



Medway Infrastructure Delivery Plan

December 2025

[Medway.gov.uk/FutureMedway](https://www.medway.gov.uk/FutureMedway)



Contents

Contents	1
Versions	3
Medway Local Plan 2041 Policy References	4
Abbreviations	5
Executive Summary	8
Introduction	9
1.1 Local Context	9
1.2 What is an Infrastructure Delivery Plan	10
1.3 Engagement with Infrastructure and Service Providers	11
Infrastructure Delivery in Strategic Growth Areas	14
2.1 Background	14
2.2 Chatham Town Centre and Surrounds	14
2.3 River Waterfront	14
2.4 Strood West	15
2.5 Strood Town Centre and Surrounds	15
2.6 Capstone Valley	16
2.7 Hoo Peninsula - Chattenden and Hoo St Werburgh	16
2.8 Lower Rainham	17
2.9 Developer Contributions in Strategic Growth Areas	18
Infrastructure in Medway	20
3.1 Overview	20
3.2 Transport	20
3.3 Education & Early Years	29
3.4 Utilities & Waste	38
3.5 Health & Social Care	52
3.6 Community & Cultural Facilities	60
3.7 Green & Blue Infrastructure	82
Approaches to Infrastructure Delivery in Medway	92
4.1 Infrastructure Costings	92
4.2 Funding	92
4.3 Government Funding	93
4.4 Medway Council Capital Programme	93
4.5 Statutory Agencies and Providers	93
4.6 Private Investment	93
4.7 Cross-boundary Infrastructure	93
Appendix 1: Infrastructure Delivery Schedule (IDS)	95
Appendix 2: Education Infrastructure Delivery Plan	118
Appendices	133
Appendix 1 – Maintained school expansion	134
Appendix 2 – Academy school expansion	137
Appendix 3 – New school	140

References 145

Versions

Version	Date
1	December 2025
2	
3	

Medway Local Plan 2041 Policy References

Policy DM1: Flood and Water Management

Policy DM9: Heritage Assets

Policy DM18: Transport Assessments, Transport Statements and Travel Plans

Policy DM21: New open space and playing pitches

Policy DM22: Digital Communications

Policy S12: New Employment Sites

Policy S24: Infrastructure Delivery

Policy S25: Energy Supply

Policy SA1: Chatham Town Centre and Surrounds

Policy SA4: Gillingham Waterfront

Policy SA6: Strood West

Policy SA7: Capstone Valley

Policy SA8: Chattenden and Hoo St Werburgh

Policy SA10: Lower Rainham

Policy T12: Learning and Skills Development

Policy T23: Aviation

Policy T27: Reducing Health Inequalities and Supporting Health and Wellbeing

Policy T28: Existing Open Space and Playing Pitches

Policy T29: Community and Cultural Facilities

Policy T35: Provision of Additional Waste Management Capacity

Policy T36: Location of Waste Management Facilities

Policy T40: Wastewater Treatment

Policy T41: Heat Networks

Abbreviations

ACE	Arts Council England
AMP	Asset Management Plan
BOD	Biochemical Oxygen Demand
BSIP	Bus Service Improvement Plan
CDC	Community Diagnostic Centre
CiC	Community Integrated Care
CIL	Community Infrastructure Levy
CT	Computed Tomography
DCG	Developer Contribution Guide
DEFRA	Department for Environment, Food and Rural Affairs
DtC	Duty to Cooperate
EA	Environment Agency
ECG	Echocardiograms
EV	Electric Vehicle
FE	Further Education or Form Entry
FIT	Financial Improvement and Transformation
FTE	Full Time Equivalent
FTTH	Fibre to the Home
FTTP	Fibre to the Premises
GNHF	Green Heat Network Fund
GP	General Practitioner
HCP	Health and Care Partnership Board
HDF	Hoo Development Framework
HNDU	Heat Network Delivery Unit
HWRC	Household Waste Recycling Centre
ICB	Integrated Care Board
IDNO	Independent Distribution Network Operator
IDP	Infrastructure Delivery Plan
IDS	Infrastructure Delivery Schedule
KMMS	Kent and Medway Medical School
LACW	Local Authority Commercial Waste

LGN	Liquefied Natural Gas
LRN	Local Road Network
MCZ	Marine Conservation Zone
MEASS	Medway Estuary and Swale Strategy
MPA	Medway Practices Alliance
MRI	Magnetic Resonance Imaging
MUGA	Multi-Use Games Areas
MWS	Medway Waste Strategy
NGET	National Grid Electricity Transmission
NHS	National Health System
NPPF	National Planning Policy Framework
ODS	Organisation Data Service
ONS	Office of National Statistics
PNA	Pharmaceutical Needs Assessment
PROW	Public Rights of Way
SAMMS	Strategic Access Management and Monitoring Strategy
SFRA	Strategic Flood Risk Assessment
SELEP	South East Local Enterprise Partnership
SEN	Special Educational Needs
SGN	Southern Gas Network
SidM	Social Infrastructure Demand Management tool
SIF	Strategic Innovation Fund
SoS	Secretary of State
SPA	Special Protection Area
SRN	Strategic Road Network
SSSI	Site of Special Scientific Interest
STA	Strategic Transport Assessment
SuDs	Sustainable Drainage Systems
UKPN	UK Power Network
ULEV	Ultra Low Emission Vehicle
UTC	University Technical College
VIA	Village Infrastructure Audit
WCA	Waste Collection Authority
WDA	Waste Disposal Authority

WFD	Water Framework Directive
WINEP	Water Industry National Environmental Programme
WIP	Waste Improvement Programme
WMP	Drainage and Wastewater Management Plans
WRMP	Water Resource Management Plan
WwTW	Wastewater Treatment Works

Executive Summary

The National Planning Policy Framework (NPPF) requires Local Planning Authorities, through their strategic planning policies, to make sufficient provision for infrastructure including transport, telecommunications, security, waste management, water supply, wastewater, flood risk, minerals and energy (including heat); community facilities such as health, education and cultural infrastructure; and green infrastructure.

The Infrastructure Delivery Plan (IDP) has been produced by Medway Council (the council) and is a key part of the evidence base which informs the delivery of the Local Plan. The IDP clearly identifies the strategic infrastructure required to support growth in Medway and how it will be delivered. It informs services, communities and developers what infrastructure is needed, where and when, as Medway grows. It reflects the council's ambitions for Medway's residents, environment and economy.

Infrastructure requirements in the IDP reflect the growth and site allocations over the plan period to 2041, providing information on existing capacity or deficit in demand for services, details of existing committed infrastructure delivery, and the impact of potential developments on services and infrastructure.

The IDP is a live document which identifies the infrastructure need based on the most relevant information available at the time of writing. The information in this document, including assumptions on infrastructure requirements, will be subject to periodic review and updating as new information becomes available:

- Infrastructure requirement / proposal.
- Delivery partner who is responsible for the infrastructure.
- Location(s) identified for the infrastructure proposal.
- Expected timescale for the delivery of the infrastructure and
- Estimated cost / funding requirement and source for delivery.

Parallel to this IDP, Medway Council is also progressing several area-based masterplans and supporting neighbourhood planning across the borough to ensure local infrastructure requirements are considered in an inclusive way. Where appropriate, infrastructure proposals and projects identified through relevant area-based frameworks and community-led plans have been reflected in this IDP. The IDP is informed by organisational service plans and strategies, the One Medway Council Plan 2024-2028, Council's Capital Strategy, and the growth ambitions set out in Medway 2037 regeneration strategy and the draft Local Plan. Where appropriate, it has built upon the information gathered through other infrastructure planning evidence base work and discussions.

This IDP also informs the forthcoming update to the Medway Guide to Developer Contributions, which is intended to secure greater community benefits in line with government requirements as set out in Planning Practice Guidance and Regulation 122 tests.

This version of the IDP is published with the Submission of the Draft Medway Local Plan to independent examination.

Introduction

1.1 Local Context

- 1.1.1 Medway is a unitary authority in the historic county of Kent, South East England, with a population of around 292,655. Medway is one of the largest conurbations in the south-east outside London and brings together the individual towns of Rochester, Chatham, Strood, Gillingham and Rainham. To the north is the Hoo Peninsula primarily composing of smaller villages, and industrial areas amongst areas of significant wildlife importance. To the south are the Medway Valley villages of Cuxton and Halling.
- 1.1.2 The river Medway bisects the authority separating the town of Strood, and the rural areas of the Hoo Peninsula and Medway Valley from the other four towns. The administrative county of Kent is to the south, east and west, and to the north is the Thames Estuary.
- 1.1.3 Reflecting its location and historical growth Medway includes key transport links. There are rail and road connections with London and the rest of Kent via the M2 motorway and major local roads (A2, A289, A228 and A229) and three rail lines (two passenger, including HS1, and one freight line). Challenges to the transport network include the physical barrier of the River Medway (with limited crossing points) and a hilly hinterland to the south, rising up to over 175m.
- 1.1.4 Historically, as a major urban area and port facility, Medway has been a major infrastructure hub for north Kent. Today it still maintains this status with major healthcare facilities, such as Medway Maritime Hospital, and further and higher educational facilities (MidKent College, University Technical College, the University of Kent, Canterbury Christ Church University, and the University of Greenwich) providing a service to the surrounding authorities and beyond.
- 1.1.5 The population is younger in comparison to the UK average with fewer over 65-year-olds and more under 16-year-olds. The median age of population is 38 years against 40 for England. Demographics will shape the infrastructure that is required over the Local Plan period, including the national trend for an increase in people aged over 65. We anticipate that Medway's population will significantly increase by 2041 when accounting for new homes being planned.
- 1.1.6 With the planned increase of new homes, there is a significant need for new infrastructure to be provided. Issues relating to existing capacity and provision level need to be addressed, alongside how infrastructure is funded and delivered by a wide range of public, private and third sector bodies.
- 1.1.7 Medway's infrastructure challenges include:
 - Limited capacity and congestion on the road and rail networks due to current travel patterns with high levels of private vehicle use, few crossings of the River Medway, and limited public transport and active travel infrastructure in parts of Medway.
 - Increased potential of flood risk from the River Medway and the Thames Estuary, and surface water flooding exacerbated by climate change.

- Pressures on healthcare and education needing to address ageing infrastructure, population growth and change, and more complex needs from the population.
- A need to build a place that is fit for the future and well connected through digital infrastructure to support economic growth and meet residents' needs.

1.1.8 Infrastructure delivery is a key component of Medway's new Local Plan, so that the right services are available at the right time and place as our area grows. The new Local Plan will seek to protect and enhance the area's distinctiveness, helping to promote and secure investment in the area's outstanding environment and heritage, to create a prosperous place, with opportunities for new and existing communities.

1.2 What is an Infrastructure Delivery Plan

- 1.2.1 Medway Council has referred to the Planning Act 2008 in defining infrastructure. This Act provides the legislative framework for collecting developer contributions which can support the delivery of services to mitigate the impact of development. The definition includes roads and transport facilities, flood defences, schools and educational facilities, medical facilities, sporting, and recreational facilities and open spaces. This has been supplemented using the relevant parts of the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG). The potential to address climate change and its effects is a crosscutting theme which impacts upon all of these categories of infrastructure provision including green & blue infrastructure, transport, utilities & waste, and community & cultural facilities.
- 1.2.2 National planning policy and guidance sets out that planning conditions and obligations should be used to enable the delivery of infrastructure. The level of obligations is set out by the Council in the Medway Council Guide to Developer Contributions & Obligations (2025 Version 1: Charges updated April 2025). This document sets out the mechanisms and level of financial contributions that development proposals will be expected to provide to enable the delivery of infrastructure, to ensure the growth is acceptable in planning considerations. This is updated annually.
- 1.2.3 The IDP is part of the evidence base of Medway's Local Plan and provides information on existing capacity or deficit in demand for services, details of existing committed infrastructure delivery, and the impact of potential developments on services and infrastructure. The [NPPF](#) requires Local Planning Authorities to engage with infrastructure providers in preparing Local Plans, and to set out the infrastructure requirements and the level of contributions needed so that the Local Plan is deliverable as a result of having infrastructure in place to manage the proposed growth. The policy requirements for infrastructure have been tested through the plan's Viability Assessment, and contributed to the review of Medway's Developers Contributions Guide. Infrastructure required in the first five years of the plan period must be shown to be deliverable as part of the requirement to ensure site allocations within this period are deliverable. Infrastructure in the latter part of the plan period is unlikely to have funding secured or clarity on its delivery due to the nature of

infrastructure delivery and spending in England. As such, the role of the IDP is to make clear which infrastructure can be delivered to support the Local Plan, taking a reasonable and proportionate view on the matter and accounting for national planning policy on infrastructure provision.

- 1.2.4 National Planning Practice Guidance supports this position, reinforcing the need for infrastructure planning to identify land for infrastructure and stresses early engagement with infrastructure providers. In addition, the guidance states that an audit of the existing assets should be undertaken, and the strategic infrastructure included that may cross boundaries. This will need wider engagement than just the infrastructure providers, and with developers, landowners, site promoters and wider service providers.
- 1.2.5 This document has two parts:
 - 2 Part 1 is a narrative review of the existing and planned infrastructure identifying present capacity and future need based on planned and anticipated growth.
- 1.2.6 Part 2 (Appendix 1) is the Infrastructure Delivery Schedule (IDS), a table setting out the infrastructure interventions that are required for the plan. This includes indicative costs, phasing, and priority.
- 1.2.7 The IDP is a 'living document' which is to be regularly reviewed and monitored on annual basis as part of the Authority Monitoring Report process; this is a process to check the progress of the Local Plan and other key indicators in the authority.

1.3 Engagement with Infrastructure and Service Providers

- 1.3.1 Medway Council has carried out significant engagement with infrastructure providers in the production of this IDP and the process of producing the Local Plan, including the NHS Kent and Medway Integrated Care Board and associated organisations. Discussions and meetings have taken place to gain an updated understanding of what infrastructure is needed, including specific infrastructure requirements of the proposed growth strategy and site allocations, any changes to infrastructure requirements and investment projects and proposals programmed to take place that could impact on the development allocations and their deliverability within specified timescales.
- 1.3.2 Further detailed engagement has been undertaken around strategic development areas and evidence base documents, as well as continued engagement with Medway Council services such as education, green spaces, sustainable drainage, and leisure and community services around the infrastructure needs and proposals being brought forward as part of the emerging Local Plan and other strategies.
- 1.3.3 This IDP is intended to be regularly updated in partnership with relevant agencies in order to reflect the fluid and constantly evolving nature of infrastructure planning. Relevant Council services and external service providers were invited to submit detailed information in response to the following questions, having regard to the emerging Local Plan allocations and

housing trajectory which sets the anticipated timescale and annual rates of housebuilding:

- Existing capacity or deficit in demand for services across Medway.
- Existing committed infrastructure delivery that is planned to serve Medway.
- Future or improved infrastructure needed to support the proposed development and population growth (i.e. projects, costs & phasing).
- The relevant plans, standards and programmes that inform the decision making.

- 1.3.4 In updating the IDP, some utility providers provided a more detailed assessment of their respective networks to identify any gaps in infrastructure to support the planned growth, or reinforcement works required to ensure supply to specific sites. It should be noted, however, that precise utility requirements for individual allocations can only be determined through developers making a specific development enquiry to the utility provider.
- 1.3.5 Meetings have been held with site developers/promoters of proposed allocations in the Local Plan to discuss progress on bringing sites forward. Where site promoters have provided technical or other information related to infrastructure requirements this has been used to update the IDS where appropriate. In addition to the above, the council has undertaken several supporting evidence studies which review infrastructure information and requirements. These include matters related to transport and recreation and, where appropriate, they have informed the preparation of the IDP.
- 1.3.6 There are several government agencies which have a role in regulating the provision of infrastructure, including for example National Highways (the road network), Sport England (sports facilities) and the Environment Agency (flood risk mitigation). Under the current planning system, Medway Council has a legal duty to cooperate with these agencies through its Local Plan process. Continuous engagement has formed a significant part of the work undertaken to complete this IDP, ensuring that statutory requirements for the adequacy of infrastructure provision can be met through proposed growth allocations in Medway's Local Plan.
- 1.3.7 Information within the IDP has been gathered through an in-depth analysis of all relevant strategies and plans, as well as engagement with statutory and non-statutory consultees. This includes engagement with Duty to Cooperate partners and internal and external service providers. In some cases, it was not possible to obtain the most up-to-date information regarding infrastructure types.
- 1.3.8 It is acknowledged that supplementary plans and strategies are to be published in due course. It should therefore be noted that this IDP will be reviewed periodically to ensure that it reflects the most up-to date information available. The Local Plan does not seek to make up for historic deficits in infrastructure, however, there are instances where the most effectively way to support growth is through the upgrading of existing facilities. This could include, for example, extending existing schools or enhancing current services.
- 1.3.9 Not all housing and employment growth planned for individual sites will attract specific additional infrastructure requirements that can be addressed through

the development of that site alone. In most cases, the infrastructure needs that have been identified reflect the cumulative impact of growth in a wider area, i.e. based on growth through the strategic sites, smaller allocations and windfall sites that are used for planning purposes by the council.

- 1.3.10 Many authorities are increasingly looking to co-locate their services to make the most of their existing assets. Driven in part by the rising costs associated with the lack of availability and high cost of land and floorspace, co-location also provides multiple benefits for local communities, for example, schools hiring out sports pitches and other facilities to local community groups outside of school hours.
- 1.3.11 The co-location of new residential development and schools, with considerable potential funding benefits, is an emerging proposition. The shift of GP services into consolidated primary healthcare hubs may yield a more equitable share of resources and facilities for a range of health providers, as well as offering a more diverse range of facility uses e.g. healthcare services, community and cultural centres and retail. Ultimately, decisions relating to the co-location of services are tied to changes made to financial arrangements and management structures. There may be some cases where these intricacies have been difficult to capture within this IDP.
- 1.3.12 Whilst it is important to be aware of the changeable components to service delivery, it is extremely difficult for an IDP to be definitive about what future service requirements may be. Therefore, it is important to note that variances in service needs will have significant impacts on future infrastructure requirements and associated costs. Furthermore, climate change will undoubtedly impact upon future infrastructure requirements in ways that cannot be easily accounted for. Whether through shifts in the provision for and use of transport, impacts on utilities networks and broadband, or other areas of infrastructure such as green and blue infrastructure including flood risk mitigation, as well as Medway Council's own estate and buildings. Medway's Climate Change Action Plan addresses a number of these areas of work.
- 1.3.13 The IDS sets out details of infrastructure projects, the lead bodies that would be involved in implementation, and, where known, delivery timescales, indicative costs, and potential sources of funding. The infrastructure schedule will inform the council's annual Infrastructure Funding Statement. In preparing the Statement, the identified infrastructure projects will be prioritised for the allocation of available developer contribution funding: this process is separate to the preparation of the IDP. Appendix 1 identifies the infrastructure needs that will underpin the implementation of the new Local Plan as a whole and in relation to individual housing and employment allocations, or cumulatively across several sites in the same area.

Infrastructure Delivery in Strategic Growth Areas

2.1 Background

- 2.1.1 National planning policy requires Local Plans to set out an overall strategy for the pattern, scale and quality of development, making sufficient provision for housing (including affordable housing), employment, retail, leisure, commercial development, infrastructure, community facilities, and for the conservation and enhancement of the natural, built and historic environment.
- 2.1.2 The site allocation policies in the Local Plan set out the objectives, criteria and subsequent design details to be addressed in a planning application. Some site allocations policies include a concept plan to highlight the principles of development.
- 2.1.3 The following key strategic site allocations have been identified as strategic growth areas:
- Chatham Town Centre and Surrounds (Policy SA1)
 - River Waterfront (Policy SA4)
 - Strood West (Policy SA6)
 - Strood Town Centre and Surrounds Policy SA5)
 - Capstone Valley (Policy SA7)
 - Chattenden and Hoo St Werburgh (Policy SA8)
 - Lower Rainham (Policy SA10)

2.2 Chatham Town Centre and Surrounds

- 2.2.1 The Chatham Design Code and Chatham masterplan play key roles in delivering quality development, whilst identifying sites appropriate for housing provision. The sites identified within, and on the edge of the centre of Chatham will contribute toward delivery of Medway's Local Plan strategy.
- 2.2.2 As well as the opportunity to provide new homes, the sites within Chatham Town Centre can also provide a mix of uses, public realm improvements and support sustainable 'in centre' living, shopping and working.
- 4.1.1 Collectively the identified small to medium sized sites could deliver circa 735 new homes predominantly within the early part of the plan period.
- 2.2.3 Proposals must demonstrate appropriate mitigations and adaptations to the risk of flooding, ensure air quality is appropriately addressed through the design particularly in the identified Air Quality Management Area (AQMA), and contribute toward the provision of green-blue infrastructure and suitable walking and cycling links to improve accessibility, health and well-being objectives.

2.3 River Waterfront

- 2.3.1 The waterfront development sites to the north of Gillingham could deliver circa 4,200 new homes and present an opportunity, as a transition zone, to bring in

green infrastructure from north of Pier Road and blending in between the built form of proposals toward the river's edge.

- 2.3.2 Development could deliver greater accessibility for residents to the waterfront through increased permeability and connectivity between the sites and the surrounding area. Proposals could form a strong greenway link to Gillingham District centre and a riverside walk/cycle path connecting St Marys Island to The Strand Park and Lido, which is the missing link to provide a comprehensive riverside walk to the rest of Medway. The Strand (park and splashpad) has received recent investment and upgrades. The proposed riverfront walkway will ensure improved accessibility and by more sustainable means. Greater accessibility and use could support future investment opportunities to ensure the facilities meet the needs of Medway's residents. In providing greater permeability and connectivity, development will strongly be supporting health, accessibility, amenity objectives and improving quality environments for future residents and existing.
- 2.3.3 A Green & Blue Infrastructure Strategy will inform place-making and the design, addressing the inadequate provision of green space.
- 2.3.4 A comprehensive approach to site development will be expected, informed by an approved master plan, which demonstrates how the policy and infrastructure requirements set out in the respective plans relating to the site as whole, with a phasing plan, will be achieved.

2.4 Strood West

- 2.4.1 Land west of Strood could provide a comprehensive cross border sustainable location for growth, which transitions between the urban edge of Strood and the open countryside in the Green Belt. This Green Belt release site could deliver circa 1,280 new homes, two primary schools, an expansion of an existing primary school, a secondary school, 2 hectares of employment and a local centre of up to 1 hectare, both indoor and outdoor sports provision, including a minimum of 2 full size 3G football pitches. Exploration of these requirements are underway with developers preparing a masterplan, which will undergo scrutiny to ensure quality sustainable growth will be achieved in this location.
- 2.4.2 A Green & Blue Infrastructure Strategy will shape placemaking by supporting the design and layout of proposals.

2.5 Strood Town Centre and Surrounds

- 2.5.1 The regeneration of Strood District Centre will ensure ambitions of sustainable growth and sustainable living is achieved by providing a transport hub, in-centre and edge of centre housing and supported by the necessary infrastructure.
- 2.5.2 The Strood Waterfront Development Framework is being revisited and will provide a framework which will provide guidance for planning applications.
- 2.5.3 Identified sites will deliver circa 1,079 new homes. Development proposals shall demonstrate compliance with relevant Local Plan policies, The Strood Waterfront Development Brief (2018) and the Strood Town centre masterplan 2019 and/or updated guidance where relevant.

- 2.5.4 A bus hub could provide a destination for a Bus Rapid Transit corridor connection with Hoo St Werburgh ensuring wider accessibility to communities and supporting sustainable movements.

2.6 Capstone Valley

- 2.6.1 Much of the land in the Capstone Valley is in single ownership. In recent years, development at East Hill and Gibraltar Farm has been granted consent following planning appeals. More recently, the Maidstone Local Plan Review 2024 allocated land adjoining the Medway administrative area at Lidsing for mixed-use development, including 2,000 homes.
- 2.6.2 By 2041, the Capstone Valley could comprise a sustainable urban extension of circa 3,958 new homes, a primary school, a secondary school and a local centre.
- 2.6.3 As per Policy DM21, new open space and playing pitches will be provided in line with the Fields in Trust (2024) standards, plus 0.25 ha for new allotment gardens. An open space strategy, including long-term management plans, will identify opportunities for an on-site community sports hub and off-site outdoor sports provision.

2.7 Hoo Peninsula - Chattenden and Hoo St Werburgh

- 2.7.1 Development on the Hoo Peninsula has to address specific constraints, notably the limited existing service base and transport networks, and the sensitivity of the natural environment. Infrastructure such as schools and other community facilities including new GP clinics, wider transport projects such as bus services, or community, economic, culture and leisure facilities, will be essential.
- 2.7.2 In planning for Medway's future growth, it is important to ensure the distinct identities of Hoo and Chattenden. Development must retain the separation of the historic villages of Hoo and Chattenden, and avoid coalescence. A landscape buffer is a key part of the strategic planning, providing for views over open landscape.
- 2.7.3 By 2041 Hoo St Werburgh will have strengthened its role in serving local residents and wider villages across the Hoo Peninsula. Sustainable development could provide circa 4,700 new homes, aligned with improvements in transport, community services and facilities, retail, and new job opportunities. Growth in Chattenden could provide for circa 600 new homes and new and enhanced services. Further growth is planned in villages, such as High Halstow and Cliffe and Cliffe Woods, across the wider peninsula.
- 2.7.4 Development will come forward in accordance with a strategic masterplan for Hoo and Chattenden, providing a framework for design, landscape and green infrastructure, heritage, services, employment, transport, infrastructure, defining distinctive neighbourhoods and centres.
- 2.7.5 Development will be delivered in phases across the plan period, and extend beyond into the 2040s. Infrastructure delivery is linked to the phased growth,

with triggers identified in a Hoo Peninsula Infrastructure Plan. The Infrastructure Delivery Schedule provides an overview of these requirements.

- 2.7.6 Significant upgrades to services are needed, including improved bus services, sustainable transport links and highways mitigations to accommodate growth.
- 2.7.7 Development will deliver a wide range of community services and infrastructure, reflecting the needs arising from the scale of planned growth in the context of the existing village offer. This will include provision for:
- Delivery of a strategic environmental programme, including green infrastructure for recreation, ecological mitigation and wider natural resource management.
 - New and improved transport services, including enhanced bus services, provision for active travel and highway mitigations, notably at Four Elms roundabout and junctions on the A228.
 - A new six-form entry secondary school
 - A new three-form entry primary school
 - Relocation of Chattenden Primary School, with expansion to two-form entry.
 - New and expanded health facilities
 - A new community centre/hub and investment in increasing capacity in current facilities
 - New indoor sports and leisure facility
 - Open space, outdoor sports and recreation facilities, including improvements to Deangate Ridge, Hoo.

2.8 Lower Rainham

- 2.8.1 Over 1,200 new homes have been built in Rainham in the last 10 years across several suburban sites. The Leigh Academy secondary school opened in 2021. Public consultations have highlighted concerns about the lack of supporting infrastructure and the increased pressure on local services.
- 2.8.2 By 2033, the development of Rainham Parkside Village (RN9) could provide up to 750 new homes and a green backdrop to the adjacent marshes at Riverside Country Park, with improved connections for people and nature.
- 2.8.3 Rainham Parkside Village (RN9) will include a local centre commensurate with a new community of 750 new homes, including:
- a children's nursery;
 - 3 ha of land for a two-form entry primary school;
 - a Community Hub;
 - health and wellbeing related services;
 - a care home;
 - convenience floorspace that meets the day-to-day needs of the local community only;
 - up to 15 homes for use as temporary living accommodation; and

- a Community Use Agreement with the new primary and secondary schools would help to ensure access to playing pitches and the most efficient use of land.

2.9 Developer Contributions in Strategic Growth Areas

- 2.9.1 Under Medway's current Developer Contributions Guide, developers are requested to pay around £17,000 (excluding health contributions) per dwelling in S106 contributions to deliver the necessary infrastructure on non-strategic sites. The new Local Plan provides a growth strategy to meet Medway's development needs. The level of needs requires planning for strategic scale growth across Medway. The proposed strategy includes large scale urban regeneration, suburban expansion and development on the rural Hoo Peninsula. The plan's allocations are for thousands of new homes in these locations. This will require a bespoke approach to addressing the specific infrastructure requirements to mitigate the impacts of development. These are reflected in the plan's policies and consideration in the IDP, and inform the requirements for developer contributions.
- 2.9.2 For sites in strategic growth areas Medway Council will specify a bespoke approach with priorities given to strategic infrastructure requirements set out in the site policies. Individual developments will need to contribute both to strategic infrastructure, such as secondary schools, health centres and sports facilities, as part of a comprehensive masterplan, and mitigate the more local scale of impacts, such as play facilities. The Council is engaging with the land owners and developers in strategic growth locations on the agreements required to reflect land equalisation in the delivery of strategic infrastructure.
- 2.9.3 The 'Level of contributions per dwelling' in the Developer Contribution Guide does not include highways or PROW. Discussions with services alongside technical assessments undertaken as part of the Local Plan have shown that the scale of transport mitigations, particularly upgrades to major junctions will likely require additional support through external funding. The Council is using this IDP to identify strategic priorities for infrastructure investment and as an evidence base in bids and collaboration with potential funding partners, such as Homes England.
- 2.9.4 The Kent and Medway ICB will additionally request contributions on a case-by-case basis towards health facilities as set out in the Developer Contributions Guide.
- 2.9.5 Medway Council intends to a Framework Agreement approach to provide certainty to the local community and to developers that adequate infrastructure will be provided to support development and make it sustainable. This approach will provide a template legal agreement with developers that will be used as the basis for S106 negotiations. The agreement will be based on the infrastructure planning work that has been undertaken to support development in strategic growth areas, and will establish two lists:
- **Strategic Infrastructure** – Infrastructure which will need to be funded by developers on a fair and equal basis which is proportionate to the development in question and will not be subject to viability review.

- **Non-Strategic Infrastructure** – site specific infrastructure the provision of which will be subject to viability review.
- 2.9.6 This approach will also enable a number of other key areas of collaboration with developers to ensure the timely delivery of the necessary infrastructure, including forward funding arrangements.
- 2.9.7 Ongoing work on community infrastructure provision for strategic growth areas is being undertaken by the council, and provides an opportunity to deliver certainty around infrastructure provision for both developers and communities
- 2.9.8 The Council is engaging with service providers and developers to collaborate on infrastructure planning and delivery for the strategic growth areas, to secure effective resourcing and delivery models for providing the services needed to support the expanded communities. This includes ongoing work on comprehensive masterplanning and infrastructure phasing and triggers.
- 2.9.9 The Council has set up a high-level internal group of managers and service leads to oversee the implementation of the planned growth strategy, with specific responsibilities for critical infrastructure, such as schools, major sport and community facilities, health care and transport services. The group's work programme includes securing resources to deliver critical infrastructure in a timely manner to meet needs. Although the group has a Medway wide remit, the scale of change in the strategic growth areas means that these areas are priorities for collaboration in planning and delivery.

