

## Council Priority: Maximising regeneration and economic growth

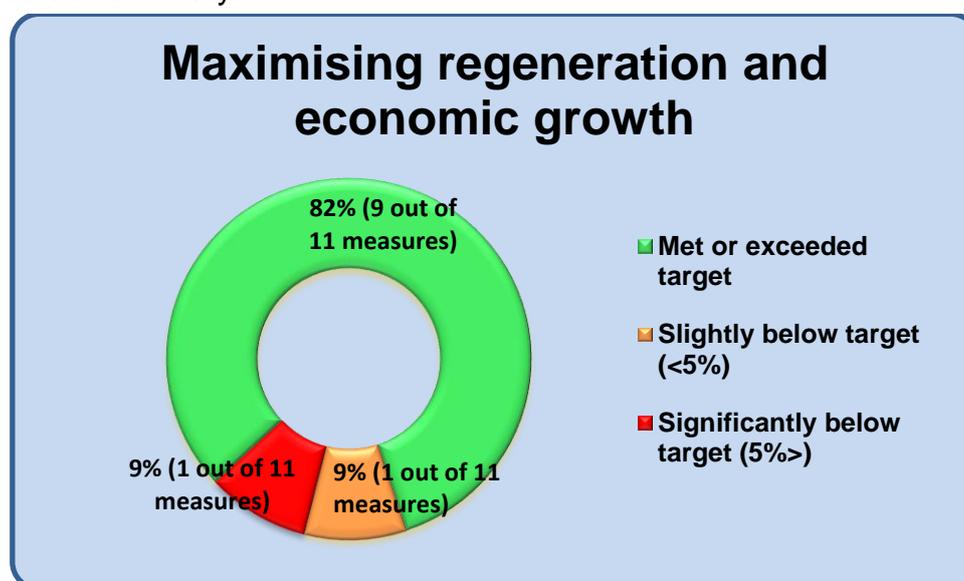
### Performance: Quarter 1 2019/20

#### 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.
<b>Benchmarking</b> – compares favourably with national performance or standards	 Yes compares favourably	 No does not compare favourably	= similar performance

## Council Plan measures: summary performance

There are 12 Council Plan measures for this priority. We are reporting on 11 this quarter as 1 is data only.



#### Improved performance

- 50% (6 out of 12) improved long term (average of previous 4 quarters)
- 36% (4 out of 11) improved over the short term (since last quarter)

#### Measures in target (green)

Code	Status	Name	Long Term	Short Term
ECD13		% of square footage let at Innovation Centre Medway (ICM)		
ECD20		% of square footage let in council owned business units		
LRCC4a		Number of jobs created and safeguarded (cumulative)		

Code	Status	Name	Long Term	Short Term
MAE 3		Achievement rate (pass rate)		
NI 156		Number of households living in temporary accommodation		
HC3		No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter		
HC4		Number of private sector properties improved as a result of the Council's intervention		
NI 117(16-17)		The percentage of 16-17 year olds who are not in education, employment or training (NEET)		
NI 167 NEW		Average journey time along 5 routes across Medway (mins per mile) data only to December 2017 (Q3) from DfT		

### Measures slightly below target (amber)

Code	Status	Name	Long Term	Short Term
MAE 2		% Retention rate		

### Measures significantly below target (red)

Code	Status	Name	Long Term	Short Term
NI 154		Net additional homes provided		

### Data only

Code	Status	Name	Long Term	Short Term
GVAPJM		GVA per job		N/A

### Highlights

- Innovation Centre Medway 100% Occupied
- 60 jobs created and safeguarded against a target of 35
- Housing - 100% of customers satisfied with overall repairs service

### Benchmarking/ Achieve National Standards

	Council Plan Performance Measure - Compares favourably with national performance or standards?	Yes No Same	✓ x =
MAE2 & MAE3	Attainment rate & Achievement rate MAE rated good by Ofsted		✓
NI 156	Number of households living in temporary accommodation rate of households in temporary accommodation		✓

## 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)
SR17	12	Delivering regeneration	Director of RCET	CII	L - significant I - critical
SR35	42	Homelessness	AD Physical and Cultural Regeneration	CII	L - significant 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
SRO3 B	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 strong diversified community

Programme: Business investment

## Council Plan Measures: Performance

ECD13		% of square footage let at Innovation Centre Medway (ICM)						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	95.99 %	Q1 19/20	100%	90%				19/20	100%	90%	

### Comments

The ICM is 100% occupied (17,679.72 sq ft.) as at 30 June 2019. There are three tenants exiting in July. One office is already pre-let - leaving one small and one medium sized office currently considered available for new tenancies.

