Regeneration, Culture and Environment Overview And Scrutiny Committee

A meeting of the committee will be held on:

Date: Thursday, 5 December 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 17 October 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 **Annual Scrutiny of the Community Safety Partnership, Including an Update on the Community Safety Plan 2016 to 2020**

This report provides information on the operation of the Community Safety Partnership from October 2018, which summarises the findings of the strategic assessment. This report also provides information on the proposed plan to cover the period from 2020 to 2024.

6 **Attendance of the Portfolio Holder for Resources**

This report sets out progress made within the areas covered by the Portfolio Holder for Resources which fall within the remit of this Committee.

7 **Member’s Item - Use of Herbicides on Green Space Assets**

This report reviews the use of herbicides on green space assets and alternatives that are available.

8 **Castle Concerts Analysis and Future Options**

This report seeks to provide insight into the Castle Concerts recent financial challenges and provide a viable option to ensure the Council removes the financial risks associated with delivering a commercial music concert series.

9 **Council Plan Performance Monitoring Report and Risk Register Review Quarter 2 2019/2020**

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

This report and appendices summarises how the Council performed during Q2 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 Q2 2019/20 review of the strategic risks pertaining to this Committee.

10 **Draft Capital and Revenue Budget 2020/21**

This report provides an update on progress towards setting the Council’s draft capital and revenue budgets for 2020/21. In
accordance with the Constitution, Cabinet is required to develop ‘initial budget proposals’ approximately three months before finalising the budget and setting council tax levels at the end of February 2020.

The draft budget is based on the principles contained in the Medium Term Financial Strategy (MTFS) 2019-2024 approved by Cabinet in September and reflects the latest formula grant assumptions.

11 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.

12 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.

For further information please contact Ellen Wright, Democratic Services Officer on Telephone: 01634 332012 or Email: democratic.services@medway.gov.uk

Date: 27 November 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

This agenda and reports are available on our website www.medway.gov.uk

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, 17 October 2019
6.30pm to 10.12pm

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

Present: Councillors: Bhutia (Vice-Chairman), Browne, Curry, Etheridge (Chairman), Fearn, Osborne, Paterson, Andy Stamp, Thompson, Tranter and Williams

Substitutes: Councillors: Opara (Substitute for Sylvia Griffin) Purdy (Substitute for Carr)

In Attendance: Councillor Jane Chitty, Portfolio Holder for Planning, Economic Growth and Regulation
Councillor Adrian Gulvin, Portfolio Holder for Resources
Richard Hicks, Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive
Dawn Hudd, Assistant Director, Physical and Cultural Regeneration
James Brown, Head of Regulatory Services
Michael Edwards, Head of Integrated Transport
Anna Marie Lawrence, Head of Business Intelligence
Kyle Rogers, Lawyer
Christopher White, Interim Chief Executive Medway Commercial Group
Ellen Wright, Democratic Services Officer

373 Apologies for absence

Apologies for absence were received from Councillors Carr and Sylvia Griffin.

374 Record of Meeting

The record of the meeting held on 17 October 2019 was agreed and signed by the Chairman as correct.
Chairman's announcements

The Chairman informed the Committee that he intended to change the order of the agenda and item 8 (Member’s item – Speeding Restrictions for Luton Road, Chatham) would be considered prior to item 7.

Urgent matters by reason of special circumstances

There were none.

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.

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

Discussion:

Members received an overview of progress made on the areas within the scope of Councillor Chitty, Portfolio Holder for Planning, Economic Growth and Regulation which fell within the remit of this Committee as set out below:

- 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

The Portfolio Holder responded to Members’ questions and comments as follows:
- **Housing Infrastructure Fund (HIF) bid** – A Member requested an update on the Council’s HIF bid and in response, the Portfolio Holder advised that the outcome of the HIF bid was currently awaited. She advised that if the Council’s bid was unsuccessful, this would have implications for the delivery of the Local Plan.

She advised that the Local Plan was not solely concerned with the provision of housing but also covered other factors including employment, transport and health and leisure facilities. However, the success of the HIF bid would be essential to provide the infrastructure to support the Government’s declared level of housing provision required in Medway in future years.

- **Apprenticeship awards** – The Portfolio Holder noted the Committee’s appreciation for the Consumer Challenge Quiz hosted by Bradfields Academy and the two trophies named after Andy McGrath and Councillor Mike O’Brien.

- **Vacancy rates in town centres and the future closure of Debenhams** – A Member referred to vacant premises in town centres and, in particular, the closure of Debenhams store in Chatham and he sought information as to action taken by the Portfolio Holder and the Council to prevent the store from closure.

The Portfolio Holder confirmed that discussions had been ongoing with both Debenhams and their agent concerning the retention of the Chatham store. During discussions, it had been made clear that the Council was willing to take action within its powers to prevent the store from closure but unfortunately Debenhams had made an economic decision to close stores in Chatham, Canterbury, Ashford and Folkestone.

The Portfolio Holder stated that all department stores were currently facing a difficult financial climate as they were often located in large rented premises and retail shopping was increasingly moving online. This was having a detrimental effect upon the future of traditional shopping centres and High Streets.

She acknowledged the need for the Council to re-assess its aspirations for Chatham High Street and, if necessary, to encourage a reduction in the length of the retail element of the High Street. In addition, she reminded the Committee that the Council had invested in the future of the Pentagon Centre.

The Portfolio Holder referred to the Chatham Town Centre Forum and advised that the Forum was very positive about future opportunities and would be actively involved in influencing future investment.
In addition, the publication of Medway 1 promoting Chatham City Centre would encourage businesses to consider the opportunities that exist for investment.

- **South Thames Gateway Building Control Partnership (STG) –** In response to a question as to the risk of potential claims, the Portfolio Holder provided an assurance that the STG Partnership was fully insured.

  She confirmed that developers had a choice as to whether to use a private Building Control company or a service provided via a local authority. Since the fire at Grenfell Tower, a number of Building Control Inspectors were struggling to obtain insurance and, as a result there had been an increase in work for local authority Building Control services in inspecting and issuing paperwork. Staff at STG were receiving the required support and training and had the technology and equipment to cope with this additional workload.

  Canterbury had recently joined the STG Partnership and other local authorities were expressing an interest in joining.

- **Trading standards** - A Member praised the work of the Trading Standards team following a recent incident in Rochester and asked whether there was an opportunity to expand the team. In response, the Portfolio Holder stated that the Trading Standards team worked closely with other agencies and therefore it was not necessary to increase the size of the team. She commented that the incident referred to had been an excellent example of the Police and Local Authority working together in the community.

- **Start up Grants** - A Member requested further information on the types of businesses benefitting from the £500 start up grants and whether ongoing support would be provided.

  The Portfolio Holder agreed to provide this information outside of the meeting.

- **Independent Market Review** – In response to a question, the Portfolio Holder confirmed that the independent market review was currently awaited and details would be provided to the Member concerned when received.

- **Flytipping** – A Member referred to the level of reported fly tips and the statement that all had been attended, searched and cleared within one working day. He commented that this was not the experience in Princes Park Ward when at least two reported fly tips had stayed for longer than one week.

This record is available on our website – [www.medway.gov.uk](http://www.medway.gov.uk)
The Portfolio Holder agreed to check further on this outside of the meeting.

- **Retention of students in Medway** – A Member sought information as to action taken to encourage students to remain in Medway once they graduated from one of the four Universities in Medway.

  The Portfolio Holder advised that there were a number of apprenticeship schemes available in Medway which could lead to full time employment and also opportunities for graduates to work in Medway on outreach work. Opportunities were also available at the Innovation Park Medway for workspace and hot-desking to help kick-start businesses.

- **Statistics within the report** – A Member referred to various statistics detailed within the report and, in particular, employment statistics (paragraph 2.1), the level of take up of the Innovation Studios Medway (paragraph 2.5.1), vacancy rates in town centres (paragraph 2.7.1) and flytipping (paragraphs 6.6.13 and 6.6.14) and expressed concern that these statistics in isolation had little meaning without being put into context.

  The Portfolio Holder thanked the Member for his observations and noted that there was an overarching theme to the points that he raised. She agreed to take this on board for future reports. In the meantime, she would endeavour to provide the Member concerned with the information requested outside of the meeting.

- **Heritage Action Zone (HSHAZ) Programme** – A Member referred to the Council’s bid for £1.6 million from the Heritage Action Zone programme and questioned the area that would benefit from this funding.

  In response, the Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive confirmed that the success of the bid was dependent upon completion of the bidding process and the funding would be directed towards the area of Chatham/Rochester from Sun Pier to Star Hill.

- **Provision of a free to use ATM in Rochester** – A Member reminded the Portfolio Holder that when she last attended the Committee in March 2019, she had agreed to pursue the provision of a free to use ATM in Rochester. The provision of this facility would be beneficial when events and markets were held in the town, and he requested an update.

  The Portfolio Holder reported that since March 2019, she had actively pursued the provision of a free to use ATM in Rochester both with banks and in shops but unfortunately had not been successful.

  The Member referred to the fact that ‘free to use’ ATM’s levied a higher charge that those such as Link Machines where there was a fee and he
suggested that consideration be given to approaching retailers who currently offered a fee paying ATM to assess whether there was a way forward where the fee could be removed. He agreed to speak to the Portfolio Holder outside of the meeting.

- **Sale of inappropriate items at Rochester Christmas Market** – A Member commended the action taken by Trading Standards at the 2018 Rochester Christmas Market and sought an assurance that action would be taken prior to the 2019 market to ensure that inappropriate items were not available for sale.

  The Portfolio Holder confirmed that contact would be made with the 2018 traders so as to avoid a repeat of incidents in 2018 and Trading Standards would also visit each stall once they were set up to check stock.

- **Trading Standards – Freedom of Fear** – A Member sought information as to whether Trading Standards were promoting steps to support workers under the Freedom of Fear Campaign.

  The Portfolio Holder stated that the safety of shop workers was paramount and many retailers had introduced CCTV at their premises for this reason. She confirmed that many traders were in contact with each other to report specific problems and could also report direct to the Police.

- **Street scene enforcement** - A Member sought further information on the enforcement of litter fines by a private company.