Infrastructure in Medway

3.1 Overview

- 3.1.1 The following section provides an overview of each different infrastructure type split into themes and then analysed as set out below:
- Lead agency/ies or organisation (who is responsible for the provision of the infrastructure?)
 - Evidence base (the key plans and programmes that determine why infrastructure is needed and its delivery mechanism)
 - Context (existing provision, deficiencies, and planned infrastructure)
 - Proposed infrastructure (based on the proposed Local Plan growth)
 - Funding (total cost of the projects and what are the options for funding?)
- 3.1.2 The information has been updated over the course of the consultation on the draft Medway Local Plan in mid-2025, and separate engagement with infrastructure providers. Not every service area has yet identified a specific requirement for improved physical infrastructure. A lack of identification of projects does not mean that infrastructure or developer contributions are not required, but that decisions have not yet been taken as to how capacity will be enhanced through specific projects to meet Local Plan growth requirements. In a number of areas, services are looking at new models of delivery. These may be responding to budget pressures, seeking to benefit from advances in digital processes, and bringing services together in one place to better serve residents and strengthen local centres. In these circumstances, infrastructure contributions will be assessed at planning application stage, when the current position and local opportunities are better understood.
- 3.1.3 In order to provide clear leadership and the strategic coordination of the delivery of new services, including securing external investment, a corporate group of service managers and key officers has been set up.
- 3.1.4 The Medway Strategic Infrastructure Planning and Implementation Group has an overview of infrastructure planning and delivery, with the objective of implementing the objectives and ambitions of Medway's Local Plan, and providing for Medway's sustainable growth.
- 3.1.5 The members of the group will support, review and monitor the Infrastructure Delivery Plan and provide more confidence and certainty in delivering infrastructure to support growth across Medway.

3.2 Transport

- 3.2.1 Medway Council is committed to delivering a sustainable transport network that prioritises active travel as a core component of growth and climate response. This commitment is underpinned by the formal adoption of the Local Cycling and Walking Infrastructure Plan (LCWIP) in March 2025, which sets out a 10-year pipeline of priority schemes aligned with the emerging Local Transport Plan (LTP) update and Regulation 19 Local Plan. The LCWIP provides a

strategic framework for improving walking and cycling connectivity across Medway, covering all major population centres above 50,000 residents and identifying key corridors for investment.

3.2.2 LCWIP Progress:

- The LCWIP has been integrated into Medway's wider transport and planning frameworks, including the Local Plan, Bus Service Improvement Plan (BSIP), and Climate Change Action Plan.
- Six priority LCWIP schemes are progressing to detailed design during 2025/26, funded through Active Travel Fund Tranche 5 (ATF5). These schemes were selected based on deliverability, strategic impact, and alignment with regeneration objectives.
- The LCWIP pipeline is informing development management decisions, ensuring new growth areas contribute to strategic active travel routes through Section 106 obligations and safeguarding of alignments.

3.2.3 Active Travel Fund Delivery:

Medway has demonstrated a strong track record in securing and delivering ATF investment:

- ATF2: Delivered shared footway/cycleway improvements at Four Elms Hill, including junction upgrades and enhanced accessibility. Post-construction inspection by Active Travel England confirmed compliance with LTN 1/20 principles where feasible.
- ATF4: Rolled out seven School Streets schemes in March 2024, with a further nine sites scheduled to go live in 2025. These schemes have received national recognition and feature in TfSE's Centre of Excellence case studies.
- ATF5: Funding allocated for detailed design of six LCWIP priority schemes.
- ATF6 (Consolidated Fund): Planned to support construction of selected LCWIP schemes from 2026 onwards, supplemented by developer contributions and local transport funding.
- Additional measures include implementation of Moving Traffic Offences (MTOs) and Red Routes, supporting safer and more efficient travel.

3.2.4 Governance and Stakeholder Engagement:

- Delivery is supported by Medway's cross-party Active Travel Group, chaired by the Portfolio Holder for Climate Response and Transport. The group ensures alignment between LCWIP priorities, School Streets expansion, and wider policy frameworks. Engagement has been completed with groups representing protected characteristics under the Equality Act 2010, and ongoing consultations continue for scheme-specific designs.

3.2.5 Funding and Future Delivery

Active Travel investment is drawn from multiple sources:

- ATF allocations (Tranches 2–6)
- Capability Fund for LCWIP development and behaviour change programmes
- Section 106 contributions linked to strategic growth areas
- Local transport budgets and external grants

3.2.6 Medway's approach reflects national guidance and Active Travel England's capability framework, with monitoring embedded through cycle counters, school travel initiatives, and evaluation plans aligned to ATE's M&E guidance.

3.2.7 This section covers the following transport networks and services:

- Rail
- Strategic and Local Road Network
- Bus

Rail	
Lead Agency	<ul style="list-style-type: none"> • Southeastern Railways • Network Rail
Evidence base	<ul style="list-style-type: none"> • Network Rail North and East Kent Connectivity Study (2023) • Kent Route Study (2018)¹ •
Context	<p>Medway is served by seven railway stations providing main line, High Speed and ThamesLink services.</p> <p>The Grain Branch continues to facilitate the import/export of aggregates, along with rail freight associated with the aviation fuel storage depot and Thamesport activity.</p>
Quality & capacity review	<p>Network Rail's Kent Route Study, published in 2018, provides a strategy for the rail network to 2024 and 2044. The study suggested that, by 2024, the level of demand would have a disproportionate impact on passengers travelling from Medway.</p> <p>Medway's railway stations will be the first point on metro services to London Bridge and Victoria where up to 75% of seats will be taken. For High Speed 1 services, the first instance of standing will occur at Gillingham, with up to 60% of standing space used thereafter. Therefore, during particularly busy periods, or because of incidents impacting on services, passengers travelling from Medway are more likely to stand for longer than passengers travelling from any other station on these routes. These passengers are also likely to pay higher fares compared to people travelling from stations closer to London.</p>

¹ Network Rail (2018). South East Route: Kent Area Route Study. Available at [South East Route: Kent Area Route Study](#) [Accessed 17 June 2025]

Proposed infrastructure	<p>Policy DM17 'Grain Branch' seeks to safeguarded land for new rail infrastructure, including a station, route alignment and buffer stop zone. The Grain Branch should be maintained and improved to facilitate and increase rail freight.</p> <p>Medway Council is liaising with Network Rail to determine how Chatham station could be redeveloped in line with the Chatham Design Code. Network Rail will produce a Strategic Station Plan to inform a high-level specification for a new station.</p>
Funding sources	<ul style="list-style-type: none"> Developer contributions – if additional funding is required for contingencies/early years subsidy Network Rail funding – for services once viable

Strategic Road Network, Major Road Network and Local Road Network	
Lead Agency	<ul style="list-style-type: none"> National Highways is the highway authority, traffic authority and street authority for the Strategic Road Network (SRN), comprising of motorways and all-purpose trunk roads in England. Medway Council is the local transport authority. Kent County Council is the neighbouring local transport authority.
Evidence base	<p>The Strategic Transport Assessment (STA) has informed the preparation of the new Local Plan. The STA has been tailored to meet the requirements of National Highways and the neighbouring local transport authority, Kent County Council, to demonstrate a reasonable worst-case scenario in terms of traffic generation. The STA involved iterative assessments of cumulative impacts associated with committed development and future development up to 2041. The STA has identified what and when mitigations will be required for the SRN.</p>
Context	<p>Junctions 2 and 4 are within the Medway administrative boundary. M2 junctions 1 and 5, along with M20 junctions 4, 5 and 6 are the next major SRN junctions from the Medway administrative boundary.</p> <p>M2 Junction 1 is located to the west of Medway where the M2 merges with the A2 and the A289. Improvements to M2 junction 4 will be funded and delivered by the Lidsing Garden Community development in the Maidstone area.</p> <p>M2 junction 5 improvements were completed in 2025.</p>

	<p>The MRN includes the A228, via Cuxton and Halling, into Tonbridge & Malling and the A229, via Blue Bell Hill, into Maidstone.</p> <p>The A229 Blue Bell Hill connects Junction 6 of the M20 in Maidstone and Junction 3 of the M2 at Blue Bell Hill village. This section of road is a strategic link between the M20 and M2, and between Maidstone and Medway. Kent County Council has submitted a bid to the Department for Transport's Major Road Network funding programme for 'Large Local Major Schemes'. This programme was set up to cater for exceptionally large local transport schemes that could not be funded through normal routes.</p> <p>The Lower Thames Crossing, a new road that will connect Kent and Essex through a tunnel beneath the River Thames, has been granted development consent.</p> <p>A new Local Walking and Cycling Infrastructure Plan was approved by Cabinet in March 2025. It will be published in due course.</p>
Proposed Infrastructure	<p>The following junctions would require mitigation during the plan period:</p> <ul style="list-style-type: none"> • Four Elms Roundabout • Sans Parel Roundabout • A228 Peninsula Way/ Dux Court Road/ Bells Lane Roundabout • A228 Peninsula Way/ Roper's Lane/ Ratcliffe Highway Roundabout • A228 Peninsula Way/ Main Road Hoo • A2 High Street/ Station Road/ Canal Road Signalised junction • Gillingham Gate Gyratory • Dock Road/ Middle Street/ Wood Street • M2 Junction 1 • M2 Junction 4 (to be funded and delivered by the Lidsing Garden Community) <p>The order of magnitude costings are considered to be proportionate for Local Plan-making. Subsequent design stages will lead to refined costings.</p> <p>As part of the STA, the M2 and M20 Merge and Diverge Assessment has identified the need to mitigate M2 Junction 1.</p> <p>A third party provided a design to Medway Council which shows a proposed layout for the M2 Junction 1 southbound merge. An assessment on behalf of Medway Council found that the design would provide additional highway capacity for</p>

	<p>the merge; however, a list of departures from the relevant design standards were identified. The consultant recommended a more in-depth design to remove the majority of the departures. The consultant estimated a maximum cost of £12 million. However, due to the number of departures from standards, it is not possible to predict with any certainty if the cost would increase significantly. The potential requirement to alter a bridge structure is a key component of this uncertainty.</p> <p>The Strategic Transport Assessment identified M2 Junction 3 and Lord Lees Roundabout (A229) as an existing problem in the 2019 base year and in the Reference Case, i.e. committed development as of 2041. Site allocations would exacerbate the problem. The Blue Bell Hill Improvement Scheme aims to improve journey time reliability and road safety. The scheme will accommodate an increase in traffic due to the Lower Thames Crossing and proposed local developments.</p> <p>Medway Council's consultants have identified an interim scheme and indicative costings for M2 Junction 4, should the Lidsing Garden Community not come forward. Given that the area of the works is less than the Development Consent Order threshold of 15 hectares, it will be progressed under a funding agreement between the development promoter and National Highways under Section 278 of the Highways Act. The timeline for a Section 278 agreement involves several stages, from initial application to completion and maintenance, and can take several months to complete. Medway Council has requested an update from all parties regarding the progress of the proposed scheme.</p>
Funding	<p>Developer contributions have been apportioned based on traffic modelling analysis. The developer contributions due were factored into the Local Plan Viability Assessment. The apportioning of developer contributions will be refined, given the results of the Viability Assessment.</p> <p>Medway Capital Programme and Public Works Loan Board Department for Transport funding Homes England</p> <p>S106 and S278 funding is to be used to improve the transport network, together with major investment to be secured by the Council. Developer contributions will be paid into an infrastructure fund.</p> <p>The Blue Bell Hill Improvement Scheme is estimated to cost £250 million. If the bid is successful, it will cover 85% of the cost of the scheme, while the remaining 15% will need to come from developer contributions and other government funding opportunities. At the time of writing, the funding and delivery mechanisms are unknown; however, proportionate and viable</p>

	contributions will be due as a result of future development in Medway.
Key Issues	<p>It will be important to monitor and manage the implementation of the package of transport mitigations; it may be increasingly difficult to realise the place-based vision for access and movement once more highway capacity is delivered, which is based on a reasonable worst-case scenario. Development proposals should therefore be incentivised to demonstrate trip generation that would be lower than the vehicle trip credit.</p> <p>In order to allow developers to spread the cost of their contributions and to maintain a revenue stream, the trigger points for payments prior to commencement and/or completion will be agreed through the development management process.</p> <p>Appropriate Grampian-style conditions may be imposed on grants of planning permission to ensure development occupations are controlled prior to the implementation of elements of the package of transport mitigations.</p> <p>Medway Council would be responsible for the monitoring of vehicle trip credits and the collection of developer contributions, along with funding from all relevant public sources.</p> <p>The exact approach to securing the implementation of mitigations through Section 106 planning obligations or other legal agreements, including Section 278 agreements, will be agreed through development management process.</p> <p>Medway Council is preparing an 'expression of interest' bid to Homes England for National Housing Bank funding that could be available in 2026.</p>

Bus	
Lead Agency	<ul style="list-style-type: none"> • Arriva • ASD Coaches • Chalkwell • Medway Council • National Express • Nu-Venture • Stagecoach • Redroute
Evidence base	<ul style="list-style-type: none"> • Medway Local Transport Plan

	<ul style="list-style-type: none"> • Medway Bus Service Improvement Plan (BSIP) • Medway Enhanced Partnership
Context	<p>Since 1986 bus services have been deregulated and privatised. This led to very limited control for local authorities on services other than on 'socially necessary services' which they must tender for. The Bus Services Act 2017 regulates the marketplace and introduced a framework to allow for franchising.</p> <p>The National Bus Strategy has changed the regulatory framework under which buses have operated for the past 35 years, by linking the existing and future funding for bus services plus other Local Authority Highway funding to enacting elements of the Bus Services Act 2017, namely the use of statutory enhanced partnerships or franchising. The new approach from national government acknowledges the role the bus can play in achieving a net zero emission society. It places the bus at the forefront of such efforts and commits national government to supporting bus and bus rapid transit schemes. Bus is to be the main tool in driving change in travel patterns and reducing emissions.</p> <p>The 2021 bus strategy for England – Bus Back Better strongly supports better and more frequent bus services and acknowledges their importance. It:</p> <ul style="list-style-type: none"> • requires local authorities to produce Enhanced Partnerships across the country. • links further government funding to the creation of these partnerships. • requires local authorities to produce bus service improvement plans (BSIP); and • promised an additional £3bn in funding for bus services. <p>In 2024 a new Buses Bill² was published by the Government which could see franchising and more control rolled out to all areas.</p> <p>Seven companies operate services in Medway across 84 routes (including school buses routes). These are split between intercity and local routes. National Express and Stagecoach operate the intercity routes that provide connections between Medway, London, and the coast. Local routes are operated by Arriva, Nu-venture, ASD, Redroute and Chalkwell, providing services across the authority.</p>

² <https://www.gov.uk/government/news/transport-secretary-sets-the-wheels-in-motion-on-biggest-overhaul-to-buses-in-a-generation>

	<p>Passenger usage of the bus services in Medway has fallen over recent years in line with national trends, but are recovering post Covid.</p>
Quality & capacity review	<p>The main urban area of Medway is well served with services. Frequency is generally good, and evening and weekend services are improving using BSIP funding with an aim to have services at 30-minute intervals. In rural areas services are less frequent and limited at the weekends and evenings. The services to the Medway Valley and the Hoo Peninsula are particularly low in frequency, although are identified for improvement under the Medway BSIP.</p> <p>During consultations with Arriva, the main bus operator in the authority, no capacity issues were raised at present, and it was stated that future demand created reflecting the growth in the Local Plan could be met, and the company will proactively be involved in expanding services where growth is proposed.</p>
Proposed infrastructure	<p>Medway Council supports the use and increased patronage of sustainable forms of transport and will require improvements in bus services alongside developments coming forward. Details will be expected of how development proposals will enable increase opportunity for bus patronage as part of the development process, including through their design and density, to give residents choices about how they travel. Achieving a shift towards more sustainable forms of transport could also help Medway to better accommodate proposed housing growth by reducing the amount of additional traffic generated by new residents, helping to address climate change and air quality issues.</p> <p>The longer-term solution to the congestion issues in Medway will involve encouraging people to leave their cars at home and use public transport, and the Medway Council Climate Change Action Plan (2025-28) aims to facilitate a shift to sustainable transport and increase active travel. While bus services do not in themselves require infrastructure to be delivered, where new developments are concerned, a revenue subsidy from developer contributions can enable better travel options for new residents. Medway Council will seek contributions for this purpose where this would help to ensure development is sustainable.</p> <p>Department for Transport have announced funding allocations for local transport authorities in England to provide bus service improvements from 2026-2029. The Local Authority Bus Grant (LABG) is a consolidated grant for local transport authorities to maintain and improve bus services, comprising both capital and revenue funding.</p> <p>The allocation will bring together the LABG, funding for Bus Service Improvement Plans (BSIP) and the Local Authority</p>

	<p>Bus Service Operators' Grant (LA BSOG) into a single consolidated grant.</p> <p>Local transport authorities will have the flexibility to use LABG funding to meet local needs, whether by reducing fares, introducing new routes, investing in zero-emission buses or improving bus stops and stations.</p> <p>The Medway Local Plan 2041 notes the key role for bus improvements, particularly on the Hoo Peninsula, but also to support strategic development in suburban areas. The IDS also sets out the aspiration for bus prioritisation methods in Medway's town centres. This will be subject to future Local Transport Plan decision making.</p>
Funding	<p>Projects being delivered will be funded through a combination of the following sources:</p> <ul style="list-style-type: none"> • Section 278 Agreements • Private investment from bus services operators • Government grants <p>The total funding required is not currently known, as this will depend on S106 agreements and revenues achieved – typically bus services are subsidised by developers less any actual fare revenue from passengers, meaning that developers only cover the residual.</p>

3.3 Education & Early Years

3.3.1 This section covers the following services:

- Early years
- Schools (primary, secondary & sixth form and SEN)
- Further education (including Adult Education)
- Higher education

Early Years	
Lead Agency	<ul style="list-style-type: none"> • Medway Council
Evidence base	<ul style="list-style-type: none"> • Medway Council, Childcare Sufficiency Assessment 2024 -2025
Context	<p>Early years provision refers to childcare and early learning for under the age 5. All children aged between three and four years old in England are entitled to 570 hours of funded early education per year (usually taken as 15 hours a week for 38 weeks of the year) with an approved childcare provider. Some</p>

	<p>two-year-olds from families receiving some forms of support are also eligible.</p> <p>From April 2024, childcare support was expanded in phases and by September 2025, most working families with children under the age of 5 will be entitled to 30 hours of childcare support.</p> <p>From April 2024, eligible working parents of 2-year-olds were able to access 15 hours of childcare support.</p> <p>From September 2024, 15 hours childcare support was extended to eligible working parents of children from the age of 9 months to 23 months.</p> <p>From September 2025, eligible working parents of children under the age of 5 will be entitled to 30 hours of childcare a week.</p> <p>Parents do not have to use all of the hours of their funded entitlement. They may choose to split the hours between providers.</p> <p>With the agreement of their provider, parents may also spread hours across the year for e.g. rather than taking 15 hours for 38 weeks a year they could take just under 12 hours for 48 weeks a year.</p> <p>At present this is regulated by Medway Council who have to meet statutory duties to ensure the adequate provision of early years childcare, with services provided by a mixture of registered childminders, nurseries in schools, and independent nurseries. It does this by working with providers to manage supply and demand in the market, signposting providers to areas of emerging demand, business support to providers, and information sharing with partners to ensure demand is met.</p> <p>After significant increases in the number of children under the age of 5 years in Medway up to 2010, the number of children in this age group has stayed relatively stable around 18,000 since then. New housing development makes forecasting the precise number of children in Medway over the Local Plan period challenging, however the focus will likely be on responding to localised areas of need.</p>
Quality & capacity review	<p>The current number of full-time registered childcare places offered across Medway is 7,013. The maximum number of full-time equivalent places if there were 100% take-up would equate to 7,386 places. We are aware that not all parents use formal childcare, and the average take up is 72%, meaning that, Medway would require 5,317 places and therefore we do have sufficiency.</p>

	<p>Provision is provided by 128 childminders, 42 nursery classes in schools, and 86 private, voluntary and independent providers.</p> <p>Vacancy rates are a snapshot and often change rapidly. In some cases, providers may have a vacancy which is only available for a specific age group, or for a particular part time arrangement. In general, vacancy rates are higher in the autumn, when children move to school.</p> <p>All childcare providers must register with and be inspected by Ofsted, who give them an overall grade for the quality of their provision. Of those early years settings inspected by Ofsted, 95% have received a Good or Outstanding grade.</p>
Proposed infrastructure	<p>Childcare provision is delivered through a mixture of nurseries within schools and private enterprises that offer term-time only and all-year round childcare places.</p> <p>Five school-based nurseries are proposed; three being funded through the government's childcare capital allocation and the other two could be through expansions of existing provision.</p> <p>The Government initiative of Capital Grants for school-based nurseries will partially support future sufficiency of childcare places in Medway.</p>
Funding	<ul style="list-style-type: none"> Developer contributions – potential for S106 funding to support provision of commercial E-class spaces that can be used by private providers Private investment – investment in new facilities by private providers <p>The total funding required for the proposed projects outlined above is unknown.</p>

Schools	
Lead Agency	<ul style="list-style-type: none"> Medway Council Department for Education
Evidence base	<ul style="list-style-type: none"> Medway Council Schools Capacity (January 2025) School Place Planning Strategy 2022-2027
Context	<p>Medway Council as a unitary authority is the local education authority and has a responsibility to plan for school places within Medway. Provision of places can be provided through the local education authority and trusts (including free schools and academies).</p>

Quality & capacity review	<p>There are insufficient primary places in pockets and insufficient secondary places across Medway. There is a lack of primary school places in the west of the Hoo Peninsula, especially Hoo St Werburgh. Areas of Gillingham and Chatham have seen high levels of inward migration in recent years, which have led to a shortfall of school places. The shortage of secondary spaces is Medway wide, despite the recent completion of two new non-selective schools. The quality of the build fabric of schools is also a concern at a number of schools across Medway.</p> <p>Primary education – There are 77 primary schools in Medway, providing for a total of 26,826 places. At present there are 1071 places available across Medway in primary schools or a 4.0% surplus in space. Nationally, a 5% surplus in places is accepted to allow for in year demand.</p> <p>Secondary education – There are 20 secondary schools in Medway, consisting of 6 Grammar and 14 non-selective schools. There are no spaces available in Year 7 in Medway. (3,783 Year 7 places, 3,865 pupils)</p> <p>Other – Medway as the local education authority also has a responsibility to provide specialist education provision (SEN) for children with Special Educational Needs and Disabilities. In Medway there are 5 specialist schools, 1 primary, 2 secondaries and 2 all-through schools. A number of other schools have resourced provisions which allow pupils with SEND to attend mainstream schools. Medway will commit a proportion of developer contributions collected towards education to enhance SEN provision in line with SEND needs and statutory requirements. Education and in particular the creation of a large number of places for children with SEND, is a significant part of Medway's current capital programme.</p>
Proposed infrastructure	<p>Three new schools have recently been completed (one 2FE primary and two 6FE secondaries) in order to cater for the existing growth. The schools are located at Rochester Riverside (primary), Rainham and Strood (secondary), with completions in September 2022 and September 2023 respectively. Bulge classes and expansions at secondary schools continue to be required to meet rising demand.</p> <p>A new secondary school will be required to meet the need from existing and recently approved housing developments; this will be required in the short-term. In relation to the longer-term requirements to meet the Local Plan proposals and scale of anticipated growth in Medway over the plan period, the Council has identified the need over the plan period for:</p> <ul style="list-style-type: none"> • 7 further primary school expansions • 7 new primary schools

	<ul style="list-style-type: none"> • new secondary schools (including the secondary school mentioned above). <p>The expansion of Hoo St Werburgh by 1 FE is needed by September 2027 to meet existing demand. This is from developments brought forward ahead of the Local Plan.</p> <p>The proposed developments around Chattenden and High Halstow will require the relocation and expansion by 1FE of both Chattenden and High Halstow Primary Schools by September 2028 and 2029. Additional capacity of up to 4FE will be required on the Hoo Peninsula by September 2032 reflecting the anticipated housing trajectory.</p> <p>Significant levels of development are expected in the Capstone Valley, and so initially a new 2FE primary school will be required at East Hill by 2029. Two further new schools, providing up to 4FE, will be needed by 2036 and 2040. Depending on the phasing of developments, a 1FE expansion at either Lordswood or Kingfisher Primary Schools may also be required by 2036.</p> <p>In Strood, new primary schools will be required to create an additional 5FE between 2029 and 2033. Depending on the phasing, it may also be necessary to expand Temple Mill Primary by 1FE in 2035.</p> <p>Primary school expansions are also required in Chatham at Greenvale Primary, Rainham North at Riverside Primary, and Gillingham (schools/sites to be identified) in the next five years.</p> <p>Three new non-selective secondary schools will be required, providing up to 22FE. These will be a 6FE secondary school on the Hoo Peninsula, a 6-8FE school in the Capstone Valley, and an 8FE school in Strood. The Capstone school will provide places for pupils from the Lidsing development, which is in Maidstone Borough Council's area, but Medway secondary schools will be closer than any in Kent. Similarly, the Strood school will provide places for the adjacent development in the Gravesham area, as well as for Medway. All three schools will be required around 2030, as there is a lack of places available in Medway schools. Therefore, extra provision will be required immediately when the significant numbers of pupils from Local Plan developments begin to arrive.</p> <p>There will also be a requirement for an increase in secondary selective school places. Currently, approximately 29% of secondary age pupils attend a selective school. Therefore, there will be a need for an additional 6FE of selective provision. This could either be as six 1FE expansions, or one</p>
--	--

	<p>6FE annexe to a selective school. It is not possible to build new selective schools.</p> <p>In addition, there is a need for additional places for pupils with SEND. These will be provided through a combination of mainstream schools with support, resourced provisions, and additional places at special schools. At this stage it is not possible to forecast the exact mix of places required. The numbers of pupils involved are relatively small, but their needs can be highly individual, leading to a wide margin of error in any projections. Overall, it is expected that there will be 550 additional pupils with SEND needs over the lifetime of the Local Plan.</p> <p>These calculations are based on the pupil population projection from the Medway Developer Contributions and Obligations Guide 2025 and the spatial distribution of growth outlined in the draft plan. Medway's Education service has confirmed that the current rates in the contributions guide do not cover the costs of delivering new schools. The proposed expansions and new school development are outlined in Appendix 1 – Infrastructure Delivery Schedule.</p> <p>These estimated costs are based on recent projects in Medway and data from the annual DfE Local Authority school places scorecard. This scorecard uses data from the annual DfE capital spend return which all local authorities must complete. The figures used are for the South East, and the DfE have adjusted for inflation.</p>
Funding	<ul style="list-style-type: none"> • Developer Contributions • Medway Council Capital Funding • Government grant funding through Education Schools Funding Authority • Private investment <p>The total funding required for the proposed projects outlined above is estimated at approximately £315m. The anticipated s106 receipt from the proposed housing is estimated to only be £151m. Guidance from the Department for Education on securing developer contributions for education highlights the role that local authority borrowing powers can play in providing up front funding of for education in relation to S106. It states that "To support the delivery of strategic development at pace, you may need to forward-fund school provision within an urban extension or new settlement, using basic need funding or local authority borrowing if necessary and recouping these costs later through developer contributions secured by a planning obligation".</p> <p>However, where a school is required wholly because of a single or group of new developments, then the whole cost of the new school should be met from the S106 agreements from</p>

	these developments, and agreed collectively. It is not reasonable for the local authority to source additional funding when the school is only required as a result these housing schemes.
--	--

Further education	
Lead Agency	<ul style="list-style-type: none"> • Mid Kent College • Medway University Technical College • Medway Adult Education • Independent Training Providers
Evidence base	<ul style="list-style-type: none"> • Kent & Medway Area Review 2017 (further education), Department of Education
Context	<p>Further education (FE) refers to any study after secondary education that is not part of higher education (that is an undergraduate or graduate degree). It includes both formal qualifications and occupational skills courses provided by both Colleges, Guilds and Adult Education Services, as well as apprenticeships and other forms of adult education. Some of these are managed by governing bodies and separate to Local Authorities, being separated from them by the Further and Higher Education Act 1992.</p> <p>Within Medway, further education services come through a range of providers, including sixth forms and colleges, as well as independent providers. Specifically, there are 20 sixth forms and 2 further education colleges in Medway (UTC and Mid-Kent College).</p> <p>In 2009 Mid Kent College developed and opened a new campus at Chatham Maritime adjacent to the universities of Medway campuses costing £86 million³. This campus has c.3,000 students and provides level 2, 3 & 4 qualifications, and apprenticeships with specialisms in construction and engineering. Medway is also home to the Waterfront University Technical College. A University Technical College (UTC) is an educational institution for 14–19-year-olds that delivers core national curriculum subjects as well as some technical specialisms (e.g. engineering etc).</p> <p>The Waterfront UTC presently has a roll of 196 students. In April 2017, the government announced a host of apprenticeship reforms, based upon the introduction of a new apprenticeship levy. Large employers with a payroll of over 3 million are required to pay 0.5% of their payroll into a central</p>

³ <https://www.midkent.ac.uk/about/>

	fund called the apprenticeship levy. Levy paying organisations are able to draw down funds in order to pay for apprenticeship training, for either new or existing staff._
Quality and capacity review	<p>Central to Medway's plans for growth is an increase in high value employment supported by the matching local business demand and skills supply. This requires a skills base, enhanced by further education, that mirrors employer's aspirations and demands. As a result of national trends in apprenticeships and university admissions, in recent years Medway has seen slightly lower trends in apprenticeship starts, however⁴ new forms of further education have been created such as T-Levels, currently provided by Mid Kent College. T-Levels have the potential to further develop the technical skills of Medway residents.</p> <p>Evidence from Locate in Kent (January 2018) indicates that the skills which companies find the hardest to source are related to work readiness – i.e. soft skills such as attitude and work ethic. Other priority skills gaps are Higher level and specialist IT/tech skills, engineering and technical skills, construction and engineering skills, and management and leadership skills. In January 2021 the Government set out further proposed reforms to post-16 technical education and training to support people to develop the skills needed to get good jobs and improve national productivity. This set out plans for a National Skills Fund from April 2021, in the context of the significant employment and skills challenges impacting particularly on young people as a result of the global pandemic.</p>
Proposed infrastructure	<p>No specific infrastructure interventions have been identified through the Local Plan preparation process in regard to either the further education colleges or sixth forms. However, Medway continues to support this sector through the Medway 2037 Regeneration Strategy that seeks to improve employability. The methods to do this are through the retention of further and higher education talent in the area by supporting the development of new business space and also apprenticeship programmes.</p> <p>The delivery of further education services such as apprenticeships is expected to be undertaken as developer obligations for Medway to provide these services itself. There are a great many ways that businesses in the development sector can provide opportunities and support relating to specific development sites, including through the submission of an employment and skills plan alongside major planning applications. This could set out relevant construction</p>

⁴ <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

	apprentices, local employment, work experience opportunities, and local procurement will be used to achieve Medway Council's employment and skills objectives.
Funding	<ul style="list-style-type: none"> • Developer contributions • Education and Skills Funding Agency • Medway Council Capital Funding • Shared Prosperity Fund • Get Britain Working Funding

Higher education	
Lead Agency	<ul style="list-style-type: none"> • University of Kent • University of Greenwich • Canterbury Christ Church University
Evidence base	<ul style="list-style-type: none"> • University of Kent Strategy 2025 • University of Greenwich Strategy 2030 • Canterbury Christchurch University Vision 2030
Context	Higher education refers to education that results in a level 4 + qualification (HND, foundation degree, university degree or degree apprenticeship). These institutions are regulated by the Office of Students who seek to maintain standards ⁵ . Medway is home to three universities (Canterbury Christ Church University, University of Kent and University of Greenwich) all located at Chatham Maritime and are satellite campuses of Canterbury Christ Church University and University of Kent at Canterbury and University of Greenwich at Greenwich. In total there are over 7,000 students on campus in Medway ⁶ , alongside over 1,800 purpose-built student accommodation spaces.
Quality & capacity review	Through consultation, a lack of space on Medway Maritime campus has been identified as a longer-term issue by the universities located there. Specifically, there is a lack of space identified for start-up companies formed by graduates from the universities. Medway's Local Plan will also seek to support the development of new purpose-built student accommodation where suitable, and Medway's regeneration strategy Medway 2037 will seek to improve opportunities for graduate retention including through the provision of high-quality employment spaces and opportunities. A 2015 study found that Kent and

⁵ <https://www.officeforstudents.org.uk/>

⁶ <https://www.wearemedway.co.uk/learn/universities-at-medway/>

	Medway retained 38% of its graduates, while some cities in other parts of England retain as many as half.
Proposed Infrastructure	Both Canterbury Christ Church University and University of Kent have building projects underway, however these are limited to sites in Canterbury rather than Medway. At present no need for expansion has been identified in Medway. However, the growth of the universities in Medway and focus on the need to retain the graduate populations is generating a need for new sites adjacent or to the Medway campus for creation of start-up space. One such initiative is the new Chatham Docking Station by the University of Kent. This £13.5m Institute of Cultural and Creative Industries will transform the Grade II-listed Police Section House – overlooking The Historic Dockyard Chatham – into a new creative digital hub for the university by 2026/7.
Funding	<ul style="list-style-type: none"> • Universities • Public sector capital investment e.g. One Public Estate, Cultural Development Fund, National Lottery Heritage Fund, Levelling UP Fund, Future High Street Fund and financial support from Trusts and Foundations

3.4 Utilities & Waste

3.4.1 Utilities are services provided that enable the day-to-day function of a place.

These include:

- gas
- electricity
- water supply
- wastewater
- waste
- smart infrastructure including telecommunications

3.4.2 Utility services are generally provided by private companies known as statutory undertakers and regulated by national bodies (Ofwat and Environment Agency) rather than at a local level – except municipal waste services. Waste services (collection and disposal) for residential properties are regulated by Medway Council and run under contract by Medway Norse.

