

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

19 OCTOBER 2017

COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 1 2017/18

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Transformation Directorate Management Team

Summary

Medway's Council Plan 2017/18 sets out the Council's three priorities. This Committee is responsible for some of the performance measures within the two Council Priorities:

- Medway: a place to be proud of
- Maximising regeneration and economic growth.

This report summarises how we have performed in Quarter 1 2017/18 for the 14 key measures of success which support the above priorities.

Council Plan measures of success (14 measures):

- 81.8% on target
- 50% improved over the long term

Examples of new performance highlights:

- 95% of square footage let at The Innovation Centre, Medway
- 20,000-30,000 attended Medway in Flames finale in June 2017

Examples of other performance highlights (including those which have been highlighted in previous quarterly reports and continue to perform well)

- 79 jobs created and safeguarded.
- 22 new affordable homes completed.
- 97% of our street surveys - litter free.
- 1,154 fly tips removed.
- 91.3% satisfied with refuse collection.
- 34 Fixed Penalty Notices issued for environmental matters.
- £7,380 fines/costs – prosecutions for environmental matters.
- 87.9% very/fairly satisfied with festivals/events.

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/21 was agreed at the Council meeting on 25 February 2016. It set out the Council's three new priorities and three new ways of working. Success in these areas will lead to a better quality of life across Medway.

2. BACKGROUND

- 2.1 This report sets out the performance summary against the two Council priorities relevant for this Committee: Medway: a place to be proud of and maximising regeneration and economic growth. It focuses on where we have achieved or exceeded our targets and how we are tackling underperformance.
- 2.2 Detailed background information supporting this report can be found at:

Appendix 1: Regeneration, Culture and Environment Overview and Scrutiny Committee (RCE O&S) Performance measures detailed report Quarter 1 2017/18.
- 2.3 Members should note that Council agreed on 25 July 2013 that the scrutiny of Housing performance would be discussed at Business Support Overview and Scrutiny Committee.
- 2.4 Therefore, any performance information highlighted grey within this report is not relevant to this Committee and falls under other Overview and Scrutiny Committees. They have been included to provide context and clarity of how the priorities as a whole have been performing.
- 2.5 Programmes in sections 4.2.2, 4.2.3 and 4.2.4 are similarly highlighted grey as they also fall under other Overview and Scrutiny committees.
- 2.6 Sections 5, 6 and 7 are highlighted grey, as these relate to Council wide performance against the new ways of working, rather than just RCE specifically. These sections are to be reviewed at other Committees. Therefore these sections are also only included to provide context and clarity of how the new ways of working as a whole have been performing.

3 PRIORITY: MEDWAY: A PLACE TO BE PROUD OF

3.1 Measures of success - summary

Details of the 4 measures of success for this council priority are included in Appendix 1; however, data on one of these is not expected until quarter 2.

- 2 out of 3 measures of success were on target
- 2 out of 3 measures have improved compared with last quarter
- 2 out of 3 measures has improved compared with average of the previous 4 quarters

3.2 Service comments

We want Medway to be a place that local residents and businesses are proud of. We will keep the streets clean and safe, and promote Medway's rich heritage to attract visitors and inward investment.

3.2.1 OUTCOME: A CLEAN AND GREEN ENVIRONMENT

Programme: Public realm and street scene

The Environment Team (Community Wardens and Environmental Enforcement Officers) maintain an excellent level of street scene condition as a result of an ongoing programme of: inspections, community engagement (Partners and communities together - PACT Meetings) and targeted intervention work.

Where issues arose at PACT meetings (56 in quarter 1), 36 were resolved by the Warden Service and the remaining 20 were referred to other departments or partner agencies for action. Wardens always follow up on referrals made.

The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This intelligence is reported to the Police.

Environment Enforcement Officers take a proactive approach to fly-tipping. 1,154 fly tips were removed. 100% (353) reported fly tips were removed within one working day of report, 73 of which were referred for further investigation. A further 801 fly tips were identified and removed by the team before the public could report them.

- 34 Fixed Penalty Notices were issued for: littering (21), fly tipping (2), trade waste (10) and a Community Protection Notice (1).
- 3 successful prosecutions resulted in a total of £7,380 fines and costs.

