

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE - 29 SEPTEMBER 2022

Strategic risks relevant to this committee

SR17: Delivering regeneration

Inherent score	Current score	Movement	Likelihood	Impact
BII	BII	→	High	Major

SR50: Delivering £170m Housing Infrastructure Fund (HIF) programme

Inherent score	Current score	Movement	Likelihood	Impact
BII	CII	→	Significant	Major

Council Priority: GROWTH

Maximising regeneration and economic growth - growth for all Quarter 1 2022/23

Performance and risks by outcome

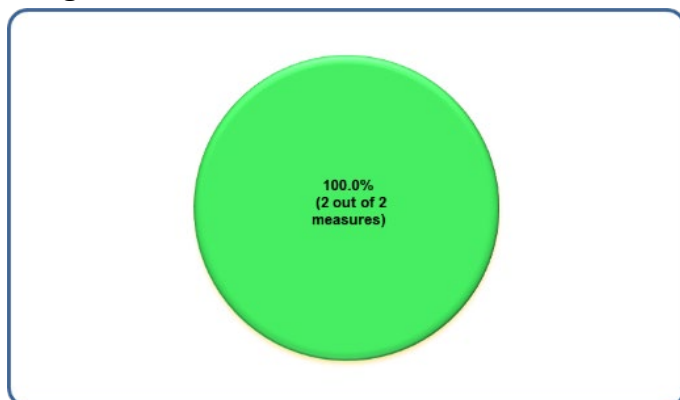
Key

Red	Significantly below target (>5%)	Amber	Slightly below target (<5%)	Green	Met or exceeded target	Goldilocks	Optimum performance is in a target range
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Outcome: A strong diversified economy

Performance Summary

Programme: Inward investment and business growth



The total number of measures relevant to this committee is 3
 2 measures met their target [ECD13; ECD20]
 1 of the 2 green measures is deteriorating long term [ECD13]

PI code	PI name	Aim to	Status	Short Trend	Long Trend
ECD13	% of square footage let at Innovation Centre Medway (ICM)	Maximise	Green	DET	DET
ECD20	% of square footage let in council owned business units	Maximise	Green	IMP	IMP
GVAPJ M	GVA per job – Medway (19/20 annual)	Maximise	Data	IMP	IMP

Comments:

ECD13:

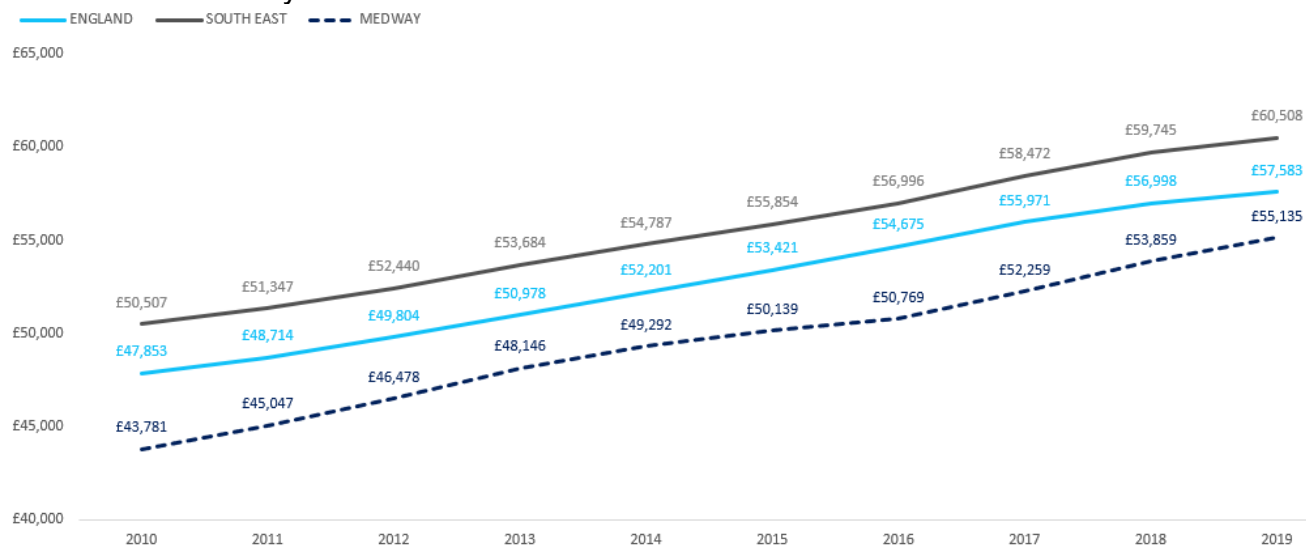
- The Innovation Centre Medway (ICM) continues to perform strongly with only 2 offices vacant. One of these offices is to be occupied on 1 August 2022. The other is the My Desk Space which has no interest from prospective tenants with other specialist providers seeming to be more appealing.

