

## **REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**

**14 JUNE 2018**

### **COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 4 & END OF YEAR 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 2017/18 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 seven 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 4 and End of Year 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.

### 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 
- 75% (6 out of 8) improved over long term (compared with the average of the previous 4 quarters) 

#### 3.2 Corporate Peer Challenge

3.3 The Leader invited the Local Government Association (LGA) to Medway to undertake a Corporate Peer Challenge in November 2017. The team was very complimentary about the massive regeneration programme we are undertaking in Medway, recognising the transformation which has already taken place in Medway as 'truly remarkable' and 'positioning Medway as one of the most promising growth areas in the UK'. It also praised Medway's strong commitment to, and many successes achieved through, partnership working. The report also recognised that the council is 'ambitious and passionate' about supporting its communities.

3.4 The reviewers made a number of recommendations that could help us build on our success covering areas including transformation, our commercial strategy, IT and the skills agenda. The Corporate Management Team has welcomed these recommendations and is working on an action plan to address them.

#### 3.5 Performance highlights 2017/18: Medway a place to be proud of

- £4,360,000 external funding awarded for various skills related projects
- 1,128 drug related items removed by Community Warden Patrols
- 25,000-35,000 attended Medway in Flames finale June 2017
- 7 Green Flags awarded for our country parks

#### 3.6 Performance highlights 2017/18: Maximising regeneration and economic growth

- £3.7 million external funding awarded for Rochester Airport infrastructure
- £150,000 One Public Estate funding successfully secured – various feasibility studies
- £200,000 Controlling Migration Funding (enhancing services in areas with high numbers of migrants) successfully secured
- Eastgate House opened
- Medway Archive Centre opened
- New Strood railway station building opened
- 29 fewer families in temporary accommodation compared with Q3
- UK Housing Awards 2018 – Landlord of the year finalist
- 26,593 gullies cleaned since the new Highways contract started in August

#### 4. PERFORMANCE: COUNCIL PRIORITIES AND WAYS OF WORKING

4.1 This table summarises the 13 programmes which support our priorities and outcomes. It also shows the three overarching ways of working which we use to deliver all of the above. Sections 5 onwards provide detailed progress reports on each of these programmes.

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

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

- 66.7% (2 out of 3) were on target
- 100% (3 out of 3) improved compared with last quarter
- 100% (3 out of 3) improved compared with average of the previous 4 quarters

### **5.3 Service comments**

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

### **5.5 Outcome: A clean and green environment**

#### **5.6 Programme: Public realm and street scene:**

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

5.8 The Community Wardens attended 33 PACTs this year at which 143 issues of public concern were raised. 91 of these (65%) were resolved by the Warden Service and 87 were referred to other departments or partner agencies.

5.9 The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This year they removed 1,128 items of drug related litter including needles and 233 items of sex related litter. This intelligence is reported to the Police.

5.10 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 Q4 the Service dealt with 200 reported fly tips of which evidence was retrieved in 178 cases, and were referred for further investigation. Of these, 200 fly tips (100%) were removed by the team within one working day. In addition, the team removed a further 616 fly tips proactively, meaning that they were gone before the public could report them.

5.11 171 Fixed Penalty Notices were issued for littering, dog fouling and other offences during 2017/18 (113 littering, trade waste 31, 24 fly tipping, 2 community protection notice and 1 dog fouling). 15 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court for 2017/18, resulting in fines and costs totalling £25,198.

## 5.12 Chatham centre public realm improvements

5.13 Work started on site on 19 June 2017 with a ground breaking ceremony. During Q4 work has progressed along Railway Street and New Cut up to the station boundary with the laying of the new paving and etched granite kerb stones. The construction of the new steps at St Johns, adjacent to Wetherspoon's public house, has been delayed due to utilities and site topography.

5.14 This area is now expected to be complete by the end of June 2018, with the rest of the scheme being delivered at the beginning of July; the lost time was a result of the severe weather and frozen ground conditions in February. The purchase of the old fire station is complete, and designs for the fit out of the interior are underway. Once let, the site will greatly contribute to the town centre gateway. Updates are available at [www.medway.gov.uk/yournewchatham](http://www.medway.gov.uk/yournewchatham).

## 5.15 Parks and open spaces

5.16 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.

5.17 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 started with negotiations in November aiming for completion by summer 2018. During Q4 work has started on the design and the Council are out to tender for a BMX consultant.

