

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

28 MARCH 2018

COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 3 2017/18

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Summary

Medway's Council Plan 2017/18 sets out the council's three priorities. This report summarises how we performed during quarter 3 (Q3) on the delivery of the priorities relevant for this committee: Medway: a place to be proud of and Maximising regeneration and economic growth.

Progress reports on the 7 programmes which support these priorities are also included.

1. BUDGET AND POLICY FRAMEWORK

1.1 The Council Plan 2016/21 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 3 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 Council priorities as a whole have been performing.

- 2.5 At Regeneration Culture Environment Overview and Scrutiny on 7 December 2017, Members requested that future performance monitoring reports for measure NI 195a (Improved street and environmental cleanliness - Litter), include the number of street inspections.
- 2.6 At Regeneration Culture Environment Overview and Scrutiny on 4 January 2018, Members requested that performance measure NI 167 (average journey times), be presented as a full breakdown of the overall measure and its five contributing data sets.
- 2.7 This additional information can now be found in Appendix 1 (NI 195a and NI 167).

3. SUMMARY OF PERFORMANCE

3.1 Council Plan Measures of success - Summary

There are 8 measures of success which fall under the remit of this committee.,

- 62.5% (5 out of 8) were on target. 
- 25% (2 out of 8) were just below target 
- 12.5%(1 out of 8) were significantly below target 
- 37.5% (3 out of 8) improved over long term (compared with the average of the previous 4 quarters) 

3.2 Highlights


- Medway Housing Company created to build 600 homes for profit over 5 years
- 355 jobs created and safeguarded this year
- New Strood Railway Station building opened in December
- £150,000 One Public Estate funding secured for various feasibility studies
- £6,441 Magistrate Court fines issued for environmental related cases
- 25 winter gritting runs completed
- Dickensian Christmas and Christmas markets in Rochester
- First Victorian Christmas event at Eastgate House
- 958 visitors to the recently opened Medway Archives Centre
- Finalists - UK Housing Awards 2018 - Landlord of the Year.
- 15 compliments received for waste services

3.3 Improvements

- 142 homelessness cases prevented compared with 73 in same period last year

Benchmarking

3.4 Medway compares favourably with national performance

1. Temporary accommodation 

(status against Medway target)

4. PERFORMANCE: COUNCIL PRIORITIES AND WAYS OF WORKING

4.1 This section summarises the three ways of working which apply across all services, and the 13 programmes which support our priorities and outcomes. The priorities and outcomes that fall under the remit of this committee are shown below (non shaded). Sections 5 and 6 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>
<p>*Shaded areas fall under the remit of other overview and scrutiny committees</p>		

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

5.1 Measures of success - summary

Details of the 3 measures of success for this Council priority are included in Appendix 1.

- 66.6% (2 out of 3) measures of success were on target;
- 66.6% (2 out of 3) measures improved compared with last quarter; and
- 33.3% (1 out of 3) measure improved compared with average of the previous 4 quarters.

5.2 Service comments

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

5.2.1 OUTCOME: A CLEAN AND GREEN ENVIRONMENT

Programme: Public realm and street scene

The Community Wardens attended 12 PACT meetings (Partners and communities together) this quarter at which 40 issues of public concern were raised. 20 of these (50%) were resolved by the Warden Service and the remainder referred to other departments or partner agencies.

Community Wardens patrol known hotspots every morning to remove offensive or hazardous litter. This quarter they removed 273 items of drug related litter and 45 items of sex related litter. This intelligence is reported to the Police.

Environment Enforcement Officers take a proactive approach to fly-tipping. All fly tips are investigated and where evidence can be obtained, the council takes enforcement action. During Q3 the service dealt with 367 reported fly tips of which evidence was retrieved in 113 cases and were referred for further investigation. 100% were removed by the team within one working day. In addition the team removed a further 667 fly tips proactively, i.e. they were gone before the public could report them.

62 Fixed Penalty Notices were issued for littering, dog fouling and other offences (42 littering, 12 fly tipping and 8 trade waste). 3 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court in Q3, resulting in fines and costs totalling £6,441.

