



# **DRAFT COUNCIL PLAN** **2009-12**

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**CLLR CHAMBERS' INTRO**

This section will be completed following the finalisation of the rest of the document.

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## **1. Achieving our Vision – Delivering Our Priorities**

### **a. Our Priorities**

This is our first three year Council Plan setting out how Medway Council will play its part in achieving the vision for Medway agreed with our partners – a city of learning, culture, tourism and enterprise. We aim to be recognised as the city of the Thames Gateway, realising the potential identified by Sir Terry Farrell, our design champion for regeneration in his publication about Medway – ‘Five Towns Make a City’

“Medway has the potential to become a world leading example of something really special”

In our Annual Report 2007/8 we reviewed our progress toward achieving this vision, and this plan sets out how we will continue to improve Medway as a place to live, work and have fun.

To play its part in fulfilling this vision, Medway has agreed six priorities that we want to achieve over the three year lifespan of this plan. These are:

- A clean and green environment
- Safer communities
- Children and young people having the best start in life
- Older and vulnerable people maintaining their independence
- People travelling easily and safely in Medway
- Everyone benefiting from the area's regeneration

In addition, we have two core values which set out how we will go about achieving these priorities:

- Putting our customers at the centre of everything we do
- Giving value for money

We are committed to improving the quality of life for all Medway's residents. The council places great importance on its dual role as both community leader and service provider - leading the transformation of Medway and providing high quality services for customers. We know, however, that some people need extra support and we will work with our partners to provide that, for example, for younger or older people who are vulnerable or who experience poor health and other outcomes. The physical regeneration of Medway will be accompanied by social and economic regeneration so all people will benefit from the changes taking place.

The following sections outline in more detail what we will do to deliver these priorities, and include the specific steps the council will take on its improvement journey. We will keep these actions under constant review, ensuring they are the right actions for Medway, and adapting them where necessary. We will measure our progress towards achieving these objectives to make sure we deliver on our promises, and report our findings at the end of each financial year in our Annual Reports.

### **b. Partnerships**

Working in partnership with other public sector bodies and the voluntary and community sector is critical to our success. We constantly strive to make Medway a better place to live, work and enjoy. We recognise that no one public body can secure this improvement on their own, and therefore we are an active member of Medway's Local Strategic Partnership.

The council and its partners involved in Medway's Local Strategic Partnership have worked together to develop Medway's second Local Area Agreement. The agreement reflects the council's priorities for improving Medway and sets out the high level outcomes that local people, stakeholder organisations and central government want to see achieved between April 2008 and March 2011. These have been identified and agreed through the Medway Local Strategic Partnership, involving all key local partners and stakeholders, as follows:

- Children, Young People and Families
- Health, Well being and Older People
- Safe and Strong Medway
- Economic Development Transport and Skills
- Regeneration, housing, environment and culture.

Overview and Scrutiny Committees have a key role to play in scrutinising delivery of the Local Area Agreement targets. Work is underway to ensure that the Overview and Scrutiny Committees are positioned to be able to undertake in-depth reviews where this will assist the LSP and Partner bodies in the delivery of LAA outcomes to make a positive difference in Medway.

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## Our Priorities

### 2. A clean and green environment

#### What we aim to do:

Our commitment to the environment includes keeping the streets clean, recycling more rubbish and reducing carbon emissions. We will protect our existing green spaces in urban and rural areas, whilst continuing to invest to create parks that can be enjoyed by all. This will create an environment where people have opportunities to take more exercise to improve their health and wellbeing. We seek to plan and deliver our services in a sustainable way to protect the environment for current and future generations.

#### How we will do it

During the next 3 years we will continue the improvement in our recycling rates, and further develop our strategies to minimise the waste we produce. We want to reduce the amount of waste sent to landfill. We will work with our commercial waste partners to ensure that our waste disposal services continue to meet our community's needs. We will proactively tackle litter and cleanliness on our streets, maintaining the improvements we have made in recent years and continuing our strong track record for dealing with fly tipping and abandoned vehicles.

The Medway Wildlife, Countryside and Open Space Strategy outlines how we will coordinate and plan our services to protect Medway's downland, woodland and farmed countryside, its rich diversity of wildlife and its high quality open space network. We will work to make Medway celebrated for its attractive locality, including providing more high quality facilities, managing, protecting improving accessibility and conserving our open spaces, and creating new open spaces through the regeneration of Medway. We will also engage with our residents and users to understand their needs, and maximise their enjoyment of our unique area.

We will continue our excellent track record for sustainability, to ensure our natural environment is preserved for future generations, and encourage others to follow our lead. Medway already has the lowest carbon dioxide emissions per capita in the South East, and we will aim to work with the local community and businesses to reduce this by 13.9% over the next 2 years. We will also lead by example, reducing our own carbon footprint and demonstrating how organisations can improve their energy efficiency.

