



Medway Estuary and Swale Strategy

Appendix R: Partnership Funding Plan

August 2018

Mott MacDonald
Mott MacDonald House
8-10 Sydenham Road
Croydon CR0 2EE
United Kingdom

T +44 (0)20 8774 2000
F +44 (0)20 8681 5706
mottmac.com

Environment Agency
Guildbourne House
Chatsworth Road
Worthing

Medway Estuary and Swale Strategy

Appendix R: Partnership Funding Plan

August 2018

Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
A	29/06/18	N Del Estal	B Riley	Z Hutchison	Draft for issue and comment
B	16/05/18	B Riley	L Eyres	Z Hutchison	Updated for issue
C	09/07/18	B Riley	L Eyres	Z Hutchison	Updated for issue
D	17/08/18	B Riley	L Eyres	Z Hutchison	Final

Document reference: MMD-347800-A-RE-015-D

Information class: Standard

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1 Introduction

The Environment Agency has appointed Mott MacDonald (MM) to develop the Medway Estuary and Swale Coastal Flood and Erosion Strategy (hereafter known as MEASS), with the aim of providing a Flood and Coastal Risk Management (FCRM) Strategy for the Tidal Medway Estuary, the Swale Estuary, and the Isle of Sheppey. The aim of MEASS is to assess how to best manage the coastline to protect people, properties, designated habitats, and agricultural land from coastal flood and erosion risk. As with all flood and coastal risk management work, the wider impacts must be considered. This means that the best technical solutions for defences need to be found, while also considering the impacts and benefits for local communities, the environment, and the cost to the tax payer.

The Strategy that has been produced consists of a Strategy Appraisal Report (StAR) document which summarises the business case and key financial information. The StAR document is supported by several Technical Appendices, which together, provide the details behind the decisions made within the StAR. Technical Appendix H: Implementation Plan forms an important appendix to MEASS and provides clear and concise actions and roles for the implementation of the Strategy.

The Implementation Plan has identified obtaining Partnership Funding for the Strategy to be a key risk in the implementation of the capital schemes identified. Therefore, this Appendix aims to summarise key information required to be able to assess the core funding strategy which should be adopted for each capital scheme. The Implementation Plan has recommended an Integrated Landscape and Green Infrastructure Study as part of the work to look for Partnership Funding, and this Appendix will help inform this study.

It is to be noted that this Appendix only focusses on Benefit Areas which have a capital flood risk management scheme planned as part of the implementation. Managed Realignment schemes are not covered within this Appendix as individual pages, as the costs are split proportionately across the Hold the Line frontages and therefore overall costs are included across the different Benefit Areas. Furthermore, schemes which will be presenting a moderation case will be undertaking a cost effectiveness analysis and have also not been included within this Appendix.

Only high-level details are included within this Appendix. Further information on stakeholders, communities and wider opportunities and risks can be found in the Implementation Plan.

2 Partnership Funding Strategy

Following approval of the Strategy, a more detailed funding Strategy will be produced by the KSL Area Team. This will take the information developed for the Strategy and will start the more specific funding discussions with different organisations and beneficiaries of the Strategy.

There are a number of different levels of contributions which can be provided by different organisations. Generally, this can be split into three levels across the whole life cost of the project including:

- **Efficient project delivery providing efficiency savings:** As this is a very large Strategy covering many areas, there are likely to be a number of efficiencies through a more detailed optioneering process that can be achieved at appraisal stage. Through reducing risks, and value engineering, costs of implementing the Strategy could be reduced. This will be a focus of the KSL Area Team as well as the Consultant(s) commissioned to take some of these projects forward.
- **Direct financial contribution to the scheme:** This will be one of the hardest types of contribution to secure but will likely be the main type of contribution required for the Strategy. Discussions around potential contributions are required to be undertaken by the KSL Area Team prior to Outline Business Case (OBC) stage to ensure the effective delivery of the project once the appraisal is undertaken. Agreeing Heads of Terms can be a lengthy process and these timelines are highlighted in the Implementation Plans (Technical Appendix H of the Strategy).
- **In-kind funding:** This may include the use of land for construction, provision of materials for works, reduction in fees for planning applications, provision of data etc.

The potential sources of funding that have been highlighted throughout this Report have been summarised in Table 1, alongside the potential type of funding contribution they may be able to provide. Furthermore, they have been identified and categorised under the following stakeholder categories:

- **Core potential funder and partner for the scheme – Stakeholders who have a legal or statutory responsibility for managing the risks associated with flooding within the MEASS area.** Typically likely to be the Risk Management Authorities, Riparian landowners and third part asset owners.
- **Wider stakeholder – A stakeholder who will realise benefit from the preferred scheme through better protection from tidal flooding or erosion.**
- **Other sources – Organisations who have access to funding or can act as facilitators for funding where the aims of the funding sources align with the aim of the Strategy.** This may include LEP funding.

Table 1: Summary of beneficiaries and potential funding for the Strategy

Beneficiary	BA's applicable	Assets better protected	Type of Stakeholder	Type of potential contributions		
				Project delivery	Financial contributions	In-kind contributions
Abbey Fields	BA7.2b	Land at risk of flooding	Wider Stakeholders		Yes	Yes
Aylesford Priory	BA3.4	Aylesford Priory	Wider Stakeholders		Yes	Yes
Block Works	BA5.1	Block Works	Wider Stakeholders		Yes	Yes
Businesses within Kingsnorth Industrial Estate	BA1.2	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Businesses within Offiserve, Knights Park and Conquest Industrial Estate and Tannery Court Business Centre	BA2.1	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Businesses within Castle View Business Park	BA2.2	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Businesses within Pier Road Industrial Estate and Owens Way Industrial Estate	BA2.3	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Businesses within Mid Kent Business Park and Cottage and Yew Tree Industrial Estate	BA3.3	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Businesses within Deacon Industrial Estate and Britannia Business Park	BA3.4	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Businesses within Industrial Estates around Sittingbourne	BA5.2	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Businesses within a number of industrial estates at Sheerness	BA11.2	Commercial businesses -buildings at risk of flooding	Wider Stakeholders		Yes	Yes
Caravan Parks	BA9.2	Caravan parks and associated buildings and infrastructure	Wider Stakeholders		Yes	
Damhead Creek Power Station	BA1.2	Damhead Creek Power Station	Core funder		Yes	Yes
Highways Agency	BA5.1	Entrance to Sheppey Crossing	Wider Stakeholders		Yes	
Historic Assets – protection/enhancement/regeneration funding	BA2.3, BA5.2, BA11.2	Chatham Historic Dockyard (BA2.3) Sittingbourne and Kemsley Light Railway (BA5.2)	Other Sources		Yes	

Beneficiary	BA's applicable	Assets better protected	Type of Stakeholder	Type of potential contributions		
				Project delivery	Financial contributions	In-kind contributions
		Sheerness protected buildings (BA11.2)				
Kingsnorth Power Station	BA1.2	Kingsnorth Power Station	Core funder		Yes	Yes
Medway Council	BA2.1, BA2.2, BA2.3, BA3.2, BA4.1	Medway Towns and Marshes	Core funder	Yes	Yes	Yes
Morrisons	BA5.1	Distribution Centre near Sittingbourne	Wider Stakeholder		Yes	
Network Rail	BA1.2, BA2.1, BA2.2, BA3.2, BA3.3, BA5.1	Industrial line serving BP Isle of Grain in (BA1.2) Southeastern line Strood to Cuxton section (BA2.1) Southeastern line Strood to Chatham (BA2.2) Southeastern line Cuxton to New Hythe (BA3.2) Southeastern line New Hythe to Aylesford Southeastern line Sittingbourne to Swale (BA5.1)	Core funder		Yes	
Peel Ports	BA11.2	Sheerness port infrastructure	Wider Stakeholder		Yes	Yes
Queenborough Marina	BA11.2	Queenborough marina and tidal gate	Wider Stakeholder		Yes	Yes
RFCC	BA2.1, BA2.2, BA2.3, BA3.2, BA3.4, BA4.4, BA5.2, BA7.2a, BA7.2b, BA9.1, BA9.2, BA11.1	Communities and residential properties	Other Sources		Yes	
Ridham Docks	BA5.1	Ridham Docks and associated businesses	Wider Stakeholder		Yes	Yes
Riverside Country Park	BA4.1	Visitor centre and walks	Wider Stakeholder		Yes	Yes
Saint Mary's Island - developers	BA2.3	Currently are responsible for maintenance of some of the defences	Core Funder		Yes	
Shephard Neame Brewery	BA7.2a	Brewery and associated buildings	Wider Stakeholder		Yes	
Sittingbourne and Kemsley Light Railway	BA5.2	Light railway line – historic and tourism importance	Wider Stakeholder Other Sources		Yes	
Smurfit Kappa Recycling	BA3.3	Recycling centre	Wider Stakeholder		Yes	Yes