Gas	
Lead Agency	<ul style="list-style-type: none"> • Southern Gas Networks • National Gas Transmission

⁷ [ps://www.kent.ac.uk/institute-cultural-creative-industries/dockingstation](https://www.kent.ac.uk/institute-cultural-creative-industries/dockingstation)

Evidence base	<ul style="list-style-type: none"> Southern Gas Network - Long Term Development Strategy (2018)
Context	<p>Gas in the UK is transmitted across the national network and then distributed throughout a local network. The local distribution network is where pressure is reduced for public use. Within Medway the local network is managed and maintained by Southern Gas Networks.</p> <p>The Grain Liquefied Natural Gas (LNG) terminal is the largest in Europe and eighth largest in the world, with plans for further expansion. The terminal has a vast regasification capacity and a ship reloading facility to help meet high export demand. Global LNG supplies are expected to increase substantially, making this a competitive fuel source for various purposes. LNG is considered a vital part of the energy mix, given the reduction of domestic gas production.</p>
Quality & capacity review	<p>Medway is well served by both medium and intermediate pressure infrastructure. Under current demand conditions, pressure across both these tiers is generally very robust, and where any slight limitations in available capacity exist, additional capacity may be available on nearby infrastructure. The medium-pressure at Wallend and the Kingsnorth Power Station area are somewhat limited in available capacity and could support the equivalent of 200 and 300 houses respectively. However, intermediate infrastructure with greater available capacity exists in the wider area.</p> <p>It is possible that localised capacity limitations may exist on the low-pressure infrastructure which supplies Medway's towns and villages. However, as there can be various available connection points across this pressure tier, available capacity would be determined at the time of a connection request.</p> <p>The Grain LNG terminal consists of purpose-built LNG unloading jetties on the River Medway and two cryogenic pipelines that connects jetties to the storage tanks. The current annual capacity is 15 million tonnes of LNG, equivalent to 20% of UK gas demand, alongside 1 million cubic metres of tank space⁸. The Grain terminal capacity is booked until 2029/30, with no further primary capacity available.</p>
Proposed infrastructure	<p>Currently, capacity is available in the areas to be allocated for development. However, due the large level of development planned, it is possible that network reinforcement would be required to fully support this. Whether and where any deficits may occur would be determined by the actual level of development at each of these sites.</p>

⁸ <https://www.nationalgrid.com/national-grid-ventures/grain-lng/who-we-are>

	Medway Council has shared spatial data and a housing trajectory with SGN in Summer 2025 to inform SGN's emerging forecasts.
Funding	<ul style="list-style-type: none"> Southern Gas Networks Capital Funding <p>Should new infrastructure be required to provide the capacity for a development site, this would be designed reactively upon acceptance of a connection request. The location and extent of any new infrastructure would be determined by the network's available capacity at the time of request, the actual load requested, and the possible connection points available.</p> <p>Reinforcement costs may either be covered by SGN or be met in part or fully by the developer. To determine this, an economic test is carried out which calculates the net transportation revenue from the site against the cost of the required network reinforcement.</p>

Electricity	
Lead Agency	<ul style="list-style-type: none"> UK Power Networks National Grid Electricity Transmission
Evidence base	<ul style="list-style-type: none"> UK Power Networks - Long Term Development Statement (2023) UK Power Networks – Network Development Plan (2023)
Context	<p>The electricity network has three parts: production, transmission, and distribution. Production relates to power stations. National Grid Electricity Transmission plc (NGET) owns and maintains the electricity transmission system in England and Wales. The energy is then distributed to the electricity distribution network operators, so it can reach homes and businesses. Distribution is the lower voltage connections to residents and businesses operated different providers across the country; in Medway it is operated by UKPN.</p> <p>Medway has a significant input into the electricity network on the production and transmission parts. Medway hosts two natural gas fired power stations: Damhead Creek and Isle of Grain, and formerly hosted a third. Together these have a combined installed capacity of (805MW for Damhead) 3GW. This represents almost half of the installed capacity for the South East region and 5 per cent of the UK.</p> <p>Damhead Creek has planning permission for a significant phased expansion in generating capacity, which was due to commence in 2024/25. Various cables forming part of the</p>

	<p>national energy supply network also cross the Medway area, including the two-way electrical inter-connector (BritNed) linking Grain and the Netherlands. Although significant this infrastructure is mainly a strategic issue based on the UK wide energy market. The local growth changes although important will not influence the need for this infrastructure and will not be considered in the IDP. Due to the significance of the infrastructure the Local Plan will need to address the issue through the safeguarding of land.</p> <p>Electrical supply is provided locally through access to substations. Within Medway there are 13 substations located across the authority and operated by UK Power Networks.</p>
Quality & capacity review	<p>On Hoo specifically, the presence of electricity generating infrastructure suggests that this will not threaten the deliverability of growth in the area.</p> <p>Medway Council has shared spatial data and a housing trajectory with UKPN in Summer 2025 to inform UKPN's emerging forecasts.</p>
Proposed infrastructure	<p>Upon review of the long-term development statement for Medway, no projects have been identified for development based on the growth proposals provided.</p> <p>UKPN is not regulated to carry out speculative upgrades to the network, but instead to respond to customer applications and ensure that developers meet the costs for any extension of asset necessary.</p> <p>Required infrastructure can be assessed and delivered through the planning application process, as there are statutory requirements for developers to engage with providers, and for providers to ensure adequate provision based on cost recovery.</p>
Funding	<ul style="list-style-type: none"> • Customer recharge schemes • OFGEM Strategic Innovation Fund <p>Delivery of new connections and upgrades in Medway is via UKPN, or an independent distribution network operator (IDNO). An IDNO is a smaller network within an existing distribution network generally serving new developments.</p> <p>Although no new specific infrastructure has been identified UKPN has estimated that there will be a cost of the £15-20m to cover reinforcement to the network. Reinforcement may include connections and some upgrades to the existing network.</p> <p>New connections or reinforcement of existing infrastructure caused by new development are charged to the developers.</p> <p>UKPN will fund reinforcement up to the high-cost cap (high-cost cap (£1720/kVA) for load driven connection</p>

	reinforcement, £200/kW for generation and battery) and UKPN does not fund reinforcement for “speculative” development.
--	--

Other energy sources	
Context	The Future Homes Standard is a new energy efficiency standard for buildings that has been and continues to be set out in building regulations by government. The changes are intended to help the UK to achieve its net zero commitment by 2050, as the built environment currently contributes around 40% of carbon emissions. The legislation for future homes standard is expected to be laid before Parliament in 2025 and come into effect in 2026. It is likely to require reductions in energy use in typical new build homes of between 20% and 30%. The intention is that homes will not be built with fossil fuel heating such as natural gas boilers but use other energy sources such as hydrogen or heat networks instead.
Quality & capacity review	At present Medway does not benefit from other energy source networks.
Proposed infrastructure	Medway Council is exploring the potential for heat networks, and has commissioned studies to identify the scope for implementation on the Hoo Peninsula and sites in inner urban Medway, such as Chatham and Strood, connected to development and regeneration opportunities. Further work is assessing project development and funding.
Funding	Government has recognised the challenges of funding new energy sources including heat networks. Proposals would either be expected to be cost neutral over their lifetime and/or funded with government support including loans from Department for Energy Security and Net Zero, for example the Heat Network Transformation Programme, Green Heat Network Fund (GNHF), and OFGEM Strategic Innovation Fund (SIF).

Waste & Recycling	
Lead Agency	<ul style="list-style-type: none"> • Medway Council • Countrystyle Recycling Group • Medway Norse • Veolia Environmental Services

Evidence base	<ul style="list-style-type: none"> • Medway Council, Municipal Waste Management Strategy 2005-2020 (2006) • Waste Needs Assessment
Context	<p>Waste is split between Local Authority Collected Waste (LACW) (household) and commercial waste. The IDP will only focus on LACW as this is what Medway Council is responsible for as Waste Disposal Authority (WDA) and Waste Collection Authority (WCA) for household waste.</p> <p>As part of LACW, Medway Council has a statutory duty under the Environmental Protection Act (1990) to provide:</p> <ul style="list-style-type: none"> • Collections of waste from households. • Street cleansing • Provision of HWRCs to residents in its area. <p>The Council priority is to have a Waste Improvement Programme (WIP), part of which will include a Medway Waste Strategy (MWS). The MWS will respond to the Government's waste and recycling reforms and identify and appraise options for waste collection and disposal in Medway. An important part of the MWS will be engaging with Medway residents to understand their priorities and will include a review of waste containment. Reference to the MWS has been made in the One Medway Financial Improvement and Transformation plan (FIT), Food Waste Strategy Log Frame, and the Climate Change Action Plan (2025/28).</p>
Quality & capacity review (LACW waste only)	<p>Medway Council has contracts in place with private waste contractors for the transfer, haulage and disposal of kerbside recycling and residual waste. A procurement exercise was carried out in 2021/22 for the management of kerbside recycling which went live in October 2022. This contract was recently extended under Cabinet decision 57/2024 until 2026. A new procurement exercise will be carried out to manage this waste stream from 2026 onwards to comply with the Governments waste and recycling reforms (Simpler Recycling in England).</p> <p>Over the last five years, the overall rate of waste which is sent for recycling has stayed at around 42% and the overall rate of waste which is sent to landfill has declined to an average of 4%.</p> <p>Medway's three HWRCs receive approx. 200,000 visitors each year and are exclusively for the use of Medway residents. The HWRCs, located at Cuxton, Capstone and Gillingham, are accessible via an online booking system and only by people that drive a car. Of the three sites, the Gillingham site is the most popular followed by Capstone and then Cuxton. There are no HWRCs on the Hoo Peninsula with</p>

	<p>the nearest facility being Cuxton. The most popular site in Gillingham is restricted in terms of space and is the smallest of all the sites which presents challenges.</p> <p>Medway undertook a Waste Needs Assessment (WNA) (2024 update) for the plan period to assess capacity in the system over the plan period. The results of the WNA show that there is a shortfall in waste capacity of 291,339 tonnes by the mid-2030s, however there is no planning requirement for an additional waste transfer station.</p> <p>The WNA identified that waste facilities in Medway have the potential capacity to process between 435,000 to 834,000 tonnes per annum of waste. The figure is for both public and private facilities in the authority. It is important to note that these Medway based processing facilities aren't necessarily available for the disposal of LACW due to the waste stream types accepted and sub-contracted service agreements.</p> <p>Residual LACW is sent to several privately owned energy recovery facilities with the primary energy from waste facility for LACW being Kemsley K3 EFW in Sittingbourne.</p> <p>There are no facilities in Medway for the processing of food waste using Anaerobic Digestion which is the Government preferred method for disposal of food waste.</p> <p>The waste fleet for the LACW is currently housed in the Pier Approach Road depot. This site needs to be replaced and there is a current work stream to explore this, however, to date sites identified for a depot have been unsuitable.</p> <p>The Governments waste and recycling reforms (Simpler Recycling in England) came into force November 2023 and requires that:</p> <p>Consistency of the same set of materials collected at kerbside for recycling across England.</p> <p>Separate collection of paper, glass, metal, plastic, garden waste and food (Subject to an assessment for Technical, Environmental, Economic and Practicability or TEEP).</p> <p>All households (including flats) to receive collections similar to houses.</p> <p>Collection of plastic films to be introduced in 2027 (other materials may follow dependent on legislation).</p> <p>The MWS is expected to respond to Government waste reforms and outline how they will affect infrastructure requirements and collection regimes.</p> <p>Medway's current collection service is compliant with the current regulations with the exception of:</p>
--	---

	<p>Extension of food waste collections to flats (Project to become compliant due to be delivered March 2026).</p> <p>Collection of plastic films (dependent on disposal capacity and contracts).</p>
Proposed infrastructure	<p>The scale of proposed developments in Medway indicates the need for an additional facility to manage future LACW. However, no specific proposals for provision have been made at this time.</p> <p>In the meanwhile, the waste disposal for LACW is dealt with by private companies on a contract basis and Medway Council has limited control over final processing destination as this is based on available capacity and sub-contract agreements.</p> <p>In addition to the above, the Medway WIP and MWS will consider the infrastructure requirements and collection model for the future service delivery. It is important to point out that an essential part of LACW service delivery will be the requirement for a Council owned waste facilities to discharge its statutory duties. At present no sites are considered viable for development for this purpose, and such any waste infrastructure would require a minimum of four years to deliver.</p>
Funding	<p>Funding for LACW waste is delivered through:</p> <ul style="list-style-type: none"> • Council revenue budgets. • Council capital budgets. • Developer contributions. • Payments to Local Authorities under the UK Extended Producer Responsibility Packaging reforms. <p>No estimate has been provided yet by Waste Services of proposed infrastructure to meet the needs of LACW, however this will become clearer during the MWS.</p>

Water supply	
Lead Agency	<ul style="list-style-type: none"> • Southern Water • South East Water
Evidence base	<ul style="list-style-type: none"> • Southern Water - Water Resources Management Plan 2020-70 • South East Water - Water Resources Management Plan 2025-2075
Context	Two water companies operate within Medway, namely Southern Water and South East Water. The majority of supply

	to the authority area is provided from Southern Water. South East Water supply water to Halling.
Quality & capacity review	<p>Water Resource and Management Plans (WRMP) are produced on a 5-year cycle with outcomes feeding into Southern Water's business plans. WRMPs typically look ahead to a 50-year horizon.</p> <p>Water companies must adopt a catchment-based approach for asset investment planning.</p>
Proposed infrastructure	<p>Medway Council's planning officers have shared information about potential site allocations with Southern Water to inform investment planning. The data is considered alongside other population forecast data in addition to datasets for a range of other investment drivers for significant assets.</p> <p>Southern Water has carried out initial checks on proposed site allocations to indicate where there is limited network capacity; therefore, phasing of development may be needed alongside network reinforcement prior to occupation. This has informed the need for a stepped housing trajectory.</p>
Funding	<p>Investment for growth is planned, delivered and funded through two main mechanisms – one relates to 'network' capacity, the other to more strategic investment:</p> <ul style="list-style-type: none"> Any upgrades (reinforcements) that are needed on the network, specifically to accommodate new development, are funded through Southern Water's infrastructure charge to developers. Scheme planning can commence after Southern Water receive the developer's application to connect. From this point there is development certainty with associated funding. Scheme specific information is therefore unavailable prior to this stage. As developments come forward, Southern Water's technical asset investment specialists will then re-assess the needs in more detail, also then taking account of the broader programmes of investment (planned and in delivery) that will support each location. Significant assets that represent strategic infrastructure are funded through the water industry's 5 yearly investment plan which sets out spending requirements over the next 5-year period (AMP) using customer generated income. It is noted that plans come forward at different times, and there may be a degree of uncertainty about the future direction of relevant development plans adjacent to Medway or the plans of infrastructure providers.

Wastewater	
Lead Agency	<ul style="list-style-type: none"> • Southern Water
Evidence base	<ul style="list-style-type: none"> • Southern Water Business Plan (2025-30) • Southern Water Drainage Action Plans – Whitewall Creek & Motney Hill • Southern Water – Drainage and Wastewater Management Plan Motney Hill Wastewater System Plan • Kent Water for Sustainable Growth Study (Kent County Council, May 2017)
Context	<p>In Medway, Southern Water is the statutory wastewater provider operating and maintaining the assets needed to treat Medway's wastewater and sewage sludge. The principal wastewater treatment works is at Motney Hill, Rainham. The works include an anaerobic digestion plant where sludges from other wastewater treatment works may be taken for processing. Southern Water also operates a wastewater treatment works at Whitewall Creek near Upnor.</p> <p>Wastewater Treatment Works (WwTWs) treat the wastewater collected from homes and businesses within their 'catchment' via a network of connecting pipes and pumping stations. WwTWs are significant assets and represent strategic infrastructure.</p> <p>The central purpose of Drainage and Wastewater Management Plans (DWMPs) is to plan for future climates and population while reducing storm overflows, flooding and pollution for the benefit of customers, communities and businesses and to protect and improve the water environment. To do this they typically consider risks and investment priorities over a 25-to-50-year horizon. The DWMP cycle is repeated every 5 years in order that outcomes inform the strategic investment proposals required for the water industry business planning process.</p> <p>The DWMP process involves extensive consultation with stakeholders, including Local Planning Authorities and the Environment Agency. The outcomes of the DWMP process are fed into investment proposals submitted for Ofwat approval as part of our 5-yearly draft business plans.</p> <p>Southern Water is completing £5m of work at Whitewall Creek WwTW to provide additional storm storage capacity at the site to help reduce storm overflows. Also due to start in 2027 is a project to expand the treatment capacity at the works to allow for future growth. With a provisional completion date of 2030, this project represents investment of £23m in value.</p>

Quality & capacity review	<p>Water Resource and Management Plans (WRMP) are produced on a 5-year cycle with outcomes feeding into Southern Water's business plans. WRMPs typically look ahead to a 50-year horizon.</p> <p>Water companies must adopt a catchment-based approach for asset investment planning.</p>
Proposed infrastructure	<p>At Motney Hill WwTW Southern Water is progressing £10m of work to provide additional storm storage capacity at the site to help reduce storm overflows. This work is due for completion by March 26. Further work to reduce storm overflows from the site is underway across the sewerage catchment, including provision of sustainable urban drainage solutions. Southern Water will complete investigations by 2027 to determine the best solutions for the catchment, with delivery due for completion by 2035. Expansion of the treatment capacity at Motney Hill works is due to start from 2029 to allow for future growth. This work is currently valued at £37m with completion due in 2032.</p>
Funding	<p>Investment for growth is planned, delivered and funded through two main mechanisms – one relates to 'network' capacity, the other to more strategic investment:</p> <ul style="list-style-type: none"> Any upgrades (reinforcements) that are needed on the network, specifically to accommodate new development, are funded through Southern Water's infrastructure charge to developers. Scheme planning can commence after Southern Water receive the developer's application to connect. From this point there is development certainty with associated funding. Scheme specific information is therefore unavailable prior to this stage. As developments come forward, Southern Water's technical asset investment specialists will then re-assess the needs in more detail, also then taking account of the broader programmes of investment (planned and in delivery) that will support each location. Significant assets that represent strategic infrastructure are funded through the water industry's 5 yearly investment plan which sets out spending requirements over the next 5-year period (AMP) using customer generated income. <p>Upgrades to WwTWs are funded through the water industry's 5 yearly investment plan which sets out spending requirements over the next 5-year period (AMP) using customer generated income. Where upgrades will enhance treatment quality, this is determined by the Environment Agency where it issues new environmental permits and as part of the Water Industry National Environmental Programme (WINEP).</p>

Digital infrastructure	
Lead Agency	<p>Mobile:</p> <ul style="list-style-type: none"> • O2, EE, Vodafone & Three <p>Broadband:</p> <ul style="list-style-type: none"> • BT Openreach • City Fibre • Virgin Media
Evidence base	<ul style="list-style-type: none"> • Ofcom: Connected Nations Update Report 2020
Context	<p>Medway Council is committed to driving service innovation and improving connectivity through strategic investment in digital infrastructure. These initiatives underpin the Council's ambition to become the leading Smart City in the South East by 2037, supporting regeneration, culture, and tourism objectives, and working collaboratively with data and telecommunications providers to deliver future-ready services.</p> <p>Support businesses and communities.</p> <p>Digital and smart infrastructure includes a wide variety of aspects from communications to smart technology - in other words, infrastructure that responds intelligently to changes in its environment and user demands to achieve an improved performance.</p> <p>Telecommunications such as broadband and mobile phones in particular are intrinsic to how we now live and work. Access to fast broadband and telephone services are essential for business, learning and communities, and provision of high-speed broadband services is a key component of a successful economy. The council seeks to establish Medway as a well-connected area that offers a competitive base for businesses and excellent telecommunications services for residents.</p>
Quality & capacity review	<p>Medway continues to demonstrate strong broadband coverage, with 98.95% of premises able to access superfast broadband (≥ 30 Mbps). This covers almost the entire authority area, with only small pockets of limited availability in rural locations. Ofcom reports confirm that there are no significant capacity issues in the existing network.</p> <p>While digital exclusion has reduced nationally since 2019, some localised challenges remain. National ONS data shows non-use of the internet has fallen significantly, but deprivation hotspots in Medway may still correlate with lower adoption.</p>

	<p>The most notable improvement is in full fibre (FTTP/FTTH) coverage, which has surged from 7.7% in 2021 to 82.37% as of late 2025, surpassing the UK average of around 81%. Gigabit-capable coverage now reaches 92.3% of premises, positioning Medway as one of the better-connected areas in the South East. This transformation is driven by City Fibre's rollout under Project Gigabit, supported by BDUK and government investment. City Fibre's programme aims to futureproof connectivity for over 90,000 premises, with additional rural coverage planned for Strood, the Hoo Peninsula, Cuxton and Halling.</p> <p>Mobile connectivity remains strong, with near-universal 4G coverage outdoors (≈99%). Indoor coverage in rural areas is still less consistent, and 5G deployment, while improving, covers only around 38.7% of Medway's land area, compared to a UK average of 62%. The Council continues to work with BDUK, and mobile operators to encourage small cell 5G deployment, unlocking future potential for residents and businesses.</p> <p>3G Network Decommissioning</p> <p>The UK's mobile operators are completing the nationwide 3G switch-off by the end of 2025, reallocating spectrum to enhance 4G and 5G services. Vodafone, EE and Three have already retired their 3G networks, with O2 scheduled to finish by December 2025. While this transition improves overall connectivity, it impacts older devices and infrastructure that rely on 3G, such as roadside equipment, telemetry systems and certain IoT devices. Medway Council teams are reviewing modem compatibility and planning upgrades to ensure continuity of services, particularly in traffic management and remote monitoring. This change underscores the importance of accelerating 4G and 5G adoption across rural areas like the Hoo Peninsula to maintain resilience and unlock future digital opportunities.</p>
Proposed Infrastructure	<p>The UK Government's Project Gigabit programme, backed by a £5 billion investment, aims to deliver nationwide gigabit-capable connectivity to areas unlikely to benefit from commercial rollout. This initiative builds on the Future Telecoms Infrastructure Review and prioritises the hardest to reach locations, reducing deployment barriers and supporting economic growth.</p> <p>Medway Council recognises that the transition to 5G and future technologies will require more base and booster stations than previous 3G/4G networks. We will work collaboratively with telecommunications providers to ensure suitable provision and shared guidance. The introduction of new permitted development rights for 5G infrastructure will</p>

	<p>influence most locations and planning considerations going forward.</p> <p>Broadband and mobile connectivity requirements are embedded early in the planning process for new developments. While most growth areas in Medway benefit from strong coverage, specific locations such as the Hoo Peninsula remain underserved and will require targeted investment.</p> <p>Future developments will be expected to deliver their own network connections in line with Local Plan policy and Ofcom duct capacity guidance, ensuring resilience and scalability. Industry partners such as Openreach have committed to delivering Full Fibre broadband to 25 million premises by 2026, with ambitions to reach 30 million by 2030, subject to favourable investment conditions.</p> <p>Medway Council will continue to engage with government programmes, telecoms providers, and infrastructure partners to secure investment, improve connectivity, and support the area's digital ambitions.</p>
Funding	<p>Projects will be delivered through a combination of funding from the following sources:</p> <ul style="list-style-type: none"> • Developer funding (build costs) • Internet and mobile phone provider funding • BDUK Funding <p>Due to the future infrastructure projects proposed and method of delivery by providers the funding will come directly from developers and so no estimated costs can be provided.</p>

Electric Vehicle (EV) charging	
Context	<p>The Government is planning to phase out sales of new petrol and diesel cars from 2035 and supporting zero emission transition⁹.</p> <p>Medway EV Strategy 2022 – 2030 sets out how the Council will guide delivery of public charging infrastructure for EVs up until 2030. The underlying aim of the strategy is to enable all residents and businesses to switch to EVs, ahead of the above-mentioned phase out of sales of new petrol and diesel vehicles.</p>

⁹ <https://www.gov.uk/government/consultations/phasing-out-sales-of-new-petrol-and-diesel-cars-from-2030-and-supporting-the-zev-transition>

Quality & capacity review	To enable this transition and incentivise a greater uptake in electric vehicle ownership across the area, Medway Council has a strategic role to assess and address residential and business demand for local EV charging infrastructure; with an Ultra Low Emission Vehicle (ULEV) Strategy in development. More than 600 private electric vehicle charging points have been secured as part of the planning process in Medway. There are over 44 electric vehicle charging points in 3 council-owned car parks in Medway. Medway EV Strategy 2022 - 2030 highlights that Medway would need in excess of 1500 charge points across the borough.
Proposed Infrastructure	Working with the Energy Savings Trust Medway Council has been awarded £2.1m from LEVI to deliver an on-street EV charging infrastructure in Medway. The Council has also completed a survey of the local area and assessed potential charge locations suggested by residents. Installations are expected to begin in late 2025 ¹⁰ . Public sector land also has the potential to provide multiple locations where EV chargers could be installed individually or as EV charging hubs and this has the potential to provide an additional revenue income stream for the Council. The One Medway Council Plan has a commitment for 750 publicly available charge points by 2028.
Funding	The Council will not be required to provide any funding for this opportunity. The project will operate under a Concessionary Contract over a 15–20-year period, with bay rental and a revenue share per kW of energy vended once a threshold has been met. Investment will also be provided from the successful Charge Point Operator that is awarded the tender. Further investment in private charging infrastructure in new development will be delivered under developer obligations and has been tested for viability.