#### What we will do:

Outcome	Key action:	Responsible Officer	Portfolio
Make Medway a place where open spaces and outstanding natural beauty are only a step away.	Refurbish Gillingham Park <ul style="list-style-type: none"> <li>Secure Heritage Lottery Funding 2010</li> </ul> Improve Play Quality <ul style="list-style-type: none"> <li>Complete the Big Lottery Play Programme 2010 and Phase 1 Playbuilders 2010</li> </ul> Retain Green Flag status for Riverside Country Park & the Vines, and apply for Hillyfields	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance	Community Services
Manage Medway's waste sustainably, and reduce waste sent to landfill	Work in partnership with our commercial partners to ensure that our waste services continue to: <ul style="list-style-type: none"> <li>Increase recycling</li> <li>Minimise waste</li> </ul>	Asst. Director, Front Line Services	Front Line Services
Improving the local street scene	<ul style="list-style-type: none"> <li>Continue to improve street cleansing standards.</li> <li>Active enforcement against privately owned land that is littered.</li> <li>Effective enforcement against environmental crimes on public land</li> <li>The removal of graffiti on public and private property</li> <li>Maintain a programme of risk</li> </ul>	Asst. Director Front Line Services	Community safety & Enforcement/Front Line Services

	<p>assessed highway repairs</p> <ul style="list-style-type: none"> <li>• Develop the role of safer communities as custodians of the public realm</li> </ul>		
Reduce the carbon footprint and foster sustainable development in Medway	<ul style="list-style-type: none"> <li>• Work with our external partners to engage our local community in reducing carbon emissions from the local area by December 2012</li> <li>• Using our invest to save fund to reduce the emissions from our own estate using innovative technologies to March 2012</li> <li>• Embed sustainable development at the heart of our services through the Improving the Environment group.</li> </ul>	<p>Asst. Director, Communications, Performance &amp; Partnerships Asst. Director Housing &amp; Corporate Services Asst. Director, Organisational Services</p>	Customer First and Corporate Services

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### 3. Safer Communities

#### What we aim to do:

We want people to be safe in Medway, and as important, to feel safe. Medway residents' perceptions of safety lag behind the actual levels of crime and disorder and we want to change that so people feel safe and confident.. We will continue to work in partnership with the police, focussing on tackling serious violence, reducing antisocial behaviour and reducing domestic violence. We want to build safe, strong and cohesive communities.

#### How we will do it:

Medway Council works to reduce crime, disorder and antisocial behaviour in partnership with other public sector organisations such as Kent Police, Kent Fire and Rescue Service and NHS Medway as well as many community and voluntary sector organisations. This group is known as the Medway Community Safety Partnership, and annually undertakes a strategic assessment of crime and disorder in Medway, which, alongside extensive public consultation, informs the development of the Community Safety Partnership Plan

The Community Safety Partnership has led some pioneering and innovative solutions to build stronger communities and ensure Medway is a safe place to live, work and visit. We have rolled out 12 community safety TV screens across the area, giving residents key community safety messages, and we will continue to engage residents in community safety issues through our 22 Police and Communities Together groups across Medway. We will continue to reassure the community and reduce the fear of crime, using the Safer Communities Service, which now has a dedicated officer for every ward in Medway. We will enforce and monitor our alcohol control zones in each of Strood, Gillingham, Rochester and Chatham to reduce violence in the night time economy.

#### What we will do:

Outcome	Key actions:	Responsible Officer	Portfolio
Build strong communities by improving community cohesion	<ul style="list-style-type: none"> <li>Continue to develop the role of the Equality and Community Cohesion Group to lead and coordinate partnership work on cohesion issues</li> <li>Design a Welcome pack for new arrivals to Medway in partnership with other public sector providers</li> <li>Develop targeted action to tackle community cohesion issues specific to young people</li> <li>Assess and review mechanisms for decision making, and identify best practice to increase local involvement</li> </ul>	Asst. Director Communications Performance and Partnership	Community Safety & Enforcement
Reduce antisocial behaviour, criminal damage and youth crime	<ul style="list-style-type: none"> <li>Coordinate partnership action and response through the multi agency partnership office at Medway Police station.</li> <li>Reassure residents by maintaining a dedicated safer communities officer in each ward.</li> <li>Maintain and develop our existing Alcohol Control Zones</li> <li>Support the PACT (Partners and Communities Together) process to involve residents in tackling local crime and antisocial behaviour concerns</li> <li>Continue to deliver effective noise nuisance services</li> <li>Use physical initiatives such as alley</li> </ul>	Asst. Director Inclusion/Asst. Director Front Line Services	Community safety & Enforcement/ Front Line Services/ Childrens Services

