

Local Action Plan

URBACT REPAIR Medway, UK



The Local Action Plan Updated May 2011

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1

INTRODUCTION

1. Introduction

The Project REPAIR partners came together to define methods to focus attention on the development of innovative local policy, placing sustainable urban development at the heart of regeneration, to achieve the socio-economic re-use of redundant military heritage to achieve local delivery of the EU Sustainable Development Strategy.

As will be seen later in this document, Medway shares the challenges faced by partners in the REPAIR Project and this document contains a summarised version of the Medway Council Local Action Plan developed during the REPAIR project lifetime and taking account of experiences gained through the exchange of knowledge with partners.

Medway adopted the URBACT Local Action Plan method in concert with all partners and in this document we set out the main challenges, actions, achievements and future steps.



To date concrete actions have not been fully realised in all areas of our focus, but certain actions are underway reflecting both a changing attitude toward EU legislation and through a clearer understanding of the actions necessary and feasible to achieve Sustainable Regeneration of the former military sites in our midst.

2

SCOPE AND OBJECTIVE OF LAP

2. Scope and Objective of LAP

2.1 Geographic and Thematic scope

Medway has over 900ha of brownfield land of which a significant amount was previously operated by the military and is now abandoned. The Medway Local Action Plan covers an area within Medway Council comprising of four former military sites.

- Chatham Historic Dockyard and its surrounding fortifications - successful socio-economic re-use of abandoned military heritage and now accommodates a museum, a university facility, a tourist attraction of historic military ships, a working rope work, various offices and small units housing small businesses and residential accommodation.
- Chatham Maritime, the modern naval base – is now a centre for retail outlets, a new Dickens World tourist attraction, a pub-restaurant-hotel complex, a residential estate, leisure marina, various office complexes have been created there and it is the site of Universities at Medway. A cluster of four universities located in both the historic red brick Naval buildings and new purpose built structures.
- Chattenden Barracks is earmarked for mixed-use regeneration. In its current state it has abandoned military land and buildings currently redundant, whilst there is one zone, which is still occupied by a sub-division of the Royal Engineers armed forces. The plan is to create up to 9,000 new houses on the site plus employment, commercial and community facilities and for the implementation of renewable energy sources.
- The Great Lines and Fort Amherst expanse of land – the open space and hillside fortifications, much of which is literally built into the side of the large hill plateau area overlooking the Historic Dockyard area in Chatham. This site has so far failed to deliver employment and recreational uses to benefit local people. The plan here is to create the largest public park area in Medway with recreational and educational facilities and to realise the potential of Fort Amherst as a tourist and leisure attraction.

The main theme of this Local Action Plan is to find ways to ensure that the available policies and associated funds support the implementation of sustainable redevelopment, in line with the projects - Four Pillars, known as; Energy Efficiency, Conservation, Transport and Local Jobs. The overall objective is to focus our attention on the four former military locations in the Medway area described above.

2.2 Character of this Local Action Plan

The Medway Local Action Plan can be characterised in two ways. Firstly, as a means to link the current and future policies and strategy to ensure delivery of sustainable urban development where Medway becomes a place for all residents to experience a good quality of life, access local employment and enjoy a high quality physical environment. Secondly, to evaluate the policy and identify associated funding opportunities and to bring these to the attention of the relevant officers.

These combined factors should enable sustainable development of the surrounding area as well as the long-term conservation of military heritage and lead to sustainable development of the sites themselves.

2.3 General Objectives of this Local Action Plan

As mentioned above, the character of the Medway Local Action Plan is one of identification and promotion of policies. The overriding objective therefore, is not to provide a specific plan for a single site. The main objective is to bring together the various local players to find a way for the identified sites to act together creating vibrant and successful mixed-use locations, ensuring that both the existing and new communities are able to access not only new housing and services but an array of new employment opportunities arising as a result of commercial investment.

We recognise that it is crucial to maximise the production of local jobs for local people and that this will be assisted by the achievement of multi-modal connectivity to the sites from other parts of Medway.

2.3 Development goals of the LAP

The main development goal of this Local Action Plan is to influence local policy influence the outcome of certain policy documents by sharing REPAIR Project experience and knowledge gained through the interaction with partners. We want:

- To ensure that the key Local Development Framework (LDF) and Core Strategy is completed with wider consultation of the local community;
- To assist with development and completion of the Sustainable Community Strategy;
- To enhance the Economic & Skills Plan to develop Skills and Training to improve employment opportunities within Medway;
- To develop a cost-effective Energy Plan for Medway to make cost reductions through energy efficiency and the use of renewable energy technologies;
- To ensure that new proposals for a Masterplan for Chattenden (Lodge Hill) settlement are heard and developed with wider public involvement;
- To assist production of new Economic Development & Social Regeneration Strategies to transform the Medway area through a twenty-year programme of physical regeneration, delivering housing, new employment and new community, cultural and civic facilities;
- To ensure that Good Practice Examples seen throughout the project lifetime are reported and where possible adopted in Medway.

