










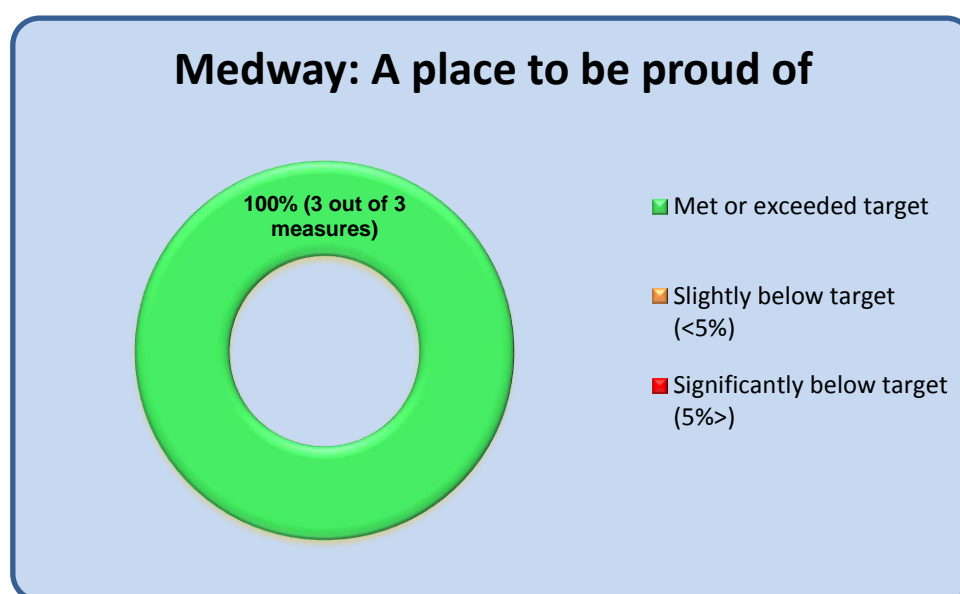
Council Priority: Medway: A place to be proud of Performance: Quarter 1 2019/20

Key

 significantly below target (>5%)	 slightly below target (<5%)	 met or exceeded target	
 improved	 worsened	 static	
 data only, no target	N/A – data not available	Short – since last qtr	Long – avg last 4 qtrs
Benchmarking – compares favourably with national performance or standards	 Yes compares favourably	 No does not compare favourably	= similar performance

Council Plan measures: Summary Performance

There are 4 Council Plan measures for this priority. We are reporting on 3 as 1 measure is not available until Q4 2019/20.



Improved performance

- 33% (1 out of 3) improved long term (average of previous 4 quarters)
- 33% (1 out of 3) improved short term

Highlights

- 100% (578) reported fly tips removed within one working day
- 13 waste removal projects undertaken by Community Payback
- 83.4% satisfaction rate for parks and greenspaces against a target of 75%.
- 97.1% library satisfaction rate against target of 85%
- 397,659 visits to Medway sports centres against a target of 342,000

Measures in target (green)

Code	Status	Name	Long Trend	Short Trend
NI195a		Improved street and environmental cleanliness:		
GH6 CP		Satisfaction with parks and green spaces - direct users CP		
W6 CP		Satisfaction with refuse collection - Citizens Panel result		

Data not available

Code	Status	Name	Long Trend	Short Trend
TBC	N/A	1800 columns to be replaced by 2019/20 (annual measure, due Q4)	N/A	N/A

Strategic Risks

The quarter 1 strategic risk register is attached at Appendix 5. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 5).

