

Council Priority: GROWTH
Maximising regeneration and economic growth - growth for all
Quarter 2 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 |
| DET | Deteriorating | STATIC | Static | IMP | Improving | NA | Not applicable/available |

Outcome: A strong diversified economy

Strategic Risk Summary

SR17: Delivering regeneration

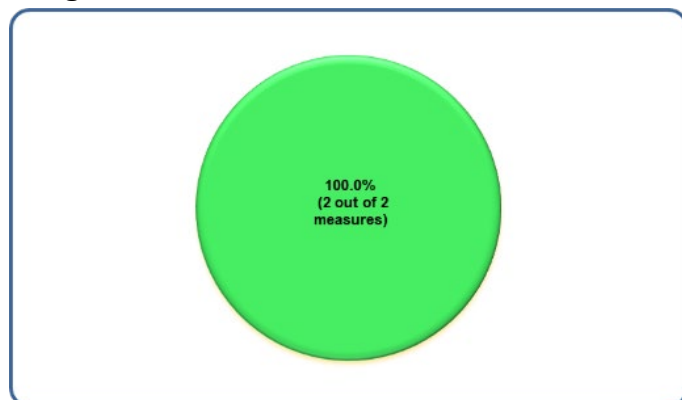
| Inherent score | Current score | Movement | Likelihood | Impact |
|----------------|---------------|----------|------------|--------|
| BII | BII | → | High | Major |

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

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

Performance Summary

Programme: Inward investment and business growth



The total number of measures is 3
 2 measures met their target [ECD13; ECD20]
 None of the 3 green measures are deteriorating long term
 1 measure is data only [GVAPJ M]

| PI code | PI name | Aim to | Value | Target | Status | Short Trend | Long Trend |
|---------|---|----------|------------|--------|--------|-------------|------------|
| ECD13 | % of square footage let at Innovation Centre Medway (ICM) | Maximise | 100.00% | 90.00% | Green | IMP | IMP |
| ECD20 | % of square footage let in council owned business units | Maximise | 94.88% | 90% | Green | IMP | IMP |
| GVAPJ M | GVA per job – Medway (20/21 annual) | Maximise | £56,529.00 | Data | Data | IMP | IMP |

Comments:

ECD13:

- The Innovation Centre Medway (ICM) is performing well with 100% occupancy. Several tenants are changing office in the next quarter with many new tenants waiting to occupy offices once they become vacant.

ECD20:

- Overall occupancy levels are almost at 95%, their highest overall level for four years.
- Hopewell has its highest recorded occupancy at just under 98% with the only vacant unit going through the process of issuing a lease to a new tenant.

- The Innovation Centre Medway (ICM) and Innovation Studios Medway (ISM) both continue to perform strongly with maximum occupancy levels of 100% achieved. The ISM also has 16 of the 17 containers let.
- Pier Road has lost one tenant versus last quarter with 24 of the 29 units let. Two of these remaining units are going through an application process. One is being actively marketed. The remaining two are not being marketed; one due to outstanding repairs, and the other due to a change of use.

GVAPJ M:

- This data is published by the Office of National Statistics (ONS) and is normally released in December each year in arrears.
- 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.
- Medway's GVA per filled job for 2020 is £56,529, which is 4.2% below that of England (£58,995). However, in 2010, Medway was 9.2% below England, so for 2020, Medway has become closer to England by 5 percentage points over these 10 years.
- From 2015 to 2020, Medway's GVA per filled job has increased by 12.5%, which is a higher percentage change than that of the South East (10.5%) and England (9.3%). Medway has also seen a higher rate of change over 10 years at 29.4%, compared to the South East (22.6%) and England (22.5%).



Projects for this outcome:

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

- Throughout Q2 the business support programme, delivered through the Council's existing service level agreement (SLA) with the Kent Invicta Chamber of Commerce (KICC) continued to provide intensive businesses support focusing on scale-up and increasing productivity, growth, and job creation.
- KICC currently have three businesses (Que 'n' Brew Smokehouse, Kalikas Armour, and Matthew Eluwande Design Ltd) participating in the Growth Entrepreneur programme – a tailored, bespoke programme that aims for businesses to increase capital and employee growth.
- The first cohort of five businesses for the more advanced Scale Up programme have yet to be agreed between KICC and Medway Council – this will take place in October 2022.