ECD20		% of square footage let in council owned business units						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	92.48 %	Q1 19/20	91.03%	90%				19/20	91.03 %	90%	

### Comments

- Innovation Centre Medway is 100% occupied with three new tenants and no tenants leaving in Q1. Innovation Studio Medway has one new tenant in occupation and one tenant left in Q1. The only available office has a new tenant who will take occupancy early Q2.
- Pier Road has 25 out of the 29 units let, two tenants are leaving and no new tenants in occupation for Q1. Two units are currently under offer.
- Hopewell Drive has 18 of 23 units let. No tenants left and no new tenants for Q1. 2 units are awaiting occupation and a further one is under offer.
- The sq ft let is 38,983.10 of a total available to be let of 42,844.42 sq ft

GVAPJ M	GVA per job			Aim to Maximise
2015/2016	2016/2017	2017/2018	LONG TREND (5yr)	
£50,415	£51,465	£52,464		

### Comments

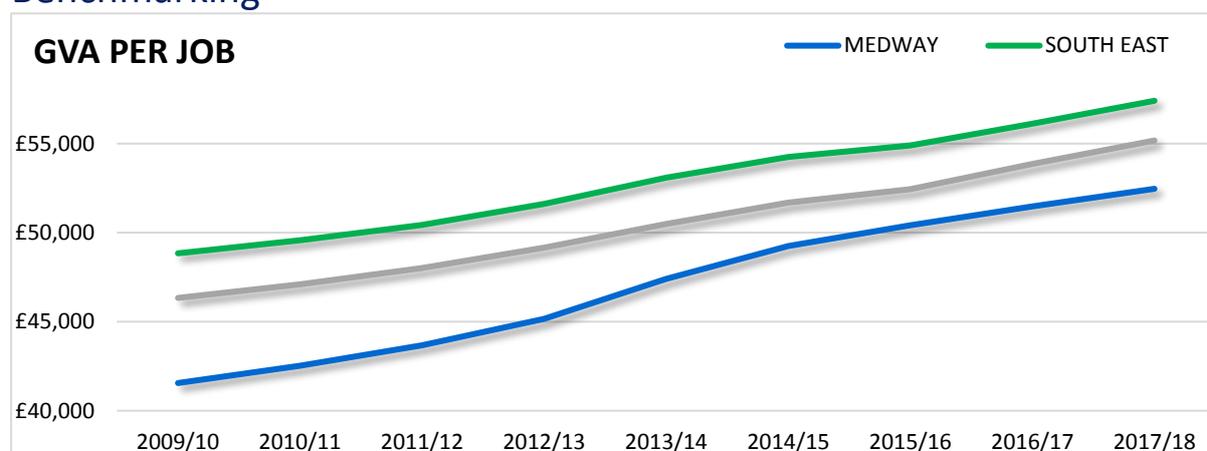
This data is published by the Office of National Statistics and is released in December each year. Data is available up to 2017/18.

Given the volatility with the raw data and because the smoothed data is weighted, year on year comparisons should not be made. GVA per filled job is better considered over a longer period. Trends over a longer period are less likely to be the result of the volatility around any single year estimate and are more likely to be showing a change in the economic performance of Medway.

## Actions

Medway GVA per job is currently 4.9% lower than England, a 5.4 percentage point improvement from 2009 where Medway was 10.3% lower. From 2012 to 2017, Medway's GVA per job has increased by 16.2%, which is above England (12.2%), South East (11.2%).

## Benchmarking



## Council Plan Project - Development of Innovation Park Medway

Innovation Park Medway is a significant redevelopment opportunity and has a vital role to play in Medway's economic future. A masterplan has been adopted (subject to Highways England's response) to set the context for the development of up to 101,000sqm of high quality, innovative B1 and B2 commercial development in the high value technology, engineering, manufacturing and knowledge intensive industries. Medway Council and Tonbridge & Malling Borough Council have each drafted a Local Development Order (LDO), which will offer a fast-tracked planning approvals process within 28 days, if adopted. Supported by a Design Code, Environmental Statement and self-certification form, the LDO simplifies the planning requirements for future occupants.

