Regeneration, Culture and Environment Overview And Scrutiny Committee

A meeting of the committee will be held on:

Date: Thursday, 17 October 2019
Time: 6.30pm
Venue: Meeting Room 9 - Level 3, Gun Wharf, Dock Road, Chatham ME4 4TR
Membership: Councillors Bhutia (Vice-Chairman), Browne, Carr, Curry, Etheridge (Chairman), Fearn, Sylvia Griffin, Osborne, Paterson, Andy Stamp, Thompson, Tranter and Williams

Agenda

1 Apologies for absence

2 Record of Meeting

To approve the Record of the Meeting held on 15 August 2019.

3 Urgent matters by reason of special circumstances

The Chairman will announce any late items which do not appear on the main agenda but which he has agreed should be considered by reason of special circumstances to be specified in the report.

4 Disclosable Pecuniary Interests or Other Significant Interests and Whipping

Members are invited to disclose any Disclosable Pecuniary Interests or Other Significant Interests in accordance with the Member Code
of Conduct. Guidance on this is set out in agenda item 4.

5 Attendance of the Portfolio Holder for Planning, Economic Growth and Regulation

This report sets out progress made within the areas covered by the Portfolio Holder for Planning, Economic Growth and Regulation which fall within the remit of this Committee.

6 Medway Commercial Group Ltd Further Scrutiny

This report outlines plans for further scrutiny of Medway Commercial Group Ltd.

7 Council Plan Performance Monitoring Report and Risk Register Review Quarter 1 2019/20

Medway’s Council Plan 2016/21 sets out the Council’s three priorities.

This report and appendices summarises how the Council performed during Q1 2019/20 on the delivery of the two priorities relevant for this Committee: ‘Medway: a place to be proud of’ and ‘Maximising regeneration and economic growth’.

In accordance with the Council’s Risk Management Strategy, this report also presents the Q1 2019/20 review of the strategic risks pertaining to this committee.

8 Member’s item - Speeding Restrictions for Luton Road, Chatham

This report sets out a response to an issue, raised by Councillor Osborne concerning speed restrictions for Luton Road, Chatham

9 Petitions

This report advises the Committee of any petitions received by the Council which fall within the remit of this Committee including a summary of the response sent to the petition organisers by officers.

10 Work programme

This item advises Members of the current work programme and allows the Committee to adjust it in the light of latest priorities, issues and circumstances. It gives Members the opportunity to shape and direct the Committee’s activities over the year.
Date: 9 October 2019

Reporting on the meeting: Members of the press and public are entitled to report on this meeting except where the public are excluded, as permitted by law. Reporting includes filming and recording of the proceedings and use of the internet and social media such as tweeting and blogging to report the proceedings. Guidance for people wishing to exercise this right is available on the Council’s website and in the public seating area at the meeting.

It is helpful if people wishing to film the proceedings could contact the Council’s media team in advance on 01634 332736 or by email to pressoffice@medway.gov.uk. Please sit in the front row or other designated area if you wish to report on the meeting. If you are attending and do not wish to be filmed or recorded please sit at the back of the public seating area.


Please note that parking is available at Gun Wharf from 5pm

A summary of this information can be made available in other formats from 01634 333333

If you have any questions about this meeting and you want to speak to someone in your own language please ring 01634 335577

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Medway Council  
Meeting of Regeneration, Culture and Environment Overview And Scrutiny Committee  
Thursday, 15 August 2019  
6.30pm to 9.26pm  

Record of the meeting  
Subject to approval as an accurate record at the next meeting of this committee

Present: Councillors: Browne, Carr, Curry, Etheridge (Chairman), Fearn, Sylvia Griffin, Paterson, Andy Stamp, Thompson, Tranter and Williams

Substitutes: Councillors: 
Maple (Substitute for Osborne)  
Purdy (Substitute for Bhutia)

In Attendance: Richard Hicks, Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive  
Ruth Du-Lieu, Assistant Director, Front Line Services  
Michael Edwards, Head of Integrated Transport  
Dave Harris, Head of Planning  
Anna Marie Lawrence, Head of Business Intelligence  
Colinda Le Gall, Operations Manager - Grounds - Medway Norse  
Rochelle Roberts, Environmental Protection Technician  
Kyle Rogers, Solicitor  
Sarah Valdus, Head of Environmental Services  
Ellen Wright, Democratic Services Officer

205 Apologies for absence

Apologies for absence were received from the Vice Chairman, Councillor Bhutia and Councillor Osborne.

206 Record of Meeting

The record of the meeting held on 13 June 2019 was agreed and signed by the Chairman as correct.

A Member questioned the wording of recommendation e) of Minute 66 and it was agreed that this would be discussed under item 6 on the agenda.
207 Urgent matters by reason of special circumstances

There were none.

208 Disclosable Pecuniary Interests or Other Significant Interests and Whipping

Disclosable pecuniary interests

There were none.

Other significant interests (OSIs)

There were none.

Other interests

There were none.

209 Member's item: Use of Herbicides

Discussion:

The Committee considered a Member's item placed on the agenda at the request of Councillor Curry requesting the cessation of the use of herbicides to clear vegetation.

Councillor Curry thanked officers for processing the report quickly to enable it to be included on the agenda for this meeting.

Councillor Curry outlined the reasons why he was asking for the spraying of herbicides to cease along path edges, pavements and around posts and trees and referred to a legal case in the USA involving the use of glyphosate. He also outlined possible alternative solutions such as strimming, hand weeding and taking no action to eradicate weeds and advised that the Kent Wildlife Trust, RSPB and Kew Gardens no longer used herbicides to control weed growth.

With the agreement of the Committee, Mrs Rachael Noxon addressed the Committee in support of Councillor Curry's Member's item and expressed concern as to the potential harm resulting from the use of glyphosate to the public and, in particular, young children, animals and wildlife.

She advised the Committee that a number of local authorities including Bromley, Croydon and Brighton and Hove had ceased the use of glyphosate and she suggested that Medway Council approach these local authorities for further information as to how they control weeds.

The Committee discussed this issue having regard to the Director’s response and noted that officers regularly reviewed chemical spraying in line with
regulations and safety guidelines and monitored any other techniques available to ensure that the Council was working safely, compliant with regulations and ensuring best practice.

It was noted that a glyphosate based weedkiller, approved for use in public spaces, was currently used across Medway and was absorbed through green leaves, killing only the plant upon which it was sprayed and was neutralised on contact with the soil. When applied in a diluted form as used by the Council, the chemical had an extremely low toxicity to animals and posed minimal risk to humans or pets who may accidentally come into contact with the substance.

A number of Members confirmed that they had been approached by residents who were concerned about the spraying of chemicals but noted that it was necessary for the Council to consider all the evidence available, and undertake necessary risk assessments before making a decision on the way forward.

The Operations Manager – Grounds – Medway Norse advised the Committee that spraying was carried out in early Spring (March/April) but she stated that the chemical did not stay in the soil as weed growth returned by the Summer. She confirmed that prior to spraying, a risk assessment would be carried out. However, spraying activity was not actively publicised but this could be introduced.

The Head of Environmental Services informed the Committee that the Council had a legal duty to prevent the spread of some weeds. She advised that in the light of the limited time available to provide a response to Councillor Curry’s Member’s item, the costings set out in the financial implications had been produced on a like for like basis. To undertake a more in depth financial assessment would involve more time and research.

The Chairman thanked Councillor Curry for his Member’s item and thanked Mrs Noxon for her presentation to the Committee and he invited Mrs Noxon to respond to the comments put forward by Members of the Committee.

The Head of Environmental Services advised that there would be no further spraying until Spring 2020 and therefore it was possible for a more detailed report to be submitted to a future meeting outlining a response to the points raised including the Council’s legal obligations, financial implications and the outcome of consultations with other Local Authorities who had ceased the spraying of herbicides.

**Decision:**

The Committee thanked Councillor Curry for his Member’s item and Mrs Noxon for attending the meeting and agreed that:

a) it be recommended that an alternative to spraying in parks, play area fence lines and other features and tree bases not be taken forward at this time.
b) it be recommended that support be given to the mini meadows project and other similar ideas proposed for the highway verges and in parks, where the Council will be working with Plant Life and Kent Wildlife Trust to continue to increase and enhance biodiversity of plants and wildlife around Medway.

c) a further report be submitted to this Committee in December 2019 setting out:

- the experiences of other local authorities that have ceased using herbicides for weed control;
- documentary evidence as to the potential harm of continued use of herbicides for weed control;
- details of any policy changes which may be required should the Council decide to cease using herbicides to control weed growth;
- full information on the financial and legal implications of any decision by the Council to cease use of herbicides for weed control to enable the Committee to make an informed recommendation to Cabinet for consideration before the spraying season commences in March/April 2020.

210 Member’s Item: Strood Development Works Update

Discussion:

The Committee considered a further Member’s item from Councillor Hubbard concerning Strood development works.

Councillor Hubbard addressed the Committee on his Member’s item and welcomed the work that had been undertaken since the meeting on 13 June 2019. He stated that whilst residents had signed up to the Council’s goal to regenerate Strood this had not been at the cost of the health and property of residents and he referred to the problems concerning dust experienced by residents in Canal Road. He stated that officers did not regularly visit the site and too few staff were available to monitor the activities of the contractors.

Councillor Hubbard also expressed concern as to comments made by Senior Members of the Council on this issue at the Council meeting on 18 July 2019.

He then referred to the residents at Kingswear Gardens and expressed a view that it was insufficient for officers to say that the residents would be consulted upon development plans at such time as a planning application was being considered and he requested that senior officers hold a meeting with Moat and Orbit Housing Associations and residents of Kingswear Gardens.

The Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive thanked Councillor Hubbard for acknowledging the work undertaken since 13 June 2019. He advised that the Head of Planning had met with both Councillor Hubbard and Mr Haywood and that this had
proved a useful discussion. The larger meeting requested by the Committee at recommendation b) on 13 June 2019 had been arranged for Friday 16 August 2019. Other actions requested by the Committee on 13 June 2019 were being progressed.

Concerning Kingswear Gardens, the Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive advised that whilst there had been discussions at a strategic level, no specific proposals had been progressed by either Moat or Orbit Housing Associations for the site. He advised that both Housing Associations had undertaken initial consultations, and there had not been any further movement since then.

The Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive confirmed that whilst the Development Brief and Draft Medway Local Plan identified broad aspirations there were no development proposals which could be discussed with residents affecting properties in Kingswear Gardens.

The Committee discussed the report and a Member expressed concern that residents at Kingswear Gardens considered that they were not being involved in the future of their properties and that this was causing anxiety and affecting their health and wellbeing. It was considered that the Council should take a more proactive approach and, with both Housing Associations, meet residents. It was suggested that even if there was no information as to plans directly affecting their properties, it would be helpful to inform residents of the wider development proposals for Strood.

In the light of the discussion, the Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive agreed that even though there were no planned development proposals affecting Kingswear Gardens, relevant officers would engage with Moat and Orbit Housing Associations with a view to holding a consultation meeting with residents of Kingswear Gardens so that there could be dialogue concerning the wider proposals for Strood as suggested during the debate and as a means of providing some level of reassurance. He also agreed to invite Ward Councillors to the meeting.

Another Member commented that residents in a number of residential properties in Canal Road were also affected and he suggested that invitations to attend the meeting be expanded to include residents in Canal Road.

**Decision:**

The Committee:

a) noted the responses to the items raised in the Member’s item.

b) noted that officers will set up a meeting to discuss issues with appropriate Members, including Ward Councillors, residents and both Housing Associations in order to fully understand residents’ concerns
and to take appropriate action and/or provide assurances concerning the impact of the Strood development works on the health and lives of residents in Kingswear Gardens and Canal Road and if appropriate to take forward any lessons learnt to other future development works.

211 Attendance by the Portfolio Holder for Front Line Services

Discussion:

Members received an overview of progress on the areas within the terms of reference of this Committee and covered by the Portfolio Holder for Front Line Services as set out below:

- Highways
- Street Lighting
- Parking
- Public Transport
- Waste Collection/Recycling/Waste Disposal and Street Cleaning
- Traffic Management
- Transport Strategy
- Travel Safety.

The Portfolio Holder for Front Line Services, Councillor Filmer, responded to Members’ questions and comments as follows:

- **Provision of clear recycling bags** – In response to a concern that there appeared to be a shortage of clear recycling sacks and the number of sacks provided in rolls to residents had been reduced in number, the Portfolio Holder for Front Line Services advised that there had been a shortage of recycling bags and therefore the quantity of bags supplied in rolls may have been reduced as a result.

- **Deep cleanse of Chatham High Street** – The Portfolio Holder for Front Line Services confirmed that the deep cleanse of Chatham High Street had been undertaken in 2018/19 to remove any residue that could not be removed through normal street cleansing operations. He noted the possible need for a further deep cleanse.

- **Scrutiny of Volker Highways** – A Member referred to the 5 year Highway contract and suggested that this Committee be provided with an opportunity to scrutinise Volker’s fulfilment of this contract along similar lines to scrutiny of the Waste Contract. In response, the Portfolio Holder for Front Line Services confirmed that Volker Highways were already scrutinised as part of their contract with the Council and that this process was open and transparent.

- **Gully Cleansing** – A Member expressed concern about the level of gully cleansing, in particular, in Gillingham. In response, the Portfolio Holder for Front Line Services confirmed that gully cleansing had been
increased in the area of Luton in recognition that this area had been susceptible to flash floods and he suggested that the Member concerned provide him with information as to those Gillingham streets that he considered required additional gully cleansing and he would arrange for this to be carried out.

The Chairman advised that the issue of gully clearance in Gillingham had arisen during discussions concerning car parking in this area and it was suggested that any Councillor having concerns regarding gully clearance in their Ward should contact either the Portfolio Holder for Front Line Services or the Assistant Director Front Line Services to request additional gully cleansing.

- **Provision of electric vehicle charging points via street lighting columns** – In response to a request as to why Medway was not progressing the provision of electric car charging points in street lighting columns, the Portfolio Holder for Front Line Services advised that the Council was in the process of investigating the provision of LED street lighting and it was at this time that the provision of electric charging points in street lamp columns could be considered.

- **Carriageway and footway resurfacing** - The Portfolio Holder for Front Line Services confirmed that carriageway and footway resurfacing schemes were selected based on condition survey data and prioritised according to the Local Transport Plan allocation for Highway Maintenance from the Department of Transport.

- **Shortfall in parking income** – A Member expressed concern that the Portfolio Holder’s report did not make reference to the £1.8 million shortfall in parking income. In response, the Portfolio Holder for Front Line Services advised that there had been a number of reasons why this predicted income target had not been achieved. There had not been an increase in parking charges in Medway for some time and, after introducing an uplift in parking charges, unfortunately the predicted increase in income had not materialised. In addition, the level of income from parking fines had decreased in 2018/19 and, additional security had been provided which had been funded from parking income. He assured the Committee that there was no loss of funds but that the income received had not achieved the levels targeted.

- **Use of smartphones to pay for parking charges** – A Member sought clarification that the Council would continue to offer alternative methods of paying for car parking charges in recognition that not everyone had a smartphone. The Portfolio Holder for Front Line Services advised upon the statistics of those using the Ringo app for parking both at commuter car parks and at other sites throughout Medway and he confirmed that the Council was investigating the provision of dual car parking machines which accepted cash, credit cards and Ringo payments. He also advised
that signs at car parks should now clearly state a telephone number to ring if the parking machine was not operational.

- **Recycling rates** – A Member asked why the Council's recycling rates had been at 42 – 43% for several years without showing an increase despite the weekly recycling collection service. In response, the Portfolio Holder for Front Line Services advised that the recycling figures reflected national statistics. He advised that in 2010, 50% of household refuse had gone into landfill but that this had now reduced to 10%.

- **VE Day celebrations** – The Portfolio Holder for Front Line Services confirmed that the Council had sufficient staffing to process applications for VE Day celebration street parties.

- **Graffiti in urban areas** – The Portfolio Holder for Front Line Services advised that the Council had recently acquired a new graffiti removal machine.

- **Staff transferring to Medway Norse and TUPE protection** – The Portfolio Holder for Front Line Services confirmed that staff transferring from Veolia to Medway Norse would have full protection of their rights under TUPE.

- **Provision of cycle routes in Medway** – The Portfolio Holder for Front Line Services confirmed that the Head of Integrated Transport had been actively involved in increasing provision of cycle routes in Medway. He advised that the provision of cycling routes and cycle facilities were now considered as part of the planning application process. In addition, there would be new provision for cycling at Chatham Station.

- **Recycling of furniture** – The Portfolio Holder for Front Line Services advised that the Medway Norse had established arrangements with a company to recycle furniture but if other companies were willing to provide this service, Medway Norse would welcome contact information.

- **Transport Strategy – Provision of commuter rail service** – A Member referred to the need to engage with the Department for Transport for improved provision of rail services for commuters, many of whom had to stand on trains for the full 50 minute journey to London. The Portfolio Holder for Front Line Services confirmed that in the next month, along with officers, he was hoping to meet with the Secretary of State for Transport to discuss funding for the Medway Tunnel and the issue of rail services would be included in discussions.

**Decision:**

The Committee thanked the Portfolio Holder for attending the meeting and answering questions and noted that:

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a) a gully cleansing schedule will be circulated to all Members of the Committee.

b) in the light of the delayed announcement of the rail franchise in the South East, the Portfolio Holder for Front Line Services and officers will make representations to the Secretary of State for Transport concerning the rolling stock and the capacity of rail services from Medway to London.

212 Council Plan Performance Monitoring Report Quarter 4 and End of Year 2018/19

Discussion:

The Committee received a report setting out performance in Quarter 4 and end of year for 2018/19 for the key measures of success and projects relevant to this Committee.

A Member referred to LRCC4a (Number of jobs created and safeguarded) and sought clarification as to whether the 200 jobs created but awaiting confirmation at Amazon had been included in the 535 jobs created/protected against the annual target of 300. It was confirmed that these had not been included as the final number of jobs created had yet to be confirmed.

The Committee acknowledged the £25,000 secured by Greenspaces Development to deliver a Pocket Park at Chatham Town Hall Gardens, and stated that this was a good example of partnership working. The Committee asked that its appreciation be extended to the Head of Greenspaces and his staff both within Greenspaces and at the Country Parks for their work.

A Member referred to the Dickens 150 celebration in 2020 and suggested that the Council may also wish to work in partnership with others to mark the celebration of the life of William Cuffay which would be of international interest. The Director for Regeneration, Culture, Environment and Transformation and Deputy Chief Executive agreed to pursue this further and to discuss with the Member direct.

A Member referred to the loss of a number of trees in Chatham Town Centre and requested that a briefing note be provided setting out the rationale for the loss of these trees. The Director for Regeneration, Culture, Environment and Transformation and Deputy Chief Executive advised that as part of the Chatham Placemaking works, some trees required removal but confirmed that a tree planting programme was proposed and he agreed to provide a briefing note on this issue.

A Member referred to the improvement works at Chatham Railway Station, a project being undertaken by the Council in partnership with Network Rail. He expressed the importance of communication to residents, businesses and commuters as to the progress of regeneration works and drew attention to the detailed communication panels at the Command of the Heights regeneration

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site. He stated that ideally this level of communication should be consistent across Medway regeneration sites. The Director for Regeneration, Culture, Environment and Transformation and Deputy Chief Executive noted the comments and acknowledged the importance of effective communication and engagement at regeneration sites.

In response to a question, the Director for Regeneration, Culture, Environment and Transformation and Deputy Chief Executive outlined in detail the extensive level of engagement at both Member and officer levels on the skills and employability plan.

A Member referring to transport and public realm improvements in Strood, and in particular the planters and tree pits that had been installed and, in the light of the discussion on an earlier item concerning the use of herbicides, he requested that appropriate root protection and weed suppression measures be put in place. The Director for Regeneration, Culture, Environment and Transformation and Deputy Chief Executive agreed to take this on board.

Decision:

The Committee noted the Quarter 4 and end of year performance of measures used to monitor progress against the Council's priorities and noted that:

a) The Director for Regeneration, Culture, Environment and Transformation and Deputy Chief Executive will consider the potential of marking the life of William Cuffay in 2020.

b) A briefing note will be circulated on the removal of a number of trees in Chatham Town Centre and information on the proposed tree planting programme.

213 Petitions

Discussion:

The Committee received a report setting out information as to petitions received which fell within the remit of this Committee.

A Member referred to a petition which had yet to be concluded requesting that the Council address speeding traffic issues in First Avenue and she stated that residents would like a 20mph speed restriction across the whole of Watling Ward as complaints of speeding traffic from residents were not restricted to First Avenue. The Committee noted that the Assistant Director Front Line Services would discuss this with the Member direct.

Decision:

The Committee noted the petition responses and appropriate officer action set out in paragraphs 3 and 4 of the report.
214 Work programme

Discussion:

The Committee received a report setting out its current work programme.

A Member suggested that two further items be added to the Work Programme as follows:

- An annual review of Volker Highways Contract
- A report on the review of the Castle Concerts.

In addition, it was noted that a report would also be submitted to the Committee in December 2019 in the light of the earlier decision on the Member’s item relating to the use of herbicides.

The Committee also discussed the wider issue of the provision of CCTV but noted that information relating to the provision of CCTV and the CCTV improvement programme was covered sufficiently by the production of briefing notes and the report due to be considered by the Committee in October 2019.

Decision:

The Committee:

a) noted the current work programme;

b) agreed the suggestions of the pre-agenda meeting set out at paragraph 3.3 in the report as follows:

- The Four Elms Hill AQMA report be rescheduled for 26 March 2020.
- The Annual Review of Waste Contracts report be re-scheduled from 26 March 2020 to the first meeting (June 2020) post Annual Council which will allow the report to give a fuller account of Norse’s take-over of the contract. In the interim, the Assistant Director Front Line Services will produce a briefing note in March 2020 providing Members with some initial information on the new contract.
- The CCTV Improvement Programme item be a briefing note rather than a report.

c) requested that the following additional items be included on the work programme:

- An annual review of Volker’s Highways Contract – date to be determined
- A report on the review of the Castle Concerts – December 2019
- A report back on the Use of Herbicides – December 2019
d) noted that the next Task Group will be on Physical Activity and that this Committee had been invited to put forward two Members to serve on the Task Group (one x Conservative and one x Labour and Co-Operative) with nominations to be processed through Group Whips in consultation with the Chairman and Opposition Spokesperson of this Committee.

Chairman

Date:

Ellen Wright, Democratic Services Officer

Telephone: 01634 332012
Email: democratic.services@medway.gov.uk
Declarations of Disclosable Pecuniary Interests and Other Significant Interests

a) Disclosure at meetings

If you know you have a Disclosable Pecuniary Interest (DPI) or Other Significant Interest (OSI) (see below for definitions) in a matter to be considered at a meeting, you must disclose, at the start of the meeting or when the interest becomes apparent, the existence and nature of the interest.

Even if a DPI has already been registered you must still disclose it at the meeting.

Where you disclose an interest at a meeting which is not entered on the Council’s register of interests, or the subject of a pending notification, you must notify the Monitoring Officer in writing of that interest within 28 days from the date of disclosure at the meeting.

b) Participation in Meetings

Where you have a DPI or OSI in a matter to be considered at a meeting you must, unless a dispensation has been granted:

I. not take part in any discussion of the matter
II. not take part in any vote on the matter
III. leave the meeting room (including the public gallery).

c) Bias and Pre-Determination

You must also be aware of and act within the rules on predetermination and bias. Avoidance of bias or predetermination is a principle of natural justice. Even if you do not have a DPI or OSI you may cause a decision to be invalid if you participate while predetermined or biased.

You should not participate in decisions where you are actually biased or give the appearance of being biased. The test is whether a fair minded and informed observer, having considered the facts, would conclude that there was a possibility that you as the decision maker are biased.

There is a distinction between predetermination, which rules out participation in decision-making and predisposition, which does not. It is acceptable for you as a Member to be predisposed towards a particular policy or viewpoint and that does not...continued
prevent you from taking part in decision-making. However, if you take a stance which indicates that you have finally closed your mind on a matter and that nothing that you hear at Committee will alter your position then you will have moved on to becoming predetermined and, in that case, you should not participate.

d) Whipping

The Council's constitution also requires any member of the Committee who is subject to a party whip (ie agreeing to vote in line with the majority view of a private party group meeting) to declare the existence of the whip.

Definitions

Disclosable Pecuniary Interests - are those interests set out in Schedule One to the Code of Conduct. You will have a DPI in a matter being considered at a meeting where the DPI is closely aligned to the business of the agenda item and where the interest is:

(a) your interest or

(b) an interest of your spouse or civil partner, a person with whom you are living as husband and wife, or a person with whom you are living as if you were civil partners and provided you are aware that the other person has the interest.

Other Significant Interests – you will have an OSI where your interest is closely aligned to the business of the Council agenda item and where the business affects the financial position or well being of the following to a greater extent than most inhabitants of the area affected by the decision:

I. you;

II. a member of your family or friends or any person with whom you have a close association;

III. any person or body from whom you have accepted or received any gifts or hospitality as specified in Schedule Two of the Code;

IV. any outside body or group specified in Schedule Two of the Code of which you are a member or in a position of general control or management (as relevant).

And where a member of the public with knowledge of the relevant facts would reasonably think that your interest is so significant that it would be likely to prejudice your judgement of the public interest.
Summary

This report sets out progress made within the areas covered by the Portfolio Holder for Planning, Economic Growth and Regulation which fall within the remit of this Committee.

1. Background

1.1 The areas within the terms of reference of this Overview and Scrutiny Committee covered by the Portfolio Holder for Planning, Economic Growth and Regulation are:

- Economic Development
- Employment
- High Streets
- Local Plan
- Markets
- Planning Policy
- Regulation – Environmental Health, Trading Standards, Enforcement and Licensing (Executive Functions only)
- Social Regeneration
- South Thames Gateway Building Control Partnership

Note: The Leader and Full Council have delegated the Council’s building control functions to the South Thames Gateway Building Control Joint Committee. The terms of Reference of the South Thames Gateway Building Control Joint Committee are set out within the Council’s Constitution and include executive and non-executive functions. Councillor Chitty is appointed to sit on the South Thames Gateway Building Control Joint Committee.

1.2 Achievements for 2019 to date are detailed by service area below.
2. **Economic Development**

2.1 **Employment**

2.1.1 In this reporting period there have been 507 jobs recorded with 441 created and 86 protected. This included 406 full time equivalent (FTE) jobs created at Amazon’s new fulfilment centre at Kingsnorth. Another new business moving into Medway was Chapman BDSP, an international project management consultancy relocating 30 jobs from Kings Hill to Chatham Historic Dockyard. New tenants in Council managed workspace and new business start-up grants accounted for a further 39 jobs. The annual target for jobs created and protected is 300.

2.1.2 Intensive Assists fall into 2 categories, business start-ups attending business planning workshops, and start-ups and established businesses receiving 2 hours of one to one confidential advice. During the first 2 quarters of 2019, there were 130 business planning workshops and 77 one to one appointments giving a total of 207 against a half year target of 176.

2.2 **Funding**

2.2.1 Medway individuals who have attended the business planning workshops and are setting up a full time business can apply to Medway Council for a start-up grant. To date this year, 7 start-ups have been supported with £500 grants and there are currently 2 applications in progress. Growth businesses with 2 years trading can apply for interest free loans and an application for a loan is currently being processed.

2.3 **Apprenticeships**

2.3.1 A total of 45 apprentices were directly assisted into local businesses through the Medway Apprenticeship Placement Service (MAPS) against a target of 40. Young people have been placed into business sectors, such as engineering and manufacturing, business administration and financial services, electro-technical and child care. Medway directly funded 40 of these apprenticeships at a cost of £40,000. For 2019/2020, the funding is being re-worked to provide a grant for Manufacturing & Engineering businesses and to commission a Medway Apprenticeship Advice Service.

2.4 **Medway Business Awards 2018 & 2019**

2.4.1 The 34th Medway Business Awards were held at Priestfield Conference Centre in November 2018. The event was attended by 200 guests including 13 business finalists. The overall winner was Total Machining Solutions with other prizes awarded to Lighthouse Safety Training, Copper Rivet Distillery, Umbrella Training and Paramount Independent Property Services. The 2019 award evening will be held on 15 November and is the 35th Anniversary of the Awards having been set up in 1984 following the closure of Chatham Naval Dockyard. In addition to Medway Council, sponsors include Furley Page, Kent Business School, Handelsbanken, Uniper, Kreston Reeves, University of Greenwich, National Grid, Mid-Kent College, Kent Messenger and Cooling Castle Bar. This year they will also be joined by Chatham Historic Dockyard.
2.5 **Innovation Centre Medway (ICM)**

2.5.1 Innovation Centre Medway (ICM) is currently 100% occupied against a target of 90%. Since the last report, no major changes have been made to the centre which now has 56 tenants.

2.6 **Innovation Studios Medway (ISM)**

2.6.1 The Innovation Studios Medway (ISM) is currently 93% occupied against a target of 90% with 14 of the 15 offices let. In addition 10 of the 18 ground floor storage units are let. There are 6 storage containers occupied by tenants who are also occupying the office spaces above them.

