

## REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE - 15 JUNE 2023

### 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 4 2022/23

#### Performance and risks by outcome

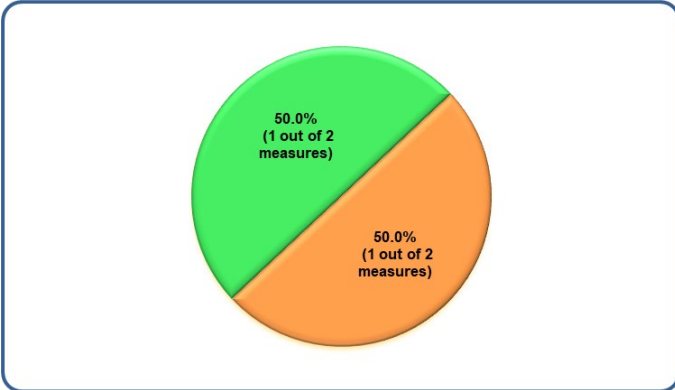
Key

<b>Red</b>	Significantly below target (>5%)	<b>Amber</b>	Slightly below target (<5%)	<b>Green</b>	Met or exceeded target	<b>Goldilocks</b>	Optimum performance is in a target range
<b>DET</b>	Deteriorating	<b>STATIC</b>	Static	<b>IMP</b>	Improving	<b>NA</b>	Not applicable/available

## Outcome: A strong diversified economy

### Performance Summary

#### Programme: Inward investment and business growth



The total number of measures relevant to this committee is 3  
 1 measure met its target [ECD13]  
 1 measure was slightly below target [ECD20]  
 1 of the 1 green measure is deteriorating long term [ECD13]  
 1 of the 1 amber measure is deteriorating long term [ECD20]  
 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	94.44%	90.00%	Green	DET	DET
ECD20	% of square footage let in council owned business units	Maximise	89.94%	90%	Amber	DET	DET
GVAPJ M	GVA per job – Medway (20/21 annual)	Maximise	£56,529.00	Data	Data	IMP	IMP

#### Comments:

##### ECD13:

- For Innovation Centre Medway (ICM), the quarter (Q4 2022/23) has seen various office changes. Four companies have given up offices and two new tenants have moved in. Although the occupancy is shown as 94.44%, there are two new tenants lined up for the two vacant offices and it is anticipated that they will take occupation in April and May respectively.

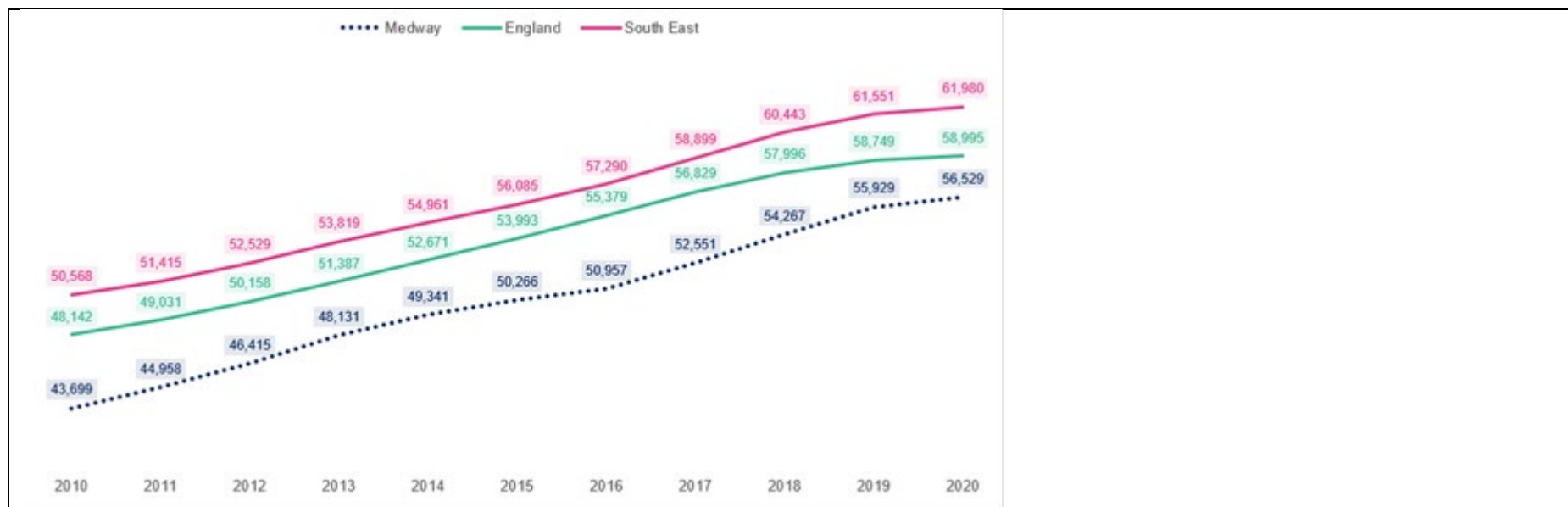
- We also continue to receive regular enquiries for space both from prospective tenants and from existing tenants looking for extra space for expansion.