Chatham centre public realm improvements (Place Making project)

Having secured £4million of government funding and carried out a public consultation last year on the design plans, work started on site on 19 June with a ground breaking ceremony. The project will see modernization of a number of areas between the station, bus station and waterfront giving pedestrians and cyclists a more enjoyable journey. Work will progress along Railway Street outside St John's Church, down to and including St John's Square/steps. This will continue up until Christmas 2017.

The contractor has a dedicated PR/liaison officer who will ensure that businesses are kept up to date as works progress. A drop-in office will also be located on the site compound at Medway Street for enquiries.

Works have been scheduled to avoid disruption to peak traffic. Footpath closures have also been phased to minimise impact on people travelling along the route. Signage will be set up to notify of any road works in advance. Updates will be available at www.medway.gov.uk/yournewchatham.

Parks and open spaces

The Council maintains 1,900 ha (the equivalent of 13 Hyde Parks) of parks and open spaces for the enjoyment of all. This includes 148 urban parks, two country parks and 48 countryside areas that are managed for their wildlife and conservation value. Medway has over 125 play areas, skate parks and multi-use games areas, offering a wide range of activities for children and teenagers. The Council will work to maximise the use of Medway's green spaces for health and wellbeing, place making and support people's interaction with nature.

To improve Medway's estate, the Greenspace Development team are implementing Medway's first BMX pump track at the Queen Elizabeth Playing Fields, Gillingham. The Council is also developing three landscape masterplans for The Strand, The Esplanade and Jackson's Recreation Ground. The plans will be used to secure both S106 and external funding and help to communicate the Council's ambition to make better use of these strategically important green spaces.

The Council has supported Members and community representatives with the judging of seven green flag sites at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park, Riverside Country Park and Gillingham Park. All seven sites were awarded green flag status in July 2017.

3.2.2 **OUTCOME: GETTING AROUND MEDWAY**

Programme: Tackle congestion hotspots by transport and public realm improvements

The future prosperity of Medway depends on strong local economic growth. Infrastructural investment in new and improved roads will be critical in securing Medway's economic success. In conjunction with these infrastructure developments is the need to meet the challenge of social and environmental objectives of cleaner air and providing a pleasant environment in which to live, work, learn and visit.

The Council is committed to enabling residents, visitors and business to move around Medway's road network easily and in the way they choose, i.e. car, public transport, cycling and on foot, encouraging use of sustainable transport where possible. The connectivity of transport hubs, leisure, shopping and health facilities is at the heart of our planning to ensure an integrated approach to travel throughout Medway.

New highways contract 2017

The Highway Infrastructure Contract was awarded to Volker Highways (current Term Contractor) and the mobilisation period has taken place allowing for a contract start date of August 2017. The Highway Infrastructure Contract will replace the existing separate Term Maintenance Contracts for Highway Maintenance and Street Lighting with one prime contractor that also includes provision for Highway Construction Projects, Structures and Professional Services. The Highway Infrastructure Contract uses the NEC3 Form of Contract and except for fixed Preliminary Costs, is essentially a call-off contract with Medway Council determining the level of contracted spend principally through the annual budget setting process.

Mobilisation activity delivered during Q1 has focussed on:

1. Successfully updated and tested Confirm with the new Pricing Schedule for the Highway Infrastructure Contract to enable Highway's Client Team to commence task ordering for planned and reactive works from the Contract Start Date.
2. Commenced Depot co-location Phases (two). Phase 1 involves the Highways Inspector Team co-locating into Volker's Depot and this was completed at the start of Quarter 1. Phase 2 involves the rest of the Highway's Client Team that is scheduled to be completed in the first week of Quarter 2.
3. Agreed a phased implementation programme for Volker to commence the Prime Contractor Function for Medway Tunnel.

4. Signed-off the performance management framework for the Highway Infrastructure Contract. Completed the procurement for the new Highway Fleet.

Station improvements

Major investment is going into the upgrades of Medway's stations to improve connectivity and the sense of welcome to the area.

Transport and public realm improvements for Strood (completion March 2019)

Work has continued on the detailed design for the project with completion expected in Q2 2017/18. Following the design works, construction was due to commence on site in Aug/Sept 2017. An architect has been appointed to lead on the public realm elements of the project and is currently considering options. The highway work is being considered by the road safety audit team. Overall the Strood project is progressing well and is on track for completion within the three year funding period.

