










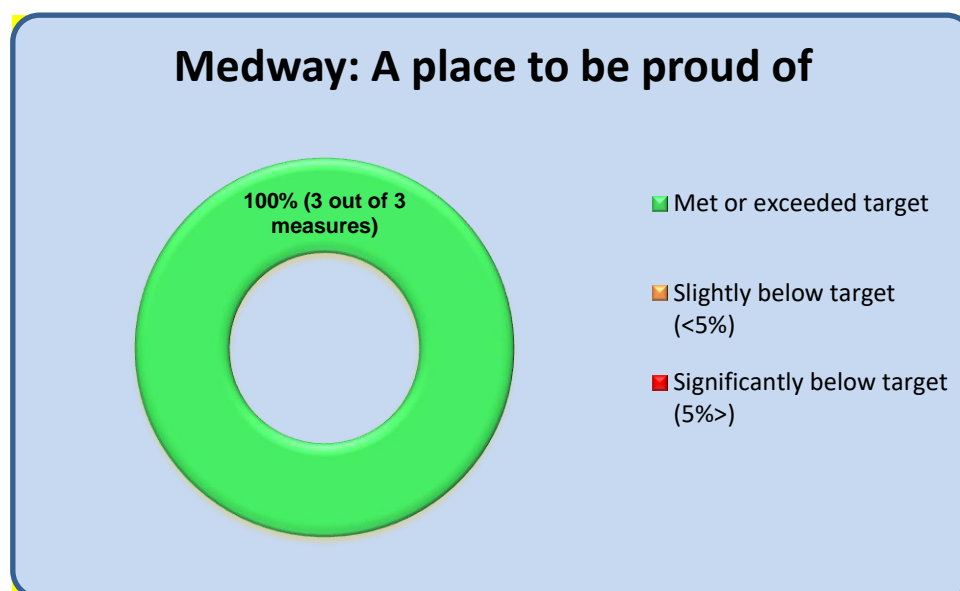
Council Priority: Medway: A place to be proud of Performance: Quarter 2 2019/20

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







- 0% (0 out of 3) improved long term (average of previous 4 quarters)
- 0% (0 out of 3) improved short term

Highlights

- 80.8% satisfaction rate for parks and greenspaces against a target of 75%
- 98.8% library satisfaction rate against target of 85%
- 357,668 visits to Medway sports centres against a target of 342,000
- 475,521 visits to Medway tourist attractions against a target of 365,000

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 2 strategic risk register is attached at Appendix 6. 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 6).

Reference	Risk Register Page (app 6)	Risk	Owner	Current residual risk score	Definition (current score) (L-likelihood) (I-impact)
SR38	49	Transfer of waste contract to Medway Norse	AD Front Line Services	EIII	L – very low I - marginal

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	28	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR33	30	Impact of welfare reform	Chief Finance Officer	DIII	L - low I - marginal
SR34	34	Successful delivery of the corporate transformation programme	AD Transformation	DII	L - low I - critical

SR36	42	Alternative service delivery models	AD Transformation, Chief Legal Officer, Director of RCET	BIII	L - high I - Marginal
SR37	45	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	
Q1 19/20	83.4%	Q2 19/20	80.8%	75%				19/20	80.8%	75%	

Comments

Satisfaction amongst users of parks and open spaces has decreased to 80.8% in Q2 2019/20 down from 83.4% in Q1 2019/20. More users were neutral about the service 10.2% of respondents (up from 8.9% in Q1) than dissatisfied, 6.5% (this was up from 5.9% in Q1). A further 2.4% gave no response or did not know.

These results are based on the 167 users of parks and open spaces from the 223 respondents to the Q2 2019/20 Citizens' Panel, giving a margin of error of +/-7.6%. This means that the changes are not statistically significant.

Action





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:

- Work commenced at the Capstone Farm Play Area in September 2019 and will be completed by November 2019. A press launch has been arranged. The works include the provision of a new toddler and a new junior play unit as well as colourful floor graphics.
- Works will commence at Kings Frith in November 2019 and include a new toddler roundabout, 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 February 2020.
- Downland Walk and Sycamore Road will see improvements in play, funded by s106 in March 2020.

Judging for 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.

Greenspace volunteer work varies between sites and the time of year. At the 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. Reed 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
Q1 19/20	96.0%	Q2 19/20	96.0%	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 Q2 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 842 fly tips, all of which were removed within 1 working day. Evidence was retrieved in 63 cases and was referred for further investigation. Of the 842 fly tips, 189 (23%) 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 270 requests for service, all of which were completed within one working day. The team also assisted with the removal of waste from 10 projects undertaken by Community Payback helping to improve the quality of street scene for all.