#### **ECD20:**

- Overall, the four properties have slightly missed their target occupancy of 90% for Q4 2022/23.
- The Innovation Centre Medway (ICM) continues to have high demand. Four tenants left during this quarter, including two offices which were vacated shortly before the end of the quarter, hence reducing the occupancy of ICM from 100% to 94.44%. Two new tenants moved in during the quarter, and the remaining two offices already have tenants lined up to move in.
- Innovation Studios Medway (ISM) is performing strongly with 100% occupation of all 15 offices, and 16 out of 17 storage containers occupied. One tenant gave up their second office during the quarter and two new companies moved into offices. One storage container was given up and one new tenant took a storage container during this period. Demand for ISM remains steady.
- At Hopewell Business Centre 22 out of 23 offices are let. There is a prospective tenant going through the application process and hopefully if they meet all the required criteria then they will be offered the remaining unlet unit.
- At Pier Road Industrial Estate 22 out of 29 units are occupied. Two previous applications have fallen through and so those units continue to be marketed. There are also remedial works to be done on some of the larger units which had been awaiting quotes (these have now been received) before they could be let. One of the units is awaiting a lease from an existing tenant and another existing tenant is hoping to take one of the larger road facing units. There is a waiting list for the units which is being worked through so the situation should improve greatly during 2023.

#### **GVAPJ M:**

- The data is published by The Office for National Statistics (ONS) and was previously released annually in December. Since Covid19, there have been delays at the ONS and the latest release of this data (2020) was in July 2022. The next release date for the 2021 data is yet to be announced.
- 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:

### Development of Innovation Park Medway:

- **IPM: Gateway Building** - Following the announcement from government that the council was unsuccessful in securing Levelling up Fund Round 2, officers are exploring options to bring this plot forward.
- **IPM: Southern Building 1** - Following on from the pre-application in early 2023, the Planning team has requested a follow up meeting before a self-certification is submitted. The current programme is to submit the self-certification in April in order to tender for a works contractor in June 2023.
- **IPM: Southern Building 2** - We were unsuccessful in securing external funding with the Levelling up Fund Round 2. We are currently exploring options on how to bring this building forward.
- **IPM: Northern Building** - Plots are being advertised through our Marketing agents, all of which are now being reviewed and where appropriate, agreeing terms with the potential occupiers. The Innovation Park Medway (IPM) Masterplan is being updated to work more efficiently with the Local Development Order (LDO) & Design Code, however, this has resulted in a delay in producing the plot passports, which are used by the occupiers to inform the design of their buildings. We are working closely with the Medway Planning team and our consultants to speed up the process which is expected to be completed in

May 2023. Once complete, this will enable us to progress the legal terms with prospective occupiers as well as helping us to improve our marketing capabilities.

- **IPM: Multi Storey Car Park** - Design has progressed to RIBA Stage 3+ and a Local Development Order (LDO) Self-certification planning application is being prepared for the first Multi-Storey Car Park (MSCP) (plot N1.3). This car park will be brought forward in line with other buildings on the Innovation Park Medway (IPM) northern site.