Beneficiary	BA's applicable	Assets better protected	Type of Stakeholder	Type of potential contributions		
				Project delivery	Financial contributions	In-kind contributions
Southern Water	BA2.1, BA.3.3, BA5.1, BA7.2a	Sewerage works (BA2.1, BA3.3, BA5.1, and BA7.2a)	Wider Stakeholder		Yes	
Swale Borough Council	BA3.4, BA5.2, BA7.2a, BA7.2b, BA9.1, BA9.2, BA11.1, BA11.2	Towns, villages and recreational spaces In BAs9.1, 10.1 and 11.1– lead local authority for erosional defences	Core funder	Yes	Yes	Yes
Tonbridge and Malling Council	BA3.3, BA3.4	Residential properties and communities at risks	Core funder	Yes	Yes	Yes
Tourism – funding pots related to tourism and recreation spaces	BA2.3, BA4.1, BA4.4, BA5.2, BA7.2a, BA9.1, BA9.2	Historic Chatham Dockyard (BA2.3) Riverside Country Park (BA4.1) Brickfields site (BA4.4) Sittingbourne and Kemsley Light Railway (BA5.2) Faversham (BA7.2a) Leysdown Beach (BA9.1 and BA9.2)	Other sources		Yes	

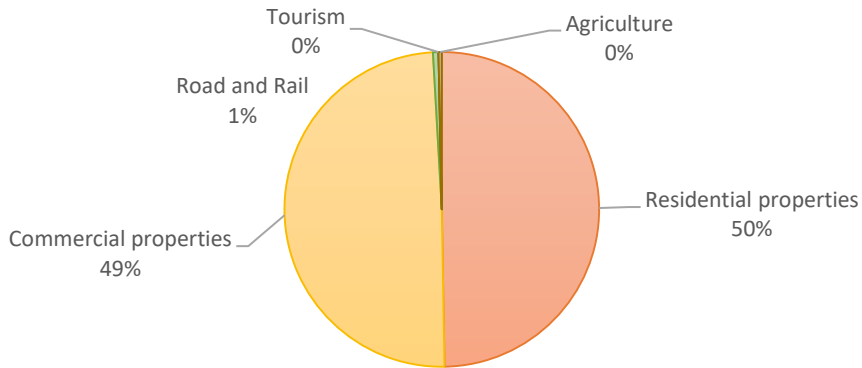
3 Partnership Funding Plans per Benefit Areas

Funding Plan - Benefit Area 1.2 Kingsnorth

Preferred Option: Maintain defences until year 8. Then raise (sustain) the embankment, seawall, and rock revetment in year 8.

PV Whole Life Cost	PF Score	External Contributions Required
£22,054k	10%	£19,759k

Benefits proportion:



Key infrastructure benefiting from protection:

- Kingsnorth Power Station
- Damhead Creek Power Station
- Kingsnorth Industrial Estate
- Railway alongside A228 (industrial line used for BP Isle of Grain Terminal)

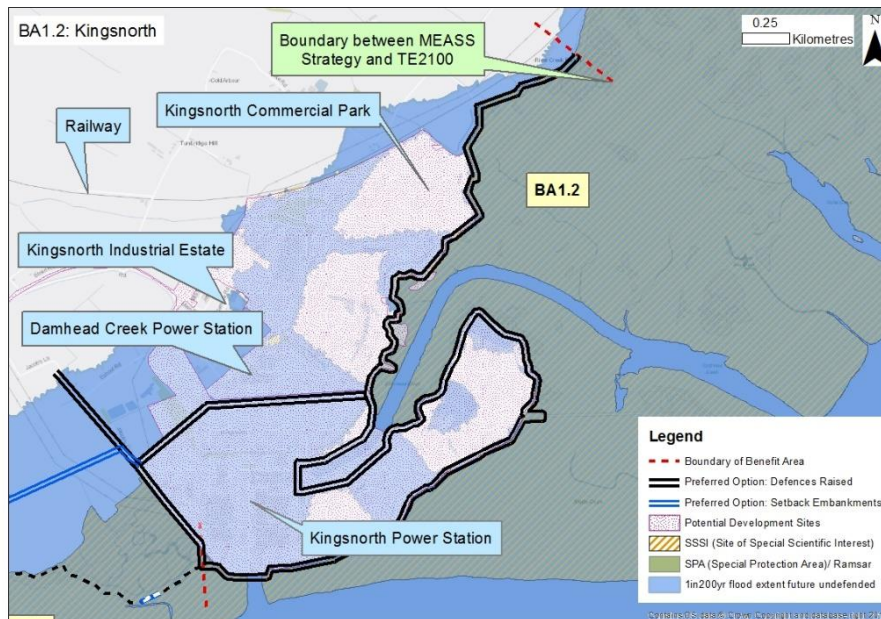
Potential Funders:

- Kingsnorth Power Station
- Damhead Creek Power Station
- Local businesses in Kingsnorth Industrial Estate
- National Rail /BP

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	No	No	Yes	No

Do Nothing Flood Map

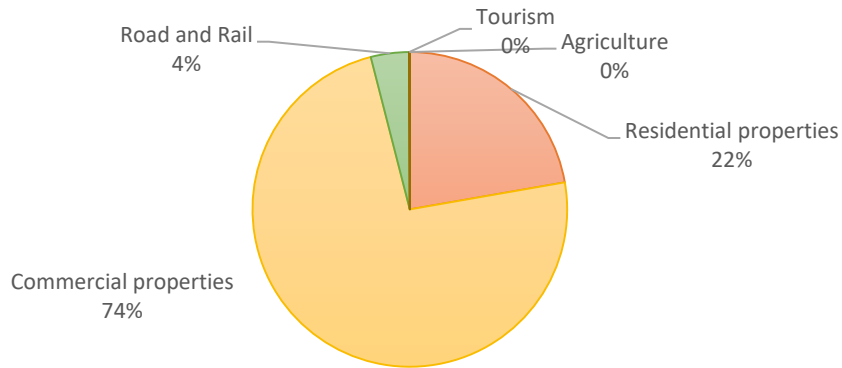


Funding Plan - Benefit Area 2.1 Medway Towns-Lower Upnor to Medway Bridge

Preferred Option: Raise (sustain) embankments, walls, flood gates and revetments

PV Whole Life Cost	PF Score	External Contributions Required
£20,534k	14%	£17,618k

Benefits proportion:



Key infrastructure benefiting from protection:

Industrial estates including Offiserve, Knights Park and Conquest Industrial Estate
 Railway Line - Strood to Cuxton section - Southeastern line
 Tannery Court Business Centre
 Sewerage Works

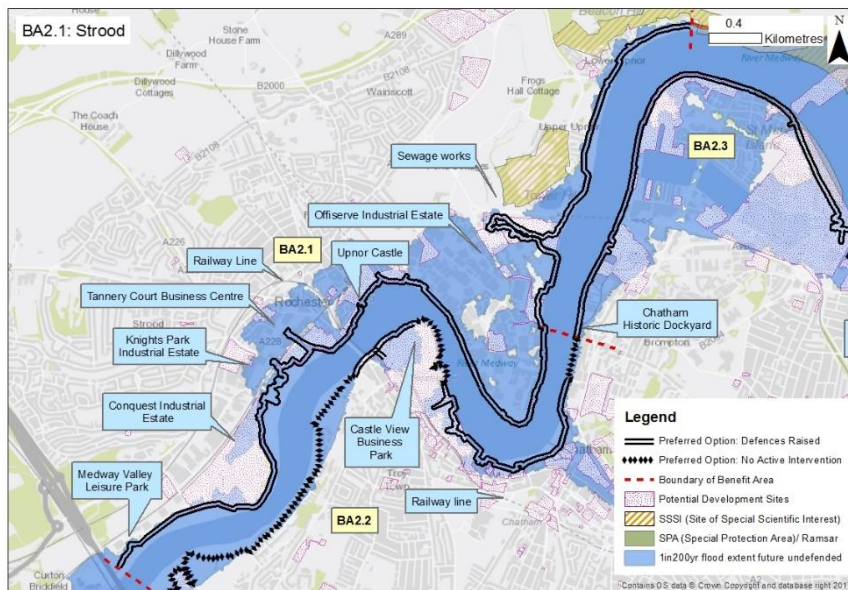
Potential Funders:

- Medway Council
- Industry along the water front
- National Rail
- Local Levy/ RFCC
- Local Developers
- Southern Water