3.5 Health & Social Care

Lead Agencies and organisations	<ul style="list-style-type: none"> • Kent and Medway Integrated Care Board • Medway NHS Foundation Trust (Maritime Hospital) / Medway Maritime NHS Trust • South East Coast Ambulance Service • Kent and Medway NHS and Social Care Partnership Trust • Medway Council Public Health
---------------------------------	---

¹⁰https://www.medway.gov.uk/info/200161/travel/1130/electric_vehicle_ev_charging_points_in_medway

	<ul style="list-style-type: none"> • Medway Council Adult & Children Social Care • Medway and Swale Health and Care Partnership • Kent Community Health Foundation Trust • HCRG Care Group • Medway Community Healthcare CiC • NHS England
Evidence base	<ul style="list-style-type: none"> • Kent and Medway Estates and Infrastructure Strategy 2024 – 2034 • Comprehensive Reference Document to Kent and Medway Estates and Infrastructure Strategy • Medway Adult Social Care Strategy (2021-2025) • KCC, NHS & Medway Council, STP, Transforming health & social care in Kent & Medway (2016) • Kent and Medway ICB Primary Care Strategy 2024, Sustainable Local Care Five Year Plan • Health and Care Partnership Estates Strategy 2024 - 2029 • Medway NHS Foundation Trust, Clinical Strategy 2024-2027 • Medway Foundation Trust, People Strategy 2024-27 • Medway Foundation Trust, Quality Strategy 2024- 27 • Medway Joint Local Health & Wellbeing Strategy 2024-2028 • Medway Joint Strategic Needs Assessment • Medway Pharmaceutical Needs Assessment (2022) • NHS Kent and Medway Developers Contribution Guide (March 2025) • Fit for the Future 10 Year Health Plan for England

Healthcare	
Context	<p>Between 2021 and 2041, the proportion of the population in Medway over the age of 65 is projected to increase from 16% to 20%, and this will create additional demand for all health and care services.</p> <p>Local authorities are responsible for improving the health of their local population and for public health services. NHS Kent & Medway Integrated Care Board (ICB) and Medway & Swale Health and Care Partnership (HCP) work alongside a wide</p>

	<p>range of other NHS organisations such as, but not limited to, the Medway NHS Foundation Trust, Kent Community Health Foundation Trust, HCRG Care Group, Medway Community Healthcare CiC and Kent and Medway NHS Social Care Partnership Trust.</p> <p>A number of voluntary and community organisations in Medway also provide specific services or contribute to local health and care provision.</p> <p>Public health has not been considered in the IDP as there is limited physical infrastructure required. However, the service does provide information and education to help change behaviours that may require a developer contribution on certain forms of development.</p> <p>Kent and Medway ICB is responsible for planning and buying healthcare services to meet the needs of the 2 million people living in Kent and Medway. This includes a wide range of services including mental health, urgent and emergency care, elective hospital services, community care and delegated commissioning responsibility from NHS England for commissioning of primary care (general practice, pharmacy, optometry and dental).</p> <p>Primary care networks include groups of general practices working together, and in partnership with community, mental health, social care, pharmacy, hospital and voluntary services in their local area, to offer more personalised, coordinated health and social care to the people living in their area. There are 11 primary care networks in Medway and Swale (made up of 47 GP practices), Medway contains 9 networks, each serving between 30-50,000 patients: Gillingham South, Medway Central, Medway Peninsula, Medway South, Medway Practices Alliance (MPA), Medway Rainham, Aspire Health, Strood and Medway Valley¹¹.</p> <p>The Medway Pharmaceutical Needs Assessment 2025 (PNA) was prepared by the Medway Public Health service.</p> <p>Medway and Swale Health and Care Partnership Interim Estates Strategy April 2024 to 2029 sets out the shared ambitions of the health and care partnership stakeholders to optimise the estate and ensure the right fit for purpose place-based care is developed. The strategy is outlining the objectives and priorities for the next 5 years to help us deliver the ambitions of the HCP but also those of the wider Kent and Medway ICS strategy.</p> <p>[The Joint Strategic Needs Assessment sets out the demographic and summarises the current and future health and social care needs of the local community.</p>
--	--

¹¹ <https://www.kentandmedway.icb.nhs.uk/about-us/who-we-are/primary-care-networks>

Quality & capacity	<p>According to the Organisation Data Service (ODS)¹², in Medway there are 35 GP practices, 26 branch surgeries, 52 pharmacies, 44 dentists and 19 opticians as of August 2024.</p> <p>While GP to patient ratio is not necessarily the best measure of the quality and capacity of primary care services, for example due to the contribution of nurse practitioners and clinical pharmacists, this metric does coincide with local and wider concerns around the capacity of primary care services in Medway in particular which predates the merger of eight clinical commissioning groups into the Kent and Medway ICB in 2020.</p> <p>Medway's 2025 Village Infrastructure Audit found that a number of villages had specific issues with healthcare accessibility and expressed aspirations for improved services. Concerns about access to health services have been frequently raised by residents in consultation on planning policy.</p> <p>Kent and Medway ICB use its Social Infrastructure Demand Management tool (SidM) to inform its requirements for health infrastructure. This healthcare modelling tool is helpful for understanding the impact of new population growth on all sectors of health provision. SidM is the health location data analytics platform used by NHS Kent and Medway to provide timely, targeted, accurate evidence to optimise the use of limited funds, resources and assets and support the developer contributions process. Through the use of SiDM, further work will be undertaken to define the estate capacity as our population grows and as the demand for healthcare changes.</p> <p>The acute hospital site in Gillingham (Medway Maritime Hospital) already has some notable capacity issues as evidenced by Medway NHS Foundation Trust's annual report¹³. The Trust has set out its clinical strategy, which was approved by the Board in 2024, and is in the process of preparing its Estate Strategy, which is due to be approved later in 2025. This will set out the Trust's plans to develop and improve its estate ensuring the hospital continues to provide quality health and care services to the local population and beyond.</p> <p>There are four Healthy Living Centres which host a variety of primary, community and diagnostic services at Lordswood, Rochester, Rainham and Gillingham. Rochester, Rainham and Gillingham. These Healthy Living Centres offer some of</p>
--------------------	---

¹² <https://digital.nhs.uk/services/organisation-data-service/export-data-files/csv-downloads/miscellaneous>

¹³ <https://www.medway.nhs.uk/app/app-uploads/2024/09/Annual-Report-and-Accounts-2023-24.pdf>

	<p>the best clinical estate in Kent and Medway. It is recognised that utilisation rates within these centres have decreased and are currently low, with considerable unused space - 10% in Gillingham raising to 20% in Rainham.</p> <p>Every Health and Wellbeing Board (HWB) is required to produce a Pharmaceutical Needs Assessment (PNA). There is also a requirement to reassess and revise the PNA within three years of its previous publication. The 2025 PNA for Medway HWB meets the regulatory requirement by being published within three years. This mapping of pharmaceutical services against local health needs provides a framework for the strategic development and commissioning of services.</p> <p>The PNA conclusion was that NHS pharmaceutical services are well distributed across Medway, serving all the main population centres. There is adequate access to a range of NHS services commissioned from pharmaceutical service providers. As part of this assessment, no gaps have been identified in provision either now or in the next three years for pharmaceutical services deemed necessary by the Medway HWB.</p>
Proposed infrastructure	<p>NHS Kent and Medway ICB is undertaking a review of the proposed Local Plan growth in order to assess the impact on primary, community and acute healthcare in order to inform infrastructure requirements. Through the ongoing engagement between Medway Council and the ICB, the ICB assessments will identify the key workstreams and requirements to be defined in the Infrastructure Delivery Plan.</p> <p>Funding has been secured, and work has commenced to deliver a new Healthy Living Centre in the Pentagon Centre in Chatham, which will provide purpose-built space for two general practices as well as a comprehensive array of community health, outpatient clinics and other health and care services, making services more accessible to the local population. It is due to open in early 2026.</p> <p>The Hoo Peninsula and Strood do not currently have community health facilities; further detailed assessments will be required to define requirements in these localities. Any development in the Capstone area will need to be strategically assessed to understand the healthcare impacts of these developments alongside planned development in Lidsing in the Maidstone Borough Council area. Existing NHS primary and community care facilities, including the new Healthy Living Centre (HLC) at Chatham, will not support the full scale of this growth proposed for the River Waterfront area. Further detailed assessments will be required to define health and care requirements in these localities.</p>

	<p>The Medway Community Diagnostic Centre (CDC) opened at the Rochester Healthy Living Centre in August 2023 on a phased basis. The first phase enables patients to access a range of ultrasound scans as well as respiratory and cardiology services such as echocardiograms (ECGs). The second phase will be completed by the end of 2025, and includes CT (Computed Tomography) and MRI (Magnetic Resonance Imaging) scans. CDCs increase diagnostic provision in the community, offering patients a range of diagnostic tests closer to home reducing the need for hospital visits and potentially expediting the start of treatment.</p> <p>Through the One Public Estate agenda, and where appropriate, NHS Kent and Medway would wish to explore the potential to co-locate health and care services in the community, with other appropriate services and facilities that improve population health and wellbeing. This includes reviewing existing facilities regardless of whether these are owned/leased by the NHS or other agencies; extension of existing facilities where appropriate and the construction of new multi-occupancy facilities where this is warranted.</p> <p>Acute services are currently delivered from Medway Maritime Hospital in Gillingham, which serves Medway and some residents of Swale. Services are currently stretched and the anticipated increase in the local population of both Medway and Swale will not be able to be accommodated within the existing infrastructure. Although there are no plans to bring forward a new hospital within the plan period, the Medway NHS Foundation Trust is currently working to produce a long-term estate strategy that will aim to set out the development needs to support delivery of services for a growing population. These, in the main, are likely to be focused on the current Medway Hospital site.</p> <p>A key strand underpinning the Trust's clinical and estates strategies is a fully integrated development control plan which aims to enhance site access and connectivity, both internally and externally. There are a number of services on the acute site which do not need to be there and as part of the Trust strategy, plans will be developed to deliver these in the community, freeing up space on the acute site. This will require major capital and revenue investment.</p> <p>A Health Impact Assessment will be required from developers with planning applications, as specified in the Health Impact Assessment Guidance to assess how new developments may affect the health and wellbeing and/or impact health inequalities for those living in Medway. The intention is for developers to provide Health Facilities Strategies alongside planning applications for large scale developments. The provision of services to address health needs are complex</p>
--	---

	<p>however, as they impact matters such as workforce requirements, technology infrastructure and advanced technology accessibility for the community, changes in service model provision, prevention and self-care can be significant, particularly in the context of a growing population.</p> <p>Going forward, the provision of healthcare infrastructure will need to respond to changing demographics that affect Medway along with the rest of the country as well as changes to the way that the NHS functions and care is delivered in line with the NHS 10 Year Health Plan. Between 2021 and 2041, the proportion of the population in Medway over the age of 65 is projected to increase from 16% to 20%, and this will create additional demand for all health and care services.</p>
Funding	<ul style="list-style-type: none"> • Department for Health and Social Care Funding • Developer contributions <p>Historically in Medway planning obligations have been secured by Kent & Medway ICB with a focus on primary care infrastructure due to the direct impact population growth has on a practice list size and premises requirements based on the requirements of Medway Council's Medway Guide to Developer Contribution and Obligations.</p> <p>The ICB has published a Developer Contributions Guide which seeks financial contributions for example through s106 and/or facilities/land from developments to mitigate the impact of growth on infrastructure and services including, but not limited to:</p> <ul style="list-style-type: none"> • Primary and Community Care • Acute (Secondary) Care • Mental Health <p>The ICB will request contributions to create additional capacity in health care services resulting from the development or alternatively where a strategic solution is required, detail the requirement for new premises either to replace existing premises or provide additional capacity.</p> <p>Contributions are modelled using the Social Infrastructure Demand Management tool (SidM) It follows the principles of the Healthy Urban Development Unit which has been set up to assist in the infrastructure development for health and is widely used nationally.</p> <p>Medway Council and the NHS will continue to engage with developers to secure appropriate contributions to meet health infrastructure needs.</p>

Social care	
Context	<p>Adult Social Care is about providing adults with support and advice to help them lead happy and healthy lives. It's about helping individuals to live independently and support those that support others. There are a range of services available to help people in their day-to-day activities whether it's a large change such as moving home or a small change that can have a big impact. This could be for personal care (such as eating, washing, or getting dressed) or for domestic routines (such as cleaning or going to the shops). Medway Council does not own or operate its own residential or domiciliary care facilities for social care, although it does own and operate a respite service for adults with learning disabilities, Birling Avenue, and a Supported Living service, Flight. Adult Social Care is principally governed by the Care Act 2014 and the Health and Social Care Act 2012. The Care Act moved the focus of care provision from one of providing defined services, to one of 'meeting needs', giving authorities more flexibility and scope to work collaboratively with other services to fulfil these duties. Social Care is a means tested service, and so some people will be required to pay for some or all of their care or support needs, this can include housing costs depending on the type of accommodation they are living in.</p>
Quality & capacity review	<p>Medway, like other parts of England, have the challenge of balancing significantly increasing demand, the need to improve quality of care and improve access all within the financial constraints of taxpayer affordability. In Medway it is anticipated that the percentage of residents aged over 65 will increase by 24% by 2040, representing an additional 11,400 number of people. An even larger increase of 55% is predicted in the 85+ cohort, representing an additional 3,100 people. The number of people in Medway aged 65 and over with dementia is expected to increase by over 46% between 2019 and 2030, in line with the national trend. Many older people prefer to stay in their own home for as long as they can and to do so they may need additional support. There have also been increasing numbers of older people who need specialist accommodation that combines support, care, and housing provision. This ageing of the population is forecast to result in a substantial increase in costs to the health and social care system. These demographic changes and the steady overall growth in the population will put pressure on existing services. The increases in particularly vulnerable groups: very old people living alone, with long-term limiting illness and needing high levels of care, older people with dementia, and older people with learning disabilities will add to the pressure for additional care requirements. However, the evidence does also suggest that there will be a less significant increase in the</p>

	<p>numbers of younger vulnerable adults, although their needs may be more complex. Medway Council provides long term support to over 3,500 adult residents with care and support needs.</p> <p>Setting aside the issue of care services, which would not qualify as infrastructure for the purposes of plan making or S106 contributions, the Local Housing Needs Assessment sets out the level of need for housing with care. People who need care and support are more likely to be low incomes than working age, able-bodied residents, and are also less likely to be able to access private sector rented accommodation, partly due to cost, partly to accessibility, and partly due to security of tenure. Consequently, housing that is both affordable and accessible is crucial to their wellbeing. Specialist housing, such as Extra Care and Supported Living schemes, may be required for individuals who are not able to live independently in the community without support, but there are also many people of all ages and abilities who can and wish to if the right kind of housing is available for them.</p>
Proposed infrastructure	<p>At present, there is no proposed adult social care infrastructure being brought forward with the Medway Local Plan. The main priority is to transform Local Care through the integration of primary, community, mental health and social care and re-orientate some elements of traditional acute hospital care into the community, this allows residents to receive joined-up care that considers the individual holistically. However, there is an opportunity at planning application stage to discuss whether developments can contribute to meeting adult social care needs through the provision of affordable and/or specialist housing types.</p> <p>Medway's JSNA Chapter on Adults Care and Support demonstrates the need for considerable investment in older persons nursing and extra care accommodation as well as supported accommodation for clients with learning disabilities.</p>
Funding	<p>It is currently assumed funding will be provided by the private sector and voluntary organisations as service providers, as well as through central government and NHS funding.</p>

3.6 Community & Cultural Facilities

3.6.1 Community and Cultural Infrastructure is a collective term for the space, facilities and services that help people live better lives. The delivery of good community infrastructure is not just about the delivery of the facilities, it is where cohesive communities can emerge and is fundamental to nurturing a strong,

healthy, resilient and balanced future for a place, where existing residents and future ones become neighbours with shared ambitions for their area. This includes a wide range of buildings and spaces which are at the heart of Medway's diverse communities, including village halls and youth centres, as well as creative production spaces, from individual artists' studios and rehearsal rooms, to spaces for major events and film studios, alongside heritage centres, museums, performance spaces, community hubs, sport centres and libraries, all of which help to make Medway a great place to live and visit. The Covid 19 pandemic, for many people, reinforced the importance of community, and although it has been a challenging time for many community-run organisations and spaces, they have never been more important.

3.6.2 Community and cultural facilities are crucial to Medway's vision for regeneration. Importantly however, culture is often expressed only in the sense of the physical infrastructure, but culture also includes heritage, food, the night-time economy, creative interventions in the public realm and the creative industries, reflecting Medway's diversity. The Council's Events and Festivals team directly deliver a fund community organisation to produce a varied programme of free outdoor events and festivals. Whilst developing cultural infrastructure is important, culture is about the people who make and enjoy it. Medway's Cultural Strategy, published in December 2020, provides more detail on Medway's cultural ambitions. By 2030 Medway will be internationally recognised for its creativity and culture, exemplifying the positive impacts on everyone's lives. Diverse, collaborative and engaged, we will celebrate the strength and creativity of all our residents.

3.6.3 Medway currently operates 15 libraries alongside a mobile library, with close to one million books borrowed in 2019/20, as well as 139 village halls and community centres, although most of these are run by charities rather than Medway Council. In total there are over 300 community, religious and cultural facilities in Medway, of which more than half are non-denominational - more than one for every 1,000 people living in the area, and this does not include many informal cultural facilities or infrastructure. This social infrastructure is wide reaching in terms of its benefits, providing for the health, welfare social, educational, spiritual, leisure, recreational and creative needs of the community.

Community and cultural spaces, like libraries, arts centres, and hubs, play a vital role in local development. They help people build essential skills, access employment support, and contribute to a stronger local economy. These facilities offer free, inclusive access to digital tools, creative learning, and job support. From coding workshops to CV clinics, they help residents gain confidence, skills, and pathways into work. They also boost the economy, drawing footfall, supporting local creatives and businesses, and revitalising high streets. As trusted, welcoming spaces, they reach those often excluded from

formal services. In short, they are not just community assets—they are strategic drivers of inclusive, sustainable growth.

Cultural infrastructure	
Lead Organisations	<ul style="list-style-type: none"> • Medway Council • Universities @ Medway • Thames Estuary Production Corridor • Thames Estuary Growth Board • Chatham Historic Dockyard • English Heritage • Historic England • Arts Council England • National Lottery Heritage Fund • Developers • Creative industry partners • Creative Medway • Creative Estuary • Local community, faith and voluntary organisations
Evidence base	<ul style="list-style-type: none"> • Medway's Cultural Strategy 2020 to 2030 • Creative Industries Federation • Creative Industries Council • Medway Skills and Employability Plan • Thames Estuary action plan • Thames Estuary Production Corridor: The Case for Investment • Thames Estuary Production Corridor: Road Map for Growth • Creative Industries Council: Toolkit for Cities and Regions • Nesta: The Geography of Creativity • Mapping the UK's creative clusters • UK Core Cities Cultural Enquiry • Creative Estuary: National Cultural Planning Toolkit
Context	Cultural infrastructure includes facilities such as heritage attractions, museums, galleries, and visitor centres, as well as public art, creative workspaces, venues, performance spaces, libraries, public spaces, school (halls, gyms), theatres, artist studios. This social infrastructure is wide reaching in terms of

	<p>its benefits, providing for the health, welfare social, educational, spiritual, leisure and recreational needs of the community. Furthermore, a report commissioned by Visit Kent and based on the Cambridge Economic Impact Model, shows strong tourism recovery in Medway. Visitor numbers reached 4.8 million in 2023, up 38% on 2021, nearing pre-pandemic levels.</p> <p>Tourism generated £345 million, a 71% increase from 2021, and supports 7% of local employment.</p> <p>Inbound tourism exceeded pre-pandemic levels, with 114,500 overseas trips (+9%). Day trips also surged to 4.4 million (+37%), contributing £166 million in spend (+61%).</p> <p>Cultural infrastructure enables residents to participate in community life while connecting people with others in their local area. Medway has adopted a new Medway-wide ten-year cultural strategy. This is being updated integrating heritage.</p> <p>Medway's Cultural Strategy is owned by a Medway-wide partnership, under the umbrella organisation Creative Medway, has shared goals, mutual respect, and strategic leadership at its core. This partnership and its governance clearly set out the ways in which cultural investment can support the transformation of services for children and young people, regeneration, the local economy, health and social well-being.</p> <p>Creative Medway was established to deliver the strategy by bringing together a broad group of stakeholders interested in culture and creativity from across Medway. Creative Medway is driven by five working groups representing the themes of the strategy: Connectivity, Shared Ambition, Space and Places, Creative People and Community Engagement. These working groups are supported by the Creative Medway Compact a group that brings together twelve professionals representing the creative, education, health and wellbeing, business, voluntary organisations, and the local authority sectors.</p>
Quality & capacity review	<p>Arts Council England's Priority Places programme (2021–2027) identifies 54 areas across England where cultural investment and engagement have historically been low, but where there is significant opportunity to increase both. Medway's designation as a Priority Place builds on the energy and ambition generated by its bid for UK City of Culture 2025, which, although unsuccessful, catalysed a wide-reaching cultural movement. This led to the creation of the Medway Cultural Strategy (2020–2030), a bold 10-year vision developed through extensive community engagement. Medway is poised to become a major cultural hub, leveraging its rich heritage (from Charles Dickens to Chatham Dockyard) and vibrant creative community to deliver lasting social,</p>

	<p>economic, and artistic impact. The Priority Place designation is not just about funding, it's about empowering local voices, building pride, and redefining Medway's cultural identity for future generations.</p> <p>As part of the process of producing Medway's Cultural Strategy 2020 to 2030, provisional mapping across Medway identifies strong potential, but a potential that needs to be supported to grow and connect. The cultural provision in Medway, as offered by both venues and organisations, was mapped according to the geographical location generated by the full postcodes of their current bases.</p> <p>This work highlighted two main issues, the current spread of the cultural ecosystem in Medway is predominantly an uncoordinated spread of mainly small and often unsubsidised activities. It shows an abundance of potential which needs to be supported to grow and interconnect as it needs and wants. Furthermore, the gaps in the mapping, both of individuals and organisations which came forward as part of the Strategy development and of individuals and organisations who were mentioned but didn't make contact, highlight the starkness of the likely undercount of any estimate of the size of the sector. It is clear that a fuller mapping of the sector is needed as part of the delivery of the Strategy. The research also found that Medway is an area where arts engagement has tended to be somewhat lower than the national average, with only 57.4% of people in Medway having engaged in or attended an arts event according to the 2016/17 Active People survey, as compared with the then England average figure of 60.3%.</p> <p>Medway needs more spaces where people can collaborate to design, test, scale and engage with imaginative and enterprising ideas together - the area particularly lacks affordable spaces for the creative sector. Culture is very vulnerable to rises in land values following urban regeneration. Managing and supporting these valuable, but fragile, communities is challenging, but crucial. Creative spaces need to be recognised as assets of social, economic and community value, not just temporary solutions, and they also need a wide geography to broaden engagement. Culture can create a vibrant, diverse night-time economy, and plays a vital role in reclaiming underused in-between spaces and filling in-between times. Access to late-night public transport and other issues can be addressed by looking to provide wider geographical provision as much as by developing improved transportation to move audiences.</p>
Proposed infrastructure	<p>The Docking Station</p> <p>Medway Council is currently working with Creative Estuary, University of Kent, and Chatham Historic Dockyard Trust to deliver The Docking Station. This £13.5m Institute of Cultural</p>

	<p>and Creative Industries will transform the Grade II-listed Police Section House overlooking The Historic Dockyard Chatham into a new creative hub for the university by 2026. Bringing together industry with local creative practitioners, students, academics and young people, the building will feature state-of-the art digital facilities, flexible co-working spaces and an immersive, interactive performance and gallery space for both research and presentation of projects. Detailed design and feasibility studies are underway, and the project will drive innovation and collaborative research and fuel the growth of the Medway creative economy through experimentation, skills, and product development, research, and partnerships. It will also inspire young people to choose creative and cultural studies in Medway and help bridge the gap between academia and business progression for graduates, enabling them to find creative work in the area. This is linked to the wider Thames Estuary Production Corridor project together with the South East Creative Economy Network, a South East Local Enterprise Partnership initiative alongside the Greater London authority and partners which looks at the 100,000 people and 16,000 creative businesses in the Thames Estuary and aims to increase the number of jobs in this sector, as research suggests creative industry SMEs are 20% more productive than the average. There is also the potential for further creative workspace uses to be brought into Chatham Dockyard.</p> <p>The partnership has ambitions to extend the reach of The Docking Station onto Chatham High Street and connecting to The Brook Theatre using funding from the £9.5 million secured through the Future High Streets fund to grow flexible, affordable co-working and managed workspace for the creative sector that complements the existing performance and rehearsal space to drive innovation and creative collaboration.</p> <p>Medway Theatres - The Central</p> <p>The Central is a commercial venue with a single 996-seater theatre for touring productions and over the next few years will need significant investment to ensure it remain operational to the level it is currently. This includes investment in the structure and fabric of the building, technical and backstage facilities and front house improvement to create a better audience experience.</p> <p>Medway Theatres - The Brook</p> <p>The full £21million refurbishment of The Brook in Chatham town centre will be complete in early 2027. The Brook is a distinct offer from that of the Central Theatre.</p> <p>The Brook is a multi-space venue where performances and shows are created. It provides two performance spaces (400</p>
--	--

	<p>& 100-seater), multiple dance and theatre rehearsal rooms, workshops for building and making sets alongside props and costumes, multiple serviced offices and meeting spaces for businesses and community organisations.</p> <p>The Brook has a rich history that is key to Medway's heritage and over the years has been repurposed to adapt to changing demands in a modern city.</p> <p>The Brook will create an inclusive and accessible city centre destination offering a public programme of performances and workshops inside and out, bringing together new residential riverside living; alongside animated public space filled with markets, events and public art and exciting food and social experiences.</p> <p>The Brook has the ability to fuel the renaissance of Chatham's daytime and evening economy with clubs, classes, and professional programme, encouraging residents and visitors to spend more time in the city centre, supporting business and jobs across the hospitality sector and positively impacting on the retail sector. The £21million refurbishment is funded via Future High Streets, Levelling Up Fund and Medway Council.</p> <p>Other developments</p> <p>Medway Council is also leading on the redevelopment and refurbishment of Chatham Waterfront and Mountbatten House, both of which have the potential to create high quality new outdoor events spaces and public art installations. The Paddock public realm project, completed in 2024, has also provided accessible outdoor space which can be used for events as other town centre projects come forward. Further work is also ongoing in the Chatham Maritime area looking at events venues and other possible cultural infrastructure in the area.</p> <p>On the Hoo Peninsula, there are significant opportunities to develop creative and flexible community and workspaces, alongside spaces for outdoor events and a large-scale creative production hub as part of planning and community development proposals. Hoo St Werburgh and Chattenden Parish Council is working on plans for new and improved community facilities.</p> <p>The Hoo Community Infrastructure Framework is a community pan-peninsula co-designed piece of work that outlines the vision, local need and aspiration to support the planning and delivery of community infrastructure that aligns with Neighbourhood Plans, the Local Plan, physical and social regeneration ambitions, including investment in existing facilities and future target investment.</p>
--	--

Funding	<ul style="list-style-type: none"> • Developer contributions • Medway Council capital funding • Government funding e.g. via Department of Culture, Media and Sport • National Lottery Heritage Fund • Charitable Trusts and Foundations • Private investment • Arts Council England
---------	--

Heritage	
Context	<p>Medway has a rich internationally renowned heritage; from the maritime and military of the Historic former Royal Naval Dockyard and the Royal Engineers Museum, to the castles at Rochester and Upnor, and the literary genius of Charles Dickens, to its hugely important industrial and social heritage which saw the birth of the Stuckist art movement, the brickfields of Medway used to build Victorian London, the Medway Scene coming out of the punk era of the late 1970s, creating an internationally renowned art, poetry and music scene, and the mighty Shorts Brothers factories on the banks of the River Medway which built the world's first production aircraft.</p> <p>Medway Council's ambition is to make our rich heritage a bedrock of Medway's great future, through heritage-led regeneration. Celebrating how Medway has developed to create a modern place to be proud of.</p> <p>Our commitment is to, across sectors and communities, draw attention to the river and heritage assets that tell our resident's stories across the five towns and the Hoo Peninsula. We will connect and influence our ambitious regeneration and economic development strategy, understanding that targeted investment in the restoration and reuse of heritage assets in ambitious and creative ways can respond to and support the local economy, retain valued community spaces, connecting people and communities.</p> <p>We aim to celebrate the journey that has made Medway a modern, vibrant place to live, work, and be proud of. The Council is directly responsible for the care, maintenance, activation, and promotion of several key heritage sites across Medway. These include, but are not limited to, some of the area's most historically and culturally significant sites. Among them are the Elizabethan defences at Upnor Castle, surviving elements of the original city wall surrounding Rochester, and the Guildhall Museum – housed in one of Kent's finest 17th century buildings, offering a fascinating insight into Medway's</p>

	<p>rich history. The Council also oversee some of Medway's most iconic landmarks, such as the strategically placed and imposing 900-year-old Rochester Castle, the Grade I listed Eastgate House – a 16th and 17th century townhouse that includes Charles Dickens' Swiss writing chalet and the Rochester Corn Exchange, a grand venue steeped in 18th-century heritage.</p>
Quality & capacity review	<p>Alongside Medway owned and managed heritage sites and attractions, Medway is the home of several significant and emerging heritage organisations and places. Historic Dockyard Chatham, Rochester Bridge Trust, Intra Community Trust, Royal Engineers Museum, Chatham Maritime Trust, and range of trusts and organisations where volunteer groups look after Napoleonic Forts, Medieval barns, Victorian pumping stations, historic vessels and piers, parks and gardens and incredible landscape and walking trails.</p> <p>In October 2023, the National Lottery Heritage Fund announced its new Heritage Places initiative, forging long-term partnerships with 20 towns and cities across the UK as part of a 10-year journey to help places thrive by unlocking the potential of their heritage. Medway is one of the first nine Heritage Places to be announced, and National Lottery Heritage Fund are funding a programme of work, led by Medway Council, to work with community and sector partners to put in place a new Heritage Strategy and to scope and resource plans for investment to support heritage in Medway over the next 10 years.</p> <p>A Medway Heritage Strategy is emerging and is expected in 2026 which will incorporate tangible heritage such as building and sites and intangible assets such as volunteering, tourism, promotion, skills & employment.</p> <p>Historic England are currently supporting additional capacity at Medway Council for heritage-led regeneration through a Capacity Building Grant running until 2027. This grant funds two posts in Regeneration with a focus on continuing the legacy of the previous Historic England funded High Street Heritage Action Zone Programme, alongside expanding a co-creation approach to heritage led regeneration and empowerment of communities to drive forward regeneration in town centres. This work complements the close working relationship between Historic England and the Planning service as well as Historic England's role in supporting the development of the new heritage strategy and the Heritage Place programme led by Culture, Libraries and Heritage.</p> <p>The Hoo Peninsula, along the Thames Estuary in Kent, is a unique landscape of marshes, woodlands, and historic sites shaped over thousands of years.' Whose Hoo', a National</p>

	<p>Lottery Heritage Fund scheme running from 2025 to 2029, will create a lasting framework to help communities, schools, and landowners conserve and celebrate this heritage. Its aims are to:</p> <ul style="list-style-type: none"> • Protect and restore the Peninsula's natural and historic features • Boost community participation and volunteering • Improve access and learning opportunities • Strengthen connections across the area <p>A local management agreement with English Heritage supports Upnor Castle, Rochester Castle and Temple Manor, under which essential maintenance work is commissioned by the Council, but the cost shared 50/50 with English Heritage.</p> <p>The Guildhall Museum is an Arts Council England National Portfolio Organisation working in partnership with the Historic Dockyard Chatham and the museum services of Canterbury and Tunbridge Wells. This funds the museum to employ a visitor experience officer and undertake increased research into our visitors to make improvements to the visitor experience. A new interpretation plan has been developed for the museum which includes phased plans to improve the museum. A new condition survey has been undertaken on the Charles Dickens writers Chalet with a report and action plan currently being developed. The heritage team will work with local timber specialists to cost a phased programme of repairs with the long-term objective of being to welcome visitors back into the chalet.</p>
Proposed Infrastructure	<p>Rochester Castle</p> <p>There are ambitions to develop the visitor experience at Rochester Castle to improve access and increase dwell time in the long term. Looking at exciting and innovative ways to tell the story of the 900-year-old building, whilst maximising the commercial opportunities. The current capital programme also includes £500k over a five-year period to fund conservation work at Rochester Castle, however a recent survey by external consultants identified a total of over £1.5m of restoration works in the longer term. Occasional stone fall leads to areas being inaccessible or protective canopies being put up around the site. A programme of works to include repointing the interior and exterior walls of the Keep would enable further opening up of the building, bringing areas back into use, but also exploring opportunities for opening areas never seen before by visitors. Installing additional or extended walkways inside the Keep would give access to new areas as well as giving visitors a better understanding of the use of the building. Exploring the potential to bring the second staircase into use would improve visitor flow and increase dwell time. Extending the walkways</p>

would give more space for larger historical interpretation installations as well as areas for live historical interpretation.

