

# West Kent Priorities for Economic Growth 2015/18

West Kent Partnership  
October 2015



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## **Foreword**

Since the original iteration of this document in January 2014, the funding landscape has changed. West Kent has attracted some key investment, notably The Escalate Business Loan Fund and funding for the A21 dualling at Pembury. Bids to the Local Growth Fund have resulted in investment of over £9M in local projects including improvements to Junction 4 of the M20, improvements to Tonbridge High Street and investment in various sustainable transport schemes. At LEP level, frameworks are now in place to promote projects for funding and LEP and county strategies are being delivered.

This is a good foundation to further develop and refine our vision for West Kent through an updated document which takes account of the progress that has been made but is also informed by The Case for West Kent study which the Partnership commissioned to investigate the perceived historic low levels of investment in West Kent. Despite the investment successes, there is still much to be addressed to provide the right environment for our local businesses to thrive. The project plans included at Annex B will be continually reviewed and added to providing an up to date pipeline of essential and deliverable projects necessary for the ongoing prosperity of the West Kent Economy.

## **Summary**

Our vision for West Kent is to sustain a dynamic and well-connected local economy, to ensure that West Kent remains a key location for business success and growth and that our local population has access to quality jobs and skills development.

The West Kent area has traditionally enjoyed a strong track record in attracting inward investment, developing new businesses which grow and prosper and creating new jobs for its residents. The positive economic impact of West Kent extends well beyond its administrative boundaries to other parts of Kent and East Sussex. The high level of environmental constraints in West Kent means that major new site opportunities to accommodate future growth have to be carefully planned and sensitively developed.

West Kent is primed for further growth. Through the Local Plan process, sites are being identified to enable this growth to happen. We have enjoyed strong levels of market demand for the sites we plan to bring forward although there is now much greater competition across Kent for this investment.

There is, however, a significant threat to the continued economic prosperity of West Kent. Access to the M25, to the capital and markets elsewhere within Kent and beyond are vital issues for many local businesses who have relocated to West Kent or have set up business here due to its prime location. Increasingly connectivity problems caused, for example, by traffic congestion hotspots and a lack of capacity in our strategic road and rail networks is damaging business confidence and the competitive advantage that West Kent businesses have traditionally enjoyed. The need for faster broadband and better mobile phone services, particularly in our rural areas, is a key issue.

Investment to overcome these growing problems is essential. We set out here what additional infrastructure improvements are now needed to ensure the economy of West Kent stays competitive and continues to deliver economic benefits to Kent and beyond.

In addition to future connectivity issues, we need to continue to seek investment in our local economy to provide the right support to existing and new businesses to help them prosper and grow, to help our local workforce enhance their skills and employability, provide specific support for the area's rural economy, support our town centres and Market Towns to ensure they remain competitive and attractive to shoppers and businesses, and address the needs of those who may be workless and suffer from disadvantage.

A range of projects are being developed to address these issues and arranged under 5 key priorities for growth

- Promoting key locations for growth
- Improving transport and connectivity
- Essential infrastructure improvements
- Supporting local business and skills development
- Market town regeneration

We need to secure more investment to ensure long-lasting positive results and to address gaps in local provision. This Strategy therefore sets out the case for the need to invest to achieve future business growth, enhanced local skills, and stronger, resilient local communities.

Cllr Peter Fleming  
Leader  
Sevenoaks DC

Cllr Nicolas Heslop  
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## 1 The Purpose of this Strategy

### 1.1 Background

Eighteen months ago, the first 'Priorities for West Kent' document was prepared to inform the development of the Kent and Medway Growth Strategy and the Strategic Economic Plan (SELEP) to ensure that the needs of West Kent were adequately recognised in those strategies.

Alongside this, the West Kent Partnership commissioned 'The Case for West Kent' report to fully explore the position of the West Kent Economy in a wider Kent and Medway and South East context to enable the Partnership to position itself effectively to access future funding and gain recognition of our issues and strengths.

'The Case for West Kent' found that, whilst the West Kent Economy is one of the best performing sub-regions of Kent, it under-performs compared to much of Surrey, Berkshire and Hertfordshire. Although West Kent provides a significant number of jobs for residents outside of West Kent it has historically received far less investment pro-rata in Regeneration, Economic Development and infrastructure projects than elsewhere in Kent and Medway.

'The Case for West Kent' made a number of recommendations. A key action was to review the 'West Kent Priorities for Growth' document to identify and prioritise projects to deliver local economic development goals, using a pipeline approach to project and programme development. This Strategy therefore focuses on the investment requirements for West Kent to enable us to compete with the rest of the South East, develop our economy and continue to provide jobs and opportunities in West Kent that will bring benefits both locally and in the whole of Kent and Medway.

Consultation on the challenges faced by businesses in West Kent took place at the West Kent B2B event business breakfast in March 2015.

#### The Businesses endorsed the 5 key priorities for WKP to promote to deliver growth

- Promoting key locations for growth
- Improving transport and connectivity
- Essential infrastructure improvements
- Supporting local business and skills development
- Market town regeneration

## 1.2 Delivery

The initial Priorities for Growth document drew extensively on the West Kent Investment Strategy 2010-2015. The West Kent Investment Strategy and Action plan is now replaced by the West Kent Priorities for Growth strategy 2015/18 following agreement at the WKP meeting in April 2014 that this revised strategy would be adopted as the vehicle for identifying and delivering on future investment priorities.

The West Kent Partnership has a vital role to play in identifying, costing and planning projects which are critical to economic success. The annexes at the back of the report are project plans which will be reviewed and amended regularly by the Partnership so that West Kent is in a position to move forward quickly and bid for funding to the LEP and to other funding bodies. These plans include West Kent wide projects and projects at District and Borough level. By identifying projects at an early stage the Partnership will be in a good position to access match funding and take a strategic overview on project development.

This Strategy therefore sets out:

- a brief summary of the current **economic opportunities and challenges** facing the three West Kent districts
- **key locations for growth**
- the key **infrastructure requirements**, both to bring forward specific schemes and to support wider strategic economic growth in both West Kent and other parts of Kent and East Sussex;
- the need to invest in **priorities for business, skills and communities**
- **project plans** in various stages of development as the basis for funding bids.

## **2. About West Kent**

### **2.1 The West Kent Partnership**

The West Kent Partnership is an economic and strategic partnership operating across Sevenoaks District and the boroughs of Tunbridge Wells and Tonbridge & Malling and is jointly funded by the three authorities. The Partnership promotes West Kent, champions key economic issues, engages with industry and business and pursues external funding to develop and deliver initiatives to support our local economy.

### **2.2 The West Kent Economy**

West Kent has a thriving business community. The resident workforce is highly skilled, with nearly half of the adult population educated to degree level or above. Small and medium sized businesses thrive in West Kent with the vast majority employing less than 50 staff. Entrepreneurship is a strong characteristic of the West Kent economy with a higher level of start-ups and better survival rates than elsewhere in Kent. West Kent offers immediate access to the leading international financial centre of London – as well as significant savings on overheads including low operating costs and a skilled, competitively priced workforce compared to the City and other parts of London and the South East. An example of a sector that has already taken advantage of these unique selling points is the cultural and creative business sector.

West Kent has 20% of Kent and Medway's population, yet provides 23% of Kent and Medway's jobs and 29% of Kent and Medway's forecast job growth. West Kent has lower unemployment rates and better skilled and better paid jobs than elsewhere in Kent and Medway and has an important role to play in providing jobs for the rest of Kent and Medway with net commuting into West Kent from the rest of Kent standing at 11,700 people.

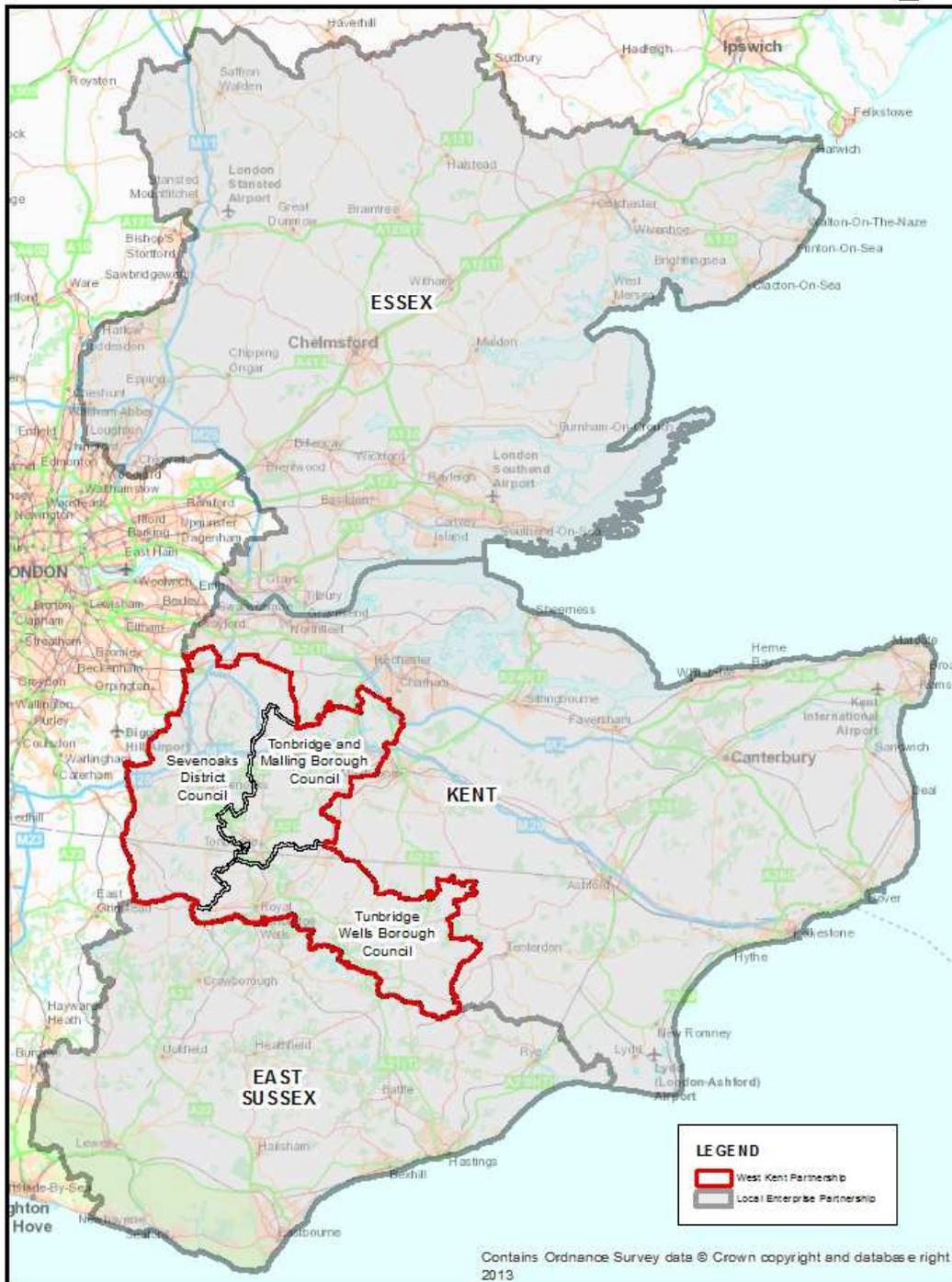
The West Kent economy is growing, having experienced growth in the size of its business base (+3% additional employees in employment between 2009 and 2013) and is being driven by key sectors such as administrative and support activities, wholesale and retail trade, finance and insurance, information and communication and accommodation and food, as well as emerging sectors of importance including environmental services. West Kent also has a high proportion of knowledge-based businesses relative to the national average.

West Kent makes a significant contribution to the productivity of the Kent economy, as evidenced by both productivity and GVA per capita. This performance provides West Kent with a strong source of growth, diversity and resilience which is important to the health and prosperity of Kent and Medway as a whole. West Kent has a higher GVA per capita (£21,400) than elsewhere in Kent and Medway. The West Kent economy out-performs every other area in Kent and, whilst higher than the UK average, it underperforms relative to the South East economy as a whole.

A successful and growing West Kent economy will therefore contribute to economic development in Kent and Medway as a whole. It is important to nurture those features of the business environment that make West Kent an attractive place to do business. West Kent is primarily competing for business growth with other similar locations to the south, north and west of London, and less so with the rest of Kent and Medway.

To continue to thrive, **further targeted investment to support the West Kent economy is now needed.** Without such investment, there is a genuine risk that economic growth will not be sustained. Going forward, we need to ensure that the West Kent economy continues to grow, create new jobs and attract inward investment. It is vital that we build on the area's economic strengths and tackle the challenges which could impede future economic prosperity and well-being.

# WEST KENT PARTNERSHIP BOUNDARY WITHIN THE LOCAL ENTERPRISE PARTNERSHIP



Scale 1:638,500

Map Dated:18/09/2013

## **2.4 The Case for West Kent**

The Case for West Kent study and accompanying evidence base has informed the development of this strategy. The study provides a comprehensive overview of the West Kent economy, its relationship to Kent and Medway and the wider South East and makes recommendations for the West Kent Partnership to lobby and campaign for a higher proportion of public investment. The study also makes clear recommendations for refocusing the Partnership's activity and building and delivering a pipeline of projects within West Kent.

This strategy seeks to generate well-developed projects that fit the criteria that external funding bodies are looking for, and which can realistically use the funding available and deliver outputs in the timescale required.

### 3. Economic Opportunities and Challenges

#### 3.1 Opportunities and Strengths

The West Kent economy has performed strongly in recent years and has been resilient in the face of increasing economic austerity and a fall in public and private sector funding. It has traditionally been regarded as the 'powerhouse' economy in Kent and it is important to Kent and Medway as a whole that West Kent remains successful and capitalises fully on its strengths

Over the past 10 years, the West Kent economy has benefitted from the following key advantages:

- high levels of **inward investment** such as King's Hill (Tonbridge and Malling), North Farm Industrial Estate (Tunbridge Wells) and Blighs (Sevenoaks) with scope to attract high value businesses relocating from London and elsewhere
- a number of **key sectors** including software and media, science and engineering, higher value horticulture and land-based industries and the knowledge economies with strong growth potential
- a strong base of **very highly skilled and motivated workers**. Over 64% of workers in the area have qualifications at NVQ3 and higher level and 46% at NVQ level 4 or above. This is far above the UK and South East average. West Kent has enjoyed strong job growth and is anticipated to continue to experience job growth
- **consistently low levels of unemployment** (claimant count) which are reducing fast, assisted by targeting unemployment hotspots and initiatives such as the very successful 100 in 100 apprenticeship scheme
- a strong and resilient **SME sector** which represents the backbone of the West Kent economy with 89% of employees in firms of 10 or less. This sector is of higher value locally; more small firms survive for longer and grow here than in other parts of Kent (and there is scope for higher value home-based businesses to be created due to the number of local higher skilled residents)
- a stronger relative representation of **higher value, knowledge-based businesses** than other part of Kent and Medway, and a capacity to attract inward investment from other

parts of the Greater South East in such sectors. All of Kent and Medway are likely to benefit from such inward investment through supply chain linkages and additional job creation.

- **high rates of business start-ups** with a higher level of VAT registrations than the national average. West Kent has the potential to be an incubator area where businesses get started and sustained, creating resilient growth in West Kent
- a number of employers that are both **award winning and innovative**
- **accessibility** to London and wider markets in Surrey, Sussex and North and Mid-Kent
- delivery of **high quality housing** meeting local needs
- new **PFI Hospital** at Pembury and a number of new academies
- excellent **cultural and leisure facilities** with local attractions for both residents and visitors
- a good local **quality of life**, striking an appropriate balance between **accommodating growth** in a sustainable way whilst recognising and continuing to protect the area's high quality and sensitive local environment.

### 3.2 Challenges and Threats

The biggest threat to the success of West Kent is neglect or complacency about its economic future. The following challenges need to be addressed to ensure that the West Kent economy continues its tradition of strong output and job creation:

- unemployment has been traditionally low and the area has a very highly skilled workforce. We must continue to develop the local work force so that employers do not have to face **recruitment problems and a lack of skills**. There is already evidence that there is a need to improve basic **work readiness** skills and we need to work with local education providers to ensure that **basic qualifications** are attained.
- West Kent is an area of some affluence and has strong economic output. We must ensure that areas in West Kent with **pockets of deprivation** attract investment, create

jobs and a suitable living environment where there are higher levels of worklessness and low levels of educational attainment.