  In response, the Portfolio Holder confirmed that there would be no change to current litter enforcement as strict protocols were in place to ensure that enforcement was carried out fairly.

  She noted the concerns expressed as to the level of enforcement activity outlined in the report and the number of prosecutions and offered to pick this up in a separate briefing session for Members.

- **Strood Town Centre Forum** – A Member asked whether there were plans for the Strood Town Centre Forum to be resurrected and the Portfolio Holder agreed to ask officers to pursue this.

**Decision:**

The Committee:

a) thanked the Portfolio Holder for attending the meeting and answering Members’ questions.
Regeneration, Culture and Environment Overview And Scrutiny Committee, 17 October 2019

b) noted that there will be an informal Member Briefing on Environmental Enforcement.

c) noted that the Portfolio Holder will let the Member concerned know when the independent market review is received.

d) noted that the Portfolio Holder will let the Member concerned know the types of businesses which have been awarded start up grants and whether ongoing support would be provided.

e) noted that the flytip figures stated in paragraph 6.6.13 of the report will be clarified.

f) noted that the Portfolio Holder will revisit the statistics identified by the Member concerned in the various paragraphs of the report and will respond to the Member direct.

g) noted that action will be taken prior to the 2019 Rochester Christmas market to ensure that inappropriate items are not offered for sale.

379 Medway Commercial Group Ltd Further Scrutiny

Discussion:

The Committee received a report outlining plans for further scrutiny of Medway Commercial Group Ltd.

The Chairman welcomed Chris White, Interim Chief Executive of MCG to the meeting to answer any outstanding questions.

The Committee discussed the following:

- **The level of funding paid to MCG Ltd by the Council** – A Member sought clarification as to why the level of funding paid to MCG by the Council had remained the same in 2019/20, despite the significant reduction in the number of CCTV cameras provided across Medway following a review of the service over the past year.

  The Interim Chief Executive of MCG advised that funding received from the Council met the cost of staffing the CCTV monitoring service. This included CCTV cameras located at other Council sites in addition to street cameras and involved approximately 400 cameras in total. Therefore, although there had been a reduction in the number of street CCTV cameras across Medway, this had not been sufficient to result in a reduction in the number of operatives monitoring the service.

  The Member then referred to the acquisition of new cameras in the past year and suggested that as this new stock would likely require less maintenance the level of funding from the Council should have been reduced.

This record is available on our website – [www.medway.gov.uk](http://www.medway.gov.uk)
Other partners within the CCTV partnership – A Member asked for information as to who was involved in the CCTV partnership. The Interim Chief Executive advised that Medway Council was the lead partner in the CCTV partnership along with Gravesham, Swale and Maidstone Councils. MCG provided the camera monitoring service to the Partnership.

He advised that both Swale and Maidstone Councils would be leaving the Partnership on 31 March 2020 to set up their own CCTV operations and the loss of these partners and their income would be challenging for the Council and for MCG.

MCG provided a range of services other than CCTV such as Telecare, education services etc. MCG’s Business Plan would be considered by its Board in the near future and this would then be reported to the Council’s Business Support O&S Committee and subsequently Cabinet in November. MCG also had a number of smaller CCTV contracts with a school, a healthy living centre, Rochester Riverside Development, civic amenity sites and the Innovation Park Medway.

Consultation with Ward Councillors on the removal of CCTV cameras – A Member sought an assurance that Ward Councillors would be consulted upon proposals to remove CCTV cameras in their Wards in the future.

The Interim Chief Executive explained that under its contract, MCG fulfilled instructions from the Council as to the locations of specific cameras.

The Head of Regulatory Services informed the Committee that the placement and removal of CCTV cameras would be determined by the Community Safety Partnership (CSP) as being a multi-agency partnership, best placed to determine suitable locations for CCTV cameras.

He also confirmed that those areas where cameras were removed would continue to be monitored and 2 new rapid deployment cameras had been acquired which could assist in determining whether permanent cameras were required.

Members expressed concern that Ward Councillors would not be included in consultations prior to the removal of individual CCTV cameras in their Wards.

The Head of Regulatory Services stated he was willing to notify Ward Councillors when there were proposals affecting CCTV cameras in their Wards but whilst there may be instances when CCTV cameras needed to be relocated, no further reductions were planned.
A Member referred to the Information Commissioner’s Guidance on the circumstances under which a CCTV camera should be removed and he questioned whether, as guidance, it had to be rigorously followed. He expressed a view that the existence of CCTV acted as a deterrent and once removed could result in the problems recurring. He requested that further discussions be held as to the application of the guidance and the involvement of Ward Councillors in any decisions to remove CCTV cameras.

In response, the Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive reiterated that there was no intention to further reduce the number of CCTV cameras in Medway and that it would be the professional bodies involved in the CSP that would determine any cameras to be removed. However, it was not unreasonable for Ward Councillors to be notified in such instances. He also suggested that officers discuss further with the Member concerned the application of the Information Commissioner’s Guidance.

The Director Regeneration, Culture, Environment and Transformation and Deputy Chief Executive also reminded the Committee that the CSP was due to attend the meeting of this Committee on 5 December 2019 and therefore the Committee could raise these issues with the CSP at that time.

- **Governance of MCG** - The Interim Chief Executive confirmed that MCG was implementing all recommendations from Cabinet on 6 August 2019 and plans were in place for the appointment of new Non-Executive Directors. The Assistant Director was now the Client Representative from the Council, attending MCG Board meetings.

He informed the Committee that MCG employed loyal and motivated staff who worked closely with the Police and in particular helping with real time incidents.

To improve service and to get an external perspective on the service, two external studies had recently been commissioned to review MCG’s policies and procedures for managing CCTV and of the Company’s technical infrastructure to ensure it could inform the Council about changes, improvements and possible cost savings.

He considered that there was a great opportunity for MCG to contribute to the delivery of public services across Medway.

**Decision:**

The Committee:

a) noted the report.

This record is available on our website – [www.medway.gov.uk](http://www.medway.gov.uk)
b) requested that Ward Councillors be notified by Council officers before any CCTV cameras are removed.

c) noted that officers will meet with the Member concerned to discuss the interpretation of the Information Commission Guidance and its relationship with the CSP.

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

Discussion:

The Committee received a report setting out performance for the first quarter against the Council’s three priorities insofar as they fell within the remit of this Committee. The report also included the Council’s Risk Management Strategy for Quarter 1, reviewing the strategic risks pertaining to this Committee.

The Head of RCET Business Intelligence Hub informed the Committee that the paragraph referring to ‘Project – Encourage the delivery of homes to meet our targets – Rochester Riverside’ on pages 67 – 68 of the agenda should not have been greyed out as it was relevant to the work of this Committee.

The following was discussed:

- **NI 154 Net additional homes provided** – A Member referred to the pending outcome of the Council’s Housing Infrastructure Fund (HIF) bid and sought information as to contingency plans should the bid be unsuccessful.

  The Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive advised that HIF funding was required to be spent within a 4 year period. He reminded the Committee that the Council had recently approved funding of £850,000 from reserves to be allocated to complete the planned Housing Infrastructure Fund (HIF) works within the programme to continue to meet the 2024 spend deadline.

  He was in weekly contact with the National Lead for HIF but information was not yet available as to the outcome of the Council’s bid. It was hoped that this could be available in early November. It was also confirmed that the Leader of the Council and Medway’s MPs were also actively pursuing this.

  In the event that the Council’s HIF bid was unsuccessful, this would have significant implications for the Medway Local Plan.

- **NI 195a Improved street and environmental cleanliness: Litter** – A Member referred to the accuracy of the assessment of cleanliness via a visual inspection of a 50m stretch of a street.

This record is available on our website – [www.medway.gov.uk](http://www.medway.gov.uk)
He expressed concern that the statement in Quarter 1, that 96% of streets (288/300) surveyed were free from litter at the time of inspection did not appear to correlate with the statistics reported on environmental street enforcement in the Portfolio Holder’s report earlier on the agenda.

The Head of RCET Business Intelligence Hub advised that NI195a was an indicator that followed guidance from DEFRA and a briefing note had previously been circulated on how streets were selected for inspection.

- **Cultural Programme** – A Member referred to move of exhibits from the Guildhall Museum to Eastgate House and expressed disappointment that an entry fee was required for this attraction. Whilst he appreciated that there was an income target, he suggested that consideration be given to introducing free entry to the facility. The Committee discussed this and the following options were suggested:
  - A trial free entry period
  - Free entry on periodic late night openings or on specific days
  - Free entry for under 12s
  - Free entry for Medway residents.

In response, the Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive outlined a number of exciting projects programmed for 2020 to mark the 150th anniversary of Dickens death and in particular the new permanent Dickens exhibition planned at the Guildhall Museum.

He advised that that when applying for funding to refurbish Eastgate House, part of the funding bid involved the identification of an income stream. Whilst he recognised the benefits of increasing footfall should there be an element of free entry, it was also necessary for the facility to meet its income target.

- **Community Payback projects** - A Member referred to the 13 waste removal projects undertaken by Community Payback and questioned whether officers considered this to be a satisfactory number of projects. The Head of RCET Business Intelligence Hub reminded the Committee that these 13 projects only related to Quarter 1 so it equated to approximately 1 project a week. She offered to supply the Member direct with further information on the level of Community Payback projects undertaken in Medway.

- **Street Cleaning and Waste Collection services** - A Member asked for an update as to how the new street cleaning and waste collection contact was progressing.

The Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive advised that the transition of the contract from Veolia to Medway NORSE on 1 October 2019 had been seamless.
and he expressed his appreciation to Medway Norse and Veolia for their support in helping with the transition process.

- **City of Culture bid** – A Member asked for further information on the Council’s City of Culture bid. In response, the Director of Regeneration, Culture, Environment and Transformation and Deputy Chief Executive advised that if the bid was successful it would create a City of Culture within the heart of the Thames Estuary.

- **Locate in Kent** – A Member sought further information of the work of Locate in Kent and, in particular, their performance in job creation in Medway.