5.18 As part of our greenspaces S106 rolling programme, the Council has brought forward two landscape masterplans for The Esplanade and Jackson's Recreation Ground. The Strand landscape masterplan has been completed. 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 to be completed in 2018/19.

5.19 The Council achieved green flag status for seven sites in July 2017. Work now continues with Members and community representatives for 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 2018 application was submitted in January 2018 with judging taking place in May.

5.20 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 (acting in an independent capacity) 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.

- 5.21 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.
- 5.22 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. SAMMS is a win-win. In 2017/18 the SAMMS staff have developed a brand for the project called 'Bird Wise' with a dedicated website and social media platforms. A strategy document has been developed and a business plan 2017/22 is currently out for consultation with the SAMMS Project Board.
- 5.23 **Outcome: Medway on the map**
- 5.24 **Programme: Medway: A great place to live, work, learn and visit**
- 5.25 A combined programme is being prepared around Medway's physical regeneration, cultural strategies and projects.
- 5.26 The Thinking Place Project to create a place brand for Medway has made significant 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. The Council is now moving towards a final narrative and visual for Medway.
- 5.27 In January local community engagement took place with a wide range of stakeholders. 100 people took part in interviews and focus groups and 800 people responded to an online survey. The results of each stage have been fed back to the Place Board. The next steps will be to develop a place marketing plan and launch. The Council is also developing future governance arrangements through the Place Board and ambassador programmes to encourage ongoing stakeholder ownership and leadership of the Medway Place marketing.
- 5.28 During 2017/18 an easy to carry 'Medway on a page' flier was 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.
- 5.29 A large version of the pitch was installed on the wall at Gun Wharf reception and an electronic copy has been sent to all members of staff. The Council will be using elements on its website and the design has also been carried through into our new Medway 2035 document (Regeneration Plan).
- 5.30 During Q4 plans have been developed to support a Council wide project to celebrate 20 years of Medway Council during 2018. A logo has been created that will be used widely across everything the Council does this year including use on all marketing materials and publications e.g. livery on vehicles, letterhead, events banners etc.
- 5.31 Medway 20 launched at the English Festival on 21 April 2018. There was a Medway 20 stand with images of the past 20 years and a film studio set that invited visitors to be interviewed against a backdrop about their Medway memories and what they love about Medway.

### 5.32 Medway 20 plans also include:

- A summer exhibition similar to the Britain from the Air exhibition, showing how Medway has transformed over the past 20 years as well as some of the future plans.
- Four new festivals in May and September; these will be celebrating the local community and also involve Cozenton Park, Hook Meadow, Northcote and High Halstow. The first one will take place in Cozenton in May.
- River Festival on 16 June to celebrate the 400th anniversary of the Historic Dockyard Chatham.
- Anniversary themed talks with subjects including the Dockyard, Huguenot, 175 years since A Christmas Carol and 100 years since the end of the First World War.
- Recruiting Medway 20 ambassadors from young achievers (e.g. in sports), businesses, community groups, councillors and staff who will act as advocates for Medway.

### 5.33 **To seek funding opportunities to develop innovative public service solutions**

5.34 In 2017/18 Medway Council secured £4,360,000 of external funding through bids with 64% of bids made being successful (9/14 bids). This includes leading a £2m bid on behalf of the Social Work Teaching Partnership (Skills agenda) and £1.6m Work and Health Programme contract for Employ Medway (Skills agenda). Social Work Teaching Partnership will prepare the next generation of Social Workers and help to retain their skills and expertise in Kent and Medway.

5.35 Work and Health Programme will provide employment support to those furthest from the labour market to get and keep a job. One Public Estate provided £150k feasibility funds for sites owned by the public sector including Britton Farm.

5.36 During Q4 the Housing Infrastructure Fund bid progressed through to stage 2 business case. This is a £170m opportunity to transform Medway's transport infrastructure and unlock housing development to achieve our Medway 2035 vision and Local Plan to 2035.

### 5.37 **To increase visitor numbers**

5.38 Independent research using the Cambridge Model of Economic Impact for Tourism (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.

5.39 The Council is planning a series of activities and events to commemorate Dickens 2020. During Q4 a Council officer group met to develop a draft action plan. A meeting has been planned with key partners from across Medway i.e. Cathedral, Dockyard to share ideas and consider options for funding.