- West Kent needs to **attract and retain working age residents** to the area to facilitate future investment and continued economic growth, or conceivably to draw in more people to work in West Kent from surrounding areas, such as North Kent, Maidstone, East Sussex or outer South East London. West Kent already provides significant levels of employment for people elsewhere in Kent.
- Many young people from West Kent move into Higher Education but **do not return to local jobs after graduation** because of high local house prices. In addition, higher level skilled workers are being lost to London, leaving local business without a pool of new graduates and the skills they have to offer. We must ensure that West Kent is attractive to graduates and other highly skilled workers.
- Although some higher education courses are available in West Kent through courses run by the Hadlow Group, North West Kent College and Mid Kent College, **there is no dedicated higher education facility or a West Kent based University**. The resultant lack of R&D expertise and university/business partnerships disadvantages our businesses and there is no real opportunity for graduates to move into employment in the area where they have studied.
- We have an **ageing population** which is growing more rapidly than in the wider South East and UK with little prospect of a significantly increasing workforce in the next 20 years. Consequently, there will be additional skills shortages and we must ensure that people in West Kent have the right skills to meet the needs of local business
- We have a high quality local environment which is attractive to a large number of multinational companies. We need to ensure that there a sufficient range **of good quality and adequately serviced sites and premises** to ensure West Kent's capacity to attract inward investment, start-ups and the expansion of existing local businesses is not constrained.
- We must ensure that our attractive range of **market towns** continue to maintain a competitive retail offer.
- There is an urgent need to tackle **sub-standard broadband and mobile phone services**. Broadband is a vital amenity for West Kent's rural business community and poor speeds have an adverse impact on competitiveness. Already, a private firm is investing £1.1

million into improving **rural broadband** in rural West Kent and we want to attract more investment in this vital infrastructure to boost economic growth in our rural areas.

- Parts of West Kent have good access to the motorway network and fairly good train services. However, a key issue for West Kent businesses and for new companies which are being created or are considering a re-location to the area is **maintaining and improving local connectivity**. One of the major risks to the future health of the local economy is that of road and rail capacity. Despite proximity to major motorways, the **growing instances of local delays and congestion** can adversely affect both employees who need to commute to and from work and those businesses relying on quick delivery and/or response times. We need to:
  - improve north-south links and transport congestion at peak times on local routes such as the **M20, A21, A26, A228 and access to M25/M26** which could increasingly impact on both West Kent and the coastal area to the south of West Kent.
  - Enhance **local rail services** into London to better compete with those now provided by the HS1 service from North Kent, Ashford and East Kent and reduced commuter journey times that are now available.

### 3.3 West Kent SWOT Analysis

|   |   |
|---|---|
| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong base of highly skilled and motivated workers</li> <li>• Proximity to financial centre of London</li> <li>• Entrepreneurial track record and culture</li> <li>• Attractive sites for relocating businesses</li> <li>• Embedded and successful sub county partnership</li> <li>• High quality of life, cultural and leisure facilities</li> <li>• Vibrant key sectors</li> <li>• Resilient SME sector</li> <li>• New PFI hospital at Pembury</li> <li>• Good business start up rate with high survival rates</li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Traditional economic strengths under erosion</li> <li>• Infrastructure investment elsewhere in county</li> <li>• High level of environmental constraints</li> <li>• Significantly lower GVA than South East average</li> <li>• Pockets of deprivation that can fall below radar</li> <li>• 20% of workforce lack NVQ level 1 and basic work readiness skills</li> <li>• No University campus to develop links to businesses</li> <li>• High levels of out commuting for work</li> <li>• Relative shortage of good quality sites and premises</li> <li>• Lack of investment in north south road links</li> </ul> |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Low level investment can unlock high levels of local growth</li> <li>• Strong entrepreneurial culture</li> <li>• Attractive relocation sites</li> <li>• A21 dualling will relieve local congestion</li> <li>• Scope to access future European funding programmes – i.e. Leader,</li> <li>• Development of supported business premises around key sectors</li> <li>• Streamline business/skills providers relationships</li> </ul>  | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Local traffic congestion hotspots</li> <li>• Lack of capacity in strategic road and rail networks</li> <li>• Potential local recruitment problems and skills shortages</li> <li>• High local house prices and need for additional affordable housing</li> <li>• Aging population</li> <li>• Empty high street properties and lack of private sector investment undermining retail offer</li> <li>• Significant rural economy disadvantaged by poor broadband services</li> <li>• Commuting times to London are poor</li> </ul>   |

### 3.4 Summary

#### Summary:

West Kent has traditionally enjoyed a vibrant local economy. We are considered a ‘powerhouse’ economy within Kent because we create jobs, attract inward investment and have a highly skilled labour force.

West Kent’s economy is a vital part of the wider Kent economy. Investment is required to ensure that prosperity generated in West Kent benefits West Kent and continues to extend to, and benefit, many other parts of the County.

To ensure the area continues to sustain a strong and durable recovery from the economic downturn, further targeted investment is now required.

Investment is required to unlock a number of economic ‘bottlenecks’ which currently have the potential to stall progress and more rapid growth.

Investment in transport infrastructure is needed to relieve congestion, improve journey and delivery times and enable local businesses to be more competitive.

Investment to support entrepreneurship and to help businesses to move into growth is needed to create a sustainable increase in jobs.

#### Our five key priorities for Growth are:

- Promoting key locations for growth
- Improving transport and connectivity
- Essential infrastructure improvements
- Supporting local business and skills development
- Market town regeneration

#### **4. Action Achieved to Date**

The West Kent Partnership is working to continue to improve, expand and support its local economy to the benefit of West Kent residents and existing businesses. This will also bring about a positive economic influence on those living or operating businesses in adjoining areas, including those parts of Kent which face more economic challenges. The Partnership has been working with relevant organisations to deliver actions in the West Kent Investment Strategy since its adoption in late 2010. Many actions have been delivered and the ongoing actions are incorporated in this Strategy. Significant successes include:

- a successful lobbying campaign delivering the Planning Inquiry and securing funding for the dualling of the A21 between Tonbridge and Pembury which is now under construction
- successful delivery of the Regional Growth Fund Escalate programme in partnership with KCC and East Sussex which gave out £5.5M of loan funding for small businesses with growth potential
- over £9M of investment in local infrastructure secured from the Local Growth Fund
- investment of £1.25M into the rural economy via the Leader programme generating overall investment of £3.4M and a successful bid for the next programme which will commence delivery in late 2015.
- delivery of a new range of business support initiatives consistently across West Kent to promote business growth, entrepreneurship and to address worklessness
- ongoing activity to secure broadband improvements across the area via the BDUK and other rural initiatives
- successful completion of a 100 in 100 campaign to encourage 100 local businesses to offer 100 apprenticeships to local young people.

#### **5. Securing Funding**

The attraction of further external funding to the area will be the crucial driver through which additional, targeted interventions can be achieved. Unlike other parts of Kent, where there is a

need to address market failure to unlock major development sites, a significant economic return in West Kent can be delivered without the same level of financial investment. The need for further infrastructure and business investment in the West Kent area is driven by considerations of proportionality and value for money. Achieving West Kent's potential is therefore different to unlocking potential in other parts of Kent.

Smaller scale, targeted investment, focused on tackling congestion hotspots and promoting business growth opportunities that are designed to generate the maximum economic benefit, will enable the West Kent economy to continue to grow and develop. This will also enable that benefit to have maximum economic 'spread' to other areas. Addressing the key challenges, as outlined above, will be the essential key to achieving West Kent's future economic potential.

### **5.1 Project Development and Prioritisation**

The Case for West Kent provides a detailed approach to project development and prioritisation which will be adopted by the West Kent Partnership.

The first iteration of this West Kent Priorities for Growth document identified 18 specific priorities/locations of importance to local growth and contributed to the SELEP Growth Deal and Strategic Economic Plan. These projects will be reworked taking into account the learning gained from the first two rounds of LGF and to gear up for making future bids to other funding streams including revenue funding for business support and skills development. As projects reach the stage where delivery partners are identified and costings are possible they will begin to populate Annex B as project plans.

Some key projects that will have the maximum positive impact on the local economy of West Kent have been identified as '**Transformational**' and these are highlighted in the document. It is these projects will be initially included as project forms at Annex B.

### **5.2 Development of Project Plans**

Annex A provides a summary of all potential projects identified in this strategy with transformational projects and those included as project plans in Annex B clearly shown.

### **5.3 Prioritisation of project proposals**

Following the recommendations of The Case for West Kent study, the West Kent Partnership is to be refreshed with an enhanced business focus. It will have an integral role in the assessment and prioritisation of West Kent projects.

The objective will be to develop a portfolio of projects requiring external funding of differing scale, complexity and timescales and which can be phased. This approach is also vital in assessing the resource that will be required to fully develop projects.

#### **5.4 Identifying match funding**

The clear identification of match funding requirements is an essential element of the project planning process. Equally important for West Kent is demonstrating to potential funding partners that because of the nature of our economy, investment in West Kent will deliver pro rata a quantifiable and greater return than similar investment elsewhere in Kent and Medway.

The West Kent authorities are committed to achieving a higher level of investment in the area and have accordingly increased their economic development staff resource in 2014/15. This will enable the identification and development of funding ready projects and allow work to be undertaken to access new funding streams and build project partnerships.

## 6. Key Locations for Growth

The market has been able to support investment in West Kent due to stable land and property prices and consistent levels of demand for property due to its high quality environment and proximity to the London catchment. Small amounts of investment are often able to support high value development.

Environmental constraints across West Kent limit the number of available sites for new development and planning policies are in place to ensure that employment sites continue to be available. It is vital that where such sites can be accommodated without undue environmental impact via local planning processes, they are supported by the necessary infrastructure. This applies to specific sites and across the wider West Kent area so that they fully realise their potential and generate maximum local economic benefit.

As part of the process of identifying and developing deliverable projects for funding and ensuring West Kent is viewed as an attractive inward investment location, the three local authorities in West Kent are committed to developing good quality sites and premises for modern business operations. Robust and up to date local plans will assist in identifying new employment sites suited to the future needs of the economy and business, supplemented by policies which promote the retention and re-use of key existing employment sites, redevelopment of older sites to accommodate new modern accommodation along with a focus on promoting the use of redundant rural buildings for employment use. The Local Plans will also identify the need for housing to ensure the future supply of labour for local employers.

A summary of the key locations for future growth across the West Kent area follows below. The details of each location are shown on the map below.

### 6.1 Tonbridge and Malling:

**Transformational - East Malling Research TM4)** – capital investment to improve incubation and crop trial facilities in order to enhance horticultural and biotech research at the site building on the organisation’s historical international role in horticultural research and innovation.

**Kings Hill (TM1)** - The Kings Hill development near West Malling is a major mixed use redevelopment of a former aerodrome. The redevelopment began in 1999 and to date nearly 3,000 houses and nearly 86,000sqm of employment floor space have been built along with community facilities, schools and a small retail centre... In October 2014, an outline application

for a further 635 houses, with a new primary school, linear park and petrol filling station was approved, leaving approximately 8.5 hectares of employment land to be developed (equating to 24,000sqm of employment floor space). The site generates significant traffic movements at Junction 4 of the M20.

**Peters Village, Wouldham (TM2)** - the construction of a new village of 1,000 residential units and a new rail/river bridge to access the development from the A228 has now commenced on site. The net area of development is approximately 35.05 hectares (86.61 acres) of which 11.1 hectares (27.3 acres) is set aside as public open space. The new village will also include a new primary school, a local centre next to the river including: community centre, police post, medical centre, ambulance post, shop, public house and employment units, new areas of open space and playing fields, a new riverside walk and protection and management of the Peters Pit nature reserve. The site will generate additional traffic movements on the A228 and at junction 4 of the M20.

**Tonbridge Town Centre regeneration (TM3)** – seeking investment for further development in the centre of Tonbridge to enhance the town’s retail offer and to provide related leisure facilities potentially including a multiplex cinema and restaurants as well as additional car parking.

## 6.2 Sevenoaks:

**Transformational - Fort Halstead (S1)** – A former MOD site which currently employs over 1,000 people. A major user is due to relocate from the site which would provide a major redevelopment opportunity and scope to increase the employment and housing potential of the site. There are potential traffic impacts on the M25 and A224.

**Broom Hill (S2)** – A key employment development site located close to the M25/M20 junction which has the potential to support the economic regeneration of Swanley, an area of high unemployment and deprivation. Any development would need to address local traffic impacts and congestion issues.

**Swanley Town Centre (S3)** – scope for a mixed use redevelopment to provide a combination of additional retail, offices, residential and community facilities.

**New Ash Green Village Centre (S4)** – regeneration of the 1960s town centre to provide additional employment opportunities, residential development and an enhanced retail offer.

**Vestry Estate, Sevenoaks (S5)** – an existing business estate close to the M25 with scope for redevelopment including provision for medium and small businesses and start-up facilities. Access via the A225 would need upgrading.

**Edenbridge, Station Road (S6)** – an existing employment site with scope for new development including small and medium sized businesses and start-up facilities. Currently constrained by the low level rail bridge which inhibits access for larger vehicles.

**Sevenoaks Town and Bat and Ball (S7)**- a key employment site in the District. Further growth will be needed over time if the town is to maintain its position relative to other centres. An area of importance is the regeneration of Bat and Ball and the associated railway station to continue to support growth in the area surrounding Sevenoaks Town. Bat and Ball has an issue with empty premises and suffers from traffic congestion

### 6.3 Tunbridge Wells:

**Transformational - North Farm (TW2)** – new land allocation for employment purposes adjacent to the North Farm/Longfield Road Key Employment Area which may also include business hub/incubator provision.

**Royal Tunbridge Wells town centre (TW1)** - a range of housing employment and mixed use sites being brought forward via the Local Plan some of which will need capital investment to unlock local infrastructure constraints. Potential to deliver 2445 new homes and a further retail provision of 24,000 sqm to 2021 and a further 21,000 sqm to 2026.

**Paddock Wood (TW3)** – identified in the Core Strategy as a key location for growth including 650 additional homes and additional employment provision. Capital investment required to address flood alleviation/surface water flooding.

**Tunbridge Wells Urban Area/Southborough (TW4)** - delivering employment, residential and mixed use sites which are allocated within the draft Site Allocations DPD. Some key sites have specific infrastructure challenges which will impact upon the viability of delivering the proposed land uses, whilst also satisfying a full requirement of planning obligations. The Council will seek appropriate opportunities to secure additional capital funding to unlock sites as required.

## 7. Key Infrastructure Requirements

Maintaining growth planned across West Kent will bring major benefit to the wider Kent and East Sussex economies. However, that benefit will only be realised if the planned levels of growth to be accommodated locally is supported by:

- Investment in key infrastructure improvements across the West Kent area to maintain mobility, relieve congestion and delays, which impact on business confidence and growth, and to facilitate the new development needed to provide sufficient opportunities to meet business and residential needs
- Continued investment to support the West Kent economy to retain and increase local employment provision, support local business growth and provide help for those wishing to enter into the local employment market.

The key infrastructure requirements identified to address constraints across West Kent are detailed below. Further development and growth across West Kent are likely to exacerbate existing problems particularly where the area's Key Locations for Growth (See fig 2) have a direct traffic generating impact on these roads.

### ROAD INFRASTRUCTURE

**Transformational - A228 Colts Hill Strategic Link**, significant constraints on north-south traffic flows between the M2/M20 and the A21

**Transformational - Addressing access constraints to the national road network in West Kent:** a cause of significant congestion in a number of locations which limits mobility and hinders employment and growth. Further assessment to be undertaken of the potential benefits and impacts of improvements to the local motorway junctions including the M20, M26/M25 and M2/A2.