Strood railway station

As part of the Strood town centre Local Growth Fund project, plans have been developed with South Eastern to rebuild Strood train station. Alongside the new station building, it is proposed that the Strood town centre project will deliver enhanced pedestrian crossing facilities, landscaping, art work, additional lighting and improved disability access in the immediate vicinity of the station.

South Eastern are now progressing with the rebuild of Strood train station. The existing building has been closed and dismantled. Work commenced on the construction of the station building in quarter 1 2017/18. It is anticipated that the new station building will open to customers at the end of December 2017. Engagement with South Eastern is continuing through the construction process.

Chatham Railway Station

We are working in partnership with Network Rail on a £1.4 million programme of improvements to transform Chatham Railway Station. Match funding from Medway Council comes from the Local Growth Fund, as part of the Chatham Place making Project.

Work on the station forecourt improvements is expected to be completed by the end of March 2018.

3.2.3 OUTCOME: MEDWAY ON THE MAP

Programme: Medway: A great place to live, work, learn and visit

A combined programme is being prepared around Medway's physical regeneration, cultural strategies and projects.

By building on what makes Medway unique, such as our rich heritage and sporting legacy, and combining this with the fantastic waterfront regeneration opportunities which are evolving, it will enable the Council to promote Medway as a great place to live, work, learn and visit. This will (1) attract new innovative businesses, creating new jobs and investment in addition to helping Medway businesses flourish e.g.

Innovation Studios Strood (2) increase the number of visitors and extent of stay and generate spend in the area e.g. Battle of Medway and (3) promote the Council as the local leader, innovating public services and presenting new opportunities for funding such as the Housing Infrastructure Fund. The following approaches have been adopted to achieve this objective:

To seek funding opportunities to develop innovative public service solutions

In quarter 1 the Council submitted a bid to the Department for Transport for £5m to invest in smart road technology, systems and infrastructure. This will also include Automatic Number Plate Recognition technology to allow us to anticipate future congestion hotspots and build the case for future government investment in our roads. The range of measures in the bid will assist the Council to reduce congestion, improve air quality and make smoother journeys along the A2 and A289. Medway Commercial Group will also benefit from the upgrades to their ICT and CCTV operation. If successful, the Council will be informed in time for the Autumn Statement.

To increase visitor numbers

Independent research using the Cambridge Model of Economic Impact for Tourism, a nationally-recognised model, has shown the number of visitors to Medway has reached 4.6m per year, with the local economy benefitting by some £313m. Tourism supports more than 6,000 jobs in Medway – 7% of the total jobs in Medway.

The £2.1m HLF project for Eastgate House has been completed including capital works e.g. jetty, chimney works, window repairs and garden replanted. All interpretation has been installed including furniture, graphic panels, visitor signage, sound and smell interpretation, and the shop installed and stocked.

Wall conservators have been tendered and chosen to work in situ as part of the visitor experience over the next 2 quarters. The House was successfully launched on the evening of 18 July and is now open to the public – Wednesdays to Sundays. BBC, ITV, Kent TV and Kent Messenger all reported on the opening launch. A programme of events and activities is planned throughout the rest of the year.

The new state of the art Medway Archives Centre has now opened in the beautifully renovated library building in Bryant Road Strood. A new temperature and humidity controlled strong room has been developed for the archival documents with space for future collections. The public areas include a large visitor foyer and exhibition wall, local studies room and a new archives viewing room. Linked to this is the transfer of the old City Ark online database to a new Adlib database system so that customers can view documents electronically. The new Centre can also take larger groups linking with the next door community hall. The Centre was launched on 3 July and opened its doors to visitors on 4 July.

Currently the Council is working with external partners to develop a programme of activity to commemorate the 150th anniversary of Dickens' death in 2020. As part of the build-up to this, in 2018 the Council will be celebrating the 175th anniversary of the publication of A Christmas Carol – arguably Dickens' most famous work. Following the recent opening of Eastgate House, the Council is continuing to work together with Heritage Lottery Fund (HLF) on a revised bid to incorporate the chalet and plans for 2020.