ECD20:

- The Innovation Studio Medway – Storage Containers continue to have 16 out of 17 occupied with interest being shown in the one vacant storage container. Hopewell has 21 of 23 units let. One vacant unit is at lease completion stage and the other is going through the application process. Pier Road has 25 out of 29 units occupied. One vacant unit is going through the application process. One vacant unit is undergoing refurbishment.
- The Innovation Studio Medway has the same numbers as last time with 14 out of the 15 offices let. The vacant office is due to be occupied in July. The Innovation Centre Medway has 2 vacant offices. One is due to be occupied in August.

GVAPJ M:

- This data is published by the Office of National Statistics (ONS) and is normally released in December each year in arrears. ONS have not yet given a date for the next update for 2020.
- Given the volatility with the raw data and because the smoothed data is weighted, year-on-year comparisons should not be made. Gross value added (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.

**Projects for this outcome:**

To provide a comprehensive business support package which supports both business creation and growth (contracted business support):

- Business support launched virtually and went live with promotion from Kent Invicta Chamber, Kent and Medway Growth Hub and Medway Council. The support package has three streams:
 - ❖ Digital High Street – Supporting new and established high street businesses to take advantage of the opportunities of digitalisation, assisting them to get a digital presence via Google Business, online directories and social media.

- ❖ Growth Entrepreneur – Ambitious, committed entrepreneurs can apply to be part of this tailored, bespoke programme of support. To be eligible, they must be prepared to raise at least £25k of capital, be looking to employ staff within the first six months and have been trading for no more than one year.
- ❖ Scale Up Medway – Established businesses seeking to expand and grow may be eligible for this intensive high growth coaching programme. If their business has been trading at least five years and is ready to move on to the next level, this provides a comprehensive full year of intensive one-to-one coaching.

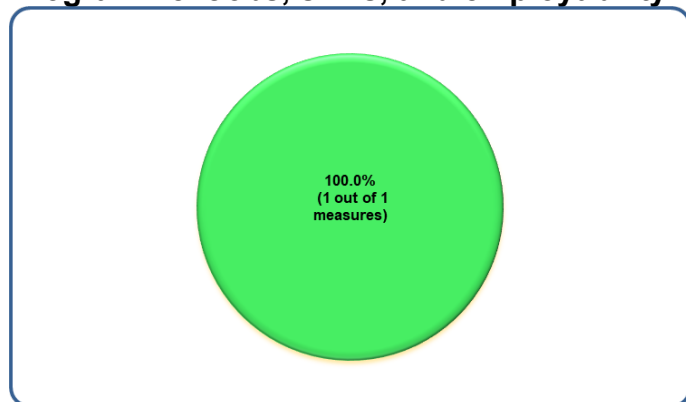
Development of Innovation Park Medway:

- IPM: Gateway Building – Architects are developing a design for a Net Zero Carbon building. The final Royal Institute of British Architects (RIBA) Stage 2 report has been approved and start of RIBA Stage 3 agreed. RIBA stage 3 is due to be complete in September 2022. A Levelling Up Fund (LUF) Round 2 bid is being developed to fund the construction costs – this is due for submission in July.
- IPM: Southern Building 1 – This building is being delivered by Medway Council and is intended as grow-on space for the Innovation Centre Medway (ICM). We have an anchor tenant who is currently finalising heads of terms and would like occupation by March 2024. Design to RIBA 2 is now complete.
- IPM: Northern Building – Various plots across the northern site are being considered by potential occupiers. We are developing two plots in design terms to RIBA 2 standards to help prospective buyers and tenants to visualise what could be delivered. This will also be used for marketing purposes.
- IPM: Multi Storey Car Park – RIBA Stage 2 conceptual design is complete for one of the northern site multistorey carparks. Officers are engaging with the Planning team to ensure the design meets the aspirations of the Innovation Park Medway (IPM) design code and wider IPM masterplan. Design has progressed to RIBA Stage 3. This car park will serve the Gateway Building and two other plots within the IPM northern site masterplan.
- IPM: Gateway Building – A pre-application submission will be submitted following completion of the Stage 3 report. The design of the Gateway Building will pause following RIBA Stage 3 whilst we wait for the LUF funding decision which is expected autumn/winter 2022.
- IPM: Southern Building 1 – We are about to tender for a multi-disciplinary team to finish the design and appoint a contractor to build.
- IPM: Southern Building 2 – A LUF bid will be submitted for this building. If the Council secures the funding it will be built as a grow-on space for tenants at the ICM. The outcome of the bid will be announced in winter 2022.
- IPM: Multi Storey Car Park – The design will pause following RIBA Stage 3, whilst we wait for the outcome of the LUF Round 2 application for the Gateway Building to be announced in autumn/winter 2022 to ensure both projects (Gateway Building and the car park) are aligned.

Outcome: Residents with jobs and skills

Performance Summary

Programme: Jobs, skills, and employability



The total number of measures relevant to this committee is 1
 This measure met its target [LRCC4a]
 This measure is deteriorating long term [LRCC4a]

PI code	PI name	Aim to	Status	Short Trend	Long Trend
LRCC4a	Number of jobs created and safeguarded (cumulative)	Maximise	Green	DET	DET

The following performance measures fall under the remit of the Business Support Overview & Scrutiny Committee and the Children and Young People Overview & Scrutiny Committee. They are included here to provide context and clarity of how the programme, as a whole, is performing:

PI code	PI name	Aim to	Status	Short Trend	Long Trend
MAE 2	% retention rate (Q3 academic year)	Maximise	Amber	IMP	DET
MAE 3	Achievement rate (pass rate) (Q3 academic year)	Maximise	Green	DET	IMP
NI 117(N&U)	Percentage of 16-17 year olds who are not in education, employment or training or whose status is 'not known'	Minimise	Green	NA	NA

Comments:**LRCC4a:**

- In Q1 there has been one successful inward investment: Racon Marine Consultancy. 30 jobs were created. This was achieved by our contracted inward investment agency Locate in Kent.
- Although most units and office space are at capacity there has been some growth within council workspaces with 40 jobs retained at the Hopewell Business Centre (six Galilee Care Ltd and 34 jobs with Sambhana/Take Care Ltd). Seven jobs were also saved in the ICM (one with D B Logistics and six with Woolmer & Kennedy), and one at the Innovation Studios Medway (ISM) (JMG P&H Ltd).

MAE 2:

- This performance measure is based on academic year rather than financial year. Data shown is for Q3 of academic year 2021/22 (February to April, 2022).
- It has been identified that higher withdrawal rates are from longer, more intensive courses. Staff are combatting this by adding more shorter introductory courses to give learners the opportunity to decide if it is the right path for them. The target of 94% is challenging and demonstrates that MAE has high expectations and aspirations for 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 the correct course for them).

MAE 3:

- This performance measure is based on academic year rather than financial year. Data is shown for Q3 of academic year 2021/22 (February to April, 2022).
- It demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non-accredited provision (Recognising and Recording Progress and Achievement (RARPA)). Medway Adult Education's (MAE's) approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising key performance indicators (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 excellent KPI rates are maintained. MAE 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.

NI 117(N&U):

- Data shows a snapshot for May 2022. This is a new measure that looks at the combined rate of 16- and 17-year-olds who are not in education, employment or training (NEET) or whose activity is unknown.

