Chapter Three ◆ Project description

INTRODUCTION

3.1 This chapter provides the definitive description of the London Resort that informed the environmental impact assessment reported in the topic-specific chapters of this ES. It begins with an overview of the proposals and proceeds to describe the individual elements and features of the London Resort and supporting infrastructure. The chapter then describes the landscape strategy for the Resort and provides an outline of construction activities. Finally, the chapter outlines the operation of the Resort and considers decommissioning.

3.2 The Planning Act 2008 provides that development consent may be granted for both a Nationally Significant Infrastructure Project (NSIP), referred to as the 'Principal Development' in this document, and for 'Associated Development', which is development associated with the Principal Development. Section 160 of the Housing and Planning Act 2016 inserted a new provision into section 115 of the Planning Act 2008 that also enables development consent to be granted for 'Related Housing', defined by functional need or geographical proximity, with a guideline maximum of 500 homes to be consented.

3.3 In the description of development below, a distinction is made between the *Principal Development*, which comprises all works proposed within what would be the Resort, and *Associated Development*, comprising other development that has a direct relationship with the Principal Development and is required to support its construction or operation [1].

3.4 The illustrative master plan of the Proposed Development is shown in figure 3.1 (document reference 6.3.3.1). Permanent and temporary land take, land for utility diversions and environmental mitigation are shown in detail in the Land Plans (document reference 2.2) and Works Plans (document reference 2.5).

The Rochdale Envelope

3.5 For practical reasons LRCH wishes to maintain flexibility about the detailed design of certain elements of the Proposed Development, including the content of Gates One and Two. At the same time, LRCH acknowledges the essential need to provide sufficient information about the project to ensure that the assessment clearly assesses the worst-case scenario and, if required, the assessment of trans-boundary effects and the Habitat Regulations Assessment, in order to identify any likely significant effects and report on these in this ES. The EIA has been undertaken in accordance with what are known as 'Rochdale Envelope' principles.

[1] Associated development is defined in Annex A of the Department for Communities and Local Government *Guidance on associated development applications for major infrastructure projects* (April 2013)

3.6 Rochdale Envelope principles allow a certain degree of flexibility in DCO applications. They are explained in Planning Inspectorate Advice Note Nine: *Using the 'Rochdale Envelope'* (version 3, July 2018). They arose from three court cases concerning outline planning applications for development requiring EIA. Based on the third of these judgements (R. v Rochdale MBC *ex parte* Milne (no. 2), 2000), paragraph 2.4 of the PINS Advice Note sets out the following 'key principles' that should be taken into account in the context of the DCO process:

- *the DCO application documents should explain the need for and the timescales associated with the flexibility sought and this should be established within clearly defined parameters;*

- *the clearly defined parameters established for the Proposed Development must be sufficiently detailed to enable a proper assessment of the likely significant environmental effects and to allow for the identification of necessary mitigation, if necessary within a range of possibilities;*

- *the assessments in the ES should be consistent with the clearly defined parameters and ensure a robust assessment of the likely significant effects;*

- *the DCO must not permit the Proposed Development to extend beyond the 'clearly defined parameters' which have been requested and assessed. The Secretary of State may choose to impose requirements to ensure that the Proposed Development is constrained in this way;*

- *the more detailed the DCO application is, the easier it will be to ensure compliance with the Regulations.*

3.7 Paragraph 2.5 of Advice Note 9 adds that:

It is ultimately for the decision maker to determine what degree of flexibility can be permitted in the particular case having regard to the specific facts of an application. The Applicant should ensure they have assessed the range of possible effects implicit in the flexibility provided by the DCO. In some cases, this may well prove difficult.

3.8 From time to time LRCH will need to replace rides and attractions in keeping with changing customer tastes and expectations. It will also need to ensure that the rides, attractions and other amenities offered by the Resort can align and in time evolve with the branding design requirements and branding of the IP providers, hotel operators and other hospitality and entertainment providers.

3.9 Accordingly the environmental impact assessment reported in this ES is based on parameter plans that work within 'Rochdale Envelope' parameters. The detailed design would be finalised prior to construction. Schedule 1 of the draft DCO (document reference 3.1) identifies the work parcels for which parameters are defined. Schedule 2: *Requirements* of the draft DCO makes provision for the submission to and approval of

design details by the relevant planning authorities prior to the commencement of construction.

Work packages and height parameters

3.10 In accordance with the Rochdale Envelope approach LRCH proposes maximum height parameters for the London Resort development. These are shown in the DCO Parameter Plans (documents reference 2.19). The proposed height parameters reflect a combination of existing and proposed ground levels, the landscape and visual appraisal of the site (explained in chapter 11: *Landscape and visual effects* of this ES (document reference 6.1.11) and in the *Design and Access Statement* (document reference 7.1) and the generic heights of the type of rides and attractions that LRCH proposes to provide.

3.11 In keeping with the parameter plans, all heights cited are above ordnance datum (AOD, a fixed measure of the mean sea level) rather than the height above the existing or proposed ground level.

OVERVIEW OF THE PROPOSED DEVELOPMENT

Schedule of Proposed Development

3.12 Table 3.1 (overleaf) provides a land area and floorspace summary for the main elements of the Resort. All floorspace dimensions cited in this chapter are expressed as the gross external area (GEA).

3.13 In summary, the ***Principal Development*** includes:

- land remediation works;
- the Leisure Core, comprising a range of events spaces, themed rides and attractions, entertainment venues. The main theme parks would be developed in landscaped settings in two phases known as Gate One and Gate Two.
- terrain remodelling, hard and soft landscape works, amenity water features and planting;
- pedestrian and cycle access routes and infrastructure;

Table 3.1: Main component land areas and building footprints

Note: a detailed explanation of the proposed maximum floorspace calculations, based on the London Resort master plan, is provided in the Design and Access Statement (document reference 7.1)

Element	Maximum gross site area (hectares)	Maximum gross external floorspace (square metres)
Land areas		
Kent Project Site	387.53	
Essex Project Site	25.54	
Total Project Site	413.07	
Gate One	53.6	
Gate Two	22.5	
Gates One and Two	76.1	
Maximum floor areas of buildings outside Gates 1 and 2		
Total buildings outside Gates One and Two		1,034,719
Comprising:		
Retail, dining and entertainment (RDE) and linked circulation areas outside Gates One and Two		134,494
Hotels		241,136
Back of House storage, training, ticketing, administration and utilities buildings		51,018
Related housing		126,534
Transport facilities		58,354
Car parks (visitor and staff)		423,183

3.14 The ***Associated Development*** includes:

- public areas outside the two Gates offering a range of retail, commercial, dining and entertainment facilities in a sequence of connected public spaces including an area identified as the Market;
- the A2(T) Highways Works comprising modified roundabouts with traffic signals at the A2(T) / A2260 Ebbsfleet junction.
- car parks with an overall volume of 10,750 spaces, split between the Kent and Essex Project Sites;
- four hotels providing family, upmarket, luxury and themed accommodation totalling up to 3,550 suites or 'keys'. One hotel will incorporate access to an enclosed water park;
- a 'Conferention' Centre (i.e. a combined conference and convention centre) capable of hosting a wide range of entertainment, sporting, exhibition and business events;