Deliver the 2017 Festival and Events Programme

The Council delivered the following events during Q1: English Festival - 22 April, Sweeps 29 April - 1 May, Dickens 9-11 June, Battle of Medway in June. 299 surveys were completed with 263 responded either rated the event as very or fairly satisfied (87.9%).

Battle of Medway

2017 marked the hugely successful and high profile 350th anniversary of the Battle of Medway. Commemorations marked the occasion when the Dutch fleet attacked the British fleet while it was moored at Chatham resulting in the burning or capture of a number of key naval ships. More than 50 events took place over the ten day commemoration period (8-17 June) attracting thousands of people, both residents and visitors, many of them from Holland.

The launch event took place at Upnor Castle and the Historic Dockyard Chatham and attracted a large number of senior national and international figures including Prince Maurits of Holland, The Lord Lieutenant of Kent, British and Dutch ambassadors, senior British and Dutch naval officers and included a parade by the Royal Marines Band and the Netherlands Marine Band at Historic Dockyard.

Other events during the week included visits by British and Dutch naval frigates, sporting competitions, marine band concerts, a schools chain making event involving 600 local school children and special exhibitions.

The week concluded with a day of celebration for all around the Dockside including water based activities and shows, musical entertainment and concluded with spectacular film and fireworks finale on the River Medway – Medway in Flames.

Partners involved in developing and delivering the celebrations with the Council included Chatham Historic Dockyard Trust, Royal Navy, Peel Ports, Dutch Embassy, the Lieutenancy of Kent and many more. Funding was secured from sponsorship and the Events Budget.

A major PR campaign was put in place to raise awareness of Medway and the Battle of Medway in the run up to the events and this generated 60 articles in a wide range of national, international, regional and local media. This included articles in the Guardian, The i, Daily Express and The Times, items on BBC Radio 4, a cover feature on Kent Life and a wide range of travel blogs.

The public imagination and interest was captured through an exciting social media campaign. The total reach across our two Facebook pages (Service Updates and Enjoy Medway) and main Twitter account (@Medway_Council) was 2,614,100. This was generated as a result of 237 individual proactive posts containing the phrases 'BoM350' or 'Battle of Medway' across Twitter and Facebook. The feedback received on the whole event was hugely positive and appreciative, particularly for the Medway in Flames evening.

It is estimated that 20,000 to 30,000 people watched the finale which was also watched online from across the world. The commemoration has made a significant contribution to putting Medway on the Map.

4. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

4.1 Measures of success: summary

Details of the 10 measures of success for this Council priority are included in Appendix 1; however data on 2 of these is not expected until after this report.

- 7 out of 8 measures of success were on target
- 3 out of 5* measures has improved compared with last quarter
- 2 out of 5* measures has improved compared with average of the previous 4 quarters

(* total number of measures where comparative data is available)

4.2 Service comments

We want to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway, which will benefit residents through the creation of new jobs and homes.

4.2.1 OUTCOME: A STRONG DIVERSIFIED ECONOMY

Programme: Business investment

Medway Council is pursuing a range of projects and associated funding packages from a variety of sources, including: the Government's Local Growth Fund, Growing Places Fund, Coastal Communities Fund and Housing Infrastructure Fund. These will assist to facilitate the creation of new business opportunities, such as Enterprise Zone status at Rochester Airport Technology Park, with the associated tax and planning benefits, to help secure a strong diversified local economy.

Project - Facilitating the delivery of the Inward Investment Strategy

There has been ongoing work to develop a closer working relationship with Locate in Kent (LiK) to target inward investment. The Council has been successful in Q1 by securing new inward investment including Wincanton at Kingsnorth (280,000sq.ft warehouse), a logistic centre for IKEA which has currently created 30 jobs with another 170 planned over the next two years; Protein Dynamics (9 jobs) and UK Cycle Centre (25 jobs) who have both located in new units at Stirling Park, Laker Road.

During quarter 1, seven new businesses have taken space in Council managed workspace. Innovation Studios, Strood opening in September, providing an additional 15 Council managed workspace units. Eight of the 15 units have been leased, a further five potential tenants are in discussions with the operational team.