5.40 The Council has met with the Heritage Lottery Fund to create an application for the refurbishment of Dickens' Chalet located in Eastgate House Gardens. The aim is to conserve and restore the chalet and use it to enhance the Eastgate House offer as a visitor attraction. Over 2017/18 the Council has engaged with

London Partners and the Charles Dickens' Museum in London to ascertain plans further afield.

- 5.41 A variety of planned activity relating to Dickens has taken place at Eastgate House since it opened in July 2017. A Mystery of Edwin Drood was installed on the second floor where visitors try and solve the unfinished novel. The House hosted a Victorian Father Christmas over the Christmas period and programmed some Dickensian activities in early 2018 including A Tea with Dickens. Plans are now in place to develop a play within the house for Christmas 2018 focussing on a Christmas Carol (2018 being the 175th anniversary of its publication).
- 5.42 The new state of the art Medway Archives Centre (MAC) was opened by the Deputy Leader and Portfolio Holder for Housing and Community Services Councillor Howard Doe on 3 July 2017 and includes new archive racking and a strong room, a new archive viewing room and improved visitor areas. Strood History Day took place in here, and since opening in July 2017 the Archives Centre has had over 2,700 visitors.
- 5.43 The new online catalogue for Archives was launched to the public at the end of February and provides a platform on which researchers can search for historical documents at MAC and Guildhall Museum artefacts. Over 20 new collections of archival documents have been accepted by the archivist since January and 80% of these records have already been catalogued onto the new system (Adlib) and will be publicised by our partners including the Kent History Forum and Friends of Medway Archives.
- 5.44 **Deliver the 2017 Festival and Events Programme**
- 5.45 2017 marked the 350th anniversary of the Battle of Medway, commemorating the occasion when the Dutch fleet attacked the British while they were moored, resulting in the burning of a number of key naval ships. The celebrations took place between 8 and 17 June 2017. This historic event involved the visit of Prince Maurits of Holland to Upnor Castle; an official Civic event with a parade by the Royal Marines Band and the Netherlands Marine Band at Historic Dockyard, and concluded with a spectacular finale on the River Medway.
- 5.46 Key partners involved in developing and delivering the celebrations with the Council were Chatham Historic Dockyard Trust, Royal Navy, Peel Ports, the Dutch Embassy, the Lieutenancy of Kent and many more. Funding was secured from the events budget and sponsorship contributions.
- 5.47 It is estimated that between 25,000 and 35,000 people watched the finale, which was also watched online from across the world. It is intended that a documentary film is produced as a legacy to the event.
- 5.48 The Council also delivered the following events programme during 2017; English Festival, The Sweeps Festival, Castle Concerts, Will Adams Festival, the Capstone Festival and Dickensian Christmas which took place on 2-3 December 2017 and the Christmas Market 25-26 November, 1-2 of December and 8-10 December 2017. A total of 765 surveys were completed this year with 630 responded either rated the events as very or fairly satisfied (82%).



## **6. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH**

### **6.1 Measures of success: summary**

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

- 60% (3 out of 5) were on target
- 80% (4 out of 5) improved compared with last quarter
- 60% (3 out of 5) improved compared with average of the previous 4 quarters

### **6.3 Service comments**

6.4 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.

### **6.5 Outcome: A strong diversified economy**

#### **6.6 Programme: Business investment**

6.7 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 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.

#### **6.8 Project - Facilitating the delivery of the Inward Investment Strategy**

6.9 Medway Council has a joint contract with Kent County Council for Locate in Kent to deliver inward investment services for Medway and Kent. The contract commenced in August 2016 for 3 years and has recently been extended for an additional year to the end of July 2020.

6.10 This year Locate in Kent has had 7 successful projects in Medway including 2 foreign investments from China and Spain. In total these 7 companies are expected to create 319 jobs and protect 45 over the next 3 years. Economic Development attend regular contract review meetings with KCC and Locate in Kent.

#### **6.11 Project - Development of Rochester Airport Technology Park**

6.12 Rochester Airport Ltd submitted a planning application for hard surface runway and airport infrastructure upgrades in September 2017. Further information has been requested and the application will be reported to the Planning Committee once a full assessment, including consultation has been undertaken.

6.13 The draft market appraisal and development options report was received in Q3; this was refined and resubmitted in Q4. LDA Design Consulting Ltd was procured in Q4 to produce a refreshed masterplan for the site. They are working closely with Lichfields to incorporate the development options into the final masterplan proposal.