Eastgate House & Gardens

There are ambitions to develop the visitor experience at Eastgate House including a guide book, improved lift, new interpretation boards and room dressing. Some elements from the 2017 renovations need refreshing and replacing. Adjacent to the house are the gardens, where there are ambitions to horticulturally develop it by improving the gardens and pond, reinstating the water features, improve planting schemes and infrastructure such as seating, bins, CCTV. The Dickens Writing Chalet is a central feature of the gardens, and ties ambitions to make Eastgate House a centre for Medway's stories and the art of storytelling. To ensure the chalet can be the focal point, it needs to undergo an ambitious restoration programme with associated activity plan. This will be supported by £100k investment from Medway Council in 2025/6, and work with the Chalet Stakeholders Group, Dickens Fellowship and Friends of Eastgate House to secure its future. This work will see the chalet being open and part of the offer to visitors.

Upnor Castle

There are ambitions to improve the visitor experience at Upnor Castle through an interpretation and maintenance programme. Recent introductions include an introductory soldier totem and a multimedia guide. A project is in its early stages to dress the Barrack Block rooms to represent soldiers from 1780, 1880 & officer's quarters. Ambitions are to extend this to an orientation space and improved shop furniture on the ground floor of the Barrack Block, develop an introductory gallery in the sergeant's mess, and dressing rooms around the castle itself. New interpretation boards are needed throughout due to several schemes being used.

Temple Manor

The hub of development, Temple Manor offers an insight into Strood's medieval heritage. Once a Manor House with a vast estate, farmed to create revenue to fund the Crusades, it now offers a peaceful haven. With investment the space could be a valuable community resource, with very basic amenities needed, such as toilet facilities, parking and lighting.

The Guildhall Museum

Following the introduction of a charge to enter the museum an annual family ticket has been introduced as of April 2025. A collection review is starting in 2025, and it is expected that this will lead to a strategic re-curation of the collections to be presented in a more contemporary,

	<p>accessible and resonant way and the creation of new flexible spaces.</p> <p>Rochester Corn Exchange</p> <p>The Rochester Corn Exchange is a large Grade I Listed Building in the centre of Rochester. The original part of the building is the High Street façade, and the main section of the building is the imposing 19th Century structure by the architects Flockton and Abbott. This faces on to Northgate and contains the principal public spaces.</p> <p>The Rochester Corn Exchange is a high-quality events venue perfect for weddings, celebration and events.</p> <p>The recent £650,000 restoration programme has included essential health and safety works to glazing in the Queen's Hall, the redecoration of each public room and facilities, as well as a beautiful new piece of art from local artist Luna Zsigo in the foyer. The programme has ensured that the building has retained its historic features whilst also balancing the demands of a contemporary audience with new audio visual and Wi-Fi provision.</p> <p>Ongoing maintenance of this beautiful building is critical to its success.</p> <p>Medway Archives Centre</p> <p>Medway Archives Centre aims to help everyone discover the stories of Medway's people and places. Visitors come to research their family history, the history of their house or other buildings, or the history and geography of the local area. Others visit for educational research, or to find inspiration for creative projects. The service helps visitors and residents discover information about the social, literary, economic, and governance history of Medway and gives advice about how to care for personal and family archives and printed material. Medway's archives receive deposits and donated material and holds archival and published records from the geographical area covered by Medway Council (the towns of Strood, Rochester, Chatham, Gillingham, and Rainham, the surrounding villages, and the Hoo Peninsula), and material from the parishes within the Archdeaconry of Rochester.</p> <p>Medway Archives Centre is reaching full capacity, and a digital and physical collections programme is in train. Key to this is developing create digital archives to increase access to existing materials, options for future physical improvements to increase storage space and programmes to ensure collections reflect the diverse heritage of Medway.</p>
--	--

Funding	<ul style="list-style-type: none"> • Developer contributions • Medway Council capital funding • Capital receipts • Government funding e.g. via Department of Culture, Media and Sport • National Lottery Heritage Fund • Historic England • Charitable Trusts and Foundations • Private investment • English Heritage grants • Department of Culture, Media and Sports
---------	--

Community hubs & libraries	
Lead Organisation	<ul style="list-style-type: none"> • Medway Council
Evidence base	<ul style="list-style-type: none"> • Medway Community Hubs and Libraries five-year business plan (forthcoming) • Arts Council England – National support agency for libraries • Libraries Connected – Independent national Sector Support Organisation
Context	<p>The Community Hubs and Library service are the responsibility of Medway Council; it has a statutory duty to provide them as per the 1964 Public Libraries and Museums Act. In Medway there are 7 Community Hubs and 8 Libraries and two mobile Libraries. These are spread across the authority. A number of these facilities also offer enhanced community services. The service also runs 2 x Prison Libraries for the Ministry of Justice.</p> <p>Medway's Community Hubs and Libraries are a valued community asset that offer an accessible, reliable and welcoming environment to all residents, increasingly seen as a gateway not only to the local authority but to help, advice, information, and support across other statutory and community partners. All Medway libraries providing a wide range of service you can browse, borrow and reserve our books, return books, use the click and collect service for books, DVD's caddy liners, dog waste bags, radar keys and electricity cards, collect recycling bags, use our public computers and access free Wi-Fi, use photocopiers and scanners, hire a meeting space or use our freely accessible study space.</p> <p>Community Hubs and Libraries are essential space within Medway's communities for resident engagement from other services, ranging from in person consultations to document hosting for services such as Planning, Highways and</p>

	<p>Democratic Services. Housing, Welfare Reform and Public Health host regular surgeries and support groups within Medway's Community Hubs. Collaborative working with Youth Services and Child Friendly Medway provides mutual benefits to all services, whilst joint working with the Waste Team and Climate Response Team has enabled the electrical recycling scheme and Repair Cafes to increase resident support.</p> <p>Medway's Community Hubs offer an expansion of library services, providing face-to-face contact for a variety of enquiries about council and partner services, including making payments, purchasing parking vouchers, and access to information and support. The Community Hubs are based at: Chatham, Gillingham, Lordswood, Rochester, Strood, Twydall and Wigmore.</p> <p>The digital library supports many 'From Home' services including audiobooks, e-magazines, e-newspapers and e-comics, access to heritage, local history and reference material, and access to streaming film and theatre.</p> <p>Medway's Community Hubs and Libraries are a hive of activities and events hosting over 500 events each year including regular Baby Bounce and Rhyme sessions to Knit & Natter groups, to school visits, the annual Wigmore Lectures, exhibitions, workshops author visits and theatre performances. These valued community assets offer an accessible, helpful, reliable, and welcoming environment to residents. They are important shared community spaces, services and activities support residents, learning, health and well-being and creativity, helping resident feel safe and supported which can help to address issues of loneliness and social isolation.</p>
Quality & capacity review	<p>Community Hubs and Libraries across Medway have come back well post-Covid with numbers steadily reaching those pre-Covid with live events attendance already significantly higher. Medway recently invested in enhancing facilities at the Wigmore and Lordswood Community Hubs, and regularly receives external funding from Arts Council England, The Reading Agency and National Lottery Awards for All to deliver specific programmes into Medway's diverse communities and support literacy and community engagement.</p>
Proposed interventions	<p>With the significant growth proposed across Medway it has been identified that the provision needs to be upgraded in several locations in order to cope with the increased demand in service.</p> <p>It is envisaged that any such upgrades will be through the co-location of several council and partner services into an integrated hub complex to be able to make best use of land and resources. Some may be able to be provided via upgrades and extensions to existing assets, funded through</p>

	developer contributions but could also be bespoke new builds. Growth on Hoo Peninsula, around Chatham, Gillingham, Strood, Lordwood, Rainham and Walderslade Hook Meadow libraries will be expected to contribute to enhancing the services they provide.
Funding	<ul style="list-style-type: none"> • Developer contributions • Medway Council capital funding • Capital receipts • Government funding e.g. via Department of Culture, Media and Sport • Arts Council England • National Lottery Heritage Fund • Charitable Trusts and Foundations • Private investment • English Heritage grants

User interactions with Medway Libraries over the past five years (Source: MC)

Year	Loans	Visits	Event attendees	Enquiries	Total interactions
2015-16	932,244	1,133,811	59,287	200,544	2,325,886
2016-17	934,575	1,151,215	57,000	214,545	2,357,335
2017-18*	930,393	1,062,403	65,308	217,085	2,275,189
2018-19	965,857	1,062,778	71,325	268,337	2,368,297
2019-20**	952,295	989,445	65,568	362,598	2,369,906
2020-21**	510,208	136,481	0	119,070	256,061
2021-22***	707,201	458,019	24,371	233,907	1,423,498
2022-23	844,899	660,696	85,638	300,475	1,891,708
2023-24	840,108	717,132	102,168	344,248	2,003,656

*Downturn in 2017/18 book issues and visitors due to the closure of Thomas Aveling Library.

**Covid-19 significantly impacted on March 2020

***Partial year pre-Covid

Community centres & village halls	
Lead Organisation	<ul style="list-style-type: none"> • Medway Council • Parish Councils • Medway Voluntary Action Local community, voluntary and faith organisations
Evidence base	<ul style="list-style-type: none"> • Medway Village Infrastructure Audit (VIA) (2025) • Medway Urban Facilities Survey Medway Voluntary Action, Strategic Plan 2013-16 (2013)
Context	Community facilities are an integral part of the community in Medway. They provide locations for activities, social events and in some cases services to be delivered. In rural areas this space is usually provided through a village hall, sometimes run by one of Medway's 11 Parish councils, while in the urban

	<p>areas these spaces may encompass a wide range of both religious and non-denominational spaces. Medway Council carried out a Village Infrastructure Assessment in 2025 to identify the level of provision and quality of those assets. In total Medway has over 100 village halls and community centres. Geographically the majority of specific community spaces, such as village halls are located on the Hoo Peninsula. In the urban area there are community spaces provided by private or charitable enterprises.</p>
Quality & capacity review	<p>The VIA (2025) identified that village halls remain important community hubs, regularly used for various social and recreational activities, though some require maintenance or upgrades, overall, the halls remained functional and well-utilised. Many other halls have capacity and quality issues which could be addressed through capital investment, resulting from the age of the buildings including in Cliffe, Cliffe Woods, Cuxton, Grain, Halling, Hoo St Werburgh, with facilities including new community centres, youth facilities, sports facilities and cash withdrawal facilities all listed as priorities in surveys. Neighbourhood plans in Medway will also help to identify community infrastructure priorities in future. It is important that community facilities are well connected to other community facilities, public transport services, open space, recreation facilities, and employment and education opportunities, and that spaces are multifunctional to suit a range of needs.</p>
Proposed infrastructure	<p>There are proposals to improve village hall facilities in Hoo St Werburgh. In addition, it is anticipated that new community buildings will be delivered with areas with significant levels of planned growth. Community space could be co-located with other uses such as health and leisure centres where appropriate.</p>
Funding	<ul style="list-style-type: none"> • Developer contributions • Wider fundraising <p>The total funding required for the proposed projects outlined above is unknown.</p>

Youth Centres and Facilities	
Lead Agency	<ul style="list-style-type: none"> • Medway Council Youth Service
Evidence base	<ul style="list-style-type: none"> • Discussion with Medway Council Youth Service
Context	<p>Local authorities have a statutory duty under the Education Act 1996 to secure sufficient educational and recreational leisure time activities and facilities for young people aged 13 to 19, and those with learning difficulties to age 24. In revised statutory guidance introduced in 2012, the Act also placed new responsibilities on local authorities to ascertain young people's</p>

	views on positive activities; publicise positive activities; and consider alternative providers. The government issued revised and expanded guidance for local authorities on youth provision in September 2023. This update highlights the requirement for local authorities to work with young people and stakeholders to establish the criteria for a sufficient youth offer. Sufficiency should be based on the needs of young people and the area, and authorities should attempt to meet these requirements as much as is reasonably possible.
Quality & capacity review	<p>The Medway Youth service provides clubs and activities for children and young people ages 8 and 19 (up to 25 years old for young people with a disability). It aims to support young people in Medway to meet their full potential, including through detached or street-based youth work, schools-based work and a range of activities and opportunities including the Duke of Edinburgh's Award programme. The Youth Service currently delivers from three permanent locations in Gillingham, Parkwood and Strood, as well as numerous other facilities in co-locational spaces such as community centres and schools and other council and parish council managed facilities across Medway. The service also delivers programmes on the Hoo Peninsula, and currently uses Hoo library, Grain football pavilion and Lordswood Library.</p> <p>The council's direct provision is part of a wider local youth offer that includes a significant amount of work in the voluntary sector and some in the private sector. These provisions have been impacted by growing financial pressures, particularly following the pandemic. Medway Youth Service works closely with Young Medway, who are a Young People's Foundation, to support collaboration, coordination and communication across the local sector, seeking to support groups and organisations that contribute to the youth offer.</p> <p>Medway Youth Service is also developing a new Youth Strategy, which will respond to the September 2023 guidance and develop Medway's approach to working with stakeholders to agree and evaluate the sufficiency of the local youth offer.</p>
Proposed Infrastructure	Upon discussion with the Youth Service no specific projects have been identified as to the provision of new physical assets, although there is an ambition for a facility to replace the WREC Centre in Chatham which closed in April 2024. There has also been discussion regarding new facilities for the youth service to be co-located with development on Hoo as there are limited suitable facilities on the peninsula, currently working out a range of community facilities, many of which are portable or not purpose built. At present, the strategic aim of the service is to upgrade the existing assets and focus on the provision of new staff and activities. It will continue to collect S106 contributions for small projects that arise.

Funding	<ul style="list-style-type: none"> • Developer contributions • Private investment
---------	---

Sport & Leisure	
Lead Agency	<ul style="list-style-type: none"> • Medway Council Sport, Greenspaces and Climate Response Service • Sport England • Commercial providers e.g. Gillingham Ski and Snowboard Centre, Gillingham Ice Rink • Clubs and organisations e.g. Anchorians Football Club, Medway Rugby Club
Evidence base	<ul style="list-style-type: none"> • Medway Sports Facility Strategy & Action Plan (2017). A new Sports Facility Strategy and Action Plan will be published in 2026. • Medway Council Playing Pitch Strategy – Strategy Document (2019) • Medway Council Playing Pitch Strategy – Needs Assessment (2019) • Medway Council Playing Pitch Strategy 2025 (currently in development) • Built Facilities Strategy 2025 (currently in development) • Facilities Planning Modelling 2025 (currently in development with Sport England) • Local Football Facility Plan 2025
Context	<p>Medway has a wide range of indoor and outdoor sports facilities that are provided in a range of different ways, some directly by the Council, others by private enterprise. Medway Council manages four sports centres across the authority - Hoo Sports Centre, Medway Park, Cozenton Park Sports Centre (formerly Splashes), Strood Sports Centre, plus the Strand Park and Lido and Watling Park 3G Football Centre. These centres have a community function as well as enabling residents to improve their health and wellbeing. Medway has a participation rate of 18.3% of adults doing 150 minutes or equivalent of moderate or higher intensity activity per week, higher than the national average of 17.5%. In total these centres provide a range of facilities (sports halls, swimming pools, athletics tracks, sports pitches, and gym suites). Medway is also home to leisure facilities of regional importance due to their rarity. For instance, the Gillingham Ice Rink and Capstone Valley dry ski slope.</p>
Quality & capacity	<p>Medway Council Sports Centres generate £5m income and attract 2m visitors per year. In 2017 Medway Council undertook a Sports Facility Strategy & Action Plan to review existing assets (public and private) and set out a future strategy for sports provision in the authority. The strategy</p>

found there to be deficits in capacity of swimming pools, sports halls and new health and fitness suites. At the time of the assessment in 2017, Medway had a supply of 10.9m² of water space per 1,000 of population. This figure is lower than the figures for England and the South East Region and is also lower than all but one of the other local authorities included within this analysis. Similarly, Medway had a supply of 4.18 sports halls per 10,000 residents, slightly lower than neighbouring authorities. A new Sports Facility Strategy and Action Plan will be published in 2026.

The strategy also recommended changes to the sports centres across Medway. The former Splashes Sports Centre has since been knocked down and replaced with the new Cozenton Park Sports Centre, which opened in summer 2024. The Strand Park and Lido, and Hoo Sports Centre are recommended for full redevelopment. Medway Park should be upgraded and expanded, while no changes to Strood Sports Centre were recommended. This report pre-dates work on the Local Plan which is proposing a strategic cross border development allocation to the west of Strood. This will generate significant infrastructure needs, including new and enhanced sports provision.

A Facilities Planning Model is also underway which will assess the demand for swimming pools, leisure centres and sports halls in Medway. This will include an assessment based on future population and will form an evidence base for future development.

The Local Football Facilities Plan (2025) identifies a current shortfall of 8-9 3G full size pitches but this is based on current demand and does not take into account future population.

The 2019 Playing Pitch Strategy identified that football demand and provision has been steady in recent years, while cricket provision has been particularly good. Rugby Pitches are relatively high quality, as is Hockey provision, for which there is additional demand. It has also identified a detailed set of improvements that can be made to existing open space and leisure facilities in Medway. Going forward, there is likely to be an overlap in terms of green infrastructure and open space and leisure, particularly in terms of the funding available, as a result of new requirements from Government for biodiversity net gain. This is discussed in more detail in the green infrastructure section below.

The council is currently updating the Playing Pitch Strategy for the evidence base for playing pitches, along with a new Built Facilities Plan. This will further demonstrate the need for a range of new high quality indoor and outdoor sports facilities for the residents of Medway. The updated strategy and plan

	are supported by Sport England and will reflect the planned growth strategy and policies in the new Medway Local Plan.
Proposed Infrastructure	<p>The growth proposed across Medway will lead to a significant impact on the number of users across Medway, such as on the Hoo Peninsula and in inner urban regeneration areas and suburban growth locations. Medway Council is proposing new sports provision on the peninsula in the form of a new sports centre as essential to provide for sustainable growth. Medway has modernisation works taking place at Medway Park, Strood and Hoo Sports Centre in 2025 costing approximately £2.5m, and is looking at investment to modernise and widen the sporting offer at Deangate and the Strand Park and Lido. Medway Council will also need to consider the need to grow sporting facilities to the west and north, as local communities grow. Going forward, sports infrastructure will also need to adapt to changing population demographics, for example by providing accessible facilities for older residents, as well as the concentration of younger residents often found in new developments. It will also need to address the needs of women and girls increased participation in sports, along with achieving Medway's aim to be a Child Friendly city.</p> <p>Medway's Local Plan specifies new standards for outdoor formal sport and open space provision, including non-equipped play areas, often for older children, such as Multi-Use Games Areas (MUGAs), bike tracks and skateparks, reflecting updates to the Fields in Trust Standard.</p> <p>Medway Council will continue to look for further opportunities to increase sport and leisure provision to respond to demand.</p>
Funding	<ul style="list-style-type: none"> • Developer contributions • Sport England • Medway Council capital programme • Statutory agencies and providers • Private investment • External funding

Cemeteries & Crematoria	
Lead Organisation	<ul style="list-style-type: none"> • Medway Council Bereavement Service • Parish Councils • Parochial Church Councils
Evidence base	<ul style="list-style-type: none"> • Discussions with Medway Council Bereavement Service

Context	<p>The Medway Crematorium has served the people of Medway and the surrounding areas since 1959. It is owned and managed by Medway Council, and the council is committed to maintaining and improving the facilities to make sure they benefit everyone who visits. Medway Council also runs four cemeteries directly, all of which are suitable for burials, cremated remains and memorials, including Maidstone Road Chatham, Woodlands Road Gillingham, Maidstone Road Rochester, and Cuxton Road Strood.</p> <p>Many of Medway's 11 parish councils also own and manage burial grounds, alongside local churches, although many may not continue to provide services. In total, Medway contains 48 cemeteries, but these include war memorials and churchyards which may no longer provide additional plots.</p>
Quality & capacity review	Upon discussions with the Bereavement Service at Medway Council no issues of capacity have been raised.
Proposed Infrastructure	The service has suggested that there is capacity in the present system in the meantime to meet the needs of the service and no new infrastructure is required. To future proof the service and needs of Medway residents beyond 2041, land East of Woodlands Cemetery, running to Yokosuka Way is identified for Woodlands Cemetery expansion. Half the land has been given up by the service for the provision of a new school; however, the remaining land is required to fulfil future burial needs.
Funding	<ul style="list-style-type: none"> Capital Funding

Town Centres and Public Realm	
Lead Agency	<ul style="list-style-type: none"> Medway Council Town Centre Management Team Medway Council Regeneration Team Town Centre Forums/Partnerships
Evidence base	<p>National Planning Policy Framework NPPF https://www.gov.uk/guidance/national-planning-policy-framework (see paragraphs 20, 96 and 131, 135 and the planning practice guidance PPG, which is supplementary to the NPPF).</p>
Context	<p>High quality public realm and town centre enhancements are crucial to ensuring town centres remain viable, attractive and functioning places at the heart of their communities.</p> <p>Town centres are focal points for community and economic activities that benefit residents. The attractiveness and maintenance of a high quality external built environment in</p>

	<p>town centres is essential to ensure the continuing vitality of these areas.</p> <p>Improvements to public realm areas situated within the core retail areas of Chatham, Gillingham, Strood, Rochester and Rainham centres (as defined in the proposed Medway Local Plan) are required.</p> <p>The definition of public realm includes but is not limited to the streets, squares, river walks, car parks and public rights of way located within the above areas.</p> <p>These areas will be improved via quality of design, construction and specification of the materials used, applied in a consistent and well-planned manner, to support the principle of sustainable development. They will also provide economic, social and environmental benefits. The perception, character and appearance of the centres will be improved, and long-term maintenance costs will be reduced, to the benefit of all.</p> <p>To encourage new residents/workers to use and enjoy their nearest town centre, support is needed to build community infrastructure and to activate community spaces. In addition, support may be required to undertake feasibility work for future public realm and other measures to address the demands resulting from growth upon the town centres.</p>
Proposed Infrastructure	<p>Medway's town centres overarching priorities have been defined in the Medway Town Centres Strategy (2022). This document identifies opportunities for each town centre focusing on:</p> <ul style="list-style-type: none"> • Breathing new life into empty buildings • Supporting high street businesses • Improving the public realm • Creating safe and clean spaces • Celebrating pride in local communities <p>Subsequently a delivery/action plan has been co-designed with the community and partners in Gillingham, and a similar process is underway in Rainham. It is proposed this approach is replicated in the remaining town centres moving forwards.</p>
Funding	<ul style="list-style-type: none"> • Developer contributions • Potential central government funding programmes such as the Pride in Place Investment Fund • Partner agencies/private investment
Key Issues	<p>The pressures imposed by the business, employment, retail, leisure and cultural needs of increased population will best be met by revitalised and viable town centres. An upgraded public realm is crucial to ensuring town centres remain viable,</p>

	attractive and functioning places at the heart of their expanded communities.
--	---

3.7 Green & Blue Infrastructure

Green and blue infrastructure refers to ecological and natural assets, which are as important as other forms of social infrastructure for ensuring the wellbeing of Medway's residents and addressing the impacts of climate change in Medway. Natural England defines green infrastructure as a strategically planned and delivered network comprising the broadest range of high-quality green spaces and other environmental features including mitigation of harmful impacts on environmental assets through visitor engagement, infrastructure improvements, codes of conduct, interpretation/signage, and monitoring.

Open Spaces	
Lead Agency	<ul style="list-style-type: none"> Medway Council
Evidence base	<ul style="list-style-type: none"> Medway Playing Pitch Strategy (2019) Medway Council Playing Pitch Strategy 2025 (currently in development) Medway Built Facilities Plan 2025 (currently in development) Medway Open Space Assessment (draft) (2024) Medway Green & Blue Infrastructure Strategy (draft) (2021) Kent and Medway Local Nature Recovery Strategy (Nov 2025) Public Rights of Way Improvement Plan Fields in Trust Standards
Context	<p>Medway has a large and diverse green spaces estate measuring 1,900ha, including 148 urban parks, 22 major parks, and 3 Country Parks, as well as many playing pitches, play areas, woodlands and allotments. These are linked with an extensive public rights of way network as well as other types of informal pathways and informal recreation routes. In addition, large parts of the authority area make up protected ecological habitats – roughly 1/3 of the land mass is SPA or Ramsar wetland of international importance, or nationally significant SSSIs. In total, 84% of Medway's land area is not developed, comprising agriculture, forest, recreation spaces and residential gardens. Biodiversity Net Gain is now required with most new development.</p> <p>The Local Nature Recovery Strategy for Kent and Medway establish shared priorities for nature recovery with wider environmental goals and the measures and locations by which these will be achieved.</p>
Quality & capacity review	Medway Council wants residents to enjoy greater access to clean, green spaces and have a great place to grow up, live

	<p>and work and recognise our role as custodians of these shared spaces.</p> <p>Studies in Medway have shown that access to open spaces and the natural environment is increasing, and the Council must respond to this through targeted intervention through a range of greenspace and access improvements that mitigate against this increase. Examples will include more and better-quality play provision and enhanced infrastructure such as paths, parking provision and signage.</p> <p>Medway contains a range of habitats including grazing marshes on the Hoo Peninsula, a network of ditches, streams and areas of reed support a wide variety of wildlife. Medway and Thames estuaries, important foreshore habitats including mudflats and saltmarsh. Areas of flower-rich chalk grassland remain, both in the Kent Downs National Landscape and within the urban area. Around 4% of Medway is ancient woodland, with internationally important beech and yew woodland on the Downs above Halling. These important habitats need protecting.</p> <p>Eight of Medway's parks have been awarded Green Flag Awards (October 2024). These awards are an international mark of quality and champion the best open spaces in the country. The table below outlines the latest available information on the quantum of open space provision in Medway, drawing on the draft Open Space Assessment (2024). This highlights the existing differentials in open space provision (in hectares) in each sub-area, with more urban parts of Medway having significantly lower levels of open space than more rural areas. When applying Fields in Trust standards, there are shortfalls in most areas of Medway, and this does not take into account an increasing population.</p> <p>All major developments must include sufficient high quality on-site provision of open space; however, on-site provision of new open space within all developments may not be practical or viable, especially in already densely populated urban areas such as town centres. Medway's Local Plan viability assessment and the town centre masterplans have indicated that development viability can be marginal in brownfield urban sites with regard to open space requirements, and a different approach is needed, including the investment in off-site assets.</p>
Proposed infrastructure	<p>Medway's green and blue corridors are priority areas to improve biodiversity. The corridors are expansive. They link designated nature conservation sites, areas of good quality habitat and Local Wildlife Sites and reserves. They have been based on the Biodiversity Opportunity Areas identified by the Kent Nature Partnership and include important links identified in many past Medway strategies. This work will be further progressed through the implementation of the Local Nature Recovery Strategy. The corridors include areas of Medway</p>

	<p>Council owned land, where improvements can be made for nature, but also involve land in private ownership. Where such land is coming forward for development, in locations such as the Hoo Peninsula and Capstone Valley, developers will be required to deliver policy requirements for green infrastructure networks. Priorities will vary in different locations depending on the location, circumstances and project concerned.</p> <p>New development has been found to disturb the protected bird life of the North Kent Marshes Special Protection Area (SPA) and Ramsar sites (areas of conserved wetland). To overcome this, The Strategic Access Management and Monitoring Strategy (SAMMS) prepared for the North Kent Environmental Planning Group by Footprint Ecology set out a strategy for resolving the additional recreational disturbances to the area's wintering and migrating birds. Mitigation activities are delivered by Bird Wise North Kent, otherwise known as the North Kent Strategic Access Management and Monitoring Scheme (SAMMS) Board, a partnership of local authorities, developers, and environmental conservation organisations. The Council has a well-established process for collecting contributions from development to the strategic mitigation measures delivered through Bird Wise.</p> <p>Other forms of green infrastructure development and enhancement include tree and other new planting, sustainable urban drainage schemes which function as both green infrastructure and flood and water management systems.</p> <p>In November 2019 Medway Council secured Homes England HIF programme funding to address constraints to growth on the Hoo Peninsula. Much of the funding was directed to transport work, but part of the funding was to be provided for environmental measures on the Hoo Peninsula. A strategic environmental management scheme (SEMS) was to provide for new community parklands and other strategic greenspace enhancements to mitigate the potential adverse impact on designated areas. The Hoo Peninsula supports large areas of protected habitat and many key and rare species. The HIF SEMS programme provided for new habitats, connecting existing habitats and creating more space for wildlife to thrive. The 'Hoo Community Parklands' scheme was to see the creation of 4 new sites – Cockham Community Parkland, Hoo Wetlands Reserve, Deangate Community Parkland and Lodge Hill Countryside Site – and the improvement of several Public Rights of Way across Hoo. The proposals were to comprise more than 50 hectares of public open space to showcase the Peninsula's landscapes, nurture existing habitats, and create new ones. It also included extensive visitor facilities such as space for informal recreation, play and woodland trails, as well as a network for routes for walkers and cyclists, and supporting</p>
--	---

	<p>visitor infrastructure. The funding for HIF and SEMS was withdrawn by Homes England in 2023.</p> <p>However, aspects of the programme have continued, such as investment at Deangate, and a refreshed programme is being developed. Engagement with Natural England in the preparation of the new Local Plan has confirmed the key role of a strategic mitigation programme to address the risks of negative impacts on the important environmental assets of the Hoo Peninsula, and provide effective green infrastructure to support good health and wellbeing and quality new development. Mitigation measures such as those established as needed through SEMS will still be required as housing growth is enabled through the Local Plan. This is the reference point for a new programme to meet the policy requirements of the Local Plan.</p> <p>The Council supports the delivery of strategic mitigation on the Hoo Peninsula and is working in partnership with Natural England and key stakeholders to review the SEMS and establish a new programme reflecting the same ambitions. The population growth in and around Hoo associated with the new housing will see more people walking, exercising and enjoying wildlife. If unmanaged, this positive activity would see additional pressures being placed on wildlife and their habitats.</p> <p>In 2024 planning consent was awarded for a new community parkland on the former golf course on Deangate Ridge, the one site that is in Medway Council ownership. Funding was secured from s106 contributions to begin work on the proposals and it is planned to have the first phase of the community parkland completed in 2026 delivered through the existing s106 funds.</p> <p>An opportunity to expand on the plans of Deangate Community Parkland post phase 1 is being explored which would enable increased growth in Medway. The expanded plans would provide additional mitigation beyond what was initially intended for Deangate when it was a HIF funded scheme. The expansion would offer a wide range of benefits including an increased buffer zone to Lodge Hill SSSI and a reduction in carbon emissions through increased planting. These benefits align with the vision for Medway in 2041 and promotes further conservation and enhancement of the natural environment, an important principle of Medway's Local Plan. To enable the expansion of Deangate Community Parkland into Deangate Country Park, significant additional investment would be required to bring forward the proposals. To become a country park, Deangate would need to provide additional facilities to support the increased visitor use. The expansion</p>
--	---