	gating schemes to reduce antisocial behaviour		
Reduce the fear of crime and improve public confidence	<p>These outcomes have recently been identified by the Community Safety Partnership's annual Strategic Assessment. The Community Safety Plan is currently being developed in coordination with our strategic partners, including the development specific action plans agreed with partners against each outcome. As part of the budget and policy framework, the Community Safety Plan will be agreed by Cabinet on 31<sup>st</sup> March and Full Council on 16<sup>th</sup> April.</p>	Asst. Director Front Line Services	Community safety & Enforcement
Reduce violent crime		Asst. Director Front Line Services	Community safety & Enforcement
Reduce repeat occurrences of crime, such as repeat offenders, location and victims		Asst. Director Front Line Services	Community safety & Enforcement
Reduce substance misuse		Asst. Director Inclusion	Community safety & Enforcement

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#### **4. Children and Young People having the best start in life**

##### **What we aim to do:**

We want children and young people in Medway who are:

- safe and cared for,
- succeed in learning and
- thrive.

This will be championed by a confident and competent workforce and we will have arrangements in place to ensure:

- effective safeguarding
- integrated services and support
- timely and targeted interventions

##### **How we will do it:**

We seek to deliver good outcomes for all children in Medway, focussing our delivery of those outcomes according to need. We will also focus on vulnerable groups including children with a disability, children with special educational needs, children with mental health needs, young people at risk of exclusion or disengagement, young people not in education, employment or training, children in care and young offenders. We will seek to protect and safeguard those children most at risk, ensuring all children and young people stay safe. This is kept under review by an independent safeguarding board.

The safety of children and young people is of paramount importance, but particularly those who are looked after, subject to child protection arrangements or on the edge of care. For those who are in care we have listened to what they feel would improve their lives the most. This resulted in our Pledge to Children in Care:

- Don't just say it – do it
- Someone who will listen and feedback
- More leisure opportunities
- A better education
- More choice of good accommodation or placements

For those on the edge of care we will put the interests of the child at the heart of our decision making. Where it is appropriate we will work with and support parents to secure the best outcomes for the child.

We will continue to build on the three year trend in improving education results, and we will continue to challenge and drive improvement at all levels. For example, our Primary Strategy for Change outlines how we will go about delivering investment in school buildings. We will develop our curriculum to ensure it offers something for all pupils studying in Medway, such as increasing the number of diplomas from 4 to 17 by 2013, which are vocational qualifications that prepare young people for the workplace. We will put inclusive learning at the heart of this improvement. For example we will examine ways in which provision for those with special educational needs can be developed within Medway, allowing pupils to be closer to home. We will seek to ensure that our most challenging pupils can learn in an environment that does not exclude them from the mainstream educational system.

Ensuring young people are equipped with the skills and abilities to enter the workplace or pursue further training is essential to supporting them towards a positive future. We will build on the establishment of the Medway Youth Trust, which delivers support and guidance for young people leaving school.

Encouraging children and young people to lead active lifestyles is a key part of our work with children. We are actively pursuing a range of initiatives such as Healthy schools, school travel plans, and Walk on Wednesdays.

**What we will do:**

<b>Outcome</b>	<b>Key action:</b>	<b>Responsible Officer</b>	<b>Portfolio</b>
Children and young people are safe and cared for	<p>Ensure all safeguarding practices meet/exceed national requirements</p> <ul style="list-style-type: none"> <li>• Improve quality and timeliness of assessment of children's care needs</li> <li>• Enhance quality assurance of practice through regular independent review, case file audit, practice review and user feedback</li> <li>• Further develop the Local Safeguarding Board to ensure effective independent scrutiny and quality assurance of child protection arrangements</li> <li>• Respond to national changes in policy and practice</li> </ul>	<p>Asst. Director, Children's Care</p> <p>Asst. Director, Children's Care and Asst. Director Communications, Performance and Partnerships</p>	Children's Social Care
	<p>Improve outcomes for disabled children</p> <ul style="list-style-type: none"> <li>• Develop a single point of entry for disabled children and their families for assessment and access to the full range of health and social care services</li> <li>• Increase the quality, flexibility and availability of respite breaks</li> <li>• Improve participation of disabled children and their parents and carers in service design, care planning and service evaluation</li> </ul>	Asst. Director, Children's Care	Children's Services
	<p>Roll out 6 additional sure start children's centres across Medway bringing the total to 20 by March 2010 so that all families have easy access to family support services</p>	Asst. Director, Learning & Achievement	Children's Services
Children and Young people succeed in learning	<p>Raise educational attainment including:</p> <ul style="list-style-type: none"> <li>• Improving performance at Foundation stage and further narrowing the gap between the median and the lowest achieving 20% <ul style="list-style-type: none"> <li>○ Improve the quality of teaching and learning at the foundation stage</li> <li>○ Target support on those pupils at risk of underperformance</li> </ul> </li> <li>• Raising achievement at Key Stage Two <ul style="list-style-type: none"> <li>○ Deliver the primary strategy for change which will bring new investment in primary schools</li> <li>○ Implement the school organisation principles to reduce the number of transitions for children in primary education, whilst improving standards and the viability of schools</li> <li>○ Improve the quality of teaching and learning at key stage two</li> </ul> </li> <li>• Raising achievement at GCSE, specifically on 5+ GCSEs at A*-C including maths and English <ul style="list-style-type: none"> <li>○ Continuing to develop proposals for academies at the sites of Chapter School, Medway Community College and New Brompton College in consultation with our residents</li> <li>○ Continue to work with secondary schools to raise achievement and encourage pupils to stay on beyond age sixteen</li> </ul> </li> </ul>	Asst. Director, Learning & Achievement	Children's Services
	<p>Improve outcomes for children with special educational needs by</p> <ul style="list-style-type: none"> <li>• Developing and implementing a range of support available to mainstream schools</li> <li>• Enhance provision within Medway</li> </ul>	Asst. Director, Inclusion	Children's Services