3

MEDWAY PROFILE

3. City Profile

3.1 History and Background

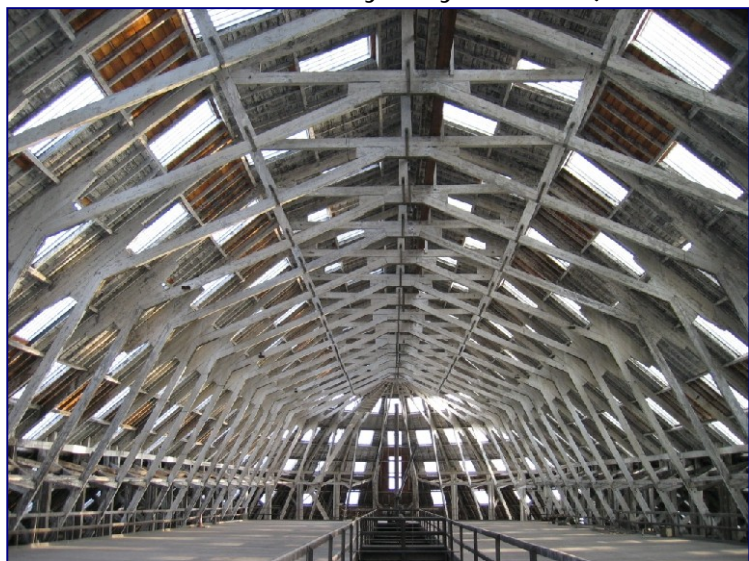
Medway is a town located on the River Medway, from which it takes its name, in the county of Kent located approximately 50 km South East of London and 75 km from the Port of Dover.

The Medway area has a long and varied history dominated originally by the City of Rochester and later by the naval and military establishments principally in Chatham and Gillingham. The Royal Dockyard at Chatham, dating from 1570, was once the most important naval dockyard in Britain and was responsible for building many



of the wooden ships, including Admiral Lord Nelson's famous flagship H.M.S. Victory and later many of the iron clad ships that were used to express the strength of Britain while defending the islands and building an Empire. As a result, the main skills in the Medway area were founded in shipbuilding and ship maintenance. Naturally the closure of the Royal Dockyards at Chatham in 1984 was a devastating blow to the people and economy of Medway, with the loss of over 5,000 direct jobs and those of many more supporting industries.

Today Chatham Historic Dockyard employs almost as many people as when the Dockyard closed in 1984. Public and private investment helped to rebuild the local economy, including the creation of the Medway City Estate (a business Enterprise Zone) and the development of Chatham Maritime in the former dockyard basin into a flagship residential, business and education quarter. The Historic Dockyard Chatham has developed into one of southeast England's premier visitor attractions covering over 32 hectares and housing residential and business accommodation in over 100 buildings and welcomes well over 150,000 visitors per year.



The present conurbation of Medway was established in 1998 when the five Medway towns of Strood, Rochester, Chatham, Gillingham and Rainham were incorporated together with several smaller villages under one Unitary Authority known as Medway Council, which now performs most of the functions of a County Council.

Today, the Medway economy is made up of financial and business services; some hi-tech manufacturing; health; retail; education; construction; creative industries and tourism. Medway is a well known tourist destination, especially as Rochester features an 11th century castle and 7th century cathedral (the second oldest in the country), and having strong connections with the author Charles Dickens, several sites and buildings around Rochester feature in his novels drawing many visitors to the area.

The recent development of the Universities at Medway campus came about in 1996 when the University of Greenwich saw the opportunity to grow its campus by adopting the vacant site at Chatham Maritime, formerly the training grounds for sailors and soldiers. This changed the pre-1996 position when Medway had no Universities at all to currently counting 10,000 students and expecting to see expansion to 13,000 by 2013. The historic buildings at Chatham Maritime were in a poor state when adopted but it was soon recognised that the red brick nature of the structures would add kudos to the development - overnight.



3.2 Demography

The population of Medway is approximately 253,000 and forecast to rise to about 300,000 by the year 2026. Medway can identify some of the United Kingdoms most severe Indices of Deprivation that sit alongside some of the areas wealthiest living quarters. In the 2007 Index of Multiple Deprivation, Medway is the 14th most deprived area in the South East of England (out of 67) and 150th most deprived local authority in England & Wales (out of 354). The Medway population rose at a slower pace than the rest of Kent during the 10 years to 2007 and Medway has a higher than usual population in the 15 - 64 age range than that of the county, regional and national comparators at 67.3%.