2.7 **Town Centre Management**

2.7.1 Vacancy rates have remained stable with Rainham at 2%, Gillingham just below 11%, Chatham at 10% and Rochester at 7%. Strood has risen to 12% over the last quarter. Overall the figures compare favourably to the UK average of 10.2% (source: Local Date Company, April 2019).

2.7.2 The Love Chatham initiative continues, a working party has been formed by the Chatham Forum, which is business led. The group are currently developing a website and social media channels to promote all that is positive about the city centre. The Chatham Forum has continued to strengthen its role and is working in partnership with Ideas Test to develop an events programme in the city centre over the next three years (subject to Arts Council funding).

2.7.3 A more detailed programme of interventions to address the Chatham Forum’s priorities has been agreed, with S106 Developer Contributions to support the delivery of this programme over the coming years. This includes support for improving the high street and city centre environment, ASB/city Centre warden role and measures to combat crime and improve safety and perceptions.

2.7.4 The Gillingham Town Centre Forum has established a working group which has met three times since the last Forum meeting in March 2019. The working group is led by the new Forum Chair, Stephen Marsden, who is working with Forum members, businesses and residents to develop and deliver a package of environmental and streetscape improvements to the High Street. In August 2019 the Council commenced work on the redevelopment of Britton Farm Mall Shopping Precinct into office accommodation. Further consultation on the Gillingham Town Centre Masterplan will take place in September and the next Gillingham Forum will be held in October 2019.

2.7.5 Rochester and Rainham Town Centre Forums continue to develop and work with local businesses and communities to work in partnership on the regeneration and management of the town centres.

2.7.6 An Expression of Interest was submitted for Chatham Future High Streets funding in January 2019. We received news that this had been successful at the beginning of August 2019 and are now through to Stage 2. We need to prepare a robust economically appraised business case (interim case by 15 November 2019 and final case by 28 February 2020). We are currently scoping the projects
that will be considered as part of the business case. Outcome of the bid is expected Spring/Summer 2020.

2.7.7 An Expression of Interest was submitted for £1.6 million Heritage Action Zone (HSHAZ) programme in July 2019. We have just received news that this has been successful subject to us developing a Design Programme by January 2020. We await further guidance from Historic England.

2.8 Markets

2.8.1 Total gross rental income from all of the markets for January to June 2019 was £32,013.

2.8.2 A total of 75 markets were held in Strood, Gillingham and Rochester during January to June 2019.

2.8.3 An independent market review has been commissioned to guide the future direction of Medway’s markets and the outcome of this is due early October 2019.

2.9 Employ Medway

2.9.1 The Employ Medway Service is currently delivering the Work & Health Programme – designed to support people with health conditions into employment. To date, 47 people have been supported into work through the programme.

3. Planning Policy

3.1 Local Plan

3.1.1 Work has continued on the preparation of the draft local plan. This has involved the collation of evidence base documents, including the Strategic Transport Assessment, Infrastructure Delivery Plan and key technical documents to support the plan – Sustainability Appraisal and Habitats Regulation Assessment. This evidence is being used to inform the growth strategy for the new plan and the selection of preferred sites for development allocations. Draft policies have been reviewed, taking account of comments raised in consultation.

3.2 Wider Planning Policy Work

3.2.1 The Planning Service has also continued to support groups in Cliffe and Cliffe Woods, High Halstow, Hoo St Werburgh and Chatham Arches which are preparing neighbourhood plans in Medway.

4. Development Management

4.1 Planning Applications - Performance for Quarter 1 2019

4.1.1 During the period 1 April to 30 June 2019 the authority received 393 planning applications; this is compared to 254 for the same period in 2018. For the year 2018/19 the authority received 1456 applications, this compares to 1546 in 2017/18.
4.1.2 Performance for major applications during the period 1 April to 30 June 2019 is 100%. This is against a target of 60%.

4.1.3 Performance for minor applications during this period is 93% against a target of 70%.

4.1.4 Performance for other applications during this period is 96% against a target of 70%.

4.1.5 This performance has been achieved with the appropriate use of Planning Extension Agreements (PEA) and Planning Performance Agreements (PPA).

4.2 Appeals performance

4.2.1 The percentage of appeals allowed during the period 1 April to 30 June is 41.66%. Appeals allowed comprise 2 delegated decisions and 1 Committee decision. There were 2 decisions in relation to enforcement appeals.

4.3 Enforcement

4.3.1 Breakdown of enforcement activity during the period 1 April to 30 June 2019:

| Enforcement Notices served | 7 |
| Section 215 Notices derelict buildings | 1 |

4.4 Trees

4.4.1 Breakdown of Tree Preservation Orders (TPO) activity during the period 1 April to 30 June 2019:

| Number of TPO applications determined | 21 |
| Number of TPO applications determined within a Conservation area | 15 |

4.5 Planning Service Audit

4.5.1 The service successfully undertook an external assessment under ISO 9001:2015 in June 2019. The Executive Summary concluded that in line with the stated strategic direction and intended results of the quality management system, particularly with relation to the growth in the service and the provision of robust quality assured processes, the management system has demonstrated that it has been designed to support the strategic direction and deliver the intended results. This was evidenced via the project management, management commitment and customer focus systems viewed throughout the assessment. The next external assessment will take place in December 2019.

4.5.2 An internal audit of the Planning Service has been undertaken by the Council’s Audit and Counter Fraud team. The audit result is rated on a traffic light system and the draft report indicated that the overall audit opinion is Green, this is the best possible outcome. The final report will be available next quarter.
5. **South Thames Gateway Building Control Partnership (STG)**

5.1 A number of technological improvements are continuing with the facility for customers to book their site inspections 24/7 for one working day in advance, through the STG website. Thereby providing improved access and convenience in using the building control service, as well as a potential benefit to reduce the number of calls received by the administration team.

5.2 Enhancements are underway on the mobile app which will deliver better data entry for surveyors working agile and improvements to the current lone working procedures with an ability for surveyors to `check-in/check-out' on site locations.

5.3 The Local Authority Building Control (LABC) was part of a working group which considered the competency in the construction industry and one part of this was building control providers. The Standards Committee and the Learning and Development Working Group formulated a detailed competency matrix covering seven key levels in building control from technical support through to specialist surveyor. STG have undertaken an exercise involving all staff to establish their competency within each level against this framework establishing areas requiring training/re-training and a training programme is currently being developed.

5.4 Membership bodies are also committed to evidencing competency, with the Chartered Association of Building Engineers (CABE), to which the majority of the surveyors are members, introducing a revised membership structure from 1 January 2020. Given the increasing expectations of all construction professionals to demonstrate ongoing competency, CABE have undertaken a review of all membership grades and related competencies and as a result this new grade of membership will be linked to a new competency framework.

5.5 At the end of May 2019 the LABC were advised by the Ministry of Housing, Communities and Local Government (MHCLG) that some approved inspectors (AIs) were experiencing difficulty in obtaining or renewing their insurance cover. This resulted in initially four approved inspectors being unable to operate, then in June a further three were reported. In August a major council’s AI was the next to experience difficulties. This is unprecedented in building control and the impact has been felt nationwide, as once work has commenced and that AI is unable to carry out their function then it has to revert to the local authority to endeavour to rectify.

5.6 The partnership has over 700 applications to make contact with the owners and inspect to ascertain the stage of works and advise the owners of what needs to happen next. The time involved with this type of work is substantial as, when an initial notice is submitted by an approved inspector, building control do not receive any details other than the site address and description of work.

5.7 The team have been working extremely hard to deal with this additional workload and queries from anxious owners as well as ensuring that those customers who chose originally to use the services of a local authority are receiving the correct level of service.

5.8 A discussion has taken place with the Head of Asset Management at Thanet District Council, in relation to joining the partnership.
An approach has been made by Folkestone & Hythe District Council and an initial discussion has also taken place with Maidstone Borough Council.

**Regulation – Environmental Health/Trading Standards/Enforcement and Licensing (executive functions only)**

**6.1 Trading Standards Team**

**6.1.1** The Trading Standards team delivers against a broad range of statutory duties and functions including: product safety; food standards & feed safety; weights & measures; intellectual property; trade representations; unfair terms; unfair trading practices; animal health & welfare; price indications; explosives & petroleum and the Medway Council Act 2001.

**6.1.2** Illegal tobacco sales and smuggled tobacco, using sniffer dogs: This work culminated in a successful prosecution of one business owner in January 2019, resulting in fines and a custodial sentence of six months. Officers continue to work with landlords to seek the termination of tenancies and disrupt other criminal operations through participation in multi-agency work with Kent Police, HM Revenue and Customs, UK Border Agency and other council teams to regulate the wider criminality associated with illegal tobacco.

**6.1.3** The team works extensively with Public Health in delivering community engagement events on the topic of illegal tobacco and stop smoking and was successful in securing a retrospective Department of Health Grant of £5K in March 2019.

**6.1.4** Under-age sales test purchasing resulted in 30 positive sales for alcohol, fireworks, e-liquids and knives and this was followed up as appropriate with the individual businesses in conjunction with relevant partners (including the police and licensing).

**6.1.5** E-liquids is an area of concern in the product safety field. Officers undertook a large education programme of visits and advice to traders on the new controls on Nicotine Inhaling Products (NIPs), which introduces safety and information controls on vaping and e-cigarettes products.

**6.1.6** “No cold calling” projects have seen a reduction in the numbers of vulnerable people falling victim to scams and doorstep crime via intervention through a multi-agency approach (including banks and social care professionals).

**6.1.7** Food Standards: The service inspected 100% of high-risk premises and 100% of medium risk inspections as required by the Food Standards Agency. This year saw the team increase advice to local businesses on the controls on the allergen labelling of food products. Comprehensive food-sampling was also undertaken, as part of local, regional and national sampling campaigns to ensure descriptions and compositional requirements are correct.

**6.1.8** Seasonal markets and craft fairs: guidance and assistance to the occasional traders. Also, a visible presence at the Rochester Christmas market and the Dickens Festival to ensure goods supplied were safe, accurately described and that all temporary traders were providing essential allergen information.
6.1.9 “Challenge 25” approach continued for the sale of corrosive substances.

6.1.10 Animal feed standards: 100% of high-risk premises and 100% of medium risk inspections completed by the team, as per Department for Environment, Food and Rural Affairs (DEFRA) and Food Standards Agency requirements.

6.1.11 Animal Health: All new keepers are visited and inspected to ensure legal compliance, programmed inspections to livestock farms were conducted and reports of four illegally imported dogs were addressed.

6.1.12 Sunbed salons: work to restrict access to those over 18 years old, ensure sunbeds available in Medway are under the 0.3Kw maximum power rating, that safe eye protection is provided at the tanning premises, and that only safe and effective tanning cosmetics are exposed for sale.

6.2 Business Compliance Team

6.2.1 The Business Compliance team sits alongside the Trading Standards Enforcement Team and the Food and Safety Team. Petroleum licensing and explosives licencing is also dealt with in this team.

6.2.2 The team visited 100% of premises registered to sell fireworks this year and found a healthy level of intrinsic compliance.

6.2.3 In its capacity as the Petroleum licensing authority, the team continued to inspect all Petrol forecourts for safety and ensure that accurate records of fuel are maintained. The service also responds to out of hours requests from forecourt owners and/or Kent Fire & Rescue Service when incidents occur.

6.2.4 Complaints: triage to ensure that appropriate advice and guidance is given to customers at the earliest opportunity. Serious issues requiring specialist intervention are passed to the appropriately experienced/qualified officers.

6.2.5 The team works with the National Scams Hub to provide support and advice to the victims of scams in Medway through a series of personal visits. In 2018/19 visits were carried out to 106 residents who had been identified as potential victims of scams. This work is backed up by a series of talks to local groups to raise awareness and truecall devices have been supplied to the residents who are most vulnerable to scam telephone calls.

6.2.6 The Medway Fair Trader Scheme is administered by the Business Compliance Team and aims to both protect consumers and promote local businesses, whilst deterring and/or restricting rogue traders. Overall membership increased with 23 new organisations. The scheme remains well used and valued within Medway and continues to help support our “No Cold Calling” project and improving lives of vulnerable people within Medway.

6.2.7 Each year the team hosts the Consumer Challenge Quiz (CCQ), which is open to the Special Educational Needs schools in Medway. The 2018/19 event was hosted by Bradfields Academy. The CCQ teaches the children about their consumer rights and who can help them when things go wrong, as well as a number of other important messages. Sponsorship from Fair Trader Scheme members and local businesses funded the event for the fifth year running. The
overall winner of the competition was awarded the Andy McGrath Memorial Trophy and the team that scored the most on the round on Medway was awarded the Cllr Mike O’Brien Memorial Trophy.

6.3 Environmental Health Food and Safety Team

6.3.1 The Food and Safety Team delivers a broad range of statutory duties and functions including: food safety; health and safety at work; infectious disease control and port health. The team additionally works closely with Public Health on a variety of projects and is also responsible for Sports Grounds Safety Authority (SGSA) certification at Gillingham Football Club.

6.3.2 Food Hygiene key achievements for 2018/19:

- **100%** of all due food hygiene interventions in high and medium-risk businesses (categories A, B & C)
- High-risk food businesses **reduced** to just 1.5% (27/1781 premises)
- **99.7%** of food businesses operating had been risk-rated by 31 March 2019
- Broad compliance across Medway for food businesses was **98.1%**

6.3.3 Medway is engaged in the national Better Business for All programme. 68 new businesses received advice and support to reduce red tape and get things right from the start. This helps boost local economic development.

6.3.4 The team delivered **1134** interventions to new and existing premises for food hygiene, with **483** enforcement actions

6.3.5 The team participated in national and regional food sampling programmes. Unsatisfactory results (11%) were taken up with the premises concerned.

6.3.6 Food Hygiene Rating Scheme: 98% of premises were broadly compliant (5, 4 and 3 scores combined) 84%, with only 1.9% non-compliant (0, 1 and 2 scores combined).

6.3.7 The team investigated 164 cases of infectious disease.

6.3.8 The Team also investigated:

- 246 food service requests
- 120 health and safety service requests
- 107 reports of serious work-related accidents

6.3.9 Health and Safety activity in 2018/2019 has included:

• Transfer of the enforcement responsibility of Chatham Ski Centre across from the HSE to Medway Council.

• Participation in the Kent LA flexible warranting scheme, which was signed off under the new Head of Service and Food and Safety Team Leader.

• Participation in the peer-review process of enforcement decisions by Inspectors co-ordinated by the Kent and Medway Health and Safety Group. Medway now hold Chair of this group.

6.4 Strategic Environmental Protection Team

The Environmental Protection team delivers a broad range of statutory duties in respect to contamination of land, local air quality management, private water supplies and distribution systems, environmental permitting, licensing and planning.

6.4.1 Air Quality Communications Strategy:

• During 2018/19 the Environmental Protection and Public Health team have been supporting the KM Charity Green School Awards category for Best Air Pollution Campaign. We have worked with 6 primary schools on an air quality monitoring project and will be returning to the schools in the summer of 2019 to see the children's projects.

• Oasis Academy was awarded the Best Air Pollution Campaign at the Green School Awards.

6.4.2 Air Quality Management Areas:

• During 2018/19 the Action Plan for Four Elms Hill Air Quality Management Area has been progressed by undertaking an engagement exercise between 1 and 28 February 2019, to gain stakeholders opinions on what measures that think would improve the air quality in the area. 338 people responded to the survey and another 223 people responded through the Citizens Panel. The draft action plan is being produced and once it has been produced a public consultation will be undertaken. This piece of work will be progressed during 2019/20.

• The Annual Status Report has been submitted to DEFRA and we are awaiting feedback.

• The team has also initiated a fleet review project of Medway’s fleet and Grey fleet which has been undertaken by the Energy Savings Trust. Draft reports have been produced and Directorate Management Team (DMT) will be updated on the findings in 2019/20.

• During 2018/19, the team additionally:
  • Completed 100% of Environmental Permitting inspections due.
  • Provided comments on 1363 planning consultations and discharge of conditions applications.
  • Commented on 88 licensing consultations.
- Provided information and advice in respect to 218 environmental enquires/searches.

- Maintained the two air quality stations within Medway. The two continuous Air Quality Monitoring Stations (AQMS) at Chatham Grammar School (urban roadside) and Rochester Stoke site (rural - on the Hoo Peninsula) form part of the Department for Environment, Food and Rural Affairs (DEFRA) national Automatic Urban Rural Network (AURN), which provides a national picture of air quality.

6.4.3 The service continues to support the Council with its regeneration programme for Medway and provided guidance to the planning department on proposed major developments within Medway, and areas that may affect the environment of Medway, including:

- Gibraltar Farm, Ham Lane, Hempstead
- Land at White House Farm, Stoke Road, Hoo St Werburgh
- Land at Walnut Tree Farm, High Halstow
- Land East of Mierscourt Road, Rainham
- Land West of Town Road, Cliffe Woods, Rochester

6.4.4 The team also issued 4 consents under section 61 of the Control of Pollution Act 1974 to control noise, dust and air pollution from construction sites.

6.5 Reactive Environmental Protection Team

6.5.1 The team consists of 5 full time equivalent (FTE) and deals with statutory noise and other nuisances. This involves an initial investigation following any complaint of statutory nuisance from a local resident. Statutory nuisance is mainly defined as something that seriously disturbs the comfort and enjoyment of a person’s property. It relates to noise, light, air pollution and odours, sewers and drainage, pest infestations and hoarding. Temporary Event Notices (TENS) are also reviewed by the team and objections are issued where concerns of noise disturbance are raised. The team are also responsible licensing premises that fall within scope of The Animal (Licensing of Activities Involving Animals) (England) Regulations 2018. This includes the sale of pets, hiring of horses, dog breeders and animal boarding establishments. Animal licensing also covers the keeping of dangerous wild animals and zoo establishments.

6.5.2 In this period, the team have investigated 1434 complaints and 153 TENS have been received. The vast majority of these complaints are resolved without the need for formal action.

6.5.3 The team operates an out-of-hours callout service, which is essential in establishing whether or not a statutory nuisance exists. The out-of-hours call out service is open to pre-existing customers whose case is being investigated and where there is a need to visit and witness the nuisance at the time it is happening. It is also available for people not on the list who are affected by one
off parties that affect three or more residents. Residents are also able to report audible car and intruder alarms, when being affected by the noise.

6.5.4 In relation to noise nuisance, 1 abatement notice has been served, as well as 33 Community Protection Warnings and 4 Community Protection Notices.

6.5.5 In May the team prosecuted a resident due to breaches of a notice that was served under Section 60 of the Control of Pollution Act 1974. This notice restricted the hours during which he was permitted to carry out construction work and was served after all attempts to resolve the matter informally had proved unsuccessful. The defendant pleaded guilty at Medway Magistrates’ Court and was convicted. Fines and costs totalled £1,052.30.

6.5.6 5 notices were served relating to filthy and verminous premises. In one case, the likelihood is that work will have to be done in default of the notice. In another case the resident has been working to clear the property, in this case 2 notices have also been served on the owner of the property due to rats and drainage. 2 notices have been served regarding a bedbug infestation.

6.5.7 4 notices have been served regarding rat / mice infestations and 2 notices have been served relating to drainage.

6.5.8 To date, there are currently 51 licensed animal premises. This comprises of 18 home dog boarders, 13 kennels / catteries, 4 dog breeders, 12 selling pets, 2 horse riding establishments, 1 dangerous wild animal and 1 zoo. There are also 7 pending applications. 2 applications have been refused.

6.5.9 There is currently a pending prosecution regarding an unlicensed premises advertising and carrying out a business providing home boarding for dogs. In this case an application for a licence was refused due to the presence of young children in the house.

6.6 Environmental Enforcement

6.6.1 This section is split into two teams, which work very closely together to take action against those that blight our environment so as to create a cleaner and safer Medway.

6.6.2 The Environmental Enforcement Team consists of 6 full time equivalent and deals with the investigation of fly tipping and other waste related crime such as untidy private land, trade waste and illegal waste carriers.

6.6.3 The Street Scene Enforcement Team consists of 6 full time equivalent (FTE) and deals with on street enforcement of littering and trade waste offences as well as the removal of fly tipping and most importantly – the secure recovery of evidence.

6.6.4 During this period, the team has dealt with 2,321 cases, most of which were resolved without the need for formal action. However, it was necessary to prosecute in 11 cases.

6.6.5 All cases were heard at magistrates’ court. Fines and costs totalled £11,837.
Included in this total are 5 cases where the offenders were prosecuted for failing to assist the team in their investigations.

Other sanctions included a 5 month prison sentence (suspended for 2 years) and 250 hours unpaid work.

In another case where the offender failed to appear at court, a warrant was issued for his arrest.

The team conducted 2 operations in partnership with Kent Police, targeting illegal waste streams. These operations resulted in 21 vehicles being stopped & searched.

4 vehicles were seized by the team as they were suspected of being involved in fly tipping and another was seized by the police as it was un-roadworthy.

2 of these vehicles have since been crushed, taking them permanently out of the illegal waste economy and disrupting organised crime.

The remaining 2 vehicles (a tipper and a skip lorry) are being held in storage pending their determination period, after which they may also be disposed of.

890 reported fly tips were attended, searched and cleared, all of which were removed within one working day.

A further 425 fly tips were dealt with proactively, meaning that they were removed before a complaint was received from a member of the public.

The team has entered into a Service Level Agreement (SLA) for the removal of fly tipping from the HRA (Housing Revenue Account) estate. To date, the team has dealt with 415 requests for service, all of which were completed within one working day. This arrangement provides an annual income of £26k.

The total amount of waste removed from the public realm since April is 80.84 tonnes.

19 notices were served on businesses requiring them to account for the disposal of their trade waste.

1 notice was served on untidy land.

5 notices were served requiring information relating to fly tipping offences.

154 Community Protection Warnings were served relating to issues such as refuse out early, storage of waste, fly posting and untidy land.

98% of these cases were resolved at the warning stage, with only 3 cases progressing to notice.

To date, 45 fixed penalty notices have been issued for littering and other waste related offences.
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Appendices

None

Background papers

None
Summary

This report outlines plans for further scrutiny of Medway Commercial Group Ltd.

1. Budget and Policy Framework

1.1 In November 2015, Cabinet agreed to commence and establish the Alternative Delivery Model for the Medway Council Control Centre (MCCC), being a Local Authority Trading Company (LATCo), with Medway Council being the Majority Shareholder; MCG Ltd commenced trading from 1 April 2016.

1.2 Medway Commercial Group Ltd (MCG) is now responsible for delivering CCTV.

1.3 Whilst the CCTV hardware remains in the ownership of Medway Council, the repair and maintenance responsibility rests with MCG.

1.4 If hardware is considered beyond economical repair it is the responsibility of Medway Council to take appropriate action.

2. Background

2.1 At the Regeneration, Culture and Environment Overview and Scrutiny Committee on 6 December 2018 when considering a report on CCTV provision, the Committee requested that MCG be invited to a future meeting of the Committee for further scrutiny.

2.2 Since the meeting in December 2018, the Committee have received update reports on CCTV provision on the following dates:
28 March 2019 – Update on CCTV review

13 June 2019 – Update on CCTV Audit

2.3 In addition, Committee Members received a confidential briefing note on CCTV camera locations on 2 August 2019.

3. Latest position

3.1 The Acting Chief Executive of MCG will be in attendance at the meeting on 17 October 2019 to answer any specific questions the Committee may have on CCTV issues. Members are also advised that, at the request of the Business Support Overview and Scrutiny Committee, a Member development session has been scheduled for 30 October 2019 to provide a briefing on the three commercial bodies established by the Council (Medway Commercial Group, Medway Norse and Medway Development Company) and an opportunity to discuss and develop the framework for scrutiny of risk and commercialisation with reference to guidance on this produced by the Centre for Public Scrutiny.

4. Risk management

4.1 There are reputational risks to the Council for not pro-actively ensuring an appropriately functioning CCTV estate. This report reflects the importance of constructive dialogue with MCG and also the importance of a coordinated and collaborative approach.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Description</th>
<th>Action to avoid or mitigate risk</th>
<th>Risk rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislation</td>
<td>Ensure that the CCTV Code of Practice is followed</td>
<td>Ensure that CCTV cameras are annually reviewed as to their effectiveness</td>
<td>High</td>
</tr>
<tr>
<td>Community Safety</td>
<td>Reduction in cameras could increase fear of crime and lessen chances of identifying offenders</td>
<td>Thorough annual reviews to ensure that CCTV is located in the most high risk areas</td>
<td>Medium</td>
</tr>
</tbody>
</table>

5. Financial implications

5.1 There are no financial implications arising from this report.

6. Legal implications

6.1 There are no legal implications arising from this report.

6.2 The Council has no statutory duty to provide CCTV.
7. **Recommendations**

7.1 To take the opportunity to raise any outstanding questions relating to CCTV with the Director and MCG.

**Lead officer contact**

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**Appendices**

None

**Background papers**

None
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1. Budget and Policy Framework

1.1. The Council Plan 2016/21 was agreed at Full Council in February 2016. It sets out the Council’s three priorities and three ways of working which aim to deliver these priorities.

1.2. Risk management is an integral part of good governance. The Council recognises that it has a responsibility to identify and manage the barriers to achieve its strategic objectives and enhance the value of services it provides to the community. The Cabinet as a whole has responsibility to ensure the effective operation of risk management in the Council.

1.3. The Strategic Risk Register ensures that all relevant key risks are recorded and mitigating actions are monitored. In June 2019, the Cabinet agreed that from 2019/20 the Strategic Risk Register will be reviewed on a quarterly basis and presented alongside Council Plan Performance Monitoring to support informed decision making.
2. **Background**

2.1. This report sets out the performance summary against the two Council priorities relevant for this Committee: ‘Medway: a place to be proud of’ and ‘Maximising regeneration and economic growth.’ It focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance. This report also sets out the latest review of the strategic risks relevant to this committee together with mitigation in place to minimise impact and likelihood.

2.2. Detailed background information supporting this report can be found in Appendix 1: ‘Medway: A place to be proud of’ and Appendix 2: ‘Maximising regeneration and economic growth’.

2.3. Members should note that Council agreed on 25 July 2013 that the scrutiny of Housing performance would be discussed at Business Support Overview and Scrutiny Committee. Any performance information highlighted in grey is not relevant to this Committee and falls under other Overview and Scrutiny Committees. They have been included to provide context and clarity of how the council priorities as a whole have been performing.

2.4. The format of the report was changed from 1 April 2018 to reflect the recommendations of the corporate peer challenge.

3. **Council priorities and ways of working**

3.1. This section summarises 13 programmes that support our priorities and outcomes. It also shows the three overarching ways of working which we use to deliver the above. The priorities and outcomes that fall under the remit of this committee are shown below (non-shaded). Appendix 1 and 2 provide detailed progress reports on each of these programmes.

<table>
<thead>
<tr>
<th>PRIORITIES</th>
<th>OUTCOME</th>
<th>OUTCOME</th>
<th>OUTCOME</th>
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<tbody>
<tr>
<td>Medway: A Place to be proud of</td>
<td>A clean and green environment</td>
<td>A strong diversified economy</td>
<td>Healthy and active communities</td>
</tr>
<tr>
<td></td>
<td>1 Public realm and street scene</td>
<td>4 Business investment</td>
<td>Improving everyone’s health and reducing inequalities</td>
</tr>
<tr>
<td></td>
<td>2 Replacing Medway’s street lights</td>
<td>5 Jobs, skills and employability</td>
<td>Resilient families</td>
</tr>
<tr>
<td>Medway on the map</td>
<td></td>
<td>6 Preventing homelessness</td>
<td>Together we can – Children’s services</td>
</tr>
<tr>
<td></td>
<td>3 Medway: a great place to live, work, learn and visit</td>
<td></td>
<td>11 The best start in life</td>
</tr>
</tbody>
</table>
4 Summary of performance

4.1 There are 10 Council Plan measures for 2019/20. We are reporting on 8 as two measures are not available this quarter.

Regeneration, Culture and Environment Overview and Scrutiny

- 87.5% (7 out of 8 measures) Met or exceeded target
- 12.5% (1 out of 8 measures) Slightly below target (<5%) or Significantly below target (5%+)

5 Risk management

5.1 Implementation of a performance management framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability on how successfully the Council is administering its resources. The risk of inaccurate data being reported to Members is minimised through authorisation by Directorate and Corporate Management Teams. Assurance can therefore be placed on the accuracy of data used to assess performance. By reporting to Members, the risk of poor performance not being identified or addressed is minimised.
5.2 The Risk Management process helps the Council understand, evaluate and take action on all their risks. It supports effective decision making, identification of priorities and objectives and increases the probability of success by making the most of opportunities and reducing the likelihood of failure. The Council's Risk Management Strategy incorporates and:

- promotes a common understanding of risk;
- outlines roles and responsibilities across the Council;
- proposes a methodology that identifies and manages risk in accordance with best practice thereby seeking to prevent injury, damage and loss.