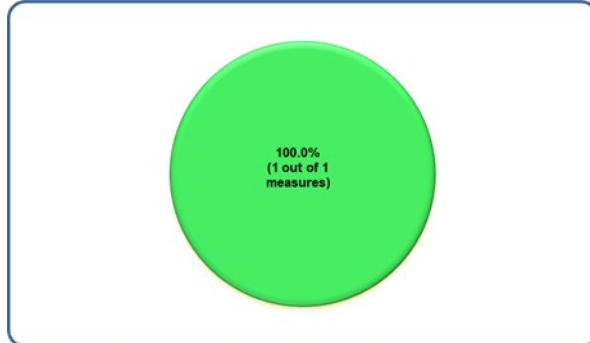
**To deliver a comprehensive business support package which supports both business creation and growth (contracted business support):**

- The Partners for Growth grant scheme received a total of 37 applications throughout Q4 2022/23. 34 were eligible for a grant. A total of £18k has been granted as business support to local small-to-medium enterprises (SMEs) in Q4.
- Throughout this quarter, the business support programme, delivered through the council's existing service level agreement (SLA) with the Kent Invicta Chamber of Commerce (KICC), continues to provide intensive business support focusing on scale up and increasing productivity, growth, and job creation. The first cohort of five businesses in the Scale Up Programme are finishing their support with job creation and future growth continuing to be tracked with the next cohort. Applications are about to open for onboarding in the next quarter. 'The Vanisher Ltd' has joined the Growth Entrepreneur Programme and will continue into 2024/25. The first Medway-sponsored i-Teams took place in Q4 2022/23. Here, three businesses gave University of Kent students - studying across a multitude of disciplines - a business challenge facing them. The students were supported by a business advisor to create a commercially viable proposition. This event involved BAE Systems, the Fitted Rigging House and Elizabeth Wolfgang Ltd (who are also on the Scale Up Programme's first cohort).
- Our delivery partner, KICC, has continued to support businesses in Medway via the Kent and Medway Growth Hub with various enquiries including, but not limited to, business funding, marketing, legal and start-up through emails, 1-to-1 meetings and the Ask Phil widget. They supported 55 unique businesses and provided 29 intensive assists in the previous three months.
- The business and skills inbox continues to be monitored by the Economic Development team and in Q4 2022/23 a total of 102 enquiries were responded to with 15 recorded as intensive assists.

## 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 improving 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	393	200	Green	IMP	IMP

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	Value	Target	Status	Short Trend	Long Trend
MAE 2	% retention rate (Q2 academic year)	Maximise	84.74%	94%	Red	DET	DET
MAE 3	Achievement rate (pass rate) (Q2 academic year)	Maximise	97.88%	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	4.6%	7%	Green	IMP	IMP

**Comments:****LRCC4a:**

- In Q4 2022/23 there was one recorded successful inward investment of 10 full time earners (FTEs) at Nutradirect. 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. Four jobs were also saved at the Innovation Centre Medway (ICM) (WPP Financial) and three jobs saved at Innovation Studios Medway (Goodwall Installations and 4i Water Ltd).
- A further seven jobs were created thanks to Partners for Growth Grants. Caupenne Ltd created four jobs and one each was created with Donuts by Lou, Originate Design and Just Lawns.

**MAE 2:**

- This performance measure is based on academic year rather than financial year. Data is as of 31 March 2023 for Q2 of Academic Year 2022/23 (November to January 2022/23). Data has been extracted from the EBS Management System.
- The retention rate measures the percentage of learners who start a course with Medway Adult Education (MAE) and are either continuing with their learning or have completed their learning. Retention has decreased by 8.48 percentage points (pp) since last reported; and for the Q2 22/23 academic year MAE is 9.26 pp below the challenging target of 94%.
- This decrease is mainly due to learners withdrawing from courses that are funded by the Adult Skills Budget. The known reasons for these withdrawals are mostly due to family commitments and financial reasons. MAE are seeing an increase in learners not being able to attend classes because they need to take additional work shifts, which ultimately leads to a withdrawal.
- Tutors and curriculum staff persevere with keeping learners engaged to offer future courses at more suitable times. 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 measures, observations of teaching and learning, learner and partner evaluations, self-assessment reviews and quality improvement plans at Service and Programme level.