	<p>Improve educational outcomes for children in care and narrow the gap between their achievement and Medway results as a whole</p> <ul style="list-style-type: none"> <li>• Improve tracking of progress made by children in care</li> <li>• Develop high quality personal education plans for all children in care which effectively target their educational allowance to deliver improved educational outcomes</li> <li>• Designated teachers with responsibility for children in care to be in place in every school, actively ensuring the needs of children in care are met</li> <li>• Work with the Children in Care Council to identify and overcome obstacles to increasing their attainment</li> </ul>	Asst. Director, Learning & Achievement	Children's Services
Children and young people thrive	<p>Reduce teenage conception rates</p> <ul style="list-style-type: none"> <li>• Improving our sexual health services</li> <li>• Targeting our work with young people most at risk</li> </ul>	Asst. Director, Inclusion	Children's Services
	<p>The Child and Adolescent Mental Health Service (CAMHS) Implementation Plan 2009-10 will deliver the recommendations of the Fundamental Review of CAMHS commissioned jointly by the Council and the NHS Medway. This will be achieved by:</p> <ul style="list-style-type: none"> <li>• improved CAMHS commissioning and governance arrangements</li> <li>• adhering to the appropriate National Service Framework standard</li> </ul>	Asst. Director, Children's Care	Children's Services
	<p>Increase the number of places to go and things to do for young people in Medway</p> <ul style="list-style-type: none"> <li>• web based directory available and regularly updated so that young people are informed about what is available</li> <li>• Use the youth opportunity fund and the youth capital fund to further develop provision</li> <li>• Empower young people so that they can be involved in decisions on future youth provision in Medway</li> </ul>	Asst. Director, Inclusion	Children's Services
	<p>Promote healthy lifestyles</p> <ul style="list-style-type: none"> <li>• Reduce obesity levels through delivery of the healthy schools programme and increased participation in sport and leisure</li> <li>• Monitor the success of the initial trial period of free swimming for under 16s</li> <li>• Facilitating and encouraging children in care to access council facilities, such as free access to our leisure centres</li> <li>• Reduce smoking levels through preventative and advice campaigns</li> <li>• Reduce young people's access to alcohol in shops through targeting illegal under age sales</li> </ul>	<p>Asst. Director, Inclusion and Asst. Director, Customer First, Culture, Leisure, Democracy &amp; Governance</p> <p>Asst. Director Frontline Services</p>	<p>Children's Services</p> <p>Leisure and Culture</p> <p>Community Safety</p>

	<p>Ensuring young people are appropriately engaged in employment, education and training by:</p> <ul style="list-style-type: none"> <li>• Continue to expand our diploma programme to ensure young people are prepared for the workplace</li> <li>• Work with secondary schools to reduce the numbers of days lost through exclusion</li> <li>• Commission the Connexions service from the Medway Youth Trust</li> <li>• Ensure that vulnerable groups of Young People have access to intensive Connexions Personal Advisor support</li> </ul>	<p>Asst. Director, Learning &amp; Achievement</p> <p>Asst. Director, Inclusion,</p>	<p>Children's Services</p>
	<p>Tackle youth homelessness</p> <ul style="list-style-type: none"> <li>• Develop and implement a housing protocol for young people.</li> <li>• Support families where parents and adolescents are not getting on</li> <li>• Develop supported managed accommodation for those at most risk</li> </ul>	<p>Asst. Director, Inclusion, Asst. Director Housing and Corporate Services</p>	<p>Children's Services</p>
<p>Effective multi agency partnerships delivering improved outcomes for children</p>	<p>Improved outcomes for children</p> <ul style="list-style-type: none"> <li>• Children's Trust board has active oversight of the deliver of the Children's and Young Peoples Plan</li> <li>• Multi agency resources are aligned with agreed and shared priorities in the Children &amp; Young People's Plan 2009-11</li> <li>• Information from the common assessment framework (CAF) is used commission preventative services to meet needs</li> </ul>	<p>Asst. Director, Strategy and Commissioning</p>	<p>Children's Services</p>

## 5. Older and vulnerable people maintaining their independence

### What we aim to do:

We aim to encourage and support healthy lifestyles and choice for all. We also aim to improve the quality of life for our residents. We have a key role to play in helping older and vulnerable people maintain their independence.