**Transformational - A21 corridor** – dualling of the section between Kippings Cross and Lamberhurst to promote better north-south access between West Kent, East Sussex and Hastings

**Transformational - A26 and A264 corridors** – congestion relief through capacity enhancements along these radial routes into Royal Tunbridge Wells

**M20 Junction 5** – peak hour congestion which will constrain development proposals at Preston Hall and Hermitage Lane (Maidstone BC)

**M2 Junction 3** – capacity improvements required to accommodate growth including Rochester airport

**Lower Thames Crossing** – Option C would have significant impacts on A227/A228/A229 corridors. If the Government decides to adopt this route, improvements along those corridors would be a priority.

**North Farm infrastructure improvements** – further capacity enhancements following the completion of the dualling of Longfield Road

**Improvements to Hermitage Lane and junctions with A26/A20** subject to the inclusion of an enhanced housing development in the Maidstone Borough Local Plan

**A227 (A25) Borough Green and Platt bypass** – to relieve access constraints to the M20, M26 and M25 motorway network and address air quality issues along the A25 corridor

**Alleviate congestion in Swanley** - Develop a traffic management control system and introduce intelligent transport systems that cover the high volume road network in Swanley.

**Alleviate congestion in Bat and Ball** - improvements to the Bat and Ball junction.

**A225** - Improvements to prevent congestion at the entrance to the Vestry estate.

## **PUBLIC TRANSPORT INFRASTRUCTURE AND SERVICES**

**Transformational - Improvements to public transport infrastructure and services** – poor services and connectivity, particularly to high speed services are impacting on recruitment and retention and eroding the attractiveness of West Kent to London commuters.

**Improving rail access to hubs/economic centres**, including Tunbridge Wells, and Maidstone

**Reinstatement of the Tonbridge – Gatwick rail service**

**Enhancements to the Tonbridge to Hastings line** to reduce journey times and improve capacity and reliability; Replacement of the single road tunnel bridge at High Brooms (phase 3 of KCC master plan for North Farm highway improvements)

**Enhancements to the Medway Valley line services**, including improved frequency between Maidstone and Tonbridge, and development of the High Speed services.

**Enhancements across the network** to improve access and connectivity to the rail network

**Consideration of the Brighton Main Line 2 proposals**

**Improvements to Bat and Ball Rail Station**

#### **OTHER LOCAL INFRASTRUCTURE**

**Transformational - Enhanced capacity to the Leigh Flood Storage Area** to ensure continued flood protection beyond 2030 for business and homes in central Tonbridge along with an associated scheme to provide additional flood protection for local businesses at East Peckham.

**Transformational - Broadband and mobile connectivity** - Delivery of superfast Broadband services across the rural parishes in West Kent to enable business growth building on the BDUK initiative and upgrading of mobile networks to ensure more reliable services across West Kent.

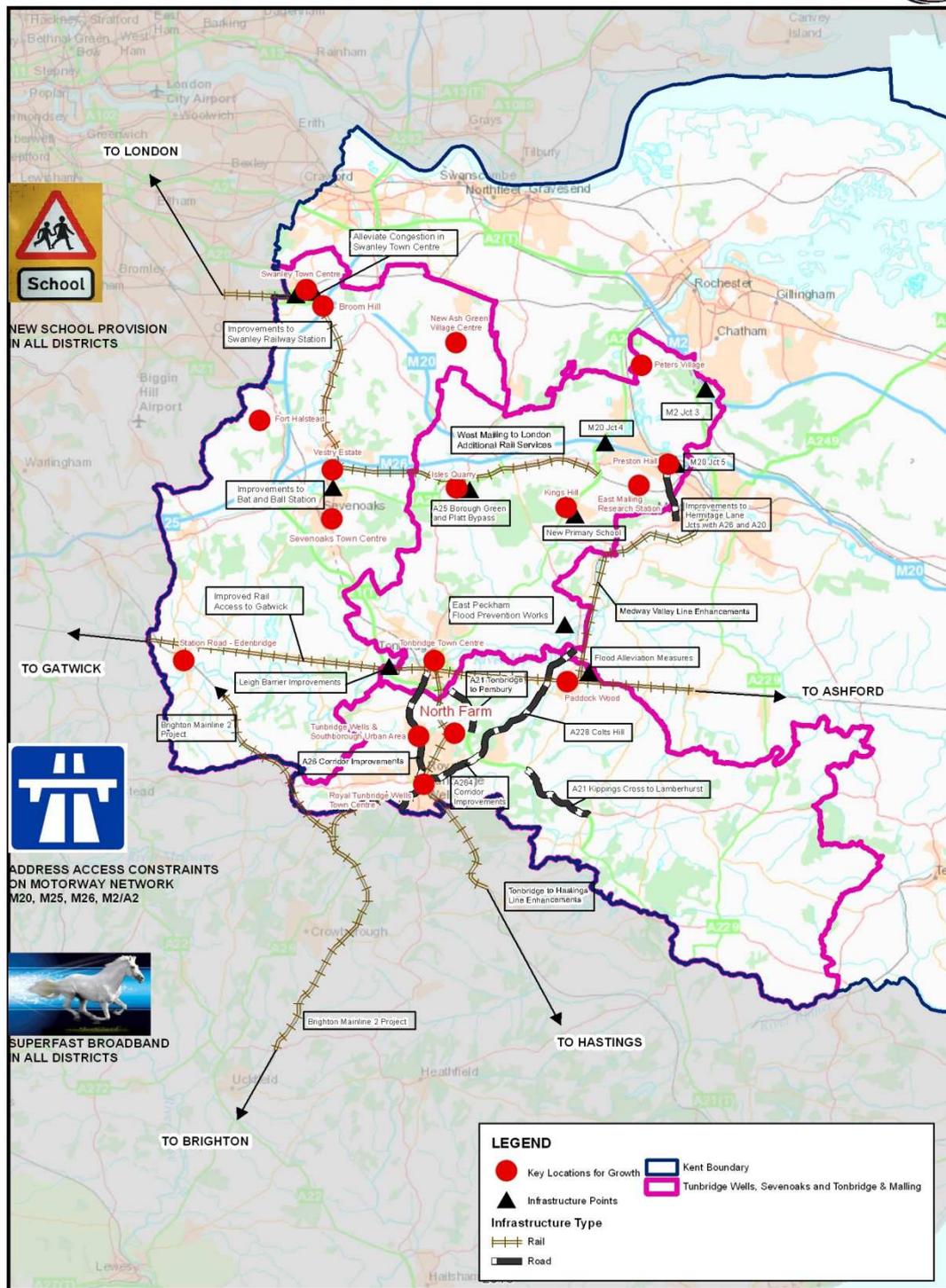
**Surface water flood alleviation for Paddock Wood.**

**New school provision** as set out in the KCC Education Commissioning Plan 2012-17, including a further Primary School for Kings Hill.

**Studio School - Fort Halstead** (14-19 Science and Engineering)

**Start-Up Business Hubs** - Sevenoaks, Swanley, Fort Halstead, Tonbridge, Tunbridge Wells.

# KEY LOCATIONS FOR GROWTH AND INFRASTRUCTURE REQUIREMENTS IN WEST KENT



Scale: 1:302,282

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Map Dated: 13/01/2014

## **8. The Need for Investment – Business Growth, Skills and Communities**

In addition to improvements in road and rail infrastructure, the future health of the West Kent economy, including its businesses, the skills of the local workforce and the health of its retail and business centres and local communities, depends on additional investment being made to address the economic challenges set out in Section 3 of this report and building on the wide ranging initiatives identified in the Annexes. This strategy and annexes identify future actions to address the economic and infrastructure issues facing West Kent and for which funding will be sought through national and regional initiatives and programmes. This strategy also seeks to meet local gaps in support considered critical to ensuring continued business growth and shared economic benefits.

### **8.1 Promoting Entrepreneurship**

One of the conclusions of the Case for West Kent study is that West Kent is likely to benefit proportionately more than other sub-regions in Kent and Medway from business support programmes that are demand-led, because it has a larger and more dynamic business base.

It is recognised that more needs to be done locally both to encourage people to start their own business and to help new small businesses survive and expand. The West Kent Business Support programme (jointly funded by KCC and districts) has been delivering a comprehensive range of Business Support Services to provide:

- additional 1-2-1 advice services in locations close to those who need them;
- business support workshops focusing on topics that businesses say are required;
- sector specific programmes to rural businesses, home-based businesses and young entrepreneurs
- targeted support for those without jobs who might be considering self-employment as an option.

A bid has been made to the Growth Hub Local Supplementary Support Fund to continue delivery of a support programme through 2015/16. This programme will require additional funding from 2016/17 to ensure longer term sustainability.

## 8.2 Supporting Business Growth

**Transformational – Ensuring West Kent businesses get the right support to help them thrive and expand**

Indigenous business growth will be a key economic driver for West Kent. Supporting and retaining existing businesses and providing space for them to expand and grow is a key future objective. There are also a significant number of businesses based at home in the area that need specialist support. The West Kent Business Support Programme provided support to two key sectors of the West Kent economy:

- specialist advice and support for rural businesses and land-based businesses including forestry and farming; and,
- support to meet the specific needs of micro-businesses based at home.

The need to support and nurture businesses with high growth potential is also a major priority for West Kent and take up in West Kent of the Escalate programme bears out the appetite for growth in West Kent. Further support for this sector to build on that programme and encourage more local firms to ‘go for growth’ with the right help and support to achieve this will be needed. Support for green energy initiatives adopted by local business is also required.

Additional funding from RGF, ESIF and other programmes will be sought to enable these important business support initiatives to be sustained and further developed.

Whilst some provision of supported business premises exists in West Kent, there is considerable scope for further provision to be made to assist young businesses wishing to expand and take up accommodation for the first time. Business incubator provision will require joint working with private sector partners with support from public sector funding sources to ensure any proposed scheme is viable and deliverable. We plan to establish a network of Start-up Business Hubs with locations including Fort Halstead, Sevenoaks, Tonbridge and Tunbridge Wells.

An analysis of local clusters in both employment and business stock indicates that the focus for support should be on the following sectors:

### 8.3 West Kent's Key Sectors

#### West Kent's Key Sectors

Creative/Media industries

Science and Engineering

Land-based/Horticulture

Construction

Retail and Distribution

Financial Services

Social Care

Tourism/Hospitality

### 8.4 Developing Skills

This Strategy seeks to strengthen the area's skills base by addressing issues of work readiness and employability skills, increasing the numbers of those with a Level 2 qualification and above, strengthening local HE provision to increase skills at Levels 4 and 5 and helping to retain local graduates and assist them into local employment opportunities.

Whilst some progress has been made towards achieving these aims, considerable work still needs to be done to provide a consistent programme of support for skills development across the West Kent area. Specifically, a range of targeted local initiatives developed with the support of local delivery partners, is required to address current gaps in learning and skills development activities currently operating in the area. These include:

- focusing on the future skills needs of West Kent key economic sectors (as listed above) to develop bespoke local learning and training programmes to aim to meet their current and future employment needs. This will require joint working between sector representatives and learning providers to develop a programme which addresses the need for 'skills for business' embracing skills development for both young people and adults keen to retrain/re-skill;

- developing a dedicated resource and West Kent programme as a single point of contact to forge closer and effective links between education/learning providers and local businesses, including addressing the need to promote apprenticeships, work experience and internships relevant to the needs of local employers;
- developing vocational learning and training opportunities for those 14-18 year olds still in education, for vulnerable groups, and for the 18-24 age group wishing to gain access to local employment opportunities potentially via the establishment of studio schools and university technology colleges;
- Exploring the concepts of 'youth employment zones' and a West Kent 'youth pledge' to focus on the specific needs of those young people not in education, employment or training (NEET) including those aged 18-24 addressing the need to develop better employability skills and work readiness and issues around digital inclusion and cost of travelling to train;
- promoting entrepreneurship as an employment option for both young people and adults currently not in work via specialist support; and
- developing a programme to seek to attract and retain graduates across West Kent to meet the needs for higher level skills amongst local businesses, building on existing programmes such as 'GradKent' and expanding university initiatives into the West Kent area such as the Canterbury Christ Church's Academic Business Partnerships. There is a need to develop outreach support and local incubator/innovation facilities in West Kent, an area where a university presence is not yet established.

**Transformational – Sector led Skills Initiative** It is proposed that these needs are addressed initially through joint working led by a partnership of local learning providers, representatives from West Kent's key economic sectors, and relevant support agencies. The important role played by local FE provision at The Hadlow Group of colleges, Mid Kent and North West Kent College needs to be strengthened and expanded. This skills group would be tasked to develop an action plan to overcome problems of fragmentation in delivery of skills across the sector and address the lack of any overall focus to the delivery of skills improvement across the West Kent area as well as identifying and developing project plans for funding.

## **8.5 Developing Skills – Future Funding Requirements**

Funding for these programmes and initiatives will be required for the period 2015-2020 and potentially beyond and it is envisaged that two programmes will be developed by the skills group

- A West Kent Education 4 Business Programme will aim to forge more effective links between education providers and local businesses to ensure the right skills are available in the local workforce to meet local business needs. There needs to be an emphasis on the development of more vocational skills via bespoke learning programmes for those aged 14-18 potentially delivered by studio schools.
- In addition, more work needs to be done to address more specialist skills needs across West Kent, in particular, the skills needs of those sectors which dominate the West Kent economy. It is envisaged that this work will be taken forward by a new sector-led skills initiative for West Kent.

## **8.6 Supporting the Rural Economy**

The rural economy of West Kent, including businesses located in rural communities, and those based from home as well as the land-based sector, presents a unique set of challenges. Rural employment needs to be supported and at the same time, positive management of rural landscapes of West Kent needs to be promoted. The West Kent LEADER programme has been instrumental in bringing much needed grant support to this diverse sector. A new LEADER programme for 2015-2020 has been secured for West Kent and delivery programmed to commence towards the end of 2015/16. In addition, we need to build on and develop the support and advice services available to rural businesses which have been available under the West Kent Business Support Programme.

## **8.7 Addressing Pockets of Deprivation**

There is a common misconception that all of West Kent is a highly affluent area. Whilst this is true for the majority of the area, high levels of affluence masks the fact that a number of communities across West Kent are more deprived. Whilst the geographical extent of that deprivation may be less when compared, for example, to coastal parts of Kent, the families and individuals in our more deprived communities suffer exactly the same range of inter-related problems and circumstances that are suffered by those living in the most deprived parts of Kent. In these areas of need, there are high levels of worklessness and general economic

disadvantage. Our approach in West Kent is a highly targeted one focused on those localities most in need. Parts of the following West Kent communities are the most deprived: Snodland, East Malling, Trench (Tonbridge), Swanley, Edenbridge, Sherwood and Broadwater. In these locations, further investment is required to build engagement with those families most in need and to strengthen community pride and resilience.

A new West Kent Communities programme to address the above issues is urgently needed. Sustainable funding is required to enable a longer term and more consistent approach to tackling the root causes of deprivation in the communities in West Kent which are most in need of support.

## **8.8 Transformational - Future Proofing our Town Centres and Market Towns**

The West Kent area is home to a large number of attractive market towns including the more major towns at Tonbridge, Sevenoaks, and Royal Tunbridge Wells and the smaller towns of Cranbrook, West Malling, Borough Green, Westerham, Paddock Wood and Edenbridge. Further investment will be required in these centres to ensure their viability is maintained and enhanced. This will require working with local chambers of commerce, town teams and local trader associations to identify a range of local projects for each centre which recognises both their potential and their individual identity. A market town support programme, providing funding for small scale capital and revenue investments, and which reflect local needs and priorities will be required.

The three principal towns of Sevenoaks, Tonbridge and Royal Tunbridge Wells also require further investment in order to safeguard and enhance their roles as hubs for key retail and business activities. A major redevelopment of the Botany area in Tonbridge is currently being taken forward. Further investment in transport infrastructure to support this redevelopment will be required. Tunbridge Wells has the potential to develop further as a new hub for Cultural and Learning activities involving creative businesses, arts and education. A bid has been submitted to the Heritage Lottery Fund for a Cultural & Learning Hub on the site of the Museum/Art Gallery/Adult Education Facility in Royal Tunbridge Wells. Further development of Sevenoaks town centre is taking place and additional opportunities for development are being identified via the Local Plan process.

