








Council Priority: PLACE

Medway: A place to be proud of

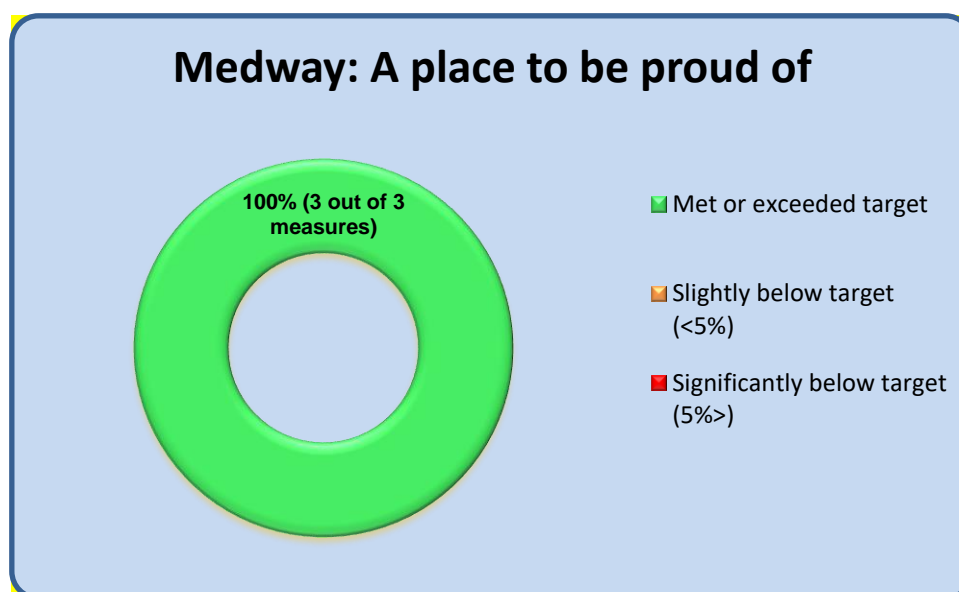
Performance: Quarter 3 2019/20

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

- 33.3% (1 out of 3) improved long term (average of previous 4 quarters)
- 33.3% (1 out of 3) improved short term

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 3 strategic risk register is attached at Appendix 5. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. Following the successful transfer of the waste contract to Medway Norse, there are no risks pertaining solely to this council priority.





The following risks pertain to all priorities:

Reference	Risk Register Page (app 5)	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	15	Procurement savings – capacity and delivery	Chief Legal Officer	DII	L - low I - critical
SR32	29	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR33	31	Impact of welfare reform	Chief Finance Officer	EIII	L –very low I - marginal
SR34	35	Successful delivery of the corporate transformation programme	Chief Finance Officer	EIII	L – very low I - critical
SR36	42	Alternative service delivery models	Chief Legal Officer, Director of RCET	BIII	L - high I - Marginal
SR37	45	Cyber Security	Chief Finance Officer	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
Q2 19/20	80.8%	Q3 19/20	76.7%	75%				19/20	76.7%	75%	

Comments

Satisfaction amongst users of parks and open spaces has decreased to 76.7% in Q3 2019/20, down from 80.8% in Q2 2019/20. More users were neutral about the service (15.5% of respondents - up from 10.2% in Q2) than dissatisfied, 7% (this was up from 6.5% in Q2). A further 0.7% gave no response.

These results are based on the 142 users of parks and open spaces from the 210 respondents to the Q3 2019/20 Citizens' Panel, giving a margin of error of +/-8.3%. This means that the changes are not statistically significant.

Action





Numerous improvements to parks and greenspaces have been completed during Q3. Key sites receiving funding include:

- Capstone Farm Play Area enhancements were completed in October with the provision of a new multiplay junior and toddler unit. This was further enhanced by colourful floor graphics.
- Kings Frith enhancements were completed in November 2019 and included a new toddler roundabout, new playground graphics / panels and a new seesaw.
- The Jacksons Recreational Ground new safer access path is currently being revisited following confirmation from Historic England that the path crosses part of the Scheduled Ancient Monument. Officers will liaise with both Historic England and the University on options.
- The construction of the board walk at Berengrave Nature Reserve require a Felling Licences (to cut /coppice a path through the wet woodland). This will delay the planned works by 3 months meaning that the tree work was not scheduled until November 2020. This means the boardwalk was not due to be completed until early 2021.
- The play enhancements at both Downland Walk and Sycamore Road were completed this quarter and are now available to the public.

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 were due to 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.