6 **Financial and legal implications**

6.1 There are no direct finance or legal implications arising from this report.

7 **Recommendation**

7.1 Members are asked to consider the Quarter 1 2019/20 performance against the measures used to monitor progress against the Council's priorities.

**Lead officer contact**
Lesley Jones, Corporate strategy, performance and improvement officer ext. 2472
lesley.jones@medway.gov.uk

**Background papers**
Council Plan 2016/21 (2019/20 update)

**Appendices**
- **Appendix 1** Medway: A Place to be proud of
- **Appendix 2** Maximising regeneration and economic growth
- **Appendix 3** Q1 201920 Strategic Risk Register
MEDWAY: A PLACE TO BE PROUD OF
REGENERATION, CULTURE AND ENVIRONMENT
OVERVIEW AND SCRUTINY MEETING
Performance: Quarter 1 2019/20

Key

<table>
<thead>
<tr>
<th>Significantly below target (&gt;5%)</th>
<th>Slightly below target (&lt;5%)</th>
<th>Met or exceeded target</th>
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<tbody>
<tr>
<td>Improved</td>
<td>Worsened</td>
<td>Static</td>
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<tr>
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<td>N/A – data not available</td>
<td>Short – since last qtr</td>
</tr>
<tr>
<td>Benchmarking – compares favourably with national performance or standards</td>
<td>Yes compares favourably</td>
<td>No does not compare favourably</td>
</tr>
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</table>

Council Plan measures: Summary Performance
There are 4 Council Plan measures for this priority. We are reporting on 3 as 1 measure is not available until Q4 2019/20.

Improved performance
- 33% (1 out of 3) improved long term (average of previous 4 quarters)
- 33% (1 out of 3) improved short term

Highlights
- 100% (578) reported fly tips removed within one working day
- 13 waste removal projects undertaken by Community Payback
- 83.4% satisfaction rate for parks and greenspaces against a target of 75%.
- 97.1% library satisfaction rate against target of 85%
- 397,659 visits to Medway sports centres against a target of 342,000
Appendix 1

**Measures in target (green)**

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Trend</th>
<th>Short Trend</th>
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<tr>
<td>NI195a</td>
<td>✔️</td>
<td>Improved street and environmental cleanliness:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GH6 CP</td>
<td>✔️</td>
<td>Satisfaction with parks and green spaces - direct users CP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W6 CP</td>
<td>✔️</td>
<td>Satisfaction with refuse collection - Citizens Panel result</td>
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**Data not available**

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Trend</th>
<th>Short Trend</th>
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<td>1800 columns to be replaced by 2019/20 (annual measure, due Q4)</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Strategic Risks**

The Quarter 1 review of the Strategic Risk Register is attached at Appendix 3. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 3).

<table>
<thead>
<tr>
<th>Reference</th>
<th>Risk Register Page (app 3)</th>
<th>Risk</th>
<th>Owner</th>
<th>Current residual risk score</th>
<th>Definition (current score) (L-likelihood) (I-impact)</th>
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<tbody>
<tr>
<td>SR38</td>
<td>6</td>
<td>Transfer of waste contract to Medway Norse</td>
<td>AD Front Line Services</td>
<td>BII</td>
<td>L - high</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - critical</td>
</tr>
</tbody>
</table>

The following risks pertain to all priorities:

<table>
<thead>
<tr>
<th>Reference</th>
<th>Risk Register Page (app 3)</th>
<th>Risk</th>
<th>Owner</th>
<th>Current residual risk score</th>
<th>Definition (current score) (L-likelihood) (I-impact)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR02</td>
<td>3</td>
<td>Business continuity and emergency planning</td>
<td>Director of RCET</td>
<td>DII</td>
<td>L - low</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - critical</td>
</tr>
<tr>
<td>SRO3B</td>
<td>5</td>
<td>Finances</td>
<td>Chief Finance Officer</td>
<td>AI</td>
<td>L – very high</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - catastrophic</td>
</tr>
<tr>
<td>SR21</td>
<td>16</td>
<td>Procurement savings – capacity and delivery</td>
<td>Chief Legal Officer</td>
<td>CII</td>
<td>L - significant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - critical</td>
</tr>
</tbody>
</table>
### Council Plan Outcome: A clean and green environment

**Programme: Public Realm and Street Scene**

#### Council Plan Measures: Performance

<table>
<thead>
<tr>
<th>GH6 NEW</th>
<th>Satisfaction with parks and green spaces - direct users CP</th>
<th>Aim to Maximise</th>
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<tbody>
<tr>
<td>Q4 18/19 Value</td>
<td>Q1 19/20 Value 83.4% Target 75% Status</td>
<td>Value 83.4% Taregt 75% Status</td>
</tr>
</tbody>
</table>

**Comments**
Satisfaction amongst users of parks and open spaces has increased to 83.4% in Q1 2019/20 up from 78.8% in Q4 2018/19. More users were neutral about the service 8.9% of respondents (down from 13.5% in Q4) than dissatisfied, 5.9% (this was down from 7.1% in Q4). A further 1.8% gave no response to the question.

These results are based on the 169 users of parks and open spaces from the 224 respondents to the Q1 2019/20 Citizens’ Panel, giving a margin of error of +/-7.6%. This means that the changes are not statistically significant.

**Action**
Work with the public and partners to enhance and protect Medway’s high quality public realm.
Numerous improvements to parks and greenspaces continued to be programmed for delivery in 19/20, with funding support from s106 and Council funding. Key sites receiving funding include:

- Capstone Farm Play Area will see the provision of a new toddler and a new junior play unit as well as colourful floor graphics.
- Kings Frith will see new toddler roundabout being installed, new playground graphics and a new seesaw.
- Jacksons Recreational Ground, a new safer access path will be constructed to help students cross the site in the winter.
- Berengrave Nature Reserve will see the start of works to build the new board walk and also vegetation works to open up the site.

Judging for the Green Flag awards was completed in May 2019 across the following seven sites: Gillingham Park, Hillyfields, Capstone Farm Country Park, Riverside Country Park, Great Lines Heritage Park, Broomhill Park and The Vines and all received Green Flag awards in July 2019. Management plans will be updated, along with a new management plan for the 8th new site at Ranscombe Farm Park in the autumn and the applications submitted in January 2020. Medway has a good track record of achieving Green Flag status for its seven sites but in 2017 the number dropped to 6 as Gillingham Park failed. The judges' comments were acted upon and in 2018 and 2019 Gillingham Park regained its status as a special site.

Greenspace volunteer work varies between sites and the time of year. In Q1 volunteers helped organise and deliver events, such as the Cherry Picnic at the Vines and the Easter Extravaganza at Rede Common. On other sites, such as Great Lines Heritage Park, volunteers have carried out litter picks and at Broomhill volunteers continue to improve access and tree management of the old orchard. Rede Common volunteers also undertook vegetation works to improve the site’s appeal to both people and wildlife.

### Improved street and environmental cleanliness: Litter

<table>
<thead>
<tr>
<th>NI 195a NEW</th>
<th>Improved street and environmental cleanliness: Litter</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Value</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>96.33%</td>
<td>96%</td>
</tr>
</tbody>
</table>

**Comments**

Medway is split into 22 wards which are inspected yearly with a total of 1200 sites being inspected. (100 sites x 12 months = 1200 sites per year) Sites are different land classes: Main Retail and Commercial, Local Shopping areas, Residential Streets, Main Roads, Waste Bins (litter, canine and combined) Rural Roads, Alleyways, Footbridge and subways.

During Q1, 96% (288/300) of streets surveyed were free from litter at the time of the inspections. This is due to a robust contract monitoring programme and a high standard of cleanse being achieved by Veolia.

A visual inspection of 50 meters is reviewed for the amount of litter present and graded. This is a transect. A - B grades are acceptable for litter C – D are
unacceptable. The amount of sites that are at an acceptable standard at the time of inspection grade A - B are then reported as an overall % of good standard sites. For example 97 sites at grade A - B / 100 x 100 = 97% of areas inspected were at an acceptable standard for litter.

**Action**

Street Scene Enforcement dealt with a total of 578 fly tips, all of which were removed within 1 working day. Evidence was retrieved in 48 cases and was referred for further investigation. Of the 578 fly tips, 304 (53%) were dealt with proactively, meaning that they were gone before the public could report them.

The team has entered into a SLA for the removal of fly tipping from the HRA estate. This quarter, the team has dealt with 261 requests for service, all of which were completed within one working day. The team also assisted with the removal of waste from 13 projects undertaken by Community Payback, as well as 2 community clean-ups, helping to improve the quality of street scene for all.

The total tonnage removed this quarter is 53.96 tonnes.

7 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter. Fines and costs totalled £5,295. There are 11 cases with legal pending prosecution, and another 15 under investigation ready for report to Magistrates Court.

During the quarter the team conducted an operation alongside Kent Police, this resulted in 17 vehicles being stopped and searched. 2 vehicles were seized as they were linked to fly tipping. We expect the operation will lead to the owners of both vehicles being reported for summons at magistrates’ court. Both vehicles are due to be crushed.

125 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with anti-social behaviour and have been issued to address offences ranging from fly posting to car repairs and burning of waste. The vast majority however (116) were issued to residents for placing their refuse out for collection too early.

23 fixed penalty notices were issued this quarter.

- Littering - 19
- Smoke free - 2
- Fly tipping - 1
- Breach of CPN - 1

<table>
<thead>
<tr>
<th>W6 CP</th>
<th>Satisfaction with refuse collection - Citizens Panel result</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>87.9%</td>
<td>86.6%</td>
</tr>
<tr>
<td>Q1 19/20</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Aim to Maximise

- Value
- Target
- Status
- Long Trend
- Short Trend
- Value
- Target
- Status

45
Appendix

Comments
Satisfaction with refuse collection has decreased slightly to 86.6% in Q1 2019/20, down from 87.9% reported in Q4 2018/19.

7.1% of respondents were neutral about the service (up from 4.5% in Q4) and 4.5% were dissatisfied (down from 7.2% in Q4). A further 1.8% gave no response to the question.

The results are based upon 224 respondents to the Q1 2019/20 Citizens’ Panel giving an overall margin of error of +/-6.6%, meaning the changes are not statistically significant.

Waste Services continue to monitor the waste collection contract and respond rapidly to any issues arising. The number of flatted new developments continue to put additional pressure on the service as these need to be individually assessed at application and inspected during and post build to ensure standard are adhered to enable effective waste collections.

Project – Deliver Future High Streets Funds submissions
The High Streets Heritage Action Zone bid aims has four main aims:
• To re-use and revitalise heritage buildings
• To create and deliver a heritage engagement programme
• To identify and deliver accessibility and safety solutions to the highway
• To create a development framework to protect the area’s character whilst promoting growth

Q1 has seen intensive work on a High Streets Heritage Action Zone bid for the Heritage Creative Quarter. Officers have pulled together an external partnership and identified up to £1.5m of match funding. Project proposals were supported by members, including the Portfolio Holder, during a bespoke workshop session. They have also been considered by the Rochester Forum, and was presented to the Chatham Forum in early July. The bid was submitted on 12 July.

On 5 July we learned that our c. £14m Future High Streets Fund bid for Chatham town centre has been successful at the Expression of Interest (EOI) stage. This means we are awarded grant funding (100k was requested) to develop a full business case by the end of the year. Guidance is expected to be issued soon.

Project – Procurement of the street cleaning and waste collection services contract post 2019
The project to change the waste collection and street cleansing service from Veolia to Medway Norse as of 1 October is progressing well.

Weekly project management meetings are undertaken with Norse. Additionally, there are monthly waste project board meetings of members and senior officers (6 to date) with monthly project updates.
Norse have provided the final budget for the collection and cleansing service. Head of Terms and the Letter of Intent have been signed by Norse and Medway Council. Waste services have reviewed the service and general specification documents in conjunction with Medway Norse and both legal teams will finalise the documents in September. Payment and performance mechanism are likely to be finalised late September.

The service will mobilise from Pier Approach Road depot until the new Council-owned depot is ready.

Norse and Council ICT systems have successfully integrated exchanging service requests during test phase. The team are confident the systems will be operational by go live, 1 October, however contingency plans are in place in the unlikely event of system failure.

The new street cleansing fleet (39 vehicles) are on schedule for delivery in September with bespoke “Love Medway” livery planned. The 2013 refuse and recycling fleet of 46 vehicles purchased via the DCLG grant is a Medway Council asset that Medway Norse will operate and maintain from 1 October. An independent company will inspect the vehicles in August/September 2019 and Veolia will complete any rectifications before 30 September 2019.

Contract negotiations with Veolia for waste transfer and recycling disposal are progressing. Material specification and costs have been agreed, subject to agreement on financial contribution towards a fire suppression system with Veolia. This will remain the high risk area until legal documents are finalised.

Council Plan Programme – Replacing Medway’s street lights

<table>
<thead>
<tr>
<th>TBC</th>
<th>1800 Columns to be replaced by 2019/20</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>19/20</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Comments
Annual measure. Due in Q4 2019/20

Project – Replacing Medway’s street lights
Medway’s Street Lighting Network is extensive and is composed of 26,500 columns that are made up of concrete, steel and aluminium columns. The concrete and steel columns make up over 75% of the Network and are all at or close to the end of their design life requiring a phased programme of replacement.

As part of Budget Setting in 2018/19 capital funding was secured through Prudential Borrowing of £2,729,127 to fund a two-year programme of column replacements including converting to LED. The total number of columns that will be replaced are
1,800. (7% of the Street Lighting Network) and energy savings, through this program will be ring-fenced to part meet Prudential Borrowing costs (£29,682 at current tariff rates).

All columns within this two year programme will be replaced by aluminium columns as these have the longest design life of 50 years with a structural testing requirement after 25 years, by comparison steel columns have a design life of 30 years and a structural testing requirement after 15 years.

To date approximately 1,100 columns have been replaced and the scheme is on target to be completed in Q3 of this year.

**Council Plan Outcome: Medway on the map**

**Programme: Medway: a great place to live, work, learn and visit**

**Project – To seek funding opportunities to develop innovative public service solutions**

In Q1 the Council has successfully completed the following:

- Future High Streets Fund - submitted a successful Expression of Interest for Chatham and awaiting confirmation of funding (£100,000) to support the development of a Business Case. The business case will focus on physical interventions including Brook Car Park, creating strong ‘gateways’ to the High Street, public realm works and working with the University of Kent to explore new productions spaces in the Pentagon.

- High Street Heritage Action Zones – the submission of a detailed Expression of Interest focusing on themes such as reusing heritage (such as the Featherstones building), Safety (a highways study examining options to reduce speed, improve safety and access), and revitalisation grants to tackle vacant plots, support new business opportunities and improvements to the frontages of buildings.

- National Express: secured £25,000 to refurbish the Rec Centre in the Pentagon. This project focuses at engineering positive engagement of youths.

**Project - Manage the contract with Locate in Kent**

The Council continue to attend monthly contract monitoring meetings with Locate in Kent (LiK) and KCC.

Q1 LiK has assisted two businesses to grow and relocate in Medway. Chapman BSF are a worldwide building project management company that has taken space at The Fitted Rigging House in Chatham Dockyard, relocating 30 jobs from Kings Hill. LiK have also assisted the expansion of Cubic Pharma, based on Medway City Estate, who have expanded from five to 12 employees.

Discussions have opened with KCC with regard to a project extension for the EU-funded element of LiK services; and to prepare for the renewal of the inward investment contract in 2020.
Cultural Programme

The Cultural Development Fund bid (CDF) was successful. This University of Kent-led partnership project will provide up to £100K towards feasibility studies for the establishment of a Creative Hub for Medway. We have also secured £50K from the One Public Estate fund (OPE) for feasibility works. Medway Council has representation on the CDF Steering Group, as well as the Thames Estuary Production Corridor (TEPC) Board.

The CDF aims to allow cities and towns to invest in creative, cultural and heritage initiatives that lead to culture-led economic growth and productivity. Our bid with partners builds on the ambitions for the Thames Estuary Production Corridor (TEPC) to develop one of Europe’s most integrated and productive creative regions. Commercial space is in high demand but short supply; 45,000 creative Estuary residents work elsewhere. GVA is 20% below UK average; perceptions are of a post-industrial landscape and unloved urban centres. Our project addresses these challenges and will extend world-class creative innovation and production along the Estuary, investing in clusters, workforce, learning infrastructure and technology and delivering culture-led placemaking in one of the UK’s most deprived areas.

The Interface Land has been identified as a potential location for the Docking Station. Homes England are currently disposing of this site, and we are working with the University of Kent and Chatham Historic Dockyard Trust to put the business case together to acquire the site.

Project - Dickens 2020: work with partners to develop programme of events to commemorate 150th anniversary of Dickens death

A programme of events, exhibitions and talks is being finalised with partners to commemorate the 150th Anniversary of Dickens death in 2020. Internal cultural cross departmental meetings have taken place as well as meetings with external partners and the Dickens Fellowship. The plans for a permanent Dickens gallery (focussing on Dickens the Man) at the museum are progressing well and a further bid to the National Lottery Heritage Fund is taking place for the restoration of the Dickens Chalet. Eastgate House will host a Victorian childhood exhibition in 2020 as well as Dickens inspired garden, the Guildhall Museum will host a series of Dickens lectures, and the Open Top Bus will be run as a Dickens Tour of Medway. A series of dramatic and theatrical performances are planned at various sites including Rochester Castle. Medway Council is also talking with district partners and Visit Kent to develop a wider Dickens package for 2020. The museum and arts education teams are also working together to deliver a comprehensive Dickens schools package as well as competitions.

Project - Agree a 10-year programme of exhibitions to maximise customer interest and reflect Medway's heritage

Medway Council is planning to deliver a series of annual exhibitions and events at its heritage sites over the next 10 years. With the sale of the Conservancy Building the Council is relocating the temporary exhibition programme to Eastgate House. This has started with 2019 exhibition of "Something Old, Something New" a history of marriage and wedding traditions throughout the centuries running from 15 June to 29
September. This has also helped to raise awareness of the house as a fantastic wedding venue. These annual exhibitions are in addition to the usual seasonal exhibitions and activities such as at Easter, Halloween and Christmas. A future programme of exhibitions is being finalised with plans to explore Victorian Childhood in 2020 in line with Dickens 150 and the fact the House was a ladies college during this period.

**Project - Medway Educational Cultural partnership & THEATRE31 Project**

£1m has been secured from the Youth Performance Partnership Fund via Arts Council England for the Medway and Sheppey Cultural Education Partnerships (LCEP). This fund will be used to deliver theatre performance and projects, engaging over 2,000 8-18 year olds across Medway and Sheppey for the next 3 years.

Medway and Sheppey are one of only five LCEPs nationally to be awarded the funding, along with Croydon, Derby, Salford and Plymouth.

Theatre31 is modelled on ART 31 at the Gulbenkien Theatre and will be youth-led. Whilst interest from other parties is welcome, youth voice and decision making must be at the heart of the project, however, it will be the responsibility of the steering group, board and youth panel to shape a menu of opportunities from which young people can choose proposed projects and activities such as:

- On Stage, Outdoors, Community and School spaces, found spaces
- New writing, drama, poetry, gig theatre
- Stage craft
- Can include dance and music

A Project Manager has now been appointed for the mobilisation phase of the project.

**Project - Deliver Command of the Heights**

Command of the Heights is a joint project between Medway Council and Fort Amherst Heritage Trust following a £1.8 million cash injection from the Heritage Lottery Fund (HLF).

The project will transform areas of historic value including the Barrier Ditch in Chatham, a critical part of Chatham’s defences. This will also transform Spur Battery which was once used for troop encampments, siege warfare training and military punishment.

This project involves:

- the demolition of Riverside One which sits in the historic Barrier Ditch in Chatham to restore the relationship to the river and the dockyard that the fort was built to protect
- the creation of a new pedestrian entrance to Fort Amherst from Chatham town centre via Barrier Road
- the restoration of Spur Battery
- transforming Spur Battery into an amphitheatre with seating for outdoor performances
During Q1, the capital works on site at Barrier Road, Spur Battery and Riverside 1 have continued; along with delivering the activity plan. Barrier Road and Spur Battery will be complete for September 2019, followed by a celebration opening event. Riverside 1 is currently behind schedule due to archaeological finds. The Council are currently working with Heritage Lottery Fund and Historic England to safeguard the archaeology and bring it into the public realm design. Although Riverside 1 element is behind schedule this does not put at risk the celebration opening in September. Full project completion is April 2020.

Project - Work with partners to bring forward the Docking Station project
There is significant stakeholder support - led by Medway Council, Chatham Historic Dockyard Trust and the University of Kent - for the establishment of a creative and cultural industries hub (‘The Docking Station’) in Medway. A feasibility study and initial concept are being undertaken for the conversion and refurbishment of the historic former Police Section House located on the perimeter of Chatham Historic Dockyard. The building will form part of a digital immersive gallery space as well as cultural and creative industry teaching and workspace known as “The Docking Station”.

The Docking Station steering group has been established with approved Terms of Reference. It includes representatives from Medway Council, the University of Kent and Chatham Historic Dockyard Trust.

Conversations with Homes England (HE) with regard to the acquisition of the Police House for the Docking Station are progressing well, with HE agreeing in principle to exclude the Police House from the wider site disposal. The Steering Group have been developing a proposal for site acquisition, which was submitted to HE by 4 September.

Feasibility work is supported by Cultural Development Fund and One Public Estate investment. A Structural Survey and Conservation Plan have been commissioned and reports received.

The University of Kent School of Architecture has developed visuals and outline proposals for site development. The University is developing a bid to RED for interior fit-out, and pursuing investment from an identified private donor. They will also engage their Business School in the development of the overall business case for the project.

Project - Major Sports Events: successfully stage National Cycling Championships in Medway, delivering within agreed expenditure budget
Major Sports Events:
- Medway Sport partnered Holcombe Hockey Club in hosting Euro Hockey Club Trophy in April. Eight teams from across Europe competed.
• Discussion ongoing with Olympia handball club about hosting European Handball Federation Challenge Cup Event in October.
• Discussions with Rugby Football League about possible dates for Wheelchair Rugby League Four Nations in the autumn
• Discussions ongoing for possible FA Tier 1 Futsal tournament at Medway Park.

Project - Drive the success of the Medway Champions programme signing up new champions, encouraging use of the place branding and support for Medway PR initiatives

The Medway champions meeting are growing with over 100 champions on its list, around 50-55 attending every two months. The April meeting at Rochester Cathedral featured the Council’s “Visit” theme with insightful presentations from Simon Lace (Rochester Cathedral) and Louisa Mungall (Visit Kent) about where Medway fits in the wider tourism landscape. Over 50 people from a range of Medway businesses and organisations attended the event.

The Medway Council Ambassador scheme has been disbanded and all current active ambassadors have been invited to join the Champions meeting.

The Council launched its social media platforms during the last champions’ meeting which subsequently drove engagement from our champions.

Twitter: @wearemedway: 232 followers
Instagram: @wearemedway: 144 followers
www.wearemedway.co.uk has now launched and is gaining momentum and exposure

Branding has been adopted by several members either on their own website, signage, email signature etc.

Our Medway Place Plan has been approved by the Place Board. Actions have already taken place to ensure smooth delivery of the place priorities:
• To enhance the belief and pride of residents and stakeholders across the area in its successful future
• To raise awareness and improve perceptions of Medway with target audiences outside the area
• To communicate and raise awareness of the ‘story’ which engages local organisations and people to become Medway Champions.

Engaging communities and young adults are key to the next 6 months to ensure that we involve the whole of Medway on our journey. We are working on delivering two young champions in all primary and secondary schools with an aspiration to host a young champion meeting every year.
MAXIMISING REGENERATION AND ECONOMIC GROWTH

REGENERATION, CULTURE AND ENVIRONMENT

OVERVIEW AND SCRUTINY MEETING

Performance: Quarter 1 2019/20

Key

<table>
<thead>
<tr>
<th>Significantly below target (&gt;5%)</th>
<th>Slightly below target (&lt;5%)</th>
<th>Met or exceeded target</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% (4 out of 5 measures)</td>
<td>20% (1 out of 5 measures)</td>
<td></td>
</tr>
</tbody>
</table>

Council Plan measures: summary performance

There are 6 Council Plan measures for this priority that fall under the remit of this committee. We are reporting on 5 as 1 measure is data only.

Improved performance

- 83% (5 out of 6*) improved long term (average of previous 4 quarters)
- 60% (3 out of 5*) improved over the short term (since last quarter)

Highlights

- Innovation Centre Medway 100% Occupied
- 60 jobs created and safeguarded against a target of 35
- Housing - 100% of customers satisfied with overall repairs service

*where data available
### Measures in target (green)

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Term</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECD13</td>
<td>✔</td>
<td>% of square footage let at Innovation Centre Medway (ICM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ECD20</td>
<td>✔</td>
<td>% of square footage let in council owned business units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LRCC4a</td>
<td>✔</td>
<td>Number of jobs created and safeguarded (cumulative)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAE 3</td>
<td>✔</td>
<td>Achievement rate (pass rate)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 156</td>
<td>✔</td>
<td>Number of households living in temporary accommodation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HC3</td>
<td>✔</td>
<td>No. of households with dependent children in B&amp;B who have resided there for 6+ weeks at the end of the quarter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HC4</td>
<td>✔</td>
<td>Number of private sector properties improved as a result of the Council's intervention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 117(16-17)</td>
<td>✔</td>
<td>The percentage of 16-17 year olds who are not in education, employment or training (NEET)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 167 NEW</td>
<td>✔</td>
<td>Average journey time along 5 routes across Medway (mins per mile) data only to December 2017 (Q3) from DfT</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Measures slightly below target (amber)

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Term</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAE 2</td>
<td>▲</td>
<td>% Retention rate</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Measures significantly below target (red)

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Term</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>NI 154</td>
<td>◊</td>
<td>Net additional homes provided</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Data only

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Term</th>
<th>Short Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>GVAPJM</td>
<td></td>
<td>GVA per job</td>
<td></td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Benchmarking/ Achieve National Standards

<table>
<thead>
<tr>
<th>Council Plan Performance Measure - Compares favourably with national performance or standards?</th>
<th>Yes</th>
<th>No</th>
<th>Same</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAE2 &amp; MAE3 Attainment rate &amp; Achievement rate MAE rated good by Ofsted</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NI 156 Number of households living in temporary accommodation rate of households in temporary accommodation</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strategic Risks

The Quarter 1 review of the Strategic Risk Register is attached at Appendix 3. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 3).

<table>
<thead>
<tr>
<th>Reference</th>
<th>Risk Register Page (app 3)</th>
<th>Risk</th>
<th>Owner</th>
<th>Current residual risk score</th>
<th>Definition (current score) (L-likelihood) (I-impact)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR17</td>
<td>12</td>
<td>Delivering regeneration</td>
<td>Director of RCET</td>
<td>CII</td>
<td>L - significant&lt;br&gt;I - critical</td>
</tr>
</tbody>
</table>

The following risks pertain to all priorities:

<table>
<thead>
<tr>
<th>Reference</th>
<th>Risk Register Page (app 3)</th>
<th>Risk</th>
<th>Owner</th>
<th>Current residual risk score</th>
<th>Definition (current score) (L-likelihood) (I-impact)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR02</td>
<td>3</td>
<td>Business continuity and emergency planning</td>
<td>Director of RCET</td>
<td>DII</td>
<td>L - low&lt;br&gt;I - critical</td>
</tr>
<tr>
<td>SR03</td>
<td>5</td>
<td>Finances</td>
<td>Chief Finance Officer</td>
<td>AI</td>
<td>L – very high&lt;br&gt;I - catastrophic</td>
</tr>
<tr>
<td>SR21</td>
<td>16</td>
<td>Procurement savings – capacity and delivery</td>
<td>Chief Legal Officer</td>
<td>CII</td>
<td>L - significant&lt;br&gt;I - critical</td>
</tr>
<tr>
<td>SR32</td>
<td>29</td>
<td>Data and information</td>
<td>Chief Legal Officer</td>
<td>CII</td>
<td>L - significant&lt;br&gt;I - critical</td>
</tr>
<tr>
<td>SR33</td>
<td>31</td>
<td>Impact of welfare reform</td>
<td>Chief Finance Officer</td>
<td>DII</td>
<td>L - low&lt;br&gt;I - critical</td>
</tr>
<tr>
<td>SR34</td>
<td>35</td>
<td>Successful delivery of the corporate transformation programme</td>
<td>AD Transformation</td>
<td>CII</td>
<td>L - significant&lt;br&gt;I - critical</td>
</tr>
<tr>
<td>SR36</td>
<td>45</td>
<td>Alternative service delivery models</td>
<td>AD Transformation, Chief Legal Officer, Director of RCET</td>
<td>BII</td>
<td>L - high&lt;br&gt;I - Marginal</td>
</tr>
<tr>
<td>SR37</td>
<td>48</td>
<td>Cyber Security</td>
<td>AD Transformation</td>
<td>CI</td>
<td>L - Significant&lt;br&gt;I - catastrophic</td>
</tr>
</tbody>
</table>
Council Plan Outcome: A strong diversified community

Programme: Business investment

Council Plan Measures: Performance

<table>
<thead>
<tr>
<th>ECD13</th>
<th>% of square footage let at Innovation Centre Medway (ICM)</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>95.99%</td>
<td>Q1 19/20</td>
</tr>
</tbody>
</table>

Comments
The ICM is 100% occupied (17,679.72 sq ft.) as at 30 June 2019. There are three tenants exiting in July. One office is already pre-let - leaving one small and one medium sized office currently considered available for new tenancies.