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	Yes	Yes	Yes	No

Do Nothing Flood Map

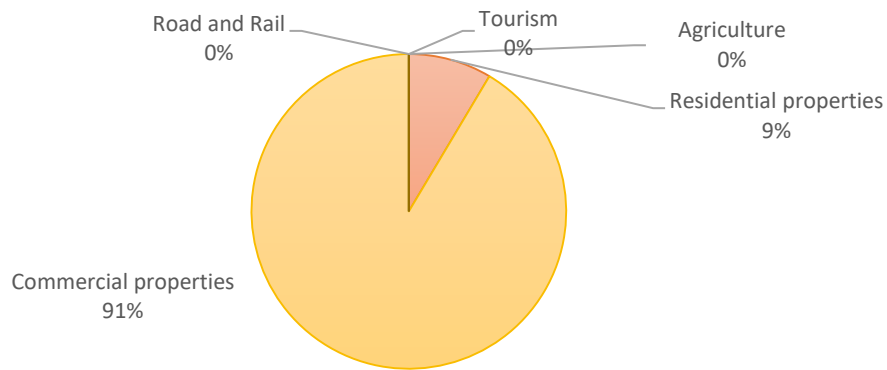


Funding Plan - Benefit Area 2.2 Medway Towns-Medway Bridge to West St Mary's Island

Preferred Option: Raise (sustain) seawalls and sheet piling in localised areas

PV Whole Life Cost	PF Score	External Contributions Required
£5,417k	18%	£4,440k

Benefits proportion:



Key infrastructure benefiting from protection:

Castle View Business Park
 Railway Line - Strood to Chatham line - Southeastern
 Railway

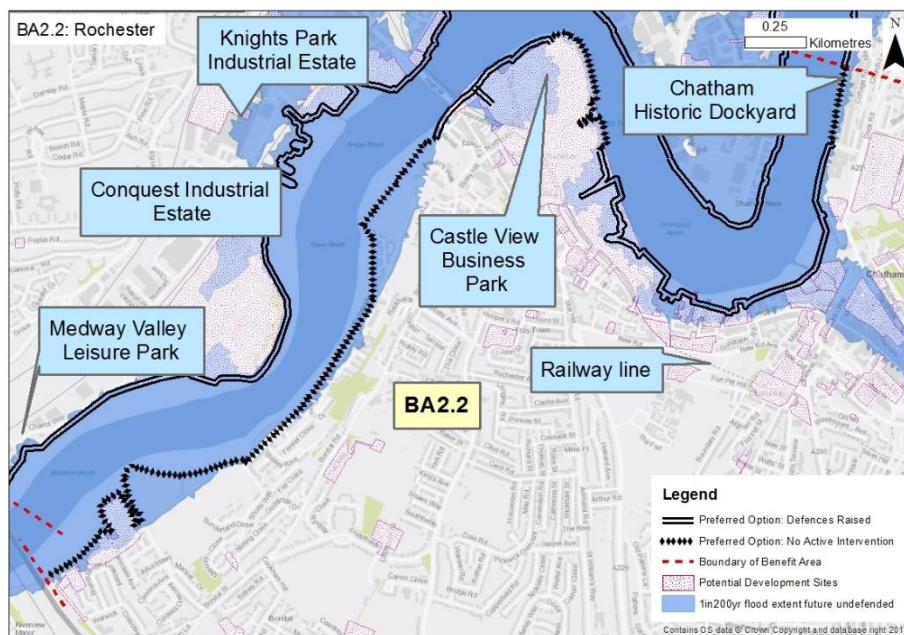
Potential Funders:

- Medway Council
- Local Levy/ RFCC
- Local Businesses
- Developers
- Network Rail

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	Yes	Yes	Yes	No

Do Nothing Flood Map

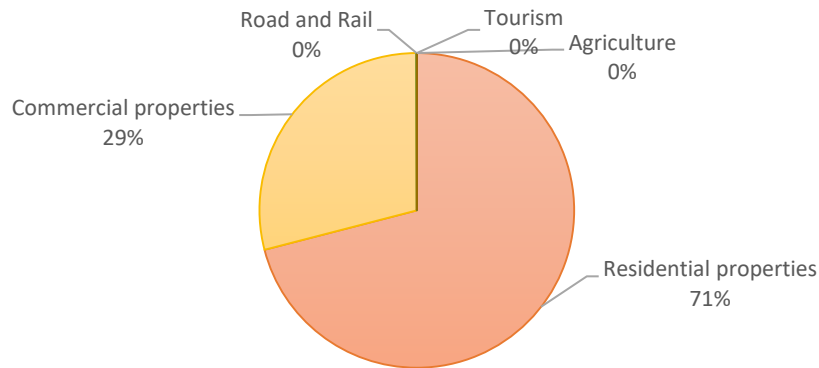


Funding Plan - Benefit Area 2.3 Medway Towns- St Mary's Island to the Strand

Preferred Option: Raise (sustain) embankments, walls, flood gates, and sheet piling.

PV Whole Life Cost	PF Score	External Contributions Required
£16,124k	33%	£10,783k

Benefits proportion:



Key infrastructure benefiting from protection:

Pier Road Industrial Estate and Owens Way Industrial Estate

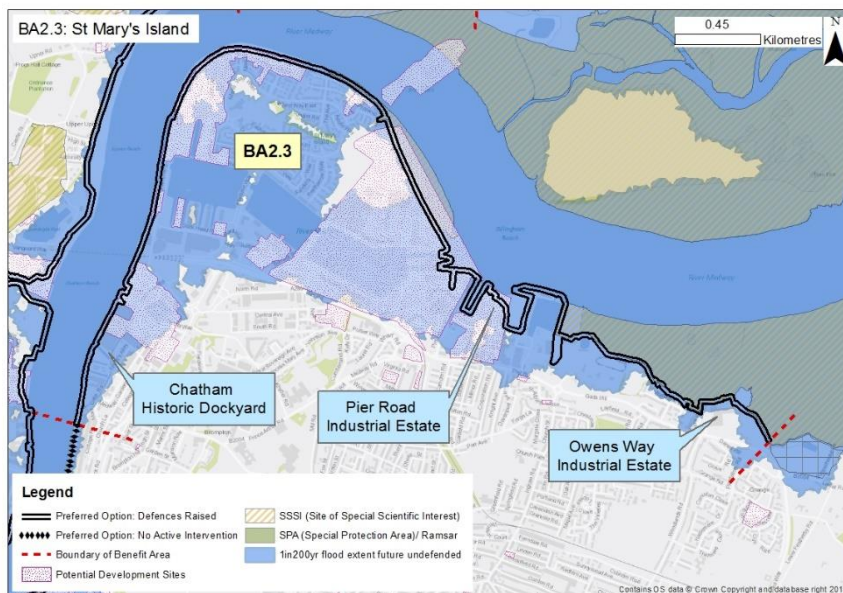
Potential Funders:

- Medway Council
- Industry along the water front
- Historic Dockyard
- St Mary's Island - currently maintain some of the defences
- Local Levy/ RFCC

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	Yes	Yes	Yes	Yes

Do Nothing Flood Map

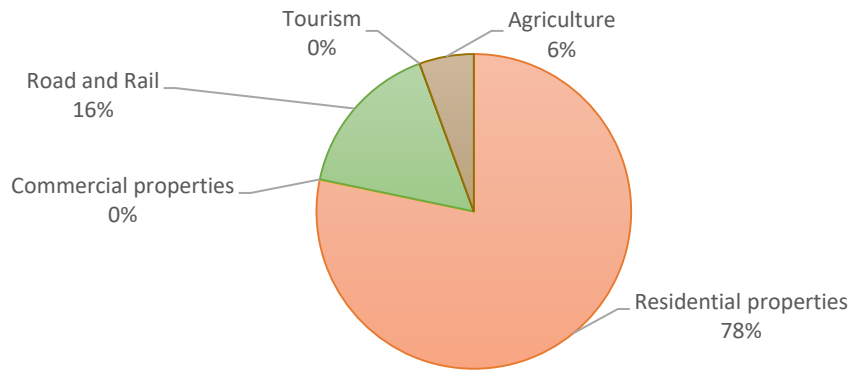


Funding Plan - Benefit Area 3.2 Upper Medway- North Halling to Snodland.

Preferred Option: Construct new setback embankments at Halling Marshes. Raise (sustain) embankments, walls and flood gates in localised areas.

PV Whole Life Cost	PF Score	External Contributions Required
£1,725k	28%	£1,236k

Benefits proportion:



Key infrastructure benefiting from protection:

Limited infrastructure in this area.