- a e-Sports Coliseum designed to host, video and computer gaming events and exhibitions;
- a 'Back of House' area accommodating many of the necessary supporting technical and logistical operations to enable the Entertainment Resort to function, including administrative offices, a security command and crisis centre, maintenance facilities, costuming facilities, employee administration and welfare, medical facilities, offices and storage facilities, internal roads, landscaping and employee car parking;
- a visitor centre and staff training facility;
- an operations resource centre;
- a people mover and transport interchanges;
- a Resort access road of up to four lanes (i.e. up to two lanes in each direction;
- local transport links,
- river transport infrastructure on both sides of the Thames, including the extension of the existing floating jetty at the Tilbury ferry terminal and a new floating jetty and a reconditioning of Bell Wharf at the Swanscombe Peninsula;
- utility compounds, plant and service infrastructure including an energy centre;
- a wastewater treatment works with associated sewerage and an outfall into the River Thames;
- flood defence and drainage works;
- habitat creation and enhancement and public access;
- security and safety provisions;
- data centres to support the Resort's requirements.

3.15 ***Related Housing*** comprising up to 500 dwellings for Resort workers. Each dwelling would typically include 4-6 bedrooms.

3.16 The Principal Development, Associated Development and Related Housing are described below, along with an outline of construction activities and the Resort in operation. All floorspace areas cited below are gross external areas (GEA). The illustrative master plan of the Proposed Development is provided at figure 3.1 (document reference 6.3.3.1).

PRINCIPAL DEVELOPMENT

Land remediation

3.17 The DCO will provide for the remediation of contaminated areas of the Kent and Essex Project Sites, including the capping of cement kiln dust (CKD) and contaminated river dredgings, the relocation or improved treatment and management of industrial waste tips and the profiling of land for the purposes of the Proposed Development. The proposed methodology and predicted environmental effects of the land remediation works are set out in Chapter 18: *Soils, hydrogeology and ground conditions* of this ES (document reference 6.1.18).

Gates One and Two

(DCO Work Nos. 1 and 2)

3.18 Gates One and Two will each incorporate theme park rides and attractions, events spaces and entertainment venues, providing visitors with a wide range of entertainment experiences. The Gates will be developed on the Swanscombe Peninsula in two phases, comprising a 53.6 ha area known as Gate One and a 22.5 ha area known as Gate Two, with each phase subdivided into themed zones. These zones will reflect agreements with intellectual property (IP) providers and will include rides and attractions suitable for families, children and the more adventurous thrill-seeking visitor. The content of the zones will be changed or updated from time to time in line with evolving market demand and the draft DCO incorporates the flexibility to enable this.

3.19 The proposed maximum height parameters for buildings and structures inside Gate One range from 40 to 100 metres AOD and between 35 and 65 metres AOD in Gate Two (see the parameter plans, document reference 2.19). The upper height parameters in Gates One and Two will enable the construction of tall rides and centrepiece features such as a castle. At least 60% of the attractions in the Gates will be located inside buildings with the aim of providing a compelling entertainment experience regardless of the weather. In Gate Two it is proposed that the indoor and outside attractions would be arranged with a view to maintaining residential amenity in adjacent neighbourhoods including Ingress Park.

3.20 Retail and amenity facilities, including a range of restaurants, cafes and outlets linked to the Resort experience, will be integrated into Gates One and Two for the enjoyment and convenience of visitors. A combination of theatres and indoor and outdoor venues in Gates One and Two will provide West End quality productions and shorter-format shows. These venues will showcase content from the intellectual property providers, as well as provide a stage for live comedy acts and concerts.

3.21 Gates One and Two will each have an external entrance plaza with space for people to gather outside the entrances to the Gates. These will provide guest services and ancillary commercial uses. Each Gate would also include a 'City Hall' building that will include administrative offices, security and first aid accommodation and information services for

visitors to the Gate.

ASSOCIATED DEVELOPMENT

Car parks
DCO Work Nos. 3a, 3b, 23, 25 and 26

3.22 A maximum provision of 10,000 car parking spaces for visitors and hotel guests is proposed, in up to four multi-storey car parks with up to ten decks and floorplates of 9,000 m^2, along with up to 250 VIP parking spaces under the main visitor plaza and 500 staff parking spaces in the Back-of-House area, giving a total of 10,750 car parking spaces. Also proposed are 150 coach parking spaces, 350 motor cycle parking spaces and 250 secure cycle spaces for visitors. Standard car parking spaces will measure 3 x 5 metres with appropriate provision for disabled parking.

3.23 Parking for visitors and hotel guests will be split between the Kent and Essex Project Sites in a ratio of approximately 3:1, with c.7,500 spaces at the Resort in three multi-storey car parks, each offering 2,500 parking spaces including appropriate disabled provision. A further multi-storey car park with up to 2,500 spaces is proposed in the Essex Project Site. This will incorporate parking for up to 50 coaches at ground level. The proposed maximum height parameter for multi-storey car parks on the Kent Project Site is 55 metres AOD, with a maximum height parameter of 39 metres AOD for the multi-storey car part on the Essex Project Site (see parameter plans, document reference 2.19).

A2 Highway Works
(DCO Work No. 4)

3.24 The purpose of the proposed A2(T) Highways Works is to provide dedicated access to the Resort and separate local and Resort traffic close to the point where it leaves the A2(T), with all Resort traffic directed onto the Resort access road described under the Associated Development heading below. The design of this junction is shown in figure 3.2 (document reference 6.3.3.2) and takes into account the A2(T) Bean and Ebbsfleet junction upgrade that Highways England secured consent for in 2020.

3.25 LRCH proposes that the two existing roundabouts at the A2(T) / A2260 Ebbsfleet junction would be replaced by a signalised at-grade gyratory junction, from which the Resort Access Road would branch off towards the Resort. This proposed junction would likewise reintegrate departing visitor traffic with local traffic flows to ensure their smooth transfer on to the A2(T). The Resort Access Road itself constitutes Associated Development and is described later in this chapter.

Hotel accommodation
(DCO Work Nos. 5a, 5b and 6)

3.26 Four hotels with a total capacity of up to 3,550 suites or 'keys' will provide overnight

accommodation for visitors. The hotels would be located in the Leisure Core, close to Gates One and Two. Visitors will be offered a range of family, up-market and luxury hotels to suit different tastes and budgets. Some of the hotels might be themed to provide a strong linkage with other Resort attractions. One hotel will incorporate access to both a covered water park attraction and the Conferention Centre. Up to 2,300 keys would be delivered with Gate One and up to 1,250 keys with Gate Two. They will be served by dedicated parking spaces as a part of the overall parking provision for the site.