Reference	Risk Register Page (app 6)	Risk	Owner	Current residual risk score	Definition (current score) (L-likelihood) (I-impact)
SR38	52	Transfer of waste contract to Medway Norse	AD Front Line Services	BII	L - high I - critical

The following risks pertain to all priorities:





Reference	Risk Register Page (app 6)	Risk	Owner	Current residual risk score	Definition (current score) (L-likelihood) (I-impact)
SR02	3	Business continuity and emergency planning	Director of RCET	DII	L - low I - critical
SRO3B	5	Finances	Chief Finance Officer	AI	L – very high I - catastrophic
SR21	16	Procurement savings – capacity and delivery	Chief Legal Officer	CII	L - significant I - critical

SR32	29	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR33	31	Impact of welfare reform	Chief Finance Officer	DII	L - low I - critical
SR34	35	Successful delivery of the corporate transformation programme	AD Transformation	CII	L - significant I - critical
SR36	45	Alternative service delivery models	AD Transformation, Chief Legal Officer, Director of RCET	BIII	L - high I - Marginal
SR37	48	Cyber Security	AD Transformation	CI	L - Significant I - Catastrophic

Council Plan Outcome: A clean and green environment

Programme: Public Realm and Street Scene

Council Plan Measures: Performance

GH6 NEW		Satisfaction with parks and green spaces - direct users CP						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	78.8%	Q1 19/20	83.4%	75%				19/20	83.4%	75%	

Comments

Satisfaction amongst users of parks and open spaces has increased to 83.4% in Q1 2019/20 up from 78.8% in Q4 2018/19. More users were neutral about the service 8.9% of respondents (down from 13.5% in Q4) than dissatisfied, 5.9% (this was down from 7.1% in Q4). A further 1.8% gave no response to the question.

These results are based on the 169 users of parks and open spaces from the 224 respondents to the Q1 2019/20 Citizens' Panel, giving a margin of error of +/-7.6%. This means that the changes are not statistically significant.

Action





Work with the public and partners to enhance and protect Medway's high quality public realm.

Numerous improvements to parks and greenspaces continued to be programmed for delivery in 19/20, with funding support from s106 and Council funding. Key sites receiving funding include:

- Capstone Farm Play Area will see the provision of a new toddler and a new junior play unit as well as colourful floor graphics.
- Kings Frith will see a new toddler roundabout being installed, new playground graphics and a new seesaw.
- Jacksons Recreational Ground, a new safer access path will be constructed to help students cross the site in the winter.
- Berengrave Nature Reserve will see the start of works to build the new board walk and also vegetation works to open up the site.

Judging for the Green Flag awards was completed in May 2019 across the following seven sites: Gillingham Park, Hillyfields, Capstone Farm Country Park, Riverside Country Park, Great Lines Heritage Park, Broomhill Park and The Vines and all received Green Flag awards in July 2019. Management plans will be updated, along with a new management plan for the 8th new site at Ranscombe Farm Park in the autumn and the applications submitted in January 2020. Medway has a good track record of achieving Green Flag status for its seven sites but in 2017 the number dropped to 6 as Gillingham Park failed. The judges' comments were acted upon and in 2018 and 2019 Gillingham Park regained its status as a special site.

Greenspace volunteer work varies between sites and the time of year. In Q1 volunteers helped organise and deliver events, such as the Cherry Picnic at the Vines and the Easter Extravaganza at Rede Common. On other sites, such as Great Lines Heritage Park, volunteers have carried out litter picks and at Broomhill volunteers continue to improve access and tree management of the old orchard. Rede Common volunteers also undertook vegetation works to improve the site's appeal to both people and wildlife.

NI 195a NEW		Improved street and environmental cleanliness: Litter						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	96.33 %	Q1 19/20	96%	96%				19/20	96%	96%	

Comments

Medway is split into 22 wards which are inspected yearly with a total of 1200 sites being inspected. (100 sites x 12 months = 1200 sites per year) Sites are different land classes: Main Retail and Commercial, Local Shopping areas, Residential Streets, Main Roads, Waste Bins (litter, canine and combined) Rural Roads, Alleyways, Footbridge and subways.

During Q1, 96% (288/300) of streets surveyed were free from litter at the time of the inspections. This is due to a robust contract monitoring programme and a high standard of cleanse being achieved by Veolia.

A visual inspection of 50 meters is reviewed for the amount of litter present and graded. This is a transect. A - B grades are acceptable for litter C - D are

unacceptable. The amount of sites that are at an acceptable standard at the time of inspection grade A - B are then reported as an overall % of good standard sites. For example 97 sites at grade A - B / 100 x 100 = 97% of areas inspected were at an acceptable standard for litter.