### How we will do it:

We will promote and support independent living with a particular focus on vulnerable groups. We want to give people as much choice as possible and enable them to remain living in their own homes whenever they want to and it is appropriate for them to do so. We will also seek to make sure that care and support is available wherever possible locally within Medway, and allow clients placed outside Medway to access services within Medway whenever it is in their best interest. Our goal is to transform our services to deliver care which clients can influence and responds to their individual needs. As well as delivering services to those eligible for council support, we have also increased our support to voluntary and community sector providers to support a broader range of care needs.

We also recognise the important role that carers have in supporting those who are vulnerable. After extensive consultation we developed our Carers Strategy, which sets out how we will support carers in their vital role.

Our recent Joint Strategic Needs Assessment sets out what health and social care services will be needed in Medway now and in the future. The council and its partners will use this information to collectively commission services for Medway. The goal is to ensure all Medway's residents benefit from well being and healthy lifestyles. We will use the assessment to reduce inequality in health and between all groups and focus on particular areas which are at risk of poor health.

We will work with our key strategic partners such as NHS Medway to encourage healthy lifestyles amongst Medway residents, by tackling obesity and reducing smoking. We will also be developing separate provision for tackling drugs and alcohol which is specific to Medway and meets the needs of the local community. We will continue to promote the physical activity of our older adults.

### What we will do:

Outcomes	Key action:	Responsible Officer	Portfolio
Transform our services so that social care is personalised and self directed to meet the needs of individuals	<ul style="list-style-type: none"> <li>30% of individuals to be receiving self directed support by the end of 2009/10</li> <li>100% of individuals to be receiving self directed support by the end of 2010/11</li> </ul>	Asst. Director Adults Social Care	Adult Services
Work in partnership with NHS Medway (the PCT) where appropriate to provide a seamless service to individuals	<ul style="list-style-type: none"> <li>Continue the integration of learning disabilities services and older adults services</li> <li>Explore options for working with the NHS Medway to provide joined up support for people with long term conditions e.g. through the provision of equipment</li> <li>Continue to develop joint commissioning strategies with NHS Medway</li> </ul>	Asst. Director Adults Social Care	Adult Services
For those with disabilities to attain economic wellbeing	<ul style="list-style-type: none"> <li>Develop effective liaison with Job Centre Plus to support people with learning disabilities to access mainstream jobsearch support</li> </ul>	Asst. Director Adults Social Care	Adult Services
Maintain the safety and dignity of vulnerable adults who need to receive care in a way that removes their liberty	<ul style="list-style-type: none"> <li>We will work in partnership with Kent County Council and the 3 primary care trusts in Kent and Medway to agree protocols to ensure the proper assessment of people whose liberty needs to be restricted as an appropriate part of their</li> </ul>	Asst. Director Adults Social Care	Adult Services

	<p>care (eg placed in secure unit as result of dementia where open access would endanger their safety)</p> <ul style="list-style-type: none"> <li>• Maintain a joint resource through a section 75 agreement to carry out regular monitoring of protocols and their application in individual cases</li> </ul>		
<p>Improve the health of Medway's residents and promote healthy lifestyles</p>	<ul style="list-style-type: none"> <li>• Support adults to reach and maintain a healthy weight through active lifestyles including increased participation in leisure and sport, eg through free swimming for the over 60s, and increased walking and cycling</li> <li>• Promote healthy lifestyles through effective collaboration between public health team and council staff who have regular contact with the public</li> </ul>	<p>Director of Public Health Asst.  Director, Development Economy and transport Asst.  Director, Customer First, Culture, Leisure, Democracy &amp; Governance</p>	<p>Adult Services, Front Line Services, Community Services</p>

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## 6. People travelling easily and safely in Medway

### What we aim to do:

We have a key role in supporting the development of a transport system that underpins the planned physical and economic regeneration of Medway. Our focus is on delivering improved public transport services, tackling congestion, and encouraging alternatives to the car. We will achieve this by delivering the actions identified in the Local Transport Plan, a vital tool to help us work with stakeholders to strengthen our place-shaping role and improve the delivery of services to the community. We will respond to changing government agendas including reviewing our transport strategy.