3.27 Hotel 1 or the Water Park Hotel (DCO Work No. 6) comprises 800 keys with two wings of accommodation arranged on either side of the Market and linked at basement level. It would have a floorspace of up to 89,406 m^2 GEA, with a maximum height parameter of 50 metres AOD (see parameter plan, document reference 2.19). The hotel would have an entrance off Pilgrims' Way and from either side of the Market. It would share facilities such as kitchens with the Conferention Centre to the west, and would incorporate retail floorspace at ground level on both sides of the Market. The northern end of the hotel wings would include entrances to a music venue located beneath the Market, and to a Sports Bar located beneath the northern end of the Water Park.

3.28 The three other hotels (DCO Work Nos. 5a and 5b) are as follows.

- Hotel 2 would provide up to 1,500 keys. It would be located to the south-east of the ferry terminal near Bell Wharf. This would have a floor area of up to 73,842 m^2 GEA and a maximum height parameter of 57 metres AOD (see parameter plans, document reference 2.19).

- Hotel 3 would comprise a 850 key hotel on a site between the Market and Gate Two. This hotel would be delivered in conjunction with Gate Two, and would have a floor area of up to 49,711 m^2 GEA and a maximum height parameter of 128 metres AOD (see parameter plans, document reference 2.19).

- Hotel 4 would comprise a 400 key boutique hotel on a site between Hotels 1 and 3. This hotel would also be delivered in conjunction with Gate Two, and would have a floor area of up to 28,177 m^2 GEA and a maximum height parameter of 64 metres AOD (see parameter plans, document reference 2.19).

The Market
(DCO Work No. 6)

3.29 This area would accommodate the main flow of visitors moving on foot between the Transport Terminal to key attractions including Gate One and Gate Two, the Water Park Hotel, The Conferention Centre and the eSports Coliseum. The Market would provide Resort-themed retail, dining and entertainment floorspace including a sports bar venue and a music venue. The Market would be formed between two hotels and is intended to be a lively and interesting public space. The proposed maximum height parameter for the buildings that form the market is 50 metres AOD (see parameter plans, document reference 2.19).

Conferention Centre
(DCO Work No. 7)

3.30 To the west of the Market is proposed a Conferention Centre capable of accommodating up to 4,000 seated visitors and used flexibly for concerts, live television productions, exhibitions and conventions. Its largest room would be able to accommodate 3,000 people seated in a tiered configuration, with split level balcony. This main hall would be sub-divisible. The Conferention Centre will share kitchens and other service facilities with the Water Park Hotel to the east, via corridors at basement level. It would have a total floor area of up to 10,050 m^2 GEA with a maximum height parameter of 44 metres AOD (see parameter plans, document reference 2.19).

The e-Sports Coliseum
(DCO Work No. 7)

3.31 Additionally there would be a facility dedicated to hosting a range of e-Sports computer gaming events, known as the Coliseum, with a total floorspace of up to 18,757 m^2 GEA arranged in three levels. This building occupy a landscaped setting beside Pilgrims Way. It would incorporate a lower level exhibition hall with an entrance from Pilgrims Way, configured to allow connection to the adjacent Conferention Centre and shared facilities. The middle level of the Coliseum would include television studios surrounded by exhibition space, and would be the principal access level for guests from the Market. The upper level would include a two level 2,500 seat circular arena with fixed tiered seating, a balcony and breakout spaces around the perimeter. The building with a maximum height parameter of 44 metres AOD (see parameter plans, document reference 2.19).

Water Park
(DCO Work No. 8)

3.32 The Water Park (DCO Work No. 8) itself would include a range of linked swimming pools designed for swimmers of all ages, with water slides and a wave machine. The Water Park would be enclosed under domed structures to ensure year-round comfort for visitors. It would be up to 12,335 m^2 (GEA) in area, with a maximum height parameter of 40 metres AOD (see parameter plans, document reference 2.19). The hotel would own and operate the Water Park to the east side for the benefit of hotel guests, with an ability to allow controlled access for non-hotel guests when appropriate.

Back of house areas
(DCO Work Nos. 9a and 9b)

3.33 Back of house areas in the Kent Project Site will accommodate many of the necessary supporting technical and logistical operations to enable the Entertainment Resort to function. These include administrative office accommodation, staff car parking, landscaping, engineering workshops, costuming facilities and maintenance sheds, delivery, storage and food preparation facilities. The main Back of House area lies

between Gate One and the A226 Galley Hill Road to the east of the HS1 railway cutting. This complex would have a maximum height parameters of between 25 and 35 metres AOD (see parameter plans, document reference 2.19). Satellite logistics accommodation is proposed elsewhere in the Resort including a building at the western end of Gate Two.

Visitor centre and staff training facility
(DCO Work No. 10a)

3.34 A three-storey visitor centre and training building with ancillary car and coach parking is proposed on the northern side of A226 London Road, immediately to the west of Pilgrims' Way. This will provide office space and an exhibition space for local residents and visitors interested in the construction and development of the Resort and a community resource centre for information once open. The use of building will evolve to provide a centre for staff recruitment and training. The building would have a total floorspace of up to 1,671 m^2 GEA and a maximum height parameter of 46 metres AOD (see parameter plans, document reference 2.19).

London Resort Academy
(DCO Work No. 10b)

3.35 The Galley Hill Resource Centre comprises a cluster of operational buildings, storage and parking areas located on the junction of Swanscombe High Street and The London Road / Galley Hill Road opposite to the Visitor Centre and Staff Training Facility. The Resource Centre would include a reception for staff recruitment and management offices for the staff accommodation in Craylands Lane Pit to the west. The building would have a total floorspace of up to 7,324 m^2 GEA with a maximum height parameter of 46 metres AOD (see parameter plan, document reference 2.19).

Resort Access Road
(DCO Work No. 11)

3.36 A new Resort Access Road up to four lanes in width and approximately 2.3 km in length will provide the sole means of visitor access by private car between the A2(T) / A2260 junction and the Resort. The access road would run parallel to the existing HS1 railway and would provide direct access to the proposed parking facilities. Access for visitors in private vehicles will not be available from the local road network. Existing roads would continue to provide access to Swanscombe and Northfleet, unimpeded by visitor traffic to the Proposed Development.

3.37 The Resort Access Road will include:

a) the construction of up to four bridges and associated wing walls and retaining walls and up to eight tunnels through the existing chalk spines supporting the North Kent Railway line and London Road;

b) diversion and protection works to existing public utility apparatus, as required to

accommodate the proposed works;

c) drainage works, drainage attenuation ponds, earthworks, pavement works, kerbing and paved area works, signing and road marking works, street lighting works, safety barrier works, traffic signals, fencing works, landscaping works, noise mitigation barriers and other works associated with the construction of the permanent highway;

d) the construction of an unadopted access road up to four lanes in width;

e) highway works comprising the construction of a signalised at-grade gyratory road system to replace the existing two roundabouts at the A2(T) / A2260 junction;

f) the provision of ecological mitigation works including mitigation measures to the section of the River Ebbsfleet corridor to the west of the HS1 railway.