- There are 458 16- and 17-year-olds whose activity is either NEET or not known. This is 6.9%. 221 16- and 17-year olds' are NEET (3.4% of the total) and 237 are not known (3.5% of the total). This is less favourable than at the same point last year when 5.5% were NEET or not known.
- Nationally the rate of NEET and not known is 4.8% and in the South East it is 5.2%.
- Considerable work by the Information, Advice and Guidance (IAG) team has been undertaken to reduce the numbers of young people whose activity is not known. This figure has reduced by almost 80% from the December total of 1,097.
- There remains work to do in supporting young people who are NEET. A further opportunity for 15 young people is planned for the new academic year.
- 3 fixed term equivalent (FTE) IAG specialists are employed to support the NEET cohort, equating to over 150 on caseload. This impacts on the level of support that can be offered to young people.
- Work to update the database via the school census has been done and this has positively impacted the level of not knowns, reducing them by over 50%.
- Further work to cleanse Integrated Youth Support Service (IYSS) data and identify where errors may be occurring, including access to management information (MI) data for the IAG Lead in supporting this work, is taking place.
- The Be Yourself programme is supporting 16- and 17-year-old NEETs within its contract bolstering the support IAG can offer young people. This contract is due to end on 1 November 2022.
- Extra provision for NEETs has been agreed with Mid Kent College. This provision is entering its final weeks and intended outcomes are expected to be 50% entering college in September 2022, with support in place for those unsure of their next steps. A further opportunity for 15 young people is planned for the new academic year.
- Skills Support for Unemployed (SSU) funded provision is now available in Medway, offering a short term solution to opportunities available to NEET young people. The IAG team are working collaboratively with these providers to refer and encourage young people to partake. This funding will soon end and leave a gap within the provision available in Medway.
- Not knowns' tracking continues to be a high priority, seeking alternative methods to contact young people and record their data. Access to internal databases for the IAG team is supporting this work. The Young Person Tracking Officers are working to correct the internal recording anomalies and correct the data held.
- An Aspirations Officer has also been recently appointed for care leavers to help work with improving outcomes and supporting young people and personal assistants (PAs).
- Continued work on cleansing the data is of priority to ensure that the data held for the next academic year is as clean as possible, in an attempt to assure that Medway's data is not affected negatively. September Guarantees are now being collected with the aim of identifying those at most risk of NEET in September 2022.

Project for this outcome:

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

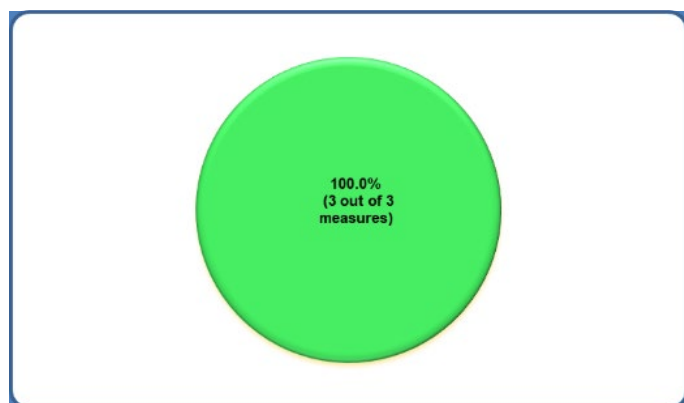
- The pass mark for adult skills in June is 98% and retention is 90% across 1,752 starts. A new Job Centre Plus contract has been secured to deliver support to people aged 50+ who are currently in receipt of out of work benefits.
- The contract will begin in August 2022 and will consist of vocational courses followed by guaranteed interviews.

Outcome: Preventing homelessness

The following performance measures fall under the remit of the Business Support Overview & Scrutiny Committee. They are included here to provide context and clarity of how the outcome, as a whole, is performing.

Performance Summary

Programme: Preventing homelessness



The total number of measures relevant to this committee is 3
 3 measures met their target [NI 156; HC3; HC4]
 2 of the 3 green measures are deteriorating long term [NI 156; HC4]

PI code	PI name	Aim to	Status	Short Trend	Long Trend
NI 156	Number of households living in temporary accommodation	Minimise	Green	DET	DET
HC3	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	Minimise	Green	STATIC	STATIC
HC4	Number of private sector properties improved as a result of the Council's intervention	Maximise	Green	DET	DET

Comments:

NI 156:

- At the end of Q1 2022/23 there were a total of 339 households residing in temporary accommodation (TA) provided by the council in line with its statutory responsibilities. This is a slight increase from the 309 households that were accommodated at

the end of Q4 2021/22. Most 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. There are seven households in TA now that have come from the Homes for Ukraine or Family Scheme processes as follows:

- ❖ 'Family scheme route: accommodation arrangements/relationships have broken down' – 5
- ❖ 'Homes for Ukraine sponsorship route: accommodation arrangements/relationships have broken down' – 1
- ❖ 'Homes for Ukraine sponsorship route: accommodation not available or not suitable on arrival' – 1

- The accommodation provided to families will usually be in the form of a self-contained property located in Medway. The rate of households in TA in Medway is currently 2.88 per 1,000 households. This is slightly lower than the national rate of 4.07 (latest benchmarking figures December 2021). Further benchmarking has been undertaken to identify how Medway compares with other similar sized unitary authorities. In December 2021, the numbers in TA in Milton Keynes had a rate of 9.20 per 1,000 households. Locally, Swale had a rate of 5.76 in the same time period.

HC3:

- A snapshot at the end of Q1 2022/23 identifies that no families were in bed and breakfast (B&B) accommodation. Additionally, throughout the quarter no families were placed into B&B accommodation for more than six weeks.
- Work is continuously underway to ensure that the use of B&B accommodation is kept to a minimum. This has been done by seeking more suitable temporary accommodation (TA) for households and using Housing Revenue Account (HRA) properties as TA. The service has also reviewed its procedures to ensure that all cases with children or a pregnant person are moved on from B&B accommodation within appropriate timescales.

HC4:

- The Private Sector Housing team continues to work with tenants and landlords to improve the standard of accommodation in the private sector. During Q1 2022/23, 191 private sector households were assisted to improve their properties through council intervention.
- 76 category 1 hazards and 129 category 2 hazards have been identified, with 12 category 1 and 99 category 2 hazards being either reduced or removed from the residential properties.
- In terms of hazards identified, electrical and fire hazards featured most prominently from category one, and damp and mould from the category two hazards.
- 19 Disabled Facilities Grant (DFG) applications and two home improvement loans have been approved to make properties more suitable for residents in the longer term.

Projects for this outcome:**Help Medway's people get a foot on the housing ladder:**

- Affordable housing continues to be delivered through the Council's work with developers and registered providers on both land-led and S106 eligible sites. Medway Development Company (MDC) has begun delivery as part of the First Homes Early Delivery Programme and has received a lot of interest for this scheme. First homes will count towards 25% of affordable housing delivery. In addition, officers continue to support bids to increase the housing supply including the Rough Sleeping Accommodation Programme, with the Housing Revenue Account (HRA). This year six self-contained flats with visiting support are planned to come onstream. These will be used for those who have been rough sleeping for the next 30 years. Households applying to Homechoice are supported to ensure eligibility and the service work closely with providers to ensure that properties are allocated correctly to make best use of stock. Applicants to Homechoice are also given an action plan to advise of other options such as Help to Buy.
- Following supply and workforce challenges in 2021/22 it is anticipated that delivery will be brought back on track for sites originally expected to deliver in the previous financial year.

Undertake Sheltered Housing Review and Housing related support services:

- The Homes for Independent Living (HFIL) team have reviewed how the service is delivered to the eight schemes. It is proposed that the team then have a floating Support Officer offering increased resilience and a more flexible service. The Scheme Support Officers also move around the schemes on a rota basis instead of remaining at dedicated schemes. This idea has been presented to the HFIL Forum Representatives in June 2022 for their views and feedback.

Reducing the number of those rough sleeping - Ensure that the council maximises the opportunity to reduce homelessness through prevention and relief:

- The Rough Sleeping Navigators service is being brought in-house to enhance prevention and reduce the likelihood of people, who have been accommodated under various Rough Sleepers Initiatives (RSI), returning to the streets.
- Renewed funding means that the Council can continue work to provide accommodation for people on Medway's streets. Officers are looking to expand preventative activity to stop people sleeping rough in the first instance. The extensive range of accommodation options will continue to meet immediate need and the Outreach team will continue to engage with people on the streets until they are ready to take up offers of accommodation. Positive feedback has been received from the Department for Levelling Up, Housing & Communities (DLUHC) in respect of the ongoing progress that the scheme has made.