Chatham centre public realm improvements

Work started on site on 19 June, with a ground breaking ceremony. Works are complete outside St John's Church, Railway Street, with the exception of the new railings, which will be completed by the end of March. The works have progressed well along Railway Street towards the station and are complete in front of the former fire arches on New Cut. Work will continue up to the station boundary at St John's square and have started along the pedestrian route on Railway Street in January. Updates are available at www.medway.gov.uk/yournewchatham.

Parks and open spaces

The Council maintains 1,900 ha (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 developing Medway's first BMX pump track at the Queen Elizabeth Playing Fields, Gillingham. This scheme started with negotiations in November and is aiming for completion by summer 2018.

The Council has developed two landscape masterplans for The Esplanade and Jackson's Recreation Ground. The Strand landscape masterplan is being developed and will be completed by the end March 2018. 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 achieved Green Flag status for seven sites in July 2017. Work now continues with Members and community representatives for the 2018 judging of the seven sites at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park, Riverside Country Park and Gillingham Park. The deadline for submission was 31 January 2018 with judging taking place in spring 2018.

The Council continues to work on its Strategic Access Management and Monitoring Scheme (SAMMS). SAMMS is a bird focused mitigation project, which is funded by s106 funding to operate across North Kent. Covering five districts, SAMMS is supported by a wider board. The board is chaired by The Leader of Medway Council and attended by the Deputy Leader and Portfolio Holder for Housing and Community Services. The board agrees a programme of projects that seek to reduce the impact of increasing recreation on the wetland birds that visit the Thames, Medway and Swale estuaries.

Medway Council hosts the SAMMS project and employs two members of staff to deliver a range of projects focused on awareness raising and practical actions. Developers have worked with local authorities and environmental groups to develop SAMMS to ensure new housing can come forward without having to undertake expensive and time consuming ecological appraisals. In 2017 the SAMMS staff have developed social media, identified key works sites and put in place measures to ensure the flow of s106 from Canterbury, Swale, Gravesham and Ebbsfleet Development Corporation. In 2017 SAMMS has generated over £160,000 and in 2018 this figure is set to double.

5.2.2 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.

The project to create a place brand for Medway is making good progress. Industry leaders, Thinking Place were appointed in October 2017 to create a narrative and visual brand and create a place marketing plan for Medway. During the quarter they have carried out extensive background research into Medway, our background and strategic plans and completed reconnaissance visits. Planning was completed for the next phase of extensive stakeholder research which includes one to one visits, workshops, focus groups and an online survey. More than 100 stakeholders will have been consulted through these events and at the time of writing more than 300 responses had been received to the online survey. We are on track to launch the new brand in April 2018.

Thinking Place have also recently completed a comprehensive piece of research for Visit Kent to help us define our tourism offering.

An easy to carry 'Medway on a page' flier has been created, also known as our 'elevator pitch', for Medway champions to give out to promote Medway and the great things taking place here. This has been very well received, particularly by members of the Medway Place board who are using it.

Medway had a presence at two major events this quarter. With other members of the North Kent Enterprise Zone (NKEZ), we exhibited at London MIPIM (The world's leading property market conference) in October, the national showcase for developers. We spoke to 180 developers on the NKEZ stand and attracted a 57% increase in visits to the NKEZ website as a result.

The Council sponsored the first Medway B2B event organised by the Invicta Chamber at the Dockyard on 7 November. The event was a great success attracting up to 600 visitors and 50 business exhibitors. The Council took the opportunity to showcase both the large number of regeneration projects underway, but also the wide range of services we provide to support local businesses in Medway. Our Public Health team had a particularly successful day signing up new businesses to provide health services for.

Articles continue to appear in national media promoting Medway as a great place to move to, to escape the London overheating factor – there were two excellent pieces in the Metro and BBC online in this quarter.

On 21 November we took part in the LGA's annual tweetathon to showcase the many different services we provide for our residents and communities. We put out more than 70 tweets from @medway_council covering the huge range of services we provide and our tweets achieved a reach of around one million during the day which was excellent as the entire reach for all councils taking part was 34 million.

Funding opportunities to develop innovative public service solutions

In Q3 the Council successfully secured £150,000 from One Public Estate to fund feasibility works at Britton Farm site Gillingham, old Police station Chatham and land disposal of parts of the Medway Hospital site. This could lead to privately funded redevelopment creating 152 homes and 383 jobs.