### How we will do it:

The regeneration of Medway as part of the Thames Gateway will bring new transport challenges, which the Council will proactively and pre-emptively tackle. Medway Council requires developers to manage the level of traffic arising from new development by the implementation of measures to encourage travel by foot, cycle and public transport. Large residential and commercial developments will be subject to travel plan obligations, making development more sustainable and reducing the impact on the transport network.

To reduce congestion and manage traffic better, we have secured funding to install an improved Urban Traffic Management and Control system in Medway. The system will also monitor the progress of buses through the road network, provide real-time information to drivers and improve air quality, as well as allowing us to use our traffic management powers more effectively. The school run significantly contributes to morning traffic congestion, so by 2012, all schools will have a travel plan outlining each school's objectives to achieve safe, easy and sustainable transport to and from school. Our successful walking bus programme will be expanded with more primary age children being encouraged to walk to school. In addition, we will continue to support our expanded school 'Yellow Bus' scheme and half price fares in the morning for children and young people.

We will also complete the second phase of the re-configuration of the Chatham road network, as well as creating a new bus facility near the Pentagon shopping centre in Chatham. We have secured significant investment to improve the quality and reliability of bus services including bus network and stop enhancements and better real time timetable information. We have also secured funding to improve road access to the large regeneration site at Grain.

We will continue to ensure that the existing road network is maintained to the highest possible standards. We will continue to improve the effective management of our roads and we will pursue other funding opportunities to enhance highway maintenance. We will focus on increasing the use of the established network of 100km of utility and recreational cycle routes by encouraging active travel, thereby contributing to reducing congestion, tackling obesity and improving air quality. Further focused enhancements will also be made to Medway's cycle network and cycle parking facilities.

Safe travel is as important as swift travel, and our road safety team will continue to build on our success to date. We will continue our award winning education programmes on road safety, such as Licensed to Kill, an innovative initiative aimed at encouraging safe driving amongst young adults.

Improving accessibility to services and public transport is key to reducing social exclusion and an essential element of our regeneration programme. We have secured significant investment to improve the accessibility to public transport and key services, and we will continue to work in partnership with Network Rail, Southeastern Trains and bus operators. Examples to date include accessibility improvements at Gillingham Station and at bus stops throughout Medway. Our partnership with health and leisure providers will continue to improve accessibility to health care and enable direct health interventions such as healthy walks, the Green Grid initiatives and the promotion of physical activities.

### What we will do:

Outcomes	Key action:	Responsible Officer	Portfolio
Limit the growth of traffic and tackle congestion, responding to the travel demands resulting from regeneration	<ul style="list-style-type: none"><li>Deliver the second phase of the reconfiguration of the Chatham Road Network, including a new dynamic bus facility.</li></ul>	Asst. Director, Medway Renaissance	Leader
		Asst. Director	Front

	<ul style="list-style-type: none"> <li>• Deliver network improvements to bus services</li> <li>• Install a new Urban Traffic Management and Control system</li> <li>• Deliver phase 2 improvements to the A228</li> <li>• Improve accessibility to public transport</li> <li>• Encourage active travel in adults and children and deliver Green Grid initiatives</li> <li>• Enhance the cycle network</li> <li>• Maintain effective parking enforcement to minimise congestion</li> <li>• Continue to effectively manage road works to reduce congestion.</li> <li>• Implement a range of school travel initiatives including Walking Buses, walking Bug and bikeability, and support each school to develop a school travel plan.</li> </ul>	Development & Transport, Asst. Director, Front Line Services	Line Services
Keep people safe on our roads and reduce the number killed & seriously injured in road crashes	<ul style="list-style-type: none"> <li>• Raising and maintaining the importance of road safety to the wider community via publicity campaigns, targeted information to high risk groups and education through campaigns in education establishments</li> <li>• Deliver road safety audits and analyse road traffic incident data to ensure our roads are designed to minimise road safety risks.</li> <li>• Work with partners such as the Kent and Medway Safety Camera Partnership and the emergency services for delivering and enforcing Road safety initiatives, including focus at accident hotspots</li> </ul>	Asst. Director, Front Line Services	Front Line Services

## **7. Everyone benefiting from the area's regeneration**

### **What we aim to do:**

We remain committed to developing the area so that all residents, businesses and visitors can benefit from regeneration, with social and economic regeneration and protection of heritage and the environment accompanying physical change.

### **How we will do it:**

Medway Council will continue to lead the ambitious regeneration programme for the area. We have already invested £200 million in preparation to pave the way for the private sector to invest up to £6 billion. The next three years will see the programme move firmly into its delivery phase, with the progression of the first of these projects, such as Rochester Riverside and Chatham. We will work to ensure that the recent economic climate does not affect our ambitions for Medway's regeneration. Our plans to date have been developed through extensive consultation, and we will continue to expand the innovative Regeneration Ambassadors scheme to ensure the community and businesses know what is going on and are engaged with the regeneration programme. We will continue to deliver a streamlined planning service matched to demand, which supports our ambitious regeneration plans.