To support people and vulnerable families to access housing:

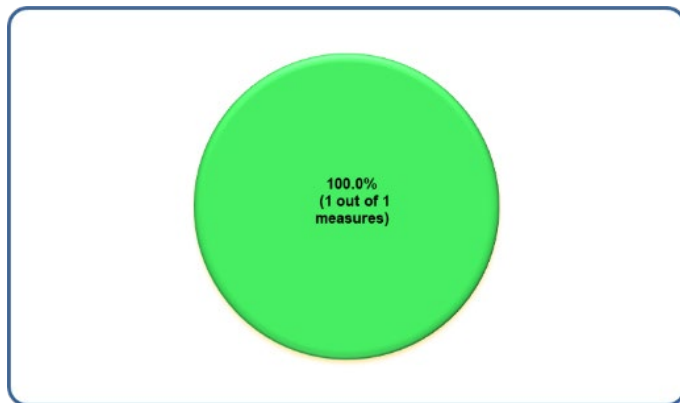
- The Housing Strategy and Partnerships team re-tendered all housing-related support services at the end of the last financial year (2021/22). Supported housing continues to be provided for people who were previously homeless or at risk of homelessness including ex-offenders, women and their children fleeing domestic abuse (DA), and young people. Floating

support is available to any household at risk of losing their home, including people with substance misuse or criminal justice history. Following the introduction of the Domestic Abuse Act 2021, dispersed accommodation has also been commissioned for any household subject to DA. This allows accommodation to be provided by people who cannot access refuges, including men, and households with adult children.

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

Performance Summary

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



The total number of measures relevant to this committee is 1
This measure met its target [NI 154]

PI code	PI name	Aim to	Status	Short Trend	Long Trend
NI 154	Net additional homes provided (20/21 annual)	Maximise	Green	DET	IMP

Comments:

NI 154:

- This performance is reported annually. The latest data has been published in the Council's Authority Monitoring Report in December 2021 and is available on the council's website. From April 2022, the NI154 target should be 1,675.

Projects for this outcome:

Preparation of the new Medway Local Plan:

- Work continues on the preparation of the new Local Plan which will set out the vision for Medway's growth. It will provide direction for investment in homes, jobs and services and policies to protect and enhance what makes Medway special and to ensure that the growth is supported by the required infrastructure. The fourth Housing Test Delivery Plan (HTDP) was reported and agreed by Cabinet in July 2022. This sets out the factors influencing house building in Medway and proposes measures, within the control of the Council, to contribute to increasing the amount and speed of delivery of new housing.

- Once the evidence base work has been completed there will be further public consultation on a regulation 18 draft and following consideration of the responses the council will work towards completing the regulation 19 draft Local Plan in 2023 and seek the necessary authority to publish for consultation. Once that consultation period is complete, all the responses will be considered and modifications made, if appropriate, and the Plan will be submitted back to Full Council for authority to formally submit the Plan to the Inspectorate to hold an examination in public.

Work with landowners and developers to promote the delivery of housing on appropriate sites in Medway to meet our housing targets and vision for Medway's successful growth:

- The Planning Service continues to work with landowners and developers to promote the delivery of housing on appropriate sites in Medway. This enables the Council to meet its housing targets and support its vision for successful growth in Medway by meeting regularly with developers and landowners, engagement in the preparation of the new local plan and wider policy documents, and by implementing the planning protocol in partnership with other Kent authorities.
- An annual forum with major developers and small-to-medium enterprises (SMEs) was successfully held remotely in October 2021. The Planning Service regularly meet with individual developers and landowners. Consultation events are held as required as part of the process for the preparation of the new Local Plan.
- Cliffe and Cliffe Woods Parish Council has submitted a draft plan to Medway Council. There is ongoing engagement with Neighbourhood Planning groups at Arches (Chatham), High Halstow and Hoo St Werburgh on their emerging neighbourhood plans. In addition, liaison has taken place with Arches (Chatham) Neighbourhood Forum on development work on the proposed Neighbourhood Development Order.
- The Head of Planning has met with several developers to discuss specific projects and complex applications during Q1.

Facilitate delivery of Medway 2037:

- The drafting of the new Medway 2037 Strategy is nearing completion and has been discussed at Committee and is due to go to Cabinet in Q2 2022/23. This new strategy will lead the delivery of Town Centre development, Innovation, and the new River Strategy work across Medway. The River Strategy itself will report to a later committee cycle.