**MAE 3:**

- This performance measure is based on academic year rather than financial year. Data is as of 31 March 2023 for Q2 of Academic Year 2022/23 (November to January 2022/23). Data has been extracted from the EBS Management System.
- The pass rate measures the percentage of learners who complete their course, achieve a qualification or their learning aim. Most recent figures show that Medway Adult Education (MAE) learners continue to achieve very high pass rates, and this demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non-accredited provision (RARPA – Recognising and Recording Progress and Achievement).

- 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 this is evidenced in the good pass and achievement rates.

**NI 117(N&U):**

- Data is for March 2023, the latest published information.
- Not in Education, Employment or Training (NEET) and Not Known data is cyclical and should not be compared quarter to quarter. At the start of each academic year (in September) all local authorities (LAs) experience a rise in the levels of NEET and Not Knowns as young people settle into their post Year 11 activity.
- Significant progress has been made when the March 2023 rates are compared to the March 2022 rates, when the NEET and Not Known rate was 10.3%. The overall percentage of children whose activity is NEET and Not Knowns is 4.6%. This is over 55% better than in March 2022. This year the NEET and Not Known cohort is 317, whilst a year ago it was 679. Currently 214 are NEET compared to 213 last year, and 103 are Not Known compared to 466 in 2022. It is usual for the NEET number to rise when the number of Not Knowns falls as some of those whose activity become known are NEET. In March 2022 Medway was in the 5th (bottom) quintile, whereas in 2023 Medway is in the 3rd quintile.
- Benchmarking:
  - ❖ Nationally 4.8% of 16- and 17-year-olds are NEET or Not Known. This is marginally worse than in Medway. However, in March 2022, the National combined rate was 4.5%. Medway has improved whereas the nation has declined.
  - ❖ The rate of NEET and Not Known in the South East is currently 5.7% – worse than Medway. In 2022 the South East was at 5.0%. The South East rate has deteriorated too.
  - ❖ Medway is now better than both National and the South East.

**Actions:**

- ❖ Work continues to strengthen the process for validation and alignment of the performance data for NEET and Not Knowns. The service and the performance teams work collaboratively to track, record, and monitor the destinations of Medway's Young People using data supplied by schools. The Not Knowns remaining are now manually being tracked using internal and external data sources.
- ❖ The Aspirations Officer post within the 16+ service has now been secured as a permanent post in the establishment. The Information, Advice and Guidance (IAG) team and virtual school meet monthly to discuss cases and ensure data is aligned, and work together to support targeted young people into positive progressions.



- ❖ NEET and Not Knowns tracking will continue as standard practice, and the IAG team will now start to focus on September Guarantee data collections.

### **Project for this outcome:**

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

- Medway Adult Education's (MAE's) curriculum offer aims to engage with people who may be furthest from employment. Courses are designed to engage with a wide range of people including those who may be raising families, seeking employment, experiencing social isolation or have health issues, to encourage them to come together, learn something new and develop confidence. Providing courses in accessible locations takes learning into the heart of the community. These courses are often the learners' first steps towards engaging with more formal education or wider support services.
- MAE provides a range of English, Mathematics and vocational courses that offer pathways into careers such as counselling, administration, childcare and education. For learners who are looking to change career or upskill, these courses can be invaluable. Whilst on programme, learners are given the opportunity to develop their confidence and interview techniques, build CVs and learn the skills needed to support them obtain and maintain employment.
- Courses, such as the Fifty Plus Programme, have been created for target groups in conjunction with local partners. Information and feedback from prospective learners, employers and Medway Job Centre has helped to shape the programme, which is constantly evolving. The first cohort of learners on this programme, who studied business administration, mindfulness and resilience skills, have made good progress. Some have successfully secured employment and are now receiving support to maintain work. Those who have not obtained work to date are receiving support from the team and are maintaining their studies or work experience.
- When learners are referred to the Fifty Plus programme, they complete a skills analysis as part of the initial assessment process. A review of this analysis has highlighted several learners who need to develop their digital skills and confidence with technology to be able to progress. Therefore, a digital skills pathway targeted at learners aged 50 and above has been introduced to the programme.
- The first cohort of 50+ plus learners have completed a digital pathway and they are now progressing onto a Level 1 course in business administration. Feedback from learners who have been attending remains very positive. They are developing the skills and confidence they need to progress.
- This is an example of feedback from a learner on the Fifty Plus Programme: *"I went to the hub in Gillingham to do a course on business and administration, which I found to be interesting and very useful to help me in my career. The team were a great asset in helping me to get a job. I attended the Job Career days at the hub where they found lots of work for me and I've now got a full-time job which I really enjoy and love. Without their help, I'd still be unemployed. They still keep in touch with me*