<table>
<thead>
<tr>
<th>ECD20</th>
<th>% of square footage let in council owned business units</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>92.48%</td>
<td>Q1 19/20</td>
</tr>
</tbody>
</table>

Comments
- Innovation Centre Medway is 100% occupied with three new tenants and no tenants leaving in Q1. Innovation Studio Medway has one new tenant in occupation and one tenant left in Q1. The only available office has a new tenant who will take occupancy early Q2.
- Pier Road has 25 out of the 29 units let, two tenants are leaving and no new tenants in occupation for Q1. Two units are currently under offer.
- Hopewell Drive has 18 of 23 units let. No tenants left and no new tenants for Q1. 2 units are awaiting occupation and a further one is under offer.
- The sq ft let is 38,983.10 of a total available to be let of 42,844.42 sq ft

<table>
<thead>
<tr>
<th>GVAPJ M</th>
<th>GVA per job</th>
<th>Aim to Maximise</th>
</tr>
</thead>
</table>

Comments
This data is published by the Office of National Statistics and is released in December each year. Data is available up to 2017/18.
Given the volatility with the raw data and because the smoothed data is weighted, **year on year comparisons should not be made.** GVA per filled job is better considered over a longer period. Trends over a longer period are less likely to be the result of the volatility around any single year estimate and are more likely to be showing a change in the economic performance of Medway.

**Actions**

Medway GVA per job is currently 4.9% lower than England, a 5.4 percentage point improvement from 2009 where Medway was 10.3% lower. From 2012 to 2017, Medway’s GVA per job has increased by 16.2%, which is above England (12.2%), South East (11.2%).

**Benchmarking**

<table>
<thead>
<tr>
<th>Year</th>
<th>Medway GVA per Job</th>
<th>South East GVA per Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>£40,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2010/11</td>
<td>£45,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2011/12</td>
<td>£50,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2012/13</td>
<td>£55,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2013/14</td>
<td>£60,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2014/15</td>
<td>£65,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2015/16</td>
<td>£70,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2016/17</td>
<td>£75,000</td>
<td>£57,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>£80,000</td>
<td>£57,000</td>
</tr>
</tbody>
</table>

**Council Plan Project - Development of Innovation Park Medway**

Innovation Park Medway is a significant redevelopment opportunity and has a vital role to play in Medway’s economic future. A masterplan has been adopted (subject to Highways England’s response) to set the context for the development of up to 101,000sqm of high quality, innovative B1 and B2 commercial development in the high value technology, engineering, manufacturing and knowledge intensive industries. Medway Council and Tonbridge & Malling Borough Council have each drafted a Local Development Order (LDO), which will offer a fast-tracked planning approvals process within 28 days, if adopted. Supported by a Design Code, Environmental Statement and self-certification form, the LDO simplifies the planning requirements for future occupants.

Part of the North Kent Enterprise Zone, Enterprise Zone status runs until March 2022 and offers incentives such as business rates discounts to occupants. Medway Council has secured significant funding via the Government’s Local Growth Fund (LGF) and Growing Places Fund (GPF).

Discussion is ongoing with Highways England regarding impacts of the Innovation Park Medway on the strategic network and potential mitigation requirements.
The programme for the LGF2 and LGF3 work has been reviewed in order to allow maximum opportunity for businesses to take advantage of Enterprise Zone status. Start onsite for LGF2 works will commence in early 2020.

The Local Development Order has been out to public consultation, with comments being considered prior to adoption of the final LDO. A Delivery and Investment Plan has been developed and agreed by Cabinet and Full Council, which sets out the recommended approach to site development, selection of future occupants, funding required and delivery investment strategy.

Project - Dissemination and implementation of Medway 2035
Medway 2035 continues to be widely disseminated. Over 40 copies were distributed at the Business Vision event at Detling in May. Copies are also handed to key individuals during meetings with senior officers, e.g. during the Amazon Sortation Facility site visit.

Project - Support the delivery of 1,200sqm of commercial development at Rochester Riverside
Rochester Riverside is moving forward with the commercial element, the Travelodge Hotel is on schedule to be completed in September 2019, this will be followed quickly by a coffee shop and a convenience store.

Council Plan Outcome: Resident with jobs and skills

Programme: Jobs, Skill and Employability

Council Plan Measures: Performance

<table>
<thead>
<tr>
<th>NI 117(16-17)</th>
<th>The percentage of 16-17 year olds who are not in education, employment or training (NEET)</th>
<th>Aim to Minimise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q4 2018/19</td>
<td>2.8%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Q1 2019/20</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments
Data is published to May 2019. At this point 2.6% of 16 and 17 year olds are NEET. This equates to 162 young people. Due to the cyclical nature of this measure comparisons are made to the position 12 months ago rather than from quarter to quarter. At the end of May 2018 were 241 young people classed as NEET, which equated to 3.6 % of the cohort. This means that, like for like against last year there has been a 28% reduction on the percentage of 16 and 17 year olds classed as NEET. This is an excellent result and an improvement on last quarters rate of improvement.
The rate of young people whose activity is not known is 3.4%. This equates to 213 young people. This is the lowest rate and number since the Service returned to being in house in 2017. In May 2018 the rate was 21.3%. Reducing the rate of unknowns, by 84%, has contributed to the improvement in the NEET results and more importantly improves the outcomes and chances for young people.

These results have been achieved through coordinated work between the Information, Advice and Guidance (IAG) team, the Social Care Systems team and C&A Business Intelligence. Data Quality is much higher allowing much more effective interventions, tracking and support to be given by the Information, Advice and Governance (IAG) team.

This gives a combined NEET and Unknown rate of 5.9%, 375 young people. This again is the lowest figure Medway has recorded since the service returned to the Council.

Currently 8 Looked After Children are NEET (6 are Medway LAC) and 6 LAC (0 Medway LAC) whose activity is unknown. This is similar to last quarter. There are 7 young people known to the Youth Offending Team (YOT) who are NEET and less than 5 whose activity is unknown. This is a slight rise in the numbers of YOT who are NEET. There has been a reduction, from 11 to 8 NEETs with Special Educational Needs and Disabilities (SEND) and there are now less than 5 young people with SEND whose activity is unknown. This is again a reduction compared to last quarter. There are currently 9 young people open to the Early Help who are NEET and 6 whose activity is unknown.

Benchmarking
Nationally the rate of NEETs is 2.6% and the South East (SE) rate is 2.4%. Medway is now better than national. Whilst the SE has a better rate it is worth noting that compared to May 2018 the rate in the south east has worsened while in Medway it has improved.

Medway has a higher rate of unknowns than the SE (2.8%) or national (2.5%).

Actions
The work that has driven an improved performance in reducing the level of young people whose activity is unknown continues. The IAG team are actively engaged with local schools and colleges to share information. The IAG team are working closely with the key vulnerable groups and progress continues to be seen in relation to the SEN group.

<table>
<thead>
<tr>
<th>LRCC4a</th>
<th>Number of jobs created and safeguarded (cumulative)</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Q1 19/20</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>535</td>
<td>60</td>
</tr>
</tbody>
</table>

Comments
In Q1 Shapman BSF a worldwide building project management company relocated from Kings Hill to Medway. The company has taken space at The Fitted Rigging House in Chatham Dockyard relocating 30 jobs. With support from Medway Council start up grant scheme, four new businesses started at Council run workspaces in Q1 creating 18 jobs.

**Action**

The Council promotes a number of avenues to attract businesses to Medway. These include:

- An ongoing contract with the inward investment agency, Locate in Kent
- A small loans and grants scheme (Partners for Growth) for Medway businesses
- Attendance at promotional events (such as Business Vision – where we were a principal sponsor in 2019 – and the Construction Expo), and annual sponsorship of the Medway Business Awards
- Regular dialogue with agents (e.g. BizSpace, with regard to the development of new small business premises in Medway)
- An ongoing business support contact with the Chamber of Commerce, including on-line advice via ‘Ask Phil’ and business advice workshops.

In addition, we are:

- Developing a new business support and skills website (due to go live by the end of the year)
- Pursuing funding avenues for our High Streets, including a £14m Future High Streets Fund bid submission for Chatham High Street (through to the second round) and a £3.2m Heritage High Streets Action Zone bid for Chatham Intra (submitted in July 2019).

### Retention Rate

<table>
<thead>
<tr>
<th>MAE 2</th>
<th>% Retention rate</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q2 18/19</td>
<td>96.1%</td>
<td>92.39%</td>
</tr>
</tbody>
</table>

**Comment**

This PI is based on academic year rather than financial year. Data as at 11 June for Q3 of Academic Year (February 2019 – April 2019). Retention measures the number of learners who start a course with MAE and, at the end of the course/academic year, have completed their learning. Retention rates for Adult Skills Budget (ASB) funded programmes are currently at 89.72% which is high given the challenging learner groups under this funding stream, community learning and non-funded are at 94% and are meeting the target. The current good rate continues to demonstrate that MAE’s courses meet the aspirational, social and well-being needs of our learners. The overall retention rate also reflects the rigorous monitoring of attendance by tutors and curriculum staff, and improved rigour in the Initial Assessment process (ensuring learners are placed on correct course for them).
**Action**

Medway Adult Education's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising KPIs, observations of teaching and learning, learner and partner evaluations, self-assessment reviews and quality improvement plans at Service and Programme level. These measures ensure the Service's overall good KPI rates are maintained as evidenced by high retention and learner satisfaction rates.

### MAE 3

<table>
<thead>
<tr>
<th>Achievement rate (pass rate)</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
<td><strong>Target</strong></td>
</tr>
<tr>
<td>Q2 18/19</td>
<td>98.62%</td>
</tr>
</tbody>
</table>

**Comments**

This PI is based on academic year rather than financial year.

Data as at 11 June for Q3 of Academic Year (February 219 – April 2019).

The pass rate measures how many of the learners, who complete their course, achieve a qualification or their learning aim. It shows that Medway Adult Education learners continue to achieve very high pass rates and demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non-accredited provision (RARPA).

**Action**

Medway Adult Education's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising KPIs, observations of teaching and learning, learner and partner evaluations, performance and development reviews, self-assessment reviews and quality improvement plans at Service and Programme level. These ensure the Service's overall good KPI rates are maintained. Medway Adult Education has maintained its Information, Advice and Guidance Matrix kite mark, and monitors the effectiveness of assessment processes, ensuring learner needs are met through differentiation, and additional learning support if required, enabling learners to reach their goals and is evidenced in the good pass and achievement rates and high learner satisfaction.

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

Medway Adult Education continues to work with Job Centre Plus and Employ Medway. This is proving to be challenging due to the falling unemployment rate in Medway. Two courses, a Pathways to Employment and then a progression course, Qualities for Employment, have been delivered providing sessions designed to develop learner’s confidence, self-esteem and motivational skills and employability skills such as team work, transferable skills and mock interviews, have run
successfully with Employ Medway. We are working to build on this work, seven learners attended both courses. MAE has worked with Employ Medway for more than five years on two different DWP funded employment related programmes. More resources have been allocated to support this work, but it is too early to assess the impact of this.

**Project - Establish and support Medway Skills Board and all age skills development programme**

Providing people with the skills they need to be able to make a positive contribution to all levels of Medway’s economic future is critical to delivering economic growth. Medway will need a pool of skilled and employable staff to ensure the long-term growth of high economic value contributors, such as the businesses likely to locate at the Innovation Park Medway. As Medway Council encourages existing businesses to grow and new businesses to move to Medway, it is vital that there is a suitable workforce ready to meet business need.

In order to do this effectively, two Medway Skills Boards have been established. An Officers Skills and Employability Board first met in August 2017 to begin defining emerging skills priorities, which were then discussed at the first Members Skills and Employability Board in November 2017. Since then the Members Board has become the Medway Skills Partnership Board and has been established as a Cabinet Advisory Group. The group has overseen the development of the Skills and Employability Plan for Medway and will oversee the action plan delivery.

Significant progress continues to be made within the Medway Skills Boards and all age Skills Development Programme:

- The Skills & Employability Summit for Medway is booked for 30 October. Alongside the Skills Stakeholder Board, this is being aligned with Economic Development Boards and events in order to ensure a coherent presence to Medway businesses.
- The Employer Engagement Plan is progressing towards a virtual 'Medway Business Skills Network', with project work underway to create a Medway business online presence.
- Work to establish Skills and Employability within the Innovation Park Medway is taking place, with a proposal that all entering businesses must have a skills plan, whilst options for training space is being explored in the flagship six storey building.
- The Medway Enterprise Coordinator, working closely with businesses and education to improve careers for young people is already well embedded. To date 13 of the 18 mainstream secondary schools have signed a memorandum of understanding to take part in the programme. Meetings are in place with all of the remaining schools.
- The Medway Apprenticeship Placement Scheme is currently being reworked, with broad agreement of the changes given at both Officers and Members Board. This includes the commissioning of a new Medway Apprenticeship Advice Service.
- A Care Leaver into Employment sub-group is progressing well, with a pilot work experience project to take place within the Council from September.
An exploratory project has been launched within primary schools to establish what existing good careers practice is taking place and to develop an understanding of need is available.

In the meantime partnerships are being maintained and expanded, with European Social Fund calls and contracts etc. being influenced to bring greater provision to Medway.

**Project - Create job opportunities for Medway residents including Rochester Airport Technology Park, Lower Thames Crossing and across Medway**

Medway Council continues to work with Locate in Kent (LiK) which has a year left on their contract to run until July 2020. In this quarter LiK has assisted 2 businesses to grow and relocate in Medway. Chapman BSF are a worldwide building project management company that has taken space at The Fitted Rigging House in Chatham Dockyard relocating 30 jobs from Kings Hill. LiK have also assisted the expansion of Cubic Pharma, based on Medway City Estate, who have expanded from 5 to 12 employees.

Modern business space is greatly in demand and the Council is working closely with developers to bring forward new commercial sites at Kingsnorth and Grain. Innovation Park Medway at Rochester Airfield is developing well with the Masterplan adopted, subject to Highways England approval, and the Local Development Order having been consulted upon with adoption to follow.

### Council Plan Outcome: Preventing homelessness

#### Programme: Preventing homelessness

#### Council Plan Measures: Performance

<table>
<thead>
<tr>
<th>NI 156</th>
<th>Number of households living in temporary accommodation</th>
<th>Aim to Minimise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>349</td>
<td></td>
</tr>
</tbody>
</table>

#### Comments

At the end of Q1 2018/19 there were 351 households residing in temporary accommodation (TA) provided by the Council in line with its statutory responsibilities. This is a slight increase from the 349 households that were accommodated at the end of Q4 2018/19.

The majority of households in TA will have children. Therefore, there is a correlation between the overall number of households in TA and the number of children in TA. At the end of Q1 there were approximately 671 children in temporary accommodation.
accommodation. The accommodation provided to families will usually be in the form of a self-contained property located in Medway.

**Benchmarking**

Latest available benchmarking figures from September 2018 identify that the rate of households in temporary accommodation is currently 2.97 per 1000 households, this is slightly lower than the national rate of 3.51 and significantly lower than the rate seen in London of 15.49.

Further benchmarking has been undertaken to identify how Medway compares with other similar sized unitary authorities. In September, the numbers in temporary accommodation in Brighton was at a rate of 12.18 households per 1,000 and Milton Keynes had a rate of 5.56 households per 1,000.

<table>
<thead>
<tr>
<th>HC3</th>
<th>No. of households with dependent children in B&amp;B who have resided there for 6+ weeks at the end of the quarter</th>
<th>Aim to Minimise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

**Comments**

A snapshot at the end of Q1 2019/20 identifies that no families were in bed and breakfast accommodation. Additionally throughout Q1 no families were placed into bed and breakfast for more than 6 weeks.

**Action**

Work is continuously underway to ensure that the use of bed and breakfast is kept to a minimum. This has been done by seeking more suitable temporary accommodation for households and using HRA properties as temporary accommodation. The Service has also reviewed its procedures to ensure that all cases with children or a pregnant are moved on from bed and breakfast within appropriate timescales.

<table>
<thead>
<tr>
<th>HC4</th>
<th>Number of private sector properties improved as a result of the Council’s intervention</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q4 18/19</td>
<td>426</td>
<td></td>
</tr>
</tbody>
</table>

**Comments**

The Council undertakes a range of actions to improve accommodation in the private sector ranging from informal advice to services of statutory notices.

**Action**
In Q1 the Council has provided advice to landlords on fire safety, excess cold, damp and mould growth and electrical hazards.

Project - Utilise the RSI funding to reduce the number of those Rough Sleeping
In 2018/19 the Council was successful in a number of funding bids to implement a range of interventions to combat rough sleeping. These interventions included things such as temporary accommodation, outreach support and enhanced hostel provision.

To date, 86 people have been provided with interventions to move them into accommodation and provide wrap around services to prevent them from further rough sleeping.

60 people have been placed into emergency accommodation over the twelve months (July 18 to July 19). This includes a number who have then gone on to move into settled accommodation as well as people who were housed on a temporary basis over the winter. This is in addition to those placed under Severe Weather Emergency Protocol.

Project - Ensure that the council maximises the opportunity to reduce homelessness through prevention and relief
The Council continues its focus on preventing and relieving homelessness for residents that find themselves at risk of losing their accommodation.

During Q1 2019/20 a total of 210 homeless households have been prevented or relieved from homelessness. This is an increase on the amount of households that were prevented from becoming homeless in Q1 2018/19 (188 households).

Prevention and relief of homelessness is achieved via a range of options. Officers have increased joint working with MHS homes to prevent people being asked to leave from suitable and affordable housing. We continue to develop with the private rented sector, exploring opportunities to offer new incentives to landlords to assist those in housing need to access accommodation. We will also be undertaking further campaigns to encourage landlords to engage with the Council before making the decision to serve notice on a tenant.

Work is also being undertaken with authorities across Kent to better facilitate support for households that require support due to domestic abuse.

Council Plan Outcome: Delivering new homes to meet the needs of Medway’s residents
Appendix 2

Programme: Delivering new homes to meet the needs of Medway’s residents

Council Plan Measures: Performance

<table>
<thead>
<tr>
<th>NI 154</th>
<th>Net additional homes provided</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>2016/2017</td>
<td>2017/2018</td>
</tr>
<tr>
<td>553</td>
<td>642</td>
<td>680</td>
</tr>
</tbody>
</table>

Comments
This figure is reported annually. The 18/19 figure will be available in December within the Council’s Authority Monitoring Report which is available online.

Project - Preparation of the new Medway Local Plan

The Planning Policy update report was presented to Cabinet on 6 August 2019. The Cabinet approved a revised Local Development Scheme, which includes an updated programme for the preparation of the Medway Local Plan. The publication of a draft Local Plan awaits the outcome of the Housing Infrastructure Fund bid.

Project - Continue to work on the HIF bid - awaiting decision Autumn 2019

The Housing Infrastructure Funds is a Ministry of Housing, Communities and Local Government funding stream to forward fund essential infrastructure. Medway Council submitted a successful Expression of Interest that focused on road, rail and environmental improvements. The total value of the submission is £170m. This funding will ensure that essential infrastructure is brought forward ahead of new homes being built and will also ensure that future development is sustainable. The road improvements will improve traffic flows and address congestion along the A228, and specifically at Four Elms roundabout and Hill. A new road is being designed which will part of the existing Woodfield Way MoD road (with a new junction planned for the A289 Wainscott bypass). Rail will see a new station at Sharnal Street with peak trains initially serving commuters to London as well as off peak journeys to the Strood, Rochester and Chatham. The environmental enhancements will create a network of large open spaces of high wildlife value. These sites will also provide a space for people to walk, cycle, recreate and play sport – all within a landscape opening up new views across the Peninsula and Medway estuary.

HIF bid was submitted in March 2019 since when over 200 clarifications have been addressed. Liaison with the Ministry of Defence (MoD) and Defence Infrastructure Organisation (DIO) has moved on significantly with both parties contributing to developing plans for the new road. The Hoo Rural Town Masterplan is in continued development and the HIF specific Infrastructure Delivery Schedule is being developed by Arups and the Local Plan Team. Whilst awaiting an announcement on the HIF bid the team continue to develop road and rail interventions.
Appendix 2

Project - Increase the supply of accommodation available to Medway residents

A number of work streams and projects are underway to ensure that the supply of accommodation in Medway continues to increase. In Q1 2019/20, 98 additional affordable housing units have been completed and this represents an investment of £11,270,000 in to the Medway area. It is estimated that 180-250 units will be completed by March 2020.

Work continues to further plans for development within the Council’s Housing Revenue Account. Appraisal and testing is being undertaken to determine which sites have potential for future housing.

The Council aims to use its accommodation as efficiently as possible. Minimising the time that properties are empty or void ensures that housing stock is re-let as quickly as possible. For Medway Council stock void turnaround time remains low at an average of 11 days compared to an average of 13 days in 2018/19, ensuring we maximise the use of HRA properties. A total of 148 properties, comprising of Council Owned and Housing Association stock, have been let through Homechoice to applicants on the Housing Register.

Project - Encourage the delivery of homes to meet our targets – Rochester Riverside

Rochester Riverside is a 32-hectare (74-acre) flagship regeneration scheme within the Thames Gateway. The site stretches from the A2 Rochester Bridge southwards to Doust Way, with the River Medway forming the eastern boundary of the site, and the high-speed rail line to central London forming the western boundary. The scheme is managed in partnership by Medway Council and Homes England, who jointly own the site and have invested substantial funds in land assembly, remediation, site preparation and infrastructure works to enable the comprehensive regeneration of the site. Representatives of each partner sit on the Rochester Riverside Board. The key objective of the partners was to transform the area into an attractive place to live, work and play through the implementation of a substantial, high quality, sustainable, mixed use scheme.

Development began on the site in 2008. A new riverside walk and cycle way opened, making the waterfront accessible to the community for the first time in a century. The first phase of residential development was delivered on Phase 1 of the site in 2013, with the construction of 73 affordable housing units, associated infrastructure, and the creation of a new public square, the ‘Southern Gateway Square’. Funding of £4.4m from the Growing Places Fund (via the South East Local Enterprise Partnership) was also committed to deliver further site preparation and infrastructure works along with a 325-space multi storey car park. Network Rail has created a new station for Rochester, which connected to the Rochester Riverside site via a new pedestrian subway. The new station enabled increased capacity and reduction in journey times to Central London, thus facilitating the economic growth of the local area and the regeneration of Rochester Riverside. The station opened in December 2015.
The vision for Rochester Riverside was established in the 2014 Development Brief and Masterplan, adopted as a Supplementary Planning Document to the 2003 Local Plan. The Masterplan envisages a phased development, with the site split into six main phases, but this changed in discussions with the chosen Developer and was increased to 7 phases, supporting a range of retail, leisure and tourism uses providing activity both day and night, including:

- A mix of up to 1,400 residential units, including affordable housing
- Residential and non-residential parking
- A hotel
- A Primary School
- A new entrance to Rochester Rail Station
- A Waterfront Square with associated shops, restaurants and bars
- Flexible commercial and office spaces
- Local retail facilities
- Riverside walk
- Publicly accessible open spaces.
- Upgraded site ‘Gateways’
- Community facilities

In March 2016, Cabinet agreed to appoint Countryside and Hyde Housing as the preferred contractor for the site and Medway Council and Homes England have been working with them since that date to obtain a hybrid planning application that has detailed planning for phases 1-3, and outline planning for phases 4-7 which is very much in line with the requirements detailed within the masterplan. They have also completed the development agreement and S106 for the site.

To date Countryside have taken transfer of phases 1 & 2, phase 2 was transferred almost 1 year ahead of schedule.

For Rochester’s transport improvements, it was agreed a number of traffic signalling improvements were identified to mitigate Rochester Riverside for Phases 1-3, the funding for this work was secured from Countryside and Hyde and given to the Highways Team at Medway Council for them to complete the work.

For Phase 4 onwards some improvement works were identified for the roundabout at the top of Star Hill and the requirement was to insert a slip lane to improve traffic flow, these works are not required until Phase 4 starts on site and are to be completed by Countryside.

Project - Encourage the delivery of homes to meet our targets – Strood Waterfront

Work to transform Strood Waterfront, to pave the way for future development, is nearing completion. Medway Council was awarded £3.5 million funding from the government’s Local Growth Fund through the South East Local Enterprise Partnership (SELEP) to enable flood defence works on the former Civic Centre site in Strood.
The council has invested in flood defences to regenerate the Civic Centre and Strood Riverside brownfield sites for future residential-led development. Strood Waterfront will be transformed with more than 1,000 new homes, including affordable housing, businesses and public spaces.

The works, which are being carried out by VolkerStevin, are nearing completion and are expected to be finished in the summer.

Flood risk management works are complete for the former Civic Centre site. The flood defence works are also complete for Strood Riverside - the total package of works at Canal Road will be complete when Southern Gas Network (SGN) finish on site. The Council are liaising with SGN re: accelerating completion.

The Civic site will be marketed as a priority in Q2, with the procurement of a development partner following an OJEU negotiated process allowing Medway to maintain control of densities, quality and speed of delivery.

Marketing for the Riverside site will begin once a developer has been appointed for Civic. This phased approach will ensure a steady supply to market, and will capitalise on growing interest in Strood.

**Council Plan Outcome: Getting around Medway**

Programme: Tackle congestion hotspots by transport and public realm improvements

**Council Plan Measures: Performance**

<table>
<thead>
<tr>
<th>NI 167 New</th>
<th>Average journey time along 5 routes across Medway (mins per mile)</th>
<th>Aim to Minimise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 18/19</td>
<td>3.42</td>
<td>4</td>
</tr>
</tbody>
</table>

**Comments**

The Department for Transport (DfT) provided Trafficmaster Data to December 2018 in April 2019. Journey times were thus calculated for the 2018 calendar year. Journey times for 2018 showed improved performance over all, with all four quarters achieving a mins-per-mile time (8am to 9am Monday to Friday morning peak) below the 4 mins-per-mile target. The time was as low as 2.82 mins-per-mile in Q2 of 18/19, the lowest achieved since 2015, a very positive outcome given the increase in car use across this period.

DfT are not expected to release the next tranche of Trafficmaster Data until late 2019/early 2020, at which point journey times for the calendar year 2019 will be calculated and NI167 updated accordingly.
The future prosperity of Medway depends on the prospect of continuing economic growth. The provision of adequate infrastructural investment of new and improved roads is fundamental to enable economic development to come to Medway. In conjunction with these infrastructure developments is the need to meet the challenge of social and environmental objectives of cleaner air and providing a pleasant environment in which to live, work and learn.

Medway Council is committed to enable citizens, visitors and business to move around Medway’s road network easily and in the way they choose, i.e. car, public transport, cycling and on foot; encouraging sustainable transport where possible. The connectivity of transport hubs, leisure, shopping and health facilities is at the forefront of our planning so that there is an integrated approach to travel throughout Medway.

Project - Achieve Level 3 Award with DfT

Department of Transport (DfT) introduced an Annual Self-Assessment Process for Highway Authorities in 2015-16 that measures how Highway Authorities manage the Highway Network in respect of:

- Asset Management (Policy & Strategy)
- Resilience
- Customer
- Benchmarking & Efficiency
- Operational Services Delivery

The Self-Assessment operates on a banding score of 1-3 and Medway are currently self-assessed as a Band 3 Highway Authority. Band 3 is the highest band score a Local Highway Authority can secure and this resulted in Medway securing an Incentive Fund allocation of £430,000 this financial year for allocating to Highway maintenance.

Key work-streams delivered during Q1 to support the self-assessment for 2019-20 (submission date January 2020) have been:

- Completion of On-Line Asset Management Training for all Highway Staff (May 2019).
- Lifecycle Modelling for Highway Investment Levels commenced.
- First Quarter Review of Highway Risk Register completed.
- Revised Service Standards for Drainage Cleansing in line with the Well Maintained Code of Practice approved by the Portfolio Holder for Front Line Services.

Subject to DFT confirming Medway’s Self-Assessment being a Band 3 for 2020-21 Medway will secure block funding of £427,000 to fund Highway Improvements next financial year.

Project - Ongoing management and delivery of the LGF project to improve journey times and the public realm in Strood

During Q1, the first of three in a series of ten proposed weekend closures of Strood High Street took place to allow the removal of carriageway blocks and replacement...
with asphalt. A significant level of work was completed during the first three weekends which was testament to the hard work of the contractor and site team. Consequently, the number of planned closures were able to be substantially reduced with some localised overnight closures taking place in June and a further overnight closure scheduled for Q2.

