

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

7 DECEMBER 2017

COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 2 2017/18

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- Directorate Management Team

Summary

Medway's Council Plan 2017/18 sets out the council's three priorities. This report sets out the quarter 2 2017/18 performance summary against the Council priorities relevant for this committee: Medway: a place to be proud of and maximising regeneration and economic growth.

Council Plan measures of success:

- 75% (3 out of 4) on target; and
- 50% (2 out of 4) improved over the long term.

Highlights: New achievements

- £3.7 million Local Growth Funding – successfully secured for Rochester Airport Technology Park;
- £200,000 Controlling Migration Funding – successfully secured;
- 15 new businesses in residence at the new Innovation Studios, Strood;
- Eastgate House – Grade 1 listed Elizabethan Town House – opened – July;
- New state of the art Medway Archive Centre opened – July;
- 312 private sector properties improved due to Medway intervention (target: 100)
- 7 sites awarded Green Flag status – July;

What we are doing to improve performance

Temporary accommodation: The rate of households in temporary accommodation is currently 3.35 per 1,000 households - lower than the national rate of 3.5 - significantly lower than the rate of 16.6 seen in London.

Management actions to improve performance:

- The Housing Options Service continues to work with a range of organisations and services to help prevent households from becoming homeless;
- Using Medway housing stock to reduce the cost of temporary accommodation;
- Development of a Housing Company that will provide affordable accommodation in

Medway;

- A weekly Temporary Accommodation Placement Panel has been set up to review all placements into temporary accommodation for previous week;
- Aim to deliver 25% affordable housing or using contributions via S106 consented schemes; and
- Maximise opportunities to discharge homeless duties into the private rental sector.

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/17-2020/21 was agreed at Full Council in February 2016. It sets out the Council's three priorities and three ways of working. It is refreshed annually.

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 in Appendix 1: Regeneration, Culture and Environment Overview and Scrutiny Committee (RCE O&S) Performance measures detailed report Quarter 2 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.

3. PRIORITIES AND OUTCOMES

- 3.1 This section summarises the three ways of working which apply across all services, and the 13 programmes which support our priorities and outcomes.
- 3.2 The priorities and outcomes that fall under the remit of this committee are shown below. Sections 4 and 5 provide detailed progress reports on these programmes.

WAYS OF WORKING		
Giving value for money		
Finding the best digital innovation and using it to meet residents' needs		
Working in partnership where this benefits our residents		
PRIORITIES		
Medway: A Place to be proud of	Maximising regeneration and economic growth	Supporting Medway's people to realise their potential
<p>OUTCOME A clean and green environment</p> <p>1 Public realm and street scene</p> <p>2 Replacing Medway's street lights</p> <p>OUTCOME Medway on the map</p> <p>3 Medway: a great place to live, work, learn and visit</p>	<p>OUTCOME A strong diversified economy</p> <p>4 Business investment</p> <p>OUTCOME Residents with jobs and skills</p> <p>5 Jobs, skills and employability</p> <p>OUTCOME* Preventing homelessness</p> <p>6 Preventing homelessness</p> <p>OUTCOME Delivering new homes to meet the needs of Medway's residents</p> <p>7 Delivering new homes to meet the needs of Medway's residents</p> <p>OUTCOME Getting around Medway</p> <p>8 Tackle congestion hotspots by transport and public realm improvements</p>	<p>OUTCOME* Healthy and active communities</p> <p>9 Improving everyone's health and reducing inequalities</p> <p>OUTCOME* Resilient families</p> <p>10 Together we can – Children's services</p> <p>11 The best start in life</p> <p>OUTCOME* Older and disabled people living independently in their homes</p> <p>12 Improve support for vulnerable adults by working with partners and communities</p> <p>OUTCOME* All children achieving their potential in schools</p> <p>13 Raising aspiration and ambition</p>

*Shaded areas fall under the remit of other overview and scrutiny committees

4. PRIORITY: MEDWAY: A PLACE TO BE PROUD OF

4.1 Measures of success

Details of the 3 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.

