities and constraints including opportunities for land assembly	Housing Delivery Report: May 2021
H16	Update housing delivery report	Summarise work into revised housing delivery report setting out design and viability work undertaken, resulting development capacity and delivery options	Housing delivery report July 2021

Technical and Engineering Work Stream 2			
T07	Establish network design and operating principles for identified public transport interchanges/hubs (including stabling) associated with initial shortlisted options	Identify principles shaping network and interchange design and the issues (and high level estimate of costs) associated with different options that would need to be taken into account in the detailed appraisal process (including terminus, interchange, stabling and spatial implications for any rail options).	Report identifying design and operating principles for different options, including cost and deliverability implications, April 2021.
T08	Detailed assessment of shortlisted options identified at T05 including design and execution of appropriate modelling approach(es)	Develop and appraise shortlisted options to sufficient level to distinguish relative costs, benefits and impacts (detailed assessment against scheme objectives and critical success requirements).	Production of Option Assessment Report and Appraisal Specification Report April 2021
T09	Segregated running feasibility study (if applicable)	If segregated rail option is shortlisted for further appraisal, establish the potential impact and feasibility of segregated running on the performance of the National Rail and/or Underground Network	Report into the operational implications of segregated running and the potential impact on the National Rail and/or Underground Network report - ca April 2021
T10	Review of safeguarding of both rail and highways/land for non-rail options	Safeguarded route (for a shared running rail option) was set out in 2008 Safeguarding Direction. Consideration of any rail options will require review of safeguarding to establish if Direction is fit for purpose and any updating required.	Report identifying whether current safeguarding is fit for purpose – ca April 2021
T11	Early design on infrastructure proposals (including NR GRIP design for rail options, RIBA design of non-rail options)	Undertake feasibility design work on specific sections of infrastructure in order to establish more robust cost estimates for each option	Series of feasibility and design reports for specific infrastructure proposals and updated cost estimates – April 2021
T12	Environmental Assessment / Impact Appraisal and mitigation strategy	Environmental impact assessment to inform (a) Option Assessment Report and (b) Appraisal Specification Report	EIA Report March/April 2021
T13	Public Consultation	Public consultation on option(s): analysis and report to inform ASR	Report on consultation ca April 2021 to feed into final reports
T14	Selection of recommended option(s), final SOBC and supplementary report(s)	Bring together and document all work undertaken in the 18 month programme to update the business case for the scheme with recommended preferred option(s).	Final Revised study and supplementary reports – July 2021

Funding and Finance Work Stream 3			
F03	Investor and developer outreach	Testing market appetite for different funding and financing propositions	Input into final report
F04	Analysis refreshed to match final options from Work Stream 1 and 2	Iterative updates to analysis to reflect final outputs and conclusions from the housing and technical Work Streams. Funding and financing conclusions finalised around connectivity options.	Final Funding and Financing Strategy and report – April 2021