Ahead of the first weekend closure an extensive communication plan was rolled out to inform businesses and residents of the planned closures and diversions. This included; VMS signs positioned at key locations, distribution of 41,000 leaflets to residents and businesses, 6,000 leaflets deposited at key retail sites, petrol stations and leisure destinations across Medway, a drop in session for businesses, adverts placed in Kent Messenger and regular updates to the project web page.

Portfolio Holder affirmed that Cuxton Road is to remain one way. The project team have worked with the Communications team to develop a leaflet for issue to residents and businesses, outlining the final plans for Strood Town Centre.

The architectural lighting schemes for St Nicholas Church and the railway arches have continued to be progressed through the relevant legal and clearance processes with the Church and Network Rail.

Project - Support the development of Chatham Railway Station
Improvement works at Chatham train station are now underway and progressing well since the earlier difficulties around additional risk assessment method statements requested by Network Rail have been resolved. It is likely the works will be complete in Q2 2019/20.
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## Medway Council Strategic Risk Register - Quarter 1 2019/20

<table>
<thead>
<tr>
<th>Ref</th>
<th>Page</th>
<th>Risk</th>
<th>Owner</th>
<th>Owner Role</th>
<th>Inherent Risk Score</th>
<th>Current Residual Risk Score</th>
<th>Target Residual Risk Score</th>
<th>Move ment (since last qtr)</th>
<th>Definition (current score) (L-likelihood) (I-impact)</th>
<th>Council Priority/ Ways of Working (WOW)</th>
<th>O&amp;S Committ ee</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR17</td>
<td>3</td>
<td>Delivering regeneration</td>
<td>Director of RCET</td>
<td>BII</td>
<td>CII</td>
<td>DII</td>
<td>L - significant</td>
<td>L - significant (I - critical)</td>
<td>Growth</td>
<td>RCE</td>
<td></td>
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<tr>
<td>SR38</td>
<td>6</td>
<td>Transfer of waste contract to Medway Norse</td>
<td>AD Front Line Services</td>
<td>AII</td>
<td>BII</td>
<td>EII</td>
<td>L - high</td>
<td>L - low (I - critical)</td>
<td>Place</td>
<td>RCE</td>
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<tr>
<td>SR02</td>
<td>9</td>
<td>Business continuity and emergency planning</td>
<td>Director of RCET</td>
<td>C1</td>
<td>DII</td>
<td>DII</td>
<td>L - low</td>
<td>L - low (I - critical)</td>
<td>All/WOW</td>
<td>BS</td>
<td></td>
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<td>SRO3B</td>
<td>11</td>
<td>Finances</td>
<td>Chief Finance Officer</td>
<td>AI</td>
<td>AI</td>
<td>CIII</td>
<td>L – very high</td>
<td>L – very high (I - catastrophic)</td>
<td>All/WOW</td>
<td>BS</td>
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<tr>
<td>SR21</td>
<td>13</td>
<td>Procurement savings – capacity and delivery</td>
<td>Chief Legal Officer</td>
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<td>CII</td>
<td>DII</td>
<td>L - significant</td>
<td>L - significant (I - critical)</td>
<td>All/WOW</td>
<td>BS</td>
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<td>SR32</td>
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<td>Data and information</td>
<td>Chief Legal Officer</td>
<td>BII</td>
<td>CII</td>
<td>DIII</td>
<td>L - significant</td>
<td>L - significant (I - critical)</td>
<td>All/WOW</td>
<td>BS</td>
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<td>SR33</td>
<td>17</td>
<td>Impact of welfare reform</td>
<td>Chief Finance Officer</td>
<td>CII</td>
<td>DII</td>
<td>DIII</td>
<td>L - low</td>
<td>L - low (I - critical)</td>
<td>All/WOW</td>
<td>BS</td>
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<tr>
<td>SR34</td>
<td>21</td>
<td>Successful delivery of the corporate transformation programme</td>
<td>AD Transformation</td>
<td>BII</td>
<td>CII</td>
<td>DII</td>
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<td>L - significant (I - critical)</td>
<td>All/WOW</td>
<td>BS</td>
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<tr>
<td>SR35</td>
<td>27</td>
<td>Homelessness</td>
<td>AD Physical and Cultural Regeneration</td>
<td>BII</td>
<td>CII</td>
<td>CII</td>
<td>L - significant</td>
<td>L - significant (I - critical)</td>
<td>Growth</td>
<td>BS</td>
<td></td>
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<tr>
<td>SR36</td>
<td>30</td>
<td>Alternative service delivery models</td>
<td>AD Transformation, Chief Legal Officer, Director of RCET</td>
<td>BII</td>
<td>BIII</td>
<td>CIII</td>
<td>L - high</td>
<td>L - high (I - Marginal)</td>
<td>All/WOW</td>
<td>BS</td>
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<td>SR37</td>
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<td>Cyber Security</td>
<td>AD Transformation</td>
<td>CI</td>
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<td>DI</td>
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<td>L - Significant (I - Marginal)</td>
<td>All/WOW</td>
<td>BS</td>
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<tr>
<td>SRO9B</td>
<td>36</td>
<td>Keeping vulnerable young people safe and on track</td>
<td>Director of People – C&amp;A</td>
<td>BII</td>
<td>BII</td>
<td>BII</td>
<td>L - high</td>
<td>L - high (I - critical)</td>
<td>People</td>
<td>CYP</td>
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<tr>
<td>SR25</td>
<td>40</td>
<td>Adult social care transformation</td>
<td>Director of People – C&amp;A</td>
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<td>DII</td>
<td>L - significant</td>
<td>L - significant (I - critical)</td>
<td>People</td>
<td>HASC</td>
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<tr>
<td>S826</td>
<td>44</td>
<td>Children’s services</td>
<td>Director of People – C&amp;A</td>
<td>AII</td>
<td>BII</td>
<td>BII</td>
<td>L - high</td>
<td>L - high (I - critical)</td>
<td>People</td>
<td>CYP</td>
<td></td>
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<tr>
<td>SR27</td>
<td>47</td>
<td>Government changes to Local Authority’s responsibility for schools</td>
<td>Director of People – C&amp;A</td>
<td>BII</td>
<td>CIII</td>
<td>CIII</td>
<td>L - significant</td>
<td>L - significant (I - marginal)</td>
<td>People</td>
<td>CYP</td>
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</table>
Strategic Risk Profile

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>IV</td>
<td>I</td>
</tr>
<tr>
<td>III</td>
<td>II</td>
</tr>
<tr>
<td>II</td>
<td>I</td>
</tr>
</tbody>
</table>

**Likelihood:**
A  Very high
B  High
C  Significant
D  Low
E  Very Low
F  Almost impossible

**Impact:**
I  Catastrophic (showstopper)
II  Critical
III  Marginal
IV  Negligible

**Key**
- Low risk/priority
- Medium risk/priority
- High risk/priority
## Corporate Risk: SR17 Delivering regeneration

### Risk Owner:
Director of RCET and Deputy Chief Executive

### Portfolio:
Inward Investment, Strategic Regeneration and Partnerships

### Inherent Score: BII | Target Residual Score: DII

### Threat / Inherent Risk
Medway’s regeneration plans seek to meet the needs of anticipated population growth of 50,000 people in Medway, with up to 20,000 jobs and 29,000 new homes in the next 20 plus years. There are challenges for the provision and maintenance of effective infrastructure. Particular areas of concern are flood protection, highways, health and water capacity. It is vital the benefits are felt by the population of Medway, so that the new jobs are not only filled by people from outside the area, and trends of commuting out are addressed. Economic uncertainty could delay regeneration and growth, impacting on strategic decisions and inward investment.

### Score
- **BII**

### Trigger
- The Council fails to deliver its economic, social and infrastructure regeneration programme.
- House/property building companies start to delay developments.
- Potential lack of companies wanting to locate in Medway.

### Consequence
- Regeneration projects not completed.
- Potential damage to Council’s reputation.
- Not able to meet member, government and the public’s expectations.
- Deteriorating physical and infrastructure assets.
- Investment wasted.
- Young people are not catered for in the ‘new world’.
- Low skills base among some residents remains.
- Disconnect between skills and employment opportunities.
- Maintenance of low aspiration culture.
- Increased commuting and pressure on transportation.
- Negative impact on community cohesion.

### Current Residual Risk
The Regeneration programme and in particular Innovation Park Medway and the flagship waterfront developments are managed at Member, officer and partner level through individual boards and the projects are managed at a more operational level through officer groups and RCET DMT. Those schemes funded through the LEP also have to adhere to a rigorous reporting process to ensure that they are on time and within budget.

### Score
- **CII**

### Target Residual Risk
Failure by the Council to deliver its ambitious regeneration plans would have a critical impact in Medway, by not delivering the housing, jobs and infrastructure required for its growing population. There is little that can be done to lessen this impact and so the focus must be on reducing the likelihood of failure to a more tolerable level.

### Score
- **DII**

### Mitigation

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
</table>
| SR 17.01: Outline infrastructure needs identified. | Director of RCET | Identification of inward investment priorities. Progressing key regeneration sites | Secure funding 20 year development | **May 2019**

The Housing Infrastructure Fund (HIF) business case was submitted to central government to schedule in March 2019. This opportunity,
<table>
<thead>
<tr>
<th>SR 17.02: Homes England</th>
<th>Director of RCET</th>
<th>Homes England confirm any funding commitment to projects and plans for their sites. Funding identified to continue regeneration.</th>
<th>Regeneration projects agreed with Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 17.03: Regular meetings with stakeholders including developers to leverage in external funding and bring forward transformational programmes.</td>
<td>Director of RCET</td>
<td>External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget. Investors come forward for regeneration sites.</td>
<td>As detailed in individual delivery plans.</td>
</tr>
<tr>
<td>SR 17.04: Working with the Local Enterprise Partnership to attract funds to Medway.</td>
<td>Director of RCET</td>
<td>External financial arrangements to fund transformational programmes and deliver plans that are implemented on time and to budget. Create and protect long-term jobs in the private sector, and programmes which will deliver sustainable jobs. Growing Places Fund (GPF): £4.4m Rochester Riverside; £2.99m Chatham Waterfront.</td>
<td>As detailed in individual delivery plans.</td>
</tr>
</tbody>
</table>

If successful, would see the development of rail, highways, schools and other infrastructure to unlock the development of up to 10,600 homes and 30,000 construction-related jobs on the peninsula.

Local Growth Fund (LGF) funded projects (with a combined value of over £40m) continue to make a major contribution to infrastructure delivery in Medway. £1.5m additional funds were allocated to the Innovation Park Medway project in April 2019 from LGF3b, and work is well underway in Strood Town Centre’s £9m regeneration project. Three projects – Cycling Action Plan, Civic Centre Flood Defences and Chatham Placemaking – are now fully or substantially complete.

**May 2019**

A HIF bid for £170m of infrastructure interventions on the Hoo Peninsula to directly enable the delivery of 10,600 homes was submitted in March. From then until the end of May there was continued dialogue with Homes England (HE) to clarify points in the bid and to inform the recommendation report to the decision makers in MHCLG. It is anticipated that a decision is expected by the end of the year. There is a dedicated External Investment Officer in the Regeneration Delivery Team, and a virtual External Investment Working Group with cross-service membership, which identifies funding opportunities and prioritises bids based on Member and strategic priorities. This is reflected in a pipeline list of projects.

**May 2019**

Medway has made successful bid submissions to SELEP for nine LGF projects, totalling over £40m across four bidding rounds. This includes the recent award (April 2019) of £1.5m of LGF3b funding to the Innovation Park Medway (IPM).

Medway has also successfully bid for over £8m across three rounds of Growing Places Fund (GPF) loan investment, supporting Chatham Waterfront, Rochester Riverside and the IPM.
| Appendix 3 |
|-----------------|-----------------|-----------------|-----------------|
| **SR17.05:** Working towards the adoption of the new Medway Local Plan. | **Director of RCET** | New Local Plan and Planning Policy Guidance adopted to guide Medway’s sustainable growth. To prepare the Medway Local Plan and as outlined in the Local Development Scheme published December 2018 | **Publication of Draft Local Plan 2019 Independent Examination of plan - 2020** |
| **June 2019** | | Working to publication of draft Local Plan with proposed development allocations and policies to manage Medway’s growth. Strategy supported by comprehensive evidence base and assessment processes to meet tests of independent Examination. Joint work on infrastructure planning with HIF project team. | |
| **SR17.06:** To seek additional external funding opportunities. | **Assistant Director Physical and Cultural Regeneration** | Ensuring Medway’s Regeneration programme is delivered. Additional funding streams identified and secured. | **Secure funding for Council owned sites.** |
| **May 2019** | | In 2018/19 we were successful with 77% of bids submitted. We secured £3,319,000 in addition to developing the HIF Business Case. We have now submitted the HIF Business Case to secure £170million, including a substantive post submission clarification period, which included an in-depth analysis of our proposal by real estate auditors Deloitte. We submitted a strong Expression of Interest to the Future High Streets Fund. Whilst competition will be fierce, our EOI presents a very strong case compared to other locations. We anticipate a decision of which Councils progress to the full business case stage in the Summer 2019. We secured £1,000,000 from the Arts Council Youth Performance Participation Fund as one of only five places to secure the funding across the UK. This will enable us to be a leader in the field for theatre education, fully maximising our cultural offer and complementing town centre regeneration. This will prepare the ground for City of Culture. We secured £240,000 from One Public Estate round 7 to complement previous awards from round 4 and 6. This will finance the feasibility of development at three sites: Temple Marsh, Hoo NHS sites and Chatham Interface Land. | |
| **SR17.07:** Submission of a successful | **Assistant Director** | Delivering major infrastructure improvements to unlock the | **Business case submitted** |
| | | | **May 2019** |
| | | | A HIF bid for £170m of infrastructure interventions on the Hoo |
Business Case for Housing Infrastructure Fund (HIF) funding for the peninsula.

Physical and Cultural Regeneration potential of the Hoo peninsula. £170m secured via a successful Business Case submission. either December 2018 or March 2019 Decision 4 months post submission. Peninsula to directly enable the delivery of 10,600 homes was submitted in March. Since then till the end of May there was a continued dialogue with Homes England to clarify points in the bid and to inform the recommendation report to the decision makers in MHCLG. It is anticipated that a decision is expected by the end of the year.

Opportunities and the way forward

The current regeneration programme is large and is being supplemented by the programme of works planned by Medway Development Company and the partnership with Norse Commercial Services. This means that the Council’s capacity is already stretched, however the Council has demonstrated its appetite for a ‘mixed economy’ of approaches to deliver regeneration and new opportunities are being explored with other partners, including private sector organisations.

<table>
<thead>
<tr>
<th>Corporate Risk: SR38 Transfer of Waste Contract To Medway Norse</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inherent Score:</strong> All</td>
</tr>
<tr>
<td><strong>Threat / Inherent Risk</strong></td>
</tr>
<tr>
<td><strong>Portfolio:</strong> Front Line Services</td>
</tr>
<tr>
<td><strong>Score</strong> All</td>
</tr>
<tr>
<td><strong>Triggers</strong></td>
</tr>
<tr>
<td>A deal is not secured for a new depot.</td>
</tr>
<tr>
<td>Failure to transfer service requests from council systems to Norse for action.</td>
</tr>
<tr>
<td>Failure to allocate responsible for the ICT connection and build.</td>
</tr>
<tr>
<td>Legal documents are not completed on time.</td>
</tr>
<tr>
<td>No recycle disposal and transfer station agreement.</td>
</tr>
<tr>
<td><strong>Consequence</strong></td>
</tr>
<tr>
<td>• Failure to mobilise waste service.</td>
</tr>
<tr>
<td>• Increased operational costs.</td>
</tr>
<tr>
<td>• Mobilise from a temporary site (eg Pier Approach Road).</td>
</tr>
<tr>
<td>• Demoralised workforce.</td>
</tr>
<tr>
<td>• Reputational damage – media.</td>
</tr>
<tr>
<td>• Increased air pollution and congestion.</td>
</tr>
<tr>
<td>• Regulatory risk if operations are unlicensed.</td>
</tr>
<tr>
<td>• Increased complaints and customer enquiries.</td>
</tr>
<tr>
<td>• Failure to deliver corporate performance targets.</td>
</tr>
<tr>
<td>• Collected recycling sent for landfill/energy recovery</td>
</tr>
</tbody>
</table>
Appendix 3

Current Residual Risk
The Council have strong management of the current outgoing contract with Veolia, including negation on potential disposal routes post October for recyclate via Medway Norse. The Council is working in partnership with Norse to mobilise the waste collection and cleansing contract. Securing a licenced depot site continues to be the most taxing issue outside the council’s control. However Medway Norse Director is exploring numerous avenues. ICT integration and agreeing legal terms are the focus of council activities.

<table>
<thead>
<tr>
<th>Score</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>BII</td>
<td>Legal terms agreed with Medway Norse including recyclate transfer and disposal. Operational depot functionality from August 2019. Full integration of ICT.</td>
</tr>
</tbody>
</table>

Mitigation

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome: Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 38.01: Secure a depot site for daily operation of the waste services The waste service requires a 2.5 acre depot site to operate the 75+ collection and cleansing vehicles daily from 6am, preferably with commercial neighbours.</td>
<td>Head of Environmental Services &amp; Medway Norse Partnership Director</td>
<td>Medway Council Legal team reviewing lease Review all potential council and non-council sites in conjunction with Planning and Property Identify 1 or more potential sites in the short and medium term Agree legal mechanism between the council and Norse for development of Depot site (25yr lease likely) Secure planning permission and initiate Environment Agency permissions Operating Licence application Complete depot site preparation works (workshop build, ICT, storage, office etc.) Depot site operational go-live</td>
<td>Monitored at monthly Waste Project Board meetings</td>
<td>June 2019 The waste collection and street cleansing service will mobilise from Pier Approach Road on 1st October 2019 until the new depot location is ready (site identified and negotiations underway). A depot plan for Pier Approach Road has been produced which takes account of fleet/vehicle/staff parking, provision of a fuel bowser and a temporary workshop facility. This plan will be circulated to wider Medway Norse colleagues once Operating Licence paperwork is received (anticipated late June). Costs for the depot will be finalised once the Operating Licence approval is received (including relocation for other Medway Norse services and costs for new depot purchase)</td>
</tr>
</tbody>
</table>

| SR 38.02: ICT Integration Plan | Head of Environmental Services | Agree integration pathways between partners Process map existing “as is” processes with Veolia systems and “to be” processes with Norse systems Build UPRN operational round data for collections and cleansing | Monitored at monthly Waste Project Board meetings | June 2019 Medway ICT have reviewed and updated process maps ready for information sharing between council systems (Confirm) and Norse systems (Bartec) using the council’s Integration Hub. The integration build is progressing well using the “missed bins service request
Testing

Appendix 3

"Testing automation" and testing will commence mid June. The remaining integrations will be created using an agile methodology to be completed by the end of August 2019.

Approximately 90% of collection rounds are merged with UPRN data so that every home in Medway has a unique record in Bartec including collection day, round and container. Completion of collection rounds will be an ongoing task between Bartec and the Council to quality check, agree update protocol etc. Street cleansing and bulk bins in flats are the next project area to be complete by late July 2019.

| SR 38.03: Agree legal terms for transfer of waste service to Medway Norse | Head of Legal Services | Cabinet approval for service transfer Legal agreements drafted Review service specification Legal agreements drafted | Monitored at monthly Waste Project Board meetings | June 2019

Heads of Terms have been signed and the Letter of Intent has been compiled by Medway Legal services and is on track for sign off by both parties by late June. Waste services have reviewed the service and general specification documents in conjunction with Medway Norse and these are on track for sign off.

| SR 38.04: Agree 24 month contract for recyclate disposal and transfer of organic and recyclate waste | Head of Environmental Services & Medway Norse Partnership Director | Research options and market rates Agree procurement mechanism Award 2 year contract | Monitored at monthly Waste Project Board meetings | June 2019

Market testing confirmed Veolia are the only provider who could meet Medway’s requirements prompting a review of procurement options with legal services and category management. Waste board agreed that a VEAT notice approach was the best mechanism. The VEAT notice was unchallenged and Veolia appointed as the provider.

Negotiations to finalise terms with Veolia have highlighted that Medway’s recyclate specification and wider market conditions present a challenge to Veolia MRF processing securing an end market. A draft specification prepared by waste services with legal support is on track for agreement by late July with Veolia ready for service transfer to Norse on 1st October 2019.
Opportunities and the way forward

Transferring the waste collection and cleansing contract to Medway Norse allows greater service flexibility allowing in contract changes. Moving forward opportunities from Transformation will be investigated once the Confirm-Bartec integration has been established.

Electric vehicles were considered for the street cleansing fleet, however the technology is in its infancy and the charging infrastructure in Medway would not support HGV options. Low emission vehicles have been chosen where possible.

<table>
<thead>
<tr>
<th>Corporate Risk: SR02 Business continuity and emergency planning</th>
<th>Risk Owner: Director of RCET and Deputy Chief Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolio: Business management (cross cutting)</td>
<td></td>
</tr>
<tr>
<td>Inherent Score: CI</td>
<td>Target Residual Score: DII</td>
</tr>
<tr>
<td>Threat / Inherent Risk</td>
<td>Score Trigger</td>
</tr>
<tr>
<td>Duties under the Civil Contingencies Act require councils to have an Emergency Plan. The Emergency Management and Response Structure may not be robust enough to respond to a major emergency. Every business activity is at risk of disruption from a variety of threats, which vary in magnitude from catastrophic through to trivial, and include pandemic flu, fire, flood, loss of utility supplies and accidental or malicious damage of assets or resources. The change of council assets / responsibilities going to either commissioned or third party contractors, Medway Norse or Medway Commercial Group also provides unique challenges to the established Roles and responsibilities during planning and response to Emergency Events.</td>
<td>CI</td>
</tr>
<tr>
<td>Consequence</td>
<td></td>
</tr>
<tr>
<td>• Response to event is not rapid, adequate nor effective.</td>
<td></td>
</tr>
<tr>
<td>• Lack of clear communication lines.</td>
<td></td>
</tr>
<tr>
<td>• Essential service priorities not clearly understood.</td>
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<tr>
<td>• Communication between agencies and the public is poor.</td>
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</tr>
<tr>
<td>• There is a perception by residents that the Council does not have a visible presence at the Incident.</td>
<td></td>
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<tr>
<td>• Residents expect more from their Council.</td>
<td></td>
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<tr>
<td>• Local press quick to seize issue.</td>
<td></td>
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<tr>
<td>• Comparisons made with other local authorities and resilience groups.</td>
<td></td>
</tr>
<tr>
<td>• A death, or deaths, in the community.</td>
<td></td>
</tr>
<tr>
<td>• Legal challenge under the ‘Civil Contingencies Act 2004’.</td>
<td></td>
</tr>
<tr>
<td>Current Residual Risk</td>
<td>Score Current Residual Risk</td>
</tr>
<tr>
<td>The Emergency Plan is subject to rigorous testing on a regular basis both internally and externally with the plan continually refined as a result to meet the ever-changing needs of the council and local area. An annual presentation on Business Continuity is included at a meeting of all council Service Managers. Assistant Directors are responsible for ensuring that the testing of business continuity plans has taken place. Testing to date has been completed during live incidents. The Corporate Business Continuity Plan is currently being refreshed and is</td>
<td>DII</td>
</tr>
<tr>
<td>Target Residual Risk</td>
<td>Score DII</td>
</tr>
<tr>
<td>The Council will never be able to reduce the risk further as it is impossible to completely mitigate unforeseen adverse events. The Council needs to consistently complete hard and soft testing of its business continuity plans to ensure it achieves and maintains the DII risk scoring.</td>
<td>DII</td>
</tr>
</tbody>
</table>
Appendix 3

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
</table>
| SR 02.01: Continued review and develop the Council’s Major Emergency Plan (MEP) including any Lessons Identified | Director of Regeneration, Culture, Environment & Transformation | Revised plan agreed by Corporate Management Team. Continued engagement with Kent Resilience Forum. Staff trained in emergency response management at all levels. A sustainable and robust on call rota in place at all levels. Existing plan in place. Programme of on-going review of COMAH plans. Emergency response operations room in place. On call rota in place covering all roles & responsibilities 24/7. | Draft plan in place. Call out arrangements in place covering all roles & responsibilities 24/7 (enhanced during LA stand down Periods). Relevant staff training during 2019. | June 2019  
The result of an internal audit review of the Council’s Emergency Planning arrangements was presented to the Audit Committee in June 2017; the review found the Council’s Major Emergency Plan effective with all relevant officers aware of their roles. The plan is subject to rigorous testing on a regular basis both internally and externally with the plan continually refined as a result to meet the ever-changing needs of the council and local area. The MEP has been tested during a number of Incidents during 18/19.  
A “Major Incident Response” report was presented to Business Support Overview and Scrutiny Committee in October 2017 and included information on the Council’s preparedness for a Major Incident including Business Continuity arrangements. Medway Council’s MEP and is due for review during the 20/21 period. |
A dashboard to monitor the refresh of business continuity plans by April each year is overseen by the Strategic Risk Management Group and reported six monthly to Corporate Management Team as part of the Corporate Risk Register. Assistant Directors are responsible for ensuring that the testing of plans has taken place. An annual presentation on Business Continuity is included at Service Managers Meeting in September each year. Service Managers are responsible for making staff aware of their Service Business Continuity Plan and their roles and responsibilities within it. This also forms part of the induction for all new staff. |
Opportunities and the way forward

<table>
<thead>
<tr>
<th>Corporate Risk: SR03B Finances</th>
<th>Risk Owner: Chief Finance Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inherent Score: AI</td>
<td>Portfolio: Leader’s</td>
</tr>
<tr>
<td>Target Residual Score: CIII</td>
<td>Last Review: July 2019</td>
</tr>
<tr>
<td>Current Residual Score: AI</td>
<td>Current Residual Score: AI</td>
</tr>
</tbody>
</table>

**Threat / Inherent Risk**
There continues to be a major risk over the Council’s ability to deliver a balanced budget, whilst at the same time delivering good quality services to the people of Medway. The move away from central support from Government and greater reliance on local taxation through council tax and retained business rates, whilst providing local authorities with the opportunity to benefit directly from growth, also brings with it significant risks to overall funding.

**Score**
AI

**Trigger**
The years of austerity and annual reductions in central support from Government, allied to the capping of council tax increases and culminating in the introduction of the business rate retention scheme. This has been exacerbated by the demographic pressures in both adult social care and children’s care, pressures in relation to homelessness and pressures on pay and prices, not least the national living wage.

**Consequence**
- Very difficult decisions around funding allocation;
- Service cuts;
- Quality of service compromised;
- Cutback in staffing on an already lean organisation;
- VFM Judgement;
- Negative local publicity;
- Damage to reputation.

**Current Residual Risk**
The Council benefitted from its involvement in the Kent and Medway 100% business rate retention pilot. In spite of significant demographic pressures, it was able to increase general reserves by around £2.7m. Demographic pressures remain an issue and in addition to the usual pressures in adult social care and children’s care there is a rapidly emerging growth in the number of pupils with SEND requiring Education, Health and Care Plans. This is a national problem and most upper tier authorities are reporting similar trends. If the Government do not act quickly and decisively, this could place an irrecoverable burden on local authority finances. Also, there is no clarity nationally over future local government financial settlements and for that reason, the current residual risk has been

**Score**
AI

**Target Residual Risk**
The objective of the medium term planning process is to forecast the budget ‘gap’ over a number of years, taking into account assumptions around demographic, inflationary and other pressures and projecting forward the future funding from council tax, business rates and Government grant.

Ultimately the aim would be to get to a position where the MTFS, through robust strategic plans, presents a balanced budget year on year, to providing assurance to the Council that its financial position is secure and sustainable.

There will always however be a significant residual risk, as the MTFS is based upon uncertain assumptions in respect of the Council’s tax base, the Government’s finances, demographic
increased to its previous score.
pressures, inflation, interest rates and the economic climate.

### Mitigation

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
</table>
| SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues | Chief Finance Officer | Co-ordinate responses with members, brief MPs, agree media campaign, solicit support from peer authorities/partnerships Unmodified VFM opinion in respect of the adequacy of financial planning and effective budgetary control Increased devolution of tax raising powers to the Council | On-going | August 2019
An unqualified audit opinion including positive VFM conclusion was received in respect of the 2018/19 accounts. Officers responded to consultation around the future of local government funding, but as yet little certainty has been offered by Government for next year and beyond. The MTFS has assumed a flat cash settlement for 2020/21, with funding to address pressures reliant on increases in the tax base. |
| SR03B.02: Align priorities and activity of the Council to resource availability through MTFS process | Corporate Management Team | Robust financial planning and management, ensuring financial risks are identified and managed effectively Identification and delivery of a range of savings and income generating initiatives Co-ordinate responses with members, agree media campaign, solicit support from peer authorities Balanced budget with resources aligned to priorities, delivery of VFM and savings to ensure financial sustainability in the medium-term Unqualified VFM Judgement - adequacy of financial planning, effective budget control, balanced budget and adequacy of reserves | Medium Term Financial Strategy in September Capital and Revenue budget agreed by Council in February | August 2019
Cabinet will be asked to agree the Medium Term Financial Strategy and Capital Strategy in September, alongside the refreshed Council Strategy, aligning the financial strategies with the Council’s corporate priorities. The MTFS will identify a ‘gap’ between the budget requirement and the resources available. It will however outline the Council’s broad strategy to address this, with a view to delivering a balanced budget for 2020/21, when the Council is asked to agree the budget in February.
In the absence of any clarity from Government regarding the financial settlement, this will be challenging. |
| SR03B.03: Create resources for investment priorities | Corporate Management Team | Track funding opportunities Maximise capital receipts on asset disposal | On-going | August 2019
The Council’s current capital programme is ambitious and represents around £295 million of investment. The major part of this will deliver economic regeneration in |
Appendix 3

Prudential borrowing
Revenue returns from investments and capital assets and appreciation in capital asset values

the form of more homes and commercial space, but will also generate net revenue returns and capital receipts.