## **8.9 Affordable Housing**

The continued provision of affordable housing for rent and shared equity/ownership to meet the needs of key workers across West Kent is a high local priority. There is a need to ensure that existing local firms and businesses relocating to the area have access to sufficient local labour to meet their future staffing needs. The high cost of housing locally across the area, an issue that particularly affects West Kent more than many other areas of the County, causes recruitment difficulties, particularly for firms wishing to recruit staff with intermediate and higher level skills. Recruitment of staff with technical level skills is also problematic as those who are unable to afford home ownership tend to relocate to areas of cheaper housing to gain access to the housing market. There is therefore a need to introduce additional options locally to enable lower paid workers access to housing including shared ownership and shared equity models.

## **9 Conclusion**

Economic development in one part of Kent does not have to be at the expense of other parts of Kent. West Kent is clearly more prosperous and more buoyant economically than some other parts of Kent but it is also more constrained in some dimensions – for example, its ability to accommodate space-hungry businesses, and high levels of traffic congestion. However, it is important to Kent and Medway as a whole that West Kent remains successful and capitalises fully on its strengths.

Already, West Kent provides large numbers of jobs for those from outside of the area and is likely to provide more jobs in the future. Compared to other areas in Kent, West Kent provides large numbers of higher skill and better paid jobs. Retaining and boosting the number of people in Kent and Medway with high level skills is important to the long-term growth of the Kent and Medway economy.

At the same time market pressures will encourage employers who do not derive competitive advantage from being located in West Kent to consider relocation. The bodies responsible for economic development across the County – KCC and Locate in Kent – need to ensure that such businesses find a home elsewhere in Kent and Medway, probably in locations with lower property and labour costs.

The success of the West Kent economy can therefore contribute to economic development in Kent and Medway as a whole. It is important to nurture the West Kent business environment to keep it an attractive place to do business. West Kent is primarily competing for business growth with other similar locations to the south, north and west of London, not with the rest of Kent and Medway.

ANNEX A – Summary of West Kent’s Investment Requirements (PP indicates project plan in Annex B and indicates Transformational)

These identified projects all meet one or more of the 5 key priorities agreed by business as necessary to deliver growth in West Kent. Additionally, all will deliver benefit beyond West Kent boundaries by generating employment opportunities, business growth and easing transport congestion

|  |
|--|
| <p><b>Our 5 key priorities</b></p> <ul style="list-style-type: none"><li>• Promoting key locations for growth</li><li>• Improving transport and connectivity</li><li>• Essential infrastructure improvements</li><li>• Supporting local business and skills development</li><li>• Market town regeneration</li></ul> |
|--|

**Key Locations for Growth**

- |  |
|--|
| <ul style="list-style-type: none"><li>• East Malling Research Centre</li></ul> |
| <ul style="list-style-type: none"><li>• Fort Halstead</li></ul>                |
| <ul style="list-style-type: none"><li>• North Farm, Tunbridge Wells</li></ul>  |
- Peters Village, Wouldham
  - Kings Hill
  - Tonbridge Town Centre Regeneration
  - Broom Hill
  - Swanley Town Centre
  - New Ash Green Village Centre
  - Vestry Estate, Sevenoaks
  - Edenbridge Station Road
  - Sevenoaks Town Bat and Ball
  - Royal Tunbridge Wells Town Centre
  - Paddock Wood
  - Tunbridge Wells Urban Area/Southborough

### Road Infrastructure

- |  |
|--|
| <ul style="list-style-type: none"><li>• <b>Addressing access constraints to the national road network in West Kent:</b> assessment of improvements to the local motorway junctions including the M20, M26/M25 and M2/A2.</li></ul> |
| <ul style="list-style-type: none"><li>• <b>A228 Colts Hill Strategic Link,</b> improvements between the M2/M20 and the A21</li></ul>   |
| <ul style="list-style-type: none"><li>• <b>A26 and A264 corridor improvements</b> – including the introduction of Park &amp; Ride services and measures to alleviate congestion</li></ul>  |
| <ul style="list-style-type: none"><li>• <b>A21 corridor</b> – dualling of the section between Kippings Cross and Lamberhurst</li></ul>   |
- **Alleviate congestion in Swanley** - Develop a traffic management control and introduce intelligent transport systems
  - **M20 Junction 5** – peak hour congestion which will constrain development proposals at Preston Hall and Hermitage Lane (Maidstone BC)
  - **M2 Junction 3** – capacity improvements required to accommodate growth including Rochester airport
  - **Improvements to Hermitage Lane and junctions with A26/A20** subject to the inclusion of an enhanced housing development in the Maidstone Borough Local Plan
  - **A227 (A25) Borough Green and Platt bypass** – to relieve access constraints to the M20, M26 and M25 motorway network
  - **Lower Thames Crossing** – A227/A228/A229 improvements

### Public Transport Infrastructure and Services

- |   |
|---|
| <ul style="list-style-type: none"><li>• <b>Improvements to public transport infrastructure and services – poor services and connectivity, particularly to high speed services are impacting on recruitment and retention and eroding the attractiveness of West Kent to London commuters.</b></li></ul> |
|---|
- **Reinstatement of the Tonbridge – Gatwick rail service**
  - **Bat and Ball Rail Station, Sevenoaks** – improvements
  - **Brighton Main Line 2 proposals** Maidstone and Tonbridge, and development of the High Speed services.
  - **Improving rail access to hubs/economic centres,** including Tunbridge Wells, and Maidstone
  - **Enhancements to the Tonbridge to Hastings line** to reduce journey times and improve capacity and reliability;
  - **Enhancements across the network** to improve access and connectivity to the rail network

- **Enhancements to the Medway Valley line services**, including improved frequency between Maidstone and Tonbridge and development of High Speed Services

### Other Local Infrastructure

- **Superfast Broadband services and mobile connectivity** across the rural parishes in West Kent
- **Leigh Flood Storage Area:** to ensure continued flood protection beyond 2030 for business and homes in central Tonbridge and at East Peckham.
- **New school provision** set out in the KCC Education Commissioning Plan 2012-17

### Supporting local Business and Skills

**Transformational – Ensuring West Kent businesses get the right support to help them thrive and expand**

- **Business** – continuation of West Kent business support programme 2016/17 onwards
- **Business** - start-up business hubs – Sevenoaks, Tonbridge, Tunbridge Wells, Fort Halstead
- **Business** - Promoting energy efficiency
- **Business** – Tunbridge Wells Culture and Learning Hub
- **Skills** - funding for a sector-led local skills initiative for West Kent
- **Skills** - West Kent Education 4 Business programme
- **Skills** - Vocational Learning programmes
- **Skills** - Studio School – Fort Halstead
- **Rural** - new West Kent Leader programme 2015 -2020
- **Housing** – provision of housing affordable to those in work but on lower incomes
- **Deprivation** – new West Kent Communities programme

### Market Town Regeneration

- **Future Proofing our town centres and market towns**
- **Market Towns** - new Market Towns support initiative

## Annex B – Project Plans

### Project development proforma – Leigh Flood Storage Area

| 1. Proposer's details |                                  |   |
|-----------------------|----------------------------------|---|
| 1.1.                  | Contact name                     | Mark Raymond  |
| 1.2.                  | Organisation                     | TMBC  |
| 1.3.                  | Address                          | Gibson Building Gibson Drive, Kings Hill West Malling ME194LZ |
| 1.4.                  | Tel / mobile                     | 01732 876267  |
| 1.5.                  | Email                            | Mark.raymond@tmbc.gov.uk                                      |
| 1.6.                  | Name of project/scheme developer | Environment Agency  |

| 2. Sponsoring Local Authority |                              |                          |
|-------------------------------|------------------------------|--------------------------|
| 2.1.                          | Local authority area         | Tonbridge and Malling BC |
| 2.2.                          | Local authority lead officer | As above                 |
| 2.3.                          | Email                        | As above                 |
| 2.4.                          | Tel / mobile                 | As Above                 |

| 3. Project details |                               |   |
|--------------------|-------------------------------|---|
| 3.1.               | Name of project               | Leigh Flood Storage Area – Capacity Improvements and related flood relief works at East Peckham   |
| 3.2.               | Project address/ location     | Leigh/Est Peckham   |
| 3.3.               | Project description (summary) | In line with the outcomes of the Middle Medway Flood risk management Strategy improvements, the primary aim is to increase the capacity of the Leigh Flood Storage Area (FSA) and embankments to reduce the risk of flooding in East Peckham. Considerable funding to support these essential works has been committed by the Environment Agency and Kent County Council. However, this is insufficient to meet the total costs of these essential works and a bid to the LGF is required to meet the gap in total funding of £3.2M. This will enable the works to be undertaken as soon as is practicable. |
| 3.4.               | Intended start date           | 2016/17   |
| 3.5.               | Expected completion date      | 2020/21   |

|      |   |  |  |
|------|---|--|--|
| 3.6. | Estimated project cost (specify date, e.g. at January 2015 prices). Identify any VAT. | State total costs by year:<br>2015/16<br>2016/17<br>2017/18<br>2018/19<br>2019/20<br>2020/21<br>Future years | £k<br>600<br>710<br>1160<br>2600<br>5000<br>17000<br>10500 |
| 3.7. | Estimated LGF contribution sought.  | £3.2M  |  |
| 3.8. | When is the funding sought at 3.7 required.   | 2015/16  |  |
| 3.9. | Have State Aid rules been considered when applying for funding?                       | Yes  |  |

#### 4. Project Rationale

|      |   |   |
|------|---|---|
| 4.1. | Strategic fit                                   | The scheme is highlighted as a high priority in both the Kent and Medway Growth Deal (page 23) and the need to secure gap funding for the works is acknowledged in the South East LEP Growth Deal and Strategic Economic Plan (para 4.218). It is also a major priority for West Kent, as set out in the West Priorities for Growth document (page 19).   |
| 4.2. | What evidence is there of need for the project? | Tonbridge and East Peckham suffered serious flooding in the winter of 2013/14. 289 homes and over 100 businesses suffered from direct flooding. The area is protected by the Leigh Flood barrier and storage area. However, their capacity was insufficient to protect the area in 20013/14. Urgent work is now needed to increase the capacity of the storage areas across the catchment and to undertake local works at East Peckham in order to achieve greater protection for both existing homes and businesses and to enable new residential and commercial development to take place in the event that future flooding events occur. |
| 4.3. | Current planning status                         | To be sought  |
| 4.4. | Current constraints or barriers to delivery     | Landowner agreement, early engagement<br>Legal challenge, use of EA permissive powers and early review of legal approach already started<br>Technical issues, mitigated through design process<br>Railway, early approach to network rail already undertaken  |

#### 5. Options

Please list all other options that have been considered to achieve the project objectives. These should include a 'do nothing option', and alternative funding option(s). These should be explained with reasons for rejection.

|      |          |  |
|------|----------|--|
| 5.1. | Option 1 | Defer project until additional funding from partners can be found: no guarantee of this being achieved, area still at risk from future flooding – rejected |
|------|----------|--|

|      |          |   |
|------|----------|---|
| 5.2. | Option 2 | Abandon project – serious flooding threats remain, no improvement in standard of service. Likely that no improvement would then be possible until 2035 owing to requirement for works to structure to extend its life |
| 5.3. | Option 3 | Seek LGF funding support – project can proceed quickly and protection of homes/businesses achieved – accept.  |
| 5.4. | Option 4 |   |

## 6. Project Partners

| Please list strategic and delivery partners engaged in the project, including lead partners |  |                            |
|---|--|----------------------------|
| Organisation name and address   | Contact name, email and telephone number | Role and status in project |
| 6.1. Environment Agency   | Neil Gunn                                |                            |
| 6.2.  |  |                            |
| 6.3.  |  |                            |
| 6.4.  |  |                            |
| 6.5.  |  |                            |
| 6.6.  |  |                            |

## 7. Funding Sources

| Please provide details of other sources of funding (including EU) that are proposed to be used alongside the contribution outlined in 3.7. Please include details of the name of the funding source, amount of funding that has been provided, amount of funding anticipated, and general type of funding. What private investment would be directly leveraged by the public investment? |  |                   |                          |  |
|--|--|-------------------|--------------------------|--|
|  | Name of funding source                               | Amount (£)        | Anticipated / committed? | Type (Government grant, private, income, etc.) |
|  | Source Environment Agency Flood defence Grant in Aid | £k<br>17555       |                          |  |
|  | Environment Agency RFCC Local Levy                   | 200<br>100<br>100 |                          |  |
|  | Maidstone BC   | 15005             |                          |  |
|  | Tonbridge and Malling BC                             | 1000              |                          |  |
|  | KCC Businesses -                                     |                   |                          |  |

## 8. Contribution to the revolving funds

|      |   |    |
|------|---|----|
| 8.1. | If loan funding is requested how will it be repaid? | NA |
|------|---|----|

|      |   |                   |
|------|---|-------------------|
|      | e.g. developer contributions  |                   |
| 8.2. | Do you anticipate that the total value of the LGF investment will be repaid? If not, how much will be repaid?                               | No                |
| 8.3. | Anticipated timetable for repayment<br>Please ensure this is consistent with information provided at 3.6 to 3.8(including any Appendix) and | 2015/16 - 2019/20 |
|      |   | 2020/21 - 2025/26 |
|      |   | After 2026        |
|      |   | Total             |
|      |   |                   |

### 9. Outputs

Give estimates of the benefits delivered by the project. Where possible, show deliverables in each year of the funding period. Reference the source for estimates (e.g. Economic Impact Assessment Appraisal, scheme delivery plans etc).

|      |   |  |
|------|---|--|
| 9.1. | New homes                                       | 1800 new homes safeguarded   |
| 9.2. | Employment floorspace (m <sup>2</sup> )         |  |
| 9.3. | Jobs created or safeguarded                     | 700 job new jobs safeguarded   |
| 9.4. | Other outputs (e.g. GVA uplift)                 | £162,000,000 flood damages prevented to existing development<br>2723 homes defended<br>283 businesses defended |
| 9.5. | Economic impact and contribution of the project | As set out above   |

### 10. Risk

Please list identified risks in achieving the project, their likelihood and potential impact (H/M/L), and detail any mitigation plans

| Risk                  | Likelihood | Impact | Mitigation |
|-----------------------|------------|--------|------------|
| Planning permissions  | L          | M      | M          |
| Environmental Impacts | M          | L      | H          |
|                       |            |        |            |
|                       |            |        |            |
|                       |            |        |            |

### 11. Key Dependencies

**Inbound:** this project is dependent on the delivery of the following project(s) or activities

| Project/Activity | What is the dependency |
|------------------|------------------------|
|                  |                        |

|  |                        |
|--|------------------------|
| n/a  |                        |
| <b>Outbound:</b> other project(s) or activities that will not deliver if this project is not completed |                        |
| Project/Activity   | What is the dependency |
| n/a  |                        |

**12. Relevant documentation**

|       |   |  |
|-------|---|--|
| 12.1. | What information is currently available to provide further detail on the project? | Middle Medway Flood Risk Management Strategy |
|-------|---|--|

| Author    | Date Form Completed |
|-----------|---------------------|
| M Raymond | 9/3/15              |