During Q4 the Council will be informed if it has been successful for the following bid:

- **The Housing Infrastructure Fund** for £170 million towards new roads and rail 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.

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.

An internal cultural officer group has been set up to further develop plans and activities for Dickens 2020, which will include discussions with external tourism businesses via the Medway Tourism Association early in the 2018. Discussions have been held with London Partners and the Charles Dickens Museum in London to ascertain plans further afield. It is planned that there will be a bid for external funding to support the activities during 2020.

Eastgate House hosted a Victorian Father Christmas over the Christmas period and has programmed some Dickensian activities in early 2018 including Tea with Dickens. Plans are apace to develop a play within the house for Christmas 2018 focussing on a Christmas Carol (2018 being the 175th anniversary of its publication). Linked to the house, a meeting is being held with the Heritage Lottery Fund to further develop plans for a bid to restore Dicken's Chalet so that it benefits Eastgate House and its gardens as a visitor attraction.

The new state of the art Medway Archives Centre was opened by Councillor Howard Doe on 3 July and includes a new archive racking and strong room, new archive viewing room and improved visitor areas. Two major community events took place at the Centre in November and December which helped boost awareness of the new facility. Q3 saw a 4% increase on Q2 with 958 visitors as opposed to 917 in July-September. 45,000 digitalised City Ark images were transferred over to a new digitalised system called Adlib in Q3, 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

During Q3, Dickensian Christmas took place on 2-3 December and the Christmas Market on 25-26 November, 1-3 December and 8-10 December.

Feedback from satisfaction surveys:

- 70% were satisfied/very satisfied – all events (128 out of 184)
- 79% were satisfied/very satisfied – Christmas markets (52 out of 66)
- 64% were satisfied/very satisfied - Dickensian Christmas (976 out of 1,180)

6. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

6.1 Measures of success: summary

Details of the 5 measures of success for this Council priority are included in Appendix 1.

- 60% (3 out of 5) measures of success were on target;
- 60% (3 out of 5) measures have improved compared with last quarter;
- 40% (2 out of 5) measures have improved compared with average of the previous 4 quarters.

6.2 Service comments

The Council wants to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway, following recent engagement with 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.

6.2.1 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 have been successful in Q3 by securing new inward investments. Pacadar, are now located at Thamesport, a Spanish company that will be manufacturing concrete tunnel segments for Thames Tideway Tunnel and will create 100 jobs over the next year. Fiscale, an accountancy company specialising in research and development credits, have established a South East Office at the Innovation Centre in addition to offices in Stoke-on-Trent and Lincolnshire.

Development of Rochester Airport Technology Park

On 15 March 2017, Planning Committee approved the phase 1a planning application, for the development of the 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.

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

During Q3 work continues on the ecology survey of the whole site. The Council consultant, Litchfields will produce a draft market appraisal of the airport site in Q4. The planning application for hard surface runway and airport infrastructure upgrades

was submitted in September 2017. LGF funds were awarded for Local Development Order of £160k and tendering is currently in progress. Building works have commenced by Kent, Sussex & Surrey Air Ambulance on their new facility at the airfield.

6.2.2 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 have been allocated across a number of services to deliver key actions in 2017-18.

The Overview and Scrutiny Task Group on Employment Opportunities for 18 -25 year olds has taken place. It draws on the key messages and five long term goals in the 16-19 Strategy. The recommendations have been considered by both the Children and Young People and Regeneration Culture and Environment Overview and Scrutiny Committees and was considered by the Cabinet on 6 February. In addition, the recommendations will also be considered by Medway Skills Board.

In addition to supporting the work of the Task Group the Council has established a Medway Skills Board and skills development programme for all ages. The Skills Boards comprise an Officers’ and Members’ Board. The Officers’ Skills Board, chaired by Neil Davies met on 25 September, and received presentations setting out the cross cutting importance of skills. The Members’ Skills Board met on 28 November 2017 and refreshed the five skills priorities and identified four key partners to assist in future development. The next Members’ Board will be held on 12 February 2018. A draft skills plan for Medway was shared at the Q3 Officers’ Board.