Railway - Cuxton to New Hythe route -
Southeastern Railway

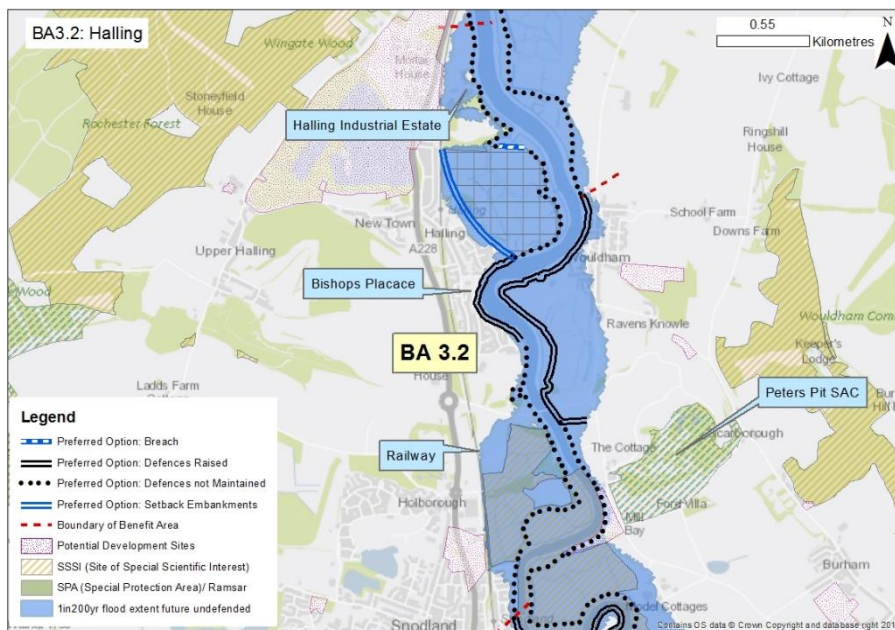
Potential Funders:

- Medway Council
- Local Levy and RFCC
- Land and property owners
- Network Rail

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	No	No	Yes

Do Nothing Flood Map

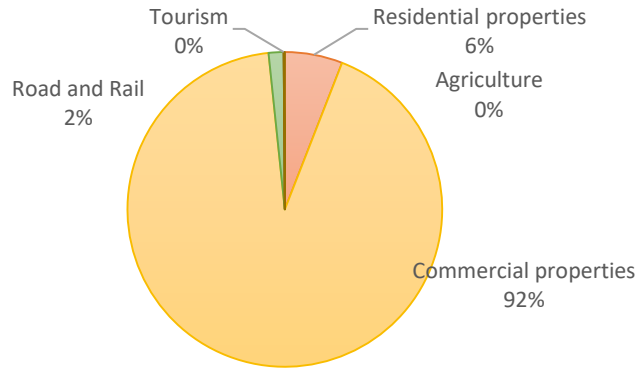


Funding Plan - Benefit Area 3.3 Upper Medway-Snodland to Allington Lock

Preferred Option: Raise (sustain) embankments, walls and flood gates from year 20.

PV Whole Life Cost	PF Score	External Contributions Required
£17,628k	76%	£4,285k

Benefits proportion:



Key infrastructure benefiting from protection:

Railway - New Hythe to Aylesford - Southeastern Railway
 Smurfit Kappa Recycling
 Mid Kent Business Park
 Sewage Works
 Cottage and Yew Tree Industrial Estate

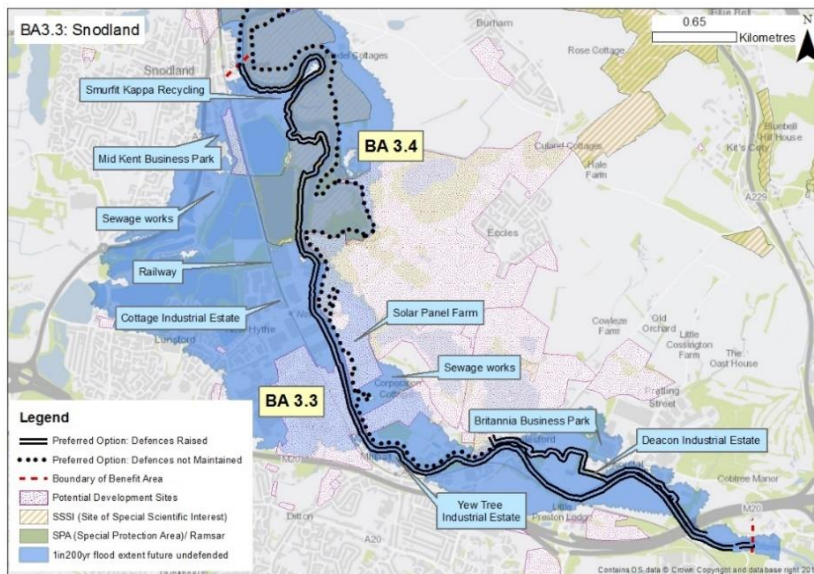
Potential Funders:

- Network Rail
- Land and property owners
- Local Businesses
- Tonbridge and Malling Council
- Southern Water

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	No	No	No

Do Nothing Flood Map

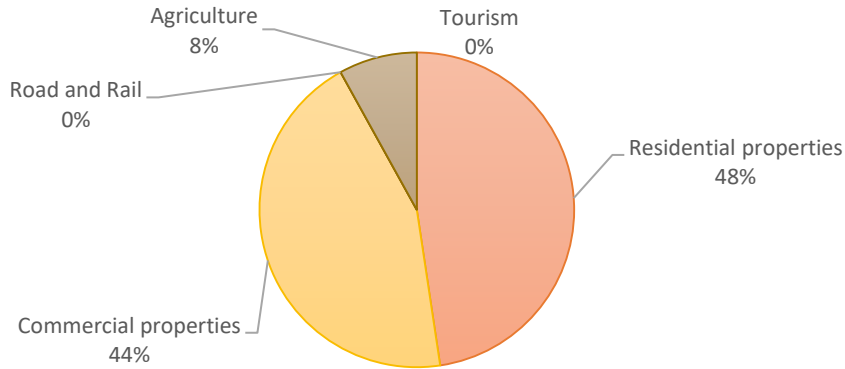


Funding Plan - Benefit Area 3.4 Upper Medway-Allington Lock to North Woulham

Preferred Option: Raise (sustain) embankments, walls and flood gates in localised areas.

PV Whole Life Cost	PF Score	External Contributions Required
£10,708k	16%	£8,952k

Benefits proportion:



Key infrastructure benefiting from protection:

- Aylesford Priory
- Deacon Industrial Estate
- Britannia Business Park

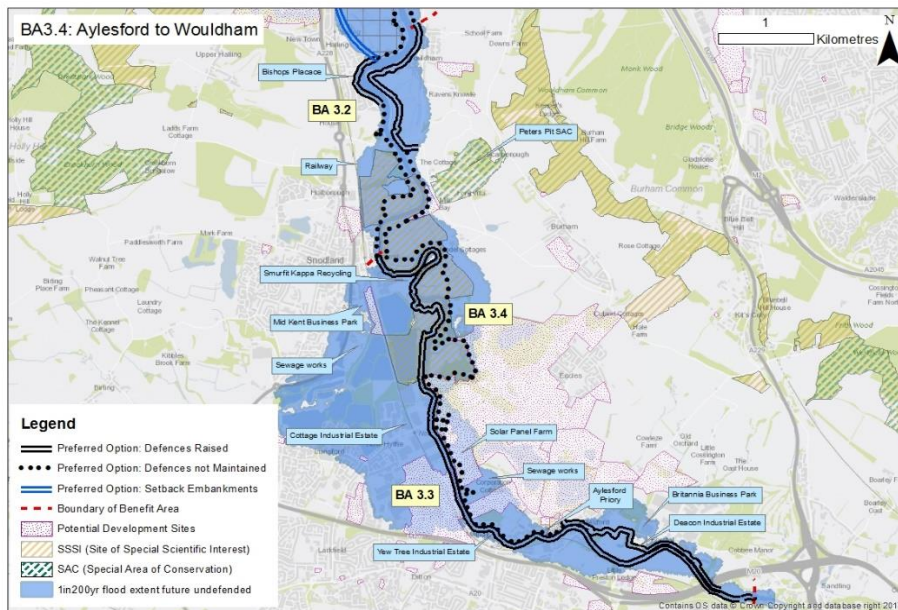
Potential Funders:

- Local Businesses
- Tonbridge and Malling Council
- RFCC and Local Levy
- Aylesford Priory

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	No	No	Yes

Do Nothing Flood Map

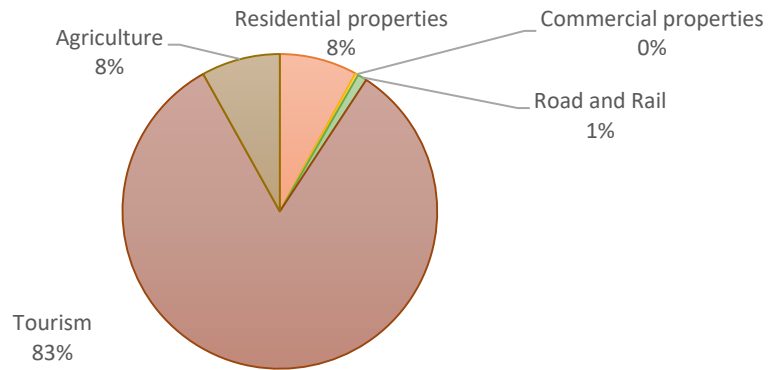


Funding Plan - Benefit Area 4.1 Medway Marshes- The Strand to west Motney Hill

Preferred Option: Construct new setback embankments at Danes Hill and sustain embankments, walls and flood gates around other areas.