- 6.14 Building works are continuing for the Kent, Sussex & Surrey Air Ambulance facility on the site.
- 6.15 A Delivery Board has been established following Cabinet approval in December 2017, to oversee development at the Rochester Airport site and receive updates on key issues relating to the delivery of the site as part of the North Kent Enterprise Zone. The first meeting of the Delivery Board will be held in Q1 2018/19.
- 6.16 **Outcome: Residents with jobs and skills**
- 6.17 **Programme: Jobs, skills and employability**
- 6.18 In 2015 the Government published its strategy for raising UK productivity “Fixing the Foundations” which sets out clear objectives to raise skills levels.
- 6.19 In 2017 the Government published its Industrial Strategy – Building a Britain Fit for the Future, which promoted 10 pillars to realise greater productivity – specifically in high Gross Value Added Sectors. Two pillars are of particular relevance to 2.1 which were Develop Skills and Cultivating World Leading Sectors. Also, the government launched its National Careers Strategy calling for greater opportunity for the educational establishment and businesses to work together.
- 6.20 The Medway Skills Board was established to prioritise skills development in target sectors and to ensure that all residents benefit from growth through working in partnership with local schools, universities, colleges and training providers to develop clear pathways and opportunities for the people in Medway and its employers, in particular where there are skills gaps and priority sectors’.
- 6.21 The Skills Board (Members and Officers’ Boards) is responding to national, regional and local policy in its work to establish Medway’s five skills priorities. Working with the SELEP’s Skills Advisory Group and the Kent and Medway Skills Commission, the Board is ensuring that Medway’s skills priorities are embedded in wider policy development. The five skills priorities focus effort on:
1. Securing meaningful apprenticeships,
  2. Reducing NEETS (Not in Employment Education and Training),
  3. Targeting careers information advice and guidance,
  4. Managing supply and demand and
  5. Supporting skills development for Looked After Children.
- 6.22 To communicate and plan Members’ commitment to driving up the skills profile a Skills Plan for Medway will be drafted in 2018. This Plan will form the basis of Medway Skills Summit, bringing partners (suppliers, demanders and users) together to champion best practice and to monitoring skills joint working. A skills workshop involving Members and targeted partners will further explore skills delivering, ensuring a focus on priorities and deliverability.
- 6.23 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”.

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

6.25 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.

6.26 During 2017/18 the Overview and Scrutiny Task Group on Employment Opportunities for 18 -25 Year Olds has taken place and draws on the key messages and five long term goals in the 16-19 Strategy in the formulation of its findings and recommendations. These recommendations, which were agreed by Cabinet on 6 February 2018, then led to the draft Skills and Employment Strategy that was reviewed by Medway Skills Board on 12 February 2018.

6.27 The suite of recommendations from the Task Group have been considered by the Medway Skills Board. The February 2018 Board meeting, chaired by the Portfolio Holder for Inward Investment, Strategic Regeneration and Partnerships Cllr Rodney Chambers OBE, explored work to amalgamate the 20+ recommendations down to eight. The Task Group recommendations were also aligned to the emerging five skill priorities. This was done in order to 'test' the relationship between the two – i.e. strategic fit. This demonstrated that the majority of the Task Group recommendations fitted well with skill priorities and could therefore be accommodated in the Skills Plan for Medway. Those that did not align were agreed not to be the focus of the Board.

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

6.29 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).

6.30 The service has made links and established projects with a number of new community based organisations to increase the targeted community learning offer and to re-provision the loss of targeted Community Learning starts following People plus failing to gain the new Department of Work and Pensions (DWP) contract.

6.31 Eight new partnerships have been developed and a series of short workshops and taster sessions are planned to gauge interest and needs from learners. The work is at a very early stage of development but will establish a wider and more diverse targeted community learning offer over the rest of this academic year and 2018/19. Programmes aim to support the Council's vision of Medway a place to be proud of, embed British values and English and Maths whilst improving learner's social skills and employability.

6.32 In response to the change to the DWP contracts, the Workskills Programme Manager and Information Advice and Guidance Coordinator have met with Employ Medway to plan and re-develop the Council's offer for the new Work & Health Programme clients. The first pilot programme was delivered in April 2018 for this new learner group. To service existing unemployed referrals from Employ Medway and Job Centre Plus an intensive delivery model will be piloted.