3.38 The alignment of the Resort Access Road has been determined in response to a range of considerations explained further in the following chapter of this ES, beginning with the optimum connection point to the public highway network at the southern end and including ground conditions, flood risk, ecological and archaeological sensitivities and the protection of local residential amenity. The proposed Resort Access Road generally runs alongside the HS1 railway, an alignment that seeks to maximise the development potential of land to the west and so minimise conflict with the Ebbsfleet Development Corporation's proposals for a new commercial core and residential quarter to the south and East of Ebbsfleet International Station.

The Resort arrivals plaza
(DCO Work No. 12)

3.39 Resort visitors arriving by car, train, people mover, bus, coach, taxi, river ferry, bicycle or on foot would all pass through a main plaza, measuring up to 22,500 m^2 in area with a maximum height parameter of between 19 and 26 metres AOD (see parameter plans, document reference 2.19). The Plaza would incorporate a central boulevard scaled to accommodate peak pedestrian flows with landscaped flanks providing additional capacity and waiting areas. The Plaza is intended to create a strong sense of arrival and will assist visitor orientation. Intelligent signage would facilitate sequential decision making, helping to manage peak flow and bottlenecks.

3.40 At the north-western corner of the Plaza would be a wide bank of steps, known provisionally as the Spanish Steps leading down to Pilgrims' Way. A large canopy known as the *Foadarche* would dominate the centre of the Plaza, providing a welcome for visitors and an important navigation and gathering point for the resort as a whole. The *Foadarche* would be up to 100 metres in diameter with a maximum height parameter of 130 metres AOD (see parameter plans, document reference 2.19).

3.41 From the Plaza, visitors would be directed towards the Conferention Centre and e-Sports Coliseum or through the Market towards the visitor entrance plazas serving Gates One

and Two.

People mover and transport interchange
(DCO Work Nos. 12, 13, 17a and 17b)

3.42 A 3.1 km people mover route is proposed between a proposed Resort travel interchange located to the west of Ebbsfleet International Station and the ferry terminal on the Swanscombe Peninsula. The route would incorporate stops at the main transport interchange adjacent to the resort car parking area and visitor entrance plazas, with visitor orientation facilities at each. The route would be used exclusively by a dedicated fleet of articulated electric people movers, each with a capacity of 100-150 passengers, as well as smaller vehicles for staff arriving by rail.

3.43 The Resort development will incorporate parking, maintenance and vehicle washing facilities for the people movers. Provision will also be made in the Resort for local bus and taxi services and disabled access. Additionally a rest and welfare facility of up to 1,000 m^2 would be provided for coach drivers.

3.44 The proposed transport interchange beside Ebbsfleet International Station will be up to 2.4 ha in area and would include a 'pick up and drop off' area for the people mover system and bus stops for *Fastrack* - a Kent County Council rapid transit bus service. The transport interchange will include a building with a floor area of up to 4,132 m^2 GEA and a maximum height parameter of 26 metres AOD (see parameter plans, document reference 2.19), providing facilities for passengers including shelters, waiting rooms, ancillary retail and refreshment facilities, toilets and staff offices. Additionally there will be a cycle hire facility to allow visitors to cycle to the Resort from the interchange. Similar facilities will be provided on a smaller scale at the ferry terminal.

3.45 The development of the Resort's transport interchange at Ebbsfleet International Station will necessitate some displacement of existing car parking and circulation facilities that currently occupy land to the west of the station. Compensatory car parking is proposed in the station's domestic passenger car park off Thames Way in accordance with 'lift and shift' principles agreed between LRCH and HS1. This car park would have a floor area of up to 29,292 m^2 and a maximum height parameter of 21 metres AOD (see parameter plans, document reference 2.19.

Local transport links

3.46 A network of pedestrian and cycle routes will be provided on the Swanscombe Peninsula and will connect to the adjacent residential areas of Greenhithe, Swanscombe and Northfleet. This will improve connectivity within existing neighbourhoods and create linkages with the network of green spaces.

3.47 Existing public transport services would be enhanced to encourage non-car modes of travel to the Proposed Development. It is too early to confirm the precise routing and frequency of these services but LRCH has had positive discussions with transport providers

regarding improvements to bus routes and services, including the extension of *Fastrack* to the Leisure Core and additional rail passenger capacity. The Applicant will keep the Examining Authority updated on the progress of these discussions.

3.48 A Green Travel Plan would be implemented to promote car sharing and non-car based transport modes for staff. An Event Management Plan will explain how the car parking spaces will be used throughout the year and in response to specific events at the Proposed Development. Provision for the submission and approval of both plans is made in the Requirements in Schedule 2 Part 1 of the draft DCO (document reference 3.1).

3.49 Part 3: *Streets* of the draft DCO (document reference 3.1) includes provision for the alteration, diversion, stopping up and/or improvement of local roads, accesses and other rights of way where necessary, and for associated signage.

Energy infrastructure
(DCO Work No. 14b and 14d)

3.50 The Proposed Development will incorporate comprehensive provisions for service infrastructure provision, with an emphasis on resilience and sustainability. LRCH's objective is for the London Resort to be net carbon-neutral once in operation. The strategy will embrace electricity and heat supply, water supply and the sustainable management of waste and wastewater.

3.51 The DCO application is accompanied by an Energy Strategy (ES Appendix 20.3, document reference 6.2.20.3) that explains the proposed energy strategy for the London Resort. The Requirements in Schedule 2 Part 1 of the draft DCO (document reference 3.1) provide for the submission and approval of a final Energy Strategy once the DCO is made. The draft strategy includes the following provisions.

- ***Renewable electricity*** will be provided through a combination of roof and ground-mounted solar photovoltaic (PV) panels, deployed throughout the Resort. To meet peak demand and ensure 24-hour security of supply, additional electricity will be procured from renewable energy suppliers via the local electricity distribution network.

- ***Renewable heating and cooling*** of the London Resort would be provided by means of a centralised air-sourced heat pump (ASHP) system, operated from the southern infrastructure compound at Sports Ground Pit. Indicatively this energy centre will be a two-storey building with rooftop plant on a built footprint up to 1,200 m^2 with a maximum height parameter of 35 metres AOD (see parameter plan, document reference 2.19), connected by underground pipework to ground level or basement level plant rooms in individual buildings. Buildings will be well insulated to reduce the need for heating in winter and cooling in summer. For buildings containing rides and entertainment venues this insulation will also provide a noise attenuation benefit.

- ***An electricity sub-station*** with a capacity of up to 60 MVA. The substation will occupy

a site up to 2,500 m^2 in area with a building footprint of up to 1,600 m^2. In case connections need to be made to the electricity distribution network through an existing substation, the substation at Pepper Hill to the west of the A262 Hall Road is included in the draft DCO Order Limits.

3.52 Gas supply would be by means of local connections to the Southern Gas Networks infrastructure. With ASHP relied upon for space heating, gas would be required in relatively small volumes for use in hotel and restaurant kitchens.