PV Whole Life Cost	PF Score	External Contributions Required
£4,846k	13%	£4,222k

Benefits proportion:



Key infrastructure benefiting from protection:

Riverside Country Park

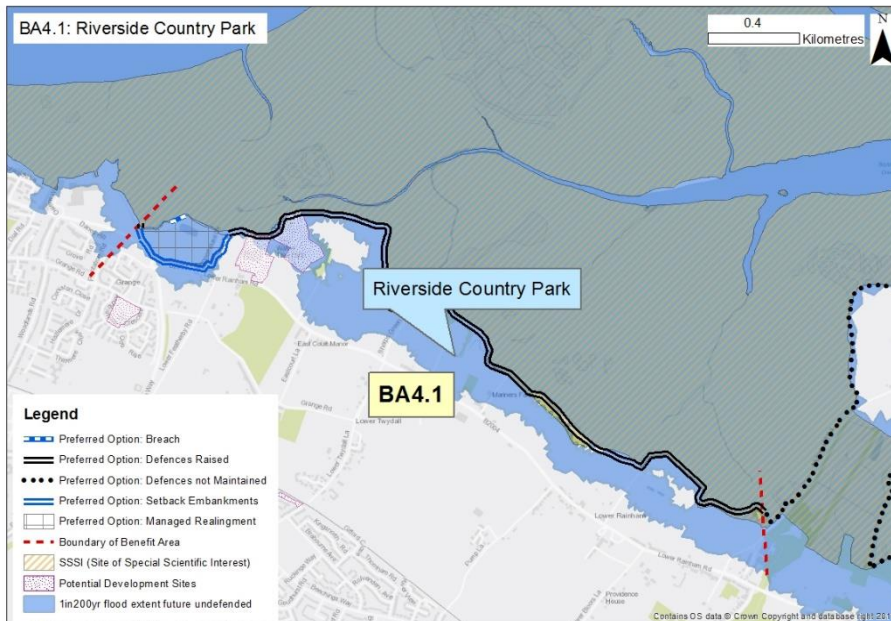
Potential Funders:

- Local Landowners
- Medway Council
- Tourism Funds

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	No	No	Yes	No

Do Nothing Flood Map

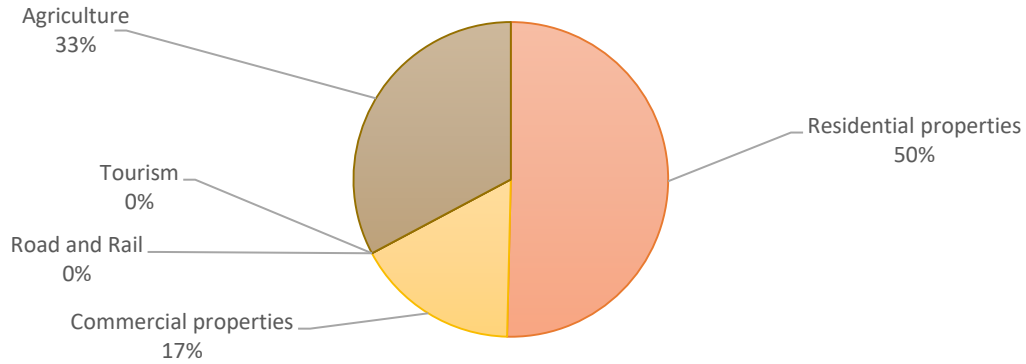


Funding Plan - Benefit Area 4.4 Medway Marshes East of Upchurch to east of Lower Halstow

Preferred Option: Raise (sustain) embankments and revetments in localised areas.

PV Whole Life Cost	PF Score	External Contributions Required
£814k	8%	£748k

Benefits proportion:



Key infrastructure benefiting from protection:

Limited infrastructure benefitting - focus is on village of Lower Halstow.

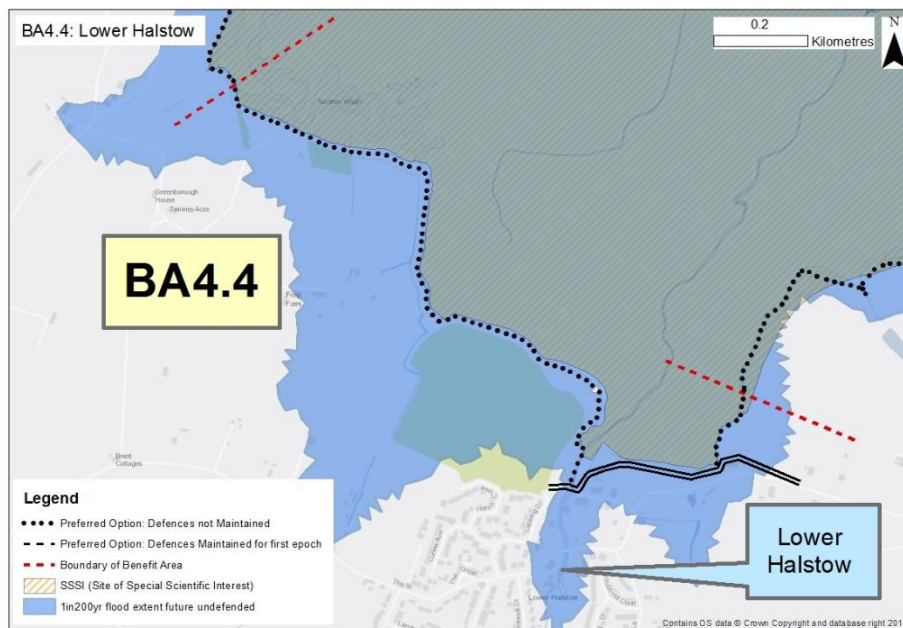
Potential Funders:

- RFCC and Local Levy
- Swale Borough Council
- Recreation/habitat creation at Brickfields site

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	No	No	Yes

Do Nothing Flood Map

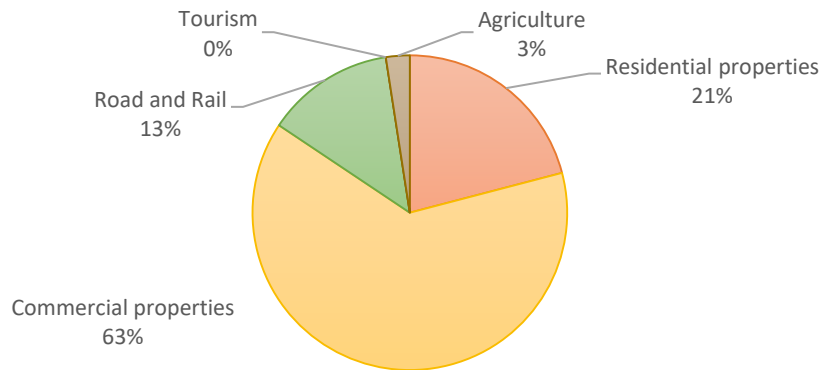


Funding Plan - Benefit Area 5.1 Milton Creek and Sittingbourne- Kingsferry Bridge to Milton Creek

Preferred Option: Maintain defences until year 20. Raise (sustain) embankments and walls from year 20

PV Whole Life Cost	PF Score	External Contributions Required
£8,920k	42%	£5,175k

Benefits proportion:



Key infrastructure benefiting from protection:

Railway - Sittingbourne to Swale route -
 Southeastern Railway
 Morrisons Distribution Centre
 Ridham Docks
 Block Works

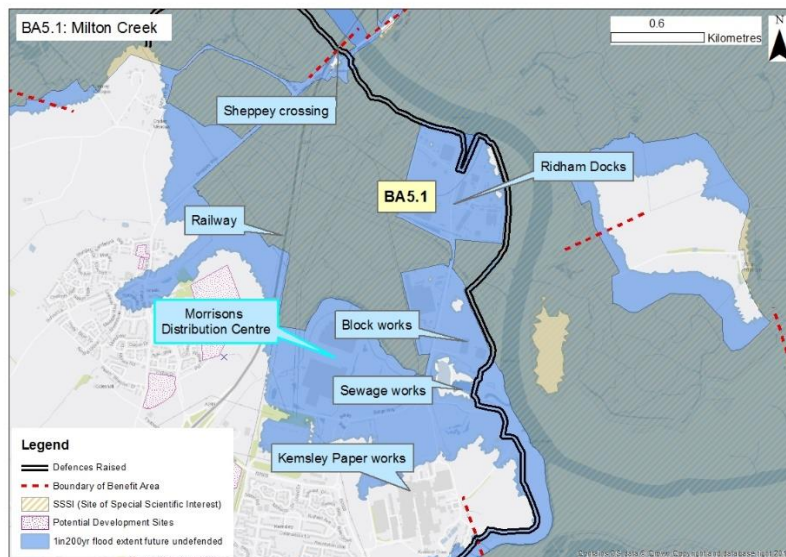
Potential Funders:

- Highways Agency -entrance to Sheppey crossing
- Network Rail
- Ridham Docks
- Industry around Ridham Docks (including Morrisons)
- Southern Water -sewerage works

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	Yes	No	No

Do Nothing Flood Map

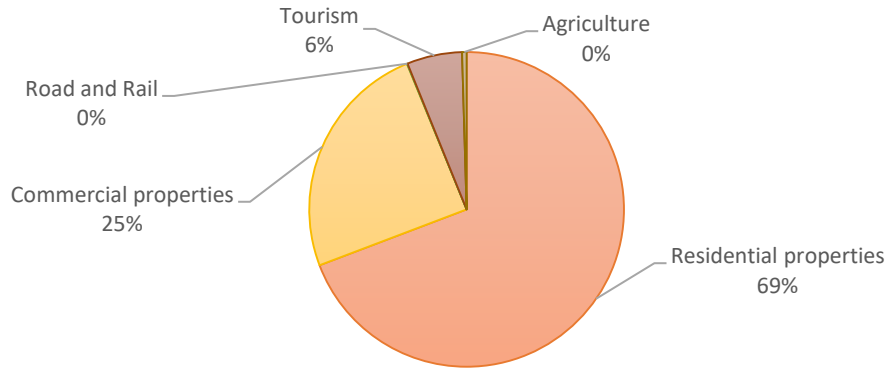


Funding Plan - Benefit Area 5.2 Milton Creek and Sittingbourne-Milton Creek

Preferred Option: Construct new setback embankments at identified managed realignment site at Kemsley. Raise (sustain) embankments and walls along the rest of the section.

PV Whole Life Cost	PF Score	External Contributions Required
£8,751k	106%	£0

Benefits proportion:



Key infrastructure benefiting from protection:

Sittingbourne and Kemsley Light Railway
 Industrial estates including: Milton Regis, Sittingbourne Viaduct, Castle Road and Eurolink

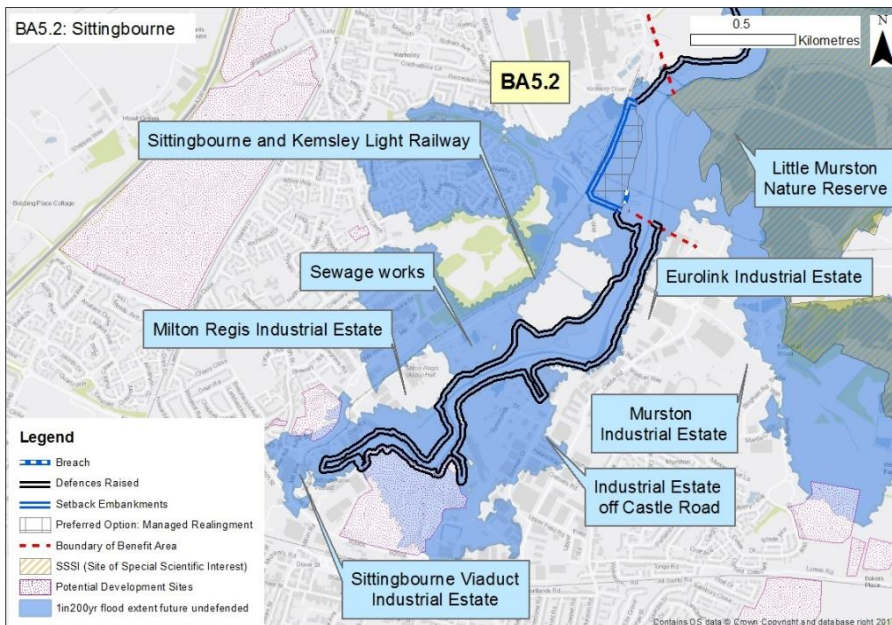
Potential Funders:

- Swale Borough Council
- Local Industry
- Local Levy/ RFCC
- Local Developers

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	Yes	Yes	Yes

Do Nothing Flood Map

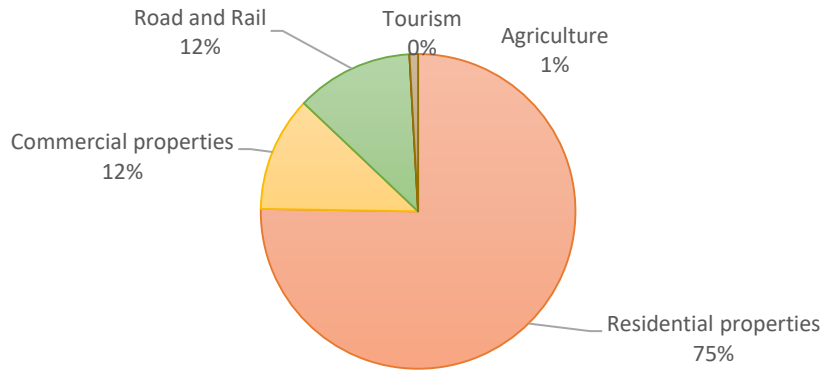


**Funding Plan - Benefit Area 7.2.a Faversham Creek-Faversham to Nagden
(Front Brents and Town)**

Preferred Option: Raise (sustain) embankments and walls

PV Whole Life Cost	PF Score	External Contributions Required
£5,877k	18%	£4,798k

Benefits proportion:



Key infrastructure benefiting from protection:

Shephard Neame Brewery
Sewage Works

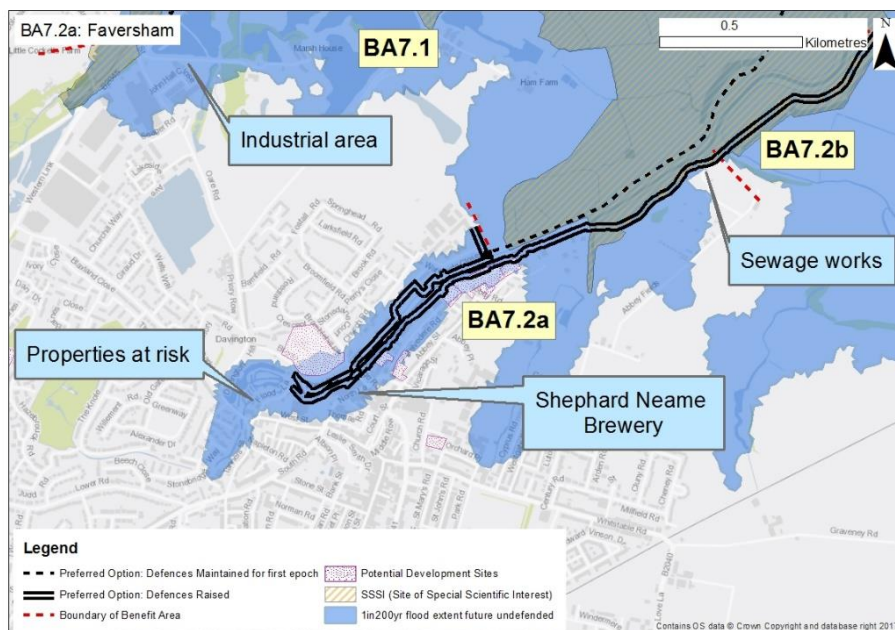
Potential Funders:

- Swale Borough Council
- Local businesses including the Shephard Neame brewery
- RFCC and Local Levy
- Southern Water

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	Yes	Yes	Yes

Do Nothing Flood Map

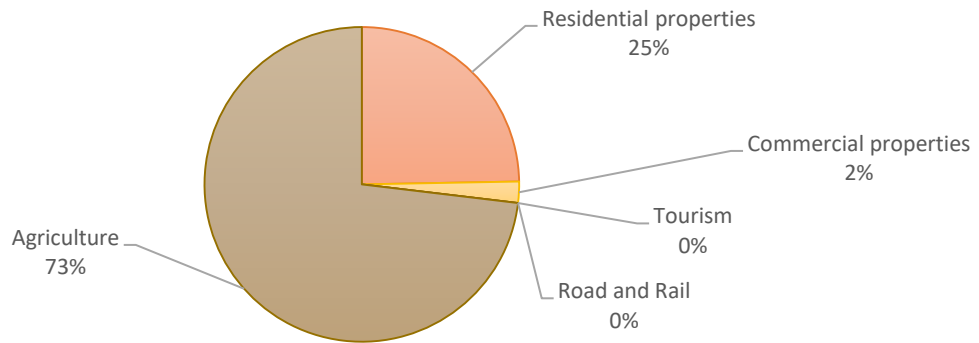


Funding Plan - Benefit Area 7.2.b Faversham Creek-Faversham to Nagden (Abbey Fields)

Preferred Option: Maintain defences until year 20. Raise (sustain) embankments and walls from year 20.