Part of the North Kent Enterprise Zone, Enterprise Zone status runs until March 2022 and offers incentives such as business rates discounts to occupants. Medway Council has secured significant funding via the Government's Local Growth Fund (LGF) and Growing Places Fund (GPF).

Discussion is ongoing with Highways England regarding impacts of the Innovation Park Medway on the strategic network and potential mitigation requirements.

The programme for the LGF2 and LGF3 work has been reviewed in order to allow maximum opportunity for businesses to take advantage of Enterprise Zone status. Start onsite for LGF2 works will commence in early 2020.

The Local Development Order has been out to public consultation, with comments being considered prior to adoption of the final LDO. A Delivery and Investment Plan has been developed and agreed by Cabinet and Full Council, which sets out the recommended approach to site development, selection of future occupants, funding required and delivery investment strategy.

### Project - Dissemination and implementation of Medway 2035

Medway 2035 continues to be widely disseminated. Over 40 copies were distributed at the Business Vision event at Detling in May. Copies are also handed to key individuals during meetings with senior officers, e.g. during the Amazon Sortation Facility site visit.

### Project - Support the delivery of 1,200sqm of commercial development at Rochester Riverside

Rochester Riverside is moving forward with the commercial element, the Travelodge Hotel is on schedule to be completed in September 2019, this will be followed quickly coffee shop and a convenience store.

## Council Plan Outcome: Resident with jobs and skills

Programme: Jobs, Skill and Employability

### Council Plan Measures: Performance

NI 117(16-17)		The percentage of 16-17 year olds who are not in education, employment or training (NEET)					Aim to Minimise	
	Value		Value	Target	Status	Long Trend	Short Trend	
<b>Q4 2018/19</b>	2.8%	<b>Q1 2019/20</b>	2.6%	5.2%				

#### Comments

Data is published to May 2019. At this point 2.6% of 16 and 17 year olds are NEET. This equates to 162 young people. Due to the cyclical nature of this measure comparisons are made to the position 12 months ago rather than from quarter to quarter. At the end of May 2018 were 241 young people classed as NEET, which equated to 3.6 % of the cohort. This means that, like for like against last year there has been a 28% reduction on the percentage of 16 and 17 year olds classed as NEET. This is an excellent result and an improvement on last quarters rate of improvement.

The rate of young people whose activity is not known is 3.4%. This equates to 213 young people. This is the lowest rate and number since the Service returned to being in house in 2017. In May 2018 the rate was 21.3%. Reducing the rate of unknowns, by 84%, has contributed to the improvement in the NEET results and more importantly improves the outcomes and chances for young people.

These results have been achieved through coordinated work between the Information, Advice and Guidance (IAG) team, the Social Care Systems team and C&A Business Intelligence. Data Quality is much higher allowing much more effective interventions, tracking and support to be given by the Information, Advice and Governance (IAG) team.

This gives a combined NEET and Unknown rate of 5.9%, 375 young people. This again is the lowest figure Medway has recorded since the service returned to the Council.

Currently 8 Looked After Children are NEET (6 are Medway LAC) and 6 LAC (0 Medway LAC) whose activity is unknown. This is similar to last quarter. There are 7 young people known to the Youth Offending Team (YOT) who are NEET and less than 5 whose activity is unknown. This is a slight rise in the numbers of YOT who are NEET. There has been a reduction, from 11 to 8 NEETs with Special Educational Needs and Disabilities (SEND) and there are now less than 5 young people with SEND whose activity is unknown. This is again a reduction compared to last quarter. There are currently 9 young people open to the Early Help who are NEET and 6 whose activity is unknown.

## Benchmarking

Nationally the rate of NEETs is 2.6% and the South East (SE) rate is 2.4%. Medway is now better than national. Whilst the SE has a better rate it is worth noting that compared to May 2018 the rate in the south east has worsened while in Medway it has improved.

Medway has a higher rate of unknowns than the SE (2.8%) or national (2.5%).

## Actions

The work that has driven an improved performance in reducing the level of young people whose activity is unknown continues. The IAG team are actively engaged with local schools and colleges to share information. The IAG team are working closely with the key vulnerable groups and progress continues to be seen in relation to the SEN group.