SR03B.04: Delivery of digital transformation programme

Transformati on Board
Development of high quality digital services
Delivery of efficiency savings through enhanced processes
High quality digital services and reduced service delivery cost
Improved value for money in delivery of Council services
On-going

August 2019
With the Transformation team now embedded in the Council’s establishment, as ‘business as usual’, it will not be allocated a specific savings target, but rather will be expected to support the whole organisation in delivering the savings required to balance the budget year on year, without recourse to reserves.

Opportunities and the way forward

The key to improving the effectiveness of the Council’s financial planning and management is to address the uncertainty around future funding and improve the forecasting of cost pressures. Our external advisors and professional networks already provide the best available intelligence around Government expenditure plans, however the Finance Management Team have also been working closely with colleagues within the Planning and Regeneration teams, with a view to more accurately projecting future council tax and business rates. The way the accountants work with managers has subtly changed too, with financial forecasts produced more collaboratively and with a view to achieving a consistent narrative running through the quarterly monitoring and the future financial plans.

Finally, the Medium Term Financial Strategy has, as its theme, financial resilience and sustainability, with a clear focus on managing and rebuilding reserves.

Corporate Risk: SR21 Procurement savings – capacity and delivery

Risk Owner: Chief Legal Officer

Portfolio: Resources

Inherent Score: All
Target Residual Score: DIII

Last Review: July 2019
Current Residual Score: CII

Threat / Inherent Risk
Inability to continue identifying contract and commissioning savings.
Agreed contract and commissioning savings identified in the budget are not delivered.
Insufficient capacity to deliver savings to the agreed timetable.

Score
All

Trigger
- Budget pressures
- Audit reviews reveal weaknesses.
- Market inflationary pressure on prices

Consequence
- Council does not achieve value for money.
- Damage to reputation.
- Increased costs of purchasing services.
- Not achieving cost efficiencies.
- Overspend on budget allocation.
## Appendix 3

### Current Residual Risk
The liaison between Category Management teams and services is working well, with services maintaining strong monitoring of their general savings delivery including those that are linked to procurement activity. Procurement Board maintains a member oversight of procurement and category management activity. Cabinet and Corporate Management Team is reviewing and challenging regularly the delivery of savings against targets, including those linked to procurement activity. The Category Management approach the Council takes is now business as usual.

<table>
<thead>
<tr>
<th>Score</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>CII</td>
<td>As external income sources materialise and other revenue savings are embedded the Council remains committed to a robust category management approach which is part of strong budgetary control. However, there is not the same reliance on this as a source of relieving revenue pressure.</td>
</tr>
<tr>
<td>DIII</td>
<td></td>
</tr>
</tbody>
</table>

### MITIGATION

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 21.01:</td>
<td>Chief Finance Office, Chief Legal Officer</td>
<td>To deliver budget savings to an agreed timetable</td>
<td>Budget out-turn</td>
<td>July 2019</td>
</tr>
<tr>
<td>Cabinet and Corporate Management Team joint review of agreed budget savings and timetable</td>
<td>Budget quarterly monitoring</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR 21.02:</td>
<td>Chief Finance Officer, Chief Legal Officer &amp; Category Management team</td>
<td>Timely delivery of procurement ensuring mobilisation of contracts and delivery of savings</td>
<td>Budget savings</td>
<td>July 2019</td>
</tr>
<tr>
<td>Member chaired Procurement Board which meets regularly</td>
<td>Procurement Board governance reports Forward Procurement Plans / Commissioning team plans</td>
<td></td>
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</tr>
<tr>
<td>SR 21.03:</td>
<td>Chief Finance Officer, Chief Legal Officer, Partnership Commissioning</td>
<td>Predicted savings that are sensible and achievable and the ability to take alternative action if under performance occurs.</td>
<td>On-going</td>
<td>July 2019</td>
</tr>
<tr>
<td>Regular updates to Leader and other relevant Portfolio Holders</td>
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</tbody>
</table>

Quarterly financial monitoring including monitoring of the delivery of proposed budget savings has taken place through Corporate Management Team and Cabinet, with significant focus on this in one to one meetings with management, in addition to this formal process. Directorate Management Teams review the performance of savings delivery in year and suggest corrective action and ensure that procurement processes are not unduly delayed.

Reports to the Procurement Board specify the value of revenue savings made on each specific procurement exercise, and are reported to the council’s Finance Team to confirm in advance of formal meetings. This enables those savings to be removed from budgets.
Regular savings reports to the Portfolio Holder and to the Finance team.

with significant focus on this in one to one meetings across management in addition to this formal process. Partnership Commissioning have been providing regular updates to relevant portfolio holders on current procurements including VCS, MICES and SEN Transport.

<table>
<thead>
<tr>
<th>SR 21.04: Good liaison between Category Management team and Joint Commissioning team and other Council teams</th>
<th>Chief Legal Officer Partnership Commissioning</th>
<th>Good regular engagement with teams. Regular discussions about performance and savings. Procurement Board reports Procurement Board governance report Updates to Cabinet/CMT Agreed programme of commissioning procurements</th>
<th>On-going</th>
<th>July 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>As an example, the December 2018 meeting of the Procurement Board was presented with good examples of joint working between Category Management and Commissioning colleagues with the Integrated Children’s Community Health Services procurement and the Kent and Medway Independent Fostering Provision procurement.</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SR21.05: Good liaison with suppliers to continue to identify realistic savings.</th>
<th>Chief Legal Officer Partnership Commissioning</th>
<th>Good regular engagement with suppliers. Regular discussions about performance and savings. Contract management data</th>
<th>On-going</th>
<th>July 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract specific supplier engagement events are held throughout the year where appropriate to ensure good market engagement, co-design and competition.</td>
<td></td>
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</tbody>
</table>

**Opportunities and the way forward**

There may be opportunities to share procurement resources with other Councils.

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<table>
<thead>
<tr>
<th>Corporate Risk: SR32 Data and Information</th>
<th>Risk Owner: Chief Legal Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk Owner: Chief Legal Officer</strong></td>
<td><strong>Corporate Risk: SR32 Data and Information</strong></td>
</tr>
<tr>
<td><strong>Portfolio: Resources</strong></td>
<td><strong>Risk Owner: Chief Legal Officer</strong></td>
</tr>
<tr>
<td><strong>Inherent Score: BII</strong></td>
<td><strong>Target Residual Score: DIII</strong></td>
</tr>
<tr>
<td><strong>Last Review: July 2019</strong></td>
<td><strong>Current Residual Score: CII</strong></td>
</tr>
</tbody>
</table>

**Threat / Inherent Risk**

Our Transformation Programme involves an increased reliance on digital technology both for customers and the Council. This brings with it an increased information risk particularly regarding personal and health data.

Conversely not sharing information with partners and others minimises the Council’s ability to improve service delivery and reduce costs. There is also a duty to share information in the interests of client care (Caldicott 2 Report).

Local Authorities are required to achieve Level 2 on the Information

<table>
<thead>
<tr>
<th>Score</th>
<th>Trigger</th>
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</thead>
<tbody>
<tr>
<td>BII</td>
<td>- Budget pressures</td>
</tr>
<tr>
<td></td>
<td>- ICO Audit reveals areas for improvement</td>
</tr>
<tr>
<td></td>
<td>- Digital Strategy</td>
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<tr>
<td></td>
<td>- Big Data project with academics</td>
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<tr>
<td></td>
<td>- Annual information governance toolkit submission</td>
</tr>
</tbody>
</table>

**Consequence**

- Data loss leads to damage to reputation.
- Not achieving cost efficiencies through Digital Strategy changes
Governance toolkit; however opportunities to improve the Council’s position with respect to the IG toolkit requirements have been identified. Failure to achieve level 2 will mean that Medway Council will lose its trusted partner status with respect to the Kent and Medway information sharing agreement.
Greater flexibility for the workforce using digital tools brings risk.
Greater availability of information from the Council brings risk.

**Current Residual Risk**
The Council has a Senior Information Risk Officer (SIRO) and a Caldicott Guardian.
The Council has a Data Protection Officer.
The Council manages information risk through a Security and Information Governance Group (SIGG).
The Council has a suite of information governance policies.
The Council has information sharing agreements and protocols in place.
The Council has taken part in a “Big Data” project without any risks materialising.
Training to all officers and to Members is being rolled out successfully.

<table>
<thead>
<tr>
<th>Score</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>CII</td>
<td>Human error is completely eradicated from data and information scenarios. Data breaches are very rare and when it occurs corrective action is taken quickly, learning implemented and accountability for future improved performance identified. Information sharing is commonplace and well managed.</td>
</tr>
<tr>
<td>DIII</td>
<td></td>
</tr>
</tbody>
</table>

**Mitigation**

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome :Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
</table>
| SR32.01: The Council has a Senior Information Risk Owner (Chief Legal Officer) and a Caldicott Guardian (Director of Children’s and Adults Services) and in time for the General Data Protection Regulation also a Data Protection Officer (the Information Governance Manager) | Chief Legal Officer | To ensure that appropriate organisational safeguards are in place for sharing information. Information governance policies and procedures are available on the intranet. Privacy Impact Assessments (PIAs) ISAs and Standards Operating Procedures (SOPs) also exists detailing roles and responsibilities. | On-going. | July 2019
The Council’s policies and procedures have been reviewed with the advent of the General Data Protection Regulations (GDPR) which came into force in May 2018. There is a specific project focused on this work to continue to embed this important new approach to data protection |
| SR32.02: Information Sharing Agreement (ISA) for Kent | Chief Legal Officer | Provides the basis for ISAs within Kent organisations and outside PIAs, ISAs and SOPs and where | On-going | July 2019
The Information Governance Manager is maintaining a central register of agreements. |
### Appendix 3

| SR32.03: Security and Information Governance Group | Chief Legal Officer | Providing a corporate overview of all information risk across projects and initiatives Minutes of SIGG meetings attended by representatives from Public Health, RCET and C&A Departments | On-going | July 2019
Regular meetings of the Council’s Security Information Governance Group are held throughout the year, and in addition a separate project group are managing the Council’s preparedness for GDPR |
|---|---|---|---|---|
| SR32.04: Meetings between Senior Information Risk Officer and Caldicott Guardian on specific risks | Chief Legal Officer | Good regular engagement to discuss risk areas PIAs, ISAs and SOPs co-signed where relevant | Ad hoc as and when required. | July 2019
Liaison between the SIRO and Caldicott Guardian has taken place in relation to relevant risk areas. |
| SR32.05: New Information Governance (IG) team created to augment the Council’s response to IG | Chief Legal Officer | Improved control around IG and other related issues. FOI and SAR statistics Periodic ICO audits Annual IG Toolkit submission GDPR readiness | On-going | July 2019
The new IG team has been in place for some time. Additional recruitment is to take place after the departure of some key staff. |

### Opportunities and the way forward

As the current round of training to officers and Members embeds the risks associated with information governance should reduce.

### Corporate Risk: SR33 Impact of Welfare Reform

<table>
<thead>
<tr>
<th>Inherent Score: CII</th>
<th>Target Residual Score: DIII</th>
<th>Risk Owner: Chief Finance Officer</th>
<th>Portfolio: Leader’s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Threat / Inherent Risk</strong></td>
<td>Score CII</td>
<td>Triggers</td>
<td></td>
</tr>
</tbody>
</table>
| A wide range of changes in Government policy under the broad banner of ‘Welfare Reform’ could have a significant impact on the Council’s resources. Some could impact directly on the Council’s resources, such as the introduction of the living wage and the 1% per annum reduction in social rents, whereas others impact adversely on the more vulnerable members of the community, which in turn increases demand for some the Council’s core services – social care, housing and revenues and benefits. It has been difficult to predict the impact these reforms have had on resources. | CII | Since 2012 the Government has embarked upon a major programme of welfare reform, with the broad aims of encouraging people back into work and addressing a perceived ‘dependency culture’ in Britain. These measures have included:
- Changes to tax allowances and thresholds;
- Reform of benefits (eg. Universal Credit, the cap);
- Changes in eligibility for social housing;
- Introduction of the living wage;
- An influx of both identified and unidentified customers. |
### Consequence
- Impact on some of the most vulnerable citizens;
- Consequent impact on demand for core council services;
- Transfer of additional responsibilities to local authorities
- Direct and indirect impacts on council staffing resources.
- Direct Impact on Rent Income Stream to HRA
- Increase in homelessness/Evictions
- Negative local publicity and reputational damage.
- Unidentified customers impacted by the welfare reform presenting to the Council too late to prevent homelessness

### Current Residual Risk
The Member Task Force recommended establishment of an officer working group to facilitate cross-directorate working and improved partnership working with the DWP, housing associations and the voluntary sector to understand the issues arising from the welfare reform agenda and identify actions to mitigate the impact on vulnerable people and the implications for Council services.

The Council’s partnership with the DWP has focussed on the ‘assisted digital’ offer and on supporting and sign-posting people affected by these changes with personal budgeting advice.

There has also been a concerted programme of awareness raising, information sharing and training for officers, Members and partners.

### Score DII

### Target Residual Risk
The aim of working closely with partners must be to reduce the likelihood of the reforms impacting on vulnerable people to keep the numbers affected as low as possible, but more importantly to reduce the impact on this population to a marginal level.

This can be achieved by ensuring that the right support and services are in place for vulnerable people, but this will only be effective if we have a clear and comprehensive picture of the population affected and can ensure that they are aware of and can access the services available to them.

### Mitigation

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 33.01: Provide direct financial support for the most vulnerable members of the community.</td>
<td>Chief Finance Officer</td>
<td>Customers are able to sustain tenancies and mortgages. Families remain resilient and less likely to need Council services. Administration of the following: • Council tax reduction scheme; • Discretionary relief scheme; • Enhanced housing benefit; • Welfare provision.</td>
<td>Reduced number of customers presenting for reasons of homelessness. Reduced KPI: rent arrears as % of rent debit.</td>
<td>June 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NI 156: households in temporary accommodation is within target with an improving long and short term trend. HC3: households in B&amp;B with dependent children is within target. Tenant arrears is on target with an improving long and short term trend.</td>
</tr>
<tr>
<td>SR 33.02: Establishment of Chief Finance</td>
<td>Working across directorates and with</td>
<td>Monitor the action</td>
<td>July 2019</td>
<td></td>
</tr>
<tr>
<td>Appendix 3</td>
<td><strong>The Welfare Reform Officer Group</strong> to take forward the conclusions of the Welfare Reform Members Task Group.</td>
<td></td>
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</tbody>
</table>
| **SR 33.03:** The provision of and referral to money advice services. | Officer

- Customers have access to free and independent advice, to assist them in personal budgeting and managing debt.
- Specification for service provision.
- Consider options and commission services.
- Publicity and sign-posting to service

**Number of referrals made to new service**

**July 2019**

A variety of approaches used, including in-house and voluntary sector providers, however the partnership agreement with the DWP for Universal Credit customers has been superseded by a national contract between the DWP and CAB.

| **SR 33.04:** Closer working with the DWP in relation to the implementation of Universal Credit. | Chief Finance Officer

- Deliver the Council’s commitments in terms of the Delivery Partnership Agreement.
- Undertake joint working arrangements with DWP.
- Undertake joint publicity and signpost UC claimants to the DWP.
- Support claimants with the online application.
- Formalise debt advice services.

**Number of joint events held with partners to promote Universal Credit**

**July 2019**

Successful roll out of Universal Credit for families from May 2018. Delivery of debt advice and assisted digital services monitored and reported in accordance with the Partnership Agreement.

- Comprehensive programme of training delivered with DWP colleagues to officers, Members and other partners.
- Assisted Digital Service (ADS) now offered at hubs/libraries throughout Medway. Take-up initially low but beginning to increase due to promotion through Partnership.
- 3 trained members of the council’s Benefit staff have commenced Personal Budgetary Support (PBS) to customers. This is by appointment and held at Job Centre Plus office every Thursday.

| **SR 33.05:** Review of the HRA business plan to | Head of Housing

- The Council needs to have a clear understanding of future viability of | **Monitoring of Business Plan**

**June 2019**

The HRA Business Plan is currently been reviewed in
address the impact of the 1% reduction in rents and the high value subsidy figure which is being legislated in the proposed Housing Bill.

<table>
<thead>
<tr>
<th>SR 33.06: Delivery of the Employment Programme</th>
<th>Manager of ‘Employ Medway’</th>
<th>Support long term unemployed people into sustained employment. Generate reward grant to fund activity.</th>
<th>Targets set under the programme</th>
<th>June 2019</th>
<th>Between August 2009 and January 2018 Employ Medway has supported 2,150 long-term unemployed or disadvantaged local residents into work. The Work Programme alone has resulted in 15,946 months reduction in benefit payments (housing, council tax and DWP benefits) with an estimated value of £9.5 million. From January 2018, the Work Programme was superseded by the Work and Health programme. The Work and Health Programme is well underway with new partnerships being formed within the welfare to work arena. New opportunities are being sought to support more Employment Support Allowance clients.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 33.07: Delivery of the Local Welfare Provision service</td>
<td>Director of Public Health</td>
<td>Provision of funds to people in urgent need of support, to prevent the requirement for statutory services with more significant needs and problems.</td>
<td>Regular reporting of how funds are used</td>
<td>July 2019</td>
<td>Medway’s discretionary welfare provision is now being delivered by IMAGO Community until 31 December 2018, after which it will be delivered by the newly commissioned VCS “Better together” service, under the Welfare, debt and advice lot. The yearly allocation was approximately £27,500, an</td>
</tr>
</tbody>
</table>
average of £2,280 per month. Since July 2017, 163 residents have been provided with assistance, of which 74 of those have been since March 2018, this could be as a result of the Universal Credit roll out.

Opportunities and the way forward

Use of Mosaic and Power BI to better understand the impact of the welfare reforms on the people of Medway.

<table>
<thead>
<tr>
<th>Corporate Risk: SR34 successful delivery of the corporate transformation programme</th>
<th>Risk Owner: Assistant Director Transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inherent Score: BII</strong></td>
<td><strong>Target Residual Score: DII</strong></td>
</tr>
<tr>
<td><strong>Score</strong></td>
<td><strong>BII</strong></td>
</tr>
<tr>
<td><strong>Triggers</strong></td>
<td><strong>Current Residual Score: CII</strong></td>
</tr>
<tr>
<td><strong>Threat / Inherent Risk</strong></td>
<td><strong>Last Review: June 2019</strong></td>
</tr>
<tr>
<td>The Council has established a corporate transformation programme designed to:</td>
<td></td>
</tr>
<tr>
<td>• Improve outcomes for residents</td>
<td></td>
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<tr>
<td>• Support culture change so the council operates effectively in the digital age</td>
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<tr>
<td>• Deliver savings and support management of demand</td>
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<tr>
<td>• Establish a sound technical platform to support digital innovation</td>
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<tr>
<td>The programme will require collaboration between all services and the transformation team which has been established to drive change, innovation and delivery of cashable savings.</td>
<td></td>
</tr>
<tr>
<td>There is a risk that the organisation as a whole does not have the capacity to actively participate in the programme which will put the intended outcomes, including savings which are built into the Council’s medium term financial plan, in jeopardy.</td>
<td></td>
</tr>
<tr>
<td>If too much focus is given to savings delivery at expense of transformational and culture change this may put delivery of sustainable change at risk.</td>
<td></td>
</tr>
<tr>
<td><strong>Consequence</strong></td>
<td></td>
</tr>
<tr>
<td>• Programme outcomes are not delivered</td>
<td></td>
</tr>
<tr>
<td>• Budget savings expectations are not fully met</td>
<td></td>
</tr>
<tr>
<td>• Customer expectations about online service delivery are not met impacting on satisfaction with the council and its reputation</td>
<td></td>
</tr>
<tr>
<td>• Customers don’t use digital channels</td>
<td></td>
</tr>
<tr>
<td>• Staff not given the tools to do their jobs in most efficient manner</td>
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<tr>
<td>• The opportunity is missed to benefit from data analytics to tailor services</td>
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</tbody>
</table>
Current Residual Risk
The transformation programme is on target to deliver the required savings and organisational change set out within the original scope of work. The leadership, governance and financial scrutiny have ensured the timeliness and delivery.

<table>
<thead>
<tr>
<th>Score</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>CII</td>
<td>As the financial savings are made the overall risk of the programme reduces – we are currently in the 3rd year of a 3 year programme and therefore the risk is reducing exponentially</td>
</tr>
</tbody>
</table>

Score DII

Mitigation

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR34.01: Active leadership by service Assistant Director</td>
<td>Corporate Management Team</td>
<td>Business problems and issues are addressed, and service costs are reduced. Transformation activity is viewed as part of mainstream work. Appropriate priority is given to transformation work by services with resources clearly identified</td>
<td>Quarterly review by CMT</td>
<td>June 2019 The effective leadership of the transformation programme has ensured that projects have been delivered at pace. The largest project (new delivery model for Customer Contact &amp; BASS) has now been successfully delivered, achieving full year savings in excess of £1m</td>
</tr>
<tr>
<td>SR34.02: Leadership development delivered through the Leadership Academy</td>
<td>Assistant Director Transformation</td>
<td>Managers demonstrate required leadership behaviours Skilled and effective leaders.</td>
<td>Academy launched May 2017</td>
<td>June 2019 Managers demonstrate required leadership behaviours. The transformation programme has developed a Leadership Academy, which was launched in early 2018 to provide service managers with the skills and leadership behaviours required to implements change within their service areas. This training will continue with other senior managers throughout 2018. The transformation team also underwent specialist training on communication and engagement during change in June 18 to allow them to communicate, engage and lead staff through change.</td>
</tr>
<tr>
<td>SR34.03: Culture change programme given sufficient priority and resources</td>
<td>Assistant Director Transformation, in consultation with the Transformation</td>
<td>Transformation activity is viewed as part of mainstream work. Data and customer insight are valued and used as part of service redesign</td>
<td>Culture change programme scoped and signed off by Transformation</td>
<td>June 2019 A Business Change Team has been established to continue delivering the benefits of the transformation programme and to build new capabilities for further improvements. The Business Change Team will focus on Business Change, Process Change, and Organisational Change.</td>
</tr>
<tr>
<td>SR34.04: Use specialist recruitment agency to help us attract staff experienced in digital transformation, combined with developing internal talent through secondment programme.</td>
<td>Assistant Director Transformation</td>
<td>Digital skills developed and retained in house Highly functioning team</td>
<td>Ongoing as required</td>
<td>June 2019</td>
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<td></td>
<td>Staff from the digital and transformation teams have completed their JADU training and are now delivering online forms and processes at pace.</td>
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<td></td>
<td><strong>JADU XFP (Forms) &amp; CXM (Case Management System):</strong> The Live JADU system was implemented on 25th July 2018 by the supplier to allow us to build customer facing forms. User Acceptance Testing for JADU forms has been carried out during the build process to increase the pace of delivering online processes. The following forms went live in September 2018:</td>
</tr>
<tr>
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<td><strong>Apply For Gillingham Football Club Tickets:</strong> This is part of our sponsorship arrangement with Gillingham Football Club, allowing eligible organisations to apply to attend a home game. We built the form in two days, iterated it and went live on 1 August. Following a publicity campaign we have had more than 300 organisations, charities and community groups use the website to register their interest in Gillingham Football Club tickets.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td><strong>Report an illegally parked vehicle:</strong> A form and case management system to report illegally parked vehicles was implemented on 17 September 2018. In the first seven weeks since the online service went live to report an illegally parked vehicle, over 150 reports of illegally parked vehicles have been submitted by customers.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td><strong>Apply for a resident parking permit:</strong> Medway residents were also provided with an online process to apply for a resident parking permit online. In the first six weeks since the online service went live, more than 450 resident parking permit applications have been received from customers, with 161 applications received in the first 15 days.</td>
</tr>
<tr>
<td>SR34.05: Clear transformation programme prioritises projects and resource allocation</td>
<td>Assistant Director Transformation</td>
<td>Transparent process for prioritising projects to give balanced delivery of programme outcomes. Savings targets achieved Prioritised work programme with adequate resourcing. Business cases</td>
<td>Service roadmap agreed Quarterly review of relative</td>
<td>June 2019</td>
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<tr>
<td></td>
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<td>A clear transformation roadmap of projects was produced for 18/19 to achieve the required savings target. A further roadmap of digital projects was produced to support the transformation programme. A roadmap of Business Change projects has been produced and</td>
</tr>
</tbody>
</table>
for any additional investment required

priorities by Transformation Board

was submitted to transformation board in May 2019.

<table>
<thead>
<tr>
<th>SR34.06: Decisions are made by the Transformation Board / Cabinet to prioritise digital channels / digital only to maximise benefits realisation</th>
<th>Assistant Director Transformation, in consultation with the Transformation Board</th>
<th>More expensive telephone and face to face channels are only used for complex services where customer need dictates this Customer access strategy and assisted digital strategy</th>
<th>Customer access strategy agreed June 17. For each service going through the programme channel shift targets are agreed as savings are calculated</th>
</tr>
</thead>
</table>

**June 2019**

**JADU XFP (Forms) & CXM (Case Management System):** The Live JADU system was implemented on 25th July 2018 by the supplier to allow us to build customer facing forms. User Acceptance Testing for JADU forms has been carried out during the build process to increase the pace of delivering online processes. The following forms went live in September 2018:

**Apply For Gillingham Football Club Tickets:** This is part of our sponsorship arrangement with Gillingham Football Club, allowing eligible organisations to apply to attend a home game. We built the form in two days, iterated it and went live on 1 August. Following a publicity campaign we have had more than 300 organisations, charities and community groups use the website to register their interest in Gillingham Football Club tickets.

**Report an illegally parked vehicle:** A form and case management system to report illegally parked vehicles was implemented on 17 September 2018. In the first seven weeks since the online service went live to report an illegally parked vehicle, over 150 reports of illegally parked vehicles have been submitted by customers.

**Apply for a resident parking permit:** Medway residents were also provided with an online process to apply for a resident parking permit online. In the first six weeks since the online service went live, more than 450 resident parking permit applications have been received from customers. We received 161 applications in the first 15 days.

**The following services are now live:**

- Apply for daily visitor parking vouchers
- Renew a parking permit
- Make a corporate complaint
- Apply for a business parking permit
- Report a stolen disabled persons bus pass
- Report a stolen older persons bus pass
### Appendix 3

- Report or renew a lost or damaged disabled persons bus pass
- Report or renew a lost or damaged older persons bus pass
- Report illegal vehicle sales on the highway
- Report illegal vehicle repairs on the highway
- Report a lost or damaged disabled persons bus pass
- Report a lost or damaged older persons bus pass
- Report illegal vehicle sales on the highway - re-prioritised for later in the year, not yet underway
- Report illegal vehicle repairs on the highway - re-prioritised for later in the year – not yet underway

These forms have been selected as they currently generate circa 30,000 telephone calls and face-to-face transactions.

New online services we’ve made live more recently include:
- Book a van visit to a recycling centre – live November 2018
- Become a Medway Champion – live November 2018
- Join the Medway social care talent pool – live November 2018
- Make a compliment/complaint/comment to the council – live April 2018
- Pledge to be a healthy workplace – live May 2019
- Capturing and reporting on tips use (Kent/Medway resident) – live May 2019
- Report an abandoned vehicle – live June 2019

We have also made live the Medway Council customer account and an account for business owners, allowing them to see progress against Jadu transactions.

<table>
<thead>
<tr>
<th>SR34.07: Clear communication plan in place</th>
<th>Assistant Director Transformation</th>
<th>High levels of customer take-up of and satisfaction with digital service delivery</th>
<th>Plan agreed by Transformation Board</th>
<th>June 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident parking permits online service: In the first six weeks since the online service went live, more than 450 resident parking permit applications have been received from customers. Analytics show that the average completion time is much quicker than downloading a paper form, printing it, completing it by hand and sending it to us in the post. We can also see that the</td>
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number of downloads of the paper application form has dramatically decreased as a result.

100% of users who completed our feedback survey have rated the form as ‘very easy’ or ‘easy’ to use and said they were ‘very satisfied’ with the online experience.