There is a growing migrant population arriving in Medway, particularly from Eastern Europe, highlighting two main issues: a drain on resources of the Local Authority to cope with the demands for housing and personal benefits and that of poor social cohesion, due to problems caused by conflict between different groups of residents. The new populations tend to settle in the traditionally poorer parts of the town, which are already under stress.

Employment opportunities, poor skills and qualifications have been a widespread problem in Medway for many years, although there attempts have been made to address the issue by providing training opportunities and access to qualifications with varying degrees of success.

The problem of Community Cohesion has been addressed in a number of ways including partnerships between the Local Communities, Medway Council and the Police, once again with varying degrees of success and Medway Council provides

a number of interventions to develop understanding between the new and existing communities and uses EU funds to assist with these programmes.

3.3 Strengths and Weaknesses

The main strengths of the Medway area are its location on the tidal River Medway a major transport facility and source of potential energy; proximity to London and the Ports of Dover and Folkestone; access to key road links through the M2 and M20 corridor and the Thames Gateway redevelopment area.

Main weaknesses would be considered to be a generally poorly educated low skilled working population; low qualification attainment; poor employment prospects and high numbers of unemployed people.

3.4 Policy context

The Medway Local Action Plan reviewed the context of the key policy documents affecting development in Medway. The purpose of the document review was to ensure that full account was taken of all relevant strategies and action plans, as well as sources of useful information. The key documents reviewed include but are not limited to:

- Local Development Framework Core Strategy – (October 2010)
- Medway Economic Development Statement (2009 – 2012)
- Medway Regeneration Framework (2006 – 2016)
- Medway Sustainable Community Strategy (2010 – 2026)
- Medway Social Regeneration Strategy (2008 – 2016 Reviewed October 2009)
- Medway Local Area Agreement (2008 – 2011)
- Medway Learning and Skills Plan (2008)
- Existing Employment Land Study documentation
- The Thames Gateway Delivery Plan
- South East Regional Economic Strategy
- Medway Renewable Energy Capacity Study – May 2010

In addition, to establish where Medway can make better use of the European policy context and opportunities for funding sources in the future, an overview of a number of European Strategies and papers was undertaken including:

- European Local Energy in Action Good Practices 2008
- Cities of the Future – DG Environment
- European Life Long Learning Programme
- European Commission Future of Transport & Mobility 2009
- European Commission Transport White Paper 2011
- CIVINET UK & Ireland endorsed in UK White Paper
- The local authority network for sustainable mobility – Civinet UK & Ireland
- CIVITAS – Urban Mobility Plan
- European Funding Guide (KCC 2007 - 2013)



In this context, the Local Action Plan seeks to ensure alignment with the main elements of the broader EU strategies whilst aspiring to shape the development of local strategies over the longer term.

3.5 Urban challenges

Medway Council has the ambition to complete the economic transformation of the town ensuring that everybody can benefit from the regeneration and to ensure that Medway is a place where people get on well together, care for each other, take responsibility for their futures and have pride in their area. Inclusion of former military sites is a key part of this direction.

A city in the making! As we have learned Medway is an urban area made up of five towns (Chatham, Gillingham, Rochester, Strood and Rainham) and extensive rural areas on the Hoo Peninsula and the area of Cuxton and Halling to the west of the M2 motorway. It has a growing population currently numbering around 253,000 people and a significant migrant population. Medway has the aspiration of obtaining City status and the decision will be made by Her Majesty, Queen Elizabeth II in 2012.

We face many challenges in this undertaking including a very uncertain economic climate, reduction of public sector funding, climate change, an ageing population and continued technological change. All this redevelopment can lead to tensions between new residents and the existing population and the major challenge overall will be to ensure a cohesive community is built.

The following list of additional challenges has been identified and linked directly to the subjects of the REPAIR Four Pillars.

Pillar One: Energy Efficiency and Renewable Energy

In recent years, as part of the Thames Gateway regeneration area, Medway has undergone extensive regeneration particularly in the former derelict riverside areas. The four military heritage sites featured in the Local Action Plan are set to accommodate over 10,000 new houses and also a range of new employment, community and leisure facilities that will be created through either the renovation of existing built military heritage or by way of the construction of brand new built complexes. Medway is therefore concerned with the challenge of how to deliver built infrastructure, which optimises energy efficiency and implements environmentally more friendly approaches to energy production and waste management.

Pillar Two: Conservation

Medway is a town extremely rich in the built cultural heritage, much of which is closely associated with the military. However, there are significant zones of former military built heritage, which still require conservation efforts and we want to learn from others partners in project REPAIR and share the experience in Medway.