LRCC4a		Number of jobs created and safeguarded (cumulative)						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	535	Q1 19/20	60	35				19/20	60	300	

## Comments

In Q1 Shapman BSF a worldwide building project management company relocated from Kings Hill to Medway. The company has taken space at The Fitted Rigging House in Chatham Dockyard relocating 30 jobs. With support from Medway Council start up grant scheme, four new businesses started at Council run workspaces in Q1 creating 18 jobs.

## Action

The Council promotes a number of avenues to attract businesses to Medway. These include:

- An ongoing contract with the inward investment agency, Locate in Kent
- A small loans and grants scheme (Partners for Growth) for Medway businesses
- Attendance at promotional events (such as Business Vision – where we were a principal sponsor in 2019 – and the Construction Expo), and annual sponsorship of the Medway Business Awards
- Regular dialogue with agents (e.g. BizSpace, with regard to the development of new small business premises in Medway)
- An ongoing business support contact with the Chamber of Commerce, including on-line advice via 'Ask Phil' and business advice workshops.

In addition, we are:

- Developing a new business support and skills website (due to go live by the end of the year)
- Pursuing funding avenues for our High Streets, including a £14m Future High Streets Fund bid submission for Chatham High Street (through to the second round) and a £3.2m Heritage High Streets Action Zone bid for Chatham Intra (submitted in July 2019).

MAE 2		% Retention rate						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q2 18/19	96.1%	Q3 18/19	92.39%	94%				18/19	92.39%	94%	

## Comment

This PI is based on academic year rather than financial year. Data as at 11 June for Q3 of Academic Year (February 2019 – April 2019).

Retention measures the number of learners who start a course with MAE and, at the end of the course/academic year, have completed their learning. Retention rates for Adult Skills Budget (ASB) funded programmes are currently at 89.72% which is high given the challenging learner groups under this funding stream, community learning and non-funded are at 94% and are meeting the target. The current good rate continues to demonstrate that MAE's courses meet the aspirational, social and well-being needs of our learners. The overall retention rate also reflects the rigorous monitoring of attendance by tutors and curriculum staff, and improved rigour in the Initial Assessment process (ensuring learners are placed on correct course for them).

### Action

Medway Adult Education's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising KPIs, observations of teaching and learning, learner and partner evaluations, self-assessment reviews and quality improvement plans at Service and Programme level. These measures ensure the Service's overall good KPI rates are maintained as evidenced by high retention and learner satisfaction rates.

MAE 3		Achievement rate (pass rate)						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q2 18/19	98.52 %	Q2 18/19	99.11%	96%				18/19	99.11 %	96%	

### Comments

This PI is based on academic year rather than financial year.  
Data as at 11 June for Q3 of Academic Year (February 219 – April 2019).

The pass rate measures how many of the learners, who complete their course, achieve a qualification or their learning aim. It shows that Medway Adult Education learners continue to achieve very high pass rates and demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non-accredited provision (RARPA).

### Action

Medway Adult Education's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising KPIs, observations of teaching and learning, learner and partner evaluations, performance and development reviews, self-assessment reviews and quality improvement plans at Service and Programme level. These ensure the Service's overall good KPI rates are maintained. Medway Adult Education has maintained its Information, Advice and Guidance Matrix kite mark, and monitors the effectiveness of assessment processes, ensuring learner needs are met through differentiation, and additional learning support if required, enabling learners to reach their goals and is evidenced in the good pass and achievement rates and high learner satisfaction.

## Project - Medway Adult Education (MAE) learning programme to boost local skills levels for those furthest from employment

Medway Adult Education continues to work with Job Centre Plus and Employ Medway. This is proving to be challenging due to the falling unemployment rate in Medway. Two courses, a Pathways to Employment and then a progression course, Qualities for Employment, have been delivered providing sessions designed to develop learner's confidence, self-esteem and motivational skills and employability skills such as team work, transferable skills and mock interviews, have run

successfully with Employ Medway. We are working to build on this work, seven learners attended both courses. MAE has worked with Employ Medway for more than five years on two different DWP funded employment related programmes. More resources have been allocated to support this work, but it is too early to assess the impact of this.

## Project - Establish and support Medway Skills Board and all age skills development programme

Providing people with the skills they need to be able to make a positive contribution to all levels of Medway's economic future is critical to delivering economic growth. Medway will need a pool of skilled and employable staff to ensure the long-term growth of high economic value contributors, such as the businesses likely to locate at the Innovation Park Medway. As Medway Council encourages existing businesses to grow and new businesses to move to Medway, it is vital that there is a suitable workforce ready to meet business need.