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

Medway Adult Education (MAE) continues to offer a wide ranging programme of free courses for local people looking to improve their work skills, retrain for a different career or return to employment. The key components of the programme are:

- Skills for work – a programme of courses helping people to learn new industry standard skills and providing pathways to higher professional qualifications.
- English & Maths courses from beginners through to GCSE.
- English for speakers of other languages (ESOL) and English as a foreign language (EFL).

The service works closely with the local jobcentre and has a weekly whole day surgery at the Chatham Job Centre to promote its offer and liaise with Job Centre Plus advisors on opportunities to upskill clients and improve their employment prospects. The service has further recently worked closely with Employ Medway on the customisation of its basic skills offer to meet the particular needs of the long term unemployed that service will be working with under the new Health and Well Being Programme.

Learners with Learning Difficulties and / or Disability (LLDD) account for 22% of MAE's offer. A new supported learning partnership with Vanquis and Mencap for Supported Learning provides three further LLDD Skills for Work courses which are followed by an LLDD Independent Living Skills & Preparation for Employment course.

The service's volunteer programme continues to grow and it is currently working with 27 volunteers, many of whom are volunteering as part of their journey back to work after long term unemployment. All volunteers receive comprehensive training before entering the classroom, e.g., safeguarding, Prevent and data protection, and each is offered the opportunity to qualify as a Learning Support Assistant.

6.2.3 **OUTCOME: PREVENTING HOMELESSNESS**

Programme: Preventing homelessness

The Housing Options Team continues to operate a preventative approach towards homelessness. During Q3 2017/18 the Council has achieved 142 homelessness preventions, a 95% increase on Q3 2016/17 (73 preventions), minimising the amount of new applicants having to go in to temporary accommodation. Q3 2017/18 has seen a further increase in the number of homeless applications taken by the Council, 240 in comparison to 154 in Q3 2016/17.

Work continues to prepare the service for implementation of the Homelessness Reduction Act 2017 from 3 April 2018. This has included splitting the function of the team to provided dedicated focus on homelessness prevention and introducing personalised housing plans.

Ongoing work is taking place 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 worker at Kingsley House. This project provides a "quick win" support to offer a short term intervention to help prevent homelessness.

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

In quarter 3 the Council worked with 2056 households to help them sustain their accommodation or to prevent homelessness. This was achieved by working with landlords in the Private Rented Sector to improve housing conditions, negotiating with landlords and giving timely advice in order to prevent the loss of accommodation. Additionally, via our accommodation based housing related support services and floating support services, we have helped individuals to live independently and prevented homelessness.

To support people and vulnerable families to access housing

At the end of Q3 there were 377 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 354 households that were accommodated at the end of Q2 2017/18.

Latest available benchmarking figures from September 2017 identify that the rate of households in temporary accommodation is currently 3.05 per 1000 households, this is slightly lower than the national rate of 3.37 and significantly lower than the rate seen in London of 14.97. Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. In September the numbers in temporary accommodation in Brighton was at a rate of 13.11 households per 1000 and Milton Keynes had a rate of 5.65 households per 1000.

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.

New affordable homes

For the financial year to date, 32 affordable homes have been delivered in Medway. A further 140 homes are expected to be delivered throughout the program this year. There are currently 477 units of affordable homes under construction across Medway. Notable developments currently under construction include 125 units of Extra Care accommodation being delivered across two sites on St Mary's Island and Horsted Park. Delays to the programme have been caused by the retrofitting of sprinklers in two extra care blocks and a delay in the connection of utilities at another site in Chatham.

6.2.4 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 has been assessing potential sites to form preferred options on development allocations in the next stage of consultation on the Local Plan. Work continues on compiling the evidence base to support the proposed development strategy and supporting policies. An updated programme for producing the Local Plan is set out in the Local Development Scheme.

Consultation is planned on the next stage of the Local Plan from March 2018.

Oversee the process for the promotion of Lodge Hill Sustainable Community

Defence Information 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 for a smaller scheme.

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

The Council has created a Housing Company, the Medway Development Company Limited and appointed a Head of Operations to lead the initial work of the organisation. The Deputy Leader and Portfolio Holder for Resources have been appointed to the Board and two other non-executive board members are in the process of been appointed. The purpose of the company is to build housing for profit. This will also mean improving the number of affordable homes available in Medway. The company has a 5 year plan of sites for development with the delivery of approximately 600 units planned.