- 100% (1 out of 1) measure of success was on target;
- 0% (0 out of 1) measure improved compared with last quarter; and
- 0% (0 out of 1) measure improved compared with average of the previous 4 quarters.

4.2 Service comments

Medway Council is committed to providing all residents with a clean and green environment.

4.2.1 OUTCOME: A CLEAN AND GREEN ENVIRONMENT

Programme: Public realm and street scene

The Environment Team (Community Wardens and Environmental Enforcement Officers) have delivered an ongoing programme of inspections, community engagement (Partners and Communities Together (PACT) Meetings) and targeted intervention work to help keep Medway's public realm clean and green.

The Community Wardens attended 4 PACTs this quarter, at which 17 issues of public concern were raised. 12 of these (71%) were resolved by the Warden Service and 5 were referred to other departments or partner agencies. Wardens always follow up on referrals made.

The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This quarter they removed 391 items of drug related litter including needles and 134 items of sex related litter. This intelligence is reported to the Police.

Environment Enforcement Officers support the Council's commitment to taking a proactive approach to fly-tipping. All fly tips are investigated and where evidence can be obtained, the Council takes enforcement action. During Q2 the service dealt with 367 reported fly tips of which evidence was retrieved in 113 cases and were referred for further investigation. All 367 fly tips (100%) were removed by the team within one working day. In addition, the team removed a further 667 fly tips proactively, meaning that they were gone before the public could report them.

46 Fixed Penalty Notices were issued for littering, dog fouling and other offences (28 littering, 5 fly tipping, 1 fly posting and 12 trade waste). 6 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court for Q2, resulting in fines and costs totalling £9,600.

Chatham centre public realm improvements (Place Making project)

Work started on site on 19 June with a ground breaking ceremony. Works continue along Railway Street outside St John's Church with new widened footpaths and paving. In Q2 the old steps and ramp were demolished at St John's Square, adjacent

to the Wetherspoons Public House and a temporary ramp has been erected. Work will continue at both these areas until February 2018, and the pavement works outside St John's Church will continue up Railway Street towards New Cut.

Footpaths have been re-routed along Railway Street to the opposite side of the road, and traffic management is in place to allow for the works to the pavements to be carried out safely; signage alerting motorists to any changes have been set up showing alternative routes. Updates are available at www.medway.gov.uk/yournewchatham

Parks and open spaces

The Council maintains 1,900 ha (the equivalent of 13 Hyde Parks) of open space 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. This scheme will be starting in late 2017 following the unlocking of the Local Transport Plan (LTP) funding.

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 Esplanade Plan is to be embedded in a public realm strategy for Rochester Riverside / Corporation Street.

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. A new Partnership Post has been appointed to drive the Council's Green Flag ambitions for 2017/18 and 2018/19.

4.2.2 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) increase the number of visitors and extent of stay and generate spend in the area e.g. Battle of Medway; (2) attract new innovative businesses, creating new jobs and investment in addition to helping Medway's businesses flourish e.g. Innovation Studios Strood; and (3) promote the Council as leaders, innovating public services and presenting new opportunities for funding e.g.

Housing Infrastructure Fund. The following approaches have been adopted to achieve this objective:

To seek funding opportunities to develop innovative public service solutions

In Q2 the Council successfully secured £200,000 through the Controlling Migration Fund to enhance access to public services (education, health, libraries) for communities in areas with high numbers of migrants.

The Work Programme has been successfully delivered by Employ Medway since 2011. Employ Medway ceased receiving referrals from March 2017 as the Work Programme will come to an end in March 2019. This will be replaced by the Work and Health Programme which will aim to further support those unemployed who have a disability. In Q2 Medway Council was successful in securing a £1.6m subcontractor bid with the Shaw Trust who have been selected by the Department of Works and Pensions (DWP) to deliver this programme. We will shortly enter contract negotiations to deliver a five year subcontract via Employ Medway.