*even now to see how I'm doing and if they can help me with anything. I would recommend the hub. It's very helpful and I really appreciate the help I got from going there."*

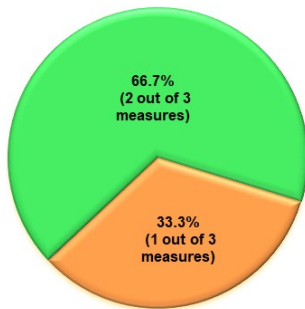
- Moving forwards, the team plan to continue working closely with the Job Centre, employers and learners to inform curriculum design and support people in the Medway community to develop the skills needed for life and work.

## 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 is 3  
 2 measures met their target [NI 156; HC3]  
 1 measure was slightly below target [HC4]  
 1 of the 2 green measures are 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	378	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	235	238	Amber	IMP	IMP

**Comments:**

**NI 156:**

- At the end of Q4 2022/23 there were a total of 378 households residing in temporary accommodation (TA) provided by the council in line with its statutory responsibilities. This figure is slightly higher than the 347 households that were accommodated at the end of Q3. 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 7 households in TA at the moment 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 3.05 per 1,000 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 June 2022, the rate of households in TA in Milton Keynes was 8.23 households per 1,000 households. Locally, Swale had a rate of 6.35 per 1,000 households in the same time period.

**HC3:**

- A snapshot at the end of Q4 2022/23 identifies that no families were in bed and breakfast (B&B) accommodation. Additionally, throughout Q4 no families were placed into B&B 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 woman 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. Throughout 2022/23, 921 private sector households were either assisted to improve their properties through council intervention and, 404 category 1 Hazards and 760 category 2 hazards were identified. 63 category 1 and 542 category 2 hazards were either reduced or removed from the residential properties in 2022/23. These hazards have been removed by either formal or informal actions.

- Throughout 2022/23, 89 enforcement notices were issued. Damp & Mould Growth has been the most prominent hazard throughout the year.
- This year there has been a statistically significant increase with both category 1 and category 2 hazards on previous years. All five of our mobile home sites are now fully compliant and licenced. The remaining 1,585 mobile homes units will be inspected in 2023.
- 142 Disability Facility Grants applications have been approved in 2022/23, along with six home improvement loans being approved. These adaptations have helped the residents to remain in their homes and to regain or retain their independence and carry on living in the community.

**Projects for this outcome:**

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

- Medway's Severe Weather Emergency Protocol (SWEP) was activated in early December 2022. To date there have been six periods of SWEP spanning a total of 44 nights. Across this timeframe 140 people were referred to the SWEP services on offer.
- It is anticipated that the Supported Housing Improvement Project (SHIP) in seeing standards of the exempt supported housing sector improve, will also provide reductions in homelessness.
- In addition, it is anticipated that the Making Every Adult Matter (MEAM) programme will see improvements to the levels of homelessness seen for Medway's most vulnerable residents.

**To support people and vulnerable families to access housing:**

- Housing Strategy and Partnerships have recommissioned a service to provide 20 households with supported accommodation, alongside an expanded counselling service for children and adults, and a complex needs specialist worker.
- In addition, a support service has been commissioned to support households where target hardening measures have been installed – this is known as the sanctuary scheme.

**Undertake Sheltered Housing Review and Housing related support services:**

- Q4 has continued to see the high levels of approaches for homelessness assistance that the council has experienced in previous quarters of 2022/23. For the quarter until the end of February, the Housing Options Service saw 710 approaches for housing assistance, of which 273 triggered a homeless application. This brings the total number of approaches for the year to 3,438, which is well on target to meet our forecast that the total approaches for the year will likely top 3,700. In the event this is correct, this would be an increase of 13%+ for the year compared to 2021/22.