	<p>would involve increasing the size of the redline boundary to incorporate the remaining sections of the former golf course which remain in the ownership of Medway Council.</p> <p>With the expansion of the Parkland, the opportunity to create a pedestrian link would also become more feasible via the southwest corner of the former golf course, subject to collaboration with land owners and developers.</p> <p>Major developments in Medway will also be expected to provide high quality open space according to the council's open space standards, including outdoor sports and allotments. Further detail on sports provision is mentioned in Section 3.6 above.</p> <p>The new Local Plan identifies the need for planned green infrastructure with new development, including strategic corridors in and around Hoo St Werburgh and through the Capstone Valley, connecting the Kent Downs to Darland Banks, providing for the transition from countryside to town in the west of Strood, and a riverside path and green link in the former tram line from Gillingham Waterfront to the town centre.</p> <p>Temple Marsh is a monitored landfill site located east of Medway Valley leisure Park in Strood, overlooking the river Medway. The site is currently being transformed into a valuable nature reserve within Medway. Located in an area with limited access to natural environment and informal recreation, the site will serve the growing communities living nearby. The site is largely being funded through planning agreements following a land equalization agreement between the 3 landowners – Blue Circle, Medway Council and Morgans. New developments increase the pressure on the existing Public Rights of Way Network and developers will be expected to contribute to infrastructure improvements to and the upkeep of the local path network. We aspire to a 'step free' network where stiles are replaced with gates and other improvements such as path surfacing enables greater and easier use of the network especially for the less abled. Developers will be expected to contribute funds to enhance and help maintain the rights of way network in the vicinity of the development as well as contribute to the strategic path network promoted through routes such as national and regional trails.</p>
Funding	<ul style="list-style-type: none"> • Developer contributions • Developer build costs to ensure biodiversity net gain and adequate open space provision based on Local Plan standards • Capital investment. <p>Ongoing capital investment in Medway's open spaces is required to ensure that residents and visitors have access to open spaces designed to meet the increasingly diverse range</p>

	<p>of user needs such as enhancing access, better visitor facilities and to protect council assets from the impact of climate change. This supports the council's priority of "Healthy and Active Communities" along with Medway's aspiration to become a Child-Friendly City. This capital investment is in excess of the available greenspaces budget – for instance, improvements to play facilities alone are estimated to require a minimum of £250,000 per annum.</p> <p>In parts of Medway, the green spaces team collects developer contributions where on-site provision is not possible and uses these to strategically enhance existing green spaces. The council's stance is that new open space required should be provided as part of the new housing development wherever possible. In exceptional circumstances, where on-site provision of new open spaces is demonstrably not practical or viable – such as in town centres – equivalent provision or the enhancement of existing open space will be required off-site. Developers would be expected to work with the council on how this will be addressed at an early stage. This may comprise alternative forms of provision as part of public realm improvements, e.g. play on the way, community growing and outdoor gyms. This will ideally be in proximity to the new development, consistent with the Fields in Trust benchmarks for accessibility with an understanding that there is likely to be a willingness to travel further to access playing pitches and allotments.</p> <p>Current legislation requires developers to deliver and pay for biodiversity net gain. This could have a positive impact on the delivery of green infrastructure and nature recovery in Medway¹⁴ BNG should not compromise the requirement that open space remains usable and accessible for the enjoyment of all residents.</p>
--	---

¹⁴ <https://www.gov.uk/government/consultations/biodiversity-net-gain-updating-planning-requirements>

Current provision of open space typologies (in hectares) by sub area (from Open Space Assessment, Draft,2024):

Analysis area	Parks & Gardens	Natural & Semi-Natural greenspace	Amenity Greenspace	Provision for children & young people	Allotments	Outdoor Sports
Chatham	68.70*	167.00	61.24	2.68	6.11	24.56
Cuxton & Halling	-	267.21 +	14.93	0.68	1.54	1.82
Gillingham	16.56	65.34	49.46	4.49	9.42	17.36
Rainham	59.44*	39.05	9.02	1.59	3.30	2.99
Rochester	12.99	9.24	24.06	0.66	3.14	11.20
Rural	-	319.62	44.95	1.84	2.95	14.17
Strood	4.52	11.03	18.85	0.96	3.22	3.38
Medway	162.21	878.49	222.51	12.90	29.69	75.48

*Includes Capstone Farm Country Park & Riverside Country Park

+Includes Ranscombe Farm Nature Reserve

Note: When applying Fields in Trust standards, there are shortfalls in most areas of Medway, and this does not take into account an increasing population

Flood risk & drainage	
Lead Agency	<ul style="list-style-type: none"> • Medway Council • Environment Agency • Regional Flood and Coastal committees • Lead Local Flood Authorities • Local Authorities • Internal Drainage Boards.
Evidence base	<ul style="list-style-type: none"> • Medway Estuary and Swale Flood and Coastal Risk Management Strategy (MEASS) • Medway Strategic Flood Risk Assessment (2025) • Medway Surface Water Management Plan (2016, 2020)
Context	<p>Under the Flood and Water Management Act 2010, unitary authorities and county councils are designated as Lead Local Flood Authorities (LLFAs), responsible for coordinating flood risk management in their areas. The Council, as a Lead Local Flood Authority, is responsible for leading in managing local flood risks from surface water, groundwater and ordinary (smaller) watercourses. The Council is also the Coastal Protection Authority for a limited area between Grain and Allhallows on the Hoo Peninsula. The Department for Environment, Food and Rural Affairs (Defra) is the lead Government department on flood policy and provides funding for flood and coastal erosion risk management projects, predominantly through the Environment Agency. There are several authorities involved in managing flood risk in England,</p>

	including: Environment Agency; Regional Flood and Coastal committees; Lead Local Flood Authorities; Local Authorities; and Internal Drainage Boards. Importantly, all powers relating to flooding and land drainage are permissive, so the various bodies involved do not have a duty to act. Landowners have the main responsibility for safeguarding their land and property against flooding. Almost half of the flood defence assets in Medway are maintained by the Environment Agency directly.
Quality & capacity review	Medway is prone to fluvial, tidal, and surface water flooding due to its position at the mouth of the river Medway where the river flows into the Thames estuary. Due to this location Medway has an extensive network of flood defences and flood prevention systems. As a Lead Local Flood Authority, Medway Council is responsible for the management of local flood risk. Local flood risk refers to the risk of flooding from surface water, ground water and ditches and streams (called 'ordinary watercourses'). The Council also owns and is responsible for several areas of river frontage within Medway, some of which serve to protect against flood risk. These include Chatham Waterfront, Rochester Riverside and Strood Riverside. If climate change increases rainfall intensity by 40% as estimated by the Environment Agency this will further increase the risk of flooding in Medway ¹⁵ .
Proposed interventions	<p>Future plans for flood risk mitigation will follow the Environment Agency's Medway Estuary and Swale Strategy (MEASS) and Medway's Strategic Flood Risk Assessment (SFRA). Medway has been identified by the Environment Agency as an area with a significant risk of surface water flooding. Any potential development sites should make reference to MEASS and SFRA and where sites would benefit from flood defence works, a contribution for the site and/or wider strategic area may be requested.</p> <p>The MEASS identifies a number of 'Benefit Areas' in Medway which could require future funding to address flood risk. However, the list is not definitive in the sense that in practice, the necessity of flood defences will depend on the nature and scale of development coming forwards. For example, where less sensitive uses are designed to be located a ground level, this could reduce the need for flood risk mitigation measures and therefore the cost of the infrastructure. This will be assessed at planning application stage through an individual site/planning application specific Flood Risk Assessment, particularly as the benefit areas within the MEASS do not correspond to specific sites, and therefore the balance of costs will need to be distributed between sites according to the benefit derived from the flood mitigations in question.</p>

¹⁵ <https://www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances>

	<p>Furthermore, climate change could lead to new weather patterns which increase this risk, as well as the risk of water shortages going forwards. As such, Medway Council is committed to ensuring that development has only positive impact on flood risk management in the area and will seek appropriate mitigations and measures.</p> <p>The Council has produced a Surface water Management Plan and updated the Strategic Flood Risk Assessment as part of the evidence base for the new Local Plan.</p> <p>Southern Water's internal 2019 Drainage Area Plans for Motney Hill and Whitewall Creek also assessed the risks of trunk sewer surcharges during periods of severe rainfall (thereby affecting water quality in the estuary) against growth in the Local Plan, using detailed site level data on housing allocations. These plans incorporate all schemes to manage expected growth in the catchment area to 2040 by increasing the size of existing sewers and providing new attenuation storage. Where growth is proposed outside of this proposed headroom, comments will be provided via the planning application process.</p>
Funding	<ul style="list-style-type: none"> • Developer contributions • Government funding e.g. from the Environment Agency • Medway Council capital programme • Statutory agencies and providers • Private investment <p>Medway Council was awarded £3.5m funding from the government's Local Growth Fund to enable flood defence works on the former Civic Centre site in Strood, which were completed in 2019/20. However, Medway continues to face significant flood risk, and has been identified by the Environment Agency as an area with a significant risk of surface water flooding. A further £4.5m has been secured through S106 funding for upgrades to the river wall at Rochester Riverside, and further investment has been made in flood defence works at Strood. Indicative estimates from the MEASS suggest the need for around £71.5m in flood defence works within Medway over the plan period – however not all of this is required up front from external funders (including beneficiaries and developers). Some of this amount, around £12.7m, relates to the whole lifecycle costs (i.e. including management and maintenance costs) of the flood risk interventions that have been scoped as part of the MEASS. These contributions reflect high level, albeit conservative, estimates of costs using the current EA partnership funding model which takes into account Outcome Measures around</p>

	<p>the vulnerability and number of floodable receptors, and are subject to change over longer periods.</p> <p>However, the funding of flood risk mitigation and defence work is complex, involving <u>partnership funding</u> which brings together public and private sector funding including from local communities, businesses developers and councils who might benefit from the reduction in flood risk, suggesting the need for funding in the order of £58.8m from third party beneficiaries over the plan period. Some funding is also available from the Environment Agency through bidding processes, through a form of cost benefit analysis which takes into account the benefits accorded to existing properties adjacent to any new scheme. The total funding required for the proposed projects outlined above is currently unknown. Key interventions required depend on site specific flood risk assessments at planning stage, in absence of proposals / site layouts. For some sites there is only a small frontage in Flood Zone 3, and therefore if development was progressed sequentially, it would negate the need to contribute/build a defence if not benefitting from or requiring a defence. The Council is liaising with the Environment Agency in updating evidence of the requirements and costs for flood defence infrastructure across Medway.</p>
--	--

Approaches to Infrastructure Delivery in Medway

4.1 Infrastructure Costings

- 4.1.1 National planning policy is clear that Local Plans must be viable (economically deliverable) and set out the level of contribution needed from development. However, the requirements of infrastructure and policy should not be so burdensome to the extent that they undermine the plan. Medway Council has worked with infrastructure providers and council services to develop indicative infrastructure costings and proposed delivery timescales including where appropriate cost allowances for consultancy fees and contingency in line with best practice, however these are indicative and subject to detailed cost and delivery estimates in line with NPPF. It should be noted that build costs have historically been subject to inflation above the rate of consumer price or other measures, and any delays to infrastructure delivery can then impact upon their cost. Care should therefore be taken when collecting funding up front, as delivery in future may have a higher cost than expected.

4.2 Funding

- 4.2.1 Developer contributions are an important means of meeting the costs of increased demand on services and infrastructure arising from new development. Medway, like many areas, is experiencing infrastructure pressures and seeking effective use of developer contributions to help secure the operational capacity of services to address the impacts of growth. However, infrastructure can be funded through a range of sources and funding from different sources can sometimes be combined. Developer contributions are one source of funding, as are capital contributions by Medway Council. However, there are a range of other external funding opportunities from Central Government and other sources such as the Department for Transport funding and Environment Agency funding. Many infrastructure upgrades such as those to the water and power networks, can be funded through market processes, meaning that utilities customers pay for infrastructure upgrades through higher subscription charges.
- 4.2.2 The impacts of development need to be mitigated through developer contributions, such as Section 106 agreements, unilateral undertakings, and CIL payments. This is recognised as an integral consideration to securing sustainable development, addressing the additional needs for services arising from the development.
- 4.2.3 The 2019 amendments to the Community Infrastructure Levy (CIL) Regulations will enable the pooling of developer contributions in an infrastructure fund towards the package of transport mitigations. This will provide an alternative to developers being required to implement specific off-site infrastructure requirements through Section 106 agreements. Section 106s for individual site allocations will require payment of developer contributions into the infrastructure fund.
- 4.2.4 Medway Council currently uses S106 Agreements to collect developer contributions. Its policy is set out in the draft Medway Local Plan and Developer

Contributions Guide, 2025. A S106 agreement takes account of the impact of the development on local infrastructure.

4.3 Government Funding

- 4.3.1 Central government funding also contributes towards the delivery of infrastructure projects within Medway and will help with Medway's vision to create new opportunities for homes and growth in this major regeneration area within the Thames Gateway.
- 4.3.2 Homes England is working on a number of sites across Medway to bring forward for development and could choose to fund infrastructure directly in relation to these sites. Some infrastructure providers also have direct schemes to improve and develop their services. Network Rail has invested in the Station Regeneration and improvement plan, which has benefitted stations in Medway. There have been investments in heritage and culture.

4.4 Medway Council Capital Programme

- 4.4.1 Medway Council, as an infrastructure provider, can provide a certain level of capital funding towards infrastructure and regeneration projects including through prudential borrowing where appropriate. This can also be used to support forward funding of infrastructure where recovery is possible from development at the appropriate time. However, given budget pressures on Local Government, investments will be prioritised and set out in Council plans.

4.5 Statutory Agencies and Providers

- 4.5.1 Infrastructure providers and the statutory agencies are responsible for meeting their statutory obligations and responding to growth through their own funding sources. They can plan for infrastructure provision through investment plans, which take into account the Council's plans for development.

4.6 Private Investment

- 4.6.1 Some infrastructure is provided by private companies, for example early years provision, and capital investment in these services forms part of their business operations. Similarly, landowners may have some responsibility for infrastructure investments on their land, for example riparian owner where there is a watercourse within or adjacent to the boundaries of their property and a watercourse includes a river, stream, or ditch.

4.7 Cross-boundary Infrastructure

- 4.7.1 Not all infrastructure problems occur at a local district level and sometimes they require solutions that cross local authority boundaries including funding collected by one authority being transferred to another to account for the services and infrastructure being used by residents. As a reflection of this the Council has prepared this plan in partnership with neighbouring LPAs and service providers. Formal Duty to Cooperate activity is recorded as part of the

Local Plan process, and Statements of Common Ground with neighbouring authorities and infrastructure providers have been prepared. Below are listed the strategic infrastructure projects that need to be undertaken for the plan to be successful. Medway Council will continue to engage in collaborative planning with neighbouring authorities and statutory bodies. Key strategic cross border projects include the Lower Thames Crossing, Bluebell Hill A229 improvements, and Lidsing Garden Community, and proposed development to the west of Strood. These include cooperation on service planning and delivery, such as transport, education, health and community services and green infrastructure.

Appendix 1: Infrastructure Delivery Schedule (IDS)

An IDS sets out projects identified over the plan period that will help to deliver the Local Plan. Existing projects or those that refer to routine maintenance, or are not needed as a result of the growth identified are not included in this schedule. It sets out costs, responsible bodies, and timeframes. It is to help the LPA to monitor infrastructure delivery and manage engagement with both developers and infrastructure delivery partners.

The IDS will be monitored annually as part of the AMR process. This involves direct engagement with services to determine the accuracy of the details in the table. Monitoring will help ensure that infrastructure needed is delivered and to address where there are delays.

The schedule includes:

- Project description – what is the infrastructure project.
- Location – where is the project to be located.
- Type of project (strategic or local) – will the project benefit the whole of Medway (strategic) or is it to mitigate a specific site/broad location (local)
- Timeframe – when is the project to be delivered. 5-year phasing blocks over the plan period have been used (year 0 being 2025/26, year 1 being anticipated adoption 2026/27, year 5 being 2030/31).
- Delivery body – who is responsible for bringing the project forward and leading on its development.
- Estimated cost – How much will the project be.
- Funding source – where will the money come from for the project and how will this be distributed.
- Funding secured – has any money already been allocated for the project.

It is noted that the schedule represents a current estimate, and projects may vary over the plan period, when further details have been prepared, and different funding sources may be available. The Council will provide regular updates to the IDS.

Project Description	Location	Type of project (strategic or local)	Timeframe	Delivery body	Estimated cost	Potential Funding Source*	Priority level (Critical, Essential, Desirable)
Transport - Highways							
Station Road, Strood	Medway wide	Strategic	15+ years	Medway Council	£1m	Section 278	Essential
Dock Road, Chatham	Medway wide	Strategic	6-10 years	Medway Council	£1-2m	Section 278	Essential
Sans Pareil Roundabout	Medway wide	Strategic	0-5 years	Medway Council	£23-38m	Section 278	Critical
SN5-3-M2 J4	Medway wide	Strategic	0-5 years	Medway Council	TBC	Section 278	Critical
Four Elms Roundabout	Medway wide	Strategic	0-5 years	Medway Council	£51-84m	Section 278	Critical
Main Road Hoo	Hoo Peninsula	Strategic	0-5 years	Medway Council	£11m	Section 278	Critical
Bells Lane	Hoo Peninsula	Strategic	6-10 years	Medway Council	£1-2m	Section 278	Essential
Ropers Lane	Hoo Peninsula	Strategic	6-10 years	Medway Council	£1-2m	Section 278	Essential
M2 J1	Medway wide	Strategic	n/k	TBC	TBC	TBC	n/k
Pier Road / Gillingham Gate / Dynamo Way Gyratory	Medway wide	Strategic	15+ years	Medway Council	£18-30m	TBC	Essential
Medway Tunnel Capital Funding Years 1-5	Medway wide	Strategic	0-5 years	Medway Council	£4,972,000	Highways England	Critical
Medway Tunnel Revenue Funding Years 1-5	Medway wide	Strategic	0-5 years	Medway Council	£6,900,000	TBC	Critical
Medway Tunnel Capital Funding Years 6-17	Medway wide	Strategic	6-10 years	Medway Council	TBC	TBC	Critical

Medway Tunnel Revenue Funding Years 6-17	Medway wide	Strategic	6-10 years	Medway Council	TBC	TBC	Critical
Blue Bell Hill Improvement Scheme	Medway wide	Strategic	TBC	Kent County Council	TBC (Proportionate , viable developer contributions)	Department for Transport's Major Road Network funding programme for 'Large Local Major Schemes'	Critical
Transport - Other							
Strategic Bus Improvements programme – project details and funding allocations may include named schemes below					£5,305,062	Local Authority Bus Grant (LABG)	
Hoo Peninsula Sustainable Travel Programme - Explore potential for two new bus routes to Hoo (5 years of subsidised service) and Hoo transport Hub	Hoo Peninsula	Local	6-10 years	Arriva	£1,147,384	Section 106/other funding to be identified/LAB G	Essential
Strood Transport Hub	Strood	Local	0-15 years	Council and transport partners	TBC	TBC	Essential
Strood to Hoo Bus Rapid Transit (BRT)	Hoo Peninsula	Strategic	0-10 years	TBC	TBC	TBC	Critical
Hoo bridleway creation	Hoo Peninsula	Local	TBC	Medway Council	£2m	Section 106/other funding to be identified	Essential

Hoo A228 Green bridge 1	Hoo Peninsula	Local	0-5 years	Medway Council	£1m	Section 106/other funding to be identified	Desirable
Hoo A228 Green bridge 2	Hoo Peninsula	Local	0-5 years	Medway Council	£3m	Section 106 /other funding to be identified	Desirable
Active Travel Fund (ATF) - A228 Four Elms Hill Emergency Active Travel Fund Tranche 2 (Delivered in 2023/24), School Streets – ATF4 (Delivered March 2024), LCWIP scheme development – ATF5 (in progress), LCWIP scheme construction – ATF6 (from 2026/27)	Hoo Peninsula	Local	0-5 years	Medway Council	£937,000	Active Travel Fund Tranches 2 - 5	Desirable
Transport - Public Realm							
Gillingham High Street Public Realm Improvements	Gillingham	Local	0-5 years	Medway Council	£7,190,000	Getting Britain Building/MDC	Essential
Gillingham Green Link	Gillingham	Local	TBC	TBC	£14m	Levelling-Up Fund/TBC	Essential
Strood Public Realm and Green Infrastructure	Strood	Local	TBC	TBC	£5m	TBC	Essential
Strood Town Centre Journey Time and Accessibility Enhancements	Strood	Local	0-5 years	Medway Council	£9,870,000	Local Growth Fund	Essential

Education - Early Years and Primary							
220 Early Year places	Medway	Local		LEA/Partners	n/a	Section 106	Critical
Expansion by 1FE and relocation of Chattenden Primary School	Hoo Peninsula	Strategic	2030	LEA/Partners	£10-12m	Section 106	Critical
Expansion by 1FE and relocation of High Halstow Primary School	Hoo Peninsula	Strategic	2030	LEA/Partners	£10-12m	Section 106	Critical
Either 1 new 3FE school, or 2 new 2FE schools	Hoo Peninsula	Strategic	2032 or 2035	LEA/Partners	£10-12m or £16-20m	Section 106	Critical
Expansion of New Road by 0.5 FE	Chatham	Strategic	2030	LEA/Partners	£4-5m	Section 106	Critical
Expansion of Greenvale Primary School by 1FE	Chatham	Strategic	2034	LEA/Partners	£4m	Section 106	Critical
New 2FE school at East Hill	Capstone Valley	Strategic	2029	LEA/Partners	£10-12m	Section 106/Basic Need	Critical
New 2FE school	Capstone Valley	Strategic	2040	LEA/Partners	£10-12m	Section 106	Critical
New 1FE school with 2FE core facilities	Capstone Valley	Strategic	2036	LEA/Partners	£8-10m	Section 106	Critical
Expansion by 1 FE at either Lordswood Primary or Kingfisher Primary School	Capstone Valley	Strategic	2036	LEA/Partners	£4m	Section 106	Critical
New 2FE Primary School	Strood	Strategic	2029	LEA/Partners	£10-12m	Section 106	Critical

New 2FE Primary School (cross-boundary provision to be agreed with Gravesham Borough Council)	Strood	Strategic	2035	LEA/Partners	£10-12m	Section 106	Critical
Expansion of Temple Mill Primary School by 1FE	Strood	Strategic	2035	LEA/Partners	£5m	Section 106	Critical
New 1FE school at Land South of Rochester Road	Strood	Strategic	2031	LEA/Partners/developer	£7-9m	Section 106	Critical
2FE expansion or new school TBC	Gillingham	Strategic	2029	LEA/Partners	£8m or £10-12m	Section 106	Critical
Expansion of Riverside Primary School by 1FE	Rainham	Strategic	2029	LEA/Partners	£5m	Section 106	Critical
Education - Secondary							
New 6FE secondary school	Hoo Peninsula	Strategic	2033	LEA/Partners	£45-50m	Section 106	Critical
New 6-8FE secondary school	Capstone Valley	Strategic	2030	LEA/Partners	£45-50m	Section 106	Critical
New 8FE secondary school	Strood	Strategic	2032	LEA/Partners	£45-50m	Section 106	Critical
6x 1FE expansion at selective schools, or 1x 6FE satellite annexe	Medway	Strategic	2030-37	LEA/Partners	£36-48m or £40-45m	Section 106	Critical
Utilities & Waste							
Reinforcement to the gas infrastructure - Sites- 0647, 1251a/b/c, z4.	Hoo Peninsula	Local	0-5 years	SGN	N/A	N/A	Critical
Sewerage network infrastructure	Medway wide	Local	Ongoing	Southern Water	N/A	Developer/Southern Water	Essential

Wastewater treatment infrastructure	Medway wide	Strategic	11-15 years	Southern Water	N/A	Southern Water	Essential
Medway City Fibre	Medway wide	Strategic	0-5 years	TBC	£40m	Internet Service Providers	Critical
Health & social care							
The Smokefree Advice Centre - Chatham	Chatham	Strategic	Ongoing	Medway Council	£20,000	Public Health Grant	Essential
New primary and community health facility	Hoo Peninsula- site to be agreed	Strategic for the Peninsula	Dependent on timing of delivery of housing	Developer	£8.4m	Section 106/other funding to be identified	Critical
New primary and community health facility or investment into existing facility to increase capacity	Strood	Strategic for the Strood locality	Dependent on delivery of housing	Developer	£3.7m	Section 106/other funding to be identified	Critical
New primary and community health facility or investment into existing facility to increase capacity	Capstone	Strategic for the Capstone area	Dependent on delivery of housing	Developer	£4.2m	Section 106/other funding to be identified	Critical
New primary and community health facility	River Waterfront	Strategic for the Waterfront area	Dependent on delivery of housing	Developer	£4.3m	Section 106/other funding to be identified	Critical
Expansion of capacity for acute healthcare to meet planned development needs	Medway Maritime Hospital	Strategic for Medway	Dependent on delivery of housing	Medway Foundation Trust	£60.5m	Section 106/other funding to be identified	Critical

Community and cultural facilities							
New Hoo St Werburgh Sports Centre	Hoo Peninsula	Strategic	2030-2035	Medway Council	£30m	Section 106/other funding to be identified	Critical
New Lordswood Leisure Centre	Lordswood	Strategic	2028-2033	Medway Council	£30m	Section 106/other funding to be identified	Critical
New Strood Sports Centre relocation	Strood	Strategic	2035 - 2040	Medway Council	£35m	Section 106/other funding to be identified	Essential
Upgrades to Deangate	Hoo Peninsula	Local and strategic	2025	Medway Council	£2m	Section 106. See Football section below under 3Gs	Essential
Upgrades to Strand Lido and sports facilities	Gillingham	Strategic	1-15 years	Medway Council	£4m	Section 106/other funding to be identified	Essential
Integrated Community Hub	Hoo Peninsula	Strategic	TBC	Medway Council	£4m+	Section 106/other funding to be identified	Essential
Integrated Community Hub	Hook Meadow	Strategic	TBC	Medway Council	£4m+	Section 106/other	Essential

						funding to be identified	
Integrated Community Hub	Chatham	Strategic	2027/8	Medway Council	£4m+	Section 106/other funding to be identified	Essential
Integrated Community Hub	Rainham	Strategic	TBC	Medway Council	£4m+	Section 106/other funding to be identified	Essential
Integrated Community Hub	Gillingham	Strategic	TBC	Medway Council	£4m+	Section 106/other funding to be identified	Essential
Rochester Castle access and visitor experience improvement programme	Rochester	Strategic	2026/7	Medway/English Heritage	£10m+	Section 106/NLHF/HE/EH	Essential
Guildhall Museum access and visitor experience improvement programme	Rochester	Strategic	2027/8	Medway	£5m+	Section 106/NLHF/HE	Essential
Medway Heritage and Archives Centre	TBC	Strategic	2028/9	Medway Council	£10m+	Section 106/NLHF/ACE	Essential
Central Theatre refurbishment	Chatham	Strategic	2028/29	Medway Council	£10m+	TBC	Essential
Medway Public Art Programme	Medway	Strategic	10 years	Medway Council	£1m+	Section 106/ACE/NLHF	Desirable
Corn Exchange Refurbishment - Ongoing maintenance	Rochester	Strategic	From 2026	Medway Council	£200,000 per year	TBC	Essential
Hoo Visitor Centre	Hoo Peninsula	Local	TBC	Medway Council	TBC	TBC	Essential

MACA Cultural Centre	Chatham/Gillingham/Rochester	Strategic	2028/29	MACA	£10m+	TBC	Essential
St. Margaret's Church Culture, Heritage & Community Hub	Rainham	Local	From 2027	St. Margaret's Church	£9m	TBC in NLHF/ACE	Essential
Sun Pier Maritime Culture and Heritage Hub	Chatham	Local	From 2027	Tiller & Wheel	£1m+	TBC	Essential
Signage, wayfinding & heritage interpretation programme	Chatham/Rochester/Hoo Peninsula	Strategic	5 years	Medway Council	£1m+	Section 106/LTP	Essential
Hostile Vehicle Mitigation (HVM) and traffic mitigation programme	Rochester	Strategic	From 2026/9	Medway Council	£1m	TBC	Essential
Dickens Chalet & Eastgate Gardens refurbishment	Rochester	Local	2026/27	Medway Council	£1.5m	NLHF/Council	Essential
Frindsbury Barn	Strood	Local	2026/27	TBC	£1m	TBC	Essential
Town Centre Management - Shop front grants scheme - Neighbourhood parades scheme - Partners in investment scheme	Medway wide	Strategic	Complete by end March 2027	Medway Council	£1.5m	Pride in Place Investment Fund	Essential
Creation of a town centre community chest, a fund that allows full, partial and seed funding for a range of cultural and community projects, which can be supported by a	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£100,000 per annum	Section 106 Partners/external investment Potential central government	Essential

range of groups, including local businesses.						future funding programmes	
Develop clear and consistent signage celebrating the diversity of local businesses, guiding pedestrians to key locations, transport hubs, green spaces and educational facilities as decided by the wider community.	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£500,000	Section 106 Partners/external investment Potential central government future funding programmes	Essential
Coordinate activities and small-scale improvements within or fronting public spaces, such as bunting, shopfront improvements, outdoor seating in communal spaces, enhance accessibility for all users and civic pride initiatives. This should integrate local town centre branding wherever possible, alongside a social media strategy to engage residents and increase visitors.	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£250,000 per annum	Section 106 Partners/external investment Potential central government future funding programmes	Essential
Improve lighting to enhance pedestrian safety at night while also contributing to creating a more beautiful town centre by highlighting key features, including feature	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£5m	Section 106 Partners/external investment Potential central government	Essential

buildings, murals and landscape.						future funding programmes	
Coordinate designated waste points for businesses, high street users and town centre residents whilst incorporating recycling initiatives.	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£300,000	Section 106 Partners/external investment Potential central government future funding programmes	Essential
Develop a comprehensive transport plan to improve pedestrian safety, bus accessibility (including enhanced bus stops, service improvements, potential for park 'n ride and hop on/off town centre bus service), vehicular access and parking and congestion management across the town centre.	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£5m	Section 106 Partners/external investment Potential central government future funding programmes	Essential
Maintaining and expanding green infrastructure, ensuring that future landscaping efforts align with the needs of an urban town centre and sustainability aspirations.	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£200,000 per annum	Section 106 Partners/external investment Potential central government future funding programmes	Essential
Worthwhile use programme to identify and map vacant	Medway wide town centres	Local	Ongoing	Medway Council	£500,000 per annum	Section 106	Essential

properties and potential public realm and open space areas within the town centres where community groups and local organisations and businesses can easily facilitate local events, pop-ups or other worthwhile uses to reactivate underutilised spaces				Town Centre Forums/Partnerships		Partners/external investment Potential central government future funding programmes	
Develop a town centre design code to explore how the town centre can grow to accommodate future change and to celebrate and enhance historic character.	Medway wide town centres	Local	Ongoing	Medway Council Town Centre Forums/Partnerships	£1,200,000	Section 106 Partners/external investment Potential central government future funding programmes	Essential
Set up a Business Improvement District	Chatham	Local	3 years	Medway Council Chatham Town Centre Forum	£10,000	Section 106 Partners/external investment	Desirable
Shop front grants scheme Neighbourhood parades scheme Partners in investment scheme	Medway wide	Strategic	Complete by end March 2027	Medway Council	£1.5m	Pride in Place Investment Fund	Essential
Hoo Strategic Environmental Management Scheme	Hoo Peninsula	Local	Ongoing	Medway Council	£25m	S106	Critical