Pillar Three: Transport and accessibility

At the present time, there is a regular bus service to Chatham Maritime and to the edge of Chatham Historic Dockyard but Fort Amherst and the Great Lines cannot be accessed by bus and there is only a limited access to Chattenden barracks (Lodge Hill). There are no tram or metro connections to any of the sites and the river is hardly used at all for transport to the sites from elsewhere in Medway. Amongst the existing working population, almost 66% commute from home to work out of the area by car. The expected 20% increase of residents will impact on transport connectivity within Medway and between Medway and the surrounding sub-region. This must be remedied if developments are to be effective.

Pillar Four: Local Jobs for Local People

In spite of high levels of investment, Medway remains a relatively low wage area with high levels of people commuting out of the area to work, skill shortages particularly at NVQ 3 and 4 levels and the ratio of available local jobs per head of the local working population is only 0.68 compared to a national average of 0.84 and a regional average of 0.88. The priority of developing new high value jobs has been identified.

3.6 Local needs

The Medway Local Action Plan is adapted to the needs of the local situation and takes account of the current key policies and strategies.

The Medway Local Action Plan will address:

- I) How to achieve optimal building energy efficiencies whilst also taking up environmentally more favourable waste management and renewable energy techniques. This is a major consideration for the Chatham Maritime site where zone after zone is being earmarked, designed for regeneration and then redeveloped.
- II) How to restore and preserve in the long term a military site such as Great Lines and Fort Amherst, which is in relative disrepair, drawing on good practice from REPAIR network partners.
- III) How to minimise the adverse effects of car transport, pollution and congestion in the urban centre on Medway whilst at the same time succeeding in regenerating these four target military sites for housing and employment.
- IV) How to generate employment and make it readily accessible to local people, particularly those living in adjacent communities to the former military sites. The related theme is how the regeneration of these sites can harness the social and economic inclusion of these most disadvantaged communities in the Medway area, so enhancing the take up of local jobs by local people and strengthening sustainable urban development.

We expect the results to:

- I) Make optimum use of available employment land and an increase in the ratio of job density in Medway.
- II) A proportionate reduction in the percentage of out-commuters by local people from Medway and increased take up of local jobs by local people.
- III) A programme of initiatives designed to mitigate car congestion caused by new housing and employment on the four target military sites.
- IV) A set of designed and cost-estimated plans for significant and flexible inter-modal connectivity to the target military sites by transport modes alternative to the car.
- V) A model set of procedures and criteria for the achievement of sustainable approaches to military site regeneration, construction and building renovation.
- VI) To secure the long-term preservation of decaying military heritage sites in Medway.
- VII) The presence of new universities in Medway and the expansion of Medway's research and development base of expertise present an excellent opportunity to attract more of the higher skilled people living in Medway to work locally.

4

LOCAL SUPPORT GROUP

4. The Local Support Group

The Medway Local Support Group was originally made up of about 25 members selected from a wide group including the Local Authority, the academic institutions in Medway, local businesses, Medway Renaissance (the regeneration organisation), South East England Development Agency (SEEDA) the Managing Authority and other local partners including Chatham Historic Dockyard Trust, Fort Amherst Trust, Fort Horsted and individuals representing local associations.

The desire to join the REPAIR Local Support Group was strong and interest in the subject was high among some members. Some members soon realised that they did not have the urge to continue and a high turnover of external stakeholders was the result.

The stakeholder group was determined by setting out a list of key Local Authority divisions such as Integrated Transport, Planning, Energy, Conservation etc. and selecting individuals who were prepared to commit their time to the project. This provided the core group. Other names were gathered by recommendation and reference leading to the first group of 22 people.

The composition of the Local Support Groups varied and was augmented depending upon the subject under discussion at the time but the core group remained fairly constant. As with any group of this nature it was always difficult to arrange meetings conveniently to all members and very often not everyone was in place at the same time, therefore notes were distributed by email.

The first Local Support Group sessions were found to be very unwieldy and concrete results were disappointing but by the mid-term we found a method of meeting and relating the relevant material for exchange moiré effectively.

In the main the Local Authority members have been more active in bringing forward the direction, actions and recording the results. The academic LSG members were less forthcoming when asked for support and assistance and there were many changes in the formation of some of the other organisations involved. For instance, the activity of SEEDA, the Managing Authority located in Chatham was cut back severely in March 2010 and more recently it was declared that all redevelopment activity by SEEDA will cease on 31 March 2012, as a result it has been extremely difficult to engage with the right individuals, particularly since many are no longer employed by the organisation.

The UK Government cut backs in Local Government services has added to this problem by:

1. Forcing the closure of the Medway Renaissance redevelopment body on 31 March 2011, with the loss of some 48 key individuals now dispersed,
2. Causing the reduction of annual budgets to such an extent that the loss of key personnel within Medway Council has been dramatic.