In order to do this effectively, two Medway Skills Boards have been established. An Officers Skills and Employability Board first met in August 2017 to begin defining emerging skills priorities, which were then discussed at the first Members Skills and Employability Board in November 2017. Since then the Members Board has become the Medway Skills Partnership Board and has been established as a Cabinet Advisory Group. The group has overseen the development of the Skills and Employability Plan for Medway and will oversee the action plan delivery.

Significant progress continues to be made within the Medway Skills Boards and all age Skills Development Programme:

- The Skills & Employability Summit for Medway is booked for 30 October. Alongside the Skills Stakeholder Board, this is being aligned with Economic Development Boards and events in order to ensure a coherent presence to Medway businesses.
- The Employer Engagement Plan is progressing towards a virtual 'Medway Business Skills Network', with project work underway to create a Medway business online presence.
- Work to establish Skills and Employability within the Innovation Park Medway is taking place, with a proposal that all entering businesses must have a skills plan, whilst options for training space is being explored in the flagship six storey building.
- The Medway Enterprise Coordinator, working closely with businesses and education to improve careers for young people is already well embedded. To date 13 of the 18 mainstream secondary schools have signed a memorandum of understanding to take part in the programme. Meetings are in place with all of the remaining schools.
- The Medway Apprenticeship Placement Scheme is currently being reworked, with broad agreement of the changes given at both Officers and Members Board. This includes the commissioning of a new Medway Apprenticeship Advice Service.
- A Care Leaver into Employment sub-group is progressing well, with a pilot work experience project to take place within the Council from September.

- An exploratory project has been launched within primary schools to establish what existing good careers practice is taking place and to develop an understanding of need is available.

In the meantime partnerships are being maintained and expanded, with European Social Fund calls and contracts etc. being influenced to bring greater provision to Medway.

## Project - Create job opportunities for Medway residents including Rochester Airport Technology Park, Lower Thames Crossing and across Medway

Medway Council continues to work with Locate in Kent (LiK) which has a year left on their contract to run until July 2020. In this quarter LiK has assisted 2 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 5 to 12 employees.

Modern business space is greatly in demand and the Council is working closely with developers to bring forward new commercial sites at Kingsnorth and Grain. Innovation Park Medway at Rochester Airfield is developing well with the Masterplan adopted, subject to Highways England approval, and the Local Development Order having been consulted upon with adoption to follow.

## Council Plan Outcome: Preventing homelessness

Programme: Preventing homelessness

### Council Plan Measures: Performance

NI 156		Number of households living in temporary accommodation						Aim to Minimise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	349	Q1 19/20	351	400				19/20	351	400	

#### Comments

At the end of Q1 2018/19 there were 351 households residing in temporary accommodation (TA) provided by the Council in line with its statutory responsibilities. This is a slight increase from the 349 households that were accommodated at the end of Q4 2018/19.

The majority of households in TA will have children. Therefore, there is a correlation between the overall number of households in TA and the number of children in TA. At the end of Q1 there were approximately 671 children in temporary

accommodation. The accommodation provided to families will usually be in the form of a self-contained property located in Medway.

### Benchmarking

Latest available benchmarking figures from September 2018 identify that the rate of households in temporary accommodation is currently 2.97 per 1000 households, this is slightly lower than the national rate of 3.51 and significantly lower than the rate seen in London of 15.49.

Further benchmarking has been undertaken 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 12.18 households per 1,000 and Milton Keynes had a rate of 5.56 households per 1,000.

HC3		No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter						Aim to Minimise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	0	Q1 19/20	0	0				19/20	0	0	

### Comments

A snapshot at the end of Q1 2019/20 identifies that no families were in bed and breakfast accommodation. Additionally throughout Q1 no families were placed into bed and breakfast for more than 6 weeks.

### Action

Work is continuously underway to ensure that the use of bed and breakfast is kept to a minimum. This has been done by seeking more suitable temporary accommodation for households and using HRA properties as temporary accommodation. The Service has also reviewed its procedures to ensure that all cases with children or a pregnant are moved on from bed and breakfast within appropriate timescales.