## Project Development Proforma – Investment in East Malling Research

| 1. Proposer's details |                                  |  |
|-----------------------|----------------------------------|--|
| 1.1.                  | Contact name                     | Dr Roger Carline   |
| 1.2.                  | Organisation                     | East Malling Services  |
| 1.3.                  | Address                          | New Road,<br>East Malling,<br>Kent ME19 6BJ                            |
| 1.4.                  | Tel / mobile                     | 01732 523797   |
| 1.5.                  | Email                            | <a href="mailto:roger.carline@em-s.co.uk">roger.carline@em-s.co.uk</a> |
| 1.6.                  | Name of project/scheme developer | Investment in East Malling Research                                    |

| 2. Sponsoring Local Authority |                              |  |
|-------------------------------|------------------------------|--|
| 2.1.                          | Local authority area         | Tonbridge and Malling BC   |
| 2.2.                          | Local authority lead officer | Jeremy Whittaker   |
| 2.3.                          | Email                        | <a href="mailto:jeremy.whittaker@tmbc.gov.uk">jeremy.whittaker@tmbc.gov.uk</a> |
| 2.4.                          | Tel / mobile                 | 01732 876011   |

| 3. Project details |                               |  |
|--------------------|-------------------------------|--|
| 3.1.               | Name of project               | East Malling Research - Biotech Hub  |
| 3.2.               | Project address/location      | East Malling Research, New Road, East Malling, Kent ME19 6BJ   |
| 3.3.               | Project description (summary) | <p>Capital investment to support the further development of the EMR biotech hub supporting innovation, research and spin-out businesses. The development includes:</p> <p>Industry Standard Glasshouse - £1,300,000<br/>           Farm (irrigation infrastructure, field analysis tools, sprayer/tractor/trailer, 5ha of plantings and field covers - £514,000<br/>           Controlled environment for pests (six chambers) - £210,000<br/>           Lab 1 – Genetics service and breeding (lab tools and refurbishment) - £400,000<br/>           Lab 2 – Fruit processing (lab refurbishment/tools/benches) - £343,000<br/>           Lab 3 – Fruit analysis (lab refurbishment/equipment/storage) - £661,500<br/>           IT infrastructure - £105,000<br/>           Intellectual property - £60,000</p> |
| 3.4.               | Intended start date           | 2016/17  |
| 3.5.               | Expected completion date      | 2018/19  |

|      |   |                             |
|------|---|-----------------------------|
| 3.6. | Estimated project cost (specify date, e.g. at January 2015 prices). Identify any VAT. | £6.1m (capital and revenue) |
| 3.7. | Estimated LGF contribution sought.  | £3.593m (capital)           |
| 3.8. | When is the funding sought at 3.7 required.   | From 2016/17                |
| 3.9. | Have State Aid rules been considered when applying for funding?                       | Not at this stage.          |

| 4. Project Rationale |               |  |
|----------------------|---------------|--|
| 4.1.                 | Strategic fit | <p>The <b>SELEP Rural Strategy</b> highlights the need to:</p> <ul style="list-style-type: none"> <li>• Provide support for rural businesses and businesses in rural areas to improve access to business critical infrastructure, resources and professional support to enable growth and development</li> <li>• Optimise the growth and development of the agri-tech, agri-food and forestry-tech sectors to support sustainable food production, maintain plant and animal health and support and enhance natural habitats</li> </ul> <p><b>Unlocking Kent's Potential</b> states that it is clear that new resources are required to “expand and modernise the role of our science and research sectors contributing to new growth”.</p> <p>The <b>West Kent Partnership</b> has identified this project as ‘transformational’ in their West Kent Priorities for Growth Strategy, stating that the following is required:</p> <p>“capital investment to improve incubation and crop trial facilities in order to enhance horticultural and biotech research at the site, building on the organisation’s historical international role in horticultural research and innovation”.</p> <p>The <b>Tonbridge and Malling Economic Regeneration Strategy</b> identifies one of the key infrastructure requirements as being:</p> <ul style="list-style-type: none"> <li>• Investment to enhance and develop new research facilities and promote new bio-tech businesses at East Malling Research.</li> </ul> |

|      |   |  |
|------|---|--|
| 4.2. | What evidence is there of need for the project? | The document – “East Malling Services Ltd – The Case for Investment” (July 2015) sets out a clear need for investment in this facility (see attached). If this highly regarding research and innovation facility is going to gain a secure footing, it will require a capital injection in order to ensure that its research is fully applicable to industry – without the investment, it will struggle to do so.  |
| 4.3. | Current planning status                         | There is planning policy support for the proposal in the existing Tonbridge and Malling Development Land Allocations DPD (Policy E1).<br><br>The investment proposals do not currently have planning permission, although the Director of Planning, Housing and Environmental Health and the Planning Policy Manager have both been involved in the development of the case for investment.  |
| 4.4. | Current constraints or barriers to delivery     | The current constraint is access to funding. At present, government funding for research activity is at an intervention level of only 80%, meaning the research institution itself is required to cover the remaining 20%. Whilst the establishment of East Malling Services has helped to create a new commercial focus and is generating a small profit which can be ploughed back into research, the lack of high quality infrastructure is limiting the extent to which the research is industry standard, thus creating a vicious circle. |

## 5. Options

Please list all other options that have been considered to achieve the project objectives. These should include a ‘do nothing option’, and alternative funding option(s). These should be explained with reasons for rejection.

|      |          |   |
|------|----------|---|
| 5.1. | Option 1 | Do Nothing<br><br>If there was no capital injection, then over time there would effectively be major limits on the relevance of research to horticultural industry and as such considerable limits on the ability to commercialise the research undertaken and generate profits that can be ploughed back into research. In an environment where Government subsidies for R&D are diminishing, the medium term viability of East Malling Research would look bleak.   |
| 5.2. | Option 2 | Asset Release<br><br>Whilst the facilities at East Malling are surrounded by sizeable fields of produce, this land is in the ownership of the East Malling Trust rather than East Malling Research. It is therefore not in the gift of East Malling Research to sell off this land in order to plough back into the business. Even if East Malling Research did have control of the land, it currently does not have any planning policy support (although parts of the site have been submitted as part of the ‘call for sites’ Local Plan process), and even if successful in this regard, it is unlikely that the capital derived from a sale of assets would arrive in the short/medium term. |

|      |          |  |
|------|----------|--|
| 5.3. | Option 3 | Fund Through Commercial Activity<br><br>Without an investment in the infrastructure, East Malling Services is limited in the amount of turnover and profit it can generate, but without the income derived from increased commercial activity it cannot fund the infrastructure required. Because of this vicious circle, this option is unviable. |
|------|----------|--|

## 6. Project Partners

| Please list strategic and delivery partners engaged in the project, including lead partners |   |                            |
|---|---|----------------------------|
| Organisation name and address   | Contact name, email and telephone number  | Role and status in project |
| 6.1. East Malling Services  | Dr Roger Carline - <a href="mailto:roger.carline@em-s.co.uk">roger.carline@em-s.co.uk</a><br>01732 523797         | Lead                       |
| 6.2. Kent County Council  | Ross Gill - <a href="mailto:ross.gill@kent.gov.uk">ross.gill@kent.gov.uk</a>                                      |                            |
| 6.3. Tonbridge and Malling Borough Council  | Jeremy Whittaker - <a href="mailto:Jeremy.whittaker@tmbc.gov.uk">Jeremy.whittaker@tmbc.gov.uk</a><br>01732 876011 |                            |

## 7. Funding Sources

| Please provide details of other sources of funding (including EU) that are proposed to be used alongside the contribution outlined in 3.7. Please include details of the name of the funding source, amount of funding that has been provided, amount of funding anticipated, and general type of funding. What private investment would be directly leveraged by the public investment? |                            |            |                          |  |
|--|----------------------------|------------|--------------------------|--|
|  | Name of funding source     | Amount (£) | Anticipated / committed? | Type (Government grant, private, income, etc.) |
| 7.1.   | Industry funded R&D at EMS | 1,000,000  | Anticipated              | Income   |
| 7.2.   | EMS                        | 1,500,000  | Anticipated              | Overheads & costs                              |
| 7.3.   |                            |            |                          |  |

## 8. Contribution to the revolving funds

|      |   |                       |
|------|---|-----------------------|
| 8.1. | If loan funding is requested how will it be repaid?<br>e.g. developer contributions                           | <i>Not applicable</i> |
| 8.2. | Do you anticipate that the total value of the LGF investment will be repaid? If not, how much will be repaid? | <i>No</i>             |

|      |   |                   |     |
|------|---|-------------------|-----|
| 8.3. | Anticipated timetable for repayment<br>Please ensure this is consistent with information provided at 3.6 to 3.8(including any Appendix) and | 2015/16 – 2019/20 | N/A |
|      |   | 2020/21 – 2025/26 | N/A |
|      |   | After 2026        | N/A |
|      |   | Total             | N/A |
|      |   |                   |     |

| 9. Outputs   |   |   |
|--|---|---|
| Give estimates of the benefits delivered by the project. Where possible, show deliverables in each year of the funding period. Reference the source for estimates (e.g. Economic Impact Assessment Appraisal, scheme delivery plans etc.). |   |   |
| 9.1.   | New homes                                       | No new homes directly associated with this proposal.  |
| 9.2.   | Employment floorspace (m <sup>2</sup> )         | Estimate 2254m <sup>2</sup> of which 873m <sup>2</sup> is glass, 1280 is tunnels and 101m <sup>2</sup> is laboratory.   |
| 9.3.   | Jobs created or safeguarded                     | 25 FTE within EMR/EMS created and 87 FTE jobs safeguarded   |
| 9.4.   | Other outputs (e.g. GVA uplift)                 | To be confirmed via updated report  |
| 9.5.   | Economic impact and contribution of the project | Creation of an additional 950 jobs in Kent and the wider SELEP area.<br><br>Safeguarding of an estimated 7,500 jobs in Kent in the horticultural sector.<br><br>Safeguarding of an estimated 4,600 jobs in Kent and 7,400 jobs in the SELEP area in downstream industries associated with horticulture. |

| 10. Risk  |            |        |  |
|---|------------|--------|--|
| Please list identified risks in achieving the project, their likelihood and potential impact (H/M/L), and detail any mitigation plans |            |        |  |
| Risk  | Likelihood | Impact | Mitigation   |
| Not Obtaining Planning Permission   | L          | H      | Has planning policy support and will engage in early pre-app to ensure favourable outcome. |
| Not Obtaining Building Regs Approval  | L          | H      | Early discussion with Building Control Officers.   |
| Problems with Contractors   | L          | M      | Thorough procurement exercise.   |

| 11. Key Dependencies  |
|---|
| <b>Inbound:</b> this project is dependent on the delivery of the following project(s) or activities |

|  |                        |
|--|------------------------|
| Project/Activity   | What is the dependency |
| Not applicable   |                        |
| <b>Outbound:</b> other project(s) or activities that will not deliver if this project is not completed |                        |
| Project/Activity   | What is the dependency |
| Not applicable   |                        |

#### 12. Relevant documentation

|       |   |   |
|-------|---|---|
| 12.1. | What information is currently available to provide further detail on the project? | <p>The following documentation is relevant to this project:</p> <ul style="list-style-type: none"> <li>• East Malling Services Ltd – The Case for Investment (Wessex Economics, July 2015)</li> </ul> |
|-------|---|---|

| Author           | Date Form Completed |
|------------------|---------------------|
| Jeremy Whittaker | 09 July 2015        |

## Project Development Pro-forma A21 Kipping Cross to Lamberhurst

| 1. Proposer's details |                                  |  |
|-----------------------|----------------------------------|--|
| 1.1.                  | Contact name                     | Hilary Smith, Economic Development Manager   |
| 1.2.                  | Organisation                     | Tunbridge Wells Borough Council  |
| 1.3.                  | Address                          | Town Hall<br>Royal Tunbridge Wells<br>Kent<br>TN1 1RS                                      |
| 1.4.                  | Tel / mobile                     | 01892 554433   |
| 1.5.                  | Email                            | <a href="mailto:hilary.smith@tunbridgewells.gov.uk">hilary.smith@tunbridgewells.gov.uk</a> |
| 1.6.                  | Name of project/scheme developer |  |

| 2. Sponsoring Local Authority |                              |                         |
|-------------------------------|------------------------------|-------------------------|
| 2.1.                          | Local authority area         | Tunbridge Wells Borough |
| 2.2.                          | Local authority lead officer | Hilary Smith            |
| 2.3.                          | Email                        | As above                |
| 2.4.                          | Tel / mobile                 | As above                |

| 3. Project details |                          |   |
|--------------------|--------------------------|---|
| 3.1.               | Name of project          | A21 Kippings Cross to Lamberhurst   |
| 3.2.               | Project address/location | A21 between junctions with B2160 Maidstone Road / Dundale Road and A262 / B2162 |

|      |   |  |
|------|---|--|
| 3.3. | Project description (summary)   | <p>The primary aim of the project is to improve connectivity within and between West Kent and East Sussex in order to strengthen the local economy and support future growth and coastal regeneration. The provision of a new, high-standard strategic alignment of the A21 between Kippings Cross and Lamberhurst would complete the dualling of the A21 between the M25 at Sevenoaks and the Scotney Castle Roundabout, following the completion of the Tonbridge to Pembury dualling scheme, which is currently under construction. Not only would this address the present journey time reliability issues on this stretch of the A21 through the provision of sufficient highway capacity to meet present and future demand, it would also have the related benefit of enhancing the route's safety record, which is currently poor due to factors such as its poor horizontal and vertical alignment and the numerous side roads and private accesses, many of which suffer from restricted visibility. The scheme would have the further benefits of reducing the present route's local noise and air quality impacts on neighbouring properties.</p> <p>The project has previously been the subject of feasibility studies conducted by the Strategic Highway Authority, Highways England (HE), and its consultants, which yielded a Preferred Route alignment. However, there is a need to review and update this work, with a view to progressing the scheme through its outline and detailed design stages, undertaking the necessary public consultation exercises and securing planning and environmental consents.</p> <p>It has historically been difficult to secure match funding for the scheme, as it is located some distance from major centres of growth and does not directly provide access to new development sites. Nevertheless, the preparation of a new Local Plan for Tunbridge Wells Borough – which is shortly to commence – presents an opportunity to identify and explore new funding opportunities arising from development and other sources.</p> |
| 3.4. | Intended start date   | 2020/21 – on-site construction   |
| 3.5. | Expected completion date  | 2021/22  |
| 3.6. | Estimated project cost (specify date, e.g. at January 2015 prices). Identify any VAT. | c.£150 million (at July 2015)  |
| 3.7. | Estimated LGF contribution sought.  | c.£135 million (inc. £1 million for planning and design)   |

|      |   |  |
|------|---|--|
| 3.8. | When is the funding sought at 3.7 required.                     | 2016/17 - £200,000<br>2017/18 - £200,000<br>2018/19 - £300,000<br>2019/20 - £300,000<br>2020/21 - £50 million<br>2021/22 - £85 million |
| 3.9. | Have State Aid rules been considered when applying for funding? | Yes  |

| 4. Project Rationale |   |  |
|----------------------|---|--|
| 4.1.                 | Strategic fit                                   | The scheme accords strongly with the ambitions and objectives set out in the South East Local Enterprise Partnership (SELEP)'s Strategic Economic Plan and it is identified as a priority project in KCC's Transport Delivery Plan, <i>Growth without Gridlock</i> , and the West Kent Partnership (WKP)'s West Kent Priorities for Growth document. |
| 4.2.                 | What evidence is there of need for the project? | See 'A21 Kippings Cross to Lamberhurst – Design Options Report (2009)'   |
| 4.3.                 | Current planning status                         | Planning consent to be sought. Process anticipated to have 3-4 year duration, as per project timescales above.   |
| 4.4.                 | Current constraints or barriers to delivery     | Landowner agreement and/or Compulsory Purchase<br>Planning considerations – scheme is within the High Weald Area of Outstanding Natural Beauty (AONB)<br>Legal challenge<br>Technical considerations – including known ground stability and environmental issues<br>Funding availability   |

| 5. Options  |          |   |
|---|----------|---|
| Please list all other options that have been considered to achieve the project objectives. These should include a 'do nothing option', and alternative funding option(s). These should be explained with reasons for rejection. |          |   |
| 5.1.  | Option 1 | <b>Do nothing</b> – if the A21 between Kippings Cross and Lamberhurst is left to operate in its current condition, this would lead to further levels of congestion and journey time unreliability both directly and within the surrounding area as drivers increasingly seek to avoid this route, thus hindering future economic and housing growth in Tunbridge Wells and the neighbouring districts of Rother and Wealden. It is also likely that the safety record of the route would remain poor. |

|      |          |  |
|------|----------|--|
| 5.2. | Option 2 | <b>Focus on sustainable transport interventions as an alternative to highway improvements</b> – whilst TWBC strongly supports the promotion of walking, cycling and public transport as part of the solution to the Borough’s existing and future transport challenges, it is clear that many of the vehicular journeys that utilise the A21 cannot practically be transferred to these modes, due to the strategic nature of this route and the consequent characteristics of average journey length, type (e.g. proportion of freight) and the distance between local settlements. On this basis, it is considered necessary to enhance highway capacity at this location, although opportunities to enhance sustainable transport provision as part of the project will be explored (for example, the provision of a parallel Non-Motorised User Route).  |
| 5.3. | Option 3 | <b>Fund scheme through Section 106 Agreements and/or the Community Infrastructure Levy</b> – In view of the fact that the proposed scheme is part of a strategic solution to the further growth in traffic levels envisaged by the Tunbridge Wells, Rother and Wealden Local Plans, it has – and will continue to be – difficult to secure sufficient financial contributions to the project from individual development sites, many of which are situated some distance from the A21 corridor but will nevertheless have significant cumulative impacts upon it. Whilst TWBC intends to introduce a Community Infrastructure Levy (CIL) as part of the preparation of its Local Plan; the proceeds from which may facilitate the provision of new highway infrastructure, the Council is highly unlikely to be in a position to deliver improvements on the scale proposed in this submission for many years, during which journey time reliability for commuters, business travellers and deliveries are likely to worsen considerably, which could threaten inward investment in the Borough and surrounding areas. |