5

EXCHANGE OF KNOWLEDGE AND BEST PRACTICES

5. Exchange of Knowledge and Best Practices

The REPAIR Network has contributed to the Medway Local Action Plan in many ways. Specifically the Local Support Group identified three examples of good practice from partners that provided inspiration to produce a plan of action to advance the situation existing in Medway and provide improved general conditions. We have selected four examples:

Economic Transformation through “Triple Helix” approach seen in Karlskrona
Long term preservation of decaying military heritage as seen in Rostock, Paola, Karlskrona, Charente-Maritime
Accessibility and sustainable transport plan as seen in Utrecht
Energy Efficiency and Renewable Energy as seen in Paola, Avrig and Utrecht

Involvement in the Local Support Group permitted the REPAIR project officers to share experiences gained through the site visits and led to an exchange of ideas of what other cities of similar size are doing and how they go about it. It is disappointing that members of the Local Support Group were unable to join the international visits for first hand impressions.

5.1 Economic Transformation in Karlskrona through a “Triple Helix” approach:

The dockyard at Karlskrona was closed in the mid 1980's and was inscribed into the UNESCO World Heritage List in 1988 as an exceptionally well-planned European Naval base. The down turn of work and final closure led to employment losses and the local authority had to find away to address the balance.

Karlskrona Municipality started with an ambitious vision in 1993 for Karlskrona to become a World leader in the telecommunications industry and Telecom City was born.

The Telecom City industry cluster is built on a Triple Helix concept (intertwining research, business, and government) and involved the Municipality of Karlskrona working in close collaboration with Blekinge Institute of Technology, founded in 1989 and the telecommunications industry, represented by a group of small and medium enterprises.

The Telecom city initiative has been instrumental in transforming the local economy. Relative income is now 30% higher than the Swedish national average compared to 1990 when it was significantly below the average.

At the start the proportion of employment sectors had been almost 100% naval. The “Telecom City” initiative was a great success in radically altering the local economy from one heavily dependent on manufacturing-dependent industries to a balanced naval-manufacturing-ITC structure. Telecom City has facilitated the development of a spirit of entrepreneurship in the sector, encouraging foundation of many Small Medium Enterprises in the ICT sector, and defining a market niche in producing applications for mobile telecommunications, Telecom city now

enjoys equal investments from private finances to public funds, whilst it started from almost 100% public funding.

66% of graduates from the Blekinge Institute of Technology remain in Karlskrona after graduating and the city formerly had 50% below national average of population with university education now is well above that average.

5.2 Concrete actions for the long-term preservation of decaying military heritage

During the REPAIR Project partners experienced several examples of long-term preservation of decaying military heritage first hand and by presentation from partners.

Of those seen first hand, the finest examples were seen in:

Karlskrona – Hyper Island now a Creative Business Design College, The Kulenovic Museum Collection located in the Old Water Tower, Marinmuseum,

Florence - Le Murate a former military prison has been converted into homes, workspaces with retail and entertainment complex.

Paola, Malta - the Corradino, also a former military prison is in the early stages of conversion and will adopt many new energy technologies.

Charente-Maritime - not seen first hand but the fortification at Brouage, la Rochelle are well know for the quality of their preservation. It was pleasing to hear of developments in transportation and accessibility to the sites.

New Dutch Waterline (Utrecht) – demonstrated excellent examples of preserved fortifications some with commercial uses using reinstated heating and ventilation technology

5.3 Sustainable Transport Planning

Utrecht has a compact and historic centre based around the Oudegracht, a curved canal partly following an old spur of the Rhine, lined with the unique wharf-basement structures that create a two-level street along the canals. The city also features narrow, cobbled streets with many small bridges over the Canals making it difficult for motorised traffic to move about easily.

The City is growing in size with a population of some 300,000 in 2009 and the regional population of 550,000 comprising mainly of young people with about 69% under the age of 40 years.

Utrecht has the most vital economy in the Netherlands with 205,000 jobs, 14,260 enterprises, 1,904,500 m² office space providing for the service industry (55%) and non-profit sector (37%). The University population is about 60.000 students. One of the fastest growing business sectors is information technology.

Planning for the future (2020) the City of Utrecht faces a number of challenges:

- Network of high quality bus and tramlines
- Introducing a suburban rail system ('Randstadspoor')
- Traffic transfer points at city border (P+R)
- Covering-over the A2-highway between Utrecht-city and Leidsche Rijn
- Underground public parking in city-center
- Network of 'quality' bicycle-lanes and bike parkings



Because the city is growing fast, the average distances for cyclists in the city will be longer in 2020 so measures are needed to keep the Utrecht people on their bicycle (new infrastructure to reduce deviations, promoting electric bikes to cycle longer distances). Traffic transfer points (P&R) at city borders will increase from two in 2009 to six in 2020 for car – public transport.