HC4		Number of private sector properties improved as a result of the Council's intervention						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q4 18/19	426	Q1 19/20	168	150				19/20	168	600	

### Comments

The Council undertakes a range of actions to improve accommodation in the private sector ranging from informal advice to services of statutory notices.

### Action

In Q1 the Council has provided advice to landlords on fire safety, excess cold, damp and mould growth and electrical hazards.

## **Project - Utilise the RSI funding to reduce the number of those Rough Sleeping**

In 2018/19 the Council was successful in a number of funding bids to implement a range of interventions to combat rough sleeping. These interventions included things such as temporary accommodation, outreach support and enhanced hostel provision.

To date, 86 people have been provided with interventions to move them in to accommodation and provide wrap around services to prevent them from further rough sleeping.

60 people have been placed into emergency accommodation over the twelve months (July 18 to July 19). This includes a number who have then gone on to move into settled accommodation as well as people who were housed on a temporary basis over the winter. This is in addition to those placed under Severe Weather Emergency Protocol.

## **Project - Ensure that the council maximises the opportunity to reduce homelessness through prevention and relief**

The Council continues its focus on preventing and relieving homelessness for residents that find themselves at risk of losing their accommodation.

During Q1 2019/20 a total of 210 homeless households have been prevented or relieved from homelessness. This is an increase on the amount of households that were prevented from becoming homeless in Q1 2018/19 (188 households).

Prevention and relief of homelessness is achieved via a range of options. Officers have increased joint working with MHS homes to prevent people being asked to leave from suitable and affordable housing. We continue to develop with the private rented sector, exploring opportunities to offer new incentives to landlords to assist those in housing need to access accommodation. We will also be undertaking further campaigns to encourage landlords to engage with the Council before making the decision to serve notice on a tenant.

Work is also being undertaken with authorities across Kent to better facilitate support for households that require support due to domestic abuse.

## **Council Plan Outcome: Delivering new homes to meet the needs of Medway's residents**

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

### Council Plan Measures: Performance

NI 154	Net additional homes provided					Aim to Maximise
	2015/2016	2016/2017	2017/2018	TARGET	STATUS	LONG TREND
553	642	680	1,000			
<p><b>Comments</b>            This figure is reported annually. The 18/19 figure will be available in December within the Council's Authority Monitoring Report which is available online.</p>						

### Project - Preparation of the new Medway Local Plan

The Planning Policy update report was presented to Cabinet on 6 August 2019. The Cabinet approved a revised Local Development Scheme, which includes an updated programme for the preparation of the Medway Local Plan. The publication of a draft Local Plan awaits the outcome of the Housing Infrastructure Fund bid.

### Project - Continue to work on the HIF bid - awaiting decision Autumn 2019

The Housing Infrastructure Funds is a Ministry of Housing, Communities and Local Government funding stream to forward fund essential infrastructure. Medway Council submitted a successful Expression of Interest that focused on road, rail and environmental improvements. The total value of the submission is £170m. This funding will ensure that essential infrastructure is brought forward ahead of new homes being built and will also ensure that future development is sustainable. The road improvements will improve traffic flows and address congestion along the A228, and specifically at Four Elms roundabout and Hill. A new road is being designed which will part of the existing Woodfield Way MoD road (with a new junction planned for the A289 Wainscott bypass). Rail will see a new station at Sharnal Street with peak trains initially serving commuters to London as well as off peak journeys to the Strood, Rochester and Chatham. The environmental enhancements will create a network of large open spaces of high wildlife value. These sites will also provide a space for people to walk, cycle, recreate and play sport – all within a landscape opening up new views across the Peninsula and Medway estuary.

HIF bid was submitted in March 2019 since when over 200 clarifications have been addressed. Liaison with the Ministry of Defence (MoD) and Defence Infrastructure Organisation (DIO) has moved on significantly with both parties contributing to developing plans for the new road. The Hoo Rural Town Masterplan is in continued development and the HIF specific Infrastructure Delivery Schedule is being developed by Arups and the Local Plan Team. Whilst awaiting an announcement on the HIF bid the team continue to develop road and rail interventions.

## Project - Increase the supply of accommodation available to Medway residents

A number of work streams and projects are underway to ensure that the supply of accommodation in Medway continues to increase. In Q1 2019/20, 98 additional affordable housing units have been completed and this represents an investment of £11,270,000 in to the Medway area. It is estimated that 180-250 units will be completed by March 2020.