The total tonnage removed this quarter is 45.43 tonnes.





6 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter. Fines and costs totalled £6,427. There are 13 cases with legal pending prosecution, and another 8 under investigation ready for report to Magistrates Court.

During the quarter the team conducted an Operation alongside Kent Police, this resulted in 4 vehicles being stopped and searched. Two vehicles were seized as they were linked to fly tipping. The service expect the operation will lead to the owners of both vehicles being reported for summons at magistrates' court. One vehicle has been retained and will be sold to recoup significant costs of removal.

118 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with ASB and have been issued to address offences ranging from fly posting to car repairs and burning of waste. The vast majority however (102) were issued to residents for placing their refuse out for collection too early.

24 fixed penalty notices were issued this quarter:

- Littering - 12
- Smoke free - 2
- Fly tipping - 5
- Breach of Community Protection Notice – 2
- Trade waste 4

W6 CP		Satisfaction with refuse collection - Citizens Panel result						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q1 19/20	86.6% %	Q2 19/20	85.2%	85%				19/20	85.2%	85%	

Comments

Satisfaction with refuse collection has decreased slightly to 85.2% in Q2 2019/20, down from 86.6% reported in Q1 2019/20.

8.1% of respondents were neutral about the service (up from 7.1% previously) and 5.8% were dissatisfied (up slightly from 4.5% in the previous quarter). A further 0.9% gave no response to the question.

The results are based upon 223 respondents to the Q1 2019/20 Citizens' Panel giving an overall margin of error of +/-6.6%, meaning the changes are not statistically significant.

Action

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. The new waste collection service delivered by Medway Norse launched on 1 October 2019 and the transfer was seamless with no issues in transfer of services reported. Updates on how the transfer has settled will be reported in Q3.

Council Plan 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

The deadline for submission of the full Business Case for Chatham High Street has been extended until 28 February 2020. The Council continue to await detailed guidance on the development of the Business Case, as well as the £100K development grant which was announced alongside approval of our first stage submission. A procurement exercise to identify external consultancy support for the development of the Business Case has successfully concluded.

An inception meeting with our appointed Ministry of Housing, Communities and Local Government delivery manager took place on 2 September, with positive early feedback received on the Council's proposals.

An inter-disciplinary team with identified project leads for each discreet element of the overall proposals is now developing a series of presentations for a meeting with the external consultants on 8 October. The consultants, and the other project leads will assess project plans against the Future High Street Fund assessment criteria, and agree which projects to put forward in the Business Case. The total value of the Business Case could be up to £14m.

An outline Business Case is to be submitted on 15 November, with feedback due on 8 January.

On 13 September we received notification that Historic England have approved our Expression of Interest for Chatham Intra / Heritage Creative Quarter, with an in principle agreement of a £1.6m contribution towards a £3.2m project. The Council now enter a Programme Design stage, working closely with Historic England. This stage needs to be completed in early 2020 (date to be confirmed) and will determine the final amount of our award.

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

The project to transfer the waste collection and street cleansing service from Veolia to Medway Norse was completed on 1 October, with arrangements finalised with Veolia for recycle transfer and processing from October 2019.

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 suite of legal documents in early October.

The service mobilised very smoothly from Pier Approach Road depot until the new Council-owned depot is ready and the service on day one were delivered seamlessly.

Norse and Council ICT systems have successfully integrated exchanging service requests.

The new street cleansing fleet (39 vehicles) have bespoke "Love Medway" livery. 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. An independent company will inspect the vehicles in August/September 2019 and Veolia will complete any rectifications before transfer.

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
Q1 19/20	N/A	Q2 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 columns, steel columns and aluminium columns. The concrete and steel columns make up over 75% of the Network and all are 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).

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.

The programme has been delivered through the Highway Infrastructure Contract (Volker Highways) and by the end of Q2 1,750 columns have now been installed onto the Highway Network and the programme is on target to be completed by the end of October (Q3).

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 Q2 the Council has successfully completed the following:

- Future High Streets Fund - submitted a successful Expression of Interest for Chatham and have received 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, working with the University of Kent to explore new creative business incubation spaces in the Brook.
- High Street Heritage Action Zones – confirmation of a successful submission and progression on to a Programme Design stage (£1.6m ask and £1.6m to be match funded). The project will be 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. Construction Industry Training Board - Business case to be developed for £20k ask to support the local skills agenda with a pre-employment training programme.