Water supply
(DCO Work No. 14b)

3.53 Potable water would be supplied to the London Resort by means of mains connection. Demand for water in the London Resort would be moderated through the specification of efficient bathroom and sanitary fittings and the use of grey water recycling.

Wastewater
(DCO Work No. 14c)

3.54 A dedicated wastewater treatment works serving the Resort, proposed on land on the upper north-eastern side of the Swanscombe peninsula. The works would have a maximum height parameter of 40 metres AOD (see parameter plans, document reference 2.19). The treatment works would be connected to the Resort by an underground sewer connection and would have an outfall for the discharge of treated wastewater effluent into the River Thames below the spring low water mark.

Surface water and drainage
(DCO Work No. 14c)

3.55 Draft Drainage Strategy Plans for the London Resort has been submitted with the DCO application (document reference 2.17) and supporting information is provided in chapter 17: *Water resources and flood risk* of this ES (document reference 6.1.17). Sustainable drainage systems would be provided across the Proposed Development to manage surface water flows and minimise the risk of pollution to the water environment. These systems will include systems to feed water to surrounding marshes in order to maintain hydrological regimes and sustain marshland wildlife habitats. They will also provide selective irrigation for vegetated areas inside the Resort.

Waste and recycling
(DCO Work No. 14d)

3.56 An outline Operational Waste Management Strategy (oOWMS) has been submitted with the DCO application (ES appendix 19.1, document reference 6.2.19.1). The strategy provides an overview of the developing waste strategy, outlining appropriate measures to minimise, collect, transport, store, recycle and treat the estimated 22,500 tonnes of waste generated through the operations every year. The oOWMS identifies measures and

innovations to promote a Circular Economy approach and facilitate a closed loop to operational waste management.

3.57 A dedicated waste management facility is proposed on a site up to 1 ha in area with a maximum height parameter of 25 metres AOD (see parameter plans, document reference 2.19), located close to the ferry terminal on the north-western edge of the Swanscombe Peninsula. This plant will contain a materials recovery facility (MRF), an anaerobic digestion plant and ancillary offices. Its location is intended to facilitate the removal of waste and recyclable materials by barge, taking advantage of the established range of riverside waste handling infrastructure along the Thames.

River transport infrastructure
(DCO Work Nos. 15 and 16)

3.58 Subject to further structural assessment, remedial works will be carried out to the existing Bell Wharf on the north-western side of the Swanscombe Peninsula to enable use for construction and service deliveries and the removal of waste. The wharf will include RoRo access and, potentially, a crane with a maximum height parameter of 25 metres AOD (see parameter plans, document reference 2.19).

3.59 A passenger ferry terminal with a new floating pontoon jetty is proposed on the western side of the Swanscombe Peninsula between Bell Wharf and Ingress Park for use by Thames Clippers' passenger ferry services between the Resort and central London and passenger ferry services from Tilbury. The terminal would include a jetty, a people mover concourse and ancillary buildings, with a combined area of up to 8,875 m^2 with a maximum height parameter of 17 metres AOD (see parameter plans, document reference 2.19).

3.60 Dedicated facilities for passengers will also be provided at the ferry terminal at the Essex Project Site, in the former Tilbury Riverside railway station building. These will include basic information, retail and catering amenities to serve passengers during their short waits between ferry services. Also proposed is an eastern extension of the grade II* listed floating pontoon at the Tilbury ferry terminal, with a maximum height parameter of 13 metres AOD (see parameter plans, document reference 2.19) to provide additional space for embarking and disembarking passengers and the mooring of passenger vessels.

Habitat enhancement and public access
(DCO Work Nos. 18a and 18b)

3.61 Retained habitats including Botany, Broadness and Black Duck Marsh in and beside the Kent Project Site are in variable condition and will be subject to landscape and habitat improvement works for wildlife including birds, reptiles, invertebrates and plants. Managed public access will be incorporated into these areas and it is proposed also to enhance a continuous pedestrian route along the edge of the peninsula so that visitors and members of the public can enjoy walks along the edge of the river. This will help to connect the Proposed Development and local communities with the river environment and to provide an attractive entrance for visitors arriving by the River Thames. The path

will form a section of the Grain to Woolwich section of the England Coast Path, which is being developed by Natural England in accordance with the Marine and Coastal Access Act 2009.

3.62 Aside from the inherent visual and biodiversity benefits, the areas of retained habitat will serve as quiet zones for visitors, affording opportunities to relax in natural surroundings and to appreciate the local ecology and views over the river. These zones will form part of a network of green spaces that will link with other parts of the Kent Project Site and the wider area. Areas of the marshes will be protected to provide undisturbed use by wildlife.

3.63 Where the loss of habitats cannot be adequately mitigated within the Project Site, a range of compensatory habitats will be created at off-site locations. These will comprise a range of wetland habitats that might include a mix of reed beds, standing open water and grazing marsh, along with dry habitats, including bare ground, grassland and scrub mosaic. The creation of these compensatory habitats will, as far as possible, connect to, and be in close association with, similar habitat types that are already established in the Thames estuary corridor. LRCH will seek to work with national and local agencies and stakeholders to achieve the best outcomes for nature conservation through the provision and long-term management of these compensatory habitats.

3.64 In keeping with the Ebbsfleet Development Corporation's Ebbsfleet Implementation Framework 2017 will be integrated with local public rights of way and green corridors. For example, Pilgrim's Way, a public footpath that runs across the Peninsula from London Road near Swanscombe Station, will be enhanced to provide a pedestrian route to the south bank of the Thames near the proposed ferry terminal.

Flood defence works
(DCO Work Nos. 19a, 19b and 19c)

3.65 The draft flood defence work and strategy for managing flood risk are described in Chapter 17: *Water resources and flood risk* of this ES (document reference 6.1.17). In summary the Kent Project Site would be defended from future flood events by building, improving and extending the existing earth berm around the Entertainment Resort. These works will accord with the Environment Agency's *Thames Estuary 2100* strategy for managing tidal flood risk in the Thames Estuary. This sets out how the Environment Agency and its partners can work together to manage tidal flood risk until the end of the century and beyond. The strategy aims to protect 1.3 million people and £275 billion worth of property and infrastructure from this increasing risk.

Security and safety provisions

3.66 As explained in further detail in chapter 6: *EIA scope and general methodology* of this ES (document reference 6.1.6), a Security Planning Report (document reference 7.8) is submitted with the DCO application for the London Resort. As the Security Planning Report explains, the aim is to promote a safe environment at all times and minimise the potential for criminal or terrorist activity. The strategy will be developed in consultation

with the emergency and security services and will include a mixture of built design measures including fencing set amongst vegetation, security technologies and security staffing measures. The Proposed Development will also include ancillary security, medical and fire response facilities to manage accidents and emergencies.

3.67 A helipad will be provided for medical evacuation and occasional VIP use. Initially the proposed helipad would be located in an undeveloped area of Gate Two. Before the development of Gate Two proceeds, LRCH will identify a permanent location for the helipad in consultation with the relevant planning and aviation authorities and will apply for planning permission for the permanent facility.