Work continues to further plans for development within the Council's Housing Revenue Account. Appraisal and testing is being undertaken to determine which sites have potential for future housing.

The Council aims to use its accommodation as efficiently as possible. Minimising the time that properties are empty or void ensures that housing stock is re-let as quickly as possible. For Medway Council stock void turnaround time remains low at an average of 11 days compared to an average of 13 days in 2018/19, ensuring we maximise the use of HRA properties. A total of 148 properties, comprising of Council Owned and Housing Association stock, have been let through Homechoice to applicants on the Housing Register.

## Project - Encourage the delivery of homes to meet our targets – Rochester Riverside

Rochester Riverside is a 32-hectare (74-acre) flagship regeneration scheme within the Thames Gateway. The site stretches from the A2 Rochester Bridge southwards to Doust Way, with the River Medway forming the eastern boundary of the site, and the high-speed rail line to central London forming the western boundary. The scheme is managed in partnership by Medway Council and Homes England, who jointly own the site and have invested substantial funds in land assembly, remediation, site preparation and infrastructure works to enable the comprehensive regeneration of the site. Representatives of each partner sit on the Rochester Riverside Board. The key objective of the partners was to transform the area into an attractive place to live, work and play through the implementation of a substantial, high quality, sustainable, mixed use scheme.

Development began on the site in 2008. A new riverside walk and cycle way opened, making the waterfront accessible to the community for the first time in a century. The first phase of residential development was delivered on Phase 1 of the site in 2013, with the construction of 73 affordable housing units, associated infrastructure, and the creation of a new public square, the 'Southern Gateway Square'. Funding of £4.4m from the Growing Places Fund (via the South East Local Enterprise Partnership) was also committed to deliver further site preparation and infrastructure works along with a 325-space multi storey car park. Network Rail has created a new station for Rochester, which connected to the Rochester Riverside site via a new pedestrian subway. The new station enabled increased capacity and reduction in journey times to Central London, thus facilitating the economic growth of the local area and the regeneration of Rochester Riverside. The station opened in December 2015.

The vision for Rochester Riverside was established in the 2014 Development Brief and Masterplan, adopted as a Supplementary Planning Document to the 2003 Local Plan. The Masterplan envisages a phased development, with the site split into six main phases, but this changed in discussions with the chosen Developer and was increased to 7 phases, supporting a range of retail, leisure and tourism uses providing activity both day and night, including:

- A mix of up to 1,400 residential units, including affordable housing
- Residential and non-residential parking
- A hotel
- A Primary School
- A new entrance to Rochester Rail Station
- A Waterfront Square with associated shops, restaurants and bars
- Flexible commercial and office spaces
- Local retail facilities
- Riverside walk
- Publicly accessible open spaces.
- Upgraded site 'Gateways'
- Community facilities

In March 2016, Cabinet agreed to appoint Countryside and Hyde Housing as the preferred contractor for the site and Medway Council and Homes England have been working with them since that date to obtain a hybrid planning application that has detailed planning for phases 1-3, and outline planning for phases 4-7 which is very much in line with the requirements detailed within the masterplan. They have also completed the development agreement and S106 for the site.

To date Countryside have taken transfer of phases 1 & 2, phase 2 was transferred almost 1 year ahead of schedule.

For Rochester's transport improvements, it was agreed a number of traffic signalling improvements were identified to mitigate Rochester Riverside for Phases 1 -3, the funding for this work was secured from Countryside and Hyde and given to the Highways Team at Medway Council for them to complete the work.

For Phase 4 onwards some improvement works were identified for the roundabout at the top of Star Hill and the requirement was to insert a slip lane to improve traffic flow, these works are not required until Phase 4 starts on site and are to be completed by Countryside.

### **Project - Encourage the delivery of homes to meet our targets – Strood Waterfront**

Work to transform Strood Waterfront, to pave the way for future development, is nearing completion. Medway Council was awarded £3.5 million funding from the government's Local Growth Fund through the South East Local Enterprise Partnership (SELEP) to enable flood defence works on the former Civic Centre site in Strood.

The council has invested in flood defences to regenerate the Civic Centre and Strood Riverside brownfield sites for future residential-led development. Strood Waterfront will be transformed with more than 1,000 new homes, including affordable housing, businesses and public spaces.