Appendix 1: Dartford's Duty to Cooperate Statement of Activities 2020/21

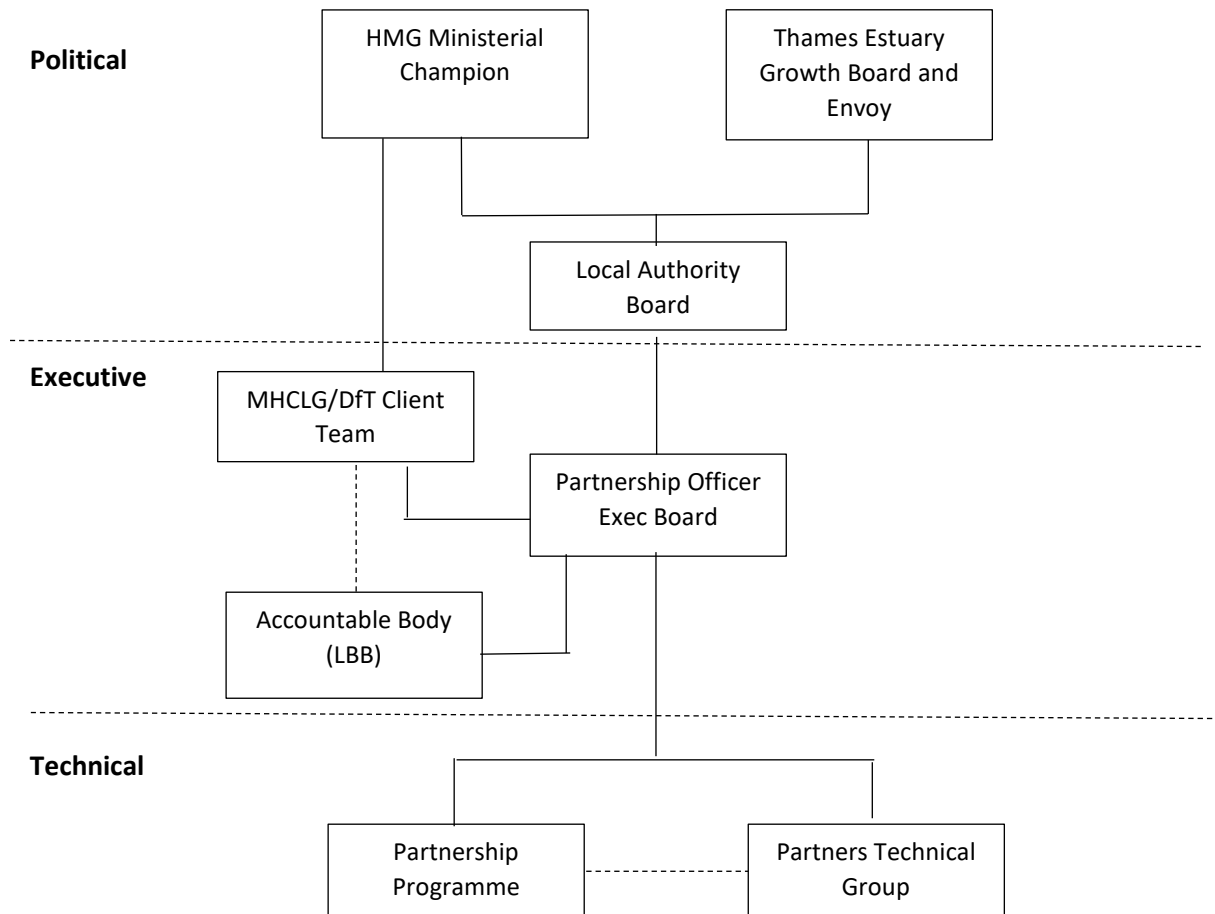
Work Programme Code (note 2)	Component Description	Dec-19	Jan-20	Feb-20	Mar-20	End of Year (First Quarterly Review)	Apr-20	May-20	Jun-20	2nd Quarterly Review	Jul-20	Aug-20	Sep-20	Gateway 1 / 3rd Quarterly Review	Oct-20	Nov-20	Dec-20	Gateway 2 / 4th Quarterly Review	Jan-21	Feb-21	Mar-21	Gateway 3 / 5th Quarterly Review	Apr-21	May-21	Jun-21	Jul-21	Gateway 4 - Final Review (Project Completion)
H00	Workstream 1: Land and Housing																										
	Mobilisation																										
H01	Agree key development capacity assumptions																										
H02	Design, specification and procurement of workstream 1 contractors and consultants																										
(Note 3)	Current policies, demands, opportunities and constraint																										
H03	Review and refresh SOBC (including Strategic Case) - performed by Interim Resource																										
	Future land uses and policies, transport systems and demands																										
H04	Develop high level area master plan options																										
H05	Assessment of area masterplan options and confirmation of preferred masterplanning approach																										
	Case for intervention																										
H06	Industrial Land Strategy (LB Bexley)																										
H07	Employment Growth Study for C2E Corridor																										
H08	Development Infrastructure Funding Study for C2E Corridor																										
H09	Review unconstrained capacity and impact of identified transport constraints on potential for housing delivery and economic growth																										
H10	Review wider infrastructure (inc. utilities) constraints and impact on potential for housing delivery and economic growth																										
H11	Identify sites and conduct more detailed analysis and site masterplanning																										
	Confirm objectives and geographic scope																										
	Generating Options																										
H12	Wider Housing Impact Study - Kent																										
H13	High level viability work to confirm scale and type of development is deliverable																										
H14	Confirm development impacts from updated appraisal of public transport connectivity and capacity (rail and non-rail modes included in the study)																										
H15	Potential housing delivery models, including opportunities for land assembly																										
H16	Produce updated Housing Delivery Report																										
T0	Workstream 2: Transport and Engineering																										
	Mobilisation																										
T01	Design, specification and procurement of workstream 2 contractors and consultants																										
T02	NR Timetable study to identify capacity (Note B)																										
T03	Develop outcome definitions for North Kent Line																										
T04	Complete gap analysis of initial options assessment process (from SOBC Stage 1/2), identification of other options and analysis (performed by Interim Resource); optioneering to create comprehensive list; initial sift to produce long list.																										
	Initial Sifting																										
T05	Review long list options (including original SOBC options and those newly-identified) and carry out EAST-compliant assessment against scheme objectives and critical success requirements; workshop (including HMG) to identify short list for detailed assessment (at T08).																										
	Development and assessment of potential options																										
T06	Feasibility studies on: - Shared running on rail networks (including impact on existing Crossrail 1) - Highways and related networks																										
T07	Establish network design and operating principles for identified public transport interchanges/hubs (including stabling) associated with initial shortlisted options																										
T08	Detailed assessment of shortlisted options identified at T05 including design and execution of appropriate modelling approach(es)																										
	Further Appraisal																										
T09	Segregated running feasibility study (if applicable)																										
T10	Review of safeguarding of both rail and highways/land for non-rail options																										
T11	Early design on infrastructure proposals (including NR GRIP design for rail options, RiBA design of non-rail options)																										
T12	Environmental Assessment / Impact Appraisal and mitigation strategy																										
T13	Public Consultation																										
T14	Selection of recommended option(s), final SOBC and supplementary report(s)																										
F0	Workstream 3: Funding and Financing																										
F01	Mobilisation																										
F01	Design specification, procurement and appointment of workstream 3 consultants																										
F02	Design and procurement of core analysis and study components																										
F02	Appraisal of commercial funding sources																										
F02	Investigation of innovative funding sources																										
F02	Development of Cashflow Model																										
F02	Land value capture strategy																										
F03	Investor and developer outreach																										
F04	Funding and Financing Strategy report																										
P00	Governance and Programme Management																										
P01	Establish formal governance structure																										
P02	Recruit full time project resource																										
P03	Internal Partner Resource Deployment																										
P04	Core team in place, including PMO resource																										
P05	Stakeholder Engagement, communications and consultation																										
P06	Design future governance and delivery vehicle for future phases																										