  In response, the Assistant Director Physical and Cultural Regeneration reported upon the work undertaken by Locate in Kent promoting Medway both nationally and internationally. She confirmed that Medway had a seat on the Board she had regular meetings with the organisation. She was satisfied that they provided an excellent service and offered value for money. Locate in Kent had been instrumental in the relocation of Amazon to Medway, would play a crucial role in attracting business to the Innovation Park Medway and were actively involved in business development at the Isle of Grain.

**Decision:**

The Committee:

a) noted the Quarter 1 2019/20 performance against the measures used to monitor progress against the Council’s priorities.

b) noted that the Committee will receive regular updates on the HIF bid.

c) noted that officers will consider possible opportunities for the introduction of free sessions at Eastgate House.

d) noted that the Head of RCET Business Intelligence Hub will provide further information direct to the Member concerned on Community Payback projects.

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

**Discussion:**

The Committee received a report setting out a response to an issue raised by Councillor Osborne concerning speed restrictions for Luton Road, Chatham.

A Member expressed concern as to the number of vehicles parked on double yellow lines in Luton Road and suggested that officers investigate the possibility of increasing enforcement in this area.
Decision:

The Committee:

a) noted the detailed investigation proposed in section 3 of the report and the aspiration to improve road safety at this location.

b) requested that officers investigate the possibility of increasing enforcement to prevent parking on double yellow lines in Luton Road.

382 Petitions

Discussion:

The Committee received a report advising of 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.

Decision:

The Committee noted the petition response set out in paragraph 3 of the report.

383 Work programme

Discussion:

The Committee received a copy of its work programme.

Decision:

The Committee:

a) noted the current work programme;

b) agreed the suggestion of the pre-agenda meeting set out at paragraph 3.3 in the report.

Chairman

Date:

Ellen Wright, Democratic Services Officer

This record is available on our website – www.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...
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.
REGENERATION, CULTURE, AND ENVIRONMENT
OVERVIEW AND SCRUTINY COMMITTEE

5 DECEMBER 2019

ANNUAL SCRUTINY OF THE COMMUNITY SAFETY PARTNERSHIP, INCLUDING AN UPDATE ON THE COMMUNITY SAFETY PLAN 2016 TO 2020

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

Author: James Brown, Head of Regulatory Services

Summary

Community Safety Partnerships (CSPs) are under a duty to produce a Community Safety Plan to formulate and implement a strategy to reduce crime and disorder, combat substance misuse, and reduce re-offending.

This report provides information on the operation of the CSP from October 2018, which summarises the findings of the strategic assessment. This report provides information on the proposed plan to cover the period from 2020 to 2024.

1. Budget and Policy Framework

1.1 CSPs were set up under Sections 5-7 of the Crime and Disorder Act 1998 and comprise representatives from the ‘responsible authorities’. For Medway these are:

- Medway Council
- Kent Police
- Kent Fire and Rescue Service (KFRS)
- Medway Clinical Commissioning Group
- Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC - formerly Kent Probation).

1.2 CSPs are able to work in partnership with any other agencies or bodies that they feel would contribute to community safety.

1.3 Although the Police and Crime Commissioner is not a responsible authority on the CSP, there is a mutual duty to take account of each other’s priorities and to co-operate.
1.4 Regulation 5 of the Crime and Disorder Formulation and Implementation of Strategy Regulations 2007 requires the CSP to carry out an annual strategic assessment of crime and disorder. Regulation 10 requires CSPs to prepare a partnership plan and to revise it annually in consideration of the strategic assessment. The plan’s overarching aim is to reduce crime and disorder, tackle substance misuse and reduce reoffending.

1.5 The current Community Safety Plan covers the period 2016 to 2020 and forms part of the Council’s Policy Framework. The classification of this plan as a policy framework document is set out in Schedule 3 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000, and in Article 4 (The Full Council) of the Council’s Constitution.

1.6 Section 19 of the Police and Justice Act 2006 requires local authorities to have a crime and disorder committee with power to scrutinise the decisions and actions of the CSP in their area and to make reports and recommendations to the local authority and the Partnership. The Crime and Disorder (Overview and Scrutiny) Regulations 2009 require Local Authorities to scrutinise CSPs at least once a year.

2. **Background**

2.1 Scrutiny of the partnership was last carried out in December 2018.

2.2 The current Community Safety Partnership Plan, covering the years 2016 to 2020, was adopted at Full Council on 21 July 2016 and contains five priorities for the responsible authorities:

- Strengthening communities
- Supporting victims and tackling offenders of sexual and domestic abuse
- Tackling the harm caused by substance misuse
- Reducing re-offending
- Commitment to safeguarding and improving services

2.3 The Community Safety Plan for 2016 to 2020 is attached as appendix 2 to this report, with the Action Plan attached as appendix 3 and the Kent and Medway Gangs Strategy (Action Plan) as appendix 4. Highlights on progress are contained within the strategic assessment which is attached as appendix 1.

2.4 The CSP has conducted a strategic assessment of crime, disorder and other community safety issues in Medway over the previous year. The assessment looks back at issues that have impacted upon community safety in Medway and forward at emerging issues, themes and trends.

2.5 This is the last year of the current Community Safety Plan (2016–2020). This strategic assessment will then inform the priorities for the next 4 year plan (2020-2024). In doing so we need to take account of the Police and Crime Commissioners Safer in Kent plan, and also the priorities of the Medway Task Force.
2.6 The strategic assessment has shown that the existing priorities and Action Plan should be refreshed as per the findings, with a number of work streams under each priority. This has been agreed by the five responsible authorities. The priorities are proposed to be:

- Tackling Serious Youth Violence and County Lines
- Reducing Vulnerability
- Reducing Reoffending
- Listening to our Communities and Partners

3. Advice and analysis

3.1 The Regeneration, Culture and Environment Overview and Scrutiny Committee meets annually to review or scrutinise decisions made or other actions taken by the Community Safety Partnership (CSP). The Committee has power to make reports or recommendations on the functioning of the CSP. Any significant amendments to the Community Safety Plan itself will require a new plan, which will be routed via Overview and Scrutiny, Cabinet and Council, in accordance with the Council’s policy framework rules. Members will note that the forthcoming new Community Safety Plan is referenced at paragraph 3.3 of the Work Programme report at item 12 on this Agenda, in which it is proposed that the new Plan be considered by this Committee on 26 March 2019.

4. Risk management

4.1 There are reputational, environmental, economical and legal risks to the Council for not pro-actively pursuing an improvement in crime and disorder levels. This report reflects the importance of constructive dialogue with the partner organisations comprising the CSP and also the importance of coordinated and collaborative working.

<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>Decreased Agency “buy in”</td>
<td>Changes in leadership, staffing or resources could reduce the involvement of key agencies.</td>
<td>Ensure that agencies are aware of the impact of disengagement upon their own service delivery/performance. Ensure that strategic members of the CSP are made aware of any situation as it arises.</td>
<td>Low</td>
</tr>
<tr>
<td>A wide range of CSP objectives</td>
<td>Means that the CSP may be spread too thin and not have the resources to deal with all aspects so there may be gaps in service.</td>
<td>Prioritisation based on strategic assessment</td>
<td>Low</td>
</tr>
</tbody>
</table>
### Risk Assessment

<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>Government guidance could change focus for CSP.</td>
<td>CSP to ensure that it effectively horizon scans to be aware of impending legislative changes.</td>
<td>Low</td>
</tr>
<tr>
<td>Police and Crime Commissioner (PCC) plans</td>
<td>Changes in the PCC’s Police and Crime Plan.</td>
<td>Continued engagement with the PCC.</td>
<td>Low</td>
</tr>
</tbody>
</table>

#### 5. Consultation

5.1 The CSP is required to consult with a wide variety of stakeholders in putting together the annual strategic assessment. Members of the public are consulted through a series of community engagement events throughout the year.

5.2 A number of community engagement events have been held throughout the year, with the annual stakeholder engagement event with elected Members and representatives scheduled for March 2020. Outcomes from community engagements have been taken into account in the Strategic Assessment.

#### 6. Financial implications

6.1 The Police and Crime Commissioner (PCC) has submitted his Police and Crime Plan, and has proposed that CSPs be allocated a budget to use for funding activities to tackle crime, disorder, drugs and reoffending. In 2019-2020 the amount allocated to Medway CSP was £106,460. The PCC has in previous years been committed to supporting the funding of CSPs, however we will not get any confirmation on the level of funding for 2020-2021 until the overall budget is considered and approved by the Kent and Medway Police and Crime Panel on 6 February 2020.

#### 7. Legal implications

7.1 There are no direct legal implications arising from this report.

7.2 The Council’s statutory powers are detailed in the report.

7.3 The adoption or modification of the Community Safety Plan would be a decision for Full Council.

#### 8. Recommendations

8.1 The Committee is requested to note the findings of the strategic assessment.

8.2 The Committee is asked to consider that the Community Safety Plan priorities are refreshed in the light of the strategic assessment findings.

8.3 The Committee is requested to scrutinise the activity of the Community Safety Partnership, over the past year, in connection with the discharge by the responsible authorities of their crime and disorder functions.
Lead Officer

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Telephone no: 01634 338901

Appendices

Appendix 1 - Strategic Assessment
Appendix 2 - Community Safety Plan 2016 to 2020
Appendix 3 - Community Safety Action Plan
Appendix 4 - Kent and Medway Gangs Action Plan

Background papers

None
Appendix 1

Medway Community Safety Partnership

Strategic Assessment 2019

MEDWAY COMMUNITY SAFETY PARTNERSHIP
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Introduction

Medway Community Safety Partnership (CSP) brings together the key agencies involved in crime prevention and community safety work. This includes; Medway Council, Kent Police, Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC), Kent Fire and Rescue Service (KFRS) and Medway Clinical Commissioning Group (CCG).

To ensure we address the crime, anti-social behaviour (ASB), and reoffending issues that are having an impact on Medway we:

- Conduct an annual Community Safety Strategic Assessment to collate and analyse data and crime patterns.
- Listen to the views and concerns of Medway residents and undertake consultations to ensure we address the issues that matter the most to residents.
- Review and monitor performance and delivery against objectives.
- Strive to build and maintain strong relationships between partner agencies to ensure a cohesive approach to tackling crime and ASB.