Development of Innovation Park Medway:

- Innovation Park Medway (IPM): Gateway Building – RIBA Stage 3 Design is now complete, and a design freeze has been agreed whilst we await the Levelling Up Fund (LUF) Round 2 decision. If successful with the LUF bid the design will progress

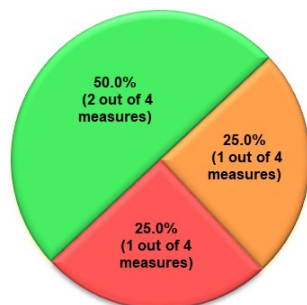
to construction phase and we will appoint a contractor to build. If unsuccessful, officers will explore alternative options for this plot.

- IPM: Southern Building 1 – A multi-discipline team has now been procured to design the first and second building. Design is progressing well; we are going out to tender for a works contractor, due to be appointed early 2023.
- IPM: Southern Building 2 - We have submitted a LUF bid Round 2 for this building. If we secure the funding, we will build it as a grow-on space for tenants at the Innovation Centre Medway (ICM). We will hear the outcome of the bid in winter.
- 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 to help prospective buyers and tenants visualise what could be delivered. Images will be available on the IPM website to attract tenants.
- IPM: Multi Storey Car Park – RIBA Stage 3 design is progressing and the project is due to be paused prior to Stage 4, while we await the outcome of the Gateway Building LUF Round 2 application. Once built, this car park will serve the Gateway Building and two other plots within parcel N1 of the IPM northern site masterplan. If successful with the LUF bid, the design and build will run alongside the Gateway Building programme. If we are not successful, the car park will be brought forward in line with the first building to be built within the N1 parcel.

Outcome: Residents with jobs and skills

Performance Summary

Programme: Jobs, skills, and employability



The total number of measures is 4
 2 measures met their target [MAE 3; NI 117(N&U)]
 1 measure was slightly below target [MAE 2]
 1 measure was significantly below target [LRCC4a]
 1 of the 2 green measures is deteriorating long term [MAE 3]
 The amber measure is deteriorating long term [MAE 2]
 The red measure is deteriorating long term [LRCC4a]

| PI code | PI name | Aim to | Value | Target | Status | Short Trend | Long Trend |
|-------------|---|----------|--------|--------|--------|-------------|------------|
| LRCC4a | Number of jobs created and safeguarded (cumulative) | Maximise | 26 | 90 | Red | DET | DET |
| MAE 2 | % retention rate (Q4 academic year) | Maximise | 89.56% | 94% | Amber | DET | DET |
| MAE 3 | Achievement rate (pass rate) (Q4 academic year) | Maximise | 96.39% | 96% | Green | DET | DET |
| 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 | 4.2% | 7% | Green | IMP | IMP |

Comments:

LRCC4a:

- In Q2 a further 21 fixed term equivalents (FTEs) were created; Nutradirect (17), Oscar Engineering (2) and Elizabeth Wolfgang Limited (2).

- A further four jobs were created at the Innovation Centre Medway (ICM) – Radar Recruitment (2) and Graham and Co Solicitors (2) – as well as one job at the Innovation Studios Medway (ISM) by JMG P&H.

