

**APPENDIX 2**  
**Council Plan 2015-16 Key Projects**

**Background**

The Council Plan is the organisation's overarching business plan, setting out the Council's commitments to achieving certain outcomes during the life of the Plan. Key Projects represent service activity to deliver the objectives set out in the Council Plan.

**Selected Indicators**

A total of **26** projects have put forward for incorporation into the Council Plan for 2015-16, compared to the 25 projects currently included in 2014-15. Approximately 17 projects have not been reported previously as a Council Plan Key Project in their current format.

**Key Projects - Children and young people have the best start in life in Medway**

Key Project	Description	Status
<b>Implement the school improvement strategy</b>	We are committed as a school community to raise standards and provide good education so that all children and young people can achieve their potential and the gaps between the least advantaged and their peers are narrowed. Overall, we want our children to achieve at least the national average and we want all our schools to be good or better. While the new School Improvement Strategy seeks improvement in all sectors and the programme will be beneficial to all schools, the emphasis is on accelerated improvement in the primary sector where standards at Key Stage 2 and OFSTED inspection judgements are weakest. The strategy is based on improving leadership, management and governance and creating, recruiting and retaining outstanding teachers.	New
<b>Edge of care response</b>	Medway Council is working to safely reduce the number of children and young people entering and staying in the care system. This applies particularly to adolescents aged 13-17, who are more likely to stay in care for long periods. We are developing an 'Edge of Care' strategy to provide active intervention with young people and their families at the point of crisis and to help them return home as soon as possible and to be supported in the community through specialist support and a multiagency early help offer. As part of this strategy, we have undertaken detailed local research under the DfE programme "Rethinking Support for Adolescents in Care or on the Edge of Care" which has helped us to understand the issues for local young people which may result in them entering care. We have used this research to develop innovative and sustainable approaches to this critical area of work.	New
<b>Early Help</b>	We are further developing the Council's role in supporting our statutory partners, voluntary sector and community sector to work together as a system to make best	No change

	use of resources and develop a targeted preventative approach. The aim is to build a system that offers effective holistic support to families, young people and children to build their resilience and improve outcomes.	
<b>Healthy Child Programme</b>	<p>The council is currently responsible for the Healthy Child Programme (5-19 years) and 0-5 years from October 2015. Work is underway on the development of an integrated approach to the delivery of services for children and young people aged 0-19 years across health and social care.</p> <p>The aim is to ensure the approach of different services/partners is joined up and keeps the child and family at the centre such that a seamless integrated service is provided, regardless of the number of different services/agencies involved in their care.</p>	New
<b>Sufficiency in School Places</b>	Medway Council has a duty to ensure that sufficient good quality school places are available to meet demand and parental preference. The School Organisation Plan 2011-16, and its subsequent annual reviews, sets out the expected need based upon the latest available birth and housing data.	New

#### Key Projects - Adults maintain their independence and live health lives

Key Project	Description	Status
<b>Care Act 2014 Implementation</b>	<p>The Care Act 2014 is an update to the law around adult social care and gives the Council new responsibilities from April 2015. These include:</p> <ul style="list-style-type: none"> <li>• Preventing, delaying and reducing needs – by focusing on the wellbeing of adults and older people, we need to provide services that keep people independent in their own homes for as long as possible.</li> <li>• Providing information, advice and advocacy services – we need to identify universal services and ensure local people know how to access them.</li> <li>• Shaping the local market and managing market failure – we need to understand the services on offer in Medway and work with the private and voluntary sector to ensure that there is a choice of high quality services available.</li> <li>• Ensuring carers entitlement to assessment – we need to identify informal and family carers in Medway who may have a support need that is not currently being met.</li> <li>• Keeping adults safe – we need to ensure that those suffering from neglect or abuse are supported and that safeguarding processes take into account their needs and feelings.</li> <li>• Changes to charging and financial assessment – By April 2016, we need to</li> </ul>	New