In 2009 Utrecht introduced public bikes at the P&R, the next step will be the introduction of the electric public bike in the P&R's.

Public bike rental (OV-Fiets) at public transport transfer points is growing fast. Most bikes are used by commuters and business people (visitors). Introducing electric bikes at public transport transfer points will increase this market.

Utrecht Air Quality plan will be adopted by the city council in november 2009. Measures and programs to promote clean (non-emission) transport are part of this plan.

The example of Sustainable Transport Planning in Utrecht was very inspiring to Medway and the examples of electric cycles, cycle ways, secure cycle parking, electric boats and Freight Hoppa delivery system, as well as the application of Freight *Pick Up Points* located around the city demonstrated how the local authority can take control of commercial situations and dictate measure to improve the overall conditions. These measures were all recommended to the Medway Integrated Transport Manager for consideration.



5.4 Energy Efficiency and Renewable Energy Sources

Medway representatives could not help but be impressed by the successful examples of Energy Efficiency and the application of Renewable Energy Sources seen in Paola, Avrig and fortifications in Utrecht.

The electric beer boats and Cargo Hoppa also seen in Utrecht were an inspiration to all of us.

Paola showed us many ways that Energy Efficiency had been applied to the local situation, specifically at the Corradino and elsewhere.

These actions have not yet been taken up in Medway but proposals for energy efficiency and renewable energy sources have been made for application on public buildings.

This area of development is key to the future development in any city but especially Medway. The main problem still seems to be one of acceptance of the principles. Eventually it will be recognised that energy saving is a way to put money in the bank.

6 KEY ACTIONS

6. Key Actions

In this Medway Local Action Plan we address more closely two of the original four development concepts. This is largely because of the slower progress in the area of Local Energy Efficiency plans and the longer time scale than expected for planning the redevelopment of the Former Barracks at Chattenden (Lodge Hill).

Although these two actions are still important subjects of the Medway Local Action Plan they are incomplete for inclusion at this time. Therefore we have focused on the subjects of Local Jobs for Local People and Transport and Accessibility.

1. Maximise local jobs for local people from military site regeneration – a cornerstone for sustainable communities. (Through the application of Triple Helix)

Several actions and measure have been identified to achieve this goal:

A. Local Economic & Labour Market Empowerment –

1. Stimulate new local enterprise through business and social enterprise start up schemes offering training, intensive advice and grants
2. Create the local economic conditions to nurture Small and Medium Enterprise growth through cluster development and networking, “grow-on” business centres and access to capital investments.
3. Enable local Small and Medium Enterprises to partner with key developers and bid for commercial contracts and public procurement related to Medway’s regeneration
4. Empower the most disadvantaged in the local workforce;
 - Deliver intensive employment support and training in the heart of disadvantaged neighbourhoods for access to core skills and jobs;
 - Access to training and apprenticeships in priority growth professions
5. Connect the Medway economy into Europe’s 2020 Growth Vision.
 - Invest in business cultural protocols and language training to encourage Medway businesses to develop new markets elsewhere in Europe.
 - Develop “Meet the buyer” events and trade fairs to stimulate networking and cross-border partnership between companies across the EU.

B. Exploiting the “Triple Helix” to deliver sustainable high value jobs

1. Align local University Research and Development expertise to local business needs to develop high value business
2. Enable improved Research and Development partnership between local universities and local businesses.
3. Stimulate graduate retention and high value graduate local business start up
4. Develop specific high value employment zones characterised by innovation, creativity, dynamic technology and knowledge based economic activity.
5. Attract high value business and academic inward investment by highlighting Medway’s growing clusters of innovation and creative excellence.
6. Champion the competitive advantage enjoyed by sustainable businesses by encouraging local companies to improve energy and production efficiencies.

Targets & Indicators:

See the table below

Road Map

Medway - Employment and Skills Development Plan			
Action	Date Line	Outcome or justification	Associated funding
Increase Medway's GVA by 50% to £5.0 billion per annum	Apr 2011 - Mar 2020	Medway's current GVA is £3.3 billion per annum. This figure present a view of the relative health of economy. It is therefore very important to close the gap on GVA between Medway and the surrounding area of the South East of England. We plan to achieve this by retaining University Graduates and attracting higher	Regional Growth Fund, Technology Innovation Centres (Fraunhofer style), Private sector
Increase the total number of VAT businesses in Medway by 10%.	Apr 2011 - Mar 2020	Medway has approximately 13,000 business at present, including building based and home working. To achieve 10% increase of high value businesses will bring more disposable income for local economy	Regional Growth Fund, Technology Innovation Centres (Fraunhofer style), Private sector
Increase the total number of jobs in Medway by 5,000.	Apr 2011 - Mar 2020	Identified by Local Development Framework (draft Core Strategy) increased spend in the local economy. Indicator of a vibrant economy	EU Projects such as Interreg Relgnite, GAPS, Succes, Employ Medway, DWP WORK Programme,
Increase the employment rate in Medway from 66% to 75%.	Apr 2011 - Mar 2020	Indicator of a vibrant economy. Retaining more graduates and encouraging take up of apprenticeship schemes by local businesses.	Interreg IVA 2Seas GAPS Project
Increase the percentage of the working population with a Level 2 qualification to above the national average (Currently 65.4%)	Apr 2011 - Mar 2020	Raise the number of employees with desirable qualification to attract higher value employers.	DWP WORK programme, Interreg IVA 2Seas GAPS Project,
Increase the percentage of the working population with a Level 4 qualification to over 25%. (from 33,800 people to 42,100 people)	Apr 2011 - Mar 2020	Higher level of Graduates in the workforce raise the potential for local businesses to grow and to attract higher value businesses	DWP WORK programme, Interreg IVA 2Seas GAPS Project, Technology Innovation Centres

2. Sustainable Transport Planning

The major challenge in Medway is the expected to be an increased demand for transport as a result of our location within the Thames Gateway, a nationally designated regeneration area. There is also a new and stronger recognition that transport both influences and adds value to many of the key priorities including economic growth, natural environment, connectivity and equality of opportunity and health.

The Medway Local Transport Plan3 (LTP3) is closely aligned to the Medway Sustainable Communities Strategy and the emerging Local Development Framework as well as priorities in the Council Plan. The LTP3 process is designed to incorporate improved access to all of Medway; it has a focus on providing improved links between the former military sites at Chatham Maritime, Chatham Historic Dockyard, Chattenden Barracks (lodge Hill) and the
Whilst available budgets at the commencement of the Medway Local Transport Plan3 are constrained, the ambition of this strategy is to deliver transport interventions that contribute to five overarching priorities.

1. To support Medway regeneration, economic competitiveness and growth by securing a reliable and efficient transport network;
2. Supporting a healthier natural environment by contributing to tackling climate change and improving air quality,
3. Ensuring Medway has good quality transport connections to key markets and major conurbations in Kent and London,
4. Support equality of opportunity to employment, education, goods and services for all residents in Medway;
5. Support a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or being the victim of crime.

The strategy sets out a framework of actions delivered through a set of five Transport Objectives. These actions will significantly contribute to the plan priorities. Whilst the strategy will include a wide package of measures, key interventions will focus on:

1. Providing a more efficient management of the highway network and car parks, together with highway improvements that focus on congestion and air quality hotspots, thereby improving the reliability and environmental impact of the transport network.
2. Working in partnership both locally and sub-regionally to deliver step change improvements to encourage more people to use public transport. Outputs will focus on delivering better service quality, punctuality and information. Key actions will include the development of Fastrack style bus links, expansion of park and ride services and improvements to stations.
3. Effective highway maintenance, including the Medway Tunnel. This is a vital highway asset that supports all the regeneration proposals in the area. There will be a need for further upgrades to the operating systems within the tunnel with the advancements in technology during the life of the plan.
4. Encourage active travel by supporting students to access the learning quarter by sustainable travel modes, expanding the cycle network,

improving accessibility to bus services for people with mobility difficulties, improving public rights of way and delivering the Green Grid and Coastal Access projects.

5. Improve travel safety by road safety interventions, incorporating highway schemes, education, publicity, promotion and enforcement, safer routes to school projects and public safety initiatives.

Targets and Indicators

The development work on the Local Transport Plan3 for Medway was completed in March 2011 it was presented to Medway Council Cabinet approval and published and became effective on 01 April 2011. Within the fifteen-year plan is the requirement implementation plans covering three-year periods, these periods coincide with Government funding tranches.

The key targets are set out in the LTP3 document with short, medium and long term programme goals. Some of these have been illustrated in the table below.

Road Map

Part of the LTP3 development plan is shown in the following table.