Annex D. Governance & Delivery Structure

The suggested governance arrangements for the Study Programme are set out below. These show the relationship between the political, executive and technical levels.

The purpose and membership of the different governance boards will be updated by the project's secretariat in consultation with the Executive Board and Client once the secretariat has been appointed.

Schematic of Organisational Structure



Summary Descriptions

Political Level

Thames Estuary Growth Board + Envoy

- Oversight of the Partnership as an initiative of pan-Estuary significance.
- Engagement with Ministerial Champion as necessary and point of escalation.
- Composition and Terms of Reference for TEGB to be determined separately.

HMG Ministerial Champion

- Commitment in Government response to TEGC. Prime Ministerial appointment – Cabinet Level.
- Cross-Departmental convening role within Government to ensure effective engagement on Thames Estuary matters, including this study.

Local Authority Board

- To secure local authorities' and other stakeholders' buy-in at a political level to outputs and outcomes from the project.
- Interface with Thames Estuary Board and Ministerial Champion in Government with regard to the study
- Approving the scope, deliverables and progress through gateway reviews on behalf of the Partnership and local authorities / stakeholders

Executive

MHCLG/DfT Client Group

- Accountable within Government for s.31 MHCLG grant funding, subject to satisfactory progress on the deliverables at the quarterly contract review meetings and gateway reviews
- Convening / co-ordinating role for officer-level cross-Whitehall engagement on the study and interface with the Partnership Officer Exec Board.
- Briefing and advisory role to the Ministerial Champion (and Ministers and Senior Officials more generally).
- Approving the scope, deliverables and progress through gateway reviews

Partnership Officer Exec Board

- Responsible and accountable for delivery of the Connectivity Study Programme.
- Formal direction to Programme Manager / Director and Technical Group
- Oversight of programme development, communications, wider engagement activity
- Formal point of engagement with MHCLG/DfT Client Group
- Reporting to Local Authority Board

Accountable Body

- Formally responsible for administering income and expenditure in relation to Study, ensuring propriety, compliance with all relevant guidance and procedures etc.
- Procurement (either via own or Partner OJEU-compliant) frameworks, recruitment of core team
- Ongoing s.151 Officer role

Technical

Programme Manager / Director

- Direct responsibility for all elements of Phase 2 programme.