- Despite these pressures, the Housing Options and Private Rented Sector (PRS) teams have remained highly proactive via their prevention and relief activities to work with and support Medway residents and their landlords to sustain accommodation, or obtain suitable accommodation, as appropriate. These activities have included negotiation with landlords, affordability and security of tenure advice, financial support, and working with private sector landlords to secure alternative accommodation. Consequently, for Q4 to date, the council has successfully assisted 164 households to prevent or relieve their homelessness. For the year so far, successful prevention and reliefs stand at 866, which is an average of 65% of all approaches where a homeless duty was triggered.
- Going forward into the next financial year, steps are underway to seek to increase access to the private rented sector by way of implementing a private sector leasehold scheme for the council. Broadly, such a scheme would seek to lease private sector properties from landlords for three to five years, with the council taking over management of the properties and having exclusive use of them to offer to homeless applicants. Recruitment approval for a project manager is currently being sought, with their role being to identify and start up a suitable scheme.
- The Supported Housing Improvement Project (SHIP) will drive up the standard of the exempt supported housing sector by supporting landlords to deliver good quality supported housing. Housing Strategy and Partnership staff will also deliver a workshop on how to improve thermal efficiency and energy saving measures to properties in April 2023.

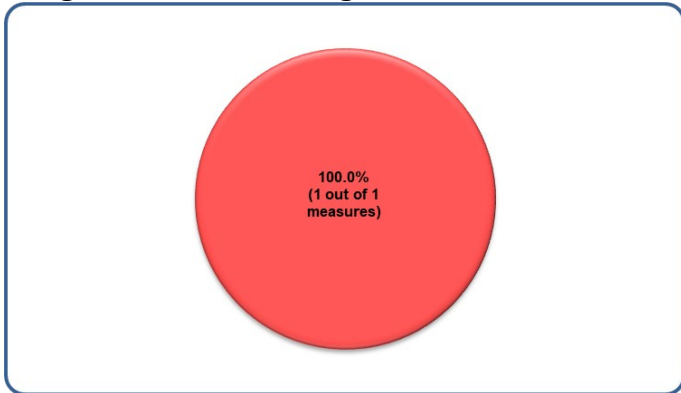
**Help Medway's people get a foot on the housing ladder:**

- Housing Services are progressing a bid to the Single Homeless Accommodation Programme (SHAP) with mhs homes and linking up with advisers from the Department for Levelling Up, Housing and Communities (DLUHC). Discussions have also taken place with Housing Related Support providers. Meetings have been held with Housing Options and Children's Services to agree the strategic gap analysis. If successful, this bid would deliver 30 units of supported housing for young people.
- Housing Services with Income and Welfare Services have been successful in a 3 year Supported Housing Improvement Programme. This will see improvements to the exempt Supported Housing sector which will see improvements in quality, value for money and in turn is anticipated to see reductions in unplanned exits from services.

## 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  
 1 measure was significantly below target [NI 154]  
 This measure is improving long term [NI 154]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
NI 154	Net additional homes provided (21/22 annual)	Maximise	1102	1586	Red	IMP	IMP

#### Comments:

##### NI 154:

- In 2021/22 1,102 units were completed, maintaining the run over the previous years of delivering over 1,000 dwellings; it was the second highest number of homes delivered in a year in Medway since it became a Unitary Authority in 1998. However, it was still 484 dwellings below the requirement of 1,586.
- The requirement since 1 April 2022 is to deliver 1,675 dwellings.

**Projects for this outcome:****Facilitate delivery of Medway 2037:**

- In October 2022, final drafts of the Medway 2037 set of Strategies, including Medway 2037, the Town Centre Strategy, the Innovation Strategy, and the Skills & Employability Plan were approved by Cabinet.
- The design work on creating fully accessible desktop versions is currently underway, with the completion of the strategies expected to be publicly available online by Q2 2023/24, in line with the Shared Prosperity Fund Year 2 launch.
- Work on the River Strategy continues and is expected to go to Cabinet, once completed in 2023/24.