The purpose of the strategic assessment is to provide an analysis of the levels and patterns of crime and disorder. The assessment analyses any changes since the previous assessment and will review the possible causes as well as assessing the implementation of the previous Community Safety Plan. Consideration will be given to the views of Medway’s residents and what they identify as priorities together with the analysis of crime and disorder to identify the key matters that the Partnership should prioritise.

This report is a summary of the key findings of the Partnership’s Strategic Assessment 2019. It will identify the key priorities for the Community Safety Partnership, which will enable us to focus on ensuring that Medway is a great place to work, live, learn and visit.

This year we are coming to the end of our 2016 – 2020 Community Safety Plan, so it gives us the opportunity to refresh the plan in its entirety ensuring our combined focus for the next four years.

Medway Council has announced its aspiration to become City of Culture in 2025. Ensuring Medway remains a safe place to work, live, learn and visit will help us to together create a legacy for Medway and improve local pride within our communities.

Councillor Adrian Gulvin
Portfolio Holder for Resources and Chair of the Community Safety Partnership
## Overview

### Priority | What we have been doing
---|---
### Strengthening Communities  
- A Medway ‘Task Force’ has been set up with a focus on keeping Medway safe. The multi-agency task force will see various agencies co-located in a shared office space in Gun Wharf, Medway Council’s offices.
- Funding from the Home Office has resulted in the recruitment of a Prevent Coordinator and Prevent Education Officer for Kent and Medway.
- Medway Council’s ASB team have issued 119 Community Protection Warnings and 39 Community Protection Notices (April 2019 – October 2019).
- Medway Council have recruited a Community Safety Officer for Chatham High Street using part of the £259,462 Section 106 funding received specifically to spend in Chatham.
- The Police and Crime Commissioner (PCC) uplift has allowed for the recruitment of further town centre Police Officers to help keep our High Streets safe.

### Supporting Victims and Tackling Offenders of Sexual and Domestic Abuse  
- A new Domestic Abuse service with Choices has been commissioned and was launched on 1 April 2019. This service provides support to medium risk victims as well which was previously missing in Medway.
- 30 people have been trained as Domestic Abuse Champions with a further 30 to be trained in September. Champions will provide basic information and awareness to their teams and colleagues.
- A second Community Liaison Officer has been appointed in Medway by Kent Police. They continue to monitor incidents of hate crime, looking for trends and patterns and supporting victims.
- Medway are delivering restorative justice training across the authority, including in schools, health and social care.

### Reduce re-offending  
- KSS CRC are extending their range of structured programmes designed to reduce reoffending and are working with their Research Unit to evaluate the effectiveness.
- Medway Youth Offending Team are leading the development of ‘Trauma Awareness’ training and are developing wider work force training in trauma informed practice. The Child First planning through our desistance model has given Medway national recognition for this programme of work.
- Community Payback are working with CRC Education, Training and Employment team to explore ways to fully utilise the 20% of hours that can be used to increase skill and improve employability.

### Tackle the Harm Caused by Substance Misuse  
- An agency ‘all out day’ was held in June 2019 to address homelessness and begging. Medway outreach team conduct 3 verifications a week (they are rough sleeping, have no accommodation and are not known as rough sleeper).
- There are 15 peer mentors based in recovery services with 7 working within Turning Point to support clients to move out of treatment and begin recovery.
- Reducing Drug Related Death panel established which is a multi-agency approach to learning from drug related deaths to implement change and improve outcomes
- Blue Light project provides multiagency platform to work with the most complex and chaotic substance misuse clients.
<table>
<thead>
<tr>
<th>Commitment to Safeguarding and Improving Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Each partner agency completes audits of training and are able to evidence the safeguarding training it has provided</td>
</tr>
<tr>
<td>• KSS CRC have worked in conjunction with Medway Safeguarding Children Partnership (MSCP) to develop systems and procedures for exchanging information between Chatham Probation office and Medway Children’s Services Front Door.</td>
</tr>
<tr>
<td>• The protocol in place has ensured that a number of strategic boards share their action plans and progress against targets to avoid duplication and ensure the best use of resources. As well as the CSP, this includes the Health and Wellbeing Board, Medway Safeguarding Children Partnership, Kent and Medway Safeguarding Adults Board and Corporate Parenting Board.</td>
</tr>
</tbody>
</table>
Crime Picture in Context

Whilst crime has increased again this year it appears that the level of increase is far lower than the previous year, with a 12% increase in April 2018 – March 2019 compared with a 36% increase the previous year. This is likely the beginning of a plateau effect whereby the increased accuracy to crime recording are part of the normal business and the figures will start to stabilise (as at October 2019 Medway is now actually showing a 5% decrease on rolling year).

The reason behind the sharp increases was mainly due to a Crime Data Integrity Inspection and the hard work that took place in the way crime was being recorded, to ensure nothing was missed. Increased reporting of crime does not always reflect an increase of incidents. Where previously there may have been one crime report for an incident to cover all elements, these are now broken down into multiple reports. So the actual number of incidents may not have increased but rather the number of reports generated by those incidents. Crimes involving multiple victims are now recorded as separate crimes, and crimes where multiple potential offences are committed in the same incident (such as harassment and malicious communications) are also recorded separately, where before only the more serious offence was recorded.

Kent Police received an outstanding grade from HMIC (Her Majesty's Inspectorate of Constabulary) in regards to crime recording data integrity in 2019.

We continue to see the reporting of historic offences particularly those involving abuse or sexual abuse. We continue to see high profile cases in the media as well as movements such as the ‘Me Too’ movement which have seen victims gain the confidence to come forward and report incidents and allegations from many years previous.

There has been a 22.9% increase in violence against the person crime in England and Wales and Medway has seen a 19% increase which is in line with a national trend. This offence category includes all harassment and public order offences, many of which do not actually include violence. Much of the increase is believed to be linked to improved accuracy in the recording of public order offences.

ASB continues to decline with a lot of work by multiple agencies to tackle the causes as well as the anti-social behaviour itself. The Community Safety Team chair the Community MARAC (Multi Agency Risk Assessment Conference). This meeting brings together partner agencies, stakeholders and other agencies to deal with community related issues that affect the wider community and require a multi-agency approach. In the last year the conference has dealt with numerous cases ranging from anti-social behaviour to mental health and environmental crime. The conference brings a holistic approach to problem solving and allows all involved parties to work towards successful outcomes.
Since its creation the Community Safety Team (Anti-Social Behaviour Team) have dealt with nearly 400 cases. These have ranged from simple anti-social behaviour issues, which required a quick fix, to complicated community safety issues which needed a protracted investigation and multi-agency approach led by Community Safety Officers.
For breakdown of crime types – see appendix 1
No of Incidents
5502 incidents between Apr 18 - Mar 19 (Based on Kent Police data available Sept 2019)
19.8 incidents per 1000 people (Based on mid-year population estimate for 2018 from the Office of National Statistics, available at lginform.gov.uk)

Annual Change
29% decrease
1598 fewer incidents (Compared with the final figure of 7100 between Apr 17 - Mar 18)

General Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr 14 - Mar 15</td>
<td>10000</td>
</tr>
<tr>
<td>Apr 15 - Mar 16</td>
<td>8000</td>
</tr>
<tr>
<td>Apr 16 - Mar 17</td>
<td>6000</td>
</tr>
<tr>
<td>Apr 17 - Mar 18</td>
<td>4000</td>
</tr>
<tr>
<td>Apr 18 - Mar 19</td>
<td>2000</td>
</tr>
</tbody>
</table>

Seasonality

<table>
<thead>
<tr>
<th>Month</th>
<th>Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr-18</td>
<td>500</td>
</tr>
<tr>
<td>May-18</td>
<td>500</td>
</tr>
<tr>
<td>Jun-18</td>
<td>500</td>
</tr>
<tr>
<td>Jul-18</td>
<td>500</td>
</tr>
<tr>
<td>Aug-18</td>
<td>500</td>
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<td>Sep-18</td>
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<td>Oct-18</td>
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<td>Dec-18</td>
<td>500</td>
</tr>
<tr>
<td>Jan-19</td>
<td>500</td>
</tr>
<tr>
<td>Feb-19</td>
<td>500</td>
</tr>
<tr>
<td>Mar-19</td>
<td>500</td>
</tr>
</tbody>
</table>

Breakdown of incident types

- Rowdy or Nuisance Gathering: 32%
- Drunken or Rowdy Behaviour: 4%
- Neighbours - Disputes/Nuisance: 15%
- Motor Vehicle Nuisance on Road: 14%
- Riding/Driving on Land other than a Road: 4%
- Rubbish/Drug Paraphernalia: 27%
- Other ASB: 4%

Hotspots
Top 5 Wards:
- River
- Gillingham North
- Gillingham South
- Strood South
- Chatham Central

These 5 Wards account for 47% of all ASB incidents in Medway.
Progress on Existing Priorities

Strengthening Communities

Medway Council’s Community Safety Team continues to grow and develop in terms of its ability to tackle anti-social behaviour alongside partner agencies. The team have supported the work of those working in Town Centre areas by issuing Community Protection Warnings to those who undertake aggressive begging, often intimidating members of the public in the Town Centres and making them feel unsafe whilst shopping or visiting the area. This issue is being tackled to ensure the focus can remain on those that are genuinely in need and require the support of both statutory and voluntary organisations.

The Chatham Town Centre Forum and wider Chatham community raised concerns that young people were hanging around the town centre area. Medway Youth Service worked with the community as well as staff in the Pentagon Centre and created the WREC (Walderslade, Rochester East and Chatham), a drop in session for 8 to 19 year olds based on sports and fitness and work around other related topical issues to young people.

All Town Centre Forums continue to be actively supported by officers from Kent Police Community Safety Unit (CSU) and Medway Council. Medway Council have also recruited a Community Safety Officer for Chatham High Street using part of the £259,462 Section 106 funding received specifically to spend in Chatham (Section 106 of the Town and Country Planning Act 1990 requires developers to enter into an agreement with local councils to make financial contributions to reduce the impact of their development on the local community). With the increase in police numbers and Medway Council’s Community Safety Officer, they have been able to actively support the work of the Youth Service in the Pentagon Centre.