Action

Street Scene Enforcement dealt with a total of 578 fly tips, all of which were removed within 1 working day. Evidence was retrieved in 48 cases and was referred for further investigation. Of the 578 fly tips, 304 (53%) were dealt with proactively, meaning that they were gone before the public could report them.

The team has entered into a SLA for the removal of fly tipping from the HRA estate. This quarter, the team has dealt with 261 requests for service, all of which were completed within one working day. The team also assisted with the removal of waste from 13 projects undertaken by Community Payback, as well as 2 community clean-ups, helping to improve the quality of street scene for all.

The total tonnage removed this quarter is 53.96 tonnes.





7 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter. Fines and costs totalled £5,295. There are 11 cases with legal pending prosecution, and another 15 under investigation ready for report to Magistrates Court.

During the quarter the team conducted an operation alongside Kent Police, this resulted in 17 vehicles being stopped and searched. 2 vehicles were seized as they were linked to fly tipping. We expect the operation will lead to the owners of both vehicles being reported for summons at magistrates' court. Both vehicles are due to be crushed.

125 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with anti-social behaviour and have been issued to address offences ranging from fly posting to car repairs and burning of waste. The vast majority however (116) were issued to residents for placing their refuse out for collection too early.

23 fixed penalty notices were issued this quarter.

- Littering - 19
- Smoke free - 2
- Fly tipping - 1
- Breach of CPN - 1

W6 CP		Satisfaction with refuse collection - Citizens Panel result						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	87.9%	Q1 19/20	86.6%	85%				19/20	86.6%	85%	

Comments

Satisfaction with refuse collection has decreased slightly to 86.6% in Q1 2019/20, down from 87.9% reported in Q4 2018/19.

7.1% of respondents were neutral about the service (up from 4.5% in Q4) and 4.5% were dissatisfied (down from 7.2% in Q4). A further 1.8% gave no response to the question.

The results are based upon 224 respondents to the Q1 2019/20 Citizens' Panel giving an overall margin of error of +/-6.6%, meaning the changes are not statistically significant.

Waste Services continue to monitor the waste collection contract and respond rapidly to any issues arising. The number of flatted new developments continue to put additional pressure on the service as these need to be individually assessed at application and inspected during and post build to ensure standard are adhered to enable effective waste collections.

Project – Deliver Future High Streets Funds submissions

The High Streets Heritage Action Zone bid aims has four main aims:

- To re-use and revitalise heritage buildings
- To create and deliver a heritage engagement programme
- To identify and deliver accessibility and safety solutions to the highway
- To create a development framework to protect the area's character whilst promoting growth

Q1 has seen intensive work on a High Streets Heritage Action Zone bid for Chatham Intra. Officers have pulled together an external partnership and identified up to £1.5m of match funding. Project proposals were supported by members, including the Portfolio Holder, during a bespoke workshop session. They have also been considered by the Rochester Forum, and was presented to the Chatham Forum in early July. The bid was submitted on 12 July.

On 5 July we learned that our c. £14m Future High Streets Fund bid for Chatham town centre has been successful at the Expression of Interest (EOI) stage. This means we are awarded grant funding (100k was requested) to develop a full business case by the end of the year. Guidance is expected to be issued soon.

Project – Procurement of the street cleaning and waste collection services contract post 2019

The project to change the waste collection and street cleansing service from Veolia to Medway Norse as of 1 October is progressing well.

Weekly project management meetings are undertaken with Norse. Additionally, there are monthly waste project board meetings of members and senior officers (6 to date) with monthly project updates.

Norse have provided the final budget for the collection and cleansing service. Head of Terms and the Letter of Intent have been signed by Norse and Medway Council. Waste services have reviewed the service and general specification documents in conjunction with Medway Norse and both legal teams will finalise the documents in September. Payment and performance mechanism are likely to be finalised late September.

The service will mobilise from Pier Approach Road depot until the new Council-owned depot is ready.