Development of Innovation Park Medway (Rochester Airport Technology Park)

On 15 March 2017, the Planning Committee approved the phase 1a planning application, for the development of Rochester airport operator's new hangars. This application excluded the development of the new runway and control tower while supporting documentation is prepared ahead of its scheduled submission this summer. (Planning submission is due on 10 August)

A successful decision on Local Growth Fund (LGF) round 3 funding has been given by South East Local Enterprise Partnership SELEP. This means a further £3.7 million

of funding has been secured, which will be used to develop the enabling infrastructure for the airport site.

During Q1, preparation work for the Enterprise Zone included future electrical needs consultancy and ecology survey of the whole site. A successful bid to SELEP secured £120k towards preparation of a Local Development Order. A planning application for relocation of the Kent, Surrey, Sussex Air Ambulance Trust was successfully approved by Medway Council and will bring the first 35 jobs to the new enterprise zone.

The Council continues to procure a consultant with comprehensive development options expertise to appraise the market potential of the airport site, and specifically land that will be released for development once Runway 1634 is closed in February 2018.

4.2.2 OUTCOME: RESIDENTS WITH JOBS AND SKILLS

Programme: Jobs, skills and employability

In 2015 the Government published its strategy for raising UK productivity “Fixing the Foundations” which sets out clear objectives to raise skills levels.

Our Council Plan to 2021 has clear priorities, which all relate to improving Medway’s economy. By delivering on these key economic priorities, Medway will be “a place to be proud of”, enable “Medway’s people to realise their potential”, and “maximise regeneration and economic growth”.

We are in discussion with several notable inward investment businesses related to construction that would like to consider Medway as a strategic location. We are also focusing on and encouraging developments at London Thamesport and Kingsnorth as key areas for employment use e.g. Pacador. The Council is also considering other incentives that could assist in relocation of businesses to Medway including business support.

Skills Board

The Cabinet approved the 16-19 Strategy for the period 2016-20 on 7 June 2016. The Strategy brings together a plan to increase participation in learning for 16 and 17 year olds, improve the transition for young people into the labour market and reduce the levels of those not in education, employment and training (NEET) and in ‘not known’ destinations aged 16-19 years.

The 16-19 Strategy is now embedded into Council policy. Resources across a number of services are being considered and allocated regarding the delivery of key actions within the policy into 2017-18.

An Overview and Scrutiny Task Group on Employment Opportunities for 18 -25 year olds has recently been established and will be drawing on the key messages and five long term goals in the 16-19 Strategy in the formulation of its findings and recommendations later in the year.

In addition to supporting the work of the Task Group, the Council is currently establishing a Medway Skills Board and skills development programme for residents. This Skills Board will comprise Officers’ and Members’ Boards. During Q1 the Board

Terms of Reference and agendas have been drafted for consideration. A programme for an annual Skills Summit has been developed for consideration at the first Officers Board Meeting to be held in Q2.

Not in Education, Employment or Training (NEET)

It is important to note that it is not possible to make a comparison of performance over recent years, without adjusting the pre 2017-18 figures. This is because the criteria for this measure have been changed, to bring reporting in line with DfE methodology. In previous years, 16-18 year olds who were NEET were included in the measure (NI 117). In 2017-18, this has now been changed to include just 16-17 year olds. (NI 117(16-17)).

Making this adjustment, we are reporting an overall reduction of 127 NEETS (from 383 to 256) in quarter 1 compared with the same quarter last year. The number of NOT KNOWN has remained relatively stable but has increased slightly by 13 from 266 last year to 279.

Medway Adult Education (MAE) learning programme to boost local skills level for those furthest from employment

Learner numbers and achievement mean that MAE is on track to fully satisfy its Employment Skills Funding Agency contract obligations with learner satisfaction levels remaining very high, achieving 90% plus. The observation of teaching and learning further gives evidence that good progress has been made on the improvement plan put in place following the 2015/16 self-assessment, particularly on embedding the theme of British Values in teaching and learning. To further strengthen the self-assessment process, a current Ofsted Adult Education Inspector has been commissioned to provide training and support for curriculum leads to ensure a complete evidence based 2016/17 self-assessment in the context of the Common Inspection Framework.