Medway has seen a number of illegal encampments throughout the summer on several greenspaces. Medway Council’s Community Safety Team work hard to ensure the civil legal process is followed as quickly as possible whilst liaising with partners to work on re-securing any gates that had been damaged as well as ensuring that areas were environmentally cleaned where this was needed. The team have recruited an additional Community Safety Officer who will work on illegal encampments as well as having a focus on housing related anti-social behaviour.

The Counter Terrorism and Security Act 2015 introduced the ‘Prevent Duty’, which requires local authorities, and other specific bodies, to act to prevent people from being drawn into terrorism. Multi-agency board meets quarterly and oversees the action plan. The Channel Panel continues to meet on a monthly basis. A multi-agency Prevent Board is in place, chaired by the Head of Safeguarding and Quality Assurance in Children and Adult Services. The duty to prevent people from being drawn into terrorism applies to Local Authorities and other specific named bodies: education and child care providers, further education and higher education institutions, the health sector, criminal justice commissioned penal institutions and
providers, and the Police. The board’s role is to agree levels of risk and coordinate Prevent activity across Medway. A number of e-learning training packages are available which have been rolled out to front line staff.

Channel is the early intervention multi-agency process designed to safeguard vulnerable people from being drawn into violent extremist or terrorist behaviour. Channel works in a similar way to existing safeguarding partnerships aimed at protecting vulnerable people.

Medway’s Channel Panel is chaired by the Head of Safeguarding and Quality Assurance in Children and Adult Services and brings together a range of multi-agency partners to collectively assess the risk and can decide whether a support package is needed. If the group feels the person would be suitable for Channel, it looks to develop a package of support that is bespoke to the individual. The partnership approach ensures those with specific knowledge and expertise around the vulnerabilities of those at risk are able to work together to provide the best support.

Referrals have come from a wide range of partners including those from education, health, Youth Offending Team, police and social services. There have been 15 referrals onto Channel this year. This is an increase on the previous year. This can be attributed to a concerted effort to increase awareness of Prevent and Channel that has been carried out in the last 18 months. There has been a push amongst all agencies to ensure that all of their new staff’s induction includes Channel/Prevent, as well as ensuring that refresher training is carried out as well as in November 2018 a day-long (Kent and Medway) Community Safety Conference was held at Detling Showground focusing on ‘Preventing Extremism and Hate’.

The Community Safety Team continues to coordinate the Medway action plan for the Kent and Medway Gangs Strategy. Many activities are taking place with a particular focus on early intervention and prevention. The creation of a Medway Task Force will see a coordinated multi-agency response to reducing violent crime, reducing vulnerability and building resilient communities. This will see a more efficient way of working on issues with agencies sharing projects, work streams and intelligence to avoid duplication.

Through the Community Safety Unit, there has been a focus on engaging with our town centres as well as specific events such as Social Prescribing event, World Homelessness Day, Hate Crime Event and the Peace Walk 2019.

The Community Team have attended 68 Community Events this year so far (Sept – Oct 2019). The events have taken place both in urban and rural areas to ensure we reach as many communities as possible. These events have included coffee mornings, local support groups such as Dementia Cafes as well as fresher fairs (as well as KFRS) and community hubs. The team will attend with a variety of information ranging from personal safety, community safety and awareness around scams. Members of the community are given personal safety items such as key chains or reflective bands to help them feel safer when out and about in the
community. These visits are also an opportunity for members of the public to raise any concerns they have within their local area which can be fed back to other agencies where required.

Regular drop in sessions are now being held between the Community Safety Team and the Community Liaison Officer from Kent Police within places of worship. This helps the team highlight some of the work that is going on to continue keeping Medway safe and improves engagement with minority communities and multiple different faith groups.

Medway now have an active Youth Police Advisory Group (YPAG) who meet regularly with the district commander to discuss policing issues that directly affect young people. The YPAG have regular contact with the Medway Community Liaison Officer (CLO). A second CLO has been appointed to work within Medway. The CLO’s monitor hate crime reports on a daily basis looking for patterns or trends and to help support victims of hate crime.

Medway Youth Council continue to ensure that the views of young people across Medway are heard. Throughout September work takes place on the Make Your Mark scheme, a national programme which asks young people to vote for the matters that concern them. The previous report published in early 2019 showed that over 10,000 votes had been cast by young people all over Medway, at schools, youth centres and other outlets. Over 2000 votes were cast for ‘Ending Knife Crime’ as the most important issue.

Young people and the wider community also raised concerns in Gillingham about safety and access to services. Medway Youth Service, Public Health, Community Safety, Kent Police and Sports Development developed a programme of activities for young people in the Saunders Street area. The work recognised the work of individuals in the Community Safety Team and Youth Services winning Medway Councils ‘Working in Partnership’ category in their ‘Make a Difference’ awards.

KFRS held an Open Day at Strood Fire Station where there was approximately 5,000 visitors throughout the day, which included fire safety talks.

The Medway Task Force was an initiative developed as part of the Kent Police and Crime Commissioner’s Violence Reduction Panel. It is an integrated and committed partnership approach where agency staff sit and work together in a shared space within Medway Council’s Gun Wharf offices. There are a number of partners working together, including a Task Force lead officer, a Police Sergeant, Police Officers, Medway Council, Department of Work and Pensions, Kent Fire and Rescue Service, Immigration Enforcement, Victim Support and Community Rehabilitation Company, all complemented by wider partner, commissioned services and third sector support and buy in.
The key aims of the Task Force will be to work towards reducing violent crime, reducing vulnerability and building community resilience. Under each of these key aims are wider objectives which will contribute to keeping Medway a safe place to live, work, learn and visit. The Task Force will not duplicate work streams but instead look to join agencies together to look at key gaps in intelligence and working practices. There will be a clear focus on the public health approach to reducing violent crime by working to address the underlying risk factors that increase the likelihood that an individual will become a victim or perpetrator of violence. There will also be a focus on contextual safeguarding, looking at common themes, locations or people which will enable emerging issues to be solved holistically. The Task Force will look to tackle complex issues to safeguard, mitigate risk and divert from criminality through early intervention. Work will be focussed in key geographic areas across Medway.

The Youth Service are paying a particular focus on those who are not in education, employment or training (NEET). One project that has been very successful is the Be Yourself Programme. Described as a mentoring and training provision, the Youth Team will ask the individual to identify things they are interested. They will then be matched with provisions that are available to provide a bespoke and individual way forward. The programme can last between 4-10 weeks, lasting roughly 1 hour – 2.5 hours a week. Courses fall into the following main categories; ‘Be Active, ‘Be Creative’, ‘Be Independent’, ‘Be Skilled’ and ‘Be Ready’.

**Supporting Victims and Tackling Offenders of Sexual and Domestic Abuse**

Medway Domestic Abuse Service which was commissioned by Medway Council was launched on 1 April 2019. The service is provided by Choices Domestic Abuse Service and Clarion Group in partnership with Medway Council, Kent Police, Victim Support and other services including early help services and Housing. The service supports medium and high risk victims and provides support groups, one-to-one specialist support, advice and information via a helpline as well as specialist support for families and school programmes for young people that focus on them being able to understand and identify abusive behaviour.

Medway continues to support the White Ribbon campaign and have had their status reaccredited for a further 3 years. In November, Gillingham Football club supported the campaign by launching the new plan at their home game, with players wearing WRC shirts and fundraising taking place in the stands. This significantly helped to raise the profile of Domestic Abuse issues.

As part of the commitment to tackling domestic abuse in Medway a domestic abuse champion’s programme was launched in February 2019. 30 champions have been trained so far with a further 30 trained in September. Domestic abuse champions raise awareness within their teams or areas and are able to deliver a first level awareness training to make sure everyone has a good basic knowledge. This enables the messages around the support and services available to be spread further.
In 2018 Medway was subject to a Joint Area Inspection reviewing how we support children living with domestic abuse. A significant action plan was developed following the inspection and has resulted in improved partnership working and information sharing in the Multi-Agency Safeguarding Hub (MASH), improved training and embedding newly commissioned services into children’s services.

Operation Encompass a national initiative regarding the notification and sharing of information from Police to schools in respect of reported domestic abuse incidents within families. It is a process by which Key Adults in schools and academies are informed that a child attending their school may be affected by domestic abuse. This will usually mean that a child has been in the household where an incident of domestic abuse has taken place, or has been exposed to domestic abuse.

Operation Encompass is now live across Medway. According to feedback received from social care partners at Medway Council the schools have been very open to the scheme and positive about the impact it has had on their safeguarding, especially the schools whose pupils are regularly involved with DA. There are plans in the near future to conduct a survey to get formal feedback from all schools, but this will be happening next year as it would have allowed the process a good amount of time to settle.

Medway schools have been very proactive with wanting to be involved and there has been an increase in the number of schools signing up who were not signed up initially. There are currently 72 primary schools in Medway signed up to the scheme, 10 secondary schools and 1 pupil referral unit.

Work has been ongoing within Medway Council’s Youth Service around reducing the fear of youth crime and violence amongst young people. Following the success of the StepBack Project, particularly in the Gillingham area, the Youth Service ran the StepUp Transition Project where young people were identified as going to a particular school. Sessions took place once a week in the school with 23 young people identified as vulnerable during the transition from year 6 into secondary school. At the start all were asked what they feared most about moving to secondary school, 18 out of 23 said gangs and being stabbed. Over 12 weeks the youth service worked on education and their concerns and fears. StepBack cards were also used, credit card sized cards that were designed by young people as a reassurance told of what to do if they find themselves in a difficult situation. At the end the same question was asked and none mentioned gangs or being stabbed with most fearful of whether they would get on with their teachers.

The Serious and Organised Crime Partnership (SOCP) continues to meet with the aim of being instrumental in providing an effective local response to the issue of serious and organised crime and gang related issues in Medway. This is chaired by the Detective Chief Inspector for CID (Criminal Investigation Department) and MCET (Medway Missing and Child Exploitation Team) and is vice-Chaired by the Community Safety Manager. The multi-agency group
develops and implements plans to target known gangs, to disrupt and dismantle the
criminality, as well as to work with partner agencies to raise awareness of organised crime
and its negative impact on individuals, communities and the local economy. The SOCP also
works with partner agencies to develop techniques to deter people (particularly young
people) from being drawn into serious and organised criminality.