**6.33 Outcome: Preventing homelessness**

**6.34 Programme: Preventing homelessness**

6.35 The Housing Options Team continues to operate a preventative approach towards homelessness. During Q4 2017/18 the Council has achieved 156 homelessness preventions, a 77% increase on Q4 2016/17 (88 preventions in 16/17), minimising the amount of new applicants having to go in to temporary accommodation. Q4 2017/18 has seen a further increase in the number of homeless applications taken by the Council, 184 in comparison to 163 in Q4 2016/17.

6.36 Work has been completed to prepare the service for implementation of the Homelessness Reduction Act 2017 that came in to force on 03 April 2018, this has included splitting the function of the team to provide dedicated focus on homelessness prevention and introducing personalised housing plans.

6.37 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.

**6.38 Project - Working with landlords and agents to support households to sustain their accommodation and prevent homelessness**

In Q4 the Council worked with 1,936 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.

**6.39 Project – To support people and vulnerable families to access housing**

6.40 At the end of Q4 there were 348 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 377 households that were accommodated at the end of Q3 2017/18.

6.41 Latest available benchmarking figures from September 2017 identify that the rate of households in temporary accommodation is currently 3.05 per 1,000 households, this is slightly lower than the national rate of 3.37 and significantly lower than the rate seen in London of 14.97.

6.42 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. The service maintains robust legal thresholds to keep the number of households that need assistance to a minimum.

6.43 The service is now operating a placement review panel that scrutinises all placements in to temporary accommodation as well as disseminating learning points and counteractive instruction to operational staff. There has also been a review of the visiting programme for temporary accommodation to ensure that high risk clients are visited within a week of placement to ensure accommodation is used appropriately.

**6.44 Project - Help Medway's people get a foot on the housing ladder**

6.45 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.

6.46 For 2017/18 132 affordable homes have been delivered in Medway. There are currently 400 units of affordable homes under construction across Medway across 11 sites ranging from 1 bedroom to 4 bedroom properties. Delays to the programme led to approximately 110 units slipping in to next year. These delays 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.

**6.47 Outcome : Delivering new homes to meet the needs of Medway's residents**

6.48 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 in 2019. The Local Plan will establish a housing target for Medway up to 2035.

6.49 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.

**6.50 Project - Preparation of the new Medway Local Plan**

6.51 The Local Planning Authority has assessed all the responses to the last Regulation 18 development options consultation undertaken in Spring 2017. These were collated and reported to Cabinet in January 2018. Further evidence based work has been undertaken over the year and this informed the next stage of the Local Plan, which is a new Regulation 18 consultation on the Development Strategy, which sets out four potential development scenarios for Medway.

6.52 This Strategy was reported to Cabinet in March 2018 and it was agreed that consultation could take place between 16 March and 11 May 2018. This was subsequently extended to 25 June 2018.

6.53 A revised Local Development Scheme reflecting this additional consultation was agreed by Cabinet in January 2018.

6.54 **Project - Oversee the process for the promotion of Lodge Hill Sustainable Community**

6.55 Defence Information Organisation has withdrawn its planning application for the sustainable community development. The land has now been transferred from the Defence Information Organisation to Homes England. Work continues with Homes England with respect to promoting the site through the Local Plan and in support of the development of a new application for a smaller scheme.

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

6.57 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 Housing and Community Services and Portfolio Holder for Resources have been appointed to the Board and two other non-executive board members are in the process of being appointed. The purpose of the company is to build quality housing for profit and support area based regeneration with a focus on creating sustainable communities that will support economic development and prosperity.

6.58 This will also mean improving the number of affordable homes available in Medway and the company has a 5 year plan of sites for development with the delivery of approximately 600 units planned. Plans are now being prepared and are in the first planning draft stage for the first development site in Chatham which will comprise of approximately 120 units and these are expected to be completed within 18 months.

6.59 **Project - Rochester Riverside**

6.60 The Rochester Riverside S106 was signed on 31 January 2018. A Ground Breaking Event was held by Countryside and Hyde on 22 February 2018. Countryside have now started piling on site and are working with Medway Council and Homes England to take transfer of the first phase of the site as they are currently working under a licence until this has been agreed.

6.61 Countryside are planning to have the marketing suite open by the end of 2018. They have currently created a temporary entrance to the multi-story car park to enable them to raise the levels of Cory's Road, this should be in place until May 2018. The middle section of the river walk is also temporarily closed whilst they complete works to this area. Updates are available at [www.rochesterriverside.co.uk](http://www.rochesterriverside.co.uk).

