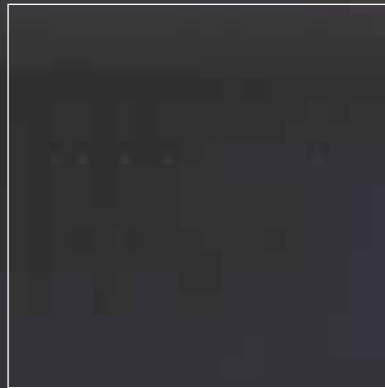
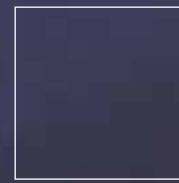


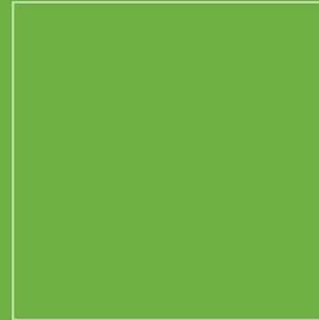
**MEDWAY REGENERATION  
FRAMEWORK  
2006-2016**





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## MESSAGE FROM THE LEADER OF MEDWAY COUNCIL

### Chairman of the Medway Renaissance Partnership

Since the formation of the unitary authority in 1998, Medway has spent many years planning, consulting, preparing and acquiring land in readiness for regeneration.

'Live' regeneration has become a reality over the past two years with: the signing of significant funding arrangements with the Government, the implementation of infrastructure works on Rochester Riverside, the introduction of the two-way road system in Chatham, together with the approval of the development brief for the Pentagon Centre and the production of development briefs for Strood Riverside and Temple Waterfront.

Negotiations are also well advanced to secure the further £1 billion capital investment to deliver the Regeneration Programme.

Inward investment in Medway has begun to bring benefits to its businesses and communities alike.

I hope you will find it valuable.

A handwritten signature in black ink, appearing to read 'Rodney Chambers'.

Rodney Chambers  
Leader of Medway Council



# 1 FOREWORD

## Medway, a city for the 21st century

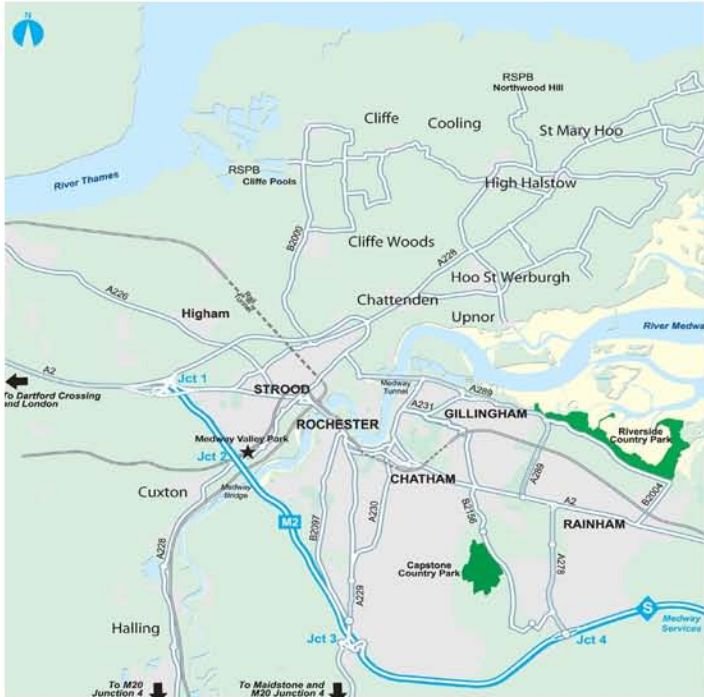
Medway came into existence as a unitary authority in 1998 and with it, the assembling of all the ingredients for a city of the future. From formation to the present day those ingredients have been nurtured to form an impressive array of achievements, which have formed the foundations for the transformation of Medway into a beautiful, thriving, waterside city.

So what are these "city assets?" Medway has a population of 250,000 that is set to grow to over 300,000 over the next 20 years – the size of Newcastle and growing to the size of Coventry. It has a cluster of universities including the University of Kent, Greenwich University, Canterbury Christ Church and University College for the Creative Arts. It has the second oldest cathedral in England, a Norman castle, an historic Georgian Dockyard and it occupies an excellent location on the River Medway with strategic links to London and mainland Europe. It has substantial infrastructure in place and immediate access to green open space and areas of outstanding natural beauty. It also forms part of the largest regeneration project in Western Europe, the Thames Gateway.

The Renaissance programme at Medway has attracted £120 million in funding, including £100 million in grant from the Thames Gateway programme, allocations from SEEDA and Medway Council and other public sector funding such as £130 million investment in the Universities at Medway. It has also attracted interest from the private sector at significant investment levels, for instance an expected £160 million on the Pentagon Centre. This investment will bring about the transformation of Medway through the building of the highest quality residential accommodation, the development of the biggest retail centre outside Bluewater in the south east, new cultural provision, appropriate infrastructure improvements, alongside effective community engagement and a new reputation of quality, for Medway.

This Regeneration Framework sets out our plans up to 2016.

Brian Weddell  
Head of Medway Renaissance





## 2 INTRODUCTION

Medway Council adopted the Medway Waterfront Renaissance Strategy in September 2004, following public consultation and extensive work with stakeholders. This provides the framework for the priority actions in the urban core of Medway.

There is a need to widen this framework to provide the strategic context for the whole of Medway and provide a fuller picture of Medway in 2016. This document provides that picture and the priority actions which address the challenges facing Medway. The priorities flow from Medway's Community Plan and are developed within the strategic context of the region and sub region and national aspirations for the Thames Gateway.

In September 2004 Medway Council adopted the Medway Waterfront Renaissance Strategy as a framework to guide the regeneration activity

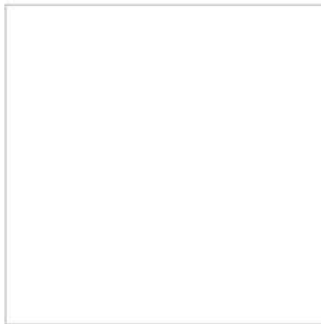
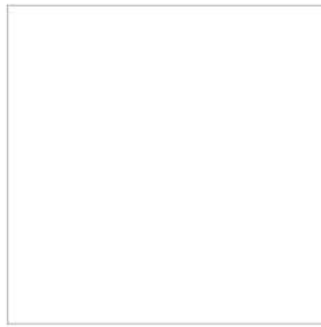


focused around Medway Waterfront. The waterfront document provides the detailed assessment of regeneration priorities and a timetable of activities, issues and strategic themes. It also provides the long-term view of Medway Waterfront through to 2024.

Regeneration activity in Medway focuses mainly on the waterfront areas, which together with opportunities at Grain, Kingsnorth and Chattenden will transform Medway as a city for the sub region for the benefit of both existing and incoming communities.

This document is the wider strategic framework for the whole of Medway that provides context for the transformation into a city of learning, culture, tourism and enterprise by 2016.





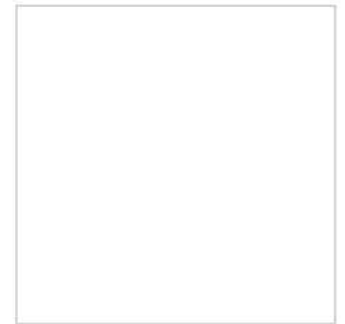
### 3 VISION: MEDWAY 2016

A city of learning, culture, tourism and enterprise

- **Learning:** In Medway this means a quality and accessible offer of learning and skills provision through all ages and sectors, along with improvements in achievement and the skill base to enable local people and the economy to flourish.
- **Culture:** In Medway this means the provision of outstanding cultural facilities alongside the celebration of existing heritage and identity.
- **Tourism:** In Medway this means an exciting and varied choice of destinations and facilities, focusing on assets such as Rochester and Upnor Castle, the Cathedral, the Historic Dockyard, the river and an environment of outstanding natural beauty.
- **Enterprise:** in Medway this means the growth and success of specialist manufacturing sectors, the knowledge economy based around the Further and Higher Education institutions, environmental technologies, creative industries, specialist manufacturing and innovation and growth within existing businesses. It means local people being able to secure better-paid jobs locally, and unemployed people getting back into the workforce.

In regeneration terms this means a new and growing city of 250,000 people, created around the core of five historic towns, positioned on a stunning riverside location 30 miles from London, providing a gateway to mainland Europe and a focus for a national programme of regeneration and renewal.

Medway will be transformed into a premier European city of World Heritage status. Medway residents, businesses and visitors will prosper from the transformation into a healthy, aspirational, safe and cohesive society. Substantial physical change will be accompanied by social and economic regeneration whilst a protected and enhanced environment will be an asset for current and future generations.

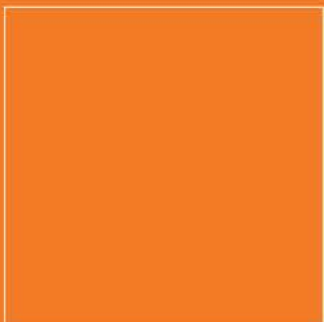




This vision for regeneration builds on the Medway Community Plan Priorities to:

- Ensure the safety and well being of children and young people so they can play a productive part in Medway's society
- Reduce anti social behaviour to increase people's feelings of safety
- Increase and improve local employment opportunities, so more local people can work in Medway
- Increase vocational training opportunities available for all ages
- Realise Medway's cultural ambitions as the city centre for the Thames gateway
- Deliver accessible and integrated transport options to support the regeneration of Medway

- Enable people to remain healthy and independent, especially older people and other vulnerable groups
- Empower local people to have greater participation and influence in local affairs
- Improve the quality of life for existing and new communities by ensuring that regeneration and development is matched to the natural resources and infrastructure available
- Cherish and enhance Medway's rural and urban heritage and the important resources of open space, countryside and wildlife habitats.





## VISION

**Medway in 2016 will be . . .**

"A confident, thriving riverside city with a keen sense of identity, based on integration of new and old"

"The flagship of the Thames Gateway"

"A great place to live where people want to stay, work and spend their leisure"

"A place where families can grow, children can be educated and find appropriate employment"

"A place where open space and outstanding natural beauty are only a step away"

"A place with excellent health and public services"

(A selection of views from the Medway Renaissance Partnership Board on Medway, 2016)





## VISION

The city of Medway in 2016 will boast . . .