MAE 2:

- This performance measure is based on academic year rather than financial year. Data shown is for Q4 of academic year 2021/22 (May to July, 2022). The final Education and Skills Funding Agency (ESFA) submission for the academic year 21/22 is due on 20 October. This data is still being quality checked and achievements are being processed so it is not a complete and official figure for 21/22 academic year.
- At the time of writing, retention for 21/22 is under target, at 89.56%, slightly under target (94%). 30% of withdrawals were from learners that were on English for Speakers of Other Languages (ESOL) courses – this is approximately the same number of learners that withdrew last year. Learners on ESOL courses historically have higher withdrawal rates due to the fact learners often have family commitments at home and abroad. ESOL is the most popular curriculum area at Medway Adult Education (MAE) with the longest waiting lists. This means we must withdraw learners quickly when they have periods of absence to allow new learners to enrol. 16% of the withdrawals for this academic year were for online remote courses that are self-led by the learner rather than them attending regular classes. The interest in this type of course was at an all-time high during lockdowns due to the Covid19 pandemic but in the past year interest and motivation to complete these courses has dwindled as learners have gone back to 'normal life'. This year at MAE we have seen signs of Covid19 recovery though an increase of 2,500 learners compared to academic year 20/21. However, this year has still been impacted by anxieties around Covid19 and learner illnesses that have led to higher withdrawals.
- For the 22/23 academic year MAE will be offering more ESOL courses at different times of the day to allow learners to choose courses that fit in better with their lifestyle. MAE will also be able to offer transfers to different course days/times if their current one is not suitable at that time. MAE has also reduced the number of remote courses on offer to align with the reduction in demand. Staff, alongside face-to-face curriculum management, will be more able to monitor a smaller cohort more efficiently and be able to offer more support to complete the course.

MAE 3:

- This performance measure is based on academic year rather than financial year. Data is shown for Q4 of academic year 2021/22 (May to July, 2022). The final Education and Skills Funding Agency (ESFA) submission for the academic year 21/22 is due on 20 October. This data is still being quality checked and achievements are being processed so it is not a complete and official figure for 21/22 academic year. At this current time the pass rate for MAE learners in 21/22 is 96.39% – this is above target. We have had some very successful exams this year with 91% of English for Speakers of Other Languages (ESOL) learners taking their Speaking & Listening examination on the hottest day on record and passing. 99.5% of learners that took a Community Learning course achieved success. A further success in 21/22 is that the 14 apprentices that

completed their apprenticeship where MAE was the training provider achieved a distinction. These figures are expected to differ when achievements have been collated at the final ESFA submission is complete.

- In the 22/23 academic year MAE will continue to support learners in achieving the best result they can. Monthly monitoring of pass rates will take place with Programme Managers and Senior Management to evaluate and adapt the achievement process throughout the year.

NI 117(N&U):

- Data is for August 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.
- Significant progress has been made. The numbers and rate of NEET and Not knowns are at the lowest level Medway has recorded.
- There are 275 16- and 17-year-olds whose activity is either NEET or Not Known – this equates to 4.2%. Of these 233 are NEET (3.6%) and 42 (0.6%) are Not Knowns.
- Nationally the August 2022 rate of NEET and Unknowns is 10% and in the South East it is 16% – these are considerably more than in Medway. The August outturn places Medway in the 2nd quintile nationally, whereas at this point last year we were in the fourth (fifth is poorest) quintile.
- The cycle of the academic year means that, as always, we can expect a rise in the numbers of NEET and Not known as the children in the cohort settle into the next year of their lives.
- Moving forward into the new academic year we will be expecting a significantly increased number of Unknown and NEET 16- and 17-year-olds; this is because all Years 11 and 12 young people become Unknown. The team, alongside the Business Intelligence (BI) team track and record the destinations of Medway's young people using data supplied by schools. However, there are six schools and the college which have not met the deadline to supply data and this will impact Q3 figures. The Information, Advice and Guidance (IAG) team continue to work with these schools to get complete information.
- The IAG team continue to track destinations from the data held in the Integrated Youth Support Service (IYSS) and use systems across the Council to solidify information where details may be lacking on IYSS. The IAG team have a dedicated tracking week planned in the week commencing 10 October 2022 where the whole team will spend 100% of their time tracking. After the tracking week, the IAG team will re-evaluate the Unknowns and plan future tracking activities from there. A mailshot will be conducted to those young people we are unable to contact through the telephone or email. The National Postal Strikes is likely to impact this. The use of social media and online forms continue to be promoted to capture destinations.
- Post tracking week, the IAG team will be in a better situation to identify those NEET young people who require support. We anticipate the number in September to be very low due to the significantly increased Unknowns. The IAG team have,

however, seen an increase in self-referrals from young people who did not receive the GCSE grades they required. The IAG team are expecting to see an increase in NEETs in the early part of the academic year. We must also keep in mind that the NEET figure is a rolling number. Whilst it often seems static, the young people move in and out of NEET regularly.