## 6. Project Partners

Please list strategic and delivery partners engaged in the project, including lead partners

| Organisation name and address | Contact name, email and telephone number  | Role and status in project  |
|-------------------------------|---|---|
| 6.1. Highways England         | Graham Link<br><a href="mailto:Graham.Link@highwaysengland.co.uk">Graham.Link@highwaysengland.co.uk</a> | Project Manager (prior to cancellation)<br>Strategic Highway Authority Lead Contact |
| 6.2. Kent County Council      | Vicki Hubert<br><a href="mailto:Vicki.Hubert@kent.gov.uk">Vicki.Hubert@kent.gov.uk</a>                  | Strategic Transport Planner<br>Local Highway Authority                              |
| 6.3. Greg Clark MP            | Greg Clark<br><a href="mailto:greg@gregclark.co.uk">greg@gregclark.co.uk</a>                            | Local Member of Parliament  |

**7. Funding Sources**

Please provide details of other sources of funding (including EU) that are proposed to be used alongside the contribution outlined in 3.7. Please include details of the name of the funding source, amount of funding that has been provided, amount of funding anticipated, and general type of funding. What private investment would be directly leveraged by the public investment?

|      | Name of funding source | Amount (£) | Anticipated / committed? | Type (Government grant, private, income, etc.) |
|------|------------------------|------------|--------------------------|--|
| 7.1. | TBC                    |            |                          |  |
| 7.2. |                        |            |                          |  |
| 7.3. |                        |            |                          |  |

**8. Contribution to the revolving funds**

|      |   |                   |  |  |
|------|---|-------------------|--|--|
| 8.1. | If loan funding is requested how will it be repaid?<br>e.g. developer contributions   | N/A               |  |  |
| 8.2. | Do you anticipate that the total value of the LGF investment will be repaid? If not, how much will be repaid?                               | N/A               |  |  |
| 8.3. | Anticipated timetable for repayment<br>Please ensure this is consistent with information provided at 3.6 to 3.8(including any Appendix) and | 2015/16 - 2019/20 |  |  |
|      |   | 2020/21 - 2025/26 |  |  |
|      |   | After 2026        |  |  |
|      |   | Total             |  |  |
|      |   |                   |  |  |

## 9. Outputs

Give estimates of the benefits delivered by the project. Where possible, show deliverables in each year of the funding period. Reference the source for estimates (e.g. Economic Impact Assessment Appraisal, scheme delivery plans etc).

|      |   |   |
|------|---|---|
| 9.1. | New homes                               | <p>The Tunbridge Wells Site Allocations Development Plan Document (DPD), which has recently been submitted to the Secretary of State for Examination, proposes approximately 4,500 new dwellings in and around the Tunbridge Wells urban area during the current Core Strategy period to 2026. Additionally, some 600 dwellings have provisionally been allocated to Paddock Wood, 300 to Cranbrook, 240 to Hawkhurst and 360 to outlying villages and rural areas. However, it is likely that these figures will increase during the preparation of the new Tunbridge Wells Local Plan, work on which is scheduled to commence shortly. Much of the Borough derives access to the Strategic Road and Motorway Network via the A21 and as such it is vital to the deliverability and viability of planned growth that this route functions effectively and safely.</p> <p>Additionally, the Wealden Local Plan allocates 300 new dwellings to the neighbouring town of Crowborough and the Rother Core Strategy provisionally allocates a total of 416 new dwellings to local villages (155 to Robertsbridge, 83 to Ticehurst, 81 to Hurst Green, 53 to Etchingham and 44 to Flimwell).</p> |
| 9.2. | Employment floorspace (m <sup>2</sup> ) | See below.  |
| 9.3. | Jobs created or safeguarded             | <p>Sufficient employment floorspace to accommodate 1,160 new jobs are proposed on sites adjacent to the A21 to the east of Tunbridge Wells in the Site Allocations DPD; however the viability of these proposals is heavily dependent on transport infrastructure investment. Indeed, some 80% of the Confederation of British Industry (CBI)'s members have reported that transport connectivity is of significant importance to their investment decisions.<sup>1</sup></p>   |

<sup>1</sup> See <http://www.cbi.org.uk/business-issues/infrastructure/transport/>

|      |   |  |
|------|---|--|
| 9.4. | Other outputs (e.g. GVA uplift)                 | <p>In 2008, West Kent's GVA per capita was just 74% of the South East regional average. In order to address this issue, the West Kent Partnership's West Kent Priorities for Growth strategy (January 2014) states that further targeted investment to support the area's economy is now needed. The strategy notes that a key issue both for existing West Kent businesses and new companies being created or who are considered relocating to the area is maintaining and improving local connectivity. Indeed, it is apparent that areas of England that are more remote from the core UK economy are characterised by relatively low GVA per head, as is demonstrated by the stark variation in the GVA figures within the South East region between Milton Keynes and the M4 corridor and Kent and East Sussex. Despite the close proximity of the motorway network to West Kent, the growing instances of local delays and congestion adversely affect both employees commuting to and from work and businesses relying on fast delivery and/or response times. There is particular concern over the lack of high quality and reliable north-south road and rail links through the region, not least the unimproved sections of the A21.</p> |
| 9.5. | Economic impact and contribution of the project | <p>As above</p> <p>As a reference point, the A21 Tonbridge to Pembury dualling scheme – which has many similarities to this project and is currently under construction – has a strong economic case with a Benefit to Cost Ratio (BCR) of 3.49, principally associated with its reduction of congestion and delays, improved accessibility and enhanced safety. The scheme is forecast to generate £287 million in travel time cost savings and £29 million in accident benefits. An initial appraisal of the Kippings Cross to Lamberhurst scheme, based on Highways England's 2007 preferred design option, indicated that it had a similar BCR of 3.8.</p>   |

| 10. Risk  |            |        |  |
|---|------------|--------|--|
| Please list identified risks in achieving the project, their likelihood and potential impact (H/M/L), and detail any mitigation plans |            |        |  |
| Risk  | Likelihood | Impact | Mitigation                                   |
| Technical constraints   | H          | M      | Scheme design to evolve accordingly          |
| Landowner objections  | M          | M      | Subject to negotiation                       |
| Planning constraints  | M          | M      | Scheme design to evolve accordingly          |
| Legal challenge   | H          | M      | Subject to specialist advice and negotiation |

|   |   |   |                                   |
|---|---|---|-----------------------------------|
| Traffic management / highways approvals | M | M | Subject to engagement with KCC/HE |
| Scheme cost inflation / overrun         | M | M | Prepare robust cost estimate      |

| 11. Key Dependencies   |                        |
|--|------------------------|
| <b>Inbound:</b> this project is dependent on the delivery of the following project(s) or activities    |                        |
| Project/Activity   | What is the dependency |
| See Section 4.4: Constraints (above)   |                        |
| <b>Outbound:</b> other project(s) or activities that will not deliver if this project is not completed |                        |
| Project/Activity   | What is the dependency |
| See Section 9: Outputs (above)   |                        |

| 12. Relevant documentation |   |   |
|----------------------------|---|---|
| 12.1.                      | What information is currently available to provide further detail on the project? | 'A21 Kippings Cross to Lamberhurst – Design Options Report (2009)' – at <b>Appendix A</b> . |

| Author       | Date Form Completed |
|--------------|---------------------|
| Hilary Smith | 09/07/2015          |

## Project Development Pro-forma – A26 Corridor Improvements – Tunbridge Wells

| 1. Proposer's details |                                  |  |
|-----------------------|----------------------------------|--|
| 1.1.                  | Contact name                     | Hilary Smith, Economic Development Manager   |
| 1.2.                  | Organisation                     | Tunbridge Wells Borough Council  |
| 1.3.                  | Address                          | Town Hall<br>Royal Tunbridge Wells<br>Kent<br>TN1 1RS                                      |
| 1.4.                  | Tel / mobile                     | 01892 554433   |
| 1.5.                  | Email                            | <a href="mailto:hilary.smith@tunbridgewells.gov.uk">hilary.smith@tunbridgewells.gov.uk</a> |
| 1.6.                  | Name of project/scheme developer | Vicki Hubert<br>Strategic Transport and Development Planner<br>Kent County Council         |

| 2. Sponsoring Local Authority |                              |                         |
|-------------------------------|------------------------------|-------------------------|
| 2.1.                          | Local authority area         | Tunbridge Wells Borough |
| 2.2.                          | Local authority lead officer | Hilary Smith            |
| 2.3.                          | Email                        | As above                |
| 2.4.                          | Tel / mobile                 | As above                |

| 3. Project details |                               |  |
|--------------------|-------------------------------|--|
| 3.1.               | Name of project               | A26 Corridor Improvements, Tunbridge Wells   |
| 3.2.               | Project address/location      | A26 between junctions with A21 (Quarry Hill Interchange) and A267 Frant Road   |
| 3.3.               | Project description (summary) | <p>The aim of this project is to deliver a targeted programme of highway capacity and walking and cycling infrastructure improvements to the A26 London Road corridor in Royal Tunbridge Wells and Southborough. These will improve traffic flow and journey time reliability for users of this key arterial route and support the significant housing and employment growth planned for Tunbridge Wells and West Kent.</p> <p>The project is currently the subject of a corridor study by Kent County Council (KCC)'s technical consultant, Amey, which has involved extensive baseline data collection, pedestrian and cycle route audits and consultation with key stakeholders to highlight the principal issues for detailed consideration. It is envisaged that the results of this work will be available by the end of 2015 and that the preferred scheme option(s) will be progressed through their detailed design and public consultation stages during early 2016, with a view to their construction during 2016/17 and/or 2017/18.</p> <p>The preparation of a new Local Plan for Tunbridge Wells Borough – which is shortly to commence – presents an opportunity to identify and explore new scheme funding opportunities arising from development and other sources.</p> |

|      |   |  |
|------|---|--|
| 3.4. | Intended start date   | 2016/17 – on-site construction                 |
| 3.5. | Expected completion date  | 2017/18  |
| 3.6. | Estimated project cost (specify date, e.g. at January 2015 prices). Identify any VAT. | c.£3.5 million (at July 2015)                  |
| 3.7. | Estimated LGF contribution sought.  | c.£1.5 million                                 |
| 3.8. | When is the funding sought at 3.7 required.   | 2016/17 - £0.5 million<br>2017/18 - £1 million |
| 3.9. | Have State Aid rules been considered when applying for funding?                       | Yes  |

| 4. Project Rationale |   |   |
|----------------------|---|---|
| 4.1.                 | Strategic fit                                   | The scheme accords strongly with the ambitions and objectives set out in the South East Local Enterprise Partnership (SELEP)'s Strategic Economic Plan and it is identified as a priority project in KCC's Transport Delivery Plan, <i>Growth without Gridlock</i> , the West Kent Partnership (WKP)'s West Kent Priorities for Growth document, and the Tunbridge Wells Borough Transport Strategy.                            |
| 4.2.                 | What evidence is there of need for the project? | See 'Junction Modelling Summary Report' – which outlines the existing highway network performance and deficiencies at the A26 London Road / Yew Tree Road / Speldhurst Road junction in Southborough.<br><br>See also 'Tonbridge to Tunbridge Wells via the A26' Cycle Route Assessment<br><br>See also 'Tunbridge Wells Borough Council Air Quality Action Plan' – which describes the A26 Air Quality Management Area (AQMA). |
| 4.3.                 | Current planning status                         | It is not anticipated that planning consent will be required for this project.  |
| 4.4.                 | Current constraints or barriers to delivery     | Potential local objections<br>Statutory Undertakers' plant and diversion works<br>Traffic management considerations<br>Funding availability   |

| 5. Options  |          |  |
|---|----------|--|
| Please list all other options that have been considered to achieve the project objectives. These should include a 'do nothing option', and alternative funding option(s). These should be explained with reasons for rejection. |          |  |
| 5.1.  | Option 1 | <b>Do nothing</b> – if the A26 in Tunbridge Wells and Southborough is left to operate in its current condition, this would lead to further levels of congestion and journey time unreliability both directly and within the surrounding area as drivers increasingly seek to avoid this route, thus hindering future economic and housing growth in Tunbridge Wells and the neighbouring districts of Tonbridge and Malling and Wealden.   |
| 5.2.  | Option 2 | <b>Provision of Park and Ride service on A26 London Road corridor</b> – This option would involve the provision of a Park and Ride site at Mabledon, close to the A21 Quarry Hill Interchange, which does not currently benefit from planning consent. Its purpose would be to intercept long-stay car trips to Tunbridge Wells Town Centre and promote modal shift to bus along the A26 London Road, with consequent congestion reduction benefits. KCC recently commissioned a study to investigate the feasibility of this option, which concluded that although the Mabledon site could potentially accommodate a suitable Park and Ride facility, there are limited opportunities on the London Road corridor (besides those that have already been implemented) to provide effective bus priority measures to promote meaningful uptake of the service. On this basis, the scheme does not currently feature in the Tunbridge Wells Borough Transport Strategy.  |
| 5.3.  | Option 3 | <b>Fund scheme through Section 106 Agreements and/or the Community Infrastructure Levy</b> – In view of the fact that the proposed scheme is part of a strategic solution to the further growth in traffic levels envisaged by the Tunbridge Wells and Tonbridge and Malling Local Plans, it has – and will continue to be – difficult to secure sufficient financial contributions to the project from individual development sites, many of which are situated some distance from the A26 corridor but will nevertheless have significant cumulative impacts upon it. Whilst TWBC intends to introduce a Community Infrastructure Levy (CIL) as part of the preparation of its Local Plan; the proceeds from which may facilitate the provision of new highway infrastructure, the Council is highly unlikely to be in a position to deliver improvements on the scale proposed in this submission for many years, during which journey time reliability for commuters, business travellers and deliveries are likely to worsen considerably, which could threaten inward investment in the Borough and surrounding areas. |

| 6. Project Partners   |  |   |
|---|--|---|
| Please list strategic and delivery partners engaged in the project, including lead partners |  |   |
| Organisation name and address   | Contact name, email and telephone number   | Role and status in project  |
| 6.1. Kent County Council  | Vicki Hubert<br><a href="mailto:Vicki.Hubert@kent.gov.uk">Vicki.Hubert@kent.gov.uk</a> | Tunbridge Wells Strategic Transport Planner<br>Local Highway Authority Lead Contact |

|           |   |  |
|-----------|---|--|
| 6.2. Amey | Stephen Whittaker<br><a href="mailto:Stephen.Whittaker@amey.co.uk">Stephen.Whittaker@amey.co.uk</a> | KCC Transport Consultant preparing A264 Corridor Study |
|-----------|---|--|

### 7. Funding Sources

Please provide details of other sources of funding (including EU) that are proposed to be used alongside the contribution outlined in 3.7. Please include details of the name of the funding source, amount of funding that has been provided, amount of funding anticipated, and general type of funding. What private investment would be directly leveraged by the public investment?

|      | Name of funding source           | Amount (£)    | Anticipated / committed? | Type (Government grant, private, income, etc.) |
|------|----------------------------------|---------------|--------------------------|--|
| 7.1. | Local Growth Fund                | £1.89 million | Committed                | Government grant                               |
| 7.2. | Local Sustainable Transport Fund | £30,000       | Committed                | Government grant                               |