Architects have been appointed to undertake a third phase of Housing Revenue Account (HRA) new build housing. In terms of other initiatives, officers are in discussions concerning the potential for reviewing estate for regeneration and enhancement potentially with the support of a partner.

The second option involves a full regeneration of St Albans Close, based on a model being undertaken by Mears PLC via a joint venture. Members preferred this option, as it addressed the issue of regenerating the whole estate. There are no funding challenges to this option and further in-depth work will be undertaken to analyse the rental income streams and viability model. Officers are now exploring the financial and procurement aspects of this joint venture and will produce a further Board report.

Officers have identified a number of other 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 approved on 25 October 2017. The s106 was agreed in January 2018. Countryside have begun their marketing campaign for the site and licences have been agreed to allow them to start on site

with various surveys for their infrastructure requirements. The official opening ceremony for Rochester Riverside was held on 22 February 2018.

Strood Waterfront

The planning application for the flood defence works was approved at planning committee in November 2017. It is planned for the works contractor to begin their site land set up on the former Civic site February/March 2018. Works will start March/April 2018, for a period of approximately 60 weeks on the Civic site and Riverside site on Canal Road.

A communications plan to keep residents, business and stakeholders updated and informed of progress is being developed with the contractor. The demolition of the former Civic building, and the diversion of associated utilities was completed in January 2018.

The Cabinet meeting in November gave approval for the refreshed Strood Waterfront masterplan and development brief to go to public consultation from 4 December 2017 until 29 January 2018. There were 2 public consultation events at the Strood Community Hub on 11 and 20 January 2018.

Chatham Waterfront

Notices have been placed on site to complete the acquisition of the remaining areas of the site which are currently not registered. This process should be complete in February 2018.

Agreement was received for the Housing Company to develop the site. Various de-risking works have also been agreed for the site to resolve a number of issues prior to disposing of the site to the Housing Company.

6.2.5 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 and learn.

Medway Council is committed to enable citizens, 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 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 in 2017. Mobilisation activity delivered during Q3 has focussed on:

- Planned resurfacing programmes for carriageways and footways - totalling 3,892 linear metres completed and on target to complete the patching programme (Department of Transport Pot Hole action Fund) by the end of the financial year.
- Successfully commenced the Road Marking Programme - Strood North Ward completed along with 372 individual task order requests (principally for Parking Services) for road markings completed since the commencement of the contract.
- On target to complete the cyclic drainage cleaning programme - a total of 9,389 gullies have been inspected and 8,221 cleaned since contract commencement.
- Partnership Opportunity Board was established to identify an annual programme of service improvements to be delivered through the Highways Infrastructure Contract (HIC).
- Volker have commenced recruitment to 3 Apprenticeship Posts for the HIC Contract. Aim to have all appointments in post by the end of this financial year.
- Successfully commenced the Winter Gritting Programme with minimal disruption to the Highway Network - 25 precautionary gritting runs have been undertaken (mainly to the primary network).

Transport and public realm improvements for Strood completed by March 2019

During Q3, work has continued on the technical design of Commercial Road Car Park with construction due to commence in Q4. Work on the technical design (RIBA Stage 4) of Phase 2 of the scheme will continue in Q4. Consultation with traders and retailers will commence when a final works programme has been agreed with contractors in Q4.

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 new station building at Strood Train Station was completed as scheduled and opened on 11 December 2017. An official opening event is due to be held in Q4.

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 Place making 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. This has been resolved and Medway is supporting Network Rail to recoup some of this extended time. The programme has slipped slightly and will not be complete by the end of March. The revised programme is yet to be confirmed with Network Rail but it is unlikely to be complete before the end of Q2 2018/19.

7. RISK MANAGEMENT

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.

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.

8. FINANCIAL AND LEGAL IMPLICATIONS

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

9. RECOMMENDATION

It is recommended that Members consider the quarter 3 2017/18 performance of 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 3 2017/18

BACKGROUND PAPERS

Council Plan 2016/21 (2017/18 update)

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