**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, and so on). Medway 2035 has been refreshed to align with the emerging Local Plan, to become Medway 2037.
- The Medway 2037 set of Strategies include Medway 2037, the Skills and Employability Plan, the Innovation Strategy, the 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 of Medway 2037 include destination and placemaking, town centres, inward investment, business accommodation and digital connectivity, sector growth and improving employability. Cross-cutting themes across the priorities include climate change and net zero, innovation, and growth for all.
- The Medway 2037 strategies, apart from the River Strategy, have been approved by Cabinet, and the team are working in collaboration with the Communications team to create fully accessible desktop versions of the strategies that will be publicly available online.
- As part of the Medway 2037 refresh, consolidated Delivery Plans have been worked up and will be kept in-house to measure the progress of the actions within the strategies.
- Medway's Shared Prosperity Fund (SPF) programme strongly aligns with the Strategy Delivery Plans. The SPF Year 1 programme began in Q3 2022/23 and is being closely monitored to achieve outcomes. SPF Year 2 will focus on partnership working to deliver SPF outputs.

**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 to meet its housing targets and support the council's vision for successful growth in Medway. The Planning



Service meets regularly with them through engagement in the preparation of the new local plan and wider policy documents. The service continues to promote and implement the planning protocol in partnership with other Kent authorities.

- An annual forum with major developers and small to medium enterprises (SMEs) took place in November 2022.
- Consultation events are held as required as part of the process for the preparation of the new Local Plan.
- The Head of Planning was invited to the quarterly meeting of the SME forum in Q4 2022/23 as representative of local planning authorities.
- The Department for Levelling Up, Housing and Communities (DLUHC) Chief Planner visited Medway on 20 January 2023 at which time she met lead members and senior management regarding regeneration in Medway. She also met with the Chairman of the SME forum.
- The Planning Service continues to work with Neighbourhood Planning Groups to progress plans to Examination, Regulation 14 and Regulation 16 consultations.
- Over the quarter, the Head of Planning has met with several developers to discuss specific projects and complex applications.

#### **Preparation of the new Medway Local Plan:**

- As set out in the approved Local Development Scheme agreed at Cabinet in October 2022 the council will provide a further period of consultation at 'Regulation 18' in 2023, in advance of publishing the draft Local Plan. The consultation will present options for development sites and locations in advance of finalising the plan's spatial strategy.
- Work on the evidence base, supporting legal documents and content of the draft plan are being reviewed to support the next round of formal consultation. The updates to the plan need to consider the uplift in Local Housing Need, published in late March 2022, from 1,586 to 1,675 homes per year, and extending the plan period to 2040.
- A new 'Call for Sites' was launched in November 2022 and ran until February 2023. This will help to inform a further assessment of potential development sites. This will be coordinated with a further iteration of the Sustainability Appraisal and Habitats Regulations Assessment. The assessment work will identify potential development options for the 'Regulation 18' consultation.

#### **Progress on Future Hoo programme delivery to 2026**

- Since December 2022 the Housing Infrastructure Fund (HIF) team has completed the following:
  - ❖ Obtained planning application for Phase 2a (Hoo Wetland Reserve) of the Strategic Environment Management Scheme (SEMS).
  - ❖ Entered the final phase for the archaeological ground investigations (trial trenching) at Hoo for the road and rail programmes, due to some delays caused by adverse weather conditions over the winter period. Groundworks are due to be complete in April 2023 and an interim report of the results has been received for review.

- ❖ Agreed a signed Statement of Intent between Medway Council and the Hoo Consortium, a group of private landowner and developer interests.
- ❖ Noted that the Hoo Development Framework (by the Planning Service) consultation results were brought through Cabinet in February 2023.
- ❖ Continued to keep the timeline and capital budgets for the programme under review in response to current national pressures from inflation and rising interest rates.
- Work is continuing on the detailed design of the transport investment package.

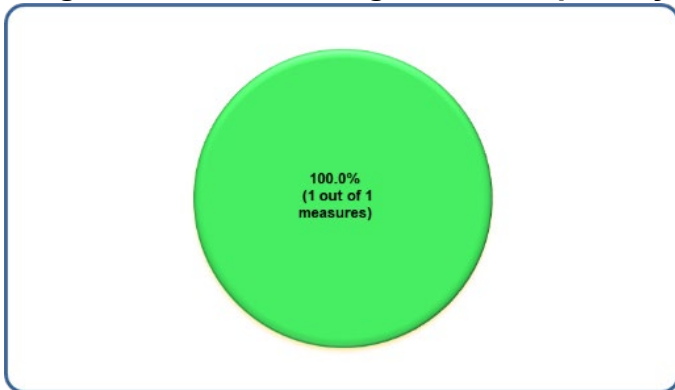
## Outcome: Getting around Medway

### Strategic Risk Summary

There are no strategic risks for this outcome.