MAE continues to work collaboratively with a wide range of partners. With Public Health (PH) it delivers Heathy Eating courses through Medway's Children's Centres and the Mental Health First course is a co-designed offer. A MAE / PH workshop at the end of May further explored new collaborative working opportunities from which a new, and more ambitious, Collaborative Working Agreement is currently being framed. The longstanding relationship with Medway Libraries continues to underpin a range of joint activity, a recent example being the successful Creative Community Project at Luton Library. The longstanding relationship with Employ Medway assisted the design of MAEs Employment Pathways and Qualities courses, and Employ Medway together with Job Centre Plus (JCP) are now important referral partners to this offer, with MAE actually working alongside JCP advisors at its Chatham office to provide learner information, advice and guidance.

4.2.3 OUTCOME: PREVENTING HOMELESSNESS

Programme: Preventing homelessness

The Council is focused on reducing homelessness and addressing temporary accommodation through a Council wide approach by (1) supporting people and vulnerable families to access housing (2) working with landlords and agents to

support households to maintain their accommodation and prevent homelessness (3) help Medway's people to get a foot on the housing ladder.

The housing options service continues to work with a range of organisations and services to help prevent households from becoming homeless. Whilst it is not possible to prevent homelessness in all cases, there has been a reduction in the amount of households accepted as homeless, 74 in Q1 2017/18 compared to 88 in Q1 2016/17.

At the end of Q1 there were 327 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 351 households that were accommodated at the end of Q4 2016/17. This decrease is the result of initiatives to prevent households from becoming homeless as well as working with those currently in temporary accommodation to identify suitable accommodation in both the social and private sector.

Working with landlords and agents to support households to sustain their accommodation and prevent homelessness

During Q1 the council has succeeded in preventing 65 cases of homelessness, minimising the number of new applicants having to go into temporary accommodation. This has led to 111 homeless applications being taken during Q1 in 2017/18 compared to 175 in 2016/17.

Work continues to roll out the landlord hotline, a service that gives landlords the opportunity to flag tenants who may have issues in affording accommodation. The prevention rate has been approximately 70% for cases identified via this stream of work.

Work also continues with children's social care to provide early identification of cases for which there may be a corporate responsibility, such as intentionally homeless families.

Resource has been bought across from a service, contracted from the housing related support budget, to provide a full time floating support work at Kingsley House. This project provides "quick win" support to offer a short term intervention to help prevent homelessness.

To support people and vulnerable families to access housing.

At the end of Q1 there were 327 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 351 households that were accommodated at the end of Q4 2016/17.

The rate of households in temporary accommodation is currently 2.9 per 1000 households. This is lower than the national rate of 3.4 and significantly lower than the rate of 16.5 seen in London.

Help Medway's people get a foot on the housing ladder

The Council is working with a range of housing providers to help households secure accommodation to help meet their housing needs in a number of ways, including through the provision of social housing, shared ownership or by assisting households to secure private sector accommodation.

This quarter, 22 affordable homes were delivered in Medway. A further 200 homes are expected to be delivered this year. Notable developments include the 100 affordable housing units that are being delivered by London and Quadrant Housing Association at the Capstone Road development. This site is the first in Medway to deliver affordable units utilising modular construction. Good progress is also being made in relation to the 125 units of extra care accommodation being delivered by Optivo Housing Association at Atlas place, St Mary's Island and Rogallo Place in Horsted. This affordable home provision represents a financial investment of £25.5m in to Medway.

4.2.4 OUTCOME : DELIVERING NEW HOMES TO MEET THE NEEDS OF MEDWAY'S RESIDENTS

Programme: Delivering new homes to meet the needs of Medway's residents

The Medway Local Plan is progressing in line with its delivery timescales, as set out in the 2015 Local Development Scheme. This aims for Submission of the draft Local Plan to the Planning Inspectorate by mid-2018. The Local Plan will establish a housing target for Medway up to 2035. The Council is progressing a number of individual projects across the area, particularly along the waterfronts of Strood, Rochester and Chatham that will help in delivering the housing needed for Medway's growing population and realising the area's regeneration potential.

Preparation of the new Medway Local Plan

Consultation on the Development Options document ran from 16 January to 30 May 2017. Over 30 meetings and public exhibitions were held during this time and 650 people attended consultation events across Medway. Key concerns are the impact of development on infrastructure and the need for growth to be supported by investment in services.