A major retail centre for the region

A major university complex with 15,000 students

A regional cultural offer

Vibrant town centres with an active evening economy

Efficient and integrated transport with fast links to London and Europe

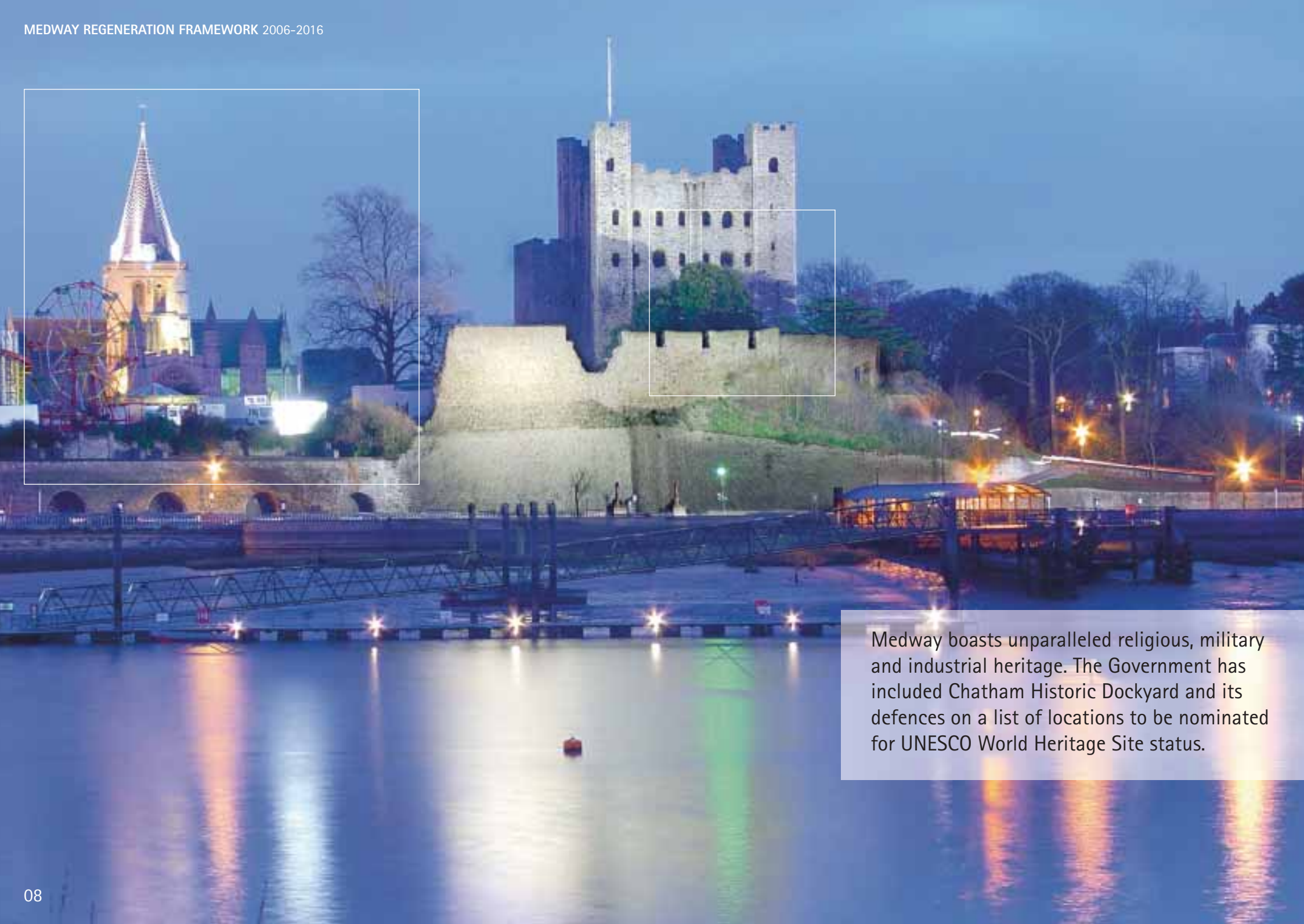
Lifelong learning opportunities

A housing market of choice

An employment market of choice and growing prosperity

A learning and skills offer at all levels, available to all and appropriate to Medway's growing economy





Medway boasts unparalleled religious, military and industrial heritage. The Government has included Chatham Historic Dockyard and its defences on a list of locations to be nominated for UNESCO World Heritage Site status.



## 4 ACHIEVEMENTS TO DATE

At the heart of the Thames Gateway, only 30 miles from central London, Medway is the largest conurbation between the Capital and continental Europe. It is emerging as a modern place with green spaces and a superb quality of life, close to breathtaking countryside. The area has a young and culturally diverse population.

Medway boasts unparalleled religious, military and industrial heritage assets. Chatham's naval and military heritage is amongst the most important in the world and the Government has included it on a list of locations to be nominated for UNESCO World Heritage Site status. Chatham Historic Dockyard is the most complete Georgian and Victorian former Royal Dockyard in Britain, and now a successful tourist destination. It contains more than 100 small businesses and organisations and some 400 residents. Collectively, the Dockyard, Brompton, and the Lines form the most complete example of a Georgian Dockyard with its defences.

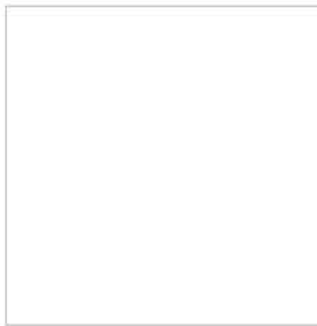
A major transformation has taken place around the listed former naval buildings at Pembroke, Chatham, to create the Medway campus, home to three universities and 6,000 students, including Mid Kent College. There are already world class facilities at Medway campus and expansion plans are in place with 10,000 students expected by 2010.

The remaining Chatham Maritime area has undergone a tremendous transformation since the Royal Navy left. More than £400 million of public and private investment has been spent, creating a new sustainable community. The 140-hectare site is home to both residents and businesses and provides thousands of jobs. It is a showpiece living and working environment, combining leisure, retail, business and office projects. Significant investment over the last ten years has enabled the creation of a new high quality environment. 950 homes have been built on St Mary's Island with another 1,000 to follow. In addition, a range of leisure, employment and residential schemes are either in the pipeline or nearing completion, with a further £500 million investment planned.

There has been recent infrastructure investment in Medway, such as the successful CTRL, Medway tunnel and the Northern relief road and 'two-way' traffic in Chatham.

The range and scale of activity to date is impressive although there is still a long way to go. A comprehensive and substantial regeneration programme is needed to address the remaining issues of low skill levels, deprived neighbourhoods, unemployment levels, connectivity and poor image.





### A city of learning

From having no university presence in Medway ten years ago, there are now four Higher Education institutions and 10,000 students are expected by 2010. Growth in this sector has been achieved through a partnership between central and local government and the Universities of Kent, Greenwich and Christ Church at Canterbury, which boast a new £12 million learning resource centre and first class teaching buildings on their shared campus at Chatham Maritime. The University College for the Creative Arts in Rochester is Medway's fourth university in the making. The Further Education sector is represented by Mid Kent College, who have a development programme for a new building located close to the Medway campus.

### A city of culture

Medway has a well-established heritage and strong local identities within the existing communities. There are several modest sized theatres already operating in Medway with provision for art, music and popular theatre. This includes an established programme of cultural events and festivals, a healthy 'underground' music scene, a professional football team and an emerging sector of cultural industries with a world-class training facility at the University College for the Creative Arts. However, Medway still lacks a major cultural venue commensurate with other cities of its size.

Medway's unique offer of green spaces has recently been expanded with the establishment of Ranscombe Farm as a country park. Alongside this, social regeneration within existing communities has been promoted and actions to support local identity and community facilities will be progressed.





### A city of tourism

As a tourism destination Medway is already well placed – Upnor and Rochester Castles, Rochester Cathedral and Chatham Historic Dockyard are established destinations. The Historic Dockyard is building on its role as a South East hub museum and a lead museum for Kent. Medway is developing a bid for Worlds Heritage Site status for the dockyard and its defences.

New developments are also underway. The private sector funded £60 million Dickens World will open in early 2007 and several proposals for new hotels are in the pipeline. It is expected the 2012 Olympics will also provide a boost to tourism activity although at present Medway lacks the appropriate hotel and conference provision.



### A city of enterprise

The Medway economy has undergone significant structural changes in the last 20 years, following a major loss of jobs upon the closure of the naval dockyard.

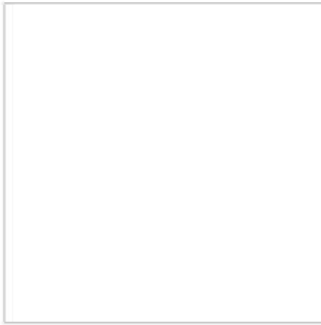
Developments on the Medway City Estate, Gillingham Business Park and Chatham Maritime have replaced some of these lost jobs but compared to other parts of the region Medway remains a low-wage, low skilled economy. Unemployment is rising again after several years of better statistics. Medway is now focusing on new opportunities and growth sectors.

The development of specialist manufacturing and innovation in Medway was boosted by the launch of the new £41 million Medway Innovation Centre, to be built on a 10 acre site in Rochester. This is expected to create approximately 2,000 jobs.

Existing businesses are important and Medway Council has developed a Beacon status business support service. Initiatives are underway to widen business support, address basic skills provision and support sector growth. However a focused programme of promotion, image development, sector development, business support, skills provision and infrastructure provision is needed to build on the opportunities for Medway.

Medway Renaissance has now entered the delivery phase after many years of planning. Medway has secured public investment of £120 million into its regeneration programme, which is forecast to lever in a minimum of £1 billion over the next 20 years. Significant progress has been made in bringing forward development on Rochester Riverside, Strood Riverside and Temple Waterfront together with detailed planning and implementation of a programme of projects for Chatham Centre and supporting town centres.





## 5 POLICY CONTEXT

### Thames Gateway Strategy

Medway is recognised as an **area of strategic importance** in the Thames Gateway Strategy and as such is the recipient of funding from the Department of Communities and Local Government through the Thames Gateway Programme. It is this document that promotes the creation of sustainable communities, design quality and sustainable development. Medway is indicated as an area where economic growth and the development of mixed use communities can be successfully developed. Within the Thames Gateway both the Local Regeneration Partnerships and the Regional Development Agencies are responsible for delivering the major regeneration.

Medway is also highlighted as a priority for cultural activity. Medway Renaissance is one of the national, regional and local stakeholders who recently developed a Cultural framework and Toolkit for Thames Gateway Kent: a pilot for cultural planning in the Thames Gateway. [www.thamesgateway-kent.org.uk](http://www.thamesgateway-kent.org.uk)



### South East Plan

The South East Plan, as the Regional Spatial Strategy, will set out a vision for the region for 2006-2026. The South East England Regional Assembly is carrying out this major piece of work. It will focus on housing, transport, economy and the environment. It will set out improvements that need to be made to ensure the region remains economically successful and an attractive place to live. It will address important issues such as housing, transport, economy and the environment.

The full Plan includes the Regional Policy Framework in Section D, which was previously submitted to Government in July 2005, and the Sub-regional Policy Framework in Section E. As the South East is a varied region, the Plan proposes a set of nine sub-regions which have distinctive issues that need to be addressed. The policies related to Medway are in Section E4 for the Kent Thames Gateway sub-region. The Plan was submitted for Government approval in Spring 2006 and an Examination-in-Public (EiP) will be starting in November 2006. The EiP provides an opportunity for the discussion and testing, in public and before an independent Panel, of selected matters. Once it has Government approval it will become a legal document that local authorities and other government agencies in the region will have to follow. The Plan replaces the Regional Planning Guidance for the South East (RPG9).