The works, which are being carried out by VolkerStevin, are nearing completion and are expected to be finished in the summer.

Flood risk management works are complete for the former Civic Centre site. The flood defence works are also complete for Strood Riverside - the total package of works at Canal Road will be complete when Southern Gas Network (SGN) finish on site. The Council are liaising with SGN re: accelerating completion.

The Civic site will be marketed as a priority in Q2, with the procurement of a development partner following an OJEU negotiated process allowing Medway to maintain control of densities, quality and speed of delivery.

Marketing for the Riverside site will begin once a developer has been appointed for Civic. This phased approach will ensure a steady supply to market, and will capitalise on growing interest in Strood.

## Council Plan Outcome: Getting around Medway

### Programme: Tackle congestion hotspots by transport and public realm improvements

#### Council Plan Measures: Performance

NI 167 New		Average journey time along 5 routes across Medway (mins per mile)						Aim to Minimise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q2 18/19	2.82	Q3 18/19	3.42	4				18/19	3.42	4	

#### Comments

The Department for Transport (DfT) provided Trafficmaster Data to December 2018 in April 2019. Journey times were thus calculated for the 2018 calendar year. Journey times for 2018 showed improved performance over all, with all four quarters achieving a mins-per-mile time (8am to 9am Monday to Friday morning peak) below the 4 mins-per-mile target. The time was as low as 2.82 mins-per-mile in Q2 of 18/19, the lowest achieved since 2015, a very positive outcome given the increase in car use across this period.

DfT are not expected to release the next tranche of Trafficmaster Data until late 2019/early 2020, at which point journey times for the calendar year 2019 will be calculated and NI167 updated accordingly.

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.

### Plan Projects - Achieve Level 3 Award with DfT

Department of Transport (DfT) introduced an Annual Self-Assessment Process for Highway Authorities in 2015-16 that measures how Highway Authorities manage the Highway Network in respect of:

- Asset Management (Policy & Strategy)
- Resilience
- Customer
- Benchmarking & Efficiency
- Operational Services Delivery

The Self-Assessment operates on a banding score of 1-3 and Medway are currently self-assessed as a Band 3 Highway Authority. Band 3 is the highest band score a Local Highway Authority can secure and this resulted in Medway securing an Incentive Fund allocation of £430,000 this financial year for allocating to Highway maintenance.

Key work-streams delivered during Q1 to support the self-assessment for 2019-20 (submission date January 2020) have been:

- Completion of On-Line Asset Management Training for all Highway Staff (May 2019).
- Lifecycle Modelling for Highway Investment Levels commenced.
- First Quarter Review of Highway Risk Register completed.
- Revised Service Standards for Drainage Cleansing in line with the Well Maintained Code of Practice approved by the Portfolio Holder for Front Line Services.

Subject to DfT confirming Medway's Self-Assessment being a Band 3 for 2020-21 Medway will secure block funding of £427,000 to fund Highway Improvements next financial year.

### Project - Ongoing management and delivery of the LGF project to improve journey times and the public realm in Strood

During Q1, the first of three in a series of ten proposed weekend closures of Strood High Street took place to allow the removal of carriageway blocks and replacement

with asphalt. A significant level of work was completed during the first three weekends which was testament to the hard work of the contractor and site team. Consequently, the number of planned closures were able to be substantially reduced with some localised overnight closures taking place in June and a further overnight closure scheduled for Q2.

Ahead of the first weekend closure an extensive communication plan was rolled out to inform businesses and residents of the planned closures and diversions. This included; VMS signs positioned at key locations, distribution of 41,000 leaflets to residents and businesses, 6,000 leaflets deposited at key retail sites, petrol stations and leisure destinations across Medway, a drop in session for businesses, adverts placed in Kent Messenger and regular updates to the project web page.

Portfolio Holder affirmed that Cuxton Road is to remain one way. The project team have worked with the Communications team to develop a leaflet for issue to residents and businesses, outlining the final plans for Strood Town Centre.

The architectural lighting schemes for St Nicholas Church and the railway arches have continued to be progressed through the relevant legal and clearance processes with the Church and Network Rail.

### **Project - Support the development of Chatham Railway Station**

Improvement works at Chatham train station are now underway and progressing well since the earlier difficulties around additional risk assessment method statements requested by Network Rail have been resolved. It is likely the works will be complete in Q2 2019/20.