Temple Marsh Nature Reserve	Strood	Local	Ongoing	Medway Council	£2m	Reserve matters / S106	Essential
Rochester Riverside Flood Defence Wall	Hoo Peninsula	Local	Ongoing	Medway Council	£4.5m	Medway Council	Critical
Strood Civic Centre - Flood Mitigation	Strood	Local	Ongoing	Medway Council	£400,000	Medway Council	Essential
MEASS Benefit Area 1.2 Kingsnorth	Hoo Peninsula	Local	Ongoing	EA and/or partners	£22,054,000	EA, third party beneficiaries, S106 and developer obligations	Essential
MEASS Benefit Area 2.1 Medway Towns - Lower Upnor to Medway Bridge	Strood	Local	Ongoing	EA and/or partners	£20,534,000	EA, third party beneficiaries, S106 and developer obligations	Essential
MEASS Benefit Area 2.2 Medway Towns-Medway Bridge to West St Mary's Island	Chatham	Local	Ongoing	EA and/or partners	£5,417,000	EA, third party beneficiaries, S106 and developer obligations	Essential
MEASS Benefit Area 2.3 Medway Towns - St Mary's Island to the Strand	St Mary's Island	Local	Ongoing	EA and/or partners	£1,6124,000	EA, third party beneficiaries, S106 and developer obligations	Essential
MEASS Benefit Area 3.2 Upper Medway - North Halling to Snodland	Halling	Local	Ongoing	EA and/or partners	£1,725,000	EA, third party beneficiaries, S106 and	Critical

						developer obligations	
MEASS Benefit Area 4.1 Medway marshes -The Strand to west Motney Hill	Gillingham	Local	Ongoing	EA and/or partners	£4,846,000	EA, third party beneficiaries, S106 and developer obligations	Essential
MEASS Benefit Area Medway Marshes East of Upchurch to east of Lower Halstow	Hoo Peninsula	Local	Ongoing	EA and/or partners	£814,000	EA, third party beneficiaries, S106 and developer obligations	Essential
TE2100 Isle of Grain	Hoo Peninsula	Strategic and local.	6-10 years	EA	£14m	EA	Essential
IPM - off site Net Gain payment	Gillingham	Local	0-5 years	Medway Council & Kent Wildlife Trust	£805,440	Section 106	Critical
National and regional trails	Medway wide	Strategic	6-10 years	Developer/Medway Council	£50,000	Section 106	Essential
Continuous riverside walk from Aylesford to Rochester	Rochester	Strategic and local	6-10 years	Developer/Medway Council /KCC	£250, 000	Section 106	Desirable
Step Free PROW and general ROW improvements	Medway wide	Local and strategic	Ongoing	Developer/Medway Council	£250, 000	Section 106	Essential
Open space - GENERAL:							
Where development sites are unable to fully mitigate their quantitative impact on open space provision through provision of on-site open space, this may exacerbate	Medway wide	Strategic	1-15 years	Developer/Medway Council	TBC (in line with policy requirements)	Section 106	Essential

existing deficiencies for certain open space typologies in some areas. The Council will look for opportunities to address these deficiencies, including increased public accessibility to open green spaces.							
PARKS & GARDENS:							
In addition to open space secured through allocations in the Local Plan, on site parks & gardens will be sought through residential developments where this can be accommodated within the site. Where the full needs cannot be accommodated on site, financial contributions towards improvements at existing facilities will be sought for any residual deficit in provision where appropriate. All sub areas identified in Open Space Assessment 2024	Medway wide	Local	1-15 years	Developer/Medway Council	TBC (in line with policy requirements)	Section 106	Essential
ALLOTMENTS:							
In addition to open space secured through allocations in the Local Plan, on site allotment provision will be	Medway wide	Local	1-15 years	Developer/Medway Council	TBC (in line with policy requirements)	Section 106 & Medway Council	Essential

sought through residential developments where this can be accommodated within the site. Where the full needs cannot be accommodated on site, financial contributions towards improvements at existing facilities will be sought for any residual deficit in provision where appropriate. Currently, all of Medway's allotment sites have waiting lists and this needs to be addressed to meet future demand.							
Additional allotment sites to address current demand	Medway wide	Local	1-5 years	Medway Council	TBC	TBC	Essential
PLAY:							
In addition to open space secured through allocations in the Local Plan, on site play provision will be sought through residential developments where this can be accommodated within the site. Where the full needs cannot be accommodated on site, financial contributions towards improvements at existing facilities will be sought for any residual deficit	Medway wide	Strategic	1-15 years	Developer/Medway Council	TBC	Section 106	Essential

in provision where appropriate							
Play: ongoing investment in existing council play facilities to increase play value	Medway wide	Strategic	1-15 years	Medway Council	£250,000 per annum	Medway Council & s106	Essential
YOUTH:							
In addition to open space secured through allocations in the Local Plan, on site youth provision will be sought through residential developments where this can be accommodated within the site. Where the full needs cannot be accommodated on site, financial contributions towards improvements at existing facilities will be sought for any residual deficit in provision where appropriate, particularly in Rural areas such as Hoo Peninsula and Rainham	Medway wide	Strategic	1-15 years	Developer/Medway Council	£15m	Section 106	Essential
NATURAL GREENSPACE:							
In addition to legal BNG requirements, and open space secured through allocations in the Local Plan, on site natural greenspace will be sought through residential developments where this can	Medway wide	Strategic	1-15 years	Developer/Medway Council	£4m	Section 106	Essential

be accommodated within the site. Where the full needs cannot be accommodated on site, financial contributions towards improvements at existing facilities will be sought for any residual deficit in provision where appropriate (Open Space Assessment 2024)							
Destination site - Riverside Country Park:							
Increase in visitor numbers requires improvement and expansion of visitor facilities at the two country parks in Medway. Required improves at RCP includes extending the car park, visitor/education centre, café and bird hides and access throughout to encourage walking and cycling	Rainham	Strategic	1-15 years	Medway Council/Medway Norse	£4m	Section 106	Essential
Destination site - Capstone Farm Country Park:							
Increase in visitor numbers requires improvement and expansion of visitor facilities at the two country parks in Medway. Required improvements at CFPP include car parking, widening access	Chatham	Strategic	1-15 years	Medway Council/Medway Norse	£4m	Section 106 & CIL	Essential

road to upper car parks, visitor/education centre, café and play area and improved access throughout to encourage walking & cycling							
Destination park sites - such as The Strand (wider park improvements beyond lido mentioned above), Jacksons Field and Esplanade Gardens: improve range of visitor facilities	Medway wide	Strategic	1-15 years	Medway Council	£10m	Section 106	Important
Community Tree Nursery - Links to emerging Tree Strategy & Climate Change Action Plan (2025-28) to increase trees in Medway. Nursery would encourage community use by local schools and increase volunteer participation. Also, potential for satellite community tree nurseries around Medway	Rainham	Strategic	1-15 years	Medway Council & volunteers	£500,000	Section 106 + External funding	Important
FOOTBALL - increase artificial pitch (3G) provision in Medway. The Local Football Facilities Plan (2025) identifies current shortfall of 8-9 3G full size pitches but this does not take into account future population needs. Further	Medway wide	Strategic	1-5 years	Developer/Medway Council	£5.5m	Section 106 & external funding via Football Foundation who will fund 60-70% of the total project	Essential

work to be done with upcoming Playing Pitch Strategy. Medway Sport to begin discussions with Football Foundation on potential future 3G projects in Medway, including Deangate Ridge, Hoo and Beechings Cross, Gillingham						costs. A new 3G is circa £900K Ancillary Provision (Changing Rooms) circa £750 - £850k FF Contribution per project = £1m - £1.2m MC Contribution: £510k - £700k	
FOOTBALL - improve facilities such as pavilions which need modernising to support wider access such as for disabled users and team changing suitable for women/girls. - particularly Beechings Cross, Deangate Ridge, Hoo Luton Rec, Hempstead Rec, Kingsfrith, Knights Place, Hook Meadow, Cliffe Woods Rec to create Sports Hubs	Medway wide	Strategic	0-5 years	Medway Council	£5m	Section 106 + External funding Football Foundation no longer fund pavilions as standalone projects. Refurbs of current pavilions could be as little as £250k.	Essential

						However, those with major issues or needed complete redevelopment could be looking at closer to £750 - £850k	
FOOTBALL - enhance condition & drainage of grass pitches to increase pitch capacity - particularly Beechings Cross, Borstal Rec, Hempstead Rec, Kingsfrith, Knights Place, Cliffe Woods Rec. Medway Sport working with Medway Football Leagues and Football Foundation on Grass Pitch Maintenance Fund project to take this forward	Medway wide	Strategic	0-6 years	Medway Council & Medway Norse	£877,056.24	Section 106 + Confirmed funding from the Football Foundation via there Grass Pitch Maintenance Fund	Essential
FOOTBALL - address demand for projected growth which will result in shortfall of football pitches. Sites to be identified in upcoming Playing Pitch Strategy (2025)	Medway wide	Strategic	1-5 years	Developer & Medway Council	TBC	Section 106	Essential
CRICKET - work with key stakeholders to invest in facilities required due to	Medway wide	Strategic	1-55 years	Medway Council /Developer	TBC	TBC	Essential

demand for projected growth. Sites and specific projects to be identified in upcoming Playing Pitch Strategy (2025)							
HOCKEY - work with key stakeholders to invest in facilities required due to demand for projected growth. Sites and specific projects to be identified in upcoming Playing Pitch Strategy (2025)	Medway wide	Strategic	1-5 years	Medway Council /Developer	TBC	TBC	Essential
RUGBY - work with key stakeholders to invest in facilities required due to demand for projected growth. Sites and specific projects to be identified in upcoming Playing Pitch Strategy (2025)	Medway wide	Strategic	1-5 years	Medway Council /Developer	TBC	Section 106 + External funding	Essential
TENNIS - work with key stakeholders to invest in facilities required due to demand for projected growth. Sites and specific projects to be identified in upcoming Playing Pitch Strategy (2025)	Medway wide	Strategic	1-5 years	Medway Council /Developer	£750,000	Section 106 + External funding	essential

- Note: Where Section 106 has been identified as a potential funding source, it does not cover the full cost of infrastructure required.

Appendix 2: Education Infrastructure Delivery Plan

1 Introduction

- 1.1. Medway Council has a statutory duty to provide sufficient school places. The principles, methods, and challenges of this duty are set out in the School Place Planning Strategy.
- 1.2. Medway's Local Plan is expected to be adopted in late 2026 and will cover the period up to 2041. The Local Plan sets out how just over 26,200 homes will be delivered by 2041. It also provides a long-term strategy for Medway for areas such as housing, employment, town centres, the natural environment, and the necessary supporting infrastructure.
- 1.3. Having a Local Plan means we know when and where developers are going to build houses. This allows a proactive, co-ordinated plan, rather than a reactive, fragmented response.
- 1.4. This infrastructure delivery plan sets out how we will meet the known and expected demand for school places up to 2041. Its purpose is to ensure sufficient school places to meet demand. But also, that all new provisions provide high quality teaching and learning environments and are inclusive of those with SEND requirements.
- 1.5. This plan will be a fluid document, updated regularly as the individual housing schemes come forward and the phasing of houses is more definite. Some school projects will need to be re-prioritised as the demand dictates.
- 1.6. In December 2024 the Government published a white paper on English Devolution, and bringing about Local Government Reorganisation (LGR). It is likely that this will result in the creation of three or four unitary authorities in Kent, with populations of around 500,000. Currently, the statutory responsibility for planning and providing school places lies with Medway Council within Medway, and Kent County Council for Kent. This responsibility would pass to the new unitary authorities for their area upon their creation. Until any changes are confirmed, we will continue to plan provision under the existing boundaries.
- 1.7. LGR may result in changes to the approach set out in this plan as we liaise with new colleagues. We are already working with neighbouring authorities to ensure sufficient school places for developments that lie on or near our boundary. This will ensure that we do not over- or under-provide in these areas.

2 Existing demand

- 2.1. Medway, like other local authorities, has seen a rise in demand in the recent past due to a peak in births. This initially affected primary schools and is now passing into secondary as the larger cohorts get older.
- 2.2. Medway has also seen large amounts of development in recent years. The absence of a Local Plan has meant that developments have occurred without any overall guidance and coordination.

- 2.3. Increased housing, combined with issues such as increased cost of living, have led to increased migration into Medway. Where other local authorities

- 2.4. have started to see a reduction in pupil numbers, Medway's have continued to grow.
- 2.5. The programme of new and expanded schools over the last decade have provided sufficient primary places. However, there is still existing demand for secondary places. The expansions to meet this demand are shown in Table 1. These projects include an element of future proofing. Therefore, include the new school at East Hill, and expansions at Danecourt and Strood Academy.

Table 1 - Approved projects to meet existing demand. East Hill (shaded blue) will partly meet existing and Local Plan demand.

Project	Phase	Places	Location	Date
Chatham Grammar co-ed	Secondary	-	Chatham	2026
Holcombe Grammar co-ed	Secondary	-	Chatham	2026
Fort Pitt Grammar co-ed	Secondary	-	Rochester	2026
Leigh Academy Rainham resourced provision	Secondary	30	Gillingham/Rainham	2026
Napier Primary School resourced provision	Primary / SEND	20	Gillingham/Rainham	2026
St Margaret's Junior School resourced provision	Primary / SEND	20	Gillingham/Rainham	2026
All Saints Primary School resourced provision	Primary / SEND	20	Chatham	2026
Chatham Grammar resourced provision	Secondary SEND	30	Gillingham/Rainham	2026
Strood Academy expansion	Secondary	300	Strood	2027
Marlborough Centre relocation	SEND	30	Gillingham	2027
Hoo St Werburgh expansion	Primary	210	Hoo Peninsula	2028
Brompton Academy	Secondary	150	Chatham	2029
Danecourt secondary phase	Secondary SEND	250	Medway	2029
East Hill Primary school & resourced provision	Primary & SEND	420	Capstone Valley	2029
Fort Pitt expansion	Secondary	150	Rochester	2030
Resourced provision at a selective school TBC	Secondary SEND	25	Medway	2031

3 Local Plan education infrastructure requirements

- 3.1. Planning colleagues have provided indicative information on the size, location and phasing of housing developments. From this we have calculated the expected number of pupils per year (Table 2).

Table 2 - Expected number of pupils by year group in each year of the Local Plan

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
N1	10	19	29	38	48	53	59	64	70	75	71	66	61	57	52
N2	10	29	48	67	86	101	112	123	134	145	146	136	127	118	108
Year R	7	23	48	74	99	122	140	155	169	184	191	188	176	163	151
Year 1	7	21	44	76	108	138	164	186	205	223	234	238	232	216	200
Year 2	7	21	41	71	111	147	180	210	237	259	274	282	282	273	253
Year 3	7	21	41	69	106	149	189	226	261	291	310	321	326	323	310
Year 4	7	21	41	69	104	144	191	236	277	315	341	357	365	366	360
Year 5	7	21	41	69	104	142	187	238	286	331	365	389	401	406	403
Year 6	7	21	41	69	104	142	184	233	288	340	381	413	433	441	443
Year 7	7	20	41	68	103	141	184	230	282	341	390	428	456	472	478
Year 8	7	20	41	68	102	140	183	229	279	335	391	436	471	495	509
Year 9	7	20	41	68	102	140	182	228	278	332	385	437	479	510	532
Year 10	7	20	41	68	101	139	181	227	277	331	381	431	480	518	547
Year 11	7	20	41	68	101	139	181	226	276	330	380	428	474	520	555
Year 12	5	13	25	41	61	82	106	131	159	190	217	243	267	290	313
Year 13	5	14	27	44	64	86	74	136	165	195	223	249	272	294	315

- 3.2. Our standard forecasts cover five years for primary and seven years for secondary. We have used data from the Office for National Statistics to produce an extended forecast to cover the 15-year period of the Local Plan.

- 3.3. By combining the expected pupils per year and the extended forecast, we have estimated the number of additional school places required during the plan period. The additional provisions to provide these are shown in Table 3, along with estimated timing and costs.
- 3.4. The dates for the new provisions are indicative based upon current phasing expectations. This will be an evolving picture over time.

Table 3 – Education infrastructure requirements. East Hill (shaded blue) will partly meet existing and Local Plan demand.

Project	Phase	Places	Location	Date	Estimated cost
2FE expansion or new school TBC	Primary	420	Gillingham/Rainham	2029	£10-12 million
East Hill Primary school & resourced provision	Primary & SEND	420	Capstone Valley	2029	£10-12 million
New 2FE Primary School	Primary	420	Strood	2029	£10-12 million
Expansion of Riverside Primary School by 1FE	Primary	210	Gillingham/Rainham	2029	£4-5 million
Expansion and relocation of Chattenden Primary School	Primary	210	Hoo Peninsula	2030	£10-12 million
Expansion and relocation of High Halstow Primary School	Primary	210	Hoo Peninsula	2030	£10-12 million
New Road expansion	Primary	105	Chatham	2030	£4-5 million
New 6-8FE secondary school	Secondary	1150-1500	Capstone Valley	2031	£40-50 million
6x 1FE expansion at selective schools, or 1x 6FE satellite annexe	Secondary	1150	Medway	2030-36	£5-6 million x 6
New 1FE school at Land South of Rochester Road	Primary	210	Strood	2031	£8-10 million

New 8FE secondary school	Secondary	1500	Strood	2032	£45-50 million
New 6FE secondary school	Secondary	1150	Hoo Peninsula	2034	£40-45 million
Greenvale 1FE expansion	Primary	210	Chatham	2034	£4-5 million
Expansion of Temple Mill Primary School by 1FE	Primary	210	Strood	2034/35	£4-5 million
Either 1 new 3FE school, or 2 new 2FE schools	Primary	630/840	Hoo Peninsula	2032, 2035	£15-18 million
New 2FE Primary School	Primary	420	Strood	2035	£10-12 million
Expansion at either Lordswood Primary or Kingfisher Primary	Primary	210	Capstone Valley	2036	£4-5 million
New 1FE school with 2FE core facilities	Primary	210	Capstone Valley	2036	£8-10 million
New 2FE school	Primary	420	Capstone Valley	2040	£10-12 million

Dates and costs shown in this table are indicative

4 School specifications

- 4.1. A school requires a suitably sized area of land for a playing field, and an appropriately sized building for classrooms. These sizes are set out in the Department for Education Building Bulletin 103 (BB103) for mainstream schools, and BB104 for special schools. Table 3 shows the site and buildings sized for a range of mainstream primary and secondary schools, and a resourced provision.

Table 4 – School site and building sizes

School size	Phase	Building area (min-max)	Total site area, (including building area, min-max)
1 FE (210 pupils)	Primary	1,211 – 1,345m ²	8,993 – 11,220m ²
2 FE (420 pupils)	Primary	2,072 – 2,290m ²	15,986 – 20,040m ²
3 FE (630 pupils)	Primary	2,933 – 3,235m ²	22,979 – 28,860m ²
6 FE (1150 pupils)	Secondary	8,820 – 10,052m ²	66,500 – 83,450m ²
8 FE (1500 pupils)	Secondary	11,060 – 12,575m ²	84,000 – 105,500m ²
25 place resourced provision	Primary or Secondary	373 – 437m ²	
Special school (250 pupils)	Secondary	4,675 – 5,375m ²	17,000 – 22,000m ²

Table 5 - Estimated school cost

	Estimated build cost based on Medway benchmarking and DfE average South East build cost*
1 FE primary expansion	£4.5 million
New 2 FE primary school	£12 million
New 3 FE primary school	£18 million
1 FE secondary expansion	£5 million
New 6 FE secondary school	£40 million
New 8 FE secondary school	£50 million

*These are estimates based on current prices. It is expected that final costs could exceed these with construction cost inflation

Table 6 - Estimated build time

School size	Phase	Pre-site time	On site time	Estimated total build time
1 FE (210 pupils)	Primary	14 months	11 months	25 months
2 FE (420 pupils)	Primary	15 months	12 months	27 months
3 FE (630 pupils)	Primary	15 months	14 months	29 months
6 FE (1150 pupils)	Secondary	15 months	17 months	32 months

8 FE (1500 pupils)	Secondary	21 months	18 months	39 months
25 place resourced provision	Primary or Secondary	14 months	11 months	25 months
Special school (250 pupils)	Secondary	15 months	17 months	32 months

- 4.2. The number and type of rooms required will vary depending on the size of the school, but also the teaching methods and curriculum used. The DfE has a mainstream schedule of accommodation tool which provides guidance on the rooms required.
- 4.3. The current DfE expectation is that new secondary schools will not include a sixth-form. However, there is a need for post-16 places in Medway. One alternative option is to build a sixth-form college, rather than providing sixth-form capacity at each new secondary school. This could allow more specialised teaching areas, and a wider range of courses. However, it would require additional land and funding to create a stand-alone provision.
- 4.4. It is proposed to prioritise new school buildings over expansions. New schools will have a longer lifespan than expansions. They will provide modern learning environments, and require less maintenance. New schools can be designed to enable better community engagement, and also future expansion as required. However, there will be occasions when an expansion is the most appropriate pathway.
- 4.5. Due to the smaller pupil numbers, 1 FE primaries can struggle with educational and financial viability. Therefore, 1 FE schools will only be built with 2 FE core facilities, with the intention that they will be expanded in future. This has the benefit of keeping schools viable, and offering a quicker and more cost-effective expansion option in the future. Alternatively, expansions of current schools will be used to provide 1 FE provisions.

5 SEND

- 5.1. The number of pupils with Special Educational Needs is increasing. This is due to increasing number of pupils overall, and a higher proportion being assessed as having additional needs. Ideally these pupils will be taught in a mainstream school with support, a resourced provision or SEN Unit for those who have higher needs, or a Medway special school for those with the highest needs.
- 5.2. There may be some pupils whose specific needs cannot be met within Medway, and so may need to attend an out-of-area special school or resourced provision. However, lack of space means that many pupils who could be taught in resourced provisions are in special schools, and pupils who could attend special schools are in expensive, out-of-area placements.
- 5.3. This results in long home-to-school journeys for pupils, and takes them away from their local area, and reduces the time they can spend in their community, and with family and friends. It is generally pupils with greater needs who travel out-of-area, and this creates an extra disadvantage for them.

- 5.4. Therefore, wherever possible, resourced provisions will be included with each new school. This will allow more pupils to attend mainstream schools, and free up places in special schools. This will mean more pupils in out-of-area provisions can be taught in Medway. This has a double benefit for Medway pupils. It reduces travel time and out-of-area placements, allowing pupils to spend more time with their family and peers, as well as enabling better engagement between the schools and families. It opens up pupil funding to be spent on Medway pupils and provisions, rather than out-of-area schools. The annual per-pupil cost of an independent place is almost 2.9 times higher than a Medway place.
- 5.5. This means that while adding resourced provisions increases the capital cost of providing new schools, it greatly reduces the long-term revenue costs.

6 Legal

Expansions

- 6.1. The Council has the power under sections 18 and 19 of the Education and Inspections Act 2006 to make “prescribed alterations” to a maintained school. The procedure for making prescribed alterations is set out in the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013.
- 6.2. There is a strong expectation on Local Authorities to consult interested parties to develop their proposals prior to formal publication. This is part of their duty, under public law, to act rationally and consider all relevant factors.
- 6.3. For expansions at academies, the academy trust must carry out the statutory consultation. In these circumstances the Regional Schools Director is the decision maker on the proposals. If these proposals are to meet basic need for school places, then responsibility for funding falls to the Council. All decisions on funding approval will follow the Council’s procurement procedures.
- 6.4. In some cases, an academy trust could manage an expansion project at a school they run. There would need to be an agreement between the council and the trust on how funding is provided and managed.

New schools

- 6.5. The main route for opening a new school is through the presumption process. Under current legislation, new schools are created through this route will be free schools. A free school is the term for an academy which is created as a new provision, rather than an existing school which has gone through the conversion process. This is set out in section 6A of the Education and Inspections Act 2006.
- 6.6. The government has put forward proposals to allow local authorities to open maintained schools. However, as of 1 September 2025, 82% of schools in Medway are academies. Therefore, it is unlikely that we would look to create new maintained schools at this time.
- 6.7. The process to open a new school starts with producing a specification for the school. This sets out the type, size, location, and other details of the school. The local authority then invites academy trusts to submit proposals

- to operate the school. With the help of the DfE, a trust is selected based on how well they meet the criteria set out in the specification. The local authority then works with the trust to establish the school.
- 6.8. The construction of the new school would be funded by Medway, and this is expected to be wholly or mainly through s106 receipts. The school would then be leased to the trust on a 125-year lease. The pre-opening and initial revenue costs would also be met by Medway as the school builds up to capacity.
- 6.9. The statutory process for a new school is estimated to take around nine to twelve months.

7 Statutory process

- 7.1. There are statutory processes which must be carried out before opening or expanding a school. The process differs for expanding maintained and academy schools, and opening new schools, giving three different variations overall.
- 7.2. The initial step for all processes is Cabinet approval of the principle and funding. Consultation is carried out by Medway for maintained school expansions and new schools. Academy trusts have to consult for expansions at their schools. The final decision is made by cabinet for maintained expansions, the Regional Schools Director for academy expansions, and the DfE for new schools.

	Maintained expansion	Academy expansion	New school
Approval of principle and funding	Cabinet	Cabinet	Cabinet
Consultation	Medway	Academy Trust	Medway
Change of land use (if required)	Medway	Medway and/or Academy trust	N/A
Final decision	Cabinet	DfE - Regional Schools Director	DfE – Secretary of State
Full process	Appendix 1	Appendix 2	Appendix 3

8 Physical process

- 8.1. The process for constructing the school site and buildings is longer than the statutory process. There are several stages to progress through before work on the ground can start. These include designing the building, acquiring planning permission, and following the appropriate procurement and tender processes for the award of contract. It can take around two years to build a primary school, and three to four years for a secondary. However, certain elements of the statutory and physical processes can run side-by-side.
- 8.2. The initial steps will include procurement of professionals such as an architect to produce a feasibility study, and an outline design for the project. A range of surveys will be required to inform the design and verify the possibility of building in the proposed area. These can take up to 9 months,

- depending on the time of year. This is because, for example, ecology surveys can depend on nesting periods or breeding periods.
- 8.3. There will need to be an open tender process to select a contractor for the build. This involves producing tender documents, evaluating the returned tenders, and going through the appropriate council approval processes. This is estimated to take 5 months in total but can run partially alongside other tasks.
 - 8.4. Finally, planning permission will be required. This will involve preparation, approval from the planning authority, and managing any planning conditions. It is estimated to take up to 5 months.

9 Timelines

- 9.1. The deadline with all timelines is for the physical build to be ready by the May half-term before the target opening date in September. This gives the school the summer holiday period to move in and prepare the new or expanded school buildings.
- 9.2. Indicative timelines are included as appendices 1 to 3.

10 Budget & funding

- 10.1. Based on current estimates, the overall cost for school projects related to the Local Plan is £276 to £333 million. The estimated s106 contributions from the Local Plan developments under the current developer contributions guide would be £151 million. This leaves a shortfall of £125 to £171 million. In light of this, there will need to be an ambitious forward-thinking council funding approach to education infrastructure delivery.
- 10.2. Guidance from the Department for Education on securing developer contributions for education highlights the role that local authority borrowing powers can play in providing up front funding of for education in relation to s106. It states that “To support the delivery of strategic development at pace, you may need to forward-fund school provision within an urban extension or new settlement, using basic need funding or local authority borrowing if necessary and recouping these costs later through developer contributions secured by a planning obligation”.
- 10.3. The projects in this plan will be funded from the Education Capital Programme. The council will use the most appropriate combination of basic need, SEND grant funding, s106 developer contributions, and borrowing where necessary. Other grants may become available over time, and we will bid or apply for these whenever possible.
- 10.4. It is expected that there will be future capital funding from central government for mainstream and specialist provisions. However, at this time the levels and timings of future funding are unknown.
- 10.5. In the 2025 spending review the government allocated £2.6 billion for mainstream school places needed to meet future demographic need for the period 2026/27 to 2029/30 (i.e. Basic Need grant funding). In 2025 £1.05 billion of Basic Need funding was allocated for the 2026/27 and 2027/28 financial years. This leaves £1.55 billion for 2028/29 and 2029/30. For

2026/27, 65 out of 153 local authorities received no funding, while the remaining 88 received amounts between £53,000 and £60 million.

- 10.6. The costs for any new or expanded schools will be confirmed after progressing through the detailed design and procurement process. Our current estimated costs for new and expanded schools are shown in Table 5.
- 10.7. DfE guidance states that Basic Need allocations do not factor in the cost of land acquisition, so it is particularly important that any land required within larger development sites for schools is provided at no cost to the local authority.
- 10.8. The table below shows the received and agreed Education Section 106 funding ahead of the Local Plan. Officers will use this funding towards creating places to meet demand. The Council receives s106 receipts in instalments as a development reaches trigger points. This can make it challenging to plan too far ahead. Education officers work closely with planning officers to understand the phasing and progress of the various developments to help with place planning.