Project - Manage the contract with Locate in Kent

A Gateway 1 paper was presented to Procurement Board on 18 September seeking permission to work with Kent County Council to retender the Councils inward investment services contract. This was approved, and the Council will proceed to work jointly to have a new contract in place effective 1 April 2020. The overall contract value will be £1.53m over three years, of which Medway Council will contribute £210,000.

The Council have also worked jointly with Kent County Council and East Sussex County Council to submit a bid to government for just under £2.5m of European Structural and Investment funds, to be delivered by the inward investment services provider, if our bid is successful.

Cultural Programme

On 4 September, Rehman Chishti MP hosted a reception at the Houses of Parliament to launch Medway's ambition to be City of Culture 2025. Attended and well received by strategic partners from across Medway, the event showcased Medway's strong commitment to culture as a means to deliver positive social impacts and prosperous business growth.

The UK Cultural Cities Enquiry, an independent enquiry into the cultural resources of Britain's cities recommended that cities consider setting up "Cultural City Compacts" – partnerships across the city's cultural sector and extending out to sectors and stakeholders beyond culture to provide leadership and strategic capacity. In England, both the Arts Council England and the Department for Digital, Culture, Media and Sport, consider that this recommendation can help urban areas make a step change in their strategic governance of culture, which will help more people and more places benefit from engaging with cultural opportunity.

The compact approach is to co-create and co-deliver a holistic vision for culture in a place and work together and with partners to deliver a step change in the sustainability and impact of culture in that locality. It must link the cultural sector to broader aspirations and priorities intersecting with the ambitions of health agencies, business, universities and other sectors. The creation of the Medway Cultural Compact provides the opportunity to develop the existing Cultural Partnership Group (CPG) and review and update Medway's cultural strategy, ensuring that it is fit to deliver the new priorities identified in the Council Plan, emerging strategies, key programmes and bid for City of Culture 2025.

The development of the cultural strategy and the Compact will include engagement with the cultural sector and residents across the Medway and set the framework by which we can work together to grow and thrive. The Compact will directly oversee the development of Medway's new cultural strategy. An appropriate widely owned Compact business plan and cultural strategy will articulate Medway's cultural attributes, competence and ambition, and in doing so, elevate stakeholder confidence to champion a bid to become the UK City of Culture in 2025. Key dates:

- 4 October - Cultural strategy consultant appointed
- 8 October - CPG begins transition to Compact status
- Mid-October - Cultural strategy engagement programme begins
- 3 February 2020 - First draft of strategy
- 23 March 2020 - Final strategy
- June/July 2020 - Cabinet approval

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

The Council are playing an active role in Dickens 150 taking place in 2020 by delivering a series of events and activities outlined below.

Dickens Desk

In partnership with Wordsmithery, Heritage and Adult Education teams are developing a creative writing and engagement programme where local professional

writers, poets and spoken word artists spend a day in residence at various Dickens related locations providing public creative writing and performance activities. Medway Council are funding £9,000 and Wordsmithery are applying to Arts Council England for additional funding.

Cardboard Commemorations

Animate Arts have the ambition to create a special commemorative large-scale piece of community artwork for display during the Dickens 150. Location options are being discussed. Animate Arts are being funded £1,000 by Medway Council and will fundraise to increase the budget.

The Last Dream of my Soul - Dickens, Death & Drood Dickens 150 Print Open Call exhibition

10 April - 28 June 2020

The Rochester Art Gallery curator is developing an exciting exhibition with the Guildhall team for a **Dickens 150/MPF20** exhibition focusing on Dickens death and **Edwin Drood** and its relevance to Rochester, incorporating an open print call for artists to create a new cover for Drood or works inspired by Dickens life, novels and his use of Medway as a setting. The show will include a display of the Guildhalls seldom seen Victorian Funerary collection. The first part-work of Edwin Drood will be reissued using the new cover to commemorate his death in June 1870.

Rochester Dickens Festival

Costumed parades, street acts, competitions, readings and a fun fair will transform a Rochester into a Dickensian scene on this June weekend all for free. The popular festival is one of the biggest in Medway's calendar and pays tribute to one of its most famous residents, Charles Dickens.

Dickensian Christmas

Packed with shopping stalls, Rochester becomes a feast of Victorian delights. There are lamp-lit parades, carols to be sung, Father Christmas to be met and even a guaranteed snowfall, framed by Rochester's fairy-tale cathedral and castle. You'll also see some familiar, fabled characters from Dickens' much-loved stories. Highlights include the Seven Poor Travellers Procession, the Grand Parade, a candlelit procession, the open air carol concert, and street performers.