“This was very straightforward”

“If we had known we could apply online, we would have applied sooner.”

Feedback from services has also been extremely positive:

Ruth Wright, Parking Processing Senior: “I’m really impressed with the new online system. It’s quicker and more streamlined because information about a permit application is all in one place. The team doesn’t have to waste time looking through paperwork, which means we can process permits faster.”

Natalie West, Parking Processing Senior: “We know from the volume of applications we’ve already received and customer feedback that completing applications online is convenient for a large number of people. We’ve already seen a slight decrease in email applications. Calls about the progress of applications have also reduced, because those who applied online are kept up-to-date with email notifications at each stage of the process.”

Report an illegally parked vehicle online service: In the first seven weeks since the online service went live to report an illegally parked vehicle, over 150 reports of illegally parked vehicles have been submitted by customers.

100% of users who completed our feedback survey were positive about their experience and said the information we provide is ‘very easy to understand’, with one customer commenting: “This online experience is brilliant”

Make a complaint/compliment/comment to the council. Went live 1 April 2019 which included customer-facing forms, back office workflow and reporting. More than 100 colleagues have been trained in Jadu. During the first month, 78% of customers were self-serving for complaints, compared with 18% this time last year (April 2018).

Book a van visit to a recycling centre – This new online service
has seen a 67% shift to online, reducing the number of calls to
the contact centre and the team. Users can now check if their
vehicle is allowed in to the tip, book their space and receive
email confirmation. ‘Fantastic! So much easier to book online.
Well done Medway Council!’ – feedback from a customer.

Opportunities and the way forward
The transformation team are looking at a structure which allows us to ensure transformational change becomes business as usual for the Council. As this way of working becomes more embedded in the organisation the risk will reduce.

Corporate Risk: SR35 Homelessness

<table>
<thead>
<tr>
<th>Threat / Inherent Risk</th>
<th>Score</th>
<th>Triggers</th>
</tr>
</thead>
</table>
| An increasing demand in relation Councils Duty to provide temporary accommodation under s188/193 of HA 1996 caused by continuing high levels of homelessness and lack of affordable housing supply. | BII | • Increase in the number of households residing in temporary accommodation  
• Reduction in the councils ability to maximise prevention opportunities  
• Lack of appropriate temporary accommodation stock  
• Reduction in the availability of permanent affordable housing  
• Reductions in staffing levels to sustain levels of service |
| Reductions in the level of income achieved due to welfare reform increasing the risk of overspend on the council’s budget.  
Increase in the rough sleeping population in the Medway area.  
Changes to legislative frameworks placing greater demand on services. | BII |

Risk Owner: Assistant Director Physical and Cultural Regeneration  
Portfolio: Deputy Leader and Housing and Community Services

<table>
<thead>
<tr>
<th>Current Residual Risk</th>
<th>Score</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Council continues to undertake a proactive approach to tackling homelessness. Issues beyond the Councils control continue to be the dominating factor in relation to the demand placed on the service. These include; Increasing rents in the private sector, reductions in the delivery of affordable housing and the impact of welfare reform initiatives.</td>
<td>BII</td>
<td>In order to manage the overall level of risk the Council continues to develop preventative services to tackle homelessness. The risk of further increases to temporary accommodation should decrease, however this still stand to be influenced by the external factors identified within the current residual risk.</td>
</tr>
</tbody>
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 MITIGATION
<table>
<thead>
<tr>
<th>Ref: Action</th>
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<table>
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<tr>
<th>Lead Officer</th>
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<table>
<thead>
<tr>
<th>Desired Outcome: Expected Output</th>
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<table>
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<tr>
<th>Milestones</th>
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<table>
<thead>
<tr>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR35.01: Increase the prevention activity undertaken including opportunities for joint working across directorates as well as with other organisations such as DWP</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>SR35.02: Increase opportunities of affordable housing supply</td>
</tr>
<tr>
<td>SR35.03: Establish a strategic group to assess the scale of rough sleeping in Medway and lead on the development of interventions to reduce the issue</td>
</tr>
</tbody>
</table>
Clear strategy in place for tackling cold weather provision and associated issues.

£1.3m in funding from MHCLG that has allowed for 65 rough sleepers to be placed in to accommodation. Work continues with the sector to develop sustainable plans for support to further alleviate rough sleeping.

Assistant Director
Physical and Cultural Regeneration/
Head of Housing

Adoption of a Dynamic Purchasing System (DPS) for the Council to secure accommodation in the Private Sector.
Effective/Accurate Budget Monitoring
Further increase options for lower cost TA provision.
Implement a “tenancy management” type structure for management of TA – Maximising the income achieved via Housing Benefit
Minimise rise in price for TA units in the private sector
Emergency use only for TA Provision that is outside of usual pricing structure.

Monitoring throughout 2017/18
Government PI quarterly returns.
Budget Monitoring

June 2019

The Council’s performance in relation to households in temporary accommodation continues to be strong, with the service seeing little overall growth in the last two financial years. Income collection from temporary accommodation has improved considerably and continues to offset spending. Further proposals are being developed as to how the Council can diversify its provision of temporary accommodation to reduce the reliance on the private sector.

Opportunities and the way forward
Further opportunities could be explored to diversify the type of temporary accommodation needed for use by the Council. This will need capital investment, but would limit the amount of funding lost to the private sector.
Opportunities may be available to increase the amount of prevention of homelessness support offered by the Council by utilising the existing temporary accommodation budget.
### Corporate Risk: SR36 Alternative service delivery models

<table>
<thead>
<tr>
<th>Inherent Score: BII</th>
<th>Target Residual Score: CIII</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk Owner:</strong> AD Transformation, Chief Legal Officer, Director of RCET</td>
<td></td>
</tr>
<tr>
<td><strong>Portfolio:</strong> Leader’s</td>
<td></td>
</tr>
<tr>
<td><strong>Last Review:</strong> July 2019</td>
<td><strong>Current Residual Score:</strong> BIII</td>
</tr>
</tbody>
</table>

#### Threat / Inherent Risk
A growing number of council services are operated through alternative delivery models including outsourcing/insourcing, trusts, joint ventures, Local Authority Traded Companies, partnerships and shared services and joint commissioning.

The primary driver for entering into such models is typically to reduce costs while protecting service delivery and building resilience.

A lack of robust management of these delivery models can lead to underperformance. The new models have increased and more complex governance arrangements than traditional in-house delivery.

Weak or ineffectual oversight / management / monitoring by the council as expertise is transferred to the new delivery model.

Failures in governance that expose untreated risk.

<table>
<thead>
<tr>
<th>Score</th>
<th>Triggers</th>
</tr>
</thead>
<tbody>
<tr>
<td>BII</td>
<td>Weak options appraisals/businesses cases; opportunities overstated as commercial markets are not realised, and risks understated.</td>
</tr>
<tr>
<td></td>
<td>Failure to effectively manage (staffing, relationships, agreements/contracts) the transition between the council and the service delivery model.</td>
</tr>
<tr>
<td></td>
<td>Limited due diligence conducted on new service provider or key individuals in that provider.</td>
</tr>
<tr>
<td></td>
<td>Weak or unclear agreements/contract and governance arrangements.</td>
</tr>
<tr>
<td></td>
<td>Failure of a provider, risking failure to deliver services.</td>
</tr>
</tbody>
</table>

#### Consequence
- Failure to meet statutory responsibilities to residents.
- Unexpected costs from new delivery model.
- Delivery model not sustainable; responsibility for delivery of function unexpectedly transfers back to the council.
- Reputation of council damaged by activities of delivery model.
- Council or delivery model expectations not met by new arrangements.
- No option to renegotiate terms if circumstances change.
- Reduced influence / control of the council.
- Delivery model operates at a loss with deficit met from local taxation.
- Failure to effectively manage the transition between the existing delivery model for SEN Transport and a new Service Delivery Model being implemented for 2018/19.

#### Current Residual Risk
All alternative delivery models are required to produce business cases that are considered at Corporate Management Team and then by Cabinet.

The performance of these models is regularly reviewed by Cabinet and scrutinised by the relevant Overview and Scrutiny Committee.

Where issues arise these can also be discussed at Corporate Management Team, where this is a standing agenda item.

Underperformance is identified by client side officers or Members and

<table>
<thead>
<tr>
<th>Score</th>
<th>Target Residual Risk</th>
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</thead>
<tbody>
<tr>
<td>BIII</td>
<td>Ultimately as these alternative deliver models embed, the Council will be looking for increased revenue income and higher levels of performance.</td>
</tr>
<tr>
<td></td>
<td>CIII</td>
</tr>
</tbody>
</table>
mitigating action is taken or expected. The effect of the action to date has been to develop a smooth transition and improve working relationships and clarify and confirm savings and consequences. This policy change has been a challenge to both parental expectations and operational processes and response.

<table>
<thead>
<tr>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ref: Action</strong></td>
</tr>
<tr>
<td>SR36.01: Robust options appraisals, detailed business cases prepared</td>
</tr>
<tr>
<td>SR36.02: Project management approach to implementation</td>
</tr>
<tr>
<td>SR36.03: Communication &amp; stakeholder management</td>
</tr>
<tr>
<td>SR36.04: Sound legal and procurement advice on chosen delivery model</td>
</tr>
<tr>
<td>SR36.05: Robust scrutiny / oversight mechanisms to ensure</td>
</tr>
</tbody>
</table>
clear corporate understanding of service models before they are reviewed at Cabinet including the creation of the Medway Development Company Limited. Overview & Scrutiny Committees have also conducted pre and post scrutiny of proposals. Regular reports of alternative delivery models are then made to Cabinet and Overview & Scrutiny Committees such as Medway Norse and Medway Commercial Group.

### SR36.06: Reporting from and on delivery models with clear outcomes

<table>
<thead>
<tr>
<th>Relevant Assistant Director for each Service</th>
<th>Effective performance management</th>
<th>Ad hoc as necessary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High or improving performance of delivery model</td>
<td></td>
</tr>
</tbody>
</table>

### SR36.07: Business continuity arrangements

<table>
<thead>
<tr>
<th>Assistant Director Transformation</th>
<th>Delivery model and council both have clear roles and responsibilities in the event of any business continuity incident and Continuity of service</th>
<th>Ad hoc as necessary</th>
</tr>
</thead>
</table>

### SR36.08: Manage the transition between the existing delivery model for SEN Transport and a new Service Delivery Model being implemented for 2018/19.

<table>
<thead>
<tr>
<th>Head of Education</th>
<th>Transport arranged in a safe and timely way for school start in September. Cost savings delivered for academic year by consolidation of routes 2018/19. Maintenance of ongoing positive relationships with parents and providers. Service re-procured for September 2019. Transition plan for 2018/19 with clear agreed milestones. Adherence to re-procurement timelines and milestones</th>
<th>As per transition plan and procurement plan</th>
</tr>
</thead>
</table>

**July 2019**

Business Continuity and risk management discussions with Medway Norse and Medway Commercial Group take place at contract management meetings.

**Opportunities and the way forward:**

There are opportunities to consider further services that would fit the alternative delivery model.
As there are no mitigations that are completely effective against malware infection, we should develop a defence-in-depth strategy for the organisation. This consists of multiple layers of defence with several mitigations at each layer. This will improve resilience against malware without disrupting the productivity of services. These layers will also have multiple opportunities to detect malware, and then stop it before it causes real harm to the organisation. Accepting the fact that some will get through will help plan for the day when an attack is successful, and minimise the damage caused.

When building defences against malware, it is recommended that mitigations are developed in each of the following three layers:

Layer 1: preventing malicious code from being delivered to devices
Layer 2: preventing malicious code from being executed on devices
Layer 3: increasing resilience to infection, and to enable rapid response should an infection occur

The council manages cyber security risk, along with general information security risk, by having robust policies and procedures in place. These policies and associated actions are audited internally and externally with the result reported to appropriate council committees. In addition, the council is accredited against the Public Service Network code of connection criteria that provides assurances that the ICT infrastructure is managed and monitored using methods commensurate with recognised good practice and the guidance issued by CESG.

The cyber security risk is omnipresent and only by constantly maintaining the information security environment at levels accredited by CESG (PSN CoCo certification) can the council afford a degree of confidence that all that can be done is being done to mitigate the

The Council needs to consistently complete external auditing and security internal and external penetration testing on an annual basis to keep target residual risk to D1 levels.

Ref: Action | Lead Officer | Desired Outcome / Expected Output | Milestones | Progress update
--- | --- | --- | --- | ---
SR 37.01 Secure configuration: Remove or | Head of ICT | Patch Management regime | Certified | June 2019
<table>
<thead>
<tr>
<th>Requirement</th>
<th>Description</th>
<th>Responsible</th>
<th>Policies and Processes</th>
<th>Certification Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 37.01</td>
<td>Disable unnecessary functionality from systems, and to quickly fix known vulnerabilities.</td>
<td></td>
<td>in place to treat known vulnerabilities</td>
<td>PSN compliance – April 2019</td>
<td>Certification complete January 2019. Reaccreditation required January 2020</td>
</tr>
<tr>
<td>SR 37.02</td>
<td>Network security: Create and implement policies and appropriate architectural and technical responses, thereby reducing the chances of attacks succeeding</td>
<td>Head of ICT</td>
<td>Network policies in place to prevent attacks</td>
<td>Certified PSN compliance – April 2019</td>
<td></td>
</tr>
<tr>
<td>SR 37.03</td>
<td>Managing user privileges: All users should be provided with a reasonable (but minimal) level of system privileges and rights needed for their role. The granting of highly elevated system privileges should be carefully controlled and managed.</td>
<td>Head of ICT</td>
<td>User policies in place to ensure system privileges meet role requirements</td>
<td>Certified PSN compliance – April 2019</td>
<td></td>
</tr>
<tr>
<td>SR 37.04</td>
<td>User education and awareness: Users have a critical role to play in their organisation’s security and so it’s important that security rules and the technology provided enable users to do their job as well as help keep the organisation secure. This can be supported by a systematic delivery of awareness programmes and training that deliver security expertise as well as helping to establish a security-conscious culture</td>
<td>Head of ICT</td>
<td>Information and cyber security training available to all system users. Staff induction references cyber security risks and user responsibilities for risk treatment</td>
<td>Certified PSN compliance – April 2019</td>
<td></td>
</tr>
<tr>
<td>SR 37.05</td>
<td>Incident management: All organisations will experience security incidents at some point. Investment in establishing effective incident management policies and processes will help to improve resilience, support business continuity, improve customer and stakeholder</td>
<td>Head of ICT</td>
<td>ICT security policies in place and regularly reviewed. Any recognised cyber security incident is reported to appropriate board</td>
<td>Certified PSN compliance – April 2019</td>
<td>June 2019 Certification complete January 2019. Reaccreditation required January 2020</td>
</tr>
</tbody>
</table>

**Notes:**
- June 2019
- Certification complete January 2019. Reaccreditation required January 2020
- January 2019 – awaiting outcome of bid
- February 2019 – joint bid with Kent Connects partners to address gaps in cyber security audit


<table>
<thead>
<tr>
<th><strong>SR 37.06 Malware prevention:</strong> Malicious software, or malware is an umbrella term to cover any code or content that could have a malicious, undesirable impact on systems. Any exchange of information carries with it a degree of risk that malware might be exchanged, which could seriously impact your systems and services. The risk may be reduced by developing and implementing appropriate anti-malware policies as part of an overall 'defence in depth' approach.</th>
<th>Head of ICT</th>
<th>Policies in place to monitor and capture known malicious code.</th>
<th>Certified PSN compliance – April 2019</th>
</tr>
</thead>
</table>
| **SR 37.07 Monitoring:** System monitoring provides a capability that aims to detect actual or attempted attacks on systems and business services. Good monitoring is essential in order to effectively respond to attacks. In addition, monitoring allows you to ensure that systems are being used appropriately in accordance with organisational policies. Monitoring is often a key capability needed to comply with legal or regulatory requirements | Head of ICT | Security Incident and event management (SIEM) systems in place. | Certified PSN compliance – April 2019  
| | | Bid for funds against LGA cyber security budget – November 2019 | June 2019  
| | | February 2019 – joint bid with Kent Connects partners to address gaps in cyber security audit including SIEM |
| **SR 37.08 Removable media controls:** Removable media provide a common route for the introduction of malware and the accidental or deliberate export of sensitive data. You should be clear about the business need to use removable media and apply appropriate security controls to its use. | Head of ICT | Removable media policies in place with security controls on user devices | Certified PSN compliance – April 2019  
| | | June 2019  
| | | Certification complete January 2019. Reaccreditation required January 2020 |
Appendix 3

SR 37.09 Home and mobile working:
Mobile working and remote system access offers great benefits, but exposes new risks that need to be managed. You should establish risk based policies and procedures that support mobile working or remote access to systems that are applicable to users, as well as service providers. Train users on the secure use of their mobile devices in the environments they are likely to be working in.

| Head of ICT | Policies in place to ensure mobile working devices are managed and monitored for security breaches. Two factor authentication (2FA) policies in place to manage remote access to systems | Certified PSN compliance – April 2019 |

Opportunities and the way forward

Further accreditation to the Cyber Essential Plus standard would provide further assurances that industry standards of Cyber Security prevention are in place. Medway Council will be working with Kent Connect partners to achieve this level of accreditation in 2019.

The ICT department is undergoing a restructure that will be complete by Mid-July 2019. Part of this reorganisation is the creation of a new range 7 post called “ICT Network & Cyber Security Manager”, which will assume responsibility for ICT security.

Corporate Risk: SR09B  keeping vulnerable young people safe and on track

| Risk Owner: Director of People – Children And Adults Services |
| Portfolios: Children’s Services (Lead Member) and Education and Schools |

| Inherent Score: BII | Target Residual Score: BII |
| Score | BII | Target Residual Risk |
| Score | BII | BII |

Threat / Inherent Risk
Changes in the demographics and in the legislative requirements affect Special Educational Needs and Disability (SEND) and Youth Offending Teams

| Score | Trigger |
| BII | • The Council is unable to address these issues with cost effective, innovative solutions |
| Score | Consequence |
| BII | • Poorer outcomes for children and young people |
| Score | • Budget pressures with consequences across the Council |
| Score | • Impact on statutory responsibilities and regulatory judgement |

Current Residual Risk
The Special Educational Needs and Disability inspection highlighted the need for better data analysis and performance monitoring

| Score | Target Residual Risk |
| BII | A solid analysis of available performance data enables us to promptly identify areas of concern and develop action plans to address them |
| Score | BII |

MITIGATION
<table>
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<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome: Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SR 09b.04:</strong> The additional demands of the SEND reforms and increase in the number of children with complex needs and those excluded from school place significant pressures on the Dedicated Schools Grant High Needs Block.</td>
<td>Director of People - C&amp;A</td>
<td>Improved outcomes for children and young people as per SEND strategy Ensuring service delivered within budgetary constraints. Good management information to inform commissioning and robust challenge. Provision made within budget SEND Strategy developed and implemented. Joint SEND Improvement Action Plan developed with CCG. Need strategy for pupils excluded and those at risk of exclusion. Early Help/Intervention services needs to be designed/implemented.</td>
<td>Less out of area SEND placements More children being educated in mainstream schools with outreach Increased local specialist provision Fewer exclusions fixed term and permanent</td>
<td><strong>August 2019</strong> Pressure on budgets continues due to further demand increases. There continues to be a significant rise in the number of EHCP requests and requests for increases support funding for children from schools. Work has been done to attempt to mitigate via the Placements Financial Recovery Group. A deficit recovery plan for the DSG has been submitted to the DFE and engagement with officials is awaited.</td>
</tr>
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</table>

<p>| <strong>SR 09b.05:</strong> The recent SEND Inspection highlighted strengths and areas of improvements. The Council and Clinical Commissioning Group were required to submit a Written Statement of Action in April 2018. This was accepted by Ofsted and NHS England. | Director of People - C&amp;A Director of CCG | Successfully implement the 2014 SEND reforms; this is demonstrated by Ofsted, NHS England and the Minister for Education agreeing in February 2019 that Medway has achieved all improvements in the written statement of action which addresses the eight significant areas of improvement in the SEND inspection outcome letter. Good management information to inform decision making of the SEND improvement board. Data and Performance information supports with the strategy and improvement plan. Improvement against the statement of action. | There are four NHS England and Ofsted and scrutiny meetings between July 2018 – February 2019 Milestones would be for the outcome of the meetings be favourable | <strong>August 2019</strong> We are now 18 months into the Written Statement of Action work. We anticipate that we will have SEND Re-Visit before December 2019. The preparation for this is underway and work is monitored via the SEND Improvement Board, as chaired by the Lead Member for Children’s Services, and Chief Nurse of the CCG. |</p>
<table>
<thead>
<tr>
<th>SR 09b.06: The Council and partners have been issued with the Joint Targeted Area Inspection (JTAI) findings and recommendations, following the inspection regarding Children living with Domestic Abuse.</th>
<th>Director of People - C&amp;A &amp; Public Health Director of CCG Chief Superintendent Kent and Medway Police</th>
<th>Improve the response to and outcomes for children living with domestic abuse.</th>
<th>Multi agency audits completed Launch strategy Use of intelligence informs commissioning</th>
<th>July 2019 Multi-agency group can deliver against JTAI action plan. Work is on-going. This is overseen by MSCB Executive not Children and Young Peoples Delivery Board. MASH now established and operating effectively.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 09b.07: Ensure practitioners are equipped to be compliant with any changes in the Youth Justice system and that monitoring systems are in place to track this.</td>
<td>Director of People - C&amp;A</td>
<td>Reduction in first time entrants, reoffending, use of Custody. Effective analysis of data to inform practitioners input. - Ensuring service delivered within budgetary constraints. Magistrates have confidence in interventions. Suitable placements are developed for vulnerable children which keep them safe and enable magistrates to impose an order as an alternative to secure remand. Performance is monitored monthly (proxy figures) and quarterly (YJB information). YOT Board meets quarterly to oversee provision, steer development and monitor progress.</td>
<td>Grant provided by MoJ for developing alternatives to custodial remand is used effectively for innovative support and budget not exceeded by custody bill.</td>
<td>August 2019 Applied national standards in full and kept some old standards to ensure we maintain a high expectation on practice. Data and performance improving and using the national YJAF system to better use. Audits continue to reflect good work and we are consistent. Feedback in focused visit spoke positively on the work of YOT. New delivery plan recently sign off by the partners and the youth justice partnership board with an aim to complete a new strategy for April 2020.</td>
</tr>
<tr>
<td>SR 09b.08: A comprehensive strategy in place to ensure that partner agencies work cooperatively to identify and deal with children and young people (CYP)</td>
<td>Director of People - Children &amp; Adults</td>
<td>Ensure that we have a comprehensive strategy in place for CSE and missing. All professionals working directly with CYP have an understanding and knowledge of CSE and missing; and develop appropriate skills.</td>
<td>The Kent and Medway CSE strategy has been reviewed and recommendations operationalised. Any review will be signed by the MSCB in</td>
<td>August 2019 Missing and Exploitation panel is being held fortnightly linking with MCET. TOR for panel is to be reviewed to reflect accountability of actions,</td>
</tr>
</tbody>
</table>
who are identified as, or at risk of becoming, victims or perpetrators of Child Sexual Exploitation (CSE) and missing. All professionals, voluntary groups and the wider community including hard to reach groups are aware of, and have an understanding of CSE and missing. Implement findings of review of CSE unit.

| SR 09b.09: A comprehensive strategy in place to ensure that partner agencies cooperate to identify and deal with CYP who are identified as, or at risk of becoming, victims or perpetrators of CSE, missing, have been radicalised or are at risk | Director of People - C&A | An area wide group – Community Safety Partnership, Medway YOT Board and MSCB - co-ordinates and monitors Prevent work. Vulnerable young people are safeguarded and risks to the community are minimalized. Medway agencies share information on vulnerable young people at risk of radicalisation. Child Protection courses cover the risk of | From January 2017 | August 2019

*MASH* analyst is now in place producing weekly data for First Response

CSE and Missing Strategy in place
Prevent and Channel working well and will be integrated with Vulnerabilities panel. Higher understanding needed through training on WRAP in Children’s Services
Other professionals and community groups have an understanding and an awareness of the Governments Prevent agenda. Community groups are offered training to raise awareness of the Prevent agenda and to identify young people who might be at risk of radicalisation.

**Opportunities and the way forward**

Improved multi agency working.
Further development of performance and data reporting and new posts.
Strategies and pathways to be finalised and understood.

<table>
<thead>
<tr>
<th>Corporate risk: SR25 Adult Social Care Transformation</th>
<th>Risk Owner: Director of People – Children And Adults Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inherent Score:</strong> CII</td>
<td><strong>Target Residual Score:</strong> DII</td>
</tr>
<tr>
<td><strong>Portfolio:</strong> Adults’ Services</td>
<td></td>
</tr>
<tr>
<td>Last Review: August 2019</td>
<td>Current Residual Score: CII</td>
</tr>
</tbody>
</table>

**Threat / Inherent Risk**

The local population of older people and disabled adults is increasing significantly – (source: Joint Strategic Needs Analysis, POPPI and PANSI intelligence).

The ambition of the Integrated Better Care Fund (IBCF) for 19/20 is to ensure that the proportion of delayed transfers of care attributable to Medway Council should be no more than 4%

The achievement of these ambitions represents a significant challenge to the local authority and our health partners (The Council only controls a small proportion of the system, alongside the CCG and Medway Foundation Trust). The development and delivery of the Kent and Medway Sustainability and Transformation Plan may have an impact on our ability to ensure better out of hospital care and improved integration.

There continues to be pressure on the social care market in terms of both the numbers of hospital discharges and the ability of domiciliary care providers to recruit and retain carers.

There is a risk that the changes needed across the system will take longer to implement than our current ambitions state.

The transformation of Adult Social Care will continue to require corporate

**Score**

CII

**Trigger**

Demographic impact.

There are national ambitions for further integration by 2020.

The implementation of the STP across Kent and Medway, and the development of an Integrated Care Partnership.

Whilst the overall national ambition for integration remains the same, the priorities and timescales for delivery within that overall ambition may shift at a national level. There is uncertainty around national policy and budgets for Health and Social Care, with a delay in the publication of the Adult Social Care Green Paper.

Capacity planning for local care must incorporate social care and preventative services.

Development of retail expansion across the Borough means that staff from domiciliary care are attracted to this industry as the rates of pay and employment conditions can be competitive.

**Consequence**

Potentially significant increase in spend on Adult Social Care.

Potential impact on ASC resources.
support and there is a risk that a lack of organisational capacity and resilience may slow progress.

The implementation of the Care Act and changes to financial regulations in 2010 and the implementation of the Universal Credit/ESA and Housing Benefit may impact on the level of client income that can be charged. Providers are facing a number of financial pressures which have the potential to impact on the cost of care packages, including, the impact of sleep in charges, national minimum living wage increases and other inflationary pressures. In addition, the national transforming care programme will place pressures on the local authority as a result of the requirement for us to secure and fund local provision.

### Current Residual Risk

We have rolled out the 3 conversations approach, which aims to prevent, reduce and delay the need for services, and there is evidence that this approach has helped to manage demand into the service.

Levels of safeguarding enquiries have increased in the last two years, and this is putting pressure on resources within the service.

Significant work has been undertaken in partnership in regard to hospital discharges, significantly reducing and maintaining a reduction in the number of DTOCs.

Providers will be impacted by the agreement for the provision of a fee uplift. The recent government ruling on ‘sleeping in’ charges will reduce their financial burden.

### Target Residual Risk

Our ongoing transformation programme will enable us to work sustainably, using the right tools, delivering strengths based practice through the 3 conversations approach to deliver our statutory responsibilities and services in the most cost effective way.

### Mitigation

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
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</tr>
</thead>
<tbody>
<tr>
<td>SR 25.01: Commissioning sufficient capacity and a suitably wide range of services to meet need. Prevention, including technology enabled care services, early help</td>
<td>Assistant Director Adult Social Care</td>
<td>Best outcomes for people (as per their support plans) and best value for the Local Authority as statutory body and commissioner. A safe and stable local sector of providers that can meet our local</td>
<td>Personal Budgets performance as per KPI. Category Management</td>
<td>July 2019</td>
</tr>
</tbody>
</table>

The 3 conversations approach, which aims to prevent, delay and reduce needs is being rolled out across the service.