District and Unitary Councils will still deal with local planning applications, but they will have to ensure their decisions do not conflict with the principles in the Plan. Further details are contained in the Regeneration Framework's technical appendix (volume II). [www.southeast-ra.gov.uk](http://www.southeast-ra.gov.uk)  
[www.eipsoutheast.co.uk/home](http://www.eipsoutheast.co.uk/home)

### Local Development Framework

The Development Plan in Medway currently comprises the Medway Local Plan 2003, the Kent and Medway Structure Plan 2006 and various minerals and waste local plans. For the future, Medway Council is preparing a Local Development Framework as part of the new approach to spatial planning introduced by the Planning and Compulsory Purchase Act 2004. A Local Development Framework (LDF) is a folder of documents prepared by the local planning authority which will outline how development will be managed in the area. The LDF plays a key part in the delivery of the Medway Council's Community Strategy by setting out its spatial aspects and providing a long-term spatial vision. Further information is detailed in the Regeneration Framework's technical appendix (volume II).

[www.medway.gov.uk/index/environment/9995.html](http://www.medway.gov.uk/index/environment/9995.html)

Email: [localdevelopmentframework@medway.gov.uk](mailto:localdevelopmentframework@medway.gov.uk)

### Area Investment Framework Performance Plan

The AIF programme will reflect the priorities of the Regeneration Framework and Community Plan by focusing on three themes of activity: business development, education and skills and social regeneration.

Thames Gateway Kent Partnership as the sub regional partnership in the Thames Gateway, covering North Kent, has been responsible for developing this programme in partnership with the Local Regeneration Partnerships, SEEDA and DCLG.

TGKP will work with partners to support a coordinated approach to different funding streams in order to avoid replication/duplication as well as maximising the impact of available resources.



### SEEDA Regional Economic Strategy

The Regional Development Agency has produced an economic strategy for the South East. Development of growth sectors, business support and skills issues are picked up as priorities. SEEDA has recognised the Thames Gateway as a priority area and is developing a Thames Gateway Economic Strategy.

### Associated Strategies

The Regeneration Framework builds on and supports the following strategies:

- Children and Young People's Plan
- Local Transport Plan
- Community Safety Strategy
- Housing Strategy
- Waste Strategy
- Chatham Centre and Waterfront Strategy
- Medway Waterfront Renaissance Strategy
- Economic Development Statement
- Rural Strategy
- Countryside and Open Space Strategy
- Racial Awareness Scheme
- Social Regeneration Statement
- Cultural Statement
- Community Plan
- LAA
- Older Person's Plan



### Priority areas of focus

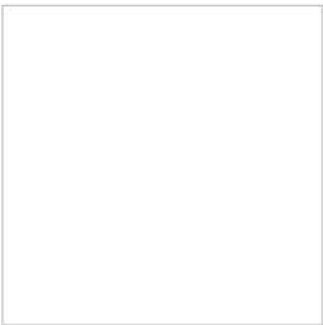
In order for Medway to develop into a city of learning, culture, tourism and enterprise, vital components for regeneration success need to be supported and developed. Medway's ambitions around transformation and growth are clearly dependent on the necessary investments and activities that will either kick start, facilitate or support the scale of regeneration envisaged. In order of importance the areas are:



- Town Centres – Chatham will be Medway's civic and cultural heart and function as a sub regional shopping centre, with Rainham, Gillingham, Rochester and Strood all playing identified roles as district centres. Significant change is required in Chatham while a programme of strategic development for the other centres is essential
- Transport for Medway puts transport right at the heart of the regeneration plans. It is essential that we provide a sustainable public transport system that is accessible. Transport priorities have been identified for Medway, via the Local Transport Plan and regional priority setting
- The Medway economy needs to be healthy and growing to provide the full range of opportunities to existing and new Medway residents. Priorities for investment have been identified in the Economic Development Statement
- The continued development of the further and higher education offer, together with improvements to skills development, participation levels, vocational training and post 19 training are all vital to the success of Medway.

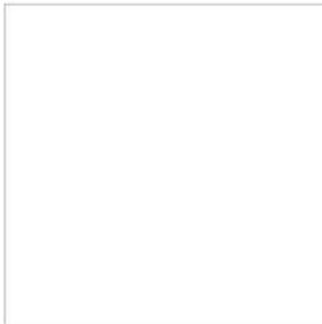






- Social regeneration is a focus for activity. The creation of cohesive and sustainable communities is a priority for Medway with an expected 12,500 – 16,000 homes to be built. It is clear that benefits from growth must be delivered to existing communities and that new developments must be effectively integrated. There will be an emphasis on bringing communities together
- A major element in transforming Medway into a premier European city will be the provision of a range of cultural experiences and opportunities appropriate for a city of 300,000. Existing cultural assets and new cultural initiatives will help to establish the identity of the city and create a positive image
- Environmental priorities include 'Greening the Kent and Medway Gateway' including delivery of key initiatives such as Green Grid Medway and Great Lines City Park, managing flood risk, leading in sustainable construction, reducing the impact on natural resources and utilising renewable energy together with enhancing existing environment and green spaces

- Medway has a proud history of hosting major sporting and cultural events and is well placed to capitalise on the 2012 London Olympics and beyond. Medway will have the transport links and tourism offer to capture locally the potential benefits of the 2012 games
- Infrastructure provision both within and beyond Medway is crucial to further growth and success
- Improving the health of Medway residents is important together with the provision and delivery of the local health infrastructure.





## 6 MEDWAY RENAISSANCE DIRECT INTERVENTIONS

Medway Renaissance will continue to lead on the major developments but also lead on creating a new respect and understanding of Medway as an international city of regional and national importance. Major steps need to be taken to lift the image of Medway, both by celebrating existing assets and by capturing new levels of investment and project development that reflect confidence in Medway as a vibrant and successful place.

A significant element of work in the regeneration process is securing benefits and investments for existing communities, including the identification and phasing of necessary infrastructure and a programme of short-term and long-term changes and opportunities for local people.

Medway Renaissance is directly responsible for ensuring that regeneration and development benefits both new and existing communities, championing the supporting infrastructure as well as sustainable and quality environments.

The major projects that Medway Renaissance will progress are below:

### Town centres

Many of Medway's centres suffer from a negative image, although in fact are trading successfully. The Medway Retail Capacity Study 2005 provides an assessment of Medway's main centres and a review of potential capacity and market demand for retail and leisure. It is against this background that strategic developments for Chatham City Centre and the district centres are being progressed.

#### Chatham Centre and Waterfront

Chatham is already Medway's major retail centre. With implementation of the Development Framework, it will also become Medway's civic and cultural heart. The Medway Local Plan (adopted 2003) identifies Chatham Centre as the area for the development of a major, multi-use 'city' centre for Medway. Exceptional buildings and public spaces will provide a stimulating setting for shopping, culture, learning, business and leisure activity in the heart of Medway. The scale of development will ensure that the centre meets the shopping, cultural and leisure aspirations of local people in a way which complements the roles of other town centres throughout Medway.

Chatham is ideally placed to play a vital role in the further expansion of the universities in Medway, being not only a location for accommodation but also an area ripe for the development of a varied and quality evening economy.

The Chatham Centre and Waterfront Development Framework 2004 sets out projects and investments to make this transformation happen, particularly focusing on the assets of the waterfront, and linkages and

transport. These key projects will be delivered over differing timescales through private and public investment and partnership arrangements. The first phase of the realignment of the road network is complete and a development brief for the expansion and development of the Pentagon Centre area has been adopted by the Council. It is expected that a programme of investment will come forward shortly, in the context of the brief.

Work has started on three further development briefs to cover the 'Station Gateway'; the 'Brook' and the 'Waterfront' with supporting work to bring forward proposals for cultural and civic facilities including new library facilities.

Next Steps:

- Phase 2 Roadworks
- Dynamic Bus Station
- Pentagon Development
- Station Gateway, mixed use scheme
- The Brook, mixed use scheme
- The Waterfront, cultural and mixed use scheme
- Civic facilities

More information can be found in the Chatham Centre and Waterfront Development Framework (Supplementary Planning Guidance 2004) and the Medway Waterfront Renaissance Strategy.  
[www.medway.gov.uk/chathamcentre.htm](http://www.medway.gov.uk/chathamcentre.htm)  
[www.medway.gov.uk/mwrs-3.pdf](http://www.medway.gov.uk/mwrs-3.pdf)  
[www.medwayrenaissance.com](http://www.medwayrenaissance.com)



## District Centres, Strood, Rochester, Gillingham, Rainham

The town centres are vital areas to existing and emerging communities, not only providing local services but also contributing to local identity and image. Both Strood and Gillingham town centres are suffering from changes in the retail sector and require a programme of strategic development and Rochester and Rainham will continue to be supported and developed as local centres. These centres are all vital in the delivery of local services and all offer the opportunity for mixed use developments with the provision of residential, leisure and employment space within the town centres.

### Strood

Strood acts as a gateway to Medway, but its retail offer is predominately convenience and service based. As well as a traditional High Street, there is a retail park and a recently built supermarket, poorly connected to the centre. Parking and accessibility are issues.

Both Strood Riverside and Temple Waterfront development sites are close to Strood Town Centre. An Area Action Plan is in hand to establish areas for mixed use, employment and residential, together with a reworking of the road network.

### Gillingham

Gillingham is primarily a convenience and local service centre and has performed relatively strongly in recent years, although it currently has a large vacant unit following a major store closure.

A development framework for the town centre is being produced. The Framework will guide future investment, promote a defined role for the town, using the opportunity of the university offer to encourage leisure uses, the evening economy and residential and employment space in the town centre. A coordinated programme of development, environmental improvements and access and parking provision will ensure a future viability for the town centre.

### Rochester

Rochester is a historic and popular tourist destination and is successfully developing a reputation for its speciality shops and restaurants. Rochester's continued vitality will be reinforced by the development of Rochester Riverside but there is a need to ensure the two are integrated and that the Corporation Street area is successfully developed as a landmark gateway into Medway. Access and parking need to be managed in coordination with developments across Medway.

### Rainham

Rainham sits in a relatively affluent catchment area but is the smallest district centre. It focuses on convenience shopping and service delivery for local residents. Medway Council would support additional convenience floor space in the centre.

### PRIORITY ACTIONS

- Chatham Phase 2 Roadworks
- Chatham Bus Station
- Chatham Development Briefs
- Chatham Flood Defence
- Chatham Cultural Build
- City Library
- Strood Town Centre Action Area Plan
- Gillingham Town Centre Development Framework
- Gillingham Phase 1 Development
- Medway Parking Strategy
- Social Infrastructure Model (City Plan)





## Environment

*"Creating sustainable communities: Greening the Gateway"*

A green space strategy for the Thames Gateway sets out the Government's vision for the landscape of the Thames Gateway and the positive contribution which the network of green open spaces should make to the quality of life for all those who live and work there. Work being undertaken by the DCLG is currently looking at the promotion of the whole area as the Thames Gateway Parkland. Medway Council's strategies and action plans will complement this document in helping to deliver sustainable communities in Medway.

[www.communities.gov.uk/index.asp?id=1140230](http://www.communities.gov.uk/index.asp?id=1140230)

The Medway Countryside and Open Space Strategy provides the analysis of provision and need in Medway and the Action Plans within this strategy detail local requirements. Audit work, completed to inform the Open Space Strategy, highlights shortfalls in sport and play and countryside provision, that need to be met through positive planning, partnership working and inward investment. Further details can be found in the Regeneration Framework's technical appendix.