### 8. Contribution to the revolving funds

|      |   |                   |  |  |
|------|---|-------------------|--|--|
| 8.1. | If loan funding is requested how will it be repaid?<br>e.g. developer contributions   | N/A               |  |  |
| 8.2. | Do you anticipate that the total value of the LGF investment will be repaid? If not, how much will be repaid?                               | N/A               |  |  |
| 8.3. | Anticipated timetable for repayment<br>Please ensure this is consistent with information provided at 3.6 to 3.8(including any Appendix) and | 2015/16 - 2019/20 |  |  |
|      |   | 2020/21 - 2025/26 |  |  |
|      |   | After 2026        |  |  |
|      |   | Total             |  |  |
|      |   |                   |  |  |

### 9. Outputs

Give estimates of the benefits delivered by the project. Where possible, show deliverables in each year of the funding period. Reference the source for estimates (e.g. Economic Impact Assessment Appraisal, scheme delivery plans etc).

|      |   |  |
|------|---|--|
| 9.1. | New homes                               | The Tunbridge Wells Site Allocations Development Plan Document (DPD), which has recently been submitted to the Secretary of State for Examination, proposes approximately 5,000 new dwellings in and around the Tunbridge Wells urban area during the current Core Strategy period to 2026. However, it is likely that this figure will increase during the preparation of the new Tunbridge Wells Local Plan, work on which is scheduled to commence shortly. |
| 9.2. | Employment floorspace (m <sup>2</sup> ) | See below.   |

|      |   |  |
|------|---|--|
| 9.3. | Jobs created or safeguarded                     | The Tunbridge Wells Site Allocations DPD proposes approximately 30,000 sqm net additional comparison floorspace and 1,700 sqm net convenience floorspace in and around the Tunbridge Wells urban area during the Core Strategy period. However, the viability of these proposals is heavily dependent on transport infrastructure investment. Indeed, some 80% of the Confederation of British Industry (CBI)'s members have reported that transport connectivity is of significant importance to their investment decisions. <sup>2</sup>   |
| 9.4. | Other outputs (e.g. GVA uplift)                 | In 2008, West Kent's GVA per capita was just 74% of the South East regional average. In order to address this issue, the West Kent Partnership's West Kent Priorities for Growth strategy (January 2014) states that further targeted investment to support the area's economy is now needed. The strategy notes that a key issue both for existing West Kent businesses and new companies being created or who are considered relocating to the area is maintaining and improving local connectivity. Indeed, it is apparent that areas of England that are more remote from the core UK economy are characterised by relatively low GVA per head, as is demonstrated by the stark variation in the GVA figures within the South East region between Milton Keynes and the M4 corridor and Kent and East Sussex. Despite the close proximity of the motorway network to West Kent, the growing instances of local delays and congestion adversely affect both employees commuting to and from work and businesses relying on fast delivery and/or response times. |
| 9.5. | Economic impact and contribution of the project | As above.  |

## 10. Risk

Please list identified risks in achieving the project, their likelihood and potential impact (H/M/L), and detail any mitigation plans

| Risk   | Likelihood | Impact | Mitigation  |
|--|------------|--------|---|
| Technical constraints  | H          | M      | Scheme design to evolve accordingly   |
| Statutory Undertakers' plant, diversion works and unforeseen circumstances | M          | H      | Make early C3 enquiries to establish location of plant and the impact of any required remedial work if it cannot be designed out. |
| Traffic management / highways approvals                                    | M          | M      | Subject to engagement with KCC  |

<sup>2</sup> See <http://www.cbi.org.uk/business-issues/infrastructure/transport/>

|                                 |   |   |                              |
|---------------------------------|---|---|------------------------------|
| Scheme cost inflation / overrun | M | M | Prepare robust cost estimate |
|---------------------------------|---|---|------------------------------|

| 11. Key Dependencies   |                        |
|--|------------------------|
| <b>Inbound:</b> this project is dependent on the delivery of the following project(s) or activities    |                        |
| Project/Activity   | What is the dependency |
| N/A  |                        |
| <b>Outbound:</b> other project(s) or activities that will not deliver if this project is not completed |                        |
| Project/Activity   | What is the dependency |
| See Section 9: Outputs (above)   |                        |

| 12. Relevant documentation |   |   |
|----------------------------|---|---|
| 12.1.                      | What information is currently available to provide further detail on the project? | Kent County Council / Amey Corridor Study. Tunbridge Wells Borough Transport Strategy 'Junction Modelling Summary Report' – at <b>Appendix A.</b> |

| Author       | Date Form Completed |
|--------------|---------------------|
| Hilary Smith | 09/07/2015          |

## Project Development Pro-forma – A264 Improvements, Tunbridge Wells

| 1. Proposer's details         |                                  |  |
|-------------------------------|----------------------------------|--|
| 1.1.                          | Contact name                     | Hilary Smith, Economic Development Manager   |
| 1.2.                          | Organisation                     | Tunbridge Wells Borough Council  |
| 1.3.                          | Address                          | Town Hall<br>Royal Tunbridge Wells<br>Kent<br>TN1 1RS                                      |
| 1.4.                          | Tel / mobile                     | 01892 554433   |
| 1.5.                          | Email                            | <a href="mailto:hilary.smith@tunbridgewells.gov.uk">hilary.smith@tunbridgewells.gov.uk</a> |
| 1.6.                          | Name of project/scheme developer | Vicki Hubert<br>Strategic Transport and Development Planner<br>Kent County Council         |
| 2. Sponsoring Local Authority |                                  |  |
| 2.1.                          | Local authority area             | Tunbridge Wells Borough  |
| 2.2.                          | Local authority lead officer     | Hilary Smith   |
| 2.3.                          | Email                            | As above   |
| 2.4.                          | Tel / mobile                     | As above   |
| 3. Project details            |                                  |  |
| 3.1.                          | Name of project                  | A264 Corridor Improvements, Tunbridge Wells  |
| 3.2.                          | Project address/location         | A264 between junctions with A228 Maidstone Road and A26 London Road                        |

|      |   |   |
|------|---|---|
| 3.3. | Project description (summary)   | <p>The aim of this project is to deliver a targeted programme of highway capacity and walking and cycling infrastructure improvements to the A264 Pembury Road corridor in Royal Tunbridge Wells. These will improve traffic flow and journey time reliability for users of this key arterial route and support the significant housing and employment growth planned for Tunbridge Wells and West Kent.</p> <p>The project is currently the subject of a corridor study by Kent County Council (KCC)'s technical consultant, Amey, which has involved extensive baseline data collection, pedestrian and cycle route audits and consultation with key stakeholders to highlight the principal issues for detailed consideration. It is envisaged that the results of this work will be available by the end of 2015 and that the preferred scheme option(s) will be progressed through their detailed design and public consultation stages during early 2016, with a view to their construction during 2016/17 and/or 2017/18.</p> <p>It has historically been difficult to secure match funding for the project, as it is located some distance from major centres of growth and does not directly provide access to new development sites. Nevertheless, the preparation of a new Local Plan for Tunbridge Wells Borough – which is shortly to commence – presents an opportunity to identify and explore new funding opportunities arising from development and other sources.</p> |
| 3.4. | Intended start date   | 2016/17 – on-site construction  |
| 3.5. | Expected completion date  | 2017/18   |
| 3.6. | Estimated project cost (specify date, e.g. at January 2015 prices). Identify any VAT. | c.£5 million (at July 2015)   |
| 3.7. | Estimated LGF contribution sought.  | c.£4.5 million  |
| 3.8. | When is the funding sought at 3.7 required.   | 2016/17 - £2 million<br>2017/18 - £2.5 million  |
| 3.9. | Have State Aid rules been considered when applying for funding?                       | Yes   |

| 4. Project Rationale |   |   |
|----------------------|---|---|
| 4.1.                 | Strategic fit                                   | The scheme accords strongly with the ambitions and objectives set out in the South East Local Enterprise Partnership (SELEP)'s Strategic Economic Plan and it is identified as a priority project in KCC's Transport Delivery Plan, <i>Growth without Gridlock</i> , the West Kent Partnership (WKP)'s West Kent Priorities for Growth document, and the Tunbridge Wells Borough Transport Strategy.  |
| 4.2.                 | What evidence is there of need for the project? | See 'Technical Note – A264 Pembury Road Capacity Improvement Programme' –which outlines the existing highway network performance and deficiencies at the A264 Pembury Road / A228 Pembury Northern Bypass / Tonbridge Road / High Street junction and the A264 Pembury Road / Blackhurst Lane / Halls Hole Road junction based on traffic surveys conducted during October 2014.<br><br>See also 'Pembury to Tunbridge Wells via the A264' Cycle Route Assessment |
| 4.3.                 | Current planning status                         | It is not anticipated that planning consent will be required for this project.  |
| 4.4.                 | Current constraints or barriers to delivery     | Potential local objections<br>Statutory Undertakers' plant and diversion works<br>Traffic management considerations<br>Funding availability   |

| 5. Options  |          |   |
|---|----------|---|
| Please list all other options that have been considered to achieve the project objectives. These should include a 'do nothing option', and alternative funding option(s). These should be explained with reasons for rejection. |          |   |
| 5.1.  | Option 1 | <b>Do nothing</b> – if the A264 Pembury Road is left to operate in its current condition, this would lead to further levels of congestion and journey time unreliability both directly and within the surrounding area as drivers increasingly seek to avoid this route, thus hindering future economic and housing growth in Tunbridge Wells and the neighbouring districts of Tonbridge and Malling and Wealden.  |
| 5.2.  | Option 2 | <b>Provision of Park and Ride service on A264 Pembury Road corridor</b> – This option would involve the provision of a Park and Ride site adjacent to the Tesco supermarket at Pembury, which already benefits from planning consent, forming part of the forthcoming Tesco store expansion scheme. Its purpose would be to intercept long-stay car trips to Tunbridge Wells Town Centre and promote modal shift to bus along the A264 Pembury Road, with consequent congestion reduction benefits. KCC recently commissioned a study to investigate the feasibility of this option, which concluded that although the Tesco site could readily accommodate a suitable Park and Ride facility, there are limited opportunities on the Pembury Road corridor to provide effective bus priority measures to promote meaningful uptake of the service. On this basis, the scheme does not currently feature in the Tunbridge Wells Borough Transport Strategy. |

|      |          |  |
|------|----------|--|
| 5.3. | Option 3 | <p><b>Fund scheme through Section 106 Agreements and/or the Community Infrastructure Levy</b> – In view of the fact that the proposed scheme is part of a strategic solution to the further growth in traffic levels envisaged by the Tunbridge Wells and Tonbridge and Malling Local Plans, it has – and will continue to be – difficult to secure sufficient financial contributions to the project from individual development sites, many of which are situated some distance from the A264 corridor but will nevertheless have significant cumulative impacts upon it. Whilst TWBC intends to introduce a Community Infrastructure Levy (CIL) as part of the preparation of its Local Plan; the proceeds from which may facilitate the provision of new highway infrastructure, the Council is highly unlikely to be in a position to deliver improvements on the scale proposed in this submission for many years, during which journey time reliability for commuters, business travellers and deliveries are likely to worsen considerably, which could threaten inward investment in the Borough and surrounding areas.</p> |
|------|----------|--|

| 6. Project Partners   |   |   |
|---|---|---|
| Please list strategic and delivery partners engaged in the project, including lead partners |   |   |
| Organisation name and address   | Contact name, email and telephone number  | Role and status in project  |
| 6.1. Kent County Council  | Vicki Hubert<br><a href="mailto:Vicki.Hubert@kent.gov.uk">Vicki.Hubert@kent.gov.uk</a>              | Tunbridge Wells Strategic Transport Planner<br>Local Highway Authority Lead Contact |
| 6.2. Amey   | Stephen Whittaker<br><a href="mailto:Stephen.Whittaker@amey.co.uk">Stephen.Whittaker@amey.co.uk</a> | KCC Transport Consultant preparing A264 Corridor Study                              |

| 7. Funding Sources   |  |            |                          |  |
|--|--|------------|--------------------------|--|
| Please provide details of other sources of funding (including EU) that are proposed to be used alongside the contribution outlined in 3.7. Please include details of the name of the funding source, amount of funding that has been provided, amount of funding anticipated, and general type of funding. What private investment would be directly leveraged by the public investment? |  |            |                          |  |
|  | Name of funding source                     | Amount (£) | Anticipated / committed? | Type (Government grant, private, income, etc.) |
| 7.1.   | Section 106 developer contribution (Tesco) | £500,000   | Committed                | Private  |

| 8. Contribution to the revolving funds |   |     |
|--|---|-----|
| 8.1.                                   | If loan funding is requested how will it be repaid? e.g. developer contributions                      | N/A |
| 8.2.                                   | Do you anticipate that the total value of the LGF investment will be repaid? If not, how much will be | N/A |

|      |   |                   |  |
|------|---|-------------------|--|
|      | repaid?   |                   |  |
| 8.3. | Anticipated timetable for repayment<br>Please ensure this is consistent with information provided at 3.6 to 3.8(including any Appendix) and | 2015/16 - 2019/20 |  |
|      |   | 2020/21 - 2025/26 |  |
|      |   | After 2026        |  |
|      |   | Total             |  |
|      |   |                   |  |

| 9. Outputs  |   |   |
|---|---|---|
| Give estimates of the benefits delivered by the project. Where possible, show deliverables in each year of the funding period. Reference the source for estimates (e.g. Economic Impact Assessment Appraisal, scheme delivery plans etc). |   |   |
| 9.1.  | New homes                               | The Tunbridge Wells Site Allocations Development Plan Document (DPD), which has recently been submitted to the Secretary of State for Examination, proposes approximately 5,000 new dwellings in and around the Tunbridge Wells urban area during the current Core Strategy period to 2026. Additionally, some 600 dwellings have provisionally been allocated to Paddock Wood, whose primary vehicular access to Tunbridge Wells is gained via the A228 and A264. However, it is likely that these figures will increase during the preparation of the new Tunbridge Wells Local Plan, work on which is scheduled to commence shortly. |
| 9.2.  | Employment floorspace (m <sup>2</sup> ) | See below.  |
| 9.3.  | Jobs created or safeguarded             | The Tunbridge Wells Site Allocations DPD proposes approximately 30,000 sqm net additional comparison floorspace and 1,700 sqm net convenience floorspace in and around the Tunbridge Wells urban area during the Core Strategy period. However, the viability of these proposals is heavily dependent on transport infrastructure investment. Indeed, some 80% of the Confederation of British Industry (CBI)'s members have reported that transport connectivity is of significant importance to their investment decisions. <sup>3</sup>  |

<sup>3</sup> See <http://www.cbi.org.uk/business-issues/infrastructure/transport/>

|      |   |  |
|------|---|--|
| 9.4. | Other outputs (e.g. GVA uplift)                 | In 2008, West Kent's GVA per capita was just 74% of the South East regional average. In order to address this issue, the West Kent Partnership's West Kent Priorities for Growth strategy (January 2014) states that further targeted investment to support the area's economy is now needed. The strategy notes that a key issue both for existing West Kent businesses and new companies being created or who are considered relocating to the area is maintaining and improving local connectivity. Indeed, it is apparent that areas of England that are more remote from the core UK economy are characterised by relatively low GVA per head, as is demonstrated by the stark variation in the GVA figures within the South East region between Milton Keynes and the M4 corridor and Kent and East Sussex. Despite the close proximity of the motorway network to West Kent, the growing instances of local delays and congestion adversely affect both employees commuting to and from work and businesses relying on fast delivery and/or response times.                             |
| 9.5. | Economic impact and contribution of the project | As above.<br><br>The recent opening of the new Tunbridge Wells Hospital at Pembury, which serves a catchment area totalling some 500,000 people throughout West Kent and shares a number of frontline services with its sister hospital in Maidstone, has further underlined the need for improved strategic highway capacity on the A228/A264 corridor. The Maidstone and Tunbridge Wells NHS Trust employs 4,750 staff and caters for 84,000 inpatients and 387,500 outpatients each year, of which 119,000 make use of Accident and Emergency services. It is clearly vital that the Trust's staff, patients and emergency services in particular are able to access its premises in a swift and reliable manner and therefore the existing congestion on the A264 Pembury Road is a source of deep and widely held concern in this respect. Indeed, there can be no doubt that the unreliability of journeys on this route contributes significantly to the cost of missed hospital outpatient appointments, which amounted to an average of £108 per appointment in 2012/13. <sup>4</sup> |

| 10. Risk  |            |        |                                     |
|---|------------|--------|-------------------------------------|
| Please list identified risks in achieving the project, their likelihood and potential impact (H/M/L), and detail any mitigation plans |            |        |                                     |
| Risk  | Likelihood | Impact | Mitigation                          |
| Technical constraints   | H          | M      | Scheme design to evolve accordingly |