We have a comprehensive approach to regeneration in Medway, recognising that physical renewal must be supported by social and economic regeneration. Our strategy for social regeneration is about making sure the physical regeneration of Medway is accessible for all and benefits everyone, building cohesive and inclusive communities with employment opportunities for all. We will focus on disadvantaged neighbourhoods, and those that have greater difficulty in accessing local services and employment. We will continue to establish voluntary sector champions in these neighbourhoods. We will consolidate our partnership working with the voluntary sector, local residents and other service providers to expand neighbourhood outreach services. We will continue to oversee the development and delivery of Neighbourhood Action Plans, founded on local resident priorities. A key challenge will also be the integration of new arrival communities. We will draw on expertise from our newly established Equalities & Cohesion Advisory Group and enable local programmes of activity to strengthen community cohesion.

We will develop and implement a new Economic Development Strategy, which will drive forward economic regeneration and job creation as an integral part of Medway's physical regeneration in a tough economic climate. We want to increase the number of jobs available in Medway, attracting new businesses to the area whilst supporting existing ones. We will work in partnership with our universities and leading edge small businesses to generate higher value jobs. We will continue to provide access to vital services in support of local businesses faced with stiff economic challenges. However, we also want to make sure that the residents of Medway have the skills and abilities to access employment. Through partnership with the South East England Development Agency (SEEDA), we intend to launch "Employ Medway" - a major new counter-recessionary initiative to strengthen the employability and skills levels of local people. Our Learning and Skills Plan sets out how we will work with businesses, communities and individuals as well as partners such as the Learning and Skills Council and SEEDA, to ensure everyone can progress through training to employment, and reap the benefits of the regeneration of Medway.

Medway has a strong cultural and industrial heritage, and over the next 3 years we will continue the growth of Medway as a cultural destination, bringing inward investment through tourism for the benefit of our residents. We will continue the popular Fuse Festival, and build on the success of the first Under Siege concert, which gives young people from Medway a rare opportunity to perform in a professional stage setting.

To support our cultural ambitions, we will continue to deliver a quality library service across the 16 libraries in Medway. We will seek to develop the increasingly popular computing and internet access facilities which are currently growing by 12% per year. However, ensuring everyone has access to library facilities is important, so we will be examining proposals for investing in a new adults mobile library during 2009/10 and options for ensuring we use it most effectively. We will also continue to deliver the children's mobile library, a service which has proved both popular and successful.

We want to see Medway as an internationally renowned location for excellence in sport. This includes maximising the benefit of the London 2012 Olympics for Medway. We will continue our drive to encourage everyone to participate in sport. 2010 will see the delivery of the £11m investment in the Medway Park development on the site of the former Black Lion Leisure Centre, creating a regional centre of sporting excellence, including the creation of a new gymnastics centre, an eight lane athletics track and



	<ul style="list-style-type: none"> <li>• Planning and implementing community park improvement and development initiative in partnership with Greenspace Services</li> <li>• Establishing outreach centres in 9 of Medway's most disadvantaged neighbourhoods</li> </ul> <p>Deliver the Housing Improvement Plan by 2009 to deliver a housing service for Medway which meets our residents expectations</p> <p>Continue the Regeneration of Medway, including:</p> <ul style="list-style-type: none"> <li>• Construction of the first 600 homes on the Rochester Riverside site</li> </ul> <p>Vibrant town centres:</p> <ul style="list-style-type: none"> <li>• Chatham Infrastructure programme by 2011</li> <li>• Gillingham Station upgrade by 2011</li> <li>• Strood Centre infrastructure by 2011</li> </ul>	Asst. Director, Medway Renaissance	
Quality jobs for local people	<ul style="list-style-type: none"> <li>• Complete and populate with business tenants Phase 2 of the Medway Innovation Centre</li> <li>• Implement an active programme of inward investment in partnership with Locate in Kent to attract new business investment and jobs</li> <li>• Expand our business support services and implement new business start up schemes</li> <li>• Support the refurbishment and expansion of the Pentagon shopping centre and the attraction of new retail investors into Medway.</li> <li>• Develop proposals and option for establishing an environmental technology park.</li> </ul>	Asst. Director, Development Economy & Transport	Strategic Development and Economic Growth
Realising everyone's potential	<p>Improve the employability and skills levels of the local workforce by:</p> <ul style="list-style-type: none"> <li>• Launching the Employ Medway programme</li> <li>• Assisting 1,200 local people into employment</li> <li>• Equipping 350 residents with Level 2 qualifications</li> <li>• Strengthen the workforce development in and support 140 local businesses</li> <li>• Levering in £550,000 of external funding to enable delivery of workforce skills development</li> <li>• Enabling delivery of community learning programmes that equip 270 disadvantaged residents with Level 1 qualifications</li> </ul> <p>Use our role as a local employer to support people into employment, such as through apprenticeship and work experience schemes</p>	Asst. Director, Development Economy & Transport/ Asst. Director Housing & Corporate Services  Asst. Director, Organisational Services	Strategic Development and Economic Growth
Culture & leisure for all	<p>Ensure our cultural offer is widely acceptable and continue to develop Medway as a tourist destination and increase the income from tourism for Medway by:</p> <ul style="list-style-type: none"> <li>• Bring forward proposals to secure investment of £5m to open a new cultural venue at Eastgate House in Rochester</li> <li>• Secure the future of Rochester and Upnor castles by agreeing a new long term management agreement to allow the council to continue to manage the castles for English Heritage.</li> <li>• Achieve national accreditation for the Guildhall Museum and its collection in 2009 and continue development, exhibition and marketing initiatives</li> <li>• Continue our extensive festival programme, such</li> </ul>	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance/ Asst. Director, Development Economy & Transport	Community Services