Since January 2019 there have been five cases tackled by the SOCP. Cases are worked on in
partnership with Kent Police there has been significant input on cases from Medway Councils
Trading Standards and Environmental Enforcement teams. A sixth case has been nominated
by the Community Safety Team in October.

The SOCP incorporates Modern Day Slavery, Human Trafficking, Missing Persons, Gangs and
Human Trafficking and works closely with the MASE (Multi Agency Sexual Exploitation Group).

**Tackling the Harm Caused by Substance Misuse**

Medway Council facilitates and hosts the Medway Homelessness Forum which meets three
times a year to share information and discuss key themes around homelessness as well as
agreeing a collaborative response in working with homeless people. This forum is supported
by the Ex-Offender and the Rough Sleeper Task and Finish Groups, which meet every two
months, and the Rough Sleeper Forum which meets twice a year to give rough sleepers a
space to tell us directly about the issues which impact on their lives and how we can best use
resources to support them.

Housing Services have continued to receive funding from the Ministry of Housing
Communities and Local Government for our Rough Sleeping Initiative. From July 2018 to July
2020 they have a total of £1.3 million grant funding which has allowed them to have; an
outreach team with specialist mental health and specialists in working with vulnerable
females, a Housing First project to house people who have support needs too varied and
complex to live in supported housing, additional hours to bolster existing homeless hostel
provision, flexible budgets to pay rents in advance or buy essential items, or short stays in
temporary accommodation, a resettlement worker, a navigator to assist with leaving prison
support and a Coordinator to pull the work together. Since July 2018 they have housed 95
people who were sleeping rough with a success rate of over 80%.

There has been an increase in the number of people dying from drug misuse nationally.
Between 2012-2016 deaths from drug misuse in Medway were higher than the average for
England but they are now falling in line with the national picture. It is believed that opiates
account for around 50% of drug misuse deaths with an increasing number of those deaths
associated with crack cocaine use. There are an estimated 1,459 opiate or crack cocaine users
in Medway and 52.6% are not currently in treatment (2016/17 Public Health England data).
There is significant evidence which supports that treatment is a protective factor in reducing
drug related deaths.
Medway has seen the recommissioning of substance misuse services to increase ‘visible’ recovery and improve the access to services. Turning Point deliver treatment services with Open Road delivering the Wellbeing and Recovery Service to reduce the incidence of lapse. The Criminal Justice Liaison and Diversion Service (CJLDS) have begun to work closely with substance misuse services to identify and support individuals who enter custody. There is also a police initiative called Heroin and Crack Cocaine Action Areas (HACCA) which has recently been set up. Medway sits in the area covering the East of England.

Medway Council’s Public Health team continue to lead the Blue Light Project, a multi-agency approach to case managing those with complex needs who are likely to be suffering from one or in many cases all of three major concerns, substance misuse, mental health or homelessness. Agencies continue to engage well with the Blue Light Project offering a range of interventions that can help reduce the risk and vulnerability to this cohort.

Medway Trading Standards team, in partnership with the Public Health Team and Kent Police, have continued to successfully tackle illegal tobacco. In June 2019 a weekend of action in Chatham saw several premises visited. With the help of sniffer dogs two large secret hides were located within one shop which were full of both illegal cigarettes and hand rolling tobacco. In total 82,000 cigarettes and 19kg of hand rolling tobacco were seized by officers amounting to roughly £37,000 in illegal tobacco. Two weeks later a further 133,000 illegal cigarettes were seized from premises in Chatham, Rochester and Strood.

Trading Standards also had success in prosecuting an individual involved in the supply of illegal tobacco. The individual pleaded guilty to 20 charges covering the unauthorised use of registered trademarks, the supply of unsafe products and breaching the controls on the standardised packaging of tobacco products. In total the individual was sentenced to 180 days in prison and was ordered to pay £7,172 in costs.

Reducing Re-offending

KSS CRC has continued to review and expand its suite of programmes designed to reduce reoffending. This includes the development of an Obsessive and Compulsive Behaviour Programme. This is a one-one programme for convicted adults with stalking and harassment behaviours. KSS CRC Research Unit are evaluating the effectiveness of the programme. To enhance delivery, trained facilitators will additionally complete ‘Multi Agency Response to Stalking’ training provided by charity Abuse Free Life and mindfulness training.

KSS CRC continues to deliver group work programmes which address core areas of need and are accredited by the Correctional Services Accreditation and Advice Panel (CSAAP). This is a panel of independent, international experts who assess programmes against the principles of effective interventions. The Accredited Programmes provided are Building Better Relationships (for perpetrators of intimate partner violence), Thinking Skills, Resolve (anger management) and Drink Impaired Drivers Programme.
Community Payback now have a women’s group, with a female supervisor running in Chatham. In order to keep the group operational, at times it has been necessary to include appropriately risk assessed male service users, as the volume of women fluctuates. As a minimum, Community Payback are able to offer a group placement which ensures that a lone woman will not have to work in an otherwise all male environment. This is supplemented by agreements with a variety of beneficiaries, to deliver individual placements across the Medway towns, where women typically complete their unpaid work.

Community Payback maintains a strong relationship with Medway Council, with teams completing 2 days per week around the Medway towns, with a focus on work which improves residential areas. One project which is nearing completion is the construction of a ‘Forest School’. This has both utilised and taught offenders a variety of skills, but will also teach generations of children about wildlife and the importance of looking after the environment. All the work completed has been done at zero cost through recycling, upcycling and donations.

The Medway Integrated Offender Management (IOM) cohort has continued to be developed, to ensure that intensive multi-agency resources are targeted at those who meet identified priorities. Performance monitoring has demonstrated the effectiveness of this approach in reducing the re-offending of adults and young people who cause the most harm to local communities.

Following a public consultation from July to September 2018, the Ministry of Justice is planning to renationalise the case management of adults under probation supervision in England and Wales, however these changes will not take effect until June 2021 at the earliest. This means that the National Probation Service will take over responsibility for all case management. There will be a competition for a Probation Delivery Partner in each region to deliver Community Payback, accredited and structured programmes. Additional services to support rehabilitation will be commissioned through a Dynamic Framework. It is not anticipated that these changes will take effect until the spring of 2021 however much of the preparation will take place during the coming 12 months to enable a safe and smooth transfer. In the meantime KSS CRC will continue to deliver the existing range of probation services and maintain its commitment to work with partners to reduce reoffending.

The Youth Offending Team (YOT) have noted that they are increasingly seeing young people presenting to the youth court with significantly high complex needs. Another observation is that whilst the number of young people going through the Youth Court is decreasing the rates of reoffending have increased. In response to this changing cohort the Youth Offending Team has responded by ensuring that staff are trained to respond to more complex needs through trauma informed training. This has included developing and training a wider work force in trauma informed practice and restorative justice. The YOT is also leading the development of a child first programme through their desistance model in their planning which now has national recognition.
Interaction with some young people occur when a serious offence has been committed and increasingly these young people have had no previous convictions and sometimes no previous out of court disposals. Whilst preventing young people from having convictions at a young age, the use of no further action for more minor offences means that the Youth Offending Team do not have an opportunity to intervene into there is a serious offence and often the risks and concerns are much higher. To try and provide the team with a greater ability to interact and assess those with a greater level of risk, the Youth Offending Team have put forward a business case for a psychologist post to sit within the team. Recruitment is currently underway.

**Commitment to Safeguarding and Improving Services**

Safeguarding is one of the key areas of Medway’s Adult Social Care 3 year Strategic Plan and Medway Councils Plan 2016-2021 lays out the importance of Adult Safeguarding and providing a safe environment.

Sharing information between organisations as part of day-to-day safeguarding practice is already covered in the common law duty of confidentiality, the Data Protection Act, the Human Rights Act and the Crime and Disorder Act. The General Data Protection Regulation (GDPR) and Data Protection Act 2018 (DPA 2018) provide a legal framework for lawful information sharing.

The MSCP was launched on 2 September 2019 replacing the Medway Safeguarding Children Board (MSCB) in response to the Children and Social Work Act 2017. The MSCP has developed a Quality Assurance Framework which sets out how the MSCP will monitor and evaluate the effectiveness of multi-agency work to safeguard children. All partner agencies submit a Section 11 audit as part of this Quality Assurance Framework which covers all these aspects. Section 11 is the MSCP’s methodology of monitoring and evaluating the safeguarding arrangements in place across key partner agencies within Medway. This is done on a two year programme which includes a staff survey.

KSS CRC is subject to annual inspection by HMIP, and an action plan is in place to develop safeguarding practice and interim progress which is reviewed through their internal Local Quality Inspection. They also have dedicated Quality Development Officers, who sit alongside their peers, to improve the quality of practice.

All police officers and PCSOs (Police Community Support Officers) receive initial safeguarding training and continuous professional development throughout their service. This is done by online training as well as safeguarding courses dependent on their specific role. All officers also receive PVP (Protecting Vulnerable People) training. All officers also receive a 2 day mandatory mental health course which is being delivered force wide.

Kent Fire and Rescue Service have continued to look at ways of supporting vulnerability and people at risk within the Community. Social isolation has been viewed nationally as an
increasing concern with the effect on the individual often considerable in terms of both physical and mental health. It is also a costly problem to services who may see an increase in calls or concerns from individuals who are suffering because they are socially isolated and find accessing services difficult. Kent Fire and Rescue Service have put training in place for staff to be able to identify individuals who were of concern and how to refer them to the appropriate agencies for help and assistance.

The development of the Medway Task Force is also a reflection of the multi-agency commitment to ensuring safeguarding continues to be a key thread. The Task Force will aim to build community resilience, involving the community in bringing about long term solutions and sustainability, particularly in areas identified as suffering from multiple indicators of deprivation. This will also involve signposting to the most appropriate service and will help to ensure that the most vulnerable in our communities are not deprived of services that could lessen their vulnerability and help to improve their quality of life.