Medway's Local Development Framework will take full account of the Government's greenspace strategy for the Thames Gateway. Medway Waterfront will form one of four high profile 'Green Grid' initiatives through Medway's urban areas. Open areas will define, and connect waterfront sites, and link them to the wider countryside. Open spaces will be linked as far as possible with the proposed riverside walk and cycle ways. [www.medway.gov.uk/index/leisure/countryside.htm](http://www.medway.gov.uk/index/leisure/countryside.htm)

North Kent has developed a collaborative approach to existing and potential greenspace, which has been developed by partnerships between local authorities and related agencies to embrace the concept of the Green Grid. This emphasises the importance of physically linking together multi-functional parcels of greenspace and serves to champion the need for increased landscape integrity to all its supporting partners. Further information can be found in the technical appendix.

[www.thamesgateway-kent.org.uk](http://www.thamesgateway-kent.org.uk)

Strategic work both locally and at Thames Gateway level have identified the following priorities:

- Managing flood risk
- Leading in sustainable construction
- Reducing impact on natural resources (carbon emissions and water usage) and making the most of renewable energy.

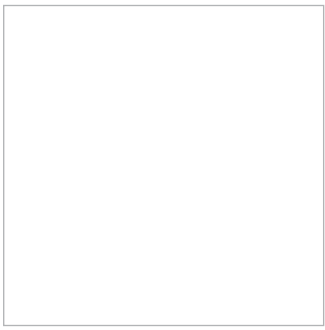
The application of these priorities locally, within Medway, will be through the following:

### Sustainable and quality design

Achieving a high quality built environment is essential to the success of Medway as a city of note, as well as being a major step towards a carbon neutral area. Innovative design will be encouraged in all developments, along with the use of natural light, views and the reduction of negative environmental impacts.

Design Codes will be used on all major regeneration projects. A comprehensive set of Design Codes has been produced for Rochester Riverside to guide the detailed phases of development on the site, over the next ten years.

A 'Green Charter', covering detailed issues of sustainability, local applications and standards has been developed for Rochester Riverside and will be promoted as a major tool for the transformation of Medway. [www.medwayrenaissance.com/resources/documents/Green\\_Charter.pdf](http://www.medwayrenaissance.com/resources/documents/Green_Charter.pdf)



Architectural competitions will ensure designs of the highest quality, particularly on landmark sites or significant areas of the public realm. This already has been undertaken for the creek bridge design at Rochester Riverside.

As part of a sustainable approach, the historic and architectural values of Medway Waterfront will be respected. Medway Council has adopted a Building Heights Strategy to guide development in prominent sites. [www.medway.gov.uk/index/environment/planning/buildingheight.htm](http://www.medway.gov.uk/index/environment/planning/buildingheight.htm)

All new developments will subscribe to the national standard Code for Sustainable Buildings (CSB). 'Good' energy efficiency ratings will be demanded as a minimum with the expectation of achieving 'excellent' where possible. Projects will minimise the use of resources in construction and a proportion of energy needs will be met via renewables.

Buildings will be designed to maximise opportunities for community cohesion and mixed use developments will avoid isolating housing from services and employment opportunities.

In order to meet the objectives of the Medway Community Safety Plan new developments will be required to use 'Secured by Design' guidance to ensure where possible crime can be designed out. [www.medway.gov.uk/comsfty-2.pdf](http://www.medway.gov.uk/comsfty-2.pdf)

Sir Terry Farrell is Medway's Design Champion, and he is actively involved in the above initiatives and raising awareness of design quality within Medway. An element of sustainable design is the promotion of sustainable modes of transport and these are addressed in the transport section.

### Delivering world-class public realm

A high quality public realm will be created, improving access to the river, linkages to the waterfront sites, contribution of open space in town centres and the strategic encouragement of walking and cycling. A Public Realm Strategy is being produced that will include policies on lighting, design and the use of public art. A Countryside and Open Space Strategy is being produced to plan and prioritise investment in new and existing parks, play areas and outdoor sports facilities.

### Improving housing stock

It is essential that more immediate benefits are achieved within existing communities and environmental priorities, and within existing housing areas. Where appropriate improvements to the existing housing stock will be promoted to complement improvements to disadvantaged neighbourhoods, with the poorest quality housing. Work within existing communities will be governed by the Medway Housing Strategy (see Technical Appendix).

### Increasing river access

The river economy is an important component of regeneration in Medway. The riverside sites offer a great opportunity to re-establish links between the town centres and the waterfront. The riverside will be transformed both physically and visually into a connecting element for new developments and infrastructure.

A key aspect will be to ensure that people from existing communities have access to employment and leisure opportunities on the waterfront. An Access Strategy for the riverfront will be developed in the draft Public Realm Strategy.

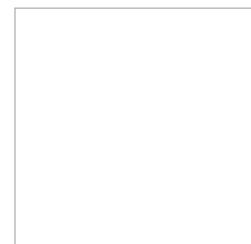
Opportunities will also be sought for supporting leisure and commercial use of the river and the introduction of river transport.

### Image

Medway is an exciting place to be. It has a vibrant urban centre immediately adjacent to the river and areas of beauty and significant heritage. Its geography and location are unique and it has many assets to be proud of.

People's sense of belonging and pride in areas is made up of the natural landscape, built environment and experiences over time – existing communities' views about places will be different from those of newcomers. A strong identity will need to be created, based on the area's cultural significance. Medway's identity will be unique, while maximising the close proximity to the Capital. The creation of identity will also be encouraged through the use of public art and artist involvement, particularly in the major projects and infrastructure delivery.

Conservation-led regeneration will be supported, which will benefit the tourist and visitor business economies. New and distinctive buildings and structures will be encouraged, which will have an important role in signifying renaissance and strengthening identity. The creation of two 30 metre span footbridges at Rochester Riverside will help to create an iconic feature within the new waterfront development.





On all sites the use of architectural competitions will be considered to ensure individual and world class schemes are developed.

Marketing activities focusing on positive heritage, natural and built environment values are being undertaken to present a new and vibrant image for Medway.

#### Heritage programme

Projects to protect and enhance heritage buildings are important elements in transforming Medway. A successful townscape Heritage Initiative has focused on the Star Hill to Sun Pier area and refurbishment, interpretation and access improvements are planned for a range of heritage buildings. The regeneration activities will complement refurbishment and restoration work.

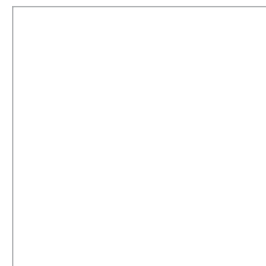
UNESCO World Heritage Site status is being pursued for the Chatham Historic Dockyard, Fort Amherst and The Lines, as part of the overall vision.

#### Air quality

Medway Council's Air Quality Action Plan 2005 describes measures which are aimed at working towards improving local air quality and achieving a reduction in the concentration of nitrogen dioxide. Transport planning measures have a direct impact on the main source of pollution and Medway's Local Transport Plan 2006-2011 will be a key platform for delivering initiatives aimed at improving air quality. A further aim is to raise awareness of air quality issues by encouraging active participation in the achievement of proposed measures through a combination of joint working within the Council and with external stakeholders.

#### Reaching biodiversity targets

Consistent with sustainability principles, development in Medway will be accommodated with no overall net loss to biodiversity. Protection of biodiversity will be part of a climate change strategy for Medway. Protection of important biodiversity and nature conservation areas are part of the strategic flood risk assessment and Green Grid in Medway.



#### Flood risk management

Flood management will be part of the climate change strategy for Medway, as the waterfront location for many sites means they will require flood defence measures. Predicted wetter winters will also increase the chance of flooding and wildlife and agriculture could also be affected. The Strategic Flood Risk Assessment has identified areas of the Waterfront likely to be subject to flooding; mapped the impact of flooding; and assessed the likely impact of proposed new developments on flood risks downstream. The study will enable the development and design of protection measures, ensure protection of important biodiversity and nature conservation areas and provide a strategy to avoid the threat of flooding or ensure that future development is appropriately protected. A Technical Guide, in accordance with PPS25, will be produced.

#### PRIORITY ACTIONS

- Strategic Flood Risk Assessment Technical Guide
- Image
- Bid for World Heritage Site Status
- Great Lines City Park
- Public Realm Strategy
- Sustainable Design Codes
- Green Grid
- North Kent Marshes



## Infrastructure

At the heart of the Government's plans to create sustainable communities lies the essential issue of infrastructure. Transport provision and links, flood defences, services, schools, hospitals, shops and green spaces are elements in the delivery of new sustainable communities and the invigoration of existing ones. A report by Roger Tym and Partners identified the cost of infrastructure in the South East to be between £21 billion and £31 billion over the next 20 years. Government has responded with high levels of targeted investment in order to meet present and future needs. Private sector investment is also a contributor to investment in public services. A commitment is needed from all those involved in the planning and delivery of infrastructure to match the expected growth and an understanding that some provision needs to be made ahead of residential and employment provision.

*Transport infrastructure is covered in a separate section below.*

Essential infrastructure includes:

- Transport
- Utilities, to include water, power, waste
- Health
- Education
- Sport, leisure, culture.

### PRIORITY ACTIONS

- Transport priorities (see transport section)
- Cityplan for community infrastructure provision
- Strood flood defence
- Temple flood defence
- Chatham flood defence
- Waste facility
- Local health facilities



## Transport

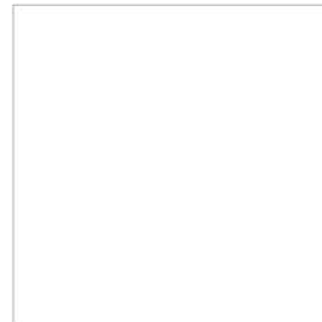
The travel demands associated with the regeneration of Medway within the Thames Gateway will be significant. It is essential that adequate and appropriate transport measures will be established to ensure the protection of the local economy, social fabric and environment. Investment in transport infrastructure is also required to facilitate regeneration opportunities for both residential and employment uses.

Medway's transport system will need to be maintained and improved to meet the expected regeneration and levels of development over the medium to long-term. It is of paramount importance that the Medway conurbation does not suffer from increased congestion, and that transport movements are sustainable under economic growth.

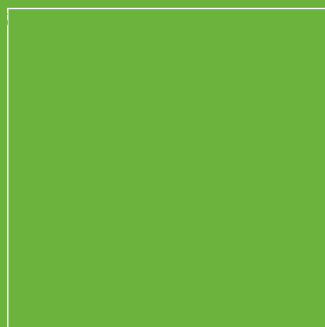
Unless substantial investment is made in Medway's transport network and services, journey times throughout the urban areas of Medway will increase as a direct impact of major regeneration sites putting increasing demands on the strategic road network. The principles of sustainable regeneration need to be applied to ensure traffic growth associated with regeneration is kept to a minimum and that future provision will improve connectivity between disadvantaged neighbourhoods and regeneration areas. Significant additional investment in transport infrastructure is needed to underpin new development.

There are also significant opportunities for Medway to benefit from new transport provision in North Kent. The CTRL service, via Ebbsfleet in 2007 and the domestic links in 2009 will provide enhanced access to and from Stratford, Central London and Canary Wharf. It is essential that future service provision meets user needs and will provide the appropriate connections.

Investment in a Lower Thames crossing and the rail network beyond Medway would bring significant economic benefits to the area. The proposal for a Lower Thames crossing was first identified in the 1960s as part of the 'Roads to Prosperity' programme. Since then further traffic studies have identified the potential for an additional Kent-Essex link although neither a route nor crossing point has been agreed. It is unlikely to be brought forward before 2026.