Over 330 written responses were received arising from the consultation, together with 11,000 specific representations on Lodge Hill and over 500 relating to a new stadium for Gillingham Football Club.

The Planning Service has recorded all written comments as part of the formal process of the plan preparation. These will be published and submitted with the draft Local Plan to the Planning Inspectorate for independent examination. Planning officers are now carrying out a detailed analysis of the consultation responses to inform the next stage of the plan. Further consultation will take place in early 2018 with details of proposed sites identified as the most sustainable locations for growth, and draft policies.

Oversee the process for the promotion of Lodge Hill Sustainable Community

The Defence Infrastructure Organisation has withdrawn the outline planning application for mixed use development at Lodge Hill and the associated Public Inquiry has been cancelled.

The Homes and Communities Agency are reviewing options for a revised approach, that it could seek to promote through the emerging Medway Local Plan and if appropriate, a new planning application.

Encouraging the delivery of homes through investigation of new financial models and release of Council owned sites.

Regeneration Delivery continues to work with colleagues in Property and Housing looking at Council stock and land, and the opportunities to improve or develop sites.

Following visits to neighbouring authorities where various housing models have been reviewed, a report was considered by the Cabinet on 11 July on the options and benefits of a Housing Company in Medway. The formation of a Housing Company will assist the Council in delivering its affordable housing targets, Local Plan targets and assisting those in housing need unable to access the property ladder.

Officers are also investigating opportunities for working with partners in terms of development and improvement of existing Housing Revenue Account (HRA) areas where a joint venture may bring external funding opportunities to regenerate estates and areas and increase the supply of social and affordable rented accommodation in Medway. Two options are currently being investigated with an outline of two differing schemes being presented to Housing Board by late summer.

The Council is also in discussions with Registered Social Landlords about the use of Right to Buy receipts to contribute towards small development schemes on small HRA owned land sites where opportunities might be available for a small number of properties to be built with nomination rights being available in return of the allocation of these dwellings.

Rochester Riverside

The development agreement for this flagship regeneration programme, bringing 1,500 high quality residential units, open spaces and riverside walk was completed by Countryside, Hyde, Medway Council and The Homes and Communities Agency for Rochester Riverside on 31 March 2017.

Further Member and public consultations took place in April and May 2017 and the planning application was submitted on 30 June 2017. Countryside is planning to be on site in October 2017 completing initial infrastructure and servicing works subject to planning permission being granted.

Strood Waterfront

The planning application for the flood risk management works have been submitted and validated, with a decision likely by the end of August. Network Rail, South Eastern, Peel Ports, Rochester Bridge Trust and the Environment Agency were consulted prior to the submission of the application and continue to be consulted. Flood risk management work is planned to start in November on both the Riverside and Civic Centre sites subject to planning approval. The draft masterplan is being refined and is on schedule for public consultation at the end of the year for both sites. A localised transport study is also being undertaken to tie into the masterplan.

Chatham Waterfront

This proposed high quality mixed-use development site was launched at the Medway 1 event on 11 April 2017. It will act as a driver for more regeneration in the area. An expression of interest exercise was completed on 22 May 2017 to gauge the interest in the market for this development. A development matrix on all of the options

including their strengths, weaknesses, benefits, risks as well as timescales is being created to assist with future decision making.

5. RISK MANAGEMENT

- 5.1 Risk management helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It is practised at both management and service delivery level, enabling the effective use of resources, and securing the assets of the organisation and its continued financial and organisational well-being.
- 5.2 The purpose of the Council Plan performance monitoring reports during the year is to enable managers and Members to manage the risks identified in delivering on the council's priorities.

6. FINANCIAL AND LEGAL IMPLICATIONS

There are no finance or legal implications arising from this report.

7. RECOMMENDATION

It is recommended that Members consider the quarter 1 2017/18 performance against the measures of success used to monitor progress against the Council's priorities.

Lead officer contact

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Appendices

Appendix 1: Regeneration, Culture and Environment Overview and Scrutiny Committee Detailed Report Quarter 1 2017/18

Background papers

Council Plan 2016/21 (2017/18 update)

<https://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?lId=18256>