<sup>4</sup> See <http://www.england.nhs.uk/2014/03/05/missed-appts/>

|  |   |   |   |
|--|---|---|---|
| Statutory Undertakers' plant, diversion works and unforeseen circumstances | M | H | Make early C3 enquiries to establish location of plant and the impact of any required remedial work if it cannot be designed out. |
| Traffic management / highways approvals                                    | M | M | Subject to engagement with KCC  |
| Scheme cost inflation / overrun  | M | M | Prepare robust cost estimate  |

#### 11. Key Dependencies

**Inbound:** this project is dependent on the delivery of the following project(s) or activities

| Project/Activity | What is the dependency |
|------------------|------------------------|
| N/A              |                        |

**Outbound:** other project(s) or activities that will not deliver if this project is not completed

| Project/Activity               | What is the dependency |
|--------------------------------|------------------------|
| See Section 9: Outputs (above) |                        |

#### 12. Relevant documentation

|       |   |  |
|-------|---|--|
| 12.1. | What information is currently available to provide further detail on the project? | Kent County Council / Amey Corridor Study.<br>Tunbridge Wells Borough Transport Strategy<br>'Technical Note - A264 Pembury Road Capacity Improvement Programme' - at <b>Appendix A</b> . |
|-------|---|--|

| Author       | Date Form Completed |
|--------------|---------------------|
| Hilary Smith | 09/07/2015          |

## Project Development Pro-forma – A228 Colts Hill Strategic Link

| 1. Proposer's details |                                  |  |
|-----------------------|----------------------------------|--|
| 1.1.                  | Contact name                     | Hilary Smith, Economic Development Manager   |
| 1.2.                  | Organisation                     | Tunbridge Wells Borough Council  |
| 1.3.                  | Address                          | Town Hall<br>Royal Tunbridge Wells<br>Kent<br>TN1 1RS                                      |
| 1.4.                  | Tel / mobile                     | 01892 554433   |
| 1.5.                  | Email                            | <a href="mailto:hilary.smith@tunbridgewells.gov.uk">hilary.smith@tunbridgewells.gov.uk</a> |
| 1.6.                  | Name of project/scheme developer | Vicki Hubert<br>Strategic Transport and Development Planner<br>Kent County Council         |

| 2. Sponsoring Local Authority |                              |                         |
|-------------------------------|------------------------------|-------------------------|
| 2.1.                          | Local authority area         | Tunbridge Wells Borough |
| 2.2.                          | Local authority lead officer | Hilary Smith            |
| 2.3.                          | Email                        | As above                |
| 2.4.                          | Tel / mobile                 | As above                |

| 3. Project details |                          |   |
|--------------------|--------------------------|---|
| 3.1.               | Name of project          | A228 Colts Hill Strategic Link  |
| 3.2.               | Project address/location | A228 Maidstone Road between junctions with Old Church Road and Badsell Road |

|      |   |   |
|------|---|---|
| 3.3. | Project description (summary)   | <p>The primary aim of the project is to improve connectivity within West Kent in order to strengthen the local economy and support future growth. The provision of a new, high-standard strategic link to the west of Colts Hill will support the achievement of this aim by addressing the present journey time reliability issues on the A228 between Pembury and Paddock Wood through the provision of sufficient highway capacity to meet present and future demand. It will also enhance the safety record of the A228 at Colts Hill, which is currently poor due to factors such as its poor horizontal and vertical alignment and the numerous side roads and private accesses, many of which suffer from restricted visibility. The scheme would have the further benefits of reducing the present route's local noise and air quality impacts on the residents of Colts Hill.</p> <p>The project has previously been the subject of feasibility studies conducted by the Local Highway Authority, Kent County Council (KCC), and its consultants. However, there is a need to review and update this work, with a view to progressing the scheme through its outline and detailed design stages, undertaking the necessary public consultation exercises and securing planning and environmental consents.</p> <p>It has historically been difficult to secure match funding for the scheme, as it is located some distance from major centres of growth and does not directly provide access to new development sites. Nevertheless, the preparation of new Local Plans for Tonbridge and Malling and Tunbridge Wells Boroughs – work on which is shortly to commence – presents an opportunity to identify and explore new funding opportunities arising from development and other sources.</p> |
| 3.4. | Intended start date   | 2019/20 – on-site construction  |
| 3.5. | Expected completion date  | 2020/21   |
| 3.6. | Estimated project cost (specify date, e.g. at January 2015 prices). Identify any VAT. | c.£40 million (at July 2015)  |
| 3.7. | Estimated LGF contribution sought.  | c.£25 million (inc. £500,000 for planning and design)   |
| 3.8. | When is the funding sought at 3.7 required.   | 2016/17 - £100,000<br>2017/18 - £200,000<br>2018/19 - £200,000<br>2019/20 - £15 million<br>2020/21 - £10 million  |
| 3.9. | Have State Aid rules been considered when applying for funding?                       | Yes   |

| 4. Project Rationale |   |  |
|----------------------|---|--|
| 4.1.                 | Strategic fit                                   | The scheme accords strongly with the ambitions and objectives set out in the South East Local Enterprise Partnership (SELEP)'s Strategic Economic Plan and it is identified as a priority project in KCC's Transport Delivery Plan, <i>Growth without Gridlock</i> , the West Kent Partnership (WKP)'s West Kent Priorities for Growth document, and the Tunbridge Wells Borough Transport Strategy. |
| 4.2.                 | What evidence is there of need for the project? | See 'A228 Colts Hill Bypass – The Strategic Economic Case'   |
| 4.3.                 | Current planning status                         | Planning consent to be sought. Process anticipated to have 2-3 year duration, as per project timescales above.   |
| 4.4.                 | Current constraints or barriers to delivery     | Landowner agreement and/or Compulsory Purchase<br>Planning considerations – scheme is partially within the High Weald Area of Outstanding Natural Beauty (AONB)<br>Legal challenge<br>Technical considerations – including known groundwater and aquifer issues<br>Funding availability  |

| 5. Options  |          |  |
|---|----------|--|
| Please list all other options that have been considered to achieve the project objectives. These should include a 'do nothing option', and alternative funding option(s). These should be explained with reasons for rejection. |          |  |
| 5.1.  | Option 1 | <b>Do nothing</b> – if the A228 at Colts Hill is left to operate in its current condition, this would lead to further levels of congestion and journey time unreliability both directly and within the surrounding area as drivers increasingly seek to avoid this route, thus hindering future economic and housing growth in Tunbridge Wells and the neighbouring Borough of Tonbridge and Malling. It is also likely that the safety record of the route would also remain poor.  |
| 5.2.  | Option 2 | <b>Focus on sustainable transport interventions as an alternative to highway improvements</b> – whilst TWBC strongly supports the promotion of walking, cycling and public transport as part of the solution to the Borough's existing and future transport challenges, it is clear that many of the vehicular journeys that utilise the A228 at Colts Hill cannot practically be transferred to these modes, due to the strategic nature of this route and the consequent characteristics of average journey length, type (e.g. proportion of freight) and the distance between local settlements. On this basis, it is considered necessary to enhance highway capacity at this location, although opportunities to enhance sustainable transport provision as part of the project will be explored. |

|      |          |  |
|------|----------|--|
| 5.3. | Option 3 | <p><b>Fund scheme through Section 106 Agreements and/or the Community Infrastructure Levy</b> – In view of the fact that the proposed scheme is part of a strategic solution to the further growth in traffic levels envisaged by the Tunbridge Wells and Tonbridge and Malling Local Plans, it has – and will continue to be – difficult to secure sufficient financial contributions to the project from individual development sites, many of which are situated some distance from the A228 corridor but will nevertheless have significant cumulative impacts upon it. Whilst TWBC intends to introduce a Community Infrastructure Levy (CIL) as part of the preparation of its Local Plan; the proceeds from which may facilitate the provision of new highway infrastructure, the Council is highly unlikely to be in a position to deliver improvements on the scale proposed in this submission for many years, during which journey time reliability for commuters, business travellers and deliveries are likely to worsen considerably, which could threaten inward investment in the Borough and surrounding areas.</p> |
|------|----------|--|

| 6. Project Partners   |  |  |
|---|--|--|
| Please list strategic and delivery partners engaged in the project, including lead partners |  |  |
| Organisation name and address   | Contact name, email and telephone number   | Role and status in project   |
| 6.1. Kent County Council  | Earl Bourner<br><a href="mailto:Earl.Bourner@kent.gov.uk">Earl.Bourner@kent.gov.uk</a> | Tunbridge Wells District Manager<br>Local Highway Authority Lead Contact                       |
| 6.2. Tonbridge and Malling Borough Council  | Andy Edwards<br><a href="mailto:Andy.Edwards@tmbc.gov.uk">Andy.Edwards@tmbc.gov.uk</a> | Neighbouring Local Planning Authority  |
| 6.3. Greg Clark MP  | Greg Clark<br><a href="mailto:greg@gregclark.co.uk">greg@gregclark.co.uk</a>           | Local Member of Parliament   |
| 6.4. Capel Parish Council   | Cliff Norrington / Charles Mackonochie<br>01892 837524                                 | Local Parish Council   |
| 6.5. Pembury Parish Council   | June Crowhurst / David Coleman<br>01892 823193   | Neighbouring Parish Council  |
| 6.6. Brenchley Parish Council   | Mike Mackenzie<br>01892 723586   | Neighbouring Parish Council  |
| 6.7. Paddock Wood Town Council  | Sarah Hamilton<br>01892 837373   | Neighbouring Town Council  |
| 6.8. Maidstone and Tunbridge Wells NHS Trust  | Alan Hewett<br><a href="mailto:alan.hewett@nhs.net">alan.hewett@nhs.net</a>            | Local stakeholder and major employer deriving access to Tunbridge Wells Hospital via the A228. |

| 7. Funding Sources   |                        |            |                          |  |
|--|------------------------|------------|--------------------------|--|
| Please provide details of other sources of funding (including EU) that are proposed to be used alongside the contribution outlined in 3.7. Please include details of the name of the funding source, amount of funding that has been provided, amount of funding anticipated, and general type of funding. What private investment would be directly leveraged by the public investment? |                        |            |                          |  |
|  | Name of funding source | Amount (£) | Anticipated / committed? | Type (Government grant, private, income, etc.) |
| 7.1.   | TBC                    |            |                          |  |
| 7.2.   |                        |            |                          |  |
| 7.3.   |                        |            |                          |  |

| 8. Contribution to the revolving funds |   |                   |
|--|---|-------------------|
| 8.1.                                   | If loan funding is requested how will it be repaid? e.g. developer contributions  | N/A               |
| 8.2.                                   | Do you anticipate that the total value of the LGF investment will be repaid? If not, how much will be repaid?                               | N/A               |
| 8.3.                                   | Anticipated timetable for repayment<br>Please ensure this is consistent with information provided at 3.6 to 3.8(including any Appendix) and | 2015/16 - 2019/20 |
|  |   | 2020/21 - 2025/26 |
|  |   | After 2026        |
|  |   | Total             |
|  |   |                   |

| 9. Outputs  |   |  |
|---|---|--|
| Give estimates of the benefits delivered by the project. Where possible, show deliverables in each year of the funding period. Reference the source for estimates (e.g. Economic Impact Assessment Appraisal, scheme delivery plans etc). |   |  |
| 9.1.  | New homes                               | The Tunbridge Wells Site Allocations Development Plan Document (DPD), which has recently been submitted to the Secretary of State for Examination, proposes approximately 5,000 new dwellings in and around the Tunbridge Wells urban area during the current Core Strategy period to 2026. Additionally, some 600 dwellings have provisionally been allocated to Paddock Wood, whose primary vehicular access to Tunbridge Wells is gained via the A228. However, it is likely that these figures will increase during the preparation of the new Tunbridge Wells Local Plan, work on which is scheduled to commence shortly. |
| 9.2.  | Employment floorspace (m <sup>2</sup> ) | See below.   |

|      |   |   |
|------|---|---|
| 9.3. | Jobs created or safeguarded                     | Sufficient employment floorspace to accommodate 1,160 new jobs are proposed on the A264/A228 corridor to the east of Tunbridge Wells in the Site Allocations DPD; however the viability of these proposals is heavily dependent on transport infrastructure investment. Indeed, some 80% of the Confederation of British Industry (CBI)'s members have reported that transport connectivity is of significant importance to their investment decisions. <sup>5</sup>  |
| 9.4. | Other outputs (e.g. GVA uplift)                 | See <b>Appendix A</b> .<br><br>In 2008, West Kent's GVA per capita was just 74% of the South East regional average. In order to address this issue, the West Kent Partnership's West Kent Priorities for Growth strategy (January 2014) states that further targeted investment to support the area's economy is now needed. The strategy notes that a key issue both for existing West Kent businesses and new companies being created or who are considered relocating to the area is maintaining and improving local connectivity. Indeed, it is apparent that areas of England that are more remote from the core UK economy are characterised by relatively low GVA per head, as is demonstrated by the stark variation in the GVA figures within the South East region between Milton Keynes and the M4 corridor and Kent and East Sussex. Despite the close proximity of the motorway network to West Kent, the growing instances of local delays and congestion adversely affect both employees commuting to and from work and businesses relying on fast delivery and/or response times. There is particular concern over the lack of high quality and reliable north-south road and rail links through the region, not least the unimproved sections of the A228. |
| 9.5. | Economic impact and contribution of the project | As above and at <b>Appendix A</b> .<br><br>The recent opening of the new Tunbridge Wells Hospital at Pembury, which serves a catchment area totalling some 500,000 people throughout West Kent and shares a number of frontline services with its sister hospital in Maidstone, has further underlined the need for improved strategic highway capacity on the A228 corridor. The Maidstone and Tunbridge Wells NHS Trust employs 4,750 staff and caters for 84,000 inpatients and 387,500 outpatients each year, of which 119,000 make use of Accident and Emergency services. It is clearly vital that the Trust's staff, patients and emergency services in particular are able to access its premises in a swift and reliable manner and therefore the existing standard of the A228 at Colts Hill is a source of deep and widely held concern in this respect. Indeed, there can be no doubt that the unreliability of journeys through Colts Hill contributes significantly to the cost of missed hospital outpatient appointments, which amounted to an average of £108 per appointment in 2012/13. <sup>6</sup>   |

<sup>5</sup> See <http://www.cbi.org.uk/business-issues/infrastructure/transport/>

<sup>6</sup> See <http://www.england.nhs.uk/2014/03/05/missed-appts/>

| 10. Risk  |            |        |  |
|---|------------|--------|--|
| Please list identified risks in achieving the project, their likelihood and potential impact (H/M/L), and detail any mitigation plans |            |        |  |
| Risk  | Likelihood | Impact | Mitigation                                   |
| Technical constraints   | H          | M      | Scheme design to evolve accordingly          |
| Landowner objections  | M          | M      | Subject to negotiation                       |
| Planning constraints  | M          | M      | Scheme design to evolve accordingly          |
| Legal challenge   | H          | M      | Subject to specialist advice and negotiation |
| Traffic management / highways approvals   | M          | M      | Subject to engagement with KCC               |
| Scheme cost inflation / overrun   | M          | M      | Prepare robust cost estimate                 |

| 11. Key Dependencies   |                        |
|--|------------------------|
| <b>Inbound:</b> this project is dependent on the delivery of the following project(s) or activities    |                        |
| Project/Activity   | What is the dependency |
| See Section 4.4: Constraints (above)   |                        |
| <b>Outbound:</b> other project(s) or activities that will not deliver if this project is not completed |                        |
| Project/Activity   | What is the dependency |
| See Section 9: Outputs (above)   |                        |

| 12. Relevant documentation |   |  |
|----------------------------|---|--|
| 12.1.                      | What information is currently available to provide further detail on the project? | Kent County Council Feasibility Studies.<br>Tunbridge Wells Borough Transport Strategy<br>'A228 Colts Hill Bypass - The Strategic Economic Case' |

| Author       | Date Form Completed |
|--------------|---------------------|
| Hilary Smith | 09/07/2015          |