### Transport for Medway study

A sustainable transport plan for the future has been developed through the *Transport for Medway* study. Transport for Medway will be vital in delivering Medway's transformation.

The recommendations of the *Transport for Medway* study are divided into short-term and longer term measures. The short-term measures are planned for up to five years and are designed to complement the implementation of the Council's new Local Transport Plan by:

- Improving the image and appeal of public transport, through new infrastructure at stops and shelters, marketing, ticketing and information
- Creating new bus routes and network development
- Creation of a dynamic town centre bus station in a more accessible location
- Developing strategic bus corridors
- Expanding 'park and ride' provision
- Supporting developments for regeneration sites in Rochester, Chatham and Strood.

The longer term measures will take up to 15 years and will include:

- Upgrading of railway stations
- Further development of strategic bus corridors
- Highway link capacity improvements in Strood
- Further expansion of 'park and ride'
- New 'cable car' for inner Medway
- Improvements to road and rail access to Grain
- Improved capacity at the Rochester Bridge rail junction.

Other issues of movement and access that must be addressed as part of the transformation of Medway are the following:

- Removing barriers to walking and cycling
- Creating links between communities
- Improving access arteries to town centres
- Improving access to new employment zones from disadvantaged areas
- Delivering an Excellent Bus Service.

As a priority for achieving improvements to bus travel in Medway the Transport for Medway Study has produced a range of options based on the existing bus service. A preferred strategy is being developed, with a strong emphasis on optimising the existing bus network and giving buses priority.

### Trains

Govia has been awarded an eight-year franchise to operate rail services in Kent and South East London, including the new high-speed line to the Channel Tunnel. Govia has committed to invest £76 million in passengers and staff facilities. Medway Council has been in discussion with Govia to explain the needs of its residents and commuters, as well as its plans for major regeneration and to gain a commitment to investment in improvements to Medway Stations.

#### PRIORITY ACTIONS

- Strood Highways
- Bus Strategy and Strategic Bus corridors
- Park and Ride
- Cable car
- A228 Grain
- Rail services connecting to Central London, Stratford and Ebbsfleet



## Culture

### Cultural facilities

Medway is a key player and evolving cultural leader within the broader regeneration of the Thames Gateway. The quality and ambition of our cultural life is essential to our success. Success will depend on the joint actions and abilities of many people and agencies playing an active part. An active Cultural Partnership is fostering coordinated strategic planning and delivery. For too long Medway's cultural potential has been underestimated and Medway has not achieved all that it might. There is now an opportunity to change this, by raising expectations and then achieving them. The Cultural Framework and Toolkit for North Kent provide the context for investment in cultural facilities in Medway and the SEEDA Regional Economic Strategy recognise the role of the creative industries in economic growth in Medway.

Medway boasts gems such as the Historic Dockyard, Chatham; one of the oldest cathedrals in England; a world class museum at the Royal Engineer's base, a world-class design institution – the University College for Creative Arts; a professional football club; a vibrant live music scene and a world-class wildlife resource area.

A Cultural Needs Analysis was carried out in 2005 and established the need for a range of cultural facilities, from a flexible performance space, 1400 seater auditorium to a small music venue and interpretation centre and art gallery space. Recent work with community groups and cultural networks have established the public support for a landmark cultural facility, located on Chatham Waterfront, to incorporate some of the identified facilities and a cable car feature.

Schemes are being progressed on the following approved options: interpretation museum and visitor centre; 'Artyard' art gallery complex; arena for 4,000 people; popular music venue for 450; performance venue for 2,000; chamber music venue for 500; performing arts venue for 500 and 'The Reach' on Chatham waterfront to include a large-scale 1,400 seater auditorium and a new city library.

### Improving Medway's cultural life

Alongside physical facilities a programme of development, support and community endeavours will widen access to cultural facilities and events and ensure wider participation and involvement in cultural provision in Medway. A main aim will be to develop cultural audiences and increase take up of enhanced cultural provision together with support for capacity building and skills development of organisations and individuals. This will also contribute to greater community cohesion, and cultural diversity.

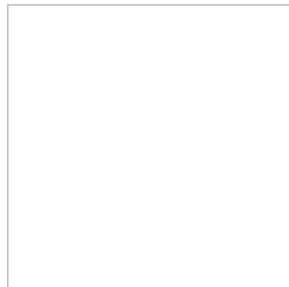
The Cultural Statement provides a clear statement to external partners and investors outlining priorities for 2004-2008, bringing together the cultural elements of other strategic documents in Medway, such as the Community Plan and the economic development, arts, sports, leisure and regeneration strategies. The statement sets out the aspirations of its partners and the broad actions required to fulfil them. The Cultural Partnership is taking forward more detailed work to build on the statement.

**Celebrating a broad cultural mix**

Medway's ethnic mix is increasing. The expansion of education facilities in Medway will encourage personal development and learning to ensure that people of all ages have many opportunities to develop as creative individuals and to excel. There is a need to retain a higher proportion of students who choose to live and work in Medway and to support the continuing development of a vibrant evening economy. The growth of the universities at Medway to 10,000 students by 2010 will bring a wider range of cultural activities to Medway and the development of a wider range of facilities will enable a wider and more diverse cultural offer to flourish in Medway. The Community Plan identifies the development of a Multi Cultural Community Centre as a key priority.



Medway Cultural Study: Arts Village



**PRIORITY ACTIONS**

- Cultural facilities
- Upgraded image
- World Heritage Site status bid
- City Library
- Community Involvement programme



## Learning and skills

Major challenges facing Medway are the low levels of participation in further and higher education, skills gaps in the local population and some low levels of attainment within the school system. The challenges are itemised in the following:

- Basic Skills
- School attainment, with some fragile schools; gaps in vocational training provision
- Post 16, Further and Higher Education
- Adult underperformance – Average wage levels below regional and national average; low numbers of Level 3 and above qualifications; recent increases in unemployment levels; low numbers of relevant skills for regeneration; gaps in vocational training provision
- Coordination of offers across all sectors and lack of identified progression routes.

There are, however, some identified areas of progress and opportunities for actions.



#### PRIORITY ACTIONS

- Learning and Skills Strategy
- Vocational training facilities
- Basic skills provision
- Special Delivery Vehicle/Partnership
- Growth sector provision

Medway has all the structures in place to build a world-class system of education and training. In the year 2005/6 no fewer than four schools were judged 'outstanding' by OfSTED inspectors<sup>1</sup>. Early years provision is very good overall<sup>2</sup>. And, for older learners, adult and community education service has been judged 'good' by the Adult Learning Inspectorate<sup>3</sup>. Medway can truly offer a high quality service from the cradle to the grave.

Medway is proud to have four universities – more than anywhere else in England. These include the University College for the Creative Arts, for many years a driving force behind local creative industries, which has now been joined by Kent, Greenwich and Christ Church universities. Together, these new universities form the university quarter, close to the centre of Chatham. A priority will be the broadening of participation, by local people, in higher education.

A state of the art new further education college opens in September 2008. Located alongside the new universities, the college will contribute to a unique range of courses for young people and more mature students, focusing especially on vocational areas. As well as this, the college will work in close collaboration with Medway schools to ensure that young people develop the skills required for an expanding economy. Already, education and training provision for 14-19 year olds is judged by OfSTED to be 'well planned and of good quality'<sup>4</sup> – but this is only the beginning.

There is a need for more than this if Medway residents are to benefit fully from regeneration and provide incoming investors with the workforce they need. An integrated learning and skills plan is being

developed, linking the training of the adult workforce back through the curriculum offer in secondary schools. New opportunities are already on offer for 14-16 year olds to develop construction and engineering skills. As future business and enterprise develops in Medway, the education system locally needs to respond to the changing needs of employers. In this way, young people will benefit from work experience and employment opportunities, and employers will realise the potential of the local workforce.

Learning and Skills is a major focus of activity to achieve a significant uplift to aspirations, attainment, wealth creation and sustainability for the communities of Medway. It is clear that a focused approach is required to achieve a comprehensive step change in learning and skills delivery across all sectors.

Medway is uniquely placed to develop a 'Special Delivery Vehicle' to coordinate provision and participation through from early years, FE and HE, vocational and in work training to directly address educational attainment levels and skills gaps.

Medway will be aspirational about skills provision and will seek to be involved in a 'Skills Olympics' programme as preparation for the 2011 World Skills Games that will take place in London. Opportunities also exist for cultural organisations and institutions to work with mainstream education providers.

Learning and skills provision will also build on the Medway Children and Young Persons' Plan, with particular reference to post 19 provisions.



<sup>1</sup> Sir Joseph Williamson's Mathematical School, Thomas Aveling School, All Saints primary and Woodlands Primary schools

<sup>2</sup> Medway joint area review of children's services, OfSTED 2006, para 47

<sup>3</sup> Adult Learning Inspectorate June 2006, para 5

<sup>4</sup> OfSTED 2006, para 67

As the largest urban area in the South East, Medway is well placed to host visiting athletic teams and to make our sporting facilities available to all.



## Sports

### Capitalising on the 2012 Olympics

The 2012 Olympics will provide an opportunity to raise awareness of and performance in sport and give a boost to health and fitness of Medway residents together with an uplift to confidence and 'image' in Medway, alongside opportunities for skills development and job creation.

As the largest urban area in the South East Medway is well placed to host visiting athletic teams and to make our sporting facilities available to all. Medway is just 30 miles from the centre of London, 45 minutes from international airports and 40 miles from the Channel Tunnel. It has a wealth of natural and built assets that can be promoted as the basis for activity in 2012 and beyond and we will be promoting ourselves as a city with a lot to offer Olympic spectators. Our history and culture, as well as our close proximity to the Olympic venue, make Medway an ideal place to stay and visit. Excellent new hotels, roads, entertainment and leisure venues will be ready to welcome the many visitors for 2012 and beyond.

Medway is already home to a trampolining national centre of excellence at the Black Lion Leisure Centre. We are looking to enhance existing excellent sporting facilities, as well as creating new venues. Medway is able to provide a perfect Olympic training camp that could include athletic training centres for track and field events, a swimming pool and a football training ground. We will also take advantage of our experience, road network and the topography of the area to create challenging courses for cycle racing. These new developments will inspire Medway's future.

In addition to Medway contributing towards the success of the Olympics, residents will benefit from the investment and prosperity the Olympics will bring.

By 2012, the high speed CTRL rail services to Stratford will enable athletes and spectators staying in Medway to be in the heart of the Olympic city in just over half an hour.

An event that will contribute to promoting Medway as a sporting venue is the use of the city during the first stage of the Tour de France in 2007.

### Providing for outdoor sport

In terms of infrastructure for local communities, Medway is currently deficient in outdoor sports provision both in terms of quality and quantity. The Countryside and Open Space Strategy will direct future provision as part of development on regeneration sites and through securing external funding for pitch and pavilion enhancements.

#### PRIORITY ACTIONS

- Cityplan mapping for S.106 provision for outdoor facilities
- Olympics Action Plan
- Black Lion Centre development
- Tennis Centre



## 7 MEDWAY RENAISSANCE WORKING WITH PARTNERS

Major physical investments and interventions will be pivotal in transforming Medway into the City of its ambitions. However it is crucial that existing communities in Medway benefit from regeneration and that the assets of Medway are protected and enhanced. Therefore alongside the big physical projects there will be a programme of supporting activities that ensure that residents and businesses in Medway gain the most from regeneration and that the creation of sustainable communities is at the heart of the transformation of Medway.