	<p>as the Fuse and Sweeps festival and the Under Siege and Castle concerts.</p> <ul style="list-style-type: none"> <li>• Establishing a new centre for archives and local studies for Medway's heritage</li> <li>• Promoting Medway as a tourist destination by supporting the development of new hotels.</li> </ul> <p>Continue to deliver an excellent library service, by:</p> <ul style="list-style-type: none"> <li>• Create a mix of high quality cultural facilities, with our main libraries developing a wider programme of arts, cultural events and learning opportunities, establishing them as vibrant community hubs</li> <li>• Developing libraries to provide more multi-functional space to engage more cultural partners</li> <li>• Assess the feasibility and business case for options for a new gateway cultural centre</li> <li>• Identify options for replacing the aging mobile library and consultation on its future use.</li> <li>• Improve the customer experience at Medway libraries, such as online registration, electronic cataloguing, and more self service machines.</li> <li>• Introduction of a new library card, allowing use in any library across Kent and Medway</li> </ul> <p>Delivery of our World Heritage Site bid for Chatham Dockyard and its Defences</p> <ul style="list-style-type: none"> <li>• Deliver the Great Lines Heritage Park: <ul style="list-style-type: none"> <li>○ Lower Lines by Winter 2009</li> <li>○ Deliver improved access and restoration, by March 2011</li> </ul> </li> <li>• Deliver the Medway Park Development: <ul style="list-style-type: none"> <li>○ New gymnastics centre by Jan 2010</li> <li>○ Athletics Track by March 2010</li> <li>○ Disabled Improvements by 2010</li> </ul> </li> </ul> <p>Increase participation in sport by developing Medway as a regional centre of excellence, with access to good quality leisure facilities for all, by:</p> <ul style="list-style-type: none"> <li>• Maximising the benefit of the London 2012 Olympics</li> <li>• Host the modern pentathlon world cup in 2010</li> </ul>		
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## 9. Giving Value for Money

### What we aim to do:

Providing high-quality, value-for-money services is central to the council's work. Managing our finances well is essential if we are to achieve that. We are proud that council tax levels are among the lowest nationally. We want to continue to be independently judged as having good budget setting and monitoring systems.

### How we will do it:

<< At this stage, for financial information, members should refer to the budget proposals accompanying this report. >>

We will compliment our excellent track record on financial management by strengthening our performance management regime. We want to drive improvement across all services, and achieve outcomes for all our residents. We will continue to strengthen the ways in which we align our resources to achieve our priorities.

### What we will do:

Outcome	Key actions:	Responsible Officer	Portfolio
Improve efficiency and deliver value for money for our residents	<ul style="list-style-type: none"><li>• Deliver the £16.5m efficiency saving target by March 2011</li></ul>	Chief Finance Officer	Finance & Deputy Leader
	<ul style="list-style-type: none"><li>• Continue to improve and develop our strategies and planning processes to secure ongoing improvement in value for money.</li></ul>	Chief Finance Officer	Finance & Deputy Leader
	<ul style="list-style-type: none"><li>• Work proactively with partners to share services for greater efficiency.</li></ul>	Asst. Director Organisational Services	Customer First and Corporate Services

## **10. Measuring our Progress**

We will use performance measurement to analyse our progress towards achieving the priorities, objectives and actions laid out in this report. We call these our 'critical success factors' which measure things which we believe are critical to achieving our priorities. We will continually review and monitor our critical success factors to ensure we achieve the outcomes contained within this plan.

We will also strengthen the role of the Council's Overview and Scrutiny Committees in reviewing policy and developing recommendations across a range of issues covered in this plan and also in response to matters of interest to the community in Medway. The Council's Overview and Scrutiny Committees will continue to play a key role in scrutinising performance and delivery against targets and will undertake indepth review work to highlight best practice and generate recommendations for the Cabinet and partners to consider.

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