Norse and Council ICT systems have successfully integrated exchanging service requests during test phase. The team are confident the systems will be operational by go live, 1 October, however contingency plans are in place in the unlikely event of system failure.

The new street cleansing fleet (39 vehicles) are on schedule for delivery in September with bespoke "Love Medway" livery planned. The 2013 refuse and recycling fleet of 46 vehicles purchased via the DCLG grant is a Medway Council asset that Medway Norse will operate and maintain from 1 October. An independent company will inspect the vehicles in August/September 2019 and Veolia will complete any rectifications before 30 September 2019.

Contract negotiations with Veolia for waste transfer and recycling disposal are progressing. Material specification and costs have been agreed, subject to agreement on financial contribution towards a fire suppression system with Veolia. This will remain the high risk area until legal documents are finalised.

Council Plan Programme – Replacing Medway’s street lights

TBC		1800 Columns to be replaced by 2019/20						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	N/A	Q1 19/20	N/A	N/A	N/A	N/A	N/A	19/20	N/A	N/A	N/A
Comments											
Annual measure. Due in Q4 2019/20											

Project – Replacing Medway’s street lights

Medway's Street Lighting Network is extensive and is composed of 26,500 columns that are made up of concrete, steel and aluminium columns. The concrete and steel columns make up over 75% of the Network and are all at or close to the end of their design life requiring a phased programme of replacement.

As part of Budget Setting in 2018/19 capital funding was secured through Prudential Borrowing of £2,729,127 to fund a two-year programme of column replacements including converting to LED. The total number of columns that will be replaced are

1,800. (7% of the Street Lighting Network) and energy savings, through this program will be ring-fenced to part meet Prudential Borrowing costs (£29,682 at current tariff rates).

All columns within this two year programme will be replaced by aluminium columns as these have the longest design life of 50 years with a structural testing requirement after 25 years, by comparison steel columns have a design life of 30 years and a structural testing requirement after 15 years.

To date approximately 1,100 columns have been replaced and the scheme is on target to be completed in Q3 of this year.

Council Plan Outcome: Medway on the map

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

Project – To seek funding opportunities to develop innovative public service solutions

In Q1 the Council has successfully completed the following:

- Future High Streets Fund - submitted a successful Expression of Interest for Chatham and awaiting confirmation of funding (£100,000) to support the development of a Business Case. The business case will focus on physical interventions including Brook Car Park, creating strong 'gateways' to the High Street, public realm works and working with the University of Kent to explore new productions spaces in the Pentagon.
- High Street Heritage Action Zones – the submission of a detailed Expression of Interest focusing on themes such as reusing heritage (such as the Featherstones building), Safety (a highways study examining options to reduce speed, improve safety and access), and revitalisation grants to tackle vacant plots, support new business opportunities and improvements to the frontages of buildings.
- National Express: secured £25,000 to refurbish the Rec Centre in the Pentagon. This project focuses at engineering positive engagement of youths.

Project - Manage the contract with Locate in Kent

The Council continue to attend monthly contract monitoring meetings with Locate in Kent (LiK) and KCC.

Q1 LiK has assisted two businesses to grow and relocate in Medway. Chapman BSF are a worldwide building project management company that has taken space at The Fitted Rigging House in Chatham Dockyard, relocating 30 jobs from Kings Hill. LiK have also assisted the expansion of Cubic Pharma, based on Medway City Estate, who have expanded from five to 12 employees.

Discussions have opened with KCC with regard to a project extension for the EU-funded element of LiK services; and to prepare for the renewal of the inward investment contract in 2020.

Cultural Programme

The Cultural Development Fund bid (CDF) was successful. This University of Kent-led partnership project will provide up to £100K towards feasibility studies for the establishment of a Creative Hub for Medway. We have also secured £50K from the One Public Estate fund (OPE) for feasibility works. Medway Council has representation on the CDF Steering Group, as well as the Thames Estuary Production Corridor (TEPC) Board.