Dissemination of Medway 2037 and implementation of the Delivery Plan:

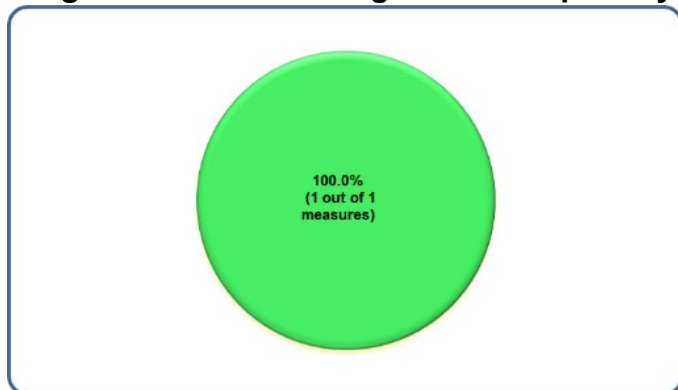
- Medway 2035 continues to form a strong strategy base for funding applications and has been drawn upon in all of Medway's recently successful Levelling Up Fund (LUF) and Community Renewal Fund (CRF) submissions. Its revision – to reflect significant changes since its adoption in December 2018 (including Housing Infrastructure Fund (HIF) award, climate change emergency declaration, Brexit, Covid-19, child-friendly city commitment) is currently being finalised. Medway 2035 is being refreshed to align with the emerging Local Plan, to become Medway 2037. It will encompass a number of documents with deliverable action plans and will build upon existing and proposed strategies including the Skills and Employability Plan, Innovation Strategy, Town Centres Strategy, and River Strategy and align with other relevant strategies such as the Climate

Change Action Plan, Culture Strategy, Tourism Strategy, and Sport Strategy. Priorities include destination and placemaking, town centres, inward investment, business accommodation and digital connectivity, sector growth and improving employability. Cross cutting themes include climate change and net zero, innovation, and growth for all.

Outcome: Getting around Medway

Performance Summary

Programme: Tackle congestion hotspots by transport and public realm improvements



The total number of measures relevant to this committee is 1

This measure met its target [NI 167]

This measure is deteriorating long term [NI 167]

PI code	PI name	Aim to	Status	Short Trend	Long Trend
NI 167	Average journey time along 5 routes across Medway (mins per mile) (21/22 annual)	Minimise	Green	DET	DET

Comments:

NI 167:

- During Q1 officers received data from the Department for Transport (DfT) for journey times for the calendar year 2021. For this indicator, which is an average of journey times from across five key transport corridors in Medway for the 8am to 9am morning peak, for quarters 1, 2, and 3 of 2021/22 the time remained well below the four minutes-per-mile target, with an average of 2.6 minutes per mile. This is an excellent result, taking in to account the fact that commuter habits were returning to normal following the Covid19 lockdown period, and is a testament to the work carried out by the team across the year through a range of projects to tackle congestion.

Projects for this outcome:**Medway Tunnel Improvement Plan:**

- Scheduled annual maintenance is on track including inspections and any minor repairs. Challenge Fund and Council match funding is on track to go out to tender this financial year (2022/23) subject to other arrangements including arranging the governance structure for a potential project team. Anticipated works are to commence in the 2023/24 financial year.

Department of Transport Self-Incentive Programme (Band 3 Award):

- Self-Assessment Band 3
 - ❖ Medway Council has achieved an overall Band 3 Self-assessment Award since 2018, therefore securing maximum Incentive Fund allocation. Commencing from 2022, and each year until 2025, the total value of Medway's Incentive Element will be circa £353k of highway maintenance funding. Medway achieving an overall Band 3 award not only secures future highway funding but also helps to drive the principals of Asset Management across the Highway Service. Asset Management deep-dive assessments are completed on a monthly basis to identify the outstanding evidence required in order to maintain an overall Self-Assessment Band 3. Asset Management deliverables achieved within Q1 include:
 - Medway's Performance Management Framework (PMF) has been completed and is currently awaiting review. The PMF will continue to be used towards the ongoing monitoring and performance measuring of key areas of the Highways Service. The performance targets and service levels discussed in it can be used for furthering improvements within the service.
 - Medway's annual Highway Corporate Complaints report has been produced, which provides information relating to the complaints and compliments received and managed across the Highways Service. This provides a basis for future analysis in order to identify strengths and weaknesses in areas of the Service, whilst also enabling performance benchmarking to be undertaken.
 - Medway Highways Annual Customer Enquiries Trends Report has been produced, which provides an analysis into customer enquiries directly relating to the Highway Service. This enables trends to be identified, which therefore provides scope for improvement across the service.
 - The Highway Asset Management Delivery Plan for 2022/23 has been updated and provides the programme of deliverable asset management functions which need to be achieved throughout the financial year.
 - Medway Highways has taken part in the Annual Local Authority Road Maintenance (ALARM) survey, which provides an overview of the general condition of the local road network. The results of the ALARM Survey have been shared with Senior Management and Medway Highways Portfolio Holder.