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

Medway Council is putting together a 10 year programme of events and activities across our heritage sites. This will help develop a plan for funding bids and make sure that links across other departments within the council as well as externally are fully explored. It will also enable the Council to work with external partners. The sale of the Conservancy Board Building has led to the development of a permanent Charles Dickens gallery in the temporary exhibition space at the Guildhall Museum. This means that our main exhibition delivery will be focussed at Eastgate House. Our annual exhibition this year was Something Old and Something New celebrating the history and traditions of marriage which ran from June to end of Sept 2019. This will be followed in 2020 with an exhibition on Childhood looking at toys and childhood

throughout the ages with a specific focus on Victorian childhood linking not only to the house during its phase a school but also tying in the 150th anniversary of Dickens death. The purpose behind the exhibitions is to increase repeat visitors to the house. In addition to these annual exhibitions the Council will be running the usual Easter, Halloween and Christmas activities and events including ghost storytelling, Father Christmas and performances of A Christmas Carol as well as talks and children's' activities.

Project - Medway Educational Cultural partnership & THEATRE31 Project

Medway's and Sheppey's Local Cultural Education Partnership's (LCEP).

Secured £1 million in March 2019 from central government's Youth Performance Partnership Fund administered by Arts Council England (ACE). Theatre 31 was one of five projects selected alongside those in Croydon, Derby, Salford and Plymouth and will deliver theatre performance and making projects for 8 to 18-year olds across Medway and Sheppey for the next three years.

Medway Council is the accountable body and first point of contact for ACE.

Icon Theatre are project managing the mobilisation phase supported by a project board, steering group of representatives from both LCEPs, and youth panels from both areas.

The project is youth-led so youth voice and decision making must be at the heart of the project. It is 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. The intention is to work with 2,000 individual young people over the three years, targeting those who do not currently engage in or have access to theatre and culture.

Icon Theatre are currently working on baseline surveys, establishing youth panels, gathering suggestions for the menu of 'go-see' opportunities for the young people and developing the longer-term delivery plan for the project.

A youth panel coordinator and independent evaluator are being appointed.

All five funded projects met on 19 July in Derby to further develop the process for evaluation throughout the project and to share updates on their individual projects. Next national meeting is in Plymouth on 29 November.

Project - Deliver Command of the Heights

The Command of the Heights is a £2.2m Heritage Lottery Funded project developed to improve access to and awareness of this network of important cultural heritage. Three key investments will improve the area's facilities including a significant enhancement of Riverside 1 open space.

The project has completed tendering and procurement, with the appointment in June 2018 of Coleman & James as the main contractor. The project aims to revitalise the

open space at the Chatham Waterfront Area and provide improved Town Centre linkages to Fort Amherst and the Great Lines Heritage Park.

Works at Fort Amherst's barrier ditch and Spur Battery commenced in October 2018. Followed by a ground breaking ceremony in January 2019. Further education events have been held, along with a successful film launch. A marketing consultant has been appointed to improve the Fort website and promotion. Construction work on Barrier Road and Spur Battery was completed in September 2019 with the hosting of a successful celebration event on 19-21 September 2019 attended by over 750 people. Riverside 1 works were delayed due to archaeological finds but following a successful bid for additional HLF funding, the Riverside 1 works will be completed in April 2020.

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

The Docking Station partners (Chatham Historic Dockyard Trust, University of Kent and Medway Council) have enshrined their partnership ambitions for the Docking Station in a signed Memorandum of Understanding. This was submitted to Homes England on 4 September, alongside a range of supporting documentation, and a formal offer from Chatham Historic Dockyard Trust to purchase the Police House at the Interface Land. This offer is subject to a back-to-back lease arrangement with the University of Kent being signed simultaneously, and draft Heads of Terms for this have been developed.

Homes England have confirmed receipt, and a meeting has been scheduled with them in November to progress discussions.

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

As part of Putting Medway on the Map, Medway Council also hosted Wheelchair Rugby League Grand Final between Halifax and Leeds, plus the Championship Grand Final between Hull FC and Bradford Bulls at Medway Park. The event was live-streamed on OuRLeague and Paralympic channels.

Football Association's (FA) held its first event of the new National Futsal Series on 28-29 September at Medway Park. The event was covered by the FA for national media coverage and kmtv.

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 Champions programme is now well established and six highly successful meetings have taken place, hosted by different venues with different themes and speakers. Attendance is now around 60 people per event. Nearly 30,000 has been

raised from Champions and the funding model is under review by the Place Board as it is a highly competitive marketplace.

Increasing use has been made of the place brand including by companies such as AC Gotham, Medway Development Company, universities and Mid Kent College. South-eastern have rebranded on their platform signs using the place branding and using the name Medway. Plans are now underway to decorate the flank wall outside Rochester Station with the place branding.