	<p>implement changes to the way people are charged for their care.</p> <p>We will work with local and national partners, service users and providers throughout 2015-16 and beyond to ensure that resources are aligned to meet these new duties.</p>	
<b>Making Safeguarding Personal</b>	<p>The Care Act 2014 sets out the Council's responsibility for protecting adults with care and support needs from abuse or neglect and the responsibility to carry out safeguarding enquiries when it is suspected that someone is suffering or at risk of abuse or neglect. It promotes the independence and wellbeing of those suffering abuse by ensuring that they are supported and empowered to prevent and manage risks of harm. In Medway, we are planning to achieve this by working with partner agencies to change safeguarding processes so that they empower and transform people's experience of safeguarding support, by putting them in control and ensuring that the services respond to what they want. We will produce new information and guides to explain the safeguarding process and will also begin to gather people's views on their experiences to improve future processes.</p>	New
<b>Better Care Fund Programme</b>	<p>Through the Better Care Fund, we will build on existing partnerships and develop new forms of joined-up support and care within our communities, in and around people's homes, covering both urgent and planned care, that will ensure that more people live independently in their own homes for longer. These changes began in shadow form in 2014/15 and will, from 2015/16 onwards, help contribute to reducing emergency admissions to hospital and reduce the demand for nursing and residential care homes. The Better Care work is focused around 5 themes:</p> <ul style="list-style-type: none"> <li>• Self help and community resilience</li> <li>• Intermediate care, rehabilitation and reablement</li> <li>• Primary care and community services redesign</li> <li>• Carer support services</li> <li>• Dementia services</li> </ul> <p>Alongside NHS Medway CCG, Medway Council will transform services using £17.6m held within a pooled budget to provide people with the right care, in the right place, and at the right time. The aim of the work is to provide more care in people's own homes and less care in institutions with a greater emphasis upon prevention. The introduction of the Better Care Fund provides the Council and NHS locally with an opportunity to work closely with the independent and voluntary sector in Medway to transform local services so that people are provided with better integrated care and support with a greater emphasis on prevention.</p>	No change

<p><b>Social Isolation</b></p>	<p>A social isolation strategy has been developed with the overarching aim of preventing and reducing the complex range of harms associated with being socially isolated. In order to achieve this aim, three key strategic themes have been identified;</p> <ul style="list-style-type: none"> <li>• Raising awareness</li> <li>• Action for individuals</li> <li>• Community Action</li> </ul> <p>For each strategic theme, there are a range of targeted actions, although some actions may span all three. For each theme, there will be an aspiration to work in partnership to ensure there is a joined approach in tackling social isolation.</p>	<p>New</p>
<p><b>Supporting Healthy Weight Programme</b></p>	<p>It is proposed that a systematic approach is taken to develop a local framework for tackling obesity. The framework will take into consideration a whole system approach to obesity, and be explicit in explaining Medway Council's and key partners' roles in reducing levels of obesity in Medway.</p> <p>The specific objectives of this framework will be:</p> <ul style="list-style-type: none"> <li>• Document what activity is taking place</li> <li>• Increase access to services</li> <li>• Generate ideas and support for new interventions</li> <li>• Identify key priority actions that will have greatest impact</li> </ul>	<p>New</p>

**Key Projects - Safe, clean and green Medway**

Key Project	Description	Status
<p><b>Commencement of refresh of the Medway Waste Strategy</b></p>	<p>Medway's current Waste Strategy covers the period 2005-2020. Ahead of the next waste collection/street-cleansing contract, due to expire September 2019, a new strategy needs to be agreed. The Commencement of this refresh is due to start in 2015 with the aim of completion and agreement ahead of commencement of procurement processes in 2017/18.</p>	<p>New</p>

**Key Projects – Everyone benefiting from regeneration**

Key Project	Description	Status
<p><b>Project design for A289 Four Elms Hill transport improvements and Medway City Estate</b></p>	<p>This project aims to reduce congestion on the traffic network surrounding Medway City Estate including improved access/servicing to businesses on the Medway City Estate and improved bus journey times on this route. The A289 links westwards to the Strategic Road Network (A2/M2) and to the Medway Tunnel to the east. This link serves the existing employment area (Medway City Estate) employing approximately 7,000 people,</p>	<p>New</p>