In order to ensure the future success of sustainable communities, Medway Council and other partners are committed to the delivery of the complementary actions required. An important issue to be addressed is the involvement and inclusion of all communities and all citizens.





## Economy

### Employment, innovation and economic development

In order to drive forward an effective programme, to achieve economic prosperity, in Medway, there needs to be a robust strategic partnership that includes all public agencies such as SEEDA, The Learning and Skills Council, the business community and education and training providers together with an understanding of the public investments and supporting activities required.

### A development Matrix will be developed for each growth sector



Medway is set for an economic step-change, and will become a prosperous university city by growing a robust and diverse economy capable of thriving in all economic cycles.

Medway Council has set a target of creating 40,000 jobs by 2026, which needs to be achieved if the economy is to create sustainable communities, and the vision for Medway's economy is to be realised. Medway has the potential to achieve this jobs target – the ambitious Thames Gateway regeneration programme will stimulate economic activity and opportunities for growth.

Medway has had some success in recent years but performance has fallen back against others in the region. The number of businesses has increased by 25% since 2000, and there is a strong network of managed workspace and business support. Based on trends and recent experience in bringing employment sites forward, without intervention, Medway can expect to create another 7,500 jobs by 2016.

### Steps to increased economic growth

Medway is targeting the creation of another 19,000 new jobs, to give an interim target of 26,500 jobs by 2016. To do this, Medway will employ a four-step approach that includes targeting development in certain sectors, ensuring that Medway's offer is properly promoted, increasing skills levels within the community, and by providing attractive employment space:

**Step 1** – Medway will create new jobs through support for new businesses, and the growth of existing businesses in key sectors.

Key interventions to ensure the full delivery of incubation initiatives – Enterprise Hub (high tech), Enterprise Gateway (creative industries), Community Enterprise Hub, and the Medway Innovation Centre (high tech) – these are all critical in creating over 1,350 quality jobs by 2016.

Specialist sector development activity to drive creation of high value-added employment will be focused in the following areas:

- High tech manufacturing/engineering (including software, Unmanned Aviation Vehicles, and the security sector)
- Creative industries (particularly in convergence with other industrial disciplines)

- Environmental technologies (mainly through inward investment in a new BioMass hub, and a possible range of activities, on the Isle of Grain)
- Higher Education sector activity on research, convergence, and integration with the business community and international development.

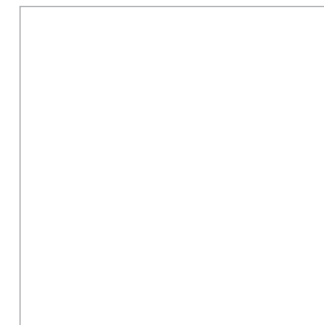
Growth in these wealth-generating sectors will be supplemented by new jobs in other sectors with strong growth potential including; health/social services, construction, transport/logistics, business services and tourism/retail/leisure.

Medway's small-scale loan scheme has proven to be a successful tool in supporting improved productivity and business growth and further use of funding for business support needs to be investigated. e.g. Local Authority Business Growth Scheme.

**Step 2** – The image of the area is of critical importance to the growth prospects of Medway. Medway must literally be put on the map and recognised as a city and a destination. Key interventions to promote Medway's image and invest in cultural infrastructure are therefore crucial. Priority actions are:

- Marketing and PR activity to support inward investment campaigning
- Support to ensure that large-scale regeneration (particularly in Chatham) includes development of cultural infrastructure, including an exhibition centre and quality hotels.

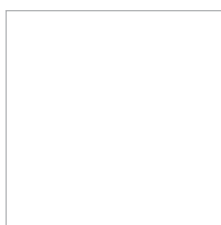
With leisure, tourism and retail development, this intervention could create an additional 3,400 jobs by 2016.



**Step 3** – Medway has the opportunity to create a new, coherent and comprehensive approach to increasing skill levels among Medway's large workforce. The integrated Learning and Skills Plan that is being developed by Medway Council and partners sets out the following approaches to ensuring that the skills needs of Medway's residents can be addressed 'from cradle to grave'. The skills plan will be:

- Economic Development lead, to ensure that all partners are aware of the skills requirements of the local economy
- Business focused, with particular attention given to promoting the latest thinking in workforce development alongside reskilling programmes
- Bespoke provision, with the extensive network of community groups and stakeholders ensuring that the most vulnerable groups are being trained appropriately
- Supplier-coordinated, with cooperation among all training providers, and common accreditation processes.

Government support to provide incentives for businesses to train staff will ensure business participation.



**Step 4** – Medway must ensure there is an appropriate balance of employment use, and interventions are needed to ensure that Chatham City Centre, and the hierarchy of town centres are successfully regenerated to become vibrant and attractive locations for business. The potential employment sites at Kingsnorth and Grain are important assets for Medway. Priority actions to achieve this are:

- Key transport projects to improve accessibility
- Key site assembly and development of quality business space
- Location of targeted managed workspace at each centre.

A particular target market for new office development will be business services stimulated by over £1 billion capital expenditure on development activity. This intervention could create an additional 3,250 jobs by 2016.

**PRIORITY ACTIONS**

- Employment Land Study
- Growth Sector Action Plans
- Transport Infrastructure
- Learning and Skills Strategy
- Business Support
- Inward Investment Programme

## Tourism and Heritage

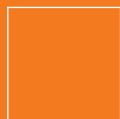
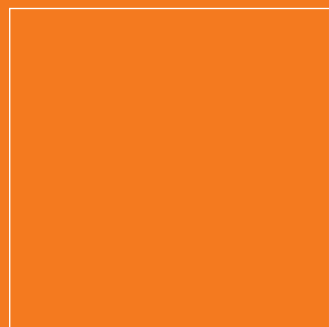
### Tourism

Medway is a growing tourism destination and with visitor spend at £253 million per annum supporting 5,175 actual jobs (Cambridge Economic Impact Study 2003) tourism has become a major sector of the local economy. National and international forecasters project continued growth in the tourism economy and Medway has potential for significant growth in its local tourist economy as a key city of the Thames Gateway.

### The destination

Medway has many assets as regards its tourism offer:

- A genuine cluster of fascinating heritage attractions led by the 'beacons' of the castle and cathedral in Rochester and the Historic Dockyard, Chatham, but also including Upnor Castle, Fort Amherst and the Great Lines, The Guildhall, Eastgate House, Restoration House, and the Royal Engineers Museum amongst others
- Authentic links with key historical figures such as Henry VIII, Dickens, Nelson and Kitchener
- First class visitor facilities in Rochester (Visitor Information Centre and award winning coach park)
- An established reputation for outdoor street festivals
- Emerging Chatham Maritime leisure quarter including new £62 million Dickensworld
- A busy river with many opportunities for riverside activities and waterfront development
- Bird habitats of national significance on the Hoo peninsula.



### Tourism issues

Specific issues, which need to be addressed in the regeneration of Medway in relation to tourism include:

- Lack of tourism accommodation – Medway is currently predominantly a day trip dependent destination with three million day trips per annum. There is a need for more branded quality hotels allowing Medway to shift from a day visitor destination to a city break destination
- Lack of conference and exhibition facilities – business tourism is one of the strongest growing sectors of tourism, which is likely to grow with transport link improvements
- Destination image – despite much progress over the last five years there is still relatively low awareness of Medway due to its lack of city status and absence on Ordnance Survey maps and motorway signs
- Heritage linked regeneration – many of the most successfully transformed cities have linked strongly with refurbished and revitalised heritage at its core – Brighton, Liverpool, Cardiff, Newcastle
- Skills and quality standards – the standard of visitor welcome and customer care and business skills within the local tourism industry, service sector and transport operators is of paramount importance
- The river remains an underutilised asset, which along with the waterfront regeneration could be revitalised with improved water access and a river bus system for visitors and residents

- Tourism signage – current brown tourism signage does not reflect the recent regeneration and development changes taking place and a major overhaul of signage is needed to re-brand certain quarters of the city.

### The future

New waterside hotels with conference and meeting facilities will transform Medway into a major short break city close to London and Europe and major transport hubs allowing it to benefit enormously from business and travel trade tourism.

The development of the riverside will allow waterside restaurants and cafes, walking and cycling and open up one of our greatest assets to locals and visitors alike.

The prospect of World Heritage Site status for the Historic Dockyard, Chatham (the best preserved dockyard from the age of sail in the world) and its defences Upnor Castle, Fort Amherst and the Great Lines, Brompton barracks, and HMS Pembroke amongst others will certainly add enormous prestige and focus to a unique series of historical buildings and fortifications as well as a boost to image, local pride and visitors to Medway.

The National Museum at Chatham will exhibit collections from the National Maritime Museum, the Science Museum and the Imperial War Museum and be housed in the Historic Dockyard, Chatham, in a renovated Smitheries building.

The RSPB are committed to a new visitor centre at Cliffe Pools as a result of the major significance of the local and visiting bird populations deemed an internationally important wetland habitat. This will in turn be part of a growth in rural tourism for the Hoo peninsula.

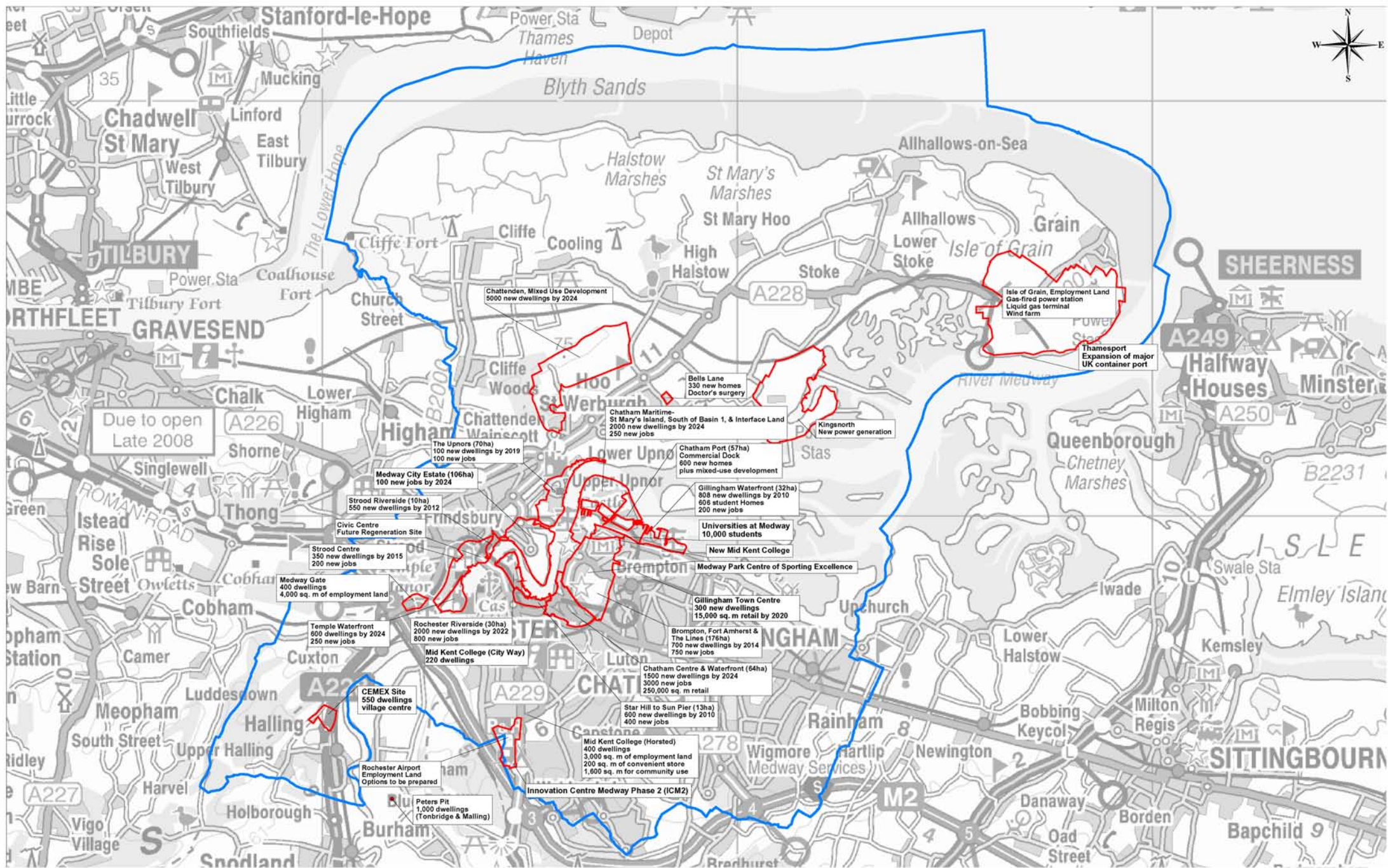
The plans to restore iconic Rochester Castle (the tallest Norman keep in England) to its former glory with a roof and floors will transform it into an attraction and venue of national significance.