A bid was submitted to the Government's Housing Infrastructure Fund for £170 million towards new infrastructure on the Hoo Peninsula. If successful, this exciting opportunity could unlock the potential for new homes, jobs and economic growth. Medway's proposal is supported by local MPs, Network Rail, Kent County Council and the South East Local Enterprise Partnership. The Council expect news of the next stage of the bid in the coming months.

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.

Currently the Council is working with external partners to develop a programme of activity to commemorate the 150th anniversary of Dickens' death. As part of the build-up to this, the Council will be celebrating in 2018 the 175th anniversary of the publication of A Christmas Carol – arguably Dickens' most famous work. Following the recent opening of Eastgate House, the Council has developed a project plan for Members outlining the proposals surrounding Dickens 2020. It is hoped that the new discussions with the Heritage Lottery Fund (HLF) around the Chalet will tie into the timeline and proposals.

The £2.1m Heritage Lottery Fund project for Eastgate House concluded in Q1. Since opening in July 2017, the new Mystery of Edwin Drood exhibition has been very popular. A planned programme of events and activity started in October 2017, some of which celebrates the links of Eastgate House with Charles Dickens and the novels in which the house was featured.

The new state of the art Medway Archives Centre was opened by the Deputy Leader and Portfolio Holder for Housing and Community Services Councillor Doe on 3 July 2017 and includes a new archive racking and strong room, new archive viewing room and improved visitor areas. The digitalised City Ark images are being transferred onto a new digitalised system called Adlib, which will allow the Council to use the electronic images of the archives in much more innovative ways for learning, visitors and in research.

Deliver the 2017 Festival and Events Programme

The Council delivered the following events during Q2: Castle Concerts (11-15 July), Will Adams Festival (9 September) and Capstone Festival (24 September). 282 surveys were completed with 239 who responded either rated the events as very or fairly satisfied (85%).

5. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

5.1 Measures of success: summary

Details of the 5 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.

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

5.2 Service comments

The Council wants to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway. There has been recent engagement with the top ten Medway businesses and the formation of a new Skills Board. This will benefit our residents through the creation of new jobs and homes.

5.2.1 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.

Facilitating the delivery of the Inward Investment Strategy

The Council has been successful in Q2 in securing new inward investments. Pacadar, located at Thamesport, a Spanish company that will be manufacturing concrete tunnel segments for the Thames Tideway Tunnel. The business started operation in October 2017, creating 40+ jobs.

The New Innovation Studios Strood successfully opened on 7 September and all Council managed workspace is full with 15 new businesses in residence.

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 the airport operator's new hangars. 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 Q2, work continued on the ecology survey of the whole site. The Council has secured a consultant, Litchfields, 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. The planning application for hard surface runway and airport infrastructure upgrades was submitted in September 2017 and the Local Development Order is progressing.

5.2.2 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.

Medway’s Council Plan to 2021 has clear priorities, which all relate to bettering our economic position. Through economic delivery, Medway will be “a place to be proud of”, enable “Medway’s people to realise their potential”, and “maximise regeneration and economic growth”.

Development of a 16-19 Strategy (including apprenticeships) – Children and Adults Directorate

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 Employment Opportunities Task Group, the Council is currently establishing a Medway Skills Board and skills development programme for residents 18+. This Skills Board will comprise both Officers and Members Boards. The Officers' Skills Board chaired by the Chief Executive met on 25 September, and received presentations setting out the cross cutting importance of skills. The following Board took place on 26 October and received papers on priorities, skills mapping and key works areas. A Members' Board is being arranged for late 2017.

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

Medway Adult Education (MAE) has agreed a comprehensive Collaborative Working Agreement (CWA) with Public Health (PH) aiming to reduce health inequalities and enhancing the education and skills levels across Medway.

MAE will be branding relevant courses under the '5 Ways to Well Being', banner, and incorporating Public Health interventions courses in its 2018/19 programme. It will further be working with PH on the provision of new courses, in particular in support of the 'Men in Sheds' project and on the expansion of the current joint Family Learning offer delivered through Medway's Children's Centres.