	whilst also connecting to the A228 that serves major regeneration sites at Lodge Hill, Grain and Kingsnorth. The project involves upgrading the existing roundabouts and the links between them. The first stream of funding for this scheme arrives in 15/16, with completion by 17/18.	
<b>Strood Town Centre</b>	This project aims to address the issue of traffic flow through Strood town centre with a range of network improvements, as well as improvements to pedestrian accessibility. The first stream of funding for this project arrives in 15/16, with completion by 17/18.	New
<b>Improve access to cycling in Medway</b>	This project aims to deliver a range of measures designed to improve access to cycling in Medway and improve upon and expand existing cycling facilities. The project aims to increase overall cycle users in Medway and achieve the accompanying benefits of an increased cycling populace of reduced traffic flow pressure, overall health benefits, and promotion of alternative sustainable means of transport. The first stream of funding for this project arrives in 15/16, with completion by 17/18.	New
<b>Assessing and procuring arrangements to increase the energy efficiency of Medway's street lighting</b>	This project will investigate the move to light-emitting diode (LED) lighting. The project will review the structural integrity of the street lighting columns and the efficiencies that could be made in energy consumption.	New
<b>Promoting Medway as a destination for Tourism</b>	Building on recent successes and supporting the local economy, further develop Medway, together with our strategic partners, as a destination for tourism by conserving and enhancing our key heritage sites (Chatham Historic Dockyard, Rochester Cathedral, Rochester Castle, Upnor Castle, Eastgate House, the Guildhall Museum), celebrating significant anniversaries (800th anniversary of the Siege of Rochester Castle and Magna Carta, 350th anniversary of the Dutch Raid on Upnor Castle) and marking our rich connections with significant national figures (Dickens Country).  Delivery of this project contributes to the Council Plan commitment of establishing Medway as a destination for Culture, Heritage, Sport and Tourism and contributes to the number of visitors to tourist attractions in Medway.	Amended
<b>Medway Archives &amp; Local Studies - New Location</b>	This project focuses on the relocation of Medway Archives & Local Studies to a new location in Medway that will result in an enhanced service offer and the development of the service as a Family History Centre.	New
<b>Sporting Legacy</b>	Using the enthusiasm and interest created by the London 2012 Olympic and Paralympic Games, this programme will continue to implement and deliver opportunities for increased sporting participation for the people of Medway across all ages and abilities, and to benefit Medway's economy and tourism through the staging of national and international sports events.	No Change
<b>Rochester Riverside</b>	The development at Rochester Riverside will bring many benefits including new homes, new jobs, a range of publicly accessible open spaces, retail and leisure facilities as well as improvements to the 'Gateways' between the River Medway and Rochester High Street. Following the adoption of a new Development Brief and Master plan, the Council	No change

	is to commence the procurement of a development partner to support the delivery of the Rochester Riverside development. The development partner will enter into a long-term contractual relationship with the Council to develop out the site in phases over a number of years.	
<b>New Rochester Station</b>	The project will provide a new rail station for Rochester on Corporation Street. The station will upgrade existing facilities and improve the overall rail network in Medway. A new pedestrian subway will link the station with the Rochester Riverside site, and will improve access from the river to Rochester town centre. The station will open in December 2015, and will be developed alongside new and improved highways and car parking facilities.	No change
<b>Chatham Town Centre</b>	Funding of £2.9million from the Growing Places fund will support growth through the provision of infrastructure to support additional high quality homes, commercial space and market space, while also improving sustainable transport, through the replacement of the Sun Pier Pontoon, potentially enabling the establishment of a river taxi service. This project includes a master plan for environmental improvements – railway station to Pentagon and acquisition of disposal of Chatham Waterfront site for a mixed used development. Additional funding has been agreed in principle from the Local Growth Fund (LGF) of £4m for infrastructure projects. This will be used to deliver the priorities identified in the Chatham master plan that will be finalised in 2015-16.	No change
<b>New Council Homes For Medway</b>	This project involves the development of two work streams to provide new Council homes for Medway. The first stream focuses on the provision of 23 new homes on former HRA garage sites and the final homes will come into management during 2015/16. The second stream is the development of 32 new affordable bungalows on the former Gillingham College site (Beatty Avenue) where the Council will be in a position to let the construction contract during 2015/16.	No change
<b>Rochester Airport</b>	Medway Council is determined to secure a sustainable future for Rochester Airport. A new master plan has illustrated how major improvements to airport facilities and a new high-tech business park will be developed, together with a new permanent home for Medway Aircraft Preservation Society. The planning application for improvements to the operational airport's infrastructure will be determined in 2015. If approved improvement works will begin to be undertaken, including the closure of one of the runways and the marketing of available commercial land to future potential business occupiers.	No change
<b>Strood Riverside</b>	The Treasury have awarded £4million of Public Works Loan Board funding to the Council to undertake flood defence works at Strood Riverside, one of the Council's key regeneration schemes. The currently under-utilised and isolated site offers an opportunity to create a new waterfront community, complementing neighbouring regeneration sites such as Rochester Riverside. Once developed, the project scheme will provide approximately 600 new homes, community facilities, plus improved access between the waterfront, Strood Station and Strood Town Centre. Bringing	New

	forward flood defence measures, including the construction of a new river wall, will enable the development of Strood Riverside and provide much needed new homes and facilities.	
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### Key Projects – Values

Key Project	Description	Status
<b>Customer Contact and Administration services</b>	This will conclude the roll out of the customer contact and shared administration service to all remaining areas of the council.	No change
<b>Website redevelopment</b>	<p>The pace of digital change in everyday life is so rapid that residents' expectations about dealing with the council digitally will only continue to increase. Changing technology offers an opportunity to review how we work and interact with customers through digital channels. By increasing our digital interaction we have an opportunity to save money, as digital transaction costs are significantly lower than traditional methods. Increasing digital capacity and capability within our communities also provides the opportunity for residents to be self-supporting, reducing the need for council intervention at all.</p> <p>To enable new ways of working we will develop a new website that we can test with customers, along side our existing offering to test and evolve with customer feedback.</p>	New