PV Whole Life Cost	PF Score	External Contributions Required
£1,236k	12%	£1,083k

Benefits proportion:



Key infrastructure benefiting from protection:

- Abbey Fields

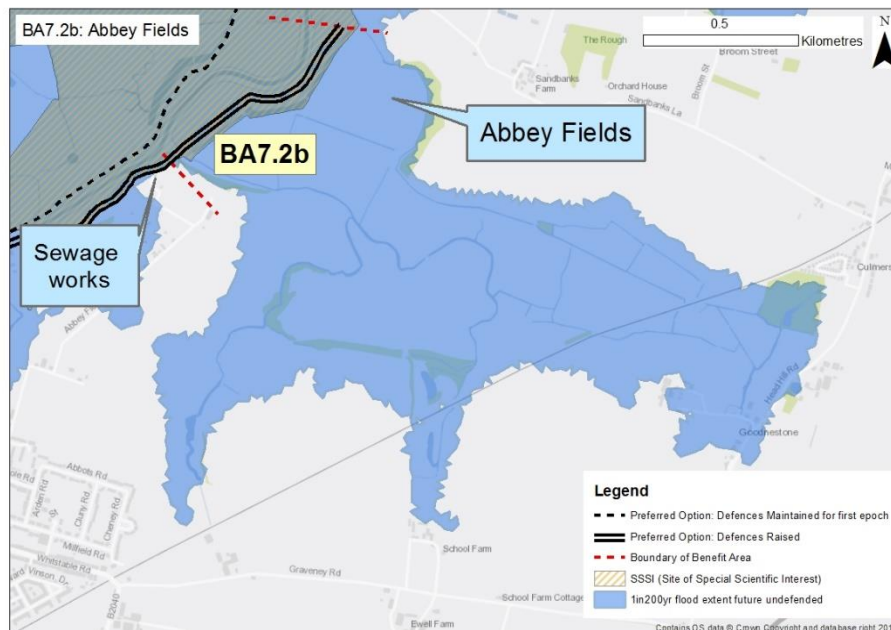
Potential Funders:

- Swale Borough Council
- RFCC and Local Levy
- Landowners

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
Yes	Yes	No	No	No

Do Nothing Flood Map

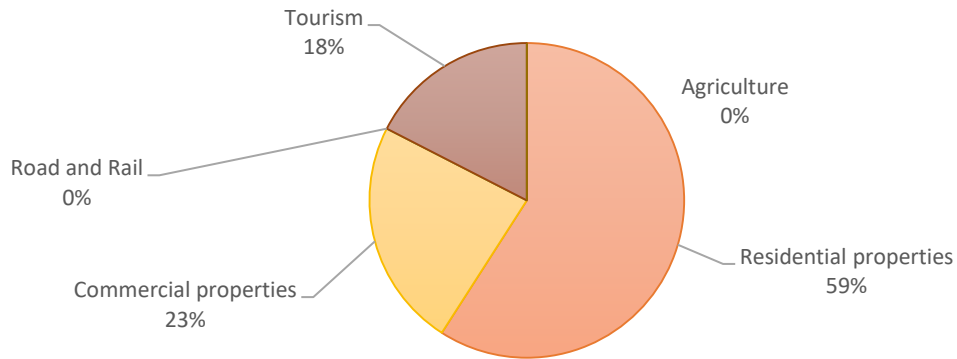


Funding Plan - Benefit Area 9.1 Leysdown- Leydown to Shellness

Preferred Option: Maintain (with capital works) walls, groynes and beach.

PV Whole Life Cost	PF Score	External Contributions Required
£5,612k	55%	£2,549k

Benefits proportion:



Key infrastructure benefiting from protection:

Limited infrastructure in the area

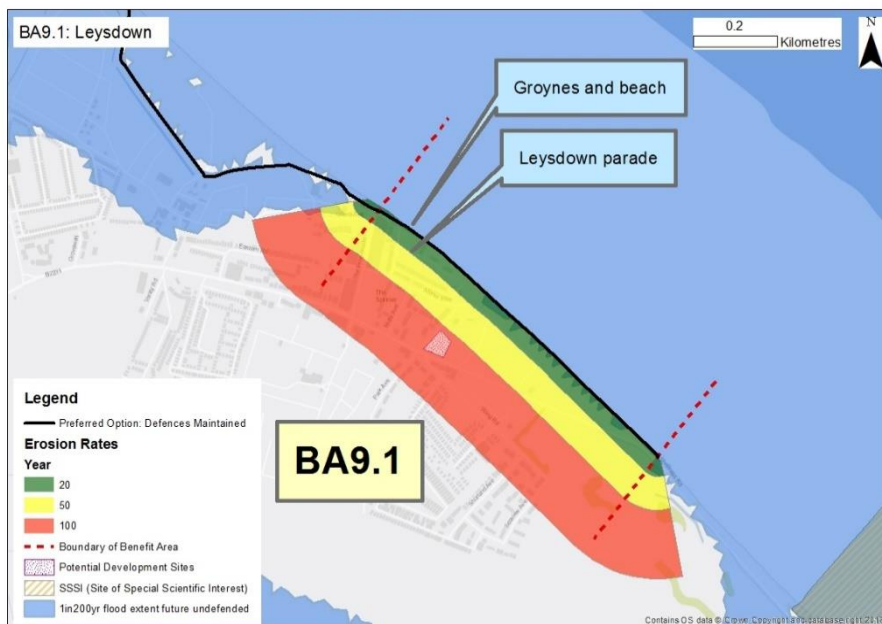
Potential Funders:

- Swale Borough Council
- RFCC and Local Levy
- Tourism/regeneration funding

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	Yes	Yes	No	Yes

Do Nothing Flood Map

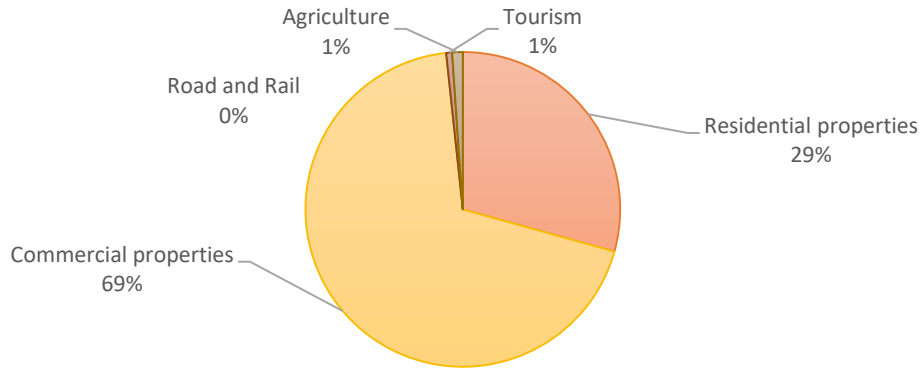


Funding Plan - Benefit Area 9.2 Laysdown- Warden Point to Leysdown

Preferred Option: Maintain (with capital works) embankments walls, groynes and beach. NAI and localised property adaptation along Warden Cliffs.