MAE also works closely with Medway Library Service (MLS), taking advantage of its shared customer base and co-location at the Rochester Centre to promote and cross-sell services, and to deliver joint initiative, particularly targeting disadvantaged groups. A recent example includes the 'All Our Voices' project at Luton Library, designed to provide a release from social isolation. This saw local people, supported by an MAE tutor, creating Luton 'Then and Now' books and attaching them to an art installation. MEA is further working with the Library Service on the delivery of 'Tablet for Beginners' sessions across the Medway Libraries Service (MLS) estate, raising ICT literacy, and the delivery of family history sessions, making full use resources and contributing to the development of analytical and research skills.

The apprenticeship programme has further made excellent progress over the last academic year with 30 Medway apprentices joining the programme. Eight have successfully completed their apprenticeships. Overall achievement rates are now at 88.9%, a significant improvement from the 40% in 2015/16. This has been achieved through rigorous monitoring and improved communication with line managers and the Apprentice Academy lead, ensuring apprentices are fully supported at every stage of their learning journey.

5.2.3 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; and (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, 87 in Q2 2017/18 compared to 112 in Q2 2016/17.

At the end of Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q1 2017/18.

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

The Housing Options Team continues to operate a preventative approach towards homelessness. During Q2 the Council has achieved 95 homelessness preventions, minimising the amount of new applicants having to go in to temporary accommodation. Q2 has seen a substantial increase in the number of homeless applications taken by the Council. 212 homeless applications have been taken during the quarter, an increase of 99 on Q1.

Work continues to roll out the landlord hotline, a service that gives landlords the opportunity to flag tenants that 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 Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q4 2016/17.

The rate of households in temporary accommodation is currently 3.35 per 1000 households, this is lower than the national rate of 3.5 and significantly lower than the rate of 16.6 seen in London.

Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. Brighton currently have a rate of 13.05 households per 1000 in temporary accommodation and Milton Keynes currently have a rate of 7.16.

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.

For the financial year to date, a further 32 affordable homes have been delivered in Medway. A further 140 homes are expected to be delivered throughout the program 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. 38 affordable housing units will be delivered by MHS homes on the regeneration scheme on Cross Street Chatham. This affordable home provision represents a financial investment of £25.5m in to Medway.

5.2.4 OUTCOME : 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

The Planning Service is working to the next stage of consultation on the Local Plan in early 2018. This has involved the assessment of responses to the Development Options consultation to identify key matters and how these should be considered in the emerging plan. Further work on the evidence base has included commissioning of a Strategic Transport Assessment and Gypsy and Traveller Accommodation Assessment. Work is focused on identifying the most suitable sites that could form Medway's development strategy in the new Local Plan.

The Planning Service has considered the implications for development targets in the Local Plan arising from the government's proposed new method for calculating local housing need.

Oversee the process for the promotion of Lodge Hill Sustainable Community

Defence Infrastructure Organisation have withdrawn their planning application for the sustainable community development. Work continues with the Homes and Communities Agency (HCA) with respect to promoting the site through the Local Plan and in support of the development of a new 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.

On 11 July 2017 Cabinet considered a report on the Housing Company. The Cabinet agreed that the Housing Company could be formed in principle subject to further detail and a final report later in 2017/early 2018.

Ultimately the Housing Company will be a vehicle for providing much needed affordable rented accommodation in Medway. As at 31 August 2017, there were 4,670 households within bands A to D on the active Housing register and 352 households in temporary accommodation. The provision of additional units of accommodation will assist with reducing the pressure on the Housing Register and pressures on budgets. The local plan target over the next 30 years is to provide over 29,000 units of accommodation.

Recruitment to key posts within the Housing Company is underway and a 5 year plan has been produced of sites that will be the main focus for regeneration and provision of affordable housing.

Officers have identified a number of HRA sites with potential for development, but are unable to commit to a third phase of new build, based on HRA Business Plan assumptions. A review of services and the operational delivery models may allow some funding to become available for a small development of HRA owned stock over the next 18 months.