Plans are emerging for a major new cultural attraction at Eastgate House and improvements to Medway's municipal museum, the Guildhall in Rochester.

The Olympic Games in 2012 will present Medway with a significant boost in terms of visitors and in attracting the tourism and cultural investment Medway requires.

### PRIORITY ACTIONS

- Hotel Development
- Interpretation Facility
- Promotion and Image
- Transport for Medway
- Museum Development, Chatham
- Signage
- River Usage
- Rochester Offer



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## Communities

### Creating sustainable communities – delivering the Thames Gateway

A priority for Medway is to ensure that there is significant investment in both existing and new communities in order to put in place the necessary community facilities, service provision and infrastructure and to achieve genuinely sustainable communities that are characterised by a choice of housing, access to employment opportunities and services, high quality environment and quality of life. The major investments in new developments will be matched by social regeneration within existing communities.

## Social regeneration

### Benefits of regeneration and integration

Existing communities need to benefit from the regeneration activities in Medway – these include geographical communities as well as special groups of interest. Views of these and prospective citizens will be taken into account in order to create cohesive communities.

Community cohesion lies at the heart of what makes a safe and strong community. It must be delivered locally through creating strong community networks, based on principles of trust and respect for local diversity, and nurturing a sense of belonging and confidence in local people. Effectively delivering community cohesion tackles the fractures in society which may lead to conflict and ensures that the gains which changing communities bring are a source of strength to local areas.

Regeneration will provide the opportunity to:

- Build stronger links between services and communities
- Open the opportunity for all communities to have more control over their own neighbourhoods
- Allow Councillors to play a more active part in their neighbourhood
- Have more delegation of budgets – which could include a small community fund held by Councillors to make a difference in their neighbourhoods
- Have clean, safe streets, good quality and well-maintained parks and open spaces; and well run, attractive, town centres
- Enable access to new community facilities and improve the quality of life of existing communities
- Enable residents to access employment opportunities.

Community infrastructure provision will be prioritised using a mapping system to plan a programme of pan Medway facilities. The maps will be layered and brought together as a 'City Plan' .



### Engaging with the community

An active programme of community engagement will ensure the involvement of local people with both pan-Medway projects and area-based initiatives.

Young people are already involved via the Medway Youth Parliament and a schools' programme on Rochester Riverside. A small group of young people directed and produced a DVD as part of the REVIT (an Interreg 111b funded project focussing on best practice in brownfield regeneration) programme, about how local people have been involved in regeneration. [www.revit-nweurope.org](http://www.revit-nweurope.org)

Working alongside the Social Regeneration Team, local communities in Chatham, Gillingham and Strood have been involved in developing Neighbourhood Action Plans and strategies, including investigating the citywide benefits of redevelopment. This Community Futures programme will be carried forward in elsewhere in Medway.

### Focusing on priority neighbourhoods

It is essential that regeneration within Medway's deprived wards be promoted as a priority for the successful transformation of Medway. It is within these wards that there are areas of low skill levels, poor housing and unacceptable health indicators. Both short-term and long-term benefits must be achieved for these areas.

Some of these most disadvantaged neighbourhoods in Medway are close to major regeneration projects. These areas will benefit from regeneration through the strengthening of the economy, neighbourhood and community service improvements and the provision of community infrastructure. The voluntary sector plays an important role in community regeneration and the CVS and other local stakeholders will be engaged in locally developed projects, such as Basic Skills delivery, service provision, social enterprises and a Community Enterprise Hub.

DCLG has contributed towards the costs of social regeneration projects in the All Saints area of Chatham and Medway Renaissance will demonstrate continued support to these and similar community development actions across a range of disadvantaged neighbourhoods.

South East England Development Agency's direct delivery programme for North Kent will fund projects to implement the Area Investment Framework and support the work of the Social Regeneration Team in these areas.

An emerging Social Regeneration Strategy will provide a comprehensive framework for community action and will highlight priorities for investment.

### Supporting rural communities

Medway has a large rural area lying mostly to the north on the Hoo peninsula and to the south west in the Medway Valley. Medway Council approved a rural action plan in 2004 as a framework for policy in its rural area and as a basis for developing partnership actions to deliver improvements in Medway's villages and countryside. The key themes of the plan are:

- Securing access to services
- Supporting rural community life
- Securing a strong local economy
- Investing in Medway's countryside
- Integrating strategic and local needs.





### Engaging with hard to reach groups

It is especially important not only that hard to reach groups are engaged and consulted, but that they too can share in the benefits of Medway's regeneration. A challenge is bringing together new and existing communities and demonstrating benefits for the residents of Medway, both in the short-term and long-term. It is essential that exciting and positive benefits such as new access to the river, significant high quality public realm and habitat, city scale cultural and leisure facilities and an expanded retail offer are made explicit, to engage existing communities, businesses and service providers.

Hard to reach groups are defined as those excluded from day-to-day life and include older and young people, those with a disability and black and ethnic minority groups. Medway Renaissance has already begun to engage these groups and will continue to work alongside community and voluntary organisations to reach out to them.

### Community infrastructure

An essential element of creating sustainable communities is the provision of the necessary infrastructure within both new and existing communities. This includes education, health, leisure and sport, culture and social care, which have to be planned and delivered in a complementary way. Planning and prioritisation will be aided by the City Plan model.

### Ageing population

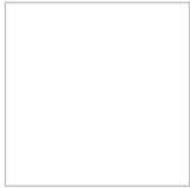
Even before population growth for development is taken into account, Medway's population is projected to increase, due to more births than deaths and modest in-migration slightly exceeding out-migration. There is a predicted dramatic growth in the 60 and over age groups of approximately 75% for 2003-2028.

Demographic profiles show Medway is facing an increasing demand for health and social care services for older people in the future. Priorities in Medway are to provide more support to older people to live independently, with the aim of reducing those living in residential care. The development of joint facilities and working alongside health partners is intrinsic to this.

#### PRIORITY ACTIONS

- Neighbourhood Action Plans
- City Plan for Community Infrastructure
- Programme for Community Engagement
- Basic Skills Provision
- Local Labour Initiative
- Social Regeneration Statement and Programme





## Planning for housing growth

A housing market analysis has been undertaken to assess: local housing needs; the most appropriate types of housing for Medway; the target market and the extent to which new housing will meet local need. The Housing Needs Assessment will feed into the Local Development Framework to include a policy to reflect housing need and dictate housing mix. An improved range of housing in quality and supply is essential for successful inward investment. The effects of new housing on the Medway market and implications for affordability have also been analysed.

Medway has a unique portfolio of brownfield land, many sites with riverside locations and has the opportunity to bring forward sites for residential developments, located in areas where mixed use schemes can successfully be achieved and where it will be possible to avoid isolating housing from community services and employment opportunities. Actions will also be taken forward to upgrade the existing housing stock.

### Providing affordable housing

New housing will be developed throughout Medway and the South East Plan and Thames Gateway targets are expected to be met by identified allocations. Specific sites will be instrumental in delivering housing numbers by 2016, which include:

- Gillingham Waterfront 800
- Rochester Riverside 2,000
- Chattenden Barracks 6,000
- Strood Riverside 550
- Temple Waterfront 500
- Chatham Maritime – St. Mary's island, South of Basin 1, and Interface Land 2,000
- Chatham Centre and Waterfront 3,500
- Strood Town Centre 350
- Gillingham Town Centre 300.

n.b. The above figures reflect additional capacity on the site of which a significant proportion are anticipated by 2016.

These figures may be subject to some adjustment. Further details of housing projections are contained in the Technical Appendix.



The housing needs of our communities will change as Medway's population increases and the economy develops. Medway's successful economy is supported by key workers, students and graduates, all of whom need access to affordable housing. A range of tenure and dwelling types needs to include a level of affordable housing at 25% of the total development.

### Increase range of housing

The housing requirements for Medway will be met by the delivery of a mix of sizes and types of housing and other accommodation designed to meet the appropriate accommodation needs of all sections of the community. The range of housing accommodation needs to include those for specific groups such as the elderly, students, single person households, key workers, gypsies and travellers and those with special needs. On developments capable of accommodating 15 or more dwellings or where the site area is 0.5 hectares or more, a mix of family and non-family units will be required, having regard to indicators of market demand, local circumstances and site characteristics. Exceptions may be made for developments of sheltered or supported housing, housing in or adjoining town centres or where the site is otherwise unsuited to family occupation. Special regard will be had to affordable housing developments designed to meet the needs of a particular priority group.

Almost a fifth of households in Medway have someone with a special need. There also needs to be provision for one and two bedroom dwellings to cater for an increasing number of older people and single person households. The new developments will construct 'Lifetime' homes to build-in flexibility to accommodate changing needs over time.





#### PRIORITY ACTIONS

- Early phasing of supporting infrastructure
- Housing Needs Study
- Special provision for older persons
- Identification of affordable housing supply

#### Health

Our partners recognise the strategic importance of regeneration to the health and well being of Medway and opportunities for increasing participation in sport, access to quality open space and quality environments will contribute to improving the health of Medway residents.

The Annual Public Health Report provides an assessment of the health of the people of Medway and progress against the 'Choosing Health in Medway' Public Health Strategy. Current priority targets are sexual health, reducing obesity and expanding stopping smoking opportunities. This activity is being delivered against a context of tackling health inequalities which nationally are measured by infant mortality and life expectancy and adult mortality rates and working towards targets to reduce these rates. Identified activities include:

- Addressing skills deficit
- Increasing health awareness and skills across sectors
- Supporting development of new roles for school nurses and health trainers
- Improving the health of the NHS and the Council's workforce.

Another major issue is the delivery of services to new and existing communities. Medway has a legacy of a large number of single practice GPs and the PCT is currently delivering a development programme of integrated health centres through the LIFT PFI scheme.