PV Whole Life Cost	PF Score	External Contributions Required
£ 2,771k	23%	£ 2,146k

Benefits proportion:



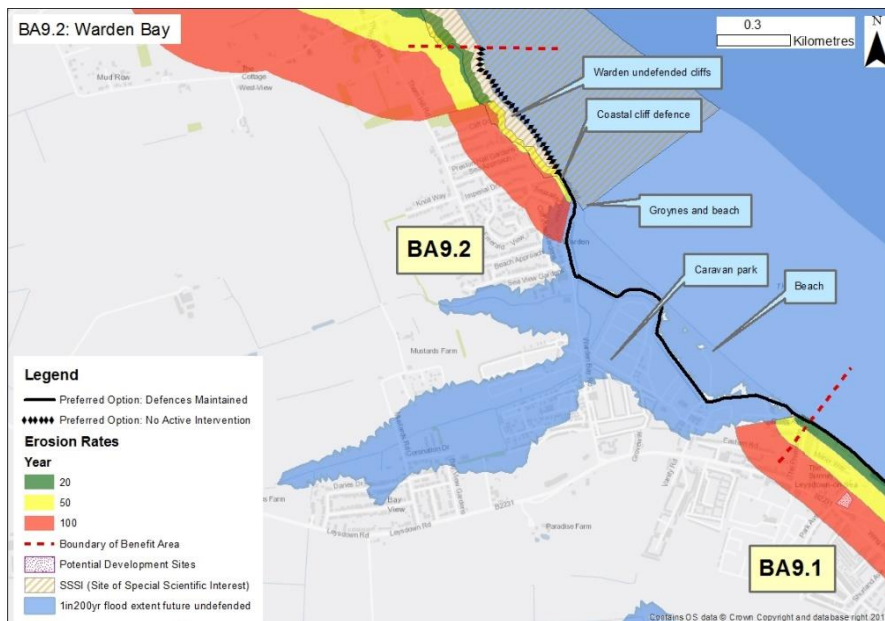
Key infrastructure benefiting from protection:
Caravan Parks and infrastructure associated with tourism

- Potential Funders:**
- Swale Borough Council
 - RFCC and Local Levy
 - Tourism/regeneration funding
 - Caravan Parks

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	Yes	Yes	No	Yes

Do Nothing Flood Map

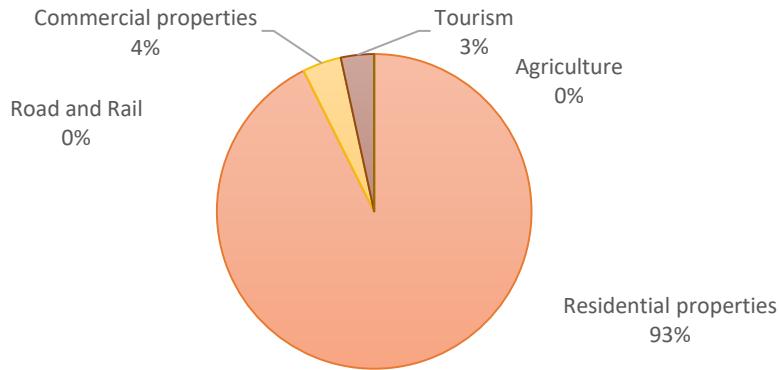


Funding Plan - Benefit Area 11.1 Sheerness- Minster Town to Royal Oak

Preferred Option: Maintain embankments, walls, flood gates, groynes and beach.

PV Whole Life Cost	PF Score	External Contributions Required
£1,409k	116%	£0

Benefits proportion:



Key infrastructure benefiting from protection:

Limited infrastructure at risk

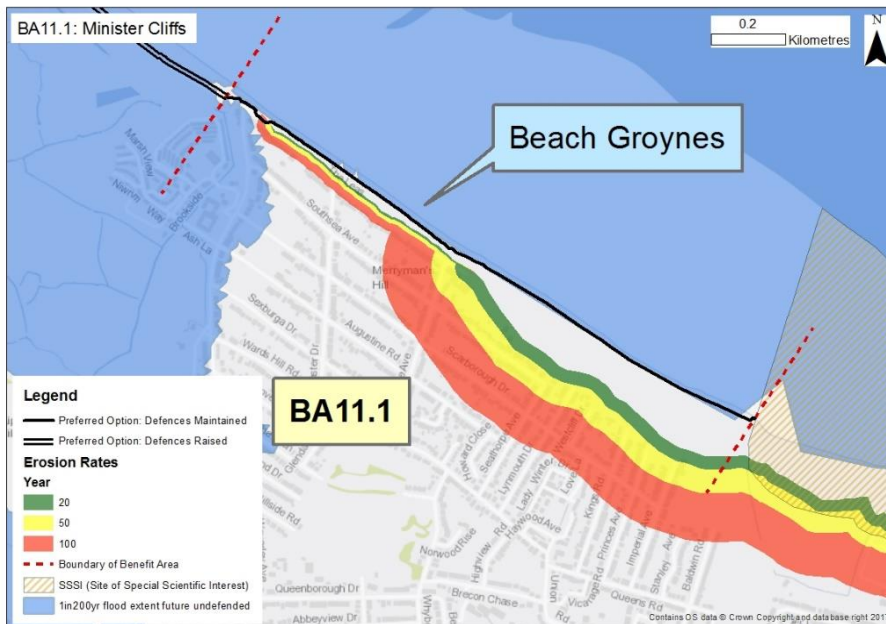
Potential Funders:

- Swale Borough Council
- RFCC and Local Levy
- Tourism/regeneration funding

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	Yes	Yes	No	No

Do Nothing Flood Map

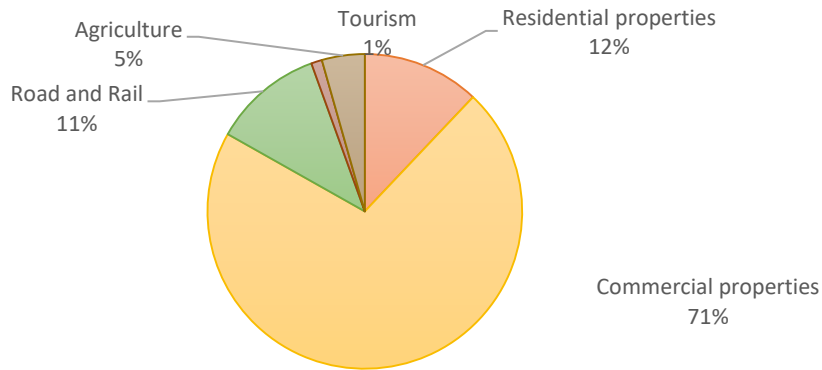


Funding Plan - Benefit Area 11.2 sheerness- Sheerness to Minster and Rushenden to Sheerness

Preferred Option: Maintain defences until year 8. Then raise (sustain) the embankment, seawall, and rock revetment in year 8.

PV Whole Life Cost	PF Score	External Contributions Required
£36,060k	354%	£0

Benefits proportion:



Key infrastructure benefiting from protection:

Port infrastructure
 Lots of industry and local businesses
 Queenborough marina
 Industrial estates including: New Road, Klondyke, Sheppey Plant and Thomas Seth

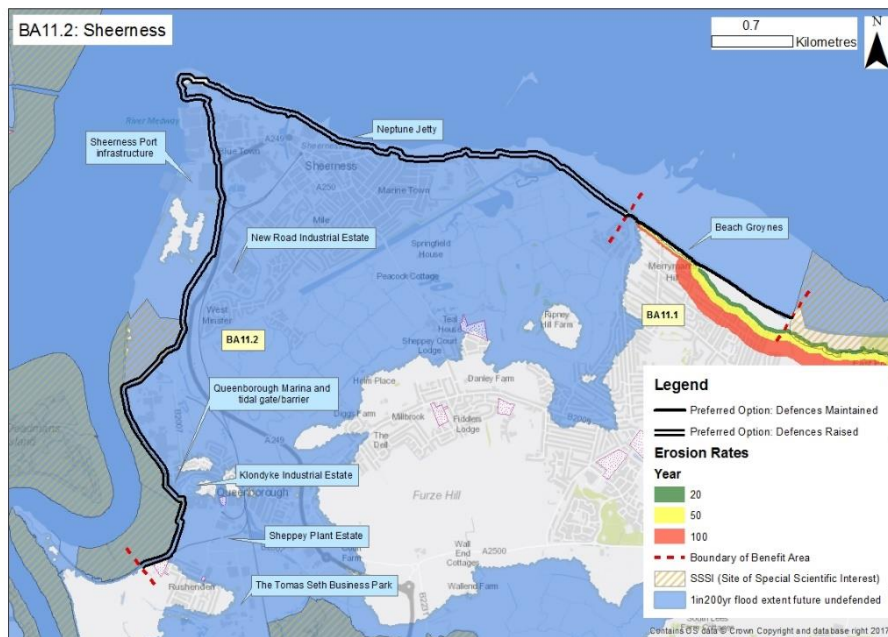
Potential Funders:

- Local Industry
- Peel Ports
- Swale Borough Council
- Local Levy
- Heritage and Regeneration Funding

Wider Opportunities

Habitat creation	Heritage/ cultural improvements	Regeneration	Local developments	Community involvement
No	Yes	Yes	Yes	Yes

Do Nothing Flood Map



4 Next Steps

As the Strategy is taken forward for implementation, the information set out in the Strategy will be developed into a more specific funding plan for the different areas by the KSL Area Team. For each area, the potential funders presented in Table 1 will be assessed in more detail and further discussions, building on initial Strategy discussions, will be undertaken. The detailed funding plans will be developed so that for each stakeholder, the following is set out:

- The reasons why they should contribute to the schemes;
- The evidence for this including benefit assessments and flood modelling from the Strategy;
- The funding mechanisms available to that stakeholder;
- The likelihood of achieving those funding mechanisms;
- Any critical timeframes or deadlines associated with applying for the funding (e.g. cycles in funding allocation for infrastructure companies); and
- Key contact and responsibility within the KSL Area Team.