- Highway Asset Management Strategy
 - ❖ Medway Council's Highway Asset Management Strategy will set out how the Highway Service will be delivered and will establish the processes that are necessary to develop, implement and continuously improve highway asset management functions. An embedded Asset Management approach will maximise value for money by means of ensuring informed investment decisions are made and manage risk and maintain the Highway Network to the desired condition. This ensures a safe, secure, and accessible network for local residents and highway users. The value of developing a Highway Asset Management Strategy includes:
 - It supports the evidence base for the Department for Transport (DfT) Self-Incentive Fund that determines the levels of funding that Medway Council secures for ongoing Highway Maintenance.
 - It will be used to further embed the principals of Asset Management into the Highway Service, therefore strengthening Highway Service delivery through the adoption of performance-based target measures.
 - This will serve as Medway Council's overarching Highway Asset Management Strategy and will interlink related policy documents across the Highways Service in order to encourage asset management integration.
- The new Highway Strategy to replace the Highway Asset Management Plan (HAMP) and Transport Asset Management Plan (TAMP) is in its final stages of compilation. It is expected to be approved at senior level in Q2 and be presented at Cabinet in Q3 for formal adoption.

Develop a range of strategies for addressing identified congestion hotspots in Medway, including improvements to traffic signal infrastructure and programming:

- During Q1 officers have taken measures to reduce congestion at key locations involving combination of traffic projects and traffic signal site improvement/optimisation. A key junction improvement at Mierscourt Road, Rainham, forms part of congestion reduction works for this year. A design principle has been established and design work is underway.
- In addition to this, traffic signal site improvements and optimisations continue on a rolling programme. These are identified via network review, fault monitoring/site interrogation, and stakeholder engagement. During Q1 additional traffic signal sites have been added to the urban traffic control (UTC) system allowing remote fault monitoring and the minimisation of poor site performance duration.

To deliver the introduction of a new passenger rail service, including a station, crossing points and stabling:

- The Housing Infrastructure Fund (HIF) rail scheme will provide a rail transport link to Gravesend, and onwards to London on the existing Grain line, adapting the current freight line to allow for the implementation of a passenger service.
- To enable the delivery of a passenger service this involves the development of a new station and sidings off the main line, a passing loop to allow trains to pass, additional work at five crossing points along the railway, and a track crossover outside

Gravesend station to allow use of a bay platform. The trains utilised as part of the passenger service will be battery operated to avoid the electrification of the existing Grain line.

- In addition to the physical infrastructure detailed above, a car park is planned at the station linking the proposed access road connecting to Stoke Road roundabout as part of the wider Phase 4 works in the HIF Highways scheme. The car park has been designed to connect in with bus and other non-motorised forms of transport, with the station designed to form part of a strategic transport hub for the area.
- Design of the infrastructure is continuing in parallel with further study of the service provision. All elements of the scheme are being considered in terms of environmental impact and this will form the basis for our Environmental Impact Assessment (EIA).

To deliver a package of 6 highways interventions in support of the HIF bid:

- The Housing Infrastructure Fund (HIF) is to provide essential infrastructure and connectivity across the Hoo Peninsula including roads, rail, and a strategic environmental management scheme (SEMS) to unlock 10,600 new homes. The Highways scheme held a second-round consultation in winter 2021/22, with its results due summer 2022. This consultation presented the significant changes to the scheme following the first consultation (Q1 2021/22). The Road Scheme reached design freeze 1 across all six phases in spring 2022. The Environmental Impact Assessment (EIA) continues with a suite of surveys with the final statement due Q4 2022/23.
- Designs will now be progressed to detailed design.