Medway - Local Transport Plan3 Implementation Road Map			
Action	Date Line	Outcome, justification and time line	Associated funding
End of consultation period for development of the local transport plan	Feb-11		Medway Council + DfT
Obtain Cabinet approval of LTP3	Mar-11	Delivery of an Integrated Transport Plan	Medway Council + DfT
LTP3 effective	01-Apr-11	Published strategy available for	Medway Council + DfT
Complete bid for funding under the Local Strategic Transport Fund	Apr-11		Medway Council + DfT
			Local Strategic Transport Fund
Transport Objective 1: Highway Maintenance	Apr 2011 - Mar 2016	Implement necessary highway improvements in concert with development plans	Local Strategic Transport Fund
Transport Objective 2: Improving Highway Infrastructure A289 link between Four Elms intersection with Medway Tunnel including Sans Pareil and Anthony's Way intersections and exit from Medway City Estate	Apr 11 - Mar 16	Phased intervention to link to development at Chattenden Barracks (Lodge Hill).	Local Strategic Transport Fund
Transport Objective 3: Improving Public Transport Improving travel by bus and taxi by increased bus corridors	Apr 11 - Mar 16	Development of bus corridors to improve bus reliability and lead to improved public perception. Will have positive impacts on local priorities effecting natural environment, economic growth, connectivity, equality , safety and health	Local Strategic Transport Fund
Transport Objective 3: Improving Public Transport River Transport and river crossings	Apr 2011- Mar 2021	River Medway represents an asset as a transport corridor and offers great potential for utility traffic. This requires investment in a comprehensive network of piers to support a river taxi and leisure craft or freight traffic. Will have positive impacts on local priorities effecting natural environment, economic growth, connectivity, equality , safety and health	Local Strategic Transport Fund European Funding to be identified
Transport objective 4: Encouraging active travel and improving health	Apr 2011 - Mar 2016	Improving accessibility to public transport services to be continued by bus stop improvements, encouraging walking by encouraging easier access to shops and facilities and Coastal access, expand the Walking Bus initiative. Encouraging cycling by improved cycle pathways, development of the Green Grid, Improving Air Quality by increasing the number of Air Quality Management Areas. Provide transport design guidance to developers.	Local Strategic Transport Fund European Funding to be identified
Transport objective 5: Improving travel safety	Apr 2011 - Mar 2016	Improvement of travel safety will be addressed through a series of road safety training schemes, road safety promotion and enforcement, safer routes to schools and public safety interventions	Local Strategic Transport Fund European Funding to be identified
Sustainable Transport and Travel Solutions project application:	May-11	Will support Small Medium Enterprises in the South East (SE) to implement change, achieve modal shift, optimize operations and save money. The project will alleviate congestion, reducing CO2, improving air quality and supporting the development of environmental products and services. Key aim is to reduce reliance on individual journeys by car.	ERDF Round 4 Local Authority Support fund managed by SEEDA in conjunction with DfT Local Sustainable Transport Fund

7. Financial Resources

The activities mentioned in the Local Action Plan benefit from the following financial contributions. We also aim to apply for future funding as new calls under existing programmes become clear and New Operational programmes are introduced.

1. Maximise local jobs for local people from military site regeneration – a cornerstone for sustainable communities. (Through the application of a Triple Helix approach to development)

The main sources of present funding in this Local action Plan are:

UK Government Department of Work and Pensions – WORK Programme
 Medway Council Match Funding
 Interreg IVA 2 SEAS – TEN Project for business support
 Interreg IVA 2 SEAS – SUCCES Project for Employment Support
 Interreg IVA 2 SEAS – GAPS Project for Apprenticeships
 Medway Council 'Section 106 agreements' planning measures for developers
 Private Funding

Future funding sources will be identified:

New EU Operational Programmes post 2014
 EU Life Long Learning
 Interreg Cross Border Cooperation
 Erasmus Mundas
 FP7
 Competitiveness and Innovation Framework – EIP, ICT, IEE
 Integrated Action Programme in Life Long Learning
 PROGRESS

2. Sustainable Transport Planning

The main sources of funding at present are:

Dept for Transport Grant for Transport and Highways
 Medway Council Funds

Future funding sources will be identified from:

UK Government - Local Sustainable Transport Fund
 CIVITAS
 Sustrans - is a key partner contribution of £330,000 towards
 Chatham World Heritage - £2million funding will be partly used in the promotion of the Medway Park cycle hub, located opposite the Great Lines Heritage Park. Cycle hub will provide the opportunity to explore the Park, Fort Amherst and other tourist attractions by cycle, making good use of the cycleways constructed.
 Department for Transport - £49,000 and £11,000 sponsorship to train 1680 school children to ride cycles safely.

Annex

SWOT Analysis

Annex: SWOT analysis

		Positive	Negative
internal factors	STRENGTHS		WEAKNESSES
		Location	Proximity to London
		Good external Transport links	Poor quality internal transport services
		Four Universities	Low education attainment – ages 13 – 30 years
		Abundant Land for redevelopment	High unemployment among youths
		Tidal River with capacity to generate Renewable energy	High
		Good tourism offer	
		Top quality heritage	
external factors	OPPORTUNITIES		THREATS
		Develop an energy efficiency and renewable energy business sector	To do nothing about renewable energy sources
		Develop a creative industry business sector	To delay making difficult decisions now which will have effect in the distant future
		Make good use of the migrant work force	Potentially poor community cohesion due to conflicts between the new and existing communities