Medway’s Children and Family Hubs continue to provide an excellent resource within the community by allowing partners to be based together within the locality in which they work. There are four main hubs in Medway:

- Strood – Clifton Close
- Chatham – All Saints
- Wayfield – Luton
- Woodlands – Gillingham

These Hubs are supported by nine Children and Family Wellbeing Centres which are based in primary schools. Early help social workers are aligned to the four main hubs to allow better partnership working in tackling issues that families may face.
Youth Violence

On the 18th July 2019 Medway Community Safety Partnership held a ‘Gangs, Vulnerability and Interventions’ Conference with around 200 professionals from across Medway in attendance. The event aimed to give a realistic picture about emerging issues in Medway and nationally and showcased some of the work in place to tackle these issues. The Conference was opened by Professor Simon Harding of the University of West London, a leading expert on youth crime who helped set the scene and give an overview of the issues. The Conference then included presentations from several organisations and professionals working on projects and tools to tackle the issues providing great examples of how we are working to keep Medway safe. It also provided a networking opportunity for professionals to meet a range of service providers and other agency staff to find ways to work collaboratively in the future.

The CSP also supported Medway Youth Council’s Annual Conference, which invites a small number of students between the ages of 11 and 18 (years 7 to 13) and accompanying staff from every secondary school to attend the conference. This year’s conference was held at the Brook Theatre in Chatham. The conference chose the overall theme of community safety, and was entitled ‘Are You[TH] Safe?’, and involved a number of workshops on ‘Does Gang Activity Make You Feel Unsafe?, ‘What is an Unhealthy Relationship?’, and ‘When Does Substance Abuse Become Dangerous?’.

Additionally partners supported ‘The Point Conference’ which was organised by St Margaret's Church, Rainham, the University of Kent and the Medway African and Caribbean Association. As well as a main session for professionals, there was a twilight session aimed at teachers and an evening session for parents.

The Community Safety Team continues to work with colleagues from Medway’s Safeguarding Children’s Partnership to develop a training package for professionals around gangs and exploitation. It will cater for a variety of professionals by taking a holistic approach rather than looking at issues in isolation. With input from a range of sectors to help ensure the training captures not just a realistic setting of the scene but also provides practical tools and pathways to help professionals support vulnerable individuals. It is hoped that this will be ready to launch in November 2019.

The Ministry for Housing, Communities and Local Government (MHCLG) established the Supporting Families Against Youth Crime (SFAYC) Fund to support the delivery of the government’s Serious Violence Strategy. Kent County Council was successful in securing £1,362,645 in funding from the SFAYC Fund over two years, to deliver and lead a collaborative North Kent and Medway project. This work commenced in August 2019.

The projects strategic aims are as follows -

• Provide additional capacity to local authorities where gang and youth crime is an issue, to help them respond to their local needs;
• Test and learn from interventions and place-based initiatives;
• Drive improved local, multi-agency partnership working with the VCS (Voluntary and Community Sector);
• Develop children’s personal resilience to withstand peer pressure and make positive choices, particularly but not limited to the transition ages between primary and secondary school;
• Reduce gang and youth crime by intervening early to raise awareness of the dangers of gangs, youth violence and knife crime and changing the culture around the acceptability of carrying knives.
• Work with parents/carers and local workforce to understand the dangers and risks surrounding gang crime.

Additionally, following a successful Kent and Medway joint partnership bid of £1.16m to the Home Office for funding to deliver a Violence Reduction Unit (VRU) by 31 March 2020, Kent Police and the Office of the Police and Crime Commissioner (OPCC) are leading on an initial programme delivering agreed key priorities, using a co-ordinated partnership strategy and the public health approach. The aim of the unit is to identify the major early causes of violence, co-ordinate activity to tackle it, deliver long-term reductions, and encourage the involvement of local communities in the work of the VRU and that of local service providers to build their capacity to deliver the best long term solutions to reduce violence, particularly with young people.
Community Safety Plan Review

The current Community Safety Plan expires in March 2019 and the new plan is currently under review. The Community Safety Strategic Assessment for 2019 as well as the previous few years have highlighted the key emerging issues on both a national and local level that we need to ensure agencies continue to focus on.

To enable a more focused approach to tackling issues and better coordination it is suggested that the number of Strategic Priorities is reduced from 5 to 4 but that the aims and targets that fall into these priority areas are better defined and assigned to lead agencies to create a more efficient way of working.

Proposed Strategic Priorities are headlined below with areas of focus underneath each heading.

<table>
<thead>
<tr>
<th>Tackling Serious Youth Violence and County Lines</th>
<th>Reducing Vulnerability</th>
<th>Reducing Reoffending</th>
<th>Listening to our Communities and Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Sexual Exploitation (CSE) / Human Trafficking</td>
<td>Substance Misuse</td>
<td>Community Payback</td>
<td>Community Engagement events</td>
</tr>
<tr>
<td>Organised Crime Groups</td>
<td>Homelessness</td>
<td>Rehabilitative interventions</td>
<td>Young people’s voice - YPAG, Medway Youth Council (MYC) etc.</td>
</tr>
<tr>
<td>Cuckooing</td>
<td>Contextual Safeguarding</td>
<td>Integrated Offender Management (IOM)</td>
<td>Parent and Carers Forum (Special Education Needs - SEN)</td>
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<tr>
<td>Medway Task Force</td>
<td>Mental Health</td>
<td>Youth Offending</td>
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<tr>
<td>Kent and Medway Serious Youth Crime Project</td>
<td>Radicalisation</td>
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<td></td>
<td>Tackling ASB</td>
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</table>

Community Safety Partnerships are responsible for developing strategies for reducing crime and offending in their areas, and have a statutory duty to work together to: reduce reoffending; tackle crime and disorder; tackle anti-social behaviour; tackle alcohol and substance misuse; and tackle any other behaviour which has a negative effect on the local environment.

Tackling Serious Youth Violence and County Lines will be a priority due to the national concerns about the increase in county line activity. The Serious Violence Strategy (2018) and the Children’s Commissioner’s report ‘Keeping Kids Safe, Improving Safeguarding Responses
to Gang Violence and Criminal Exploitation (2019) both discuss the need for better joint agency working and information sharing as well as a co-ordinated approach to tackling violent crime, especially youth related violence. The creation of the Medway Task Force, whose aims align with the work of the Community Safety Partnership is an opportunity to take a co-ordinated approach to keeping Medway safe and preventing the levels of violence being seen in some London boroughs.

Reducing Vulnerability has been suggested as another priority due to the need to focus on early intervention and prevention work in multiple areas of work. This includes those that may fall victim to cuckooing from gangs, young people at risk of exploitation or even those at risk of homelessness. There are many types of vulnerability and Medway has many excellent services and voluntary organisations that can help to reduce this vulnerability if a joined up approach can be taken.

The CSP is committed to hearing from the community and understanding some of the issues beyond the statistics. We are proposing to make this an independent priority in the next plan and ensure that we have a systematic way of engaging in existing panels and groups to gauge concerns and inform the actions we take forward.
Background and Data Information

Annual strategic assessments of crime and disorder are carried out to satisfy the requirement under Regulation 5 of the Formulation and Implementation of Strategy Regulations 2007.

The assessment is based upon information that has been made available by partner agencies and information available in open source material. The data will have some limitations; it is not always possible to get the same time frame from every source as Partners measure their data in different ways. It should also be noted that not all data has been cleansed due to the large volume.

The following is a list of data sources used to inform the strategic assessment:

- Kent Police – Published crime data April 2018- March 19, Control Strategy
- Medway Clinical Commissioning Group
- Medway Community Safety Partnership Gang Profile
- Medway Council – Power BI and Ward Profiles
- Medway Council – Public Health
- Medway Joint Strategic Needs Assessment
- Kent Fire and Rescue Service
- Kent, Surrey and Sussex Community Rehab Company
- Kent and Medway Action Plan – Domestic Violence Statistics
- Local Government Association – LG Inform Database
## Glossary of Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>ASB</td>
<td>Anti-Social Behaviour</td>
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<tr>
<td>CSP</td>
<td>Community Safety Partnership</td>
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<tr>
<td>CID</td>
<td>Criminal Investigation Department</td>
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<tr>
<td>CILDS</td>
<td>Criminal Justice and Diversion Service</td>
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<tr>
<td>CLO</td>
<td>Community Liaison Officer</td>
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<tr>
<td>CSAAP</td>
<td>Correctional Services Accreditation and Advice Panel</td>
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<tr>
<td>CSE</td>
<td>Child Sexual Exploitation</td>
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<tr>
<td>CSU</td>
<td>Community Safety Unit</td>
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<tr>
<td>DPA 2018</td>
<td>Data Protection Act 2018</td>
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<tr>
<td>GDPR</td>
<td>General Data Protection Regulation</td>
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<td>HACCA</td>
<td>Heroin and Crack Cocaine Action Areas</td>
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<tr>
<td>HMIC</td>
<td>Her Majesty's Inspectorate of Constabulary</td>
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<tr>
<td>IOM</td>
<td>Integrated Offender Management</td>
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<tr>
<td>KFRS</td>
<td>Kent Fire and Rescue Service</td>
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<tr>
<td>KSS CRC</td>
<td>Kent Surrey and Sussex Community Rehabilitation Company</td>
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<tr>
<td>MARAC</td>
<td>Multi-Agency Risk Assessment Conference</td>
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<tr>
<td>MASE</td>
<td>Multi Agency Sexual Exploitation Group</td>
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<tr>
<td>MASH</td>
<td>Multi-Agency Safeguarding Hub</td>
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<tr>
<td>MCET</td>
<td>Medway Missing and Child Exploitation Team</td>
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<tr>
<td>MHCLG</td>
<td>Ministry for Housing, Communities and Local Government</td>
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<td>MSCB</td>
<td>Medway Safeguarding Children Board</td>
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<tr>
<td>MSCP</td>
<td>Medway Safeguarding Children Partnership</td>
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<tr>
<td>MYC</td>
<td>Medway Youth Council</td>
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<tr>
<td>OPCC</td>
<td>Office of the Police and Crime Commissioner</td>
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<tr>
<td>PCC</td>
<td>Police and Crime Commissioner</td>
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<tr>
<td>PCSO</td>
<td>Police Community Support Officer</td>
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<tr>
<td>PVP</td>
<td>Protecting Vulnerable People</td>
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<tr>
<td>SFAYC</td>
<td>Supporting Families Against Youth Crime</td>
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<td>SOCP</td>
<td>Serious and Organised Crime Partnership</td>
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<tr>
<td>VCS</td>
<td>Voluntary and Community Sector</td>
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<tr>
<td>VRU</td>
<td>Violence Reduction Unit</td>
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<tr>
<td>WREC</td>
<td>Walderslade, Rochester East and Chatham</td>
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<tr>
<td>YOT</td>
<td>Youth Offending Team</td>
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<td>YPAG</td>
<td>Youth Police Advisory Group</td>
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</table>
Appendix 1