The CDF aims to allow cities and towns to invest in creative, cultural and heritage initiatives that lead to culture-led economic growth and productivity. Our bid with partners builds on the ambitions for the Thames Estuary Production Corridor (TEPC) to develop one of Europe's most integrated and productive creative regions. Commercial space is in high demand but short supply; 45,000 creative Estuary residents work elsewhere. GVA is 20% below UK average; perceptions are of a post-industrial landscape and unloved urban centres. Our project addresses these challenges and will extend world-class creative innovation and production along the Estuary, investing in clusters, workforce, learning infrastructure and technology and delivering culture-led placemaking in one of the UK's most deprived areas.

The Interface Land has been identified as a potential location for the Docking Station. Homes England are currently disposing of this site, and we are working with the University of Kent and Chatham Historic Dockyard Trust to put the business case together to acquire the site.

Project - Dickens 2020: work with partners to develop programme of events to commemorate 150th anniversary of Dickens death

A programme of events, exhibitions and talks is being finalised with partners to commemorate the 150th Anniversary of Dickens death in 2020. Internal cultural cross departmental meetings have taken place as well as meetings with external partners and the Dickens Fellowship. The plans for a permanent Dickens gallery (focussing on Dickens the Man) at the museum are progressing well and a further bid to the National Lottery Heritage Fund is taking place for the restoration of the Dickens Chalet. Eastgate House will host a Victorian childhood exhibition in 2020 as well as Dickens inspired garden, the Guildhall Museum will host a series of Dickens lectures, and the Open Top Bus will be run as a Dickens Tour of Medway. A series of dramatic and theatrical performances are planned at various sites including Rochester Castle. Medway Council is also talking with district partners and Visit Kent to develop a wider Dickens package for 2020. The museum and arts education teams are also working together to deliver a comprehensive Dickens schools package as well as competitions.

Project - Agree a 10-year programme of exhibitions to maximise customer interest and reflect Medway's heritage

Medway Council is planning to deliver a series of annual exhibitions and events at its heritage sites over the next 10 years. With the sale of the Conservancy Building the Council is relocating the temporary exhibition programme to Eastgate House. This has started with 2019 exhibition of "Something Old, Something New" a history of

marriage and wedding traditions throughout the centuries running from 15 June to 29 September. This has also helped to raise awareness of the house as a fantastic wedding venue. These annual exhibitions are in addition to the usual seasonal exhibitions and activities such as at Easter, Halloween and Christmas. A future programme of exhibitions is being finalised with plans to explore Victorian Childhood in 2020 in line with Dickens 150 and the fact the House was a ladies college during this period.

Project - Medway Educational Cultural partnership & THEATRE31 Project

£1m has been secured from the Youth Performance Partnership Fund via Arts Council England for the Medway and Sheppey Cultural Education Partnerships (LCEP). This fund will be used to deliver theatre performance and projects, engaging over 2,000 8-18 year olds across Medway and Sheppey for the next 3 years.

Medway and Sheppey are one of only five LCEPs nationally to be awarded the funding, along with Croydon, Derby, Salford and Plymouth.

Theatre31 is modelled on ART 31 at the Gulbenkian Theatre and will be youth-led. Whilst interest from other parties is welcome, youth voice and decision making must be at the heart of the project, however, it will be the responsibility of the steering group, board and youth panel to shape a menu of opportunities from which young people can choose proposed projects and activities such as:

- On Stage, Outdoors, Community and School spaces, found spaces
- New writing, drama, poetry, gig theatre
- Stage craft
- Can include dance and music

A Project Manager has now been appointed for the mobilisation phase of the project.

Project - Deliver Command of the Heights

Command of the Heights is a joint project between Medway Council and Fort Amherst Heritage Trust following a £1.8 million cash injection from the Heritage Lottery Fund (HLF).

The project will transform areas of historic value including the Barrier Ditch in Chatham, a critical part of Chatham's defences. This will also transform Spur Battery which was once used for troop encampments, siege warfare training and military punishment.