Related housing
(DCO Work No. 20)

3.68 Section 115 of the Planning Act 2008 allows up to 500 dwellings to be included in a DCO application. To qualify, the housing must either be functionally related to the construction or operation of the main development but not necessarily on the same site, or 'in geographical proximity' to the main project – on or close to the site where the main development will take place. The DCO application can also include development associated with the housing, such as local infrastructure.

3.69 The Project includes 500 dwellings in its proposals for the Kent Project Site. As figure 3.1 of this ES (document reference 6.3.3.1) shows, a site for the Related Housing has been identified in Craylands Lane Pit, a former chalk pit between the A226 London Road to the north and the railway to the south, immediately to the south of the Leisure Core. The housing would be for staff working in the Entertainment Resort, including full-time and seasonal employees. Up to 2,000 members of staff would be accommodated. This is intended to allow for smooth operation of the Resort, assist recruitment, reduce the need to commute and reduce pressure on local housing rental markets and local transport networks.

3.70 The dwellings would be arranged in up to ten apartment blocks in a landscaped setting featuring communal external spaces. Ancillary on-site amenities for residents would include a shop and communal fitness, work and relaxation spaces. The building would have a total floorspace of up to 126,534 m^2 GEA, with a maximum height parameter of 50 metres AOD (see parameter plans, document reference 2.19).

Other provisions

3.71 The draft DCO (document reference 3.1) also includes provision for a range of associated site-wide development including:

- demolition of existing buildings and structures within the DCO Order Limit;
- removal or relocation of existing utility supplies and existing drainage / pipelines;
- drainage works;
- lighting;

- public art;
- hard and soft landscape works, incorporating earth shaping and planting;
- works to protect features of archaeological and paleontological interest;
- an on-site fire station and ancillary emergency response facilities (i.e. medical and fire points).

3.72 The draft DCO also includes provisions to enable and enforce the timely implementation of the environmental mitigation identified in chapter 22: *Conclusion and mitigation commitments* of this ES (document reference 6.1.22).

LANDSCAPE STRATEGY

3.73 A hard and soft landscape strategy, including amenity water features such as ponds and watercourses, will provide the setting for rides, attractions and amenities in the Leisure Core. It will also contribute to the theme and branding of each attraction. In general the master plan seeks to work with the grain of the existing terrain but where necessary, earth shaping will be used to create the particular landscape required for the Leisure Core and to provide a flood resilient design.

3.74 The illustrative landscape strategy is shown in figure 3.3 (document reference 6.3.3.3) and is described in Appendix 11.7: *Landscape Strategy* to this ES (document reference 6.2.11.7) and in the *Design and Access Statement* (document reference 7.1) that accompanies the DCO application. In keeping with the joint aims of sustainable development and the creation of an attractive environment, a bold landscape concept is proposed that responds to the Project Site's riverside location and aims to deliver a strong sense of place. The resort landscape will be integrated into the existing marshland landscape, using natural features to create a multi-functional, interconnected, biodiverse environment across the peninsula and across the wider application area.

3.75 The principal objectives of the landscape strategy for the London Resort are as follows.

A biodiverse landscape

1. Wetland habitat creation with reed beds, ponds, swales, rain gardens and ditches throughout the resort and associated infrastructure areas as well as within the marshes.
2. Saltmarsh habitat creation through bank re-profiling and scrapes around the edge of the peninsula.
3. Existing and retained habitats to be managed to maintain open ground and grassland habitats as well as woodland and scrub, vary water levels and increase wetland.
4. Translocation of some habitat that would be lost to new locations on site to preserve and enhance biodiversity.
5. Green and brown roofs designed to create public amenity benefits, improve biodiversity, manage surface water run-off and benefit wildlife.

A resilient landscape

1. Integrate marsh landscapes into the Resort with rain gardens, swales and naturalistic planting to manage surface water drainage and create a strong landscape structure.
2. Planting to be based on native species and local habitats where appropriate, and designed to have seasonal impact as well as providing shade, natural cooling and wind protection.
3. Habitat creation to be multi-functional, improving biodiversity, creating natural security, managing water resource and providing natural beauty.
4. Raised and new flood banks to manage increased risk of flooding as a result of climate change.
5. Landscape to be climate and micro-climate resilient with reduced reliance on irrigation and chemical controls and use of sustainable materials wherever feasible.

An accessible landscape

1. Footpath and cycle routes to improve connectivity from Ingress Park, London Road and Botany Marsh Road, with the development of a wayfinding strategy to provide clear directional guidance and orientation information for all users.
2. Creation of active landscape spaces within the resort where visitors can interact with water, plants, geology, history and natural sounds.
3. Creation of tranquil amenity spaces for picnics, resting points and appreciation of nature both within the Resort and the surrounding marsh landscape.
4. Access to the marshes and River Thames frontage to be improved and enhanced through use of boardwalks, bird hides and clear signage information to limit disturbances to wildlife;

A Historic Landscape

1. Use of the Pilgrim's Way historic route as principal pedestrian access from London Road to the Resort, Marshes and Thames Jetty with a grand sense of arrival;
2. Celebration of local heritage through engagement with key landscape features such as the chalk cliffs and super pylon, public art installations and an interactive visitor centre display.

3.76 These design principles manifest themselves in the following ways in different areas of the London Resort.

Marsh landscape

3.77 It is proposed that the landscape of the Swanscombe Peninsula will be enhanced through water quality and habitat enhancements as well as improved public access, connectivity and facilities. An Ecological Mitigation and Management Framework (ES Appendix 12.3, document reference 6.2.12.3) aims to interrupt the current ecological succession in order to maintain open mosaic habitat on the peninsula as well as grassland and scrub. Water quality and wet habitat would also be improved with an upgraded leachate treatment

system, a new system of reedbeds and ditches, ponds and scrapes as well as an extension to the salt marsh habitat around the edge of the peninsula. Public footpath and cycle connections would be enhanced and improved including the routing of the England Coast Path as well as public access facilities comprising board walks, bird hides and seating areas.

Resort - Gates One and Two

3.78 The landscape inside the Gates will have an ecologically-driven approach providing connective habitat for wildlife as well as a varied natural setting for the themed lands. The landscape will feature:

- *Planting diversity*: perennial, meadow, tree, shrub and hedge planting will provide vibrant and striking combinations of colour, texture and scent that also serves to encourage wildlife and enhance biodiversity.

- *Connected waterscapes*: water features designed as natural systems that work in harmony with a sustainable drainage strategy will connect through the circulation spaces and form focal points between the different themed 'lands'. These features will provide opportunity for visitor interaction with water as well as habitat 'stepping-stones'.

- *Natural security*: The Resort boundaries will be fenced but will also be part of a natural security system of swales, ditches, reed beds and double layered hedgerows with trees to create a green and generally wet transition zone between the secure fence and the marshes beyond. This green edge will soften views of the Resort externally and provide a buffer to noise and light disturbance within the adjacent marsh areas.