- In November, the Corporate Parenting Board theme will be Education, attainment and aspirations for children in care.

Project for this outcome:

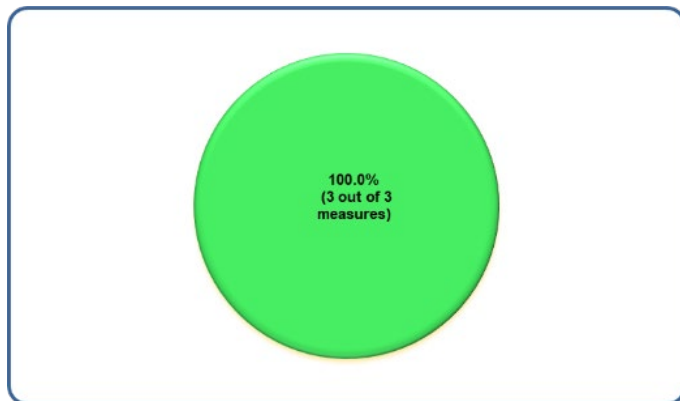
Medway Adult Education (MAE) learning programme to boost local skills levels for those furthest from employment:

- The programme is designed to engage and improve social interaction and mental health as a first step back into working life or back into further education with possible progression to employment e.g. some art learners can exhibit their work with the potential to sell items and move towards a way to earn money through their new skills.

Outcome: Preventing homelessness

Performance Summary

Programme: Preventing homelessness



The total number of measures is 3
 3 measures met their target [NI 156; HC3; HC4]
 1 of the 3 green measures is deteriorating long term [NI 156]

| PI code | PI name | Aim to | Value | Target | Status | Short Trend | Long Trend |
|---------|--|----------|-------|--------|--------|-------------|------------|
| NI 156 | Number of households living in temporary accommodation | Minimise | 365 | 400 | 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 | 0 | 0 | Green | STATIC | STATIC |
| HC4 | Number of private sector properties improved as a result of the Council's intervention | Maximise | 278 | 250 | Green | IMP | IMP |

Comments:

NI 156:

- At the end of Q2 there were a total of 365 households residing in temporary accommodation (TA) provided by the Council in line with its statutory responsibilities. This is a slight increase from the 339 households that were accommodated at the end of Q1. 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. 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.
- Benchmarking – The rate of households in TA in Medway is currently 2.81% per 1k households. This is slightly lower than the national rate of 3.98% (latest benchmarking figures March 2022). Further benchmarking has been undertaken to identify how Medway compares with other similar sized unitary authorities. In March 2022, the numbers in TA in Milton Keynes had a rate of 8.02% households per 1k households. Locally, Swale had a rate of 5.92% in the same period.

HC3:

- A snapshot at the end of Q2 identifies that no families were in bed and breakfast (B&B) accommodation. Additionally, throughout Q2 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 Q2, 278 private sector households were assisted to improve their properties through Council intervention.
- Five category 1 hazards and 151 category 2 hazards have been identified, with four category 5 and 107 category 2 hazards being either reduced or removed from the residential properties. Nine enforcement notices were issued. Hazards identified - electrical and fire hazards featured most prominently from category one, damp and mould of the category two hazards.
- 12 houses of multiple occupancy (HMO) licences have been issued.
- 43 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 the next 30 years for those who have been rough sleeping. 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. A six-month plan has been put together and discussed with the HFIL Forum on 5 September. The pilot for new service delivery started on 5 September. It will be reviewed by the HFIL staff throughout the pilot and discussed again at the next HFIL forum in December 2022.