Table 7 - Amounts of pre-Local Plan s106 funding

	Nursery	Primary	Secondary	Total
1. Agreed s106 funding	£5,687,101.80	£14,053,108.27	£16,270,542.45	£36,010,752.53
2. Received funding	£3,261,128.10	£8,589,914.26	£7,076,108.63	£18,927,150.99
3. Spent funding	£2,327,259.02	£6,251,913.14	£8,213,626.06	£16,792,798.22
4. Available (incl borrowing, =row 3 - row 2)	£933,869.08	£2,338,001.12	-£1,137,517.43	£2,134,352.77
5. Available (excl borrowing)	£1,050,929.54	£2,582,327.63	£1,606,803.41	£5,240,060.58
6. To come (development not started)	£2,526,791.88	£6,339,949.04	£7,373,804.66	£16,240,545.58
7. To come (development started)	£83,913.59	£347,976.72	£2,638,202.10	£3,070,092.41

8. To come (total, =row 6 + row 7)	£2,610,705.47	£6,687,925.76	£10,012,006.76	£19,310,637.99
Total available in future (=row 4 + row 8)	£3,544,574.55	£9,025,926.88	£8,874,489.33	£21,444,990.76

11 Staffing and project management

- 11.1. It is expected that there will be a number of expansion and new build projects under way simultaneously. This will require a significant amount of staff time and resource to prepare and manage.
- 11.2. Therefore, it may be necessary to either expand the current team, or employ an external company to provide support. This route was used previously during the construction of Medway's first three academies – Brompton, Strood, and Victory (known as Bishop of Rochester at the time).
- 11.3. Currently the capital programme team comprises of a capital programme lead, and two capital programme officers. They manage the physical build and re-fitting of projects with furniture and equipment. Statutory processes are undertaken by a school organisation officer.
- 11.4. Potential solutions could include additional capacity through one or more of the following: programme director, fixed term project officer(s), permanent project officer(s), administrative support officer, external project management company.

12 Climate change

- 12.1. Medway Council's Climate Change Action Plan (2025-28) has two distinct aims – to reduce or prevent greenhouse gas emissions to reach net zero by 2050 and increase resilience against the impacts of climate change, both for Medway Council and Medway "the Place". Therefore, any new school buildings, expansions, and refurbishments will take this into account. Officers will consider construction materials and methods which will help to make a positive contribution to these aims.
- 12.2. This delivery plan covers the period to 2041, and any new school buildings will have a lifespan of at least 60 years. Therefore, the last completed project would still be in use in 2100 or later. To this end, we will restrict the use of basic modular buildings and look to use methods of construction that will meet the lifespan required. This will help make long term sustainability a part of the school estate.

- 12.3. The Met Office expects that, due to climate change, the UK will see more warm spells, and fewer cold spells. This could have an impact on the design of school buildings or the facilities, such as ventilation and air conditioning, that they require in future. Designs may need to consider the building orientation, and the creation of areas of shade. There may also be

- 12.4. increased heavy rain and dry spells in the future, so water management may need to be considered to avoid flooding, but also to deal with droughts. Landscape designs may need to incorporate attenuation ponds to store stormwater, and planting that is resistant to drought.
- 12.5. There may also be opportunities to utilise heat pumps instead of gas boilers, solar panels or wind turbines to provide renewable power, and rainwater harvesting and storage to provide water for external use.

Appendices

- Maintained expansion
Statutory process – Appendix 1
Physical process – Appendix 1
- Academy expansion
Statutory process – Appendix 2
Physical process – Appendix 2
- New School
Statutory process – Appendix 3
Physical process – Appendix 3

Appendix 1 – Maintained school expansion

These timelines are indicative, as each project may have circumstances which impact the completion time.

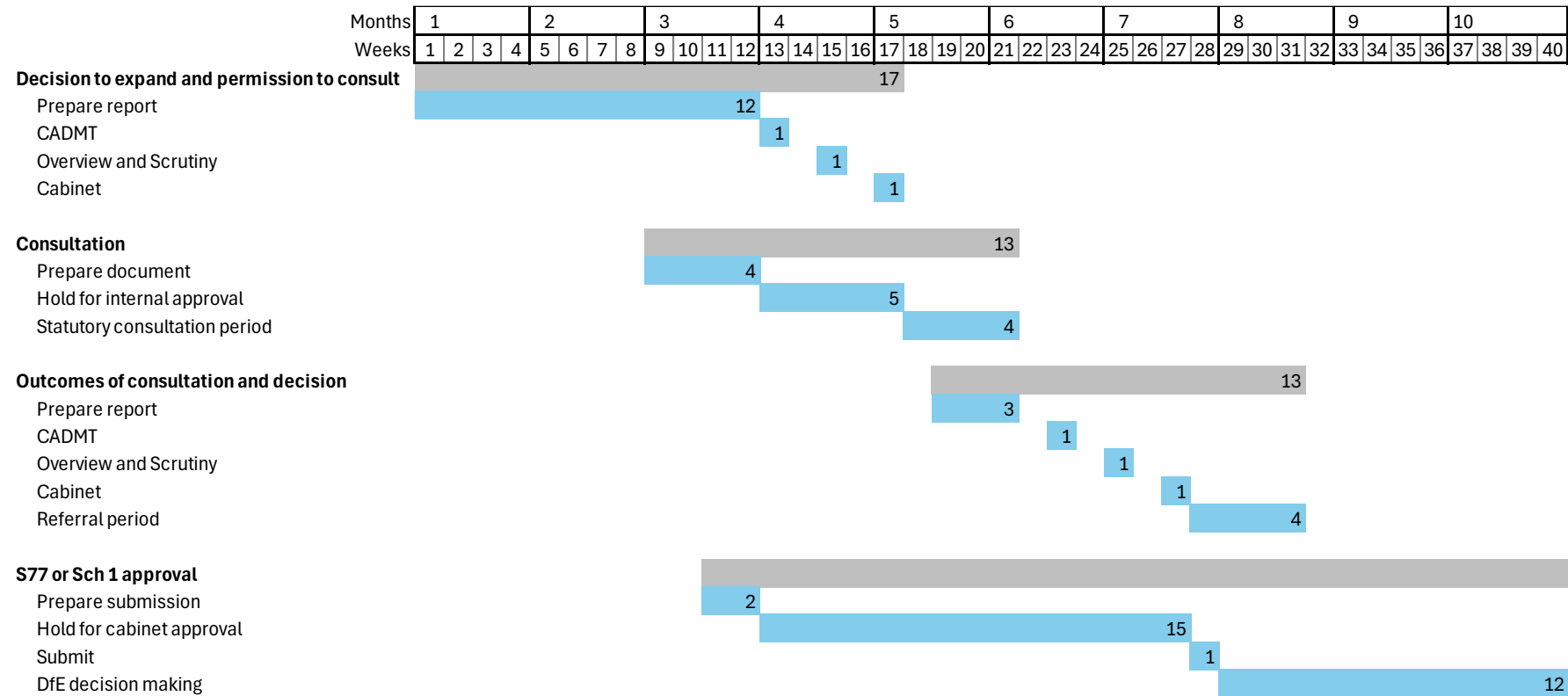
Maintained school expansion statutory timeline – **10 months minimum** (some items run concurrently)

Stage	Time
Decision to expand and permission to consult	17 weeks
Consultation (by Medway)	4 weeks
Outcomes of consultation and decision (Cabinet)	13 weeks
Change of land use (if required)	12 weeks

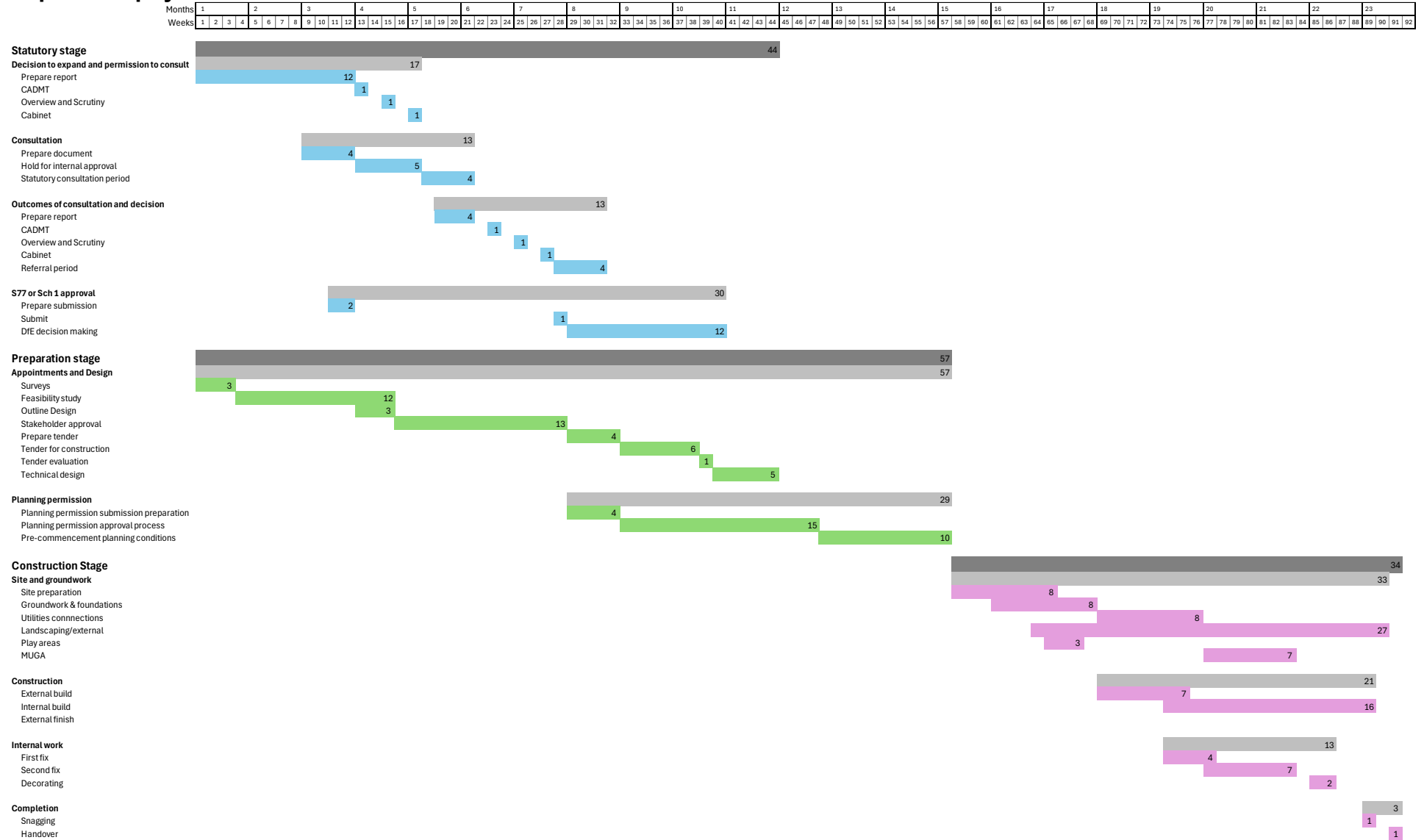
Maintained school expansion physical timeline - **24 months** (some items run concurrently)

Stage	Time
Design and planning stage	57 weeks
Site preparation and groundwork	33 weeks
Construction	21 weeks
Internal work	13 weeks
Completion and handover	3 weeks

Maintained school expansion – statutory process



Expansion physical – maintained school



Appendix 2 – Academy school expansion

These timelines are indicative, as each project may have circumstances which impact the completion time.

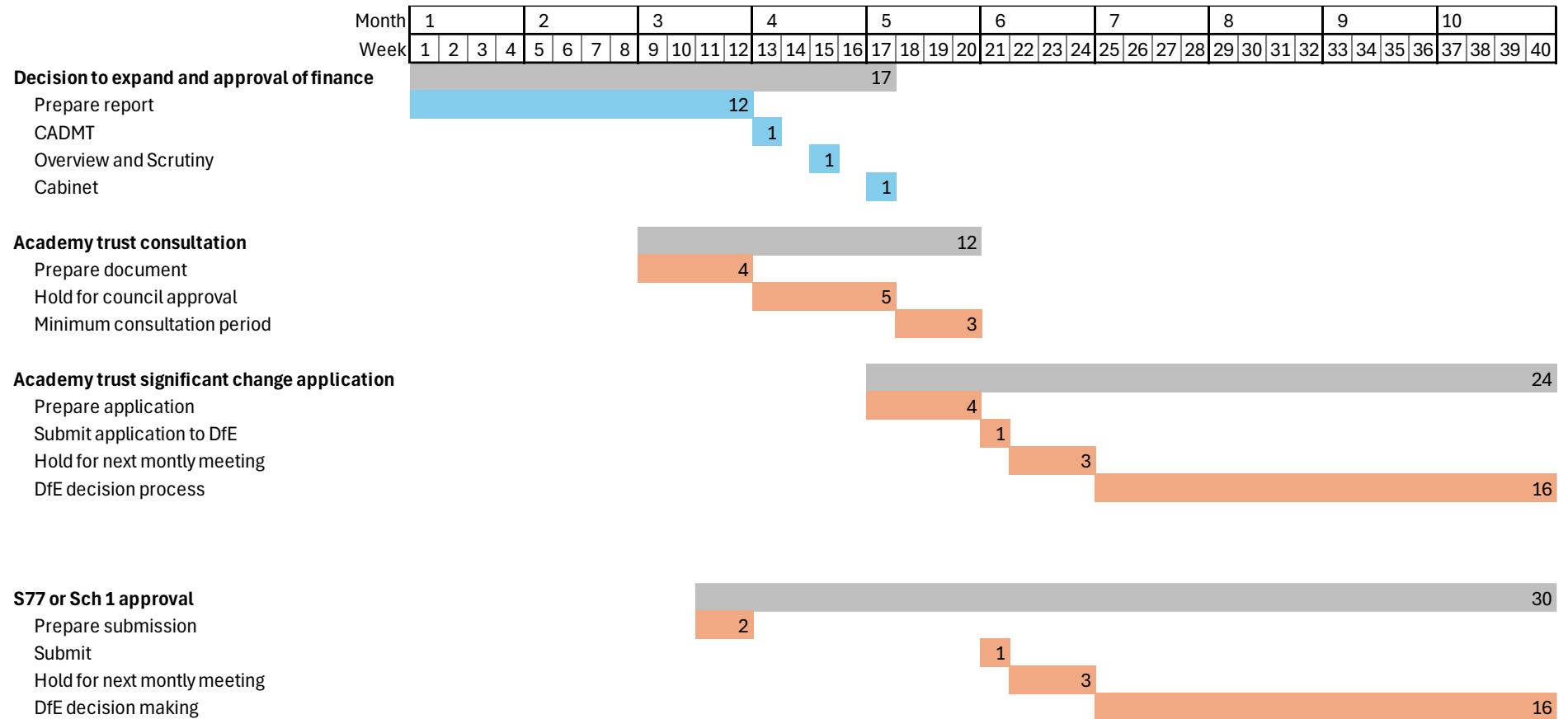
Academy expansion statutory timeline – **10 months minimum** (some items run concurrently)

Stage	Time
Decision to expand and permission to consult	17 weeks
Consultation (by academy trust)	3 weeks
Outcomes of consultation and decision (DfE)	24 weeks
Change of land use (if required)	16 weeks

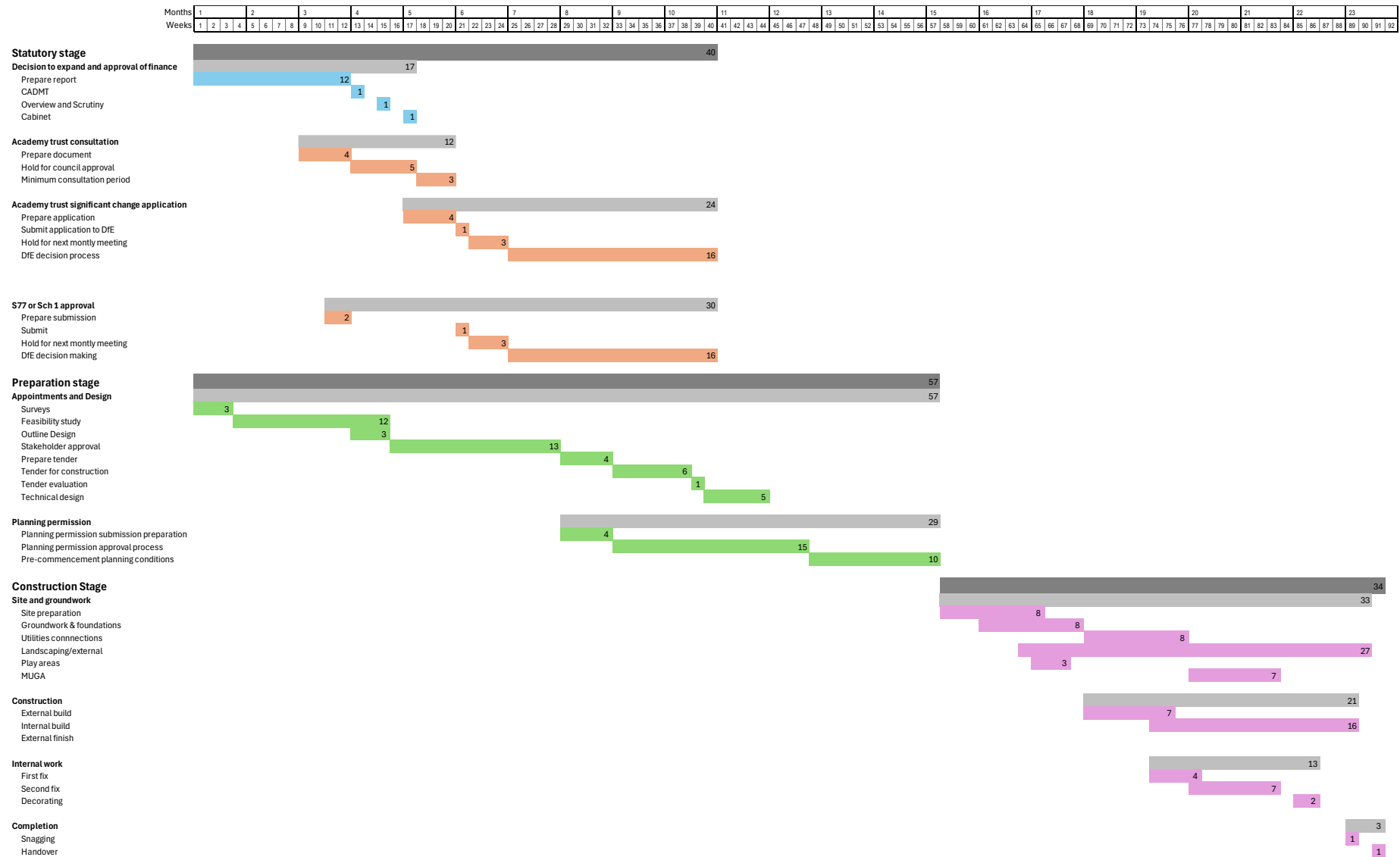
Academy school expansion physical timeline – **24 months** (some items run concurrently)

Stage	Time
Design and planning stage	57 weeks
Site preparation and groundwork	33 weeks
Construction	21 weeks
Internal work	13 weeks
Completion and handover	3 weeks

Academy school expansion – statutory process



Expansion physical – academy school



Appendix 3 – New school

These timelines are indicative, as each project may have circumstances which impact the completion time.

New school statutory timeline – **11 months minimum** - (some items run concurrently)

Stage	Time
Decision to open and permission to consult	17 weeks
Specification and proposals	36 weeks
(Includes 4-week consultation & 14-week submission period)	

New build physical timeline – **28 months – 2 FE primary** (some items run concurrently)

Stage	Time
Design and planning stage	59 weeks
Site preparation and groundwork	52 weeks
Construction	31 weeks
Internal work	16 weeks
Completion and handover	6 weeks

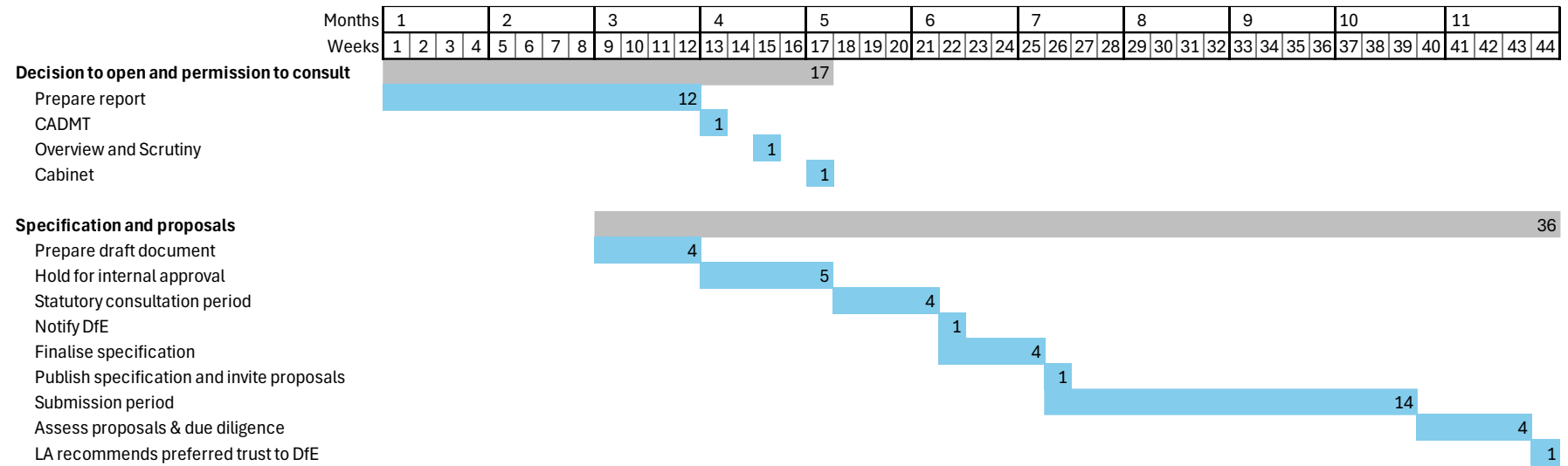
New build physical timeline – **32 months – 6 FE secondary** (some items run concurrently)

Stage	Time
Design and planning stage	59 weeks
Site preparation and groundwork	65 weeks
Construction	52 weeks
Internal work	41 weeks
Completion and handover	25 weeks

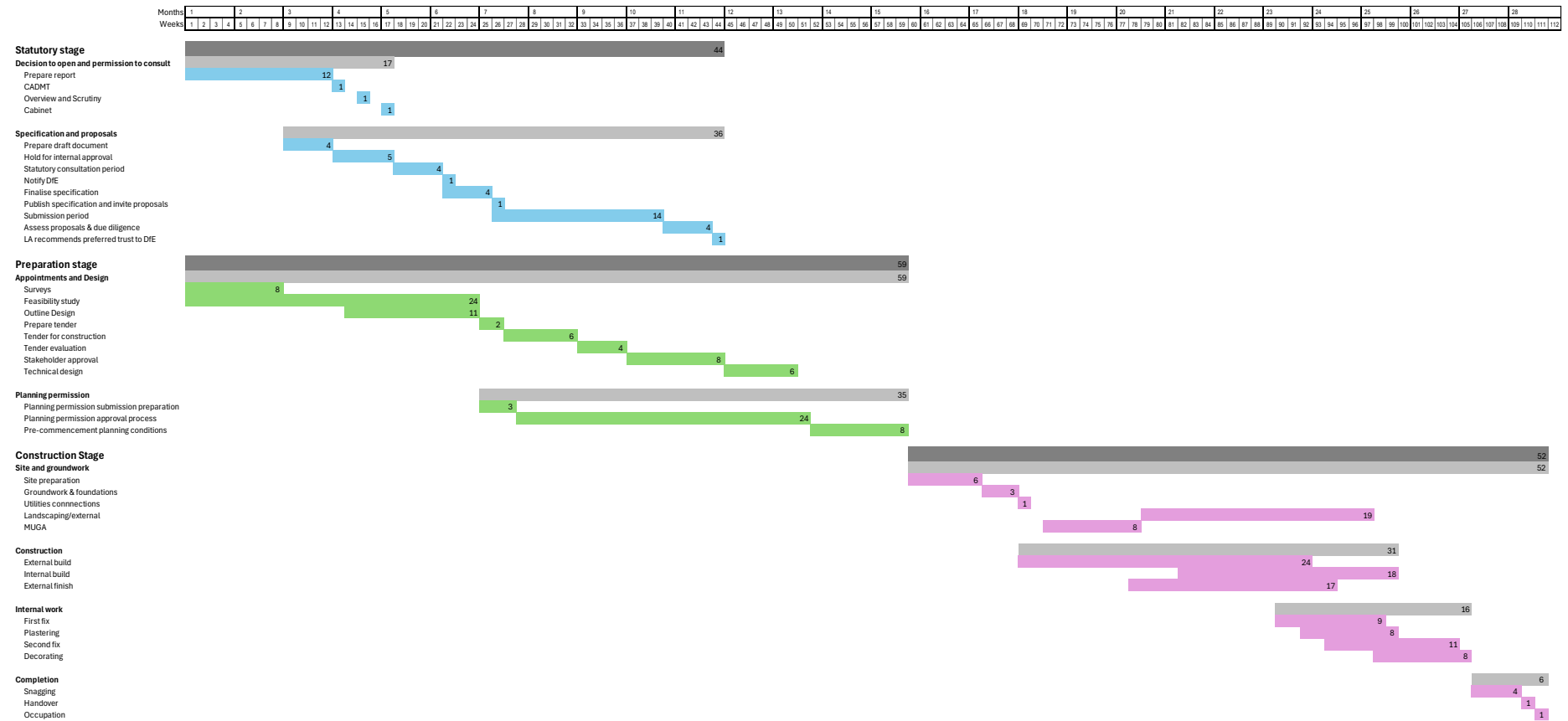
New build physical timeline – **38 months – 8 FE secondary** (some items run concurrently)

Stage	Time
Design and planning stage	83 weeks
Site preparation and groundwork	65 weeks
Construction	52 weeks
Internal work	41 weeks
Completion and handover	25 weeks

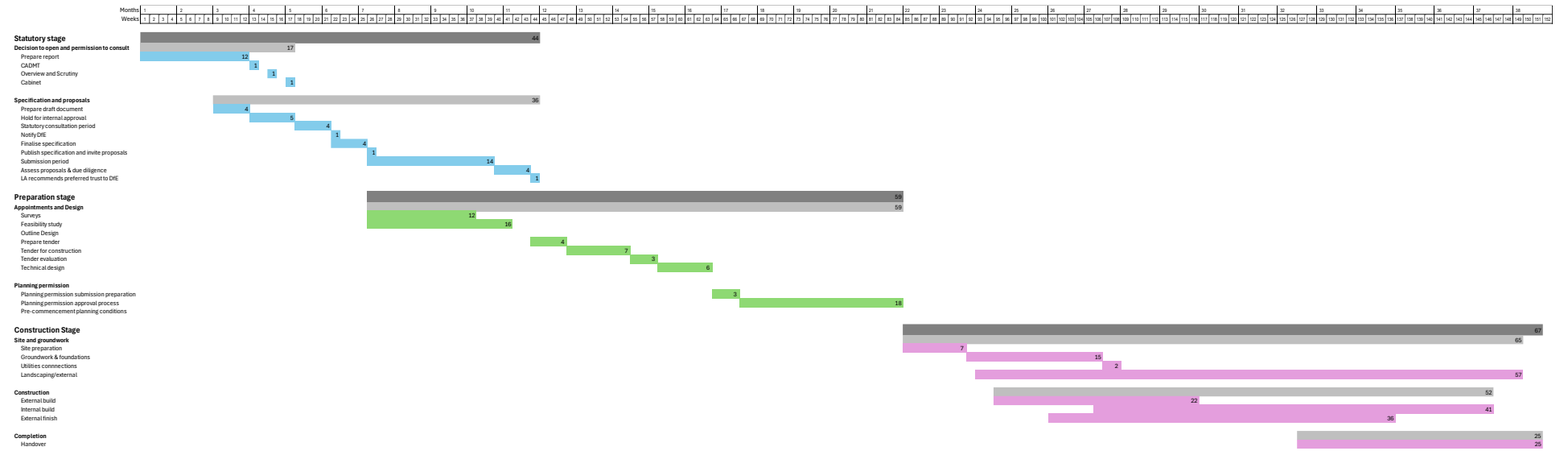
New school statutory process



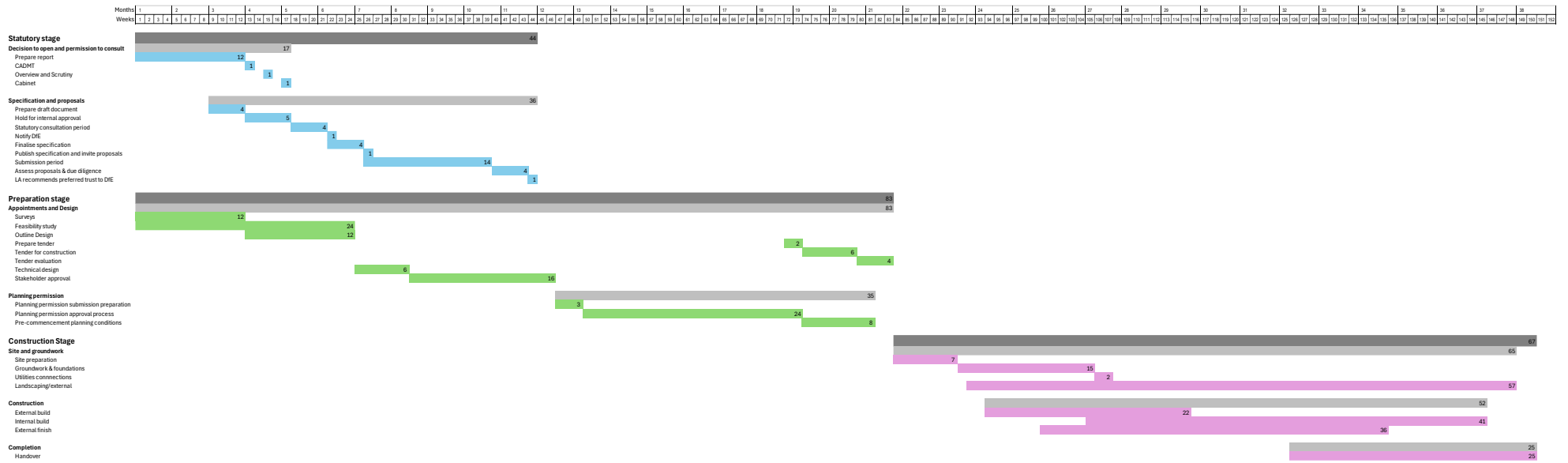
New build – primary



New build - Secondary 6FE



New build - secondary 8FE



References

<https://www.gov.uk/government/collections/planning-practice-guidance>

<https://www.gov.uk/guidance/national-planning-policy-framework>