Feedback was recently received on the two Mystery Shopped sites (Great Lines and Broomhill) with both judged as Green on the RAG (Red, Amber, Green) system. The updating of the site management plans for Medway's seven Green Flag sites was due to be completed by mid-January 2020 and comments have been made on Plantlife's plan for the Ranscombe Farm proposed Green Flag site. The eight Green Flag applications were due to be submitted by the end of January 2020. Greenspace volunteer work varies between sites and the time of year with nearly 3000 volunteers delivering 12,588 hours in the first three quarters of the year. Volunteers have taken part in two key tasks in Q3 which were the community engagement event at Berengrave Local Nature Reserve, which was supported by the Scouts, existing and new volunteers from Riverside Country Park; and the Friends of Watts Meadow successful event which saw volunteer coming along to undertake seasonal vegetation clearance.

NI 195a NEW		Improved street and environmental cleanliness: Litter						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q2 19/20	96%	Q3 19/20	96.33%	96%				19/20	96.11 %	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 Q3 96.3% (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 Medway Norse.

A visual inspection of 50 metres 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 201 fly tips, all of which were removed within 1 working day. Evidence was retrieved in 62 cases and were referred for further investigation. Of the 201 fly tips, 54 (27%) were dealt with proactively, meaning that they were gone before the public could report them. The team also attended 44 fly tips on private land.

The team has entered into a SLA for the removal of fly tipping from the HRA estate. This quarter, the team has dealt with 312 requests for service, all of which were completed within one working day.

The total tonnage removed this quarter is 41.36 tonnes, including 16.81 tonnes removed from HRA.

Figures for Q3 are lower than normal due to staffing levels, with only one tipper manned full time. Priority was given to public reports, resulting in the team unable to remove as many fly tips proactively.

2 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter. Fines and costs totalled £2,130. There are 9 cases with legal pending prosecution, and another 16 under investigation ready for report to Magistrates Court.





During the quarter the team conducted an Operation alongside Kent Police, this resulted in 1 vehicle being stopped and searched. Two vehicles were seized as they were linked to fly tipping. The service expects the operation will lead to the owners of both vehicles being reported for summons at magistrates' court. One vehicle has been retained for court proceedings whereby the service will seek forfeiture.

The team also conducted an operation targeting vehicles used to carry waste to a site on Lower Rainham Road. A grab lorry and a low loader were seized, paperwork is awaited from the owner prior to deciding which action to take.

60 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. Half were issued to residents for placing their refuse out for collection too early.

18 fixed penalty notices were issued this quarter:

- Littering - 6
- Fly tipping - 8
- Breach of Community Protection Notice – 3
- Trade waste - 1

W6 CP		Satisfaction with refuse collection - Citizens Panel result						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q2 19/20	85.2%	Q3 19/20	85.2%	85%				19/20	85.2%	85%	

Comments

Satisfaction with refuse collection has remained static at 85.2% in Q3 2019/20.

4.8% of respondents were neutral about the service (down from 8.1% previously) and 10% were dissatisfied (up from 5.8% in the previous quarter).

The results are based upon 210 respondents to the Q3 2019/20 Citizens' Panel giving an overall margin of error of +/-6.8%, 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 flattened 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 standards are adhered to enable effective waste collections.

The new waste collection service delivered by Medway Norse launched on 1 October 2019, beginning a 10 year service agreement. The transfer was seamless with no major issues in transfer of services reported. A separate 2 year contract with Veolia for recycle transfer and processing began on 1 October 2019.

The bulky waste collections prove exceptionally busy since the reduction in costs in April 2019 to £10 per collection. This has led to a significant delay in booking times as all slots are booked up 2-3 weeks in advance of collection dates.

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 30 April 2020. The Ministry of Housing, Communities and Local Government (MHCLG) have approved the increase of our development grant to £150K.

Discrete project packages are being developed by a cross-directorate team with identified project leads for each. A draft Business Case was due to be submitted to MHCLG on 15 January. The total project value is expected to be in the range of £11m - £22m (subject to business case development). The proposed investment programme is grouped under three themes:

- 1) Transforming the Pentagon Centre
- 2) Reshaping Movement and Access
- 3) Delivering Productive Uses (Establishing New Drivers of Growth)

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

There was a seamless transfer for the waste collection and cleansing service to Medway Norse 1 October 2019 beginning a ten-year service agreement. A separate 2-year contract with Veolia for recycle transfer and processing began 1 October 2019. Legal arrangements for both were finalised in December 2019.