- Line management of delivery team including Project Managers
- Reporting to Partnership Officer Exec Board and Joint Board, following agreement from Partnership Technical Group and other stakeholders
- Interface with / reporting to MHCLG/DfT Client Team as directed by Partnership Officer Exec Board

Partners' Technical Group

- Forum for discussion, agreement and coordination of technical approaches and issues across partnership
- Regular officer engagement with Programme Director, Project Managers and consultant teams

Board Membership (tbc)

- The below are yet to be confirmed and will be a task to be completed in the mobilisation period. There may be modifications following the mobilisation period and individual representation from each partner may change through the course of the study.

Technical Group

- Martin Tedder – Transport for London
- Andrew Mack – Transport for London
- Mark Welch – Transport for London
- Jorn Peters – Greater London Authority
- Steven Gasche – Kent County Council
- Sarah Platts – Kent County Council
- Richard Longman – Thames Gateway Kent Partnership
- Tony Chadwick – Gravesham Borough Council
- Mark Aplin – Dartford Borough Council
- Julia Gregory – Ebbsfleet Development Corporation
- Peter Smith – Ebbsfleet Development Corporation
- Alex Hellier – Network Rail
- Tiffany Lynch – London Borough of Bexley
- Seb Salom – London Borough of Bexley
- Tom Price -DfT
- Kris Patel - MHCLG

Officer Executive Board

- Jackie Belton – Chief Exec London Borough of Bexley
- Graham Harris – Managing Director, Dartford Borough Council
- David Hughes – Chief Executive, Gravesham Borough Council
- Barbara Cooper – Corporate Director, Kent County Council
- Ian Piper – Chief Executive, Ebbsfleet Development Corporation
- Debbie Jackson - Interim Executive Director, Greater London Authority
- Lucinda Turner – Director of Spatial Planning, Transport for London
- Matthew Norwell – Chief Executive, Thames Gateway Kent Partnership
- Mike Smith – Head of Strategic Planning, Network Rail

Local Authority Board

- Officer Exec Board members plus:
- Councillor Teresa O'Neill – Leader of London Borough of Bexley
- Councillor Jeremy Kite – Leader of Dartford Borough Council
- Councillor John Burden – Leader of Gravesham Borough Council

- Councillor Roger Gough – Leader of Kent County Council
- Michael Cassidy – Chairman of Ebbsfleet Development Corporation
- Greater London Authority – TBC
- Transport for London - TBC

Signed

Jackie Belton
Chief Executive – London Borough of Bexley

Cathy Francis
Director - Housing Delivery - MHCLG

Ruth Harper
Deputy Director – London, South East and Housing - DfT

Appendix N Duty to Cooperate Special Activities initiated by Dartford Borough Council for the Local Plan

Date	Purpose	Participants
29/09/17	Growth & Infrastructure [CIL] seminar	KCC, EDC, CCG & Network Rail
31/01/18	Local Plan Transport Evidence	KCC
12/07/18	Dartford Local Plan Strategic Issues Cooperation workshop	EDC, Gravesham BC, KCC, Thames Gateway Kent Partnership, Thurrock Council, & Sevenoaks DC
19/12/18	SHLAA sites and Highways Access	KCC
09/01/19	Local Plan Transport Evidence	KCC
07/02/19	Local Plan Transport Evidence	KCC
26/02/19	Local Plan Transport Evidence	KCC
04/04/19	Local Plan Transport Evidence	KCC
16/04/19	Transport Evidence	KCC, EDC & Gravesham BC
23/05/19	Formal Inception Local Plan Transport Study	KCC & Consultant - Stantec
02/08/19	Local Plan Transport Study	KCC & Highways England (HE)
07/08/19	DERNA Housing Market Assessment/ Area workshop	EDC, Gravesham BC, Bexley BC & KCC
04/10/19	Local Plan Transport Study	KCC & HE
06/02/20	Dartford Local Plan Preferred Options Cooperation workshop	Gravesham BC, Sevenoaks DC, Thurrock Council & KCC
23/03/20	Local Plan Transport Study	KCC
Total		15