Rochester Riverside

The Rochester Riverside planning application was agreed at Planning Committee on 25 October 2017 and the contractor Countryside started on site at the end of October 2017. The Gym equipment on the site has been moved to the Doust Way end of the site to allow for the first 3 phases to come forward.

Strood Waterfront

The planning application for the flood defences works will be presented at the November 2017 Planning Committee. Subject to approval a contractor to carry out the works will be appointed by the end of 2017, with work likely to start on the former Civic Centre site in February 2018 and on the Riverside site on Canal Road in March 2018.

The demolition of the redundant buildings at the former Civic Centre site began with utility diversions in October 2017 and demolition of the buildings will begin in November/December 2017. The works will allow the use of the public car park up to Christmas 2017.

Details of the refreshed Strood Waterfront masterplan are being finalised and it is planned to begin the consultation process in December 2017. Approval to consult on the masterplan will be sought at the Cabinet meeting on 21 November 2017.

Chatham Waterfront

The Chatham Project Board considered an options report to de risk the development of the site. Options were considered on flood defences and design schemes. There is also a very small parcel of land currently not registered to anyone which the project board gave permission to be compulsorily purchased. The Council will award the contract for conceptual design in Q3.

5.2.5 OUTCOME: GETTING AROUND MEDWAY

Programme: Tackle congestion hotspots by transport and public realm improvements

The future prosperity of Medway depends on the prospect of continuing economic growth. The provision of adequate infrastructural investment of new and improved roads is fundamental to enable economic development to come to Medway. 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.

Medway Council is committed to enable residents, visitors and businesses to move around Medway's road network easily and in the way they choose, i.e. car, public transport, cycling and on foot; encouraging sustainable transport where possible. The

connectivity of transport hubs, leisure, shopping and health facilities is at the forefront of our planning, so that there is an integrated approach to travel throughout Medway.

Maintain roads through the successful implementation of the new Highways Contract in 2017

The Highway Infrastructure Contract was awarded to Volker Highways (current Term Contractor) and the mobilisation period commenced on 1 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 Q2 has focussed on:

1. Resource planning through Confirm of Work Volumes (both reactive and planned) and the engagement of the supply-chain to support Contract Delivery;
2. Successfully completed the Depot Co-location Project;
3. Agreed a phased implementation programme for Volker to commence the Prime Contractor Function for Medway Tunnel; and
4. Established the governance arrangement for Partnership Working.

Transport and public realm improvements for Strood completed by March 2019

A road safety audit of three key junctions has been undertaken and work has commenced on the technical design (RIBA Stage 4) of Tolgate Lane Car Park. Consultation with traders and retailers will commence when a final works programme has been agreed with contractors. It is anticipated work will start January 2018.

Support the development of Strood railway station

As part of the Strood Town Centre Local Growth Fund Project, plans have been developed in conjunction 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.

The rebuild at Strood Train Station is nearing completion with the main station building works completed. Final fittings will be undertaken in Q3 with expected opening by December 2017. Members attended the site in Q2 to review progress.

Support the development of Chatham Railway Station

Medway Council is working in partnership with Network Rail to deliver a transformed Chatham Railway Station. Match funding from Medway Council is from the Local Growth Fund, as part of the Chatham Placemaking Project.

Some detailed design has been reviewed by Network Rail to take into consideration the weight of loads on the structure across the railway, resulting in slippage of some milestones. The tender documents to procure a works contractor are being prepared

and the opportunity is likely to be advertised by Network Rail later in November 2017 with a contractor being appointed early in 2018.

Works should start early 2018, working closely with the Chatham Placemaking project team to align programmes.

6. RISK MANAGEMENT

- 6.1 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.
- 6.2 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.

7. FINANCIAL AND LEGAL IMPLICATIONS

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

8. RECOMMENDATION

- 8.1 It is recommended that Members consider the quarter 2 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 2 2017/18

Background papers

Council Plan 2016/17 - 2020/21 (2017/18 update)