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.
- Housing services have successfully recruited to the posts in the rough sleeping navigator service and have mobilised our accommodation-based options.
- The Medway Housing team are in preparation for the winter and have been reviewing our severe weather emergency protocol in advance of this. Rough Sleeping Initiative services will be working closely with colleagues across the Re-housing team and Housing Solutions and the voluntary and community sector to manage any increased demand across the winter months. Housing Strategy and Partnership Services are currently reviewing the best way to deploy our funded preventions worker with colleagues in Housing Solutions.

To support people and vulnerable families to access housing:

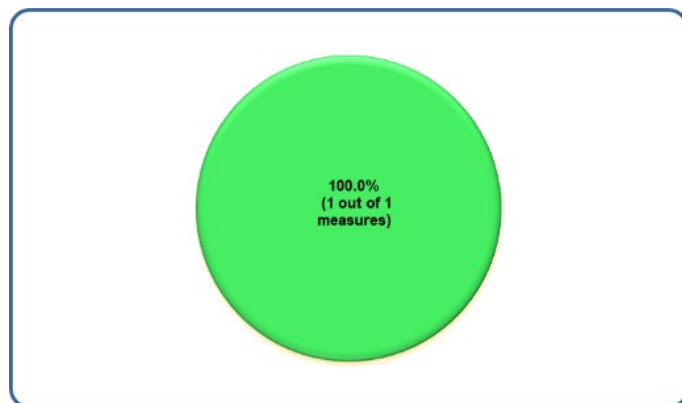
- Our supported housing and floating support services have all been successfully mobilised following the award of tender and provide housing-related support to a broad section of vulnerable Medway residents.

- Our Domestic Abuse Safer in Medway dispersed scheme project is running at full capacity offering support and accommodation to households fleeing domestic abuse but who wish to stay within Medway and near to their networks. We are hoping to expand this support service to cover households who have had sanctuary scheme measures installed and also provide wider counselling support for families with children who have been exposed to domestic abuse. This service is funded through the Department for Levelling Up, Housing & Communities (DLUHC) and we are waiting to hear about ongoing funding.

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 is 1
1 measure met its target [NI 154]

| PI code | PI name | Aim to | Value | Target | Status | Short Trend | Long Trend |
|---------|--|----------|-------|--------|--------|-------------|------------|
| NI 154 | Net additional homes provided (20/21 annual) | Maximise | 1082 | 1000 | 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. Data for 21/22 is anticipated in December 2022. 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 – 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.
- An updated Local Development Scheme, setting out the local plan programme, was presented to Cabinet in October 2022.

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) has been arranged for November 2022. 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.
- The Planning Service continue to work with Neighbourhood Planning Groups to progress plans to Examination, Regulation 14 and Regulation 16 consultations.
- The Head of Planning has met with several developers to discuss specific projects and complex applications during the quarter.

Facilitate delivery of Medway 2037:

- A final draft of Medway 2037 set of strategies, including Medway 2037, Town Centre Strategy, Innovation Strategy, and the Skills & Employability Plan were presented to Cabinet in October. Approval was given for publishing and fully accessible desktop versions will be publicly available online by the end of the year. The River Strategy itself will report to a later committee cycle.

Dissemination of Medway 2037 and implementation of the Delivery Plan:

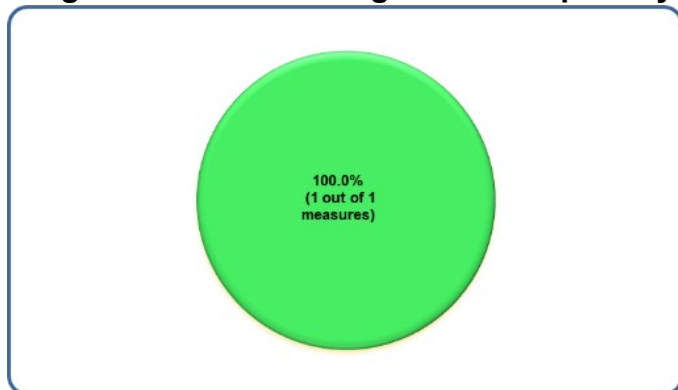
- Medway 2035 was the core Regeneration Strategy for the Council. Its recent revision reflects significant changes since it was considered by Cabinet in December 2018 (Housing Infrastructure Fund (HIF) award, climate change emergency declaration, Brexit, Covid19, Child-Friendly city commitment etc). Medway 2035 has been refreshed to align with the emerging Local Plan, to become Medway 2037.