Resort – public areas

3.79 The main Plaza is a large, raised podium space that will create an exciting sense of arrival to the Resort. Focal features will draw visitors through the space to the ticketing and gates. The landscape would be inspired by the wetland habitats and fluvial patterns found naturally in the area. Flowing lines will create a dynamic paving pattern that breaks up the space and directs people on their journey. Islets of planting, lawns and rain gardens create a structure along the edges of the space, giving the option of a more adventurous route through to the entrance gates. Shade and shelter canopies formed by the feature bird sculptures will provide rest spots and meeting or gathering points within the plaza.

3.80 This fluvial theme would continue down the Pilgrim's Way steps, with flowing water and planting drawing visitors to the lower level in a series of terraces. Feature planting and specimen trees will continue to provide structure, focal points and a sense of place and direction as visitors move towards the Market, Conferention Centre and e-Sports Coliseum.

Hotel landscapes

3.81 It is proposed that the four hotels will offer a variety of experiences linked to Resort attractions. The arrival landscape in each instance will require its own unique design whilst retaining the key themes of the Resort landscape, including sustainable water features and wet habitat as well as striking planting and imaginative lighting schemes. The hotel grounds will generally be laid out as gardens with the creation of intimate spaces for use as 'outdoor rooms' and lawns, courtyards and terraces for outdoor dining and functions in the summer months. The hotels would also feature green roofs incorporating terraces for use by customers.

Transport interchange

3.82 The Transport Interchange area responds to the complex need to integrate the seven principal modes of arrival. These include the people mover and *Fastrack* drop off platforms combined with vertical pedestrian circulation; multi-storey car parking arranged in three buildings and a surface-level coach parking area. There is potential to provide green facades to the parking structures using climbing plants. Planting will be integrated around the coach parking area at ground level to break up the hard-surfaced areas and provide vertical screening.

Back-of-House areas

3.83 The Back of House landscape areas will provide attractive space for employees to enjoy during breaks and to gather socially. Areas that will have sunlight during the day and evening will be identified as the key open plaza or raised lawn spaces for informal/flexible activity.

Related housing

3.84 It is proposed that the staff accommodation area will have a unique character within its setting in Craylands Lane Pit. An organic design language would be employed in the spaces between the residences to create soft and friendly 'spill out' zones and a series of more active spaces. Islands of planting would comprise four typologies: naturalistic beds with ornamental grasses, perennials and multi-stem trees, mounded lawns, pictorial meadow planting and rain gardens.

Road access corridor

3.85 The reconfiguration of the A2(T) junction at the southern end of the Resort Access Road will feature a gateway landscape incorporating both Ebbsfleet Garden City and London Resort branding. The Resort Road and People Mover Road would incorporate swathes of trees, earth sculpture and land art to create a sense of arrival for Resort guests. Attenuation basins proposed as part of the highways drainage scheme will be designed to include permanently wet ponds and reed bed systems to enhance biodiversity and visual amenity.

3.86 Landscape works along the A2(T) itself would be limited to reinstatement where highways improvements are required.

Bamber Pit and the Sports Ground Pit

3.87 It is proposed that Bamber Pit would accommodate a number of utility buildings set within a wildlife reserve with a new water body and a nature trail reached from the existing public right of way. Scrub management will increase biodiversity and maximise the potential of the chalk substrate.

3.88 Sports Ground Pit will become an infrastructure hub and an educational destination with the Energy Centre (described below) as its focus. The landscape setting to these features will retain the natural character of the chalk pit, managed to maximise biodiversity and the growing medium of the chalk substrate whilst maintaining as much of the existing vegetation as possible to provide a visual screen for local residents looking down on the pit.

Tilbury car parks and ferry terminal

3.89 An enhanced arrival experience at the ferry port terminal will include public realm improvements with tree planting, outdoor seating and waiting areas designed to the fluvial concept to provide a sense of connection with the landscape of the Resort.

CONSTRUCTION OF THE RESORT

General phasing

3.90 If the DCO is made, construction of the Project is anticipated to start in 2022 with the first phase of the London Resort opening in 2024. The DCO application is accompanied by an outline Construction Method Statement (CMS, ES Appendix 3.1, document reference 6.2.3.1) which explains how it is envisaged that the London Resort and its supporting infrastructure would be built. The CMS includes an explanation of the envisaged phasing of Resort construction.

Main construction activities

3.91 Construction work required to deliver the London Resort is described in the CMS (ES Appendix 3.1, document reference 6.2.3.1) that accompanies this application. The CMS includes details of the construction programme and phasing, site preparation, main construction works and landscape restoration, asset protection and health and safety.

3.92 In summary the construction of the Proposed Development will occur over two main phases and would include:

- security set up activities;
- ecological management including habitat protection and species relocation;
- project site clearance;
- ground treatment and CKD remediation activities;
- activities relating to management and control of licenced waste tips;
- soil investigation work and treatment;
- archaeological investigations;
- construction of vehicle haulage routes;
- improvements to the existing Bell Wharf;
- construction of laydown, storage compounds and welfare areas;
- establishment of a materials stores and plants;
- on-site temporary facilities for construction workers (including parking, residential accommodation, staff rooms, changing rooms, toilets, medical facilities etc.);
- identification, relocation, and enhancement of utility infrastructure;
- diversion of some existing drainage features;
- Import of construction plant and materials;
- Export of construction waste;

3.93 The principal construction activities would include:

- bulk earthworks, excavation, filling and tunneling;
- temporary works to enable development;
- drainage works, pumping stations and pollution management systems;
- underground services and infrastructure services works*;*
- highways, cycleways, footways, hard landscaping;

- bridges, culverts, civil engineering structures;
- fencing, barriers, signage;
- foundation works and piling;
- substructure and superstructure works;
- roof structures and roof covering;
- cladding and envelope;
- internal and external walls
- mechanical and electrical services including plant, equipment and distribution;
- specialist services including PA, television, security systems, CCTV systems, data and communications systems;
- primary and secondary fit out;
- miscellaneous secondary and architectural metalwork;
- resort rides, equipment and facilities;
- off-site reinforcement of utilities and their connections;
- renewable energy systems;
- landscape works.

3.94 The CMS is accompanied by an outline Construction Environmental Management Plan (CEMP, ES Appendix 3.2, document reference 6.2.3.2) and a Construction Transport Management Plan (CTMP), which would be submitted for approval and enforced in accordance with Requirements in Schedule 2 Part 1 of the draft DCO (document reference 3.1). Chapter 7: *Socio-economic effects* of this ES (document reference 6.1.7) assesses the employment of the London Resort during its phased construction.

Construction transport

3.95 The DCO application is accompanied by an outline Construction Transport Management Plan (CTMP, ES Appendix 9.2, document reference 6.2.9.2), the final version of which would be submitted to the relevant planning and highways authorities for approval once the DCO is made. The CTMP describes measures to minimise disruption on the local road network and includes a commitment that 80% of construction materials would be brought

to the Kent Project Site by river. To this end and as described earlier in this chapter, it is proposed that Bell Wharf on the western side of the Swanscombe Peninsula would be reconditioned with the provision of RoRo facilities. Use would also be made of the existing Seacon freight terminal on the eastern side of the peninsula for the importation of palletised construction materials.