#### PRIORITY ACTIONS

- Lift programme
- Public Health targets – sexual health, reducing obesity, expanding stopping smoking opportunities
- Sport and fitness participation



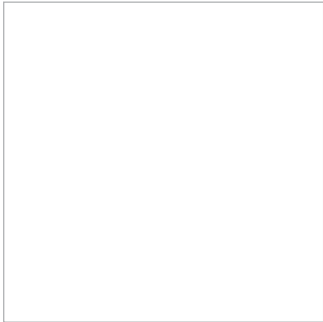
## 8 MEDWAY RENAISSANCE DELIVERY UNIT

Medway Renaissance is a Local Regeneration Partnership, in Medway, that has been set up by Medway Council and is funded by the Department of Communities and Local Government, through the Thames Gateway Programme.

This section details the structure of the Delivery Unit and the Strategic Partnership that oversees the work of the unit.

A full and detailed description of the unit, its structure, the Board, reporting mechanisms and priority activities can be found in the Business Plan (March 2006).

[www.medwayrenaissance.com](http://www.medwayrenaissance.com)



**Medway Renaissance Delivery Unit**

The Medway Renaissance Delivery Unit is the promoter and gate keeper at the same time. It is not a statutory service deliverer, but is a specific team tasked with specific roles. It does not have any powers as a planning authority, but it operates within Medway Council.

The delivery unit is responsible for:

- Coordinating regeneration activities
- Securing investment and development partnerships
- Developing strategic framework
- Delivering design quality
- Masterplanning a cohesive City Plan
- Promoting sustainability
- Integrating existing and new communities
- Facilitating and delivering major regeneration projects
- Promoting Medway.

Medway Renaissance is committed to value for money. Best practice is followed in championing relevant government initiatives, such as sustainable communities.

Medway Renaissance Partnership and Medway Renaissance delivery unit will ensure:

- The Council's objectives for regeneration are met
- The outcomes of high quality sustainable development are progressed
- Medway benefits fully from the opportunities being promoted in the Thames Gateway
- Monitoring and delivery of expected regeneration outputs 2006/2016, as a phased progression of projects.

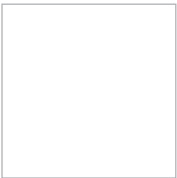
**Medway Renaissance Strategic Partnership**

The partnership meets every two months, receives reports on progress, and identifies and supports priorities. This partnership provides the context for local actions and coordination to ensure a focused concentration on the shared vision for a future Medway. The partnership is the strategic body promoting the balance between jobs and housing and champions high quality design and social regeneration.

The MRP works in partnership with stakeholders, the private sector, public agencies and service providers across North Kent.

**PRIORITY ACTIONS**

- Identify investment partners
- Agree 2006/7, 2007/8 programme
- Promote Gillingham, Strood and Chatham Development sites
- Deliver Rochester Riverside
- Promote image





## 9 COMMUNICATIONS

Medway Renaissance has an approved operational Business Plan for the period through to March 2008 and a Communication Strategy forms part of this work. The section details some communication principles.

In order that we communicate effectively it is important that these partners present a consistent message to the media. This will involve agreeing with partners the messages we wish to give and ensuring they are delivered appropriately.



There are six objectives for this communication strategy:

**1. Promote Medway as city of learning, culture, tourism and enterprise**

The regeneration activity taking place in Medway is a demonstration of the area moving towards our vision for Medway. Regeneration will reposition the area and our local communications will raise awareness and understanding of Medway at a national level.

This will be achieved through positioning the regeneration projects as delivering these benefits to Medway as a whole, rather than as a patchwork of independent regeneration projects.

**2. To promote the work of key partners and investors**

Promote individual Medway regeneration projects to specific target audiences to help with successful delivery of regeneration activities.

Each regeneration project will also have specific communication requirements. These will include proactive PR and marketing, crisis management, reactive PR, marketing materials and promotion.

**3. Deliver consistent and joined up media relations with all regeneration partners**

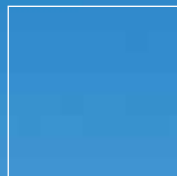
Regeneration projects will be delivered in partnership with other agencies, contractors and organisations. In order that we communicate effectively it is important that these partners present a consistent message to the media. This will involve agreeing with partners the messages we wish to give and ensuring they are delivered appropriately.

**4. Create and maintain a user friendly website as a tool to inform and involve residents, businesses and investors**

**5. To establish Medway Council and its Medway Renaissance team as key delivery agent for regeneration projects within Medway**

**6. To ensure all communities across Medway are informed about regeneration projects and have the ability to contribute.**





## 10 FUNDING

Investment Partners – Medway Renaissance is currently in discussion with a number of major investment partners in order to secure the £1 billion capital expenditure necessary to complete the regeneration programme. Discussions are well advanced with the DCLG on the formation of a property development partnership between Medway and investment partners which would establish a rolling programme of funding. These discussions will be concluded in 2007 with the establishment of a formal development partnership, with a 10-15 year portfolio.

Medway Council is actively working on a comprehensive Developers' Contributions Guide. This will cover Medway Council's own services but also external delivery partners and is intended will be adopted and developed as regeneration is delivered in Medway.

Medway will be transformed into a premier European city of World Heritage Site status.



## 11 SUMMARY OF KEY INTERVENTIONS

### The following section details implementation of key interventions

A project programme is being developed with partners and stakeholders, in order to ensure priorities for the transformation of Medway into a city are captured and progressed. The Project Summary will form an accompanying piece of work to the Regeneration Framework.

### Programme of investment

This table shows the estimated investment required to deliver the vision and actions from the Regeneration Framework.

Figures are approximate and are taken from the Regeneration Framework Project Programme as of October 2006.

Under each theme there are a number of projects, which will help deliver the regeneration of Medway. The full Project Programme can be found on the Medway Renaissance website [www.medwayrenaissance.com](http://www.medwayrenaissance.com)

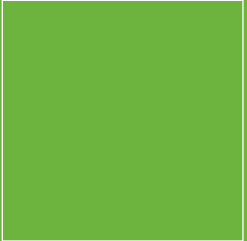
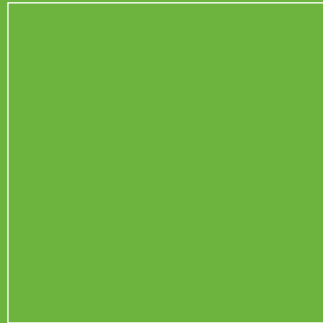
The Project Programme will be subject to a six-month review but will be continually updated as projects progress and funding is allocated.

Theme	Investment
Town Centres	£70,000,000
Infrastructure	£150,000,000
Environment	£89,000,000
Transport	£250,000,000
Culture	£250,000,000
Learning and Skills	£185,000,000
Sports and Leisure	£80,000,000
Economy and Skills	£85,000,000
Tourism and Heritage	£45,000,000
Social and Community Regeneration	£18,000,000
Housing and Development	£835,000,000
Health	£140,000,000

## 12 GLOSSARY OF TERMS

Affordable Housing	Housing provided at less than open market cost for those that cannot afford to purchase or rent at market level.	Local Delivery Vehicles	Partnerships responsible for the delivery of regeneration initiatives. <a href="http://www.lga.gov.uk">www.lga.gov.uk</a>	S.106	Section 106 agreements (known as planning obligations) are legally binding agreements between a developer and the local planning authority made under s106 of the Town and Country Planning Act 1990.
Area Investment Frameworks	Developed by partnerships of local and regional agencies, these show the regeneration priorities for an area with the aim of targeting funding from regional development agencies.	(LSP) Local Strategic Partnership	A non-statutory, non-executive single body, with membership from local representatives from public, private, business, community and voluntary sectors. Medway's LSP website: <a href="http://www.more2medway.org.uk">www.more2medway.org.uk</a>	Secured by Design	A UK Police flagship initiative supporting the principles of 'designing out crime' by use of effective crime prevention and security standards for a range of applications.
Brownfield	A site that has been previously developed for industrial/commercial or residential use and is now vacant, derelict or contaminated.	Local Transport Plan	Local Transport Plans (LTPs) are local strategies that feed into the Government's integrated transport policy.	SEEDA (South East England Development Agency)	The Regional Development Agency for the South East, responsible for the sustainable economic development and regeneration of the South East of England.
Community Enterprise Hubs (CEHs)	A support mechanism for the voluntary and community sector, such as administrative support and training, advice for social enterprise schemes and linking new and existing community facilities. Medway is one of three CEHs in North Kent and has received £3 million of funding.	Medway Children and Young Persons Plan	Reports on all the services (education and children's social services) for children and their families throughout the first 18 years of life.	Single Regeneration Budget Challenge Fund	A central government funding stream budget to support integrated neighbourhood regeneration initiatives.
CTRL	Channel Tunnel Rail Link.	PCT	Primary Care Trust.	Sustainable Communities Plan (2003)	The Plan sets out the long-term programme of action for delivering sustainable communities in both urban and rural areas. <a href="http://www.communities.gov.uk">www.communities.gov.uk</a>
DCLG	Department for Communities and Local Government.	PPG3	Government guidance relating to the provision of housing for local and regional planning agencies.	Sub Region	These reflect the housing markets within the South East, in response to the Government's Sustainable Communities Plan. Partnership working is undertaken between Local Authorities and affordable housing providers.
Government Office for the South East (GoSE)	The representative of central government in the South East region, working with organisations to deliver the Government's policies and programmes in the region. <a href="http://www.go-se.gov.uk">www.go-se.gov.uk</a>	PPG13	Government guidance relating to the provision of transport for local and regional planning agencies.	World Heritage Site status	The World Heritage Convention provides for the identification, protection, conservation and presentation of cultural and natural sites of 'outstanding universal value'.
Hectare (ha)	A unit of surface area approx 10,000 square metres, or 2.5 acres that measures the areas of land and water.	Regional Transport Strategy	This lays out the South East's transport policies. It also provides the context for the preparation of Local Development and Transport Plans by local authorities.		
Lifetime Homes	Homes that are designed with flexibility in mind to accommodate the changing circumstances of a household over time.	REVIT	REVITalisation (a European project to regenerate brownfield land).		

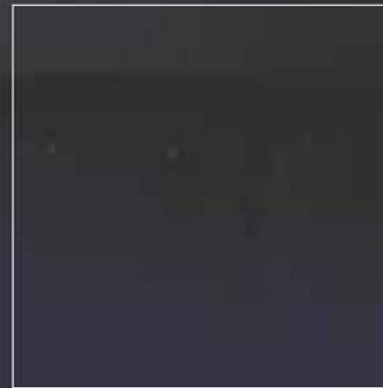
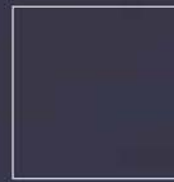




With thanks to Birds Portchmouth Russum Architects for the cover image, showing the planned creek bridges for Rochester Riverside. We would also like to thank the Sunlight Centre for images provided in the document.

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City of learning, culture, tourism and enterprise

[www.medway.gov.uk/medwayrenaissance](http://www.medway.gov.uk/medwayrenaissance)

[www.medwayrenaissance.com](http://www.medwayrenaissance.com)



Homes &  
Communities  
Agency



SOUTH EAST  
ENGLAND  
DEVELOPMENT  
AGENCY