- Medway 2037 strategies include Medway 2037, Skills and Employability Plan, Innovation Strategy, Town Centres Strategy, and the 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. The Medway 2037 strategies, apart from the River Strategy which will be sent under separate cover, were presented to and approved by Cabinet in October. Once approved for publication, a fully accessible desktop version will be made publicly available online.
- A consolidated Delivery Plan has been drafted and will be kept in-house to measure the progress of the actions within the strategies.

Outcome: Getting around Medway

Performance Summary

Programme: Tackle congestion hotspots by transport and public realm improvements



The total number of measures is 1

1 measure met its target [NI 167]

The green measure is deteriorating long term [NI 167]

| PI code | PI name | Aim to | Value | Target | Status | Short Trend | Long Trend |
|---------|--|----------|-------|--------|--------|-------------|------------|
| NI 167 | Average journey time along 5 routes across Medway (mins per mile) (2021 calendar year) | Minimise | 2.95 | 4.00 | 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 Q1, 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.
- The next tranche of data is expected by Q1 2023/24.

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

- Scheduled annual maintenance is on track including inspections and any minor repairs. Challenge Fund works, matched by council 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.
- The first two of four quarterly closures for routine maintenance on the tunnel have been completed with no issues and the next closure is due in December 2022.

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

- The 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 monthly to identify the outstanding evidence required in order to maintain an overall Self-Assessment Band 3.
- The new Highway Strategy to replace the Highway Asset Management Plan (HAMP) and Transport Asset Management Plan (TAMP) has now been completed. It is currently sitting with Senior Management and scheduled for Cabinet adoption at their meeting on 10 January 2023.

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

- During Q2, officers confirmed that measures to reduce congestion at key locations involve a combination of traffic projects and traffic signal site improvement/optimisation. Traffic signal site improvements and optimisations continue on a rolling programme. These are identified via network review, fault monitoring/site interrogation, and stakeholder engagement. So far, additional traffic signal sites have been added to urban traffic control (UTC) allowing remote fault monitoring, minimising poor site performance duration. During the quarter, real time fault monitoring has continued daily, minimising congestion related to sub-optimal equipment performance.
- In addition, 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. Good progress has been made and the continued project delivery planned, however third party (National Highways) works affecting the Medway network have led to a delay to trial holes to support the design process. The project plan will continue to be updated during Q3.

- During Q2, a design investigation commenced in relation to peak time congestion at Birling Avenue/A2 London Road, Rainham. This work will be concluded during Q3.

- Further projects in the interest of congestion reduction are included with the programme of works for 2022/23, with design progress planned for the next quarters of the service plan period.

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.
- Achievements:
 - ❖ The HIF Roads team has continued engagement with residents and stakeholders with site meeting being held.
 - ❖ Detailed design progresses as we work towards a planning application submission.
 - ❖ The Environmental Impact Assessment (EIA) continues as each discipline concludes their chapters.
 - ❖ The compulsory purchase order (CPO)/side roads order (SRO) initial workshop to identify land parcels has been carried out.
 - ❖ Commenced Early Contractor Involvement (ECI) to inform the construction programme.
- Actions:
 - ❖ Achieve Design Freeze 2. This has been informed by the consultation feedback.
 - ❖ Finalise environmental mitigation across the scheme.

- ❖ Continue to prepare planning application submission documents, including Case Making, the Transport Assessment and the Environmental statement.
- ❖ Continue to liaise with ECI to optimise construction programme.