3.96 The construction programme priorities the construction of the main Resort Access Road so that sections can be used as construction haul routes, one more reducing traffic demand on the local road network.

Construction compounds

3.97 Site compounds including a main compound and materials and satellite compounds would provide office space and workforce welfare facilities at the Kent and Essex Project Sites. Materials compounds would be provided for the safe and secure storage of construction materials, and satellite compounds for the secure storage of plant and equipment. The locations of these are indicated in the CMS, document reference 6.2.3.1).

3.98 The precise purpose, size and location of the construction compounds will require the input of the Principal Contractor for the project, and would be confirmed in the final version of the CMS that would be submitted to the relevant planning authorities for approval once the DCO is made. In general:

- temporary office and welfare facilities in the site compounds would be constructed using modular buildings transported to site by road and assembled on concrete foundations using mobile cranes and elevated working platforms. Temporary electricity, water and IT connections will be required;

- construction materials and satellite compounds would be constructed using mechanical earthmoving equipment such as excavators, bulldozers and graders to provide suitable surfaces for the storage and movement of material and vehicles;

3.99 A remediation processing compound (RPC) would be established on site to provide treatment techniques necessary to cope with the variable physical and chemical properties of the potentially contaminated soils excavated from the earthworks. Such a facility would typically occupy some 2.5 ha and would be in operation for a minimum of one year. The treatment techniques provided are likely to include screening, sorting, stabilisation, washing, bioremediation and thermal treatments. Topsoil manufacture might also be possible. The efficient use of the facility will balance the throughput of the soil arriving for treatment with the demand for fill, thus minimising the stockpiling of soils at either end of the process.

Temporary workforce accommodation

3.100 It is proposed that detailed arrangements for temporary workforce accommodation would likewise be the subject of a *Construction Workforce Accommodation Strategy*

(CWAS) an outline version of which is provided in ES Appendix 7.8 (document reference 6.2.7.8). a final version of which would be submitted to the relevant planning authorities for approval once a DCO is made. Again, finalisation of these details will require the input of the Principal Contractor. However, there is strong indication the solution will be a combination of mobile homes located at the Kent Project Site within a secure Site Campus together with the potential to hire or procure a cruise ship docked at the Port of Tilbury to accommodate larger numbers of construction workers.

3.101 In addition to the CWAS, LRCH is committed to the submission and approval of a *Construction Worker Travel Plan* (CWTP) prior to the commencement of works on site.

THE RESORT IN OPERATION

Visitors

3.102 The London Resort is designed to cater for up to 6.5 million visitors per year with Gate One open only, and up to 12.5 million visitors per year with Gates One and Two in operation. It will be a destination with a global profile, with up to 35% of visitors projected to come from overseas.

3.103 Visitors would arrive at the Resort by a range of transport modes including train, car, coach and ferry. The Resort layout will aim to lead them intuitively to their destination of choice, which might be the hotels, the retail, dining and entertainment area outside the payline for Gates One and Two. LRCH will incentivise travel to the Resort by non-car modes through measures including preferential ticketing and Gate entry strategies.

3.104 Visitors might come for one day or opt to stay in one of the Resort's hotels for a longer visit. With its transport terminals and the retail, dining and entertainment area all outside the paylines for Gates One and Two, it is intended also that the Resort will be attractive to afternoon or evening visitors from the local area and beyond. The proposals include connections to pedestrian routes to encourage local visits, including the comprehensive enhancement of Pilgrims' Way from Swanscombe.

3.105 Inside the Gates, visitors will be offered rides, shows and attractions based around IP brands with a global profile. These will include film, television and computer gaming brands as well as attractions bespoke to the London Resort. From time to time, attractions will be updated or replaced to ensure that the Resort always has a fresh appeal to visitors, and flexibility will be sought in the DCO to this end.

3.106 Outside the Gates visitors will be attracted by the retail, dining and entertainment facilities, the Water Park and events in the e-Sports Coliseum and Conferention Centre, which will include business and exhibition events as well as concerts, shows and sports events. By locating these attractions outside the secure 'payline' for Gates One and Two LRCH hopes that local people will enjoy single-purpose visits to the Resort – for example, for a meal or a show – rather than having to buy a ticket for full entry to the Resort.

Employees

3.107 Chapter 7: *Socio-economic effects* of this ES (document reference 6.1.7) assesses the employment effects of the London Resort in operation. The Resort will be a significant employer. For the Resort to succeed as a globally recognised brand, all members of staff will be trained in hospitality and offered continuing professional support and career paths that match their accumulating skills and aspirations. This work will begin before the Resort opens, LRCH is already in discussion with schools and further education providers in the locality to see how the curriculum can support young people interested in a career in hospitality.

3.108 In respect of day-to-day operations the Resort will have complex shift patterns reflecting the wide range of services provided. For example, much maintenance activity will be concentrated in the early morning or overnight before visitors arrive. Hospitality and catering will likely run over two full-time shifts covering the period from morning to late evening, and security will be a 24 hour operation. There will be a range of opportunities for part-time work.

3.109 Provision for 500 staff car parking spaces is made in the back-of-house area but most Resort staff will be required to travel to work by non-car-based transport modes. As noted, LRCH will operate a Green Travel Plan to this end, to be submitted to and approved by the relevant planning and highways authorities in accordance with Requirements in Schedule 2 Part 1 of the draft DCO (document reference 3.1). The Green Travel Plan will include provisions to prevent staff from parking on local residential roads in adjacent neighbourhoods and walking to work from there.

DECOMISSIONING

3.110 The Proposed Development has no specified end date and is a permanent attraction that will evolve over time. Where appropriate, planning permission will be sought from Dartford Borough Council, Ebbsfleet Development Corporation, Gravesham Borough Council and / or Thurrock Council for any future changes.

3.111 Subject to DCO Requirements, where rides in the Leisure Core are to be replaced during the lifetime of the Proposed Development, a decommissioning statement will be submitted to the relevant planning authority for approval prior to implementation.

3.112 Given the intended permanence of the Resort the ES does not provide an assessment of, for example, the river and road traffic effects, noise and air quality or socio-economic effects of a general decommissioning of the Proposed Development. At this stage is not possible to define the future environmental baseline against which decommissioning works would be assessed, and any such assessment would be highly speculative.

3.113 The decommissioning of temporary structures required during the construction of the

Resort is taken into account in the assessments of construction effects in the thematic chapters of this ES. Many of these effects are similar to those associated with construction site set-up, including the removal of construction hoardings and portable buildings. Some are more complex in their environmental effects and are the subject of specific consideration, including the removal of coffer dams required in the construction of marine structures and outfalls.

3.114 A further consideration arising from the intended permanence of the London Resort is the implications for flood protection and climate change projections. In the ES, predictions of rising river levels extend to the year 2100 in order to ensure that flood protection and drainage measures have appropriate longevity.