A best practice panel, which is chaired by the Heads of Service in Adult Social Care meets weekly to agree all
and short term services to maximise independence. Close management oversight, and action as required, to manage the budget. Short term management actions are being taken to reduce any overspend.

| SR 25.02: Deprivation of Liberty Safeguards (DoLS) post Cheshire West judgement, resulted in a rapid increase in the number of applications for DoLS, challenging several parts of the system – administration, Best Interest Assessors, Advocacy services. Risk of legal challenge and breaching statutory timeframes. |
| Director of People Children & Adults Services |
| People in receipt of Health and Social Care Support are not deprived of their liberty illegally. DoLS applications to Medway as a Supervisory Body are processed and assessments carried out within timeframes. DoLS process is digitalised to create efficiencies Increase in training for BIA’s. Expend the number of senior officers to act as authorisers |
| Reduction in the number of DoLS cases awaiting authorisations |
| August 2019 The Council continues to triage all DOLS referrals and to carefully prioritise using the ADASS screening tool. Any person who is actively objecting to a proposed deprivation of liberty (e.g. attempting to leave a care home when they lack the necessary mental capacity to make this decision and may be at risk) is assessed swiftly. The number of cases waiting assessment has been further reduced to 169, from a peak of some 450 with 110 currently waiting to be authorized (down from 131 in October 2017). Prior to the Cheshire West Judgement there were approximately 13,000 (2014-15) DOLS applications per year in the UK. This increased to 230,000 in 17/18 |
(Source NHS Digital). As a consequence, Local Authorities across the UK are struggling with DOLS assessment backlogs, which the rollout of the forthcoming Liberty Protection Safeguards legislation, in October 2020 seeks to address.

| SR 25.04: To work with Health colleagues to develop a vision for integration at a Medway level. To identify what the Integrated Care Partnership will look like. Agree how the IBCF funding will be used to meet the strategic objectives as set out by the DOH and DCLG | AD Adult Social Care | To describe Medway’s potential for integration by nationally set timeframes Working closely with Health partners and voluntary sector to agree what the local care offer will be. Involvement in STP Boards to ensure the LA gets a Voice. | To be able to define what the local Care offer will be from April 2017. Involvement in public Consultation Summer 2017 | July 2019

The Adult Social Care teams have been re-organised into locality teams, in line with the Medway Model, and this will support closer working with community health services in the future. This structure has been refined further following a review and consultation. This has increased the number of front line unqualified staff. Plans for closer working with health services are being taken forward through the STP local care arrangements with weekly integrated Local Review meetings now implemented across Medway.

DToc rates have been improved substantially and are now well below the national average. This improvement has been sustained.

| SR 25.05: That the intermediate care, MICES, rapid response and discharge arrangements to put additional pressure on the ASC budgets | Director of Public Health & Assistant Director Adult Social Care | Additional pressure not put on ASC budgets Delivery of effective Integrated Commissioning activity. | Ensure appropriate contributions from health. Complete targeted reviews of ASC cases Underway. Approval granted for MICES to be re-procured. Utilising BCF/IBCF monies | July 2019

Plans for further integration are being taken forward through the STP local care arrangements. Delayed Transfers of Care are now consistently low and hospital discharge arrangements will be further strengthened by the creation of a completely integrated hospital discharge service, led by a single head of service. The impact on social care and MICES equipment service is being monitored and management action is in place and is proving effective in keeping the MICES service within budget.

The Transforming Care Programme is an emerging risk as significant facets of this remain unresolved at national, regional and local levels.

Any potential pressure from the intermediate care, rapid response and discharge arrangements is being
Appendix 3

effectively to minimise impact on social budgets. *Ongoing*

counterbalanced by current work underway to provide greater efficiencies across the health and social care system including development of Integrated Discharge Service, streamlined discharge pathways to community and real time visibility and flexibility of community beds providing a more dynamic effective way of managing cost and demand pressures.

**Opportunities and the way forward**

A project to develop a new approach to the delivery of Community Based Care, with an increased focus on personalisation and the use of Direct payments is currently being scoped as part of the next phase of our transformation. The recommissioning of our domiciliary care framework is intended to enable further alignment with community health services, and to provide greater resilience of provision. This includes plans to embed pilot projects, such as a Homecare Bridging Service, which has helped us to maintain low levels of DTOC.

**Corporate risk: SR26 Children’s Services**

<table>
<thead>
<tr>
<th>Threat / Inherent Risk</th>
<th>Score</th>
<th>Risk Owner: Director of People – Children And Adults Services</th>
<th>Risk Owner: Director of People – Children And Adults Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>A high level of historical demand for services for children in need, including the need for protection and looked after children puts pressure on the Council’s resources. Expectations by Regulator in relation to standard of care and provision provided across a range of services. Challenges in recruiting to key posts would impact on the Council’s ability to deliver good quality and consistent practice. Improvements to Children’s Safeguarding and Early Help services will continue to require corporate support and there is a risk that a lack of organisational capacity and resilience may slow progress.</td>
<td>All</td>
<td>Portfolio: Children’s Services (Lead Member)</td>
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<tr>
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</table>
### Current Residual Risk

There is a range of improvement work still being undertaken within Children’s Services which is why we retain the current scoring.

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<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>BII</td>
<td>Improved data and reporting will enable us to enhance quality and timeliness in practice and care proceedings. Recruiting and maintaining a stable cohort of permanent staff will help deliver this.</td>
</tr>
</tbody>
</table>

### Mitigation

<table>
<thead>
<tr>
<th>Ref: Action</th>
<th>Lead Officer</th>
<th>Desired Outcome / Expected Output</th>
<th>Milestones</th>
<th>Progress update</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 26.01: Recruitment &amp; retention &amp; workforce development strategy for children’s social workers implemented.</td>
<td>Director of People - C&amp;A Human Resources Service Team</td>
<td>Well trained &amp; supported workforce. Permanent staff numbers.</td>
<td>As per strategy and plan.</td>
<td><strong>July 2019</strong> Current agency rate is 35%. Continuing recruitment campaign including 2 day community care event. ASYE programme embedded and increased demand for places. Step up programme now in second year, 4 (out of 5) ASYE social workers remain from this.</td>
</tr>
</tbody>
</table>

| SR 26.02: Together We Can – Strategy has been implemented in response to Ofsted recommendations to strengthen quality of practice. | Director of People - C&A | Improved outcomes for vulnerable children. Improved educational outcomes for LAC. Reduction in timescale between placement order and moving in with adoptive family. Effectiveness of early help. | Educational outcomes LAC. Reduce delays in care proceedings. Percentages of families who have had a CAF/Early help Assessment, who have achieved desired outcomes at end of their intervention. | **August 2019** Contract in place to collect KS 4 data (august 2019) to inform support and guidance for next steps for Y11 pupils. Improved practice for regular (3 times year) data collection to inform allocation of resources to support research based interventions in school – all statutory school age pupils. Establishment of regular briefings for school staff in strategies and practice to support looked after children, previously looked after children – these can also be utilised when supporting other vulnerable pupils. Focussed training for schools and social workers - understanding attachment and how trauma impacts on behavior. Focussed training for social workers (Foundations of practice – Sept 2019) to further equip them supporting vulnerable families and their engagement with schools. Refreshed PEP to be implemented September 2019. |

<p>| SR 26.04: Implementation of the Children’s | Director of People - Children and Adults | Good quality and consistent practice. Learning and thematic | The learning points from completed auditing activity are | <strong>July 2019</strong> The learning audit schedule has been created up until March 2020. Monthly learning workshops have been arranged to cover topical issues |</p>
<table>
<thead>
<tr>
<th>Services Quality Assurance Framework</th>
<th>Services</th>
<th>Audits and other quality assurance tasks are completed as per the QA framework.</th>
<th>aggregated so as to inform learning.</th>
<th>and practice development identified through audit activity. Moderation Panel now operating to review all audit activity.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SR 26.05: Strengthen MSCB.</strong></td>
<td>Director of People - Children and Adults Services</td>
<td>Strengthened partnership arrangements for supporting vulnerable children. Stronger focus on the Board’s priorities and objectives which includes robust scrutiny and challenge amongst the partnership</td>
<td>Develop clear governance and strategic arrangements. Defining clear objectives for the sub-groups and working groups, looking at service delivery for children and families across the partnership.</td>
<td><strong>July 2019:</strong> The new safeguarding partnership arrangement goes live in September 2019. The governance structure has been streamlined. The three safeguarding partners are Medway Council, CCG and Kent Police. Policies and procedures are currently being redrafted and plans to recruit to the independent scrutineer role and the specialist for the secure estate assurance group is underway.</td>
</tr>
<tr>
<td><strong>SR 26.06: Implementation of projects to better manage demand around edge of care and early help, including strengthening support to parents at home does reach desired outcome.</strong></td>
<td>Director of People - C&amp;A</td>
<td>Safely reduce C&amp;YP entering and staying in the care system with resources in placement (to reduce breakdown). Edge of care response to increase through targeted youth support and family intervention.</td>
<td>Reduced demand for CSC services.</td>
<td><strong>July 2019</strong> Missing and exploitation lead started in Dec 2018. EHSW’s are in place and working area based within the Child and Family Hubs. Fostering mentors remain within fostering. Multi-Disciplinary Agency (Health and Police) Staff now sit in the front door, to support joint working and to support SPA DAN triage.</td>
</tr>
<tr>
<td><strong>SR 26.07</strong> Troubled Families programme funded by DCLG</td>
<td>Director of People - C&amp;A</td>
<td>Turnaround 2060 families by the year 2020 meeting the governments outcome framework</td>
<td>Each window to achieve a percentage for payment by results Ensure the</td>
<td><strong>August 2019</strong> Continued to hit targets for 2018/19. Progress has seen Medway receive outstanding payment. Progress at the start of 2019 has been positive and we hope to see this deliver Payment by Results for the rest of the financial year.</td>
</tr>
</tbody>
</table>
To achieve payment by results
Use the Transformation Grant to effectively transform service delivery
Improved outcomes for Children and Families

momentum if the programme achieves the upfront fee and transformation grant

MHCLG happy with progress and waiting to find out later in October the continuation of a programme. If this is not agreed by central government, there will be some redundancies risks (planned and calculated for).

**Opportunities and the way forward**

Improved data and reporting will enable better management control.
Implementation of projects managing demand,
Strengthened role for MSCB.

<table>
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<tr>
<th>Corporate Risk: SR27 Government changes to Local Authority's responsibility for schools</th>
<th>Risk Owner: Director of Children and Adults</th>
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<td>Target Residual Score: CIII</td>
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<tr>
<td><strong>Threat / Inherent Risk</strong></td>
<td><strong>Score</strong></td>
</tr>
<tr>
<td>Councils are accountable for the outcome of performance of maintained schools but have reducing levers to drive action and change. In academies the only lever is to refer the school to the Regional Schools Commissioner. In maintained schools, poor inspection judgements or coasting schools are expected to be subject to intervention by the Regional Schools Commissioner.</td>
<td><strong>CII</strong></td>
</tr>
<tr>
<td><strong>Trigger</strong></td>
<td><strong>Consequence</strong></td>
</tr>
</tbody>
</table>
| • A failing OFSTED inspection for a maintained school for which the Council has a statutory responsibility or a coasting judgement on the basis of pupil progress. | • Impact on children and families of being in a school that fails to provide quality provision.  
• Performance ratings as measured through Ofsted reports and Performance tables impact on parental and community confidence.  
• Financial consequences.  
• The DfE will expect that the school becomes a sponsored academy with further financial consequences to Medway including an expectation that the LA pays the legal costs for the transfer and writes off deficits.  
• Reputational damage.  
• Impact on statutory responsibilities and regulatory judgement.  
• Progress and progression for children & young people are impacted negatively and young people fail to achieve their potential. |
| **Portfolios:** Children's Services (Lead Member) and Education and Schools |
| Last Review: August 2019 | Current Residual Score: CIII |
### Current Residual Risk

A plan of school improvement visits to target schools at risk of going into a category has proved successful. There remain key areas where further work and support is required.
A funded programme to support targeted primary schools in respect of inclusion.
Close liaison between internal Council departments.

### Target Residual Risk

Previous restructuring and budget reductions limit the level of resource to be allocated to target schools in danger if entering a category. Young People in an underperforming school are at risk of not achieving their potential. Ongoing academisation with move the Council into a changing role and the relationship with the RSC will become more important as they are responsible for the performance of academies.

### MITIGATION

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<td>SR 27.01: Analysis of school data is used to agree a school partnership rating so that appropriate support can be put in place. Analysis of academy data is used to refer an academy to the regional Schools Commissioner</td>
<td>Head of Education</td>
<td>Schools results in line with or exceed nationally expected progress measures. School Challenge and Improvement Team support schools to identify actions needed to improve pupil progress. Data shows progress to be in line with similar schools nationally and then to be in upper quartile. Implementation of School Improvement Strategy.</td>
<td>Number of schools below floor threshold reduces Number of schools in an OFSTED category reduces and remains low. Number of coasting schools is low</td>
<td>August 2019</td>
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<tr>
<td>Unvalidated data shows that school performance at the end of KS1, KS2 and phonics, have all continued to improve, closing the gap to national. Primary schools have now reached the 3rd quintile of local authority areas, exceeding national performance in attainment at KS2. 84% of all pupils are attending a good school in Medway (compared to all England at 86.7%). The same comparison for primary schools is 82.2% when all England is 89% and for secondary, 85.6% against an all-England of 83.2% are attending a good school.</td>
<td></td>
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</tr>
<tr>
<td>SR 27.02 The proportion of schools in Medway with an OFSTED judgement requires improvement (3) is currently higher than national; and the proportion of schools with good and outstanding judgements is currently lower than national.</td>
<td>Head of Education</td>
<td>Schools move up from requires improvement to Good and from Good to Outstanding. Core SCI training developed and delivered in a targeted way. OFSTED preparation in place for Senior Leadership Team (SLT) and Governors. NLES and LLEs linked to schools to give additional experience to draw on for delivering good and better</td>
<td>OFSTED judgements place more schools in the Good or Outstanding categories.</td>
<td></td>
</tr>
<tr>
<td>Opportunities and the way forward</td>
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<tr>
<td>----------------------------------</td>
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<tr>
<td>New school Improvement Strategy</td>
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</tbody>
</table>
REGENERATION, CULTURE ANDENVIRONMENT
OVERVIEW AND SCRUTINY COMMITTEE

17 OCTOBER 2019

MEMBER’S ITEM: SPEED RESTRICTIONS FOR LUTON ROAD, CHATHAM

Report from: Richard Hicks, Director Regeneration, Culture Environment and Transformation and Deputy Chief Executive

Author: Ruth Du-Lieu, Assistant Director Front Line Services

Summary
This report sets out a response to an issue, raised by Councillor Osborne concerning speed restrictions for Luton Road, Chatham

1. Budget and Policy Framework

1.1 Under Medway Constitution Overview and Scrutiny rules (Chapter 4, Part 5, Paragraph 9.1) Councillor Osborne has requested that an item on this matter is included on the agenda for this meeting.

2. The Issue

2.1 Councillor Osborne has requested that an item be placed on the agenda and the reasons are set out as follows:

2.2 “The Committee is asked to note the following and confirm the process for the introduction of Road Safety measures for the Luton Road area.

Due to the concern raised by residents on and surrounding Luton Road concerning road safety the Council is requested to engage in feasibility for road safety measures for the Luton Road.

Officers have met and have proposed the following timetable.

- September 2019: Councillors met with officers of the Road Safety team to discuss Road safety measures
• April 2020: Proposals are to be tabled and discussed on road traffic calming measures and presented to Members and interested stakeholders and be sent as a Member Note to this committee
• April 2021: End date of proposals delivered on Road Safety for Luton Road

The Member’s item would like the committee to endorse officers and councillors on soliciting improvements to Luton Road and agree the above timetable”.

3 **Director’s comments**

3.1 The Council’s investigations to date have indicated that collision occurrence at Luton Road, Chatham, and the resulting road casualty record require further detailed investigation. The Council, via the Integrated Transport Service, has committed to completing the necessary investigations. This is important to identify any patterns, commonalties, and contributory factors that may be present.

3.2 This work is likely to result in recommendations that would reduce collisions and casualties at this location. These can then form the basis of a potential future highway alteration scheme as appropriate.

3.3 The timescales set out within Councillor Osborne’s request are considered achievable (subject to the scale of any resulting highway scheme), and there is a shared aspiration to improve road safety at this location if possible.

3.4 At this point it is appropriate to record that there are clearly a number necessary stages to successfully complete before any potential improvements on the ground can be confirmed. Whilst it is not possible to prejudge the outcomes of the required stages, the aim of delivering casualty reduction and therefore commencing the above process is agreed.

4 **Risk Management**

<table>
<thead>
<tr>
<th>Risk</th>
<th>Description</th>
<th>Action to avoid or mitigate risk</th>
<th>Risk rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource (availability)</td>
<td>Insufficient officer resource to achieve outcomes in accordance with timescales</td>
<td>1. Effective management and prioritisation of resources</td>
<td>Low</td>
</tr>
</tbody>
</table>
| Financial             | At this stage, the costs of potential interventions are unknown and could be high | 1. Development of a suite of interventions that can tailored to meet available budget  
2. Budget estimate at design initiation                                                              | Low         |
3. Cost estimate and scheme approval at appropriate stage (pre delivery).

Reputational Uncertainty around the deliverability of a future highway improvement scheme

1. Appropriate project management processes followed.
2. Clear communication plan at initiation, and at key future milestones.

Low

5. Legal Implications

5.1 The investigation of road safety issues is in line with the Council’s statutory duties under Section 39 of The Road Traffic Act 1988.

6. Financial Implications

6.1 The investigative work has been incorporated into the work programme for 2019/20 and costs will be met through the Council's Local Transport Plan capital funding. Funding for any subsequent interventions will be sought from the capital budget allocation for 2020/21, and is subject to agreement with the Portfolio Holder for Frontline Services. This would take into account the findings of the investigative stage, and subsequent scheme budget estimation.

7. Recommendations

7.1 The Committee is asked to note the detailed investigation proposed in section 3 of the report and the aspiration to improve road safety at this location.

Lead contact:
Ruth Du-Lieu - Assistant Director Front Line Services
Tele no. 01634 333163
Email: ruth.dulieu@medway.gov.uk

Appendices:
None

Background Papers
None
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1. **Budget and policy framework**

1.1 In summary, the Council’s Petition Scheme requires the relevant Director to respond to the petition organiser, usually within 10 working days of the receipt of the petition by the Council. Overview and Scrutiny Committees are always advised of any petitions falling within their terms of reference together with the officer response. There is a right of referral of a petition for consideration by the relevant Overview and Scrutiny Committee by the petitioners if they consider the Director’s response to be inadequate. Should the Committee determine that the petition has not been dealt with adequately it may use any of its powers to deal with the matter. These powers include instigating an investigation, making recommendations to Cabinet and arranging for the matter to be considered at a meeting of the Council.

1.2 The petition scheme is set out in full in the Council’s Constitution at:


1.3 Any budget or policy framework implications will be set out in the specific petition response.

2. **Background**

2.1 The Council’s Constitution provides that petitions received by the Council relating to matters within the remit of an Overview and Scrutiny Committee will be referred immediately to the relevant Director for consideration at officer level.
2.2 Where the Director is able to fully meet the request of the petitioners a response is sent setting out the proposed action and timescales for implementation.

2.3 For petitions where the petition organiser is not satisfied with the response provided by the Director there is provision for the petition organiser to request that the relevant Overview and Scrutiny Committee review the steps the Council has taken, or is proposing to take, in response to the petition.

3. **Petition not yet concluded:**

A response has been sent to the petition organiser for the following petition. If a request is received to refer the petition to this Committee for review, it may be referred to the next meeting.

<table>
<thead>
<tr>
<th>Subject of petition</th>
<th>Summary of response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petition against building on Sturry Park, Twydall 210 signatures (paper petition)</td>
<td>The Council understands the concerns raised by residents in the local area in relation to potential development at Sturry Way Park in Twydall, but there is also a need to consider other Medway residents who may not have accommodation of their own or who are living in accommodation that is unsuitable. The Council faces considerable pressure in relation to housing need and is actively exploring how to increase the supply of Council-owned rented homes. Consideration is being given to a number of sites that were recently brought forward for consultation with the local community, comprising both green spaces and garage sites. Following feedback from local residents, the plans for Sturry Park (originally 20 x 2 bedroom houses, retaining some green space and the play area) have been revised. A scheme that retains the park, a greater proportion of green space and provides a lower density development will be submitted through the Council's planning process for consideration.</td>
</tr>
</tbody>
</table>

4. **Risk Management**

4.1 The Council has a clear scheme for handling petitions set out in its Constitution. This ensures consistency and clarity of process, minimising the risk of complaints about the administration of petitions.

5. **Financial and Legal Implications**

5.1 Any financial implications arising from the issues raised by the petitions will be taken into account as part of the review of these matters.
5.2 Overview and Scrutiny Rule 21.1 (xiv) in the Council’s Constitution provides that the terms of reference of this Committee include the power to deal with petitions referred to the Committee under and in accordance with the Council’s petition scheme.

6. Recommendations

6.1 The Committee is requested to note the petition response in paragraph 3 of the report.

Lead officer contact

Steve Platt, Democratic Services Officer, (01634) 332011
stephen.platt@medway.gov.uk

Appendices:

None

Background papers:

None
REGENERATION, CULTURE AND ENVIRONMENT
OVERVIEW AND SCRUTINY COMMITTEE

17 OCTOBER 2019

WORK PROGRAMME

Report from: Neil Davies, Chief Executive
Author: Ellen Wright, Democratic Services Officer

Summary

This item advises Members of the current work programme and allows them to adjust it in the light of latest priorities, issues and circumstances. It gives Members the opportunity to shape and direct the Committee’s activities over the year.

1. Budget and Policy Framework

1.1 Under Chapter 4, Part 5 of the Constitution – Overview and Scrutiny Rules, paragraph 21.1 (xv) General terms of reference, each overview and scrutiny committee has the responsibility for setting its own work programme.

2. Background

2.1 Appendix A to this report sets out the existing work programme for this committee.

3. Agenda planning meeting

3.1 Members will be aware that Overview and Scrutiny Committees hold agenda planning meetings on a regular basis. These give officers guidance on information Members wish them to provide when scrutinising an issue. An agenda planning meeting was held on 17 September 2019.

3.2 The Chairman, Vice-Chairman and Spokespersons were updated on the committee’s current work programme and advised on the reports to be submitted to this meeting.
3.3 At the agenda planning meeting, it was suggested that the Four Elms Hill AQMA currently scheduled for March 2019 be moved to ‘dates to be determined’. The rationale being that the AQMA was being produced to align with Medway’s Local Plan and the modelling work for the AQMA was reliant on transport modelling data for the Local Plan. This had been delayed owing to ongoing discussions with Highways England. At present a revised date would be identified in the 2020/21 municipal year.

4. **Cabinet Forward Plan**

4.1 The latest Forward Plan of forthcoming Cabinet decisions was published on 23 September 2019. Set out below is a list of items featuring on the Forward Plan that fall within the terms of reference of the Regeneration, Culture and Environment Overview and Scrutiny Committee. The Committee is asked to identify any items it wishes to consider before the Cabinet decision is taken (where dates permit), other than those already programmed in Appendix A.

<table>
<thead>
<tr>
<th>Title of Decision:</th>
<th>Anticipated Decision Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Plan Monitoring and Risk Register 2019/20 – Quarter 2 - <em>This is on the RCE O&amp;S agenda for 5 December 2019</em></td>
<td>19 November 2019</td>
</tr>
<tr>
<td>Draft Capital and Revenue Budgets 2020/2021 - <em>This is on the RCE O&amp;S agenda for 5 December 2019</em></td>
<td>19 November 2019</td>
</tr>
<tr>
<td>Future High Street Fund – Chatham</td>
<td>19 November 2019</td>
</tr>
<tr>
<td>South East Local Enterprise Partnership (SELEP) Strategic Board Structure</td>
<td>19 November 2019</td>
</tr>
<tr>
<td>Local Plan: Authority Monitoring Report</td>
<td>17 December 2019</td>
</tr>
<tr>
<td>Review of Castle Concerts – <em>This is on the RCE O&amp;S agenda for 5 December 2019</em></td>
<td>17 December 2019</td>
</tr>
<tr>
<td>Innovation Park Medway Local Development Order – Request to Adopt</td>
<td>14 January 2020</td>
</tr>
</tbody>
</table>

5. **Financial and legal obligations**

5.1 There are no financial or legal implications arising from this report.
6. Recommendations

6.1 The Committee is asked to;

   a) note the current work programme;
   b) agree the suggestion of the pre-agenda meeting set out at paragraph 3.3 in the report;
   c) identify any additional items for inclusion in the work programme;

Lead officer contact

Ellen Wright, Democratic Services Officer
Telephone: 01634 332012 Email: ellen.wright@medway.gov.uk

Appendices

Appendix A – Work programme

Background papers

None
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## Work Programme
### Regeneration, Culture and Environment Overview and Scrutiny Committee

Policy framework documents: Community Safety Plan, Local Transport Plan and plans and other strategies which together comprise the Development Plan

<table>
<thead>
<tr>
<th>Item</th>
<th>Work type</th>
<th>Responsible officer</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5 DECEMBER 2019</strong></td>
<td></td>
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</tr>
<tr>
<td>Council Plan Monitoring and Risk Register Review 2019/20 Quarter 2</td>
<td>Council Performance and Budget Monitoring</td>
<td>Head of RCET Business Intelligence Hub</td>
<td>To consider performance against the Council’s key measures of success for the 2nd quarter of 2019/20</td>
</tr>
<tr>
<td>Capital and Revenue Budget</td>
<td>Council Performance and Budget Monitoring</td>
<td>Chief Finance Officer</td>
<td>To consider the Council’s draft capital and revenue budgets for 2020/21</td>
</tr>
<tr>
<td>Annual Scrutiny of the Community Safety Partnership</td>
<td>Scrutiny of External organisations</td>
<td>Assistant Director Frontline Services</td>
<td>Annual scrutiny of the Community Safety Partnership</td>
</tr>
<tr>
<td>Attendance by the Portfolio Holder for Resources</td>
<td>Holding to account</td>
<td>Councillor Gulvin</td>
<td></td>
</tr>
<tr>
<td>Use of herbicides</td>
<td>Service review</td>
<td>Assistant Director Frontline Services</td>
<td>Further report in response to a Member’s item considered in August 2019 (minute 209 refers)</td>
</tr>
<tr>
<td>Review of Castle Concerts</td>
<td>Service review</td>
<td>AD Physical and Cultural Regeneration/Head of Culture</td>
<td>To consider a report on the review of the Castle Concerts</td>
</tr>
<tr>
<td><strong>21 JANUARY 2020</strong></td>
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<tr>
<td>Attendance by the Deputy Leader and Portfolio Holder for Housing and Community Services</td>
<td>Holding to account</td>
<td>Councillor Doe</td>
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<tr>
<td><strong>26 MARCH 2020</strong></td>
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<tr>
<td>Item</td>
<td>Work type</td>
<td>Responsible officer</td>
<td>Objectives</td>
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<tr>
<td>Council Plan Monitoring and Risk Register Review 2019/20 Quarter 3</td>
<td>Council Performance and Budget Monitoring</td>
<td>Head of RCET Business Intelligence Hub</td>
<td>To consider performance against the Council’s key measures of success for the 3rd quarter of 2019/20</td>
</tr>
<tr>
<td>Attendance by the Portfolio Holder for Inward Investment, Strategic Regeneration and Partnerships</td>
<td>Holding to account</td>
<td>Councillor Rodney Chambers OBE</td>
<td></td>
</tr>
<tr>
<td>Attendance by the Portfolio Holder for Business Management</td>
<td>Holding to account</td>
<td>Councillor Turpin</td>
<td></td>
</tr>
<tr>
<td>Declaration of Four Elms Hill Air Quality Management Area – Action Plan</td>
<td>Pre-decision scrutiny</td>
<td>Assistant Director Frontline Services/Environmental Protection Team Leader</td>
<td>To consider the Four Elms Hill Air Quality Management Area – Action Plan (Minute 230 – August 2017 refers)</td>
</tr>
<tr>
<td>JUNE 2020 (Date to be confirmed)</td>
<td></td>
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<tr>
<td>Annual Review of Waste Contracts</td>
<td>Council Performance and Budget Monitoring</td>
<td>Head of Environmental Services</td>
<td>The annual review of waste RCE O&amp;S Committee agreed to re-schedule this report from March 2020 to June 2020 to allow the report to give a fuller account of Norses’s takeover of the contract.</td>
</tr>
</tbody>
</table>
## Annual Reports and Reviews Considered by This Committee

1. Annual Scrutiny of the Community Safety Partnership (December)
2. Annual Review of the Waste Contracts (usually March – but will be June 2020)
3. Cultural Activities Programme (January) – Usually produced initially as a briefing note
4. Annual Action Plan reviewing the progress of the Local Flood Risk Management Strategy (January/March) - Usually produced initially a briefing note

Note: The Annual South Thames Gateway Building Control Partnership Business Plan is circulated via a Briefing Note prior to consideration by the Cabinet.

## Future Meeting Dates

- 5 December 2019
- 21 January 2020
- 26 March 2020

## Work Completed in 2019/20

- 13 June 2019

### Member’s Item – Strood Development Works
- Household Waste Recycling centres: Responses to Kent County Council Policy Change
- Update on CCTV Audit
- Petitions
- Work Programme

- 15 August 2019

### Member’s Item – Use of Herbicides
- Member’s item – Strood Development Works Update
- Attendance by the Portfolio Holder for Front Line Services
- Council Plan Performance Monitoring Report Quarter 4 and End of Year 2018/19
- Petitions
- Work Programme
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