### Performance Summary

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



The total number of measures relevant to this committee is 1  
 1 measure met its target [NI 167]  
 1 of the 1 green measures are 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 annual)	Minimise	2.95	4.00	Green	DET	DET

**Comments:****NI 167:**

- As at the end of Q4, the next tranche of Trafficmaster data has not been received from the Department for Transport. It is anticipated that this data will cover the calendar year 2022.

**Projects for this outcome:****Department of Transport Self-Incentive Programme (Band 3 Award):**

- The Highway Asset Management Policy and supporting Strategy were formally adopted by Cabinet at their meeting on 7 February 2023. This document replaces the previous Highway Asset Management Plan (HAMP) and Transport Asset Management Policy (TAMP).
- Our deep dive assessment to ensure evidence is documented to support our Band 3 self-assessment continues. The Highway Asset Management Delivery Plan for 2023/24 has been collated and those actions not completed in 2022/23 have been added.
- The Highway Street Lighting Policy should be finalised by the end of Q2 2023/24 along with several other policies and communication plans.
- The results from the National Highways and Transport (NHT) and Performance Management Framework (PMF) Annual Survey have been reviewed and a detailed action plan is being collated in order that this can be reviewed at monthly Highway Asset Management Working Group meetings.

**Medway Tunnel Improvement Plan:**

- The last quarterly maintenance closure of the Medway Tunnel took place in March 2023.
- The Tunnel Major Systems upgrade detailed design and build element of the A289 Medway Tunnel Project was due to go out to tender by Q4 2022/23, but a slight delay has occurred, and this will now be issued in Q1 2023/24.
- The Council has been successful in receiving an additional £4.9m of funding from the Department for Transport (DfT) towards the ongoing Tunnel maintenance costs, which is in addition to the £4.9m received for the Challenge Fund.
- The scope for a Live Exercise of the Tunnel Emergency Plan is in the process of being finalised, with a view to it being carried out during the September 2023 maintenance closure.

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

- During Q4 2022/23 the green wave panel was installed as planned at Strood Fire Station and has been confirmed as operational, allowing efficient and coordinated responses to emergency vehicle deployment.

- Also, during the quarter, two additional traffic signal junctions were commissioned onto the Urban Traffic Management and Control (UTMC) system allowing remote fault reporting.

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

- In the light of consultation, high inflation, significantly increased construction costs and pressures on public spending, the council is proposing to pause its plans to create a new railway station and train service on the Hoo Peninsula.
- Instead, it is currently exploring the potential for alternative transport options to improve access for residents travelling on and off the peninsula.

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

- The Housing Infrastructure Fund (HIF) has been secured to provide essential infrastructure and connectivity across the Hoo Peninsula to provide 10,600 new homes in a sustainable manner.
- Achievements:
  - ❖ The HIF Roads team has continued to organise and promote engagement with residents and stakeholders with several site meetings having been held with groups across the extents of the scheme.
  - ❖ The detailed design of the proposal continues to progress as we work towards finalising the planning application submission.
  - ❖ The Environmental Impact Assessment (EIA) continues to be progressed towards completion as each discipline concludes their specific Chapters within the overall report.
  - ❖ Refinements to Compulsory Purchase Order (CPO) and Side Roads Order (SRO) are progressing.
  - ❖ The team commenced Early Contractor Involvement (ECI) to refine and better inform the construction programme from a delivery perspective.
  - ❖ Sensitivity testing on traffic modelling for the scheme has been carried out to ensure the network continues to deliver improvements within a reasonable level of service.
- Actions for Q1 2023/24 and beyond:
  - ❖ Finalise environmental mitigation across the scheme and incorporate mitigation measures into plans.
  - ❖ Continue to prepare planning application submission documents, including Case Making, the Transport Assessment and the Environmental Statement.
  - ❖ Continue to liaise with ECI to optimise the construction programme.