6.62 Countryside are seeking Crowd Funding to promote local residents' activities and events; an initial meeting took place on 17 April 2018.

6.63 **Project - Strood Waterfront**

6.64 The South East Local Enterprise Partnership (SELEP) Accountability Board approved the final business case for the £3.5m funding for the Civic flood defence works on 16 March 2018. The project was recommended for approval

as it offered high value for money with high assurance that the outcomes would be delivered, and was low risk.

6.65 The contractor started the enabling works for the flood defences in April 2018.

6.66 The demolition of the former Civic buildings are complete.

6.67 The public consultation for the refreshed Strood Waterfront Masterplan and Development Brief is now complete; the comments are being reviewed and the final Masterplan will be adopted as a Supplementary Planning Document in June.

**6.68 Project - Chatham Waterfront**

6.69 The official notices to acquire the remaining small parcels of the site have been placed on site and are being checked, the notices are also being advertised locally in the paper, the objection period for these expired on 16 April 2018.

6.70 The Council has appointed an architect to complete the concept design for the site as well as review options for the flood defences. The Council is working with the Medway Development Company Ltd in regards to the design and to determine the best time for them to take over the site. A Members' meeting took place on the 19 April 2018 to review the initial designs.

**6.71 Outcome: Getting around Medway**

**6.72 Programme: Tackle congestion hotspots by transport and public realm improvements**

6.73 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.

6.74 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.

**6.75 Project - Maintain roads through the successful implementation of the new Highways Contract in 2017**

6.76 The Highway Infrastructure Contract was awarded to Volker Highways (current Term Contractor) and 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.

- 6.77 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.
- 6.78 Mobilisation activity delivered during Q4 has focussed on:
- Planned resurfacing programmes for Carriageways and Footways - totalling 6,850 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.
  - Implemented the cyclical drainage cleaning programme with a total of 26,593 gullies inspected and cleaned since contract commencement.
  - Volker have hosted two quarterly closures for Medway Tunnel to programme and budget with a noticeable improvement in cleansing standards.
  - Successfully delivered the Winter Gritting Programme with a total of 90 gritting runs on both Primary and the Secondary Network undertaken during this quarter, principally in response to the Beast from the East.
  - Volker's have employed 2 out of the 3 Apprenticeship Posts for the Highway Infrastructure Contract.
- 6.79 **Project - Transport and public realm improvements for Strood completed by March 2019**
- 6.80 During Q4 work has continued on Commercial Road car park. A pre-construction letter has been issued to retail units in the vicinity advising them of works starting on Tolgate Lane in April.
- 6.81 The Council await a response from the previous design consultant (Project Centre) before completing the signal ducting survey and Stage 2 Road Safety Audit. The Council await recommendations from Project Centre to complete the design of Commercial Road/Knight Road. An event to mark the official re-opening of the market is being planned.
- 6.82 **Project - Support the development of Strood railway station**
- 6.83 As part of the Strood town centre Local Growth Fund project, plans were 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.
- 6.84 The new station building at Strood Train Station was completed as scheduled and opened on 11 December 2017. An official opening event was held in Q4.
- 6.85 **Project - Support the development of Chatham Railway Station**
- 6.86 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.
- 6.87 Network Rail is leading on this project and there continues to be delays to the approval of the structures design due to Network Rail's internal verification processes. Medway is supporting Network Rail to recoup some of the lost time; the construction works should be complete by the end of 2018.



## **7. Risk management**

- 7.1 Implementation of a performance management framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability in how successfully the council is administering its resources.
- 7.2 Arrangements are in place to ensure that the risk of inaccurate data being reported to Members is minimised and assurance can be placed on the accuracy of data used to assess performance. By reporting to Members and ensuring all Members are able to access the Council's performance management system, the risk of poor performance not being identified or addressed is minimised.

## **8. Financial and legal implications**

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

## **9. Recommendation**

- 9.1 It is recommended that Members consider the quarter 4 and end of year 2017/18 performance of the measures of success used to monitor progress against the Council's priorities.

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### **Appendices**

**Appendix 1:** Regeneration, Culture and Environment Overview and Scrutiny Committee Detailed Report Quarter 4 and end of year 2017/18

### **Background papers**

Council Plan 2016/21 (2017/18 update)