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
Q2 19/20	N/A	Q3 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 were planned to be replaced was 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). The installation programme has been completed with all 1,800 columns being replaced. Final costs and administration, in relation to the scheme, are being finalised.

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 Q3 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 (£150,000) to support the development of a Business Case. The business case, due to be submitted on 15 January, 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.
- Heritage Creative Quarter - Chatham Intra Heritage Action Zone Deliver Plan was submitted and submission of the Programme Design stage. This supports a project of £3.4m (£1.6m ask and £1.77m to be match funded). The project will be focusing on themes such as re-using 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.
- CITB - Business case has been submitted for £20k ask to support the local skills agenda with a pre-employment training programme.

New funding applications in 2019/20 will include:

- Pinch Point, DfT (£5m - £10m) to reduce congestion and implement traffic management systems,
- Pocket Parks bid of £15k to work with a local community group to improve a public site in Rainham
- A bid to the Local Government Association for £300k called Shaping Places for Healthier Lives.

In Q4 officers and stakeholders will be re-developing a Heritage Fund bid called 'Whose Hoo' for £2m for environmental enhancements across the Hoo Peninsula and an Urban Tree Challenge of c.£500k to support the planting of trees across urban Medway.

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 agreed with Kent County Council to revise the target start date for the new inward investment services contract to 1 August 2020, to align with the end of the current contract period. The overall contract value will be £1.53m over three years, of which Medway Council will contribute £210,000.

Our joint bid to government (with KCC and East Sussex CC) for just under £2.5m of European Structural and Investment funds, to support and extend the inward investment services contract, has passed to the next stage of the process.

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

A programme of events and exhibitions including talks has been pulled together to commemorate the 150th anniversary of Dickens death in 2020. Internal cultural group meetings have taken place as well as meetings with external partners including the Dickens Fellowship. A new permanent gallery (The Making of Mr Dickens) is being developed at the Guildhall Museum in Rochester which will open in June 2020. This will explore Dickens the man, talking his childhood in Chatham and the impact this had on his later character and writings as well as his later life at Gads Hill Place. A further bid to the National Lottery Heritage Board has been unsuccessful in obtaining funding for Dickens Writing Chalet and alternative funding plans are being looked at. A series of arts events are planned linking to Dickens writing and books as well as a series of talks in June and July. The Open Top Bus will be Dickens themed for the Summer of 2020. Various theatrical performances are planned at sites across Medway. Medway Council is working with Visit Kent and other Districts to tie together a campaign and events in 2020. The museum's education team is working with local schools and artists to deliver a Dickens School package throughout 2020.

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, activities and exhibitions across our heritage sites to help boost visitation and spend across its visitor attractions. 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.

Due to the new Dickens Gallery now being developed in the temporary exhibition space at the Guildhall Museum, the focus for temporary exhibitions has now moved to Eastgate House. Eastgate House hosts seasonal activities and events at Easter, Halloween and especially Christmas which has been especially successful in 2019. During the summer season the Council ran the 'Something Old, Something New' exhibition celebrating the traditions and folklore of weddings and marriage. In 2020 the House will run a Childhood exhibition throughout the house include Victorian toys which will link to Dickens 150 commemorations.

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.

Financial claims continue to be submitted to the Heritage Lottery Fund.

Works at Fort Amherst's barrier ditch and Spur Battery commenced in October 2018. Following a ground breaking ceremony in January 2019, the demolition of Riverside 1 commenced. 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 were able to re-start. The wet winter of 2019/20 has slowed progress at Riverside 1 but the main paths were due to be re-opened in mid-January 2020, with the entire site open to the public by 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 acceptance of the Chatham Historic Dockyard Trust offer for the Police House, subject to contract, which is anticipated to be complete by the end of Q4.

The Docking Station steering group continues to meet monthly, and using £150K feasibility funding have commissioned the following preparatory studies and reports:

- Condition Survey (complete)
- Quantity Survey (complete)
- Conservation Plan (complete)
- Structural Survey (complete)
- Valuation Report (complete)
- (Concept) Feasibility Study - phase 1 (complete)
- (Architectural) Feasibility Study - phase 1 (complete)
- Digital Survey (commissioned)
- Project Execution Plan (commissioned)

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. 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.

We have had a first Medway Champions breakfast anniversary on 5th November marking 12 successful months with over 150 champions attending meetings every two months. Our place branding is being used more by developers on hoardings on their sites. This includes the site at the former Toys R Us store and the new Bardell Wharf site being developed by Quinn Estates. All Stations are now branded, 20 champions use the branding on a regular basis and Universities are using the branding and narrative.