This project involves:

- the demolition of Riverside One which sits in the historic Barrier Ditch in Chatham to restore the relationship to the river and the dockyard that the fort was built to protect
- the creation of a new pedestrian entrance to Fort Amherst from Chatham town centre via Barrier Road
- the restoration of Spur Battery

- transforming Spur Battery into an amphitheatre with seating for outdoor performances

During Q1, the capital works on site at Barrier Road, Spur Battery and Riverside 1 have continued; along with delivering the activity plan. Barrier Road and Spur Battery will be complete for September 2019, followed by a celebration opening event. Riverside 1 is currently behind schedule due to archaeological finds. The Council are currently working with Heritage Lottery Fund and Historic England to safeguard the archaeology and bring it into the public realm design. Although Riverside 1 element is behind schedule this does not put at risk the celebration opening in September. Full project completion is April 2020.

Project - Work with partners to bring forward the Docking Station project

There is significant stakeholder support - led by Medway Council, Chatham Historic Dockyard Trust and the University of Kent - for the establishment of a creative and cultural industries hub ('The Docking Station') in Medway. A feasibility study and initial concept are being undertaken for the conversion and refurbishment of the historic former Police Section House located on the perimeter of Chatham Historic Dockyard. The building will form part of a digital immersive gallery space as well as cultural and creative industry teaching and workspace known as "The Docking Station".

The Docking Station steering group has been established with approved Terms of Reference. It includes representatives from Medway Council, the University of Kent and Chatham Historic Dockyard Trust.

Conversations with Homes England (HE) with regard to the acquisition of the Police House for the Docking Station are progressing well, with HE agreeing in principle to exclude the Police House from the wider site disposal. The Steering Group have been developing a proposal for site acquisition, which was submitted to HE by 4 September.

Feasibility work is supported by Cultural Development Fund and One Public Estate investment. A Structural Survey and Conservation Plan have been commissioned and reports received.

The University of Kent School of Architecture has developed visuals and outline proposals for site development. The University is developing a bid to RED for interior fit-out, and pursuing investment from an identified private donor. They will also engage their Business School in the development of the overall business case for the project.

Project - Major Sports Events: successfully stage National Cycling Championships in Medway, delivering within agreed expenditure budget

Major Sports Events:

- Medway Sport partnered Holcombe Hockey Club in hosting Euro Hockey Club Trophy in April. Eight teams from across Europe competed.
- Discussion ongoing with Olympia handball club about hosting European Handball Federation Challenge Cup Event in October.
- Discussions with Rugby Football League about possible dates for Wheelchair Rugby League Four Nations in the autumn
- Discussions ongoing for possible FA Tier 1 Futsal tournament at Medway Park.

Project - Drive the success of the Medway Champions programme signing up new champions, encouraging use of the place branding and support for Medway PR initiatives

The Medway champions meeting are growing with over 100 champions on its list, around 50-55 attending every two months. The April meeting at Rochester Cathedral featured the Council's "Visit" theme with insightful presentations from Simon Lace (Rochester Cathedral) and Louisa Mungall (Visit Kent) about where Medway fits in the wider tourism landscape. Over 50 people from a range of Medway businesses and organisations attended the event.

The Medway Council Ambassador scheme has been disbanded and all current active ambassadors have been invited to join the Champions meeting.

The Council launched its social media platforms during the last champions' meeting which subsequently drove engagement from our champions.

Twitter: @wearemedway: 232 followers

Instagram: @wearemedway: 144 followers

www.wearemedway.co.uk has now launched and is gaining momentum and exposure

Branding has been adopted by several members either on their own website, signage, email signature etc.

Our Medway Place Plan has been approved by the Place Board. Actions have already taken place to ensure smooth delivery of the place priorities:

- To enhance the belief and pride of residents and stakeholders across the area in its successful future
- To raise awareness and improve perceptions of Medway with target audiences outside the area
- To communicate and raise awareness of the 'story' which engages local organisations and people to become Medway Champions.

Engaging communities and young adults are key to the next 6 months to ensure that we involve the whole of Medway on our journey. We are working on delivering two young champions in all primary and secondary schools with an aspiration to host a young champion meeting every year.