Figure 1: Breakdown of Crime Types shown in All Crime Summary

<table>
<thead>
<tr>
<th>Violent Crime</th>
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<tbody>
<tr>
<td>- Violence Against The Person</td>
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<tr>
<td>- Homicide</td>
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<tr>
<td>- Violence with injury</td>
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<tr>
<td>- Violence without injury</td>
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<tr>
<td>- Most Serious Violence</td>
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<tr>
<td>- Sexual Offences</td>
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<tr>
<td>- Rape</td>
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<tr>
<td>- Other sexual offences</td>
</tr>
<tr>
<td>- Robbery</td>
</tr>
<tr>
<td>Burglary Dwelling</td>
</tr>
<tr>
<td>Burglary Other than Dwelling</td>
</tr>
<tr>
<td>Burglary - Residential</td>
</tr>
<tr>
<td>Burglary - Business and Community</td>
</tr>
<tr>
<td>Vehicle Crime</td>
</tr>
<tr>
<td>- Theft Of Motor Vehicle</td>
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<tr>
<td>- Theft From Motor Vehicle</td>
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<tr>
<td>Vehicle Interference</td>
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<tr>
<td>Theft and Handling Excluding Vehicle Interference</td>
</tr>
<tr>
<td>- Shoplifting</td>
</tr>
<tr>
<td>- Theft of Pedal cycle</td>
</tr>
<tr>
<td>- Other Theft</td>
</tr>
<tr>
<td>Criminal Damage</td>
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<tr>
<td>- Arson</td>
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<tr>
<td>- Criminal damage</td>
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<tr>
<td>Crimes against society</td>
</tr>
<tr>
<td>Drug Offences</td>
</tr>
<tr>
<td>- Trafficking</td>
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<tr>
<td>- Possession of drugs</td>
</tr>
<tr>
<td>Possession of weapons</td>
</tr>
<tr>
<td>Public order offences</td>
</tr>
<tr>
<td>Other crimes</td>
</tr>
</tbody>
</table>
Appendix 2

Community Safety Plan 2016 - 2020

Introduction

We want Medway to be a great place to live, learn, work and visit. As part of a 20-year regeneration programme lasting until 2026, Medway has embarked upon a huge transformation in terms of its physical environment, its communities and its economy.

Medway is the largest urban area in the south east outside London, with great connections to the capital and Europe. Medway is at the heart of the Thames Gateway, only 30 miles from central London, with frequent high-speed trains linking Medway to London’s St Pancras International in just 35 minutes. Being just 40 miles from Dover and Folkestone, there are excellent links to the Channel ports and Eurotunnel; Paris is just over three hours away by train.

The creation of cohesive and sustainable communities is important for Medway with an expected 29,000 new homes to be built in the coming years. It is clear that benefits from growth must be delivered to existing communities and new developments and residents must be effectively integrated.

The focus of Medway’s exciting regeneration programme is on economic growth, community infrastructure, cultural and waterfront projects. Medway has embarked upon a huge transformation of its physical environment, its communities and its economy. The first phase involves £120 million of urban and brownfield regeneration along the river Medway. Rochester Riverside is a 32-hectare site being transformed to create a community of 1,500 homes, a primary school, shops and leisure facilities as well as a new Rochester Railway Station. The Chatham Waters development is transforming part of the former Royal Naval dockyard to create a ‘waterfront boulevard’ making the most of the riverside views.

This physical regeneration will only be successful if people feel that they and their families are safe. This Medway Community Safety Plan is a rolling four-year document, which explains how the Community Safety Partnership (CSP) plans to tackle community safety issues that matter to Medway’s diverse communities. This plan is reviewed on an annual basis, using information provided by a wide range of organisations and captured in a strategic assessment, to ensure that current and emerging concerns can be taken into account by the CSP.

Councillor Adrian Gulvin
Chair Medway CSP
Portfolio Holder for Resources
Background to the CSP

Medway CSP is a statutory body bringing together a number of public sector agencies, known as responsible authorities, to tackle crime, disorder, anti-social behaviour, substance misuse and reducing reoffending. The responsible authorities are Medway Council, Kent Police, Kent Fire and Rescue Service (KFRS), Kent, Surrey and Sussex Community Rehabilitation Company (probation services) and Medway Clinical Commissioning Group (CCG). These statutory partners work with other organisations, agencies and community sector organisations within the framework of the CSP to deal with community safety issues.

The CSP and Kent’s Police and Crime Commissioner (PCC) are under a mutual duty to cooperate with each other and to take account of the other’s priorities.

The operation of the CSP is subject to annual scrutiny by an Overview and Scrutiny Committee of Medway Council.

Summary of progress against previous plan priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>What we have been doing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tackle drug and alcohol abuse</strong></td>
<td>We have commissioned an integrated drug and alcohol service with a focus on the recovery of people from drug and alcohol dependence. Commissioned alcohol liaison pilot service at hospital to identify and support those people whose drinking levels are causing them to frequently attend. The total number of staff trained to deliver alcohol identification and brief advice interventions for the year was 264, surpassing the target of 100. Services to have received training include: Sexual Health Genitourinary Medicine (GUM) services, foundation Doctors, Ministry of Defence health staff, supported housing charity staff, health visitors, social care, GPs and pharmacists. Six schools engaged in Assist (smoking prevention programme) and new staff trained up to deliver the programme, surpassing the target of 4 schools.</td>
</tr>
<tr>
<td><strong>Tackle anti-social behaviour (ASB) and envirocrime</strong></td>
<td>Exceeded the target of a 5% reduction in repeat victims of ASB. 100% of repeat ASB offender’s families screened for nomination into the Medway Action for Families Programme (MAfF). 83% of fly tipping incidents cleared by the next working day (target 75%) A reduction in the number of environmental crimes reported.</td>
</tr>
<tr>
<td>Priority</td>
<td>What we have been doing</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Reduce reoffending</strong></td>
<td>82% of adult offenders successfully completed community orders and licenses (target 70%)</td>
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<td>89% of adult offenders in suitable accommodation (target 60%)</td>
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<td></td>
<td>Reduced the number of young offenders that re-offend within 6 months of completing their intervention to 31%, target &lt;50% (Q4, 2014-15)</td>
</tr>
<tr>
<td><strong>Tackle domestic abuse</strong></td>
<td>Delivered domestic abuse awareness training to multi agency practitioners.</td>
</tr>
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<td></td>
<td>A reduction in repeat victimisation rate for those identified at higher risk of harm.</td>
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<td></td>
<td>Significant increase in the percentage of clients where risk has been reduced as a result of Independent Domestic Violence Advocates (IDVA) intervention</td>
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<td></td>
<td>Medway’s successfully becoming a White Ribbon Authority – a national campaign championed by men, working to end violence against women.</td>
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<tr>
<td><strong>Reduce the number of people killed or seriously injured in road traffic collisions.</strong></td>
<td>On target to achieve a 40% reduction in killed and seriously injured (KSI) casualties</td>
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<td>‘Licence to Kill’ road safety experience delivered to 80% of year 12 students.</td>
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<td>Exceeded target to deliver multi-agency motor bikes/bicycle campaigns targeted to raise awareness to drivers.</td>
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<tr>
<td></td>
<td>A number of joint initiatives of partner agencies working collectively to raise awareness of the impact of irresponsible parking outside schools.</td>
</tr>
</tbody>
</table>

**Strategic drivers**

From the 1st July 2015 many public bodies have a statutory duty to consider the need to prevent people being drawn into terrorism through the Prevent duty under Section 26 of the Counter Terrorism and Security Act 2015. These Responsible Authorities must assess the risk of residents being drawn into terrorism, develop an action plan to reduce the risk and train staff to recognise radicalisation and extremism. There is also a requirement to ensure that people at risk of being drawn into terrorism are supported to reduce that risk.

The reporting of hate crime is improving, but is still believed to be under-reported with over 50% of hate crimes not coming to the attention of the police. Hate crime can cause tension within communities and can contribute to making people feel unsafe. Hate crimes have increased nationally by 18% in the period 2014-15, with 82% of hate crimes being race related (Home Office Statistical Bulletin, October 2015). Work must continue to improve reporting.
An emerging issue for KFRS is the settling migrant communities from Eastern Europe, which are impacting on their home safety services. Door knocking and Street Week interventions have been used in past as well as a targeted approach being used to target these families. A multi-agency approach to identify communities that may include those who are at higher risk of both committing and being a victim of crime will be required.

Modern slavery, in particular human trafficking, is an international problem and victims may have entered the United Kingdom legally, illegally on forged documentation or clandestinely, or they may be British citizens living in the United Kingdom. Modern slavery takes a number of forms, including sexual exploitation, forced labour and domestic servitude, and victims come from all walks of life. With the growing crisis of displaced refugees arriving in Europe and travelling to the UK there is concern that cases of human trafficking, smuggling and modern slavery may increase in Medway. Nationally, in 2014, there was a 34% increase in potential victims of trafficking on the previous year (Figures available at www.unseenuk.org). Further concern is that some of those were children. This is an emerging area of work, which has recently been brought to the attention of public agencies.

A range of recent reports, widespread national media coverage and criminal trials in Oxfordshire, Derby, Rochdale and Rotherham have highlighted high profile cases of child sexual exploitation (CSE), reaching back over a number of decades. This abuse is often hidden and preys on the most vulnerable in our society. Children and young people who are sexually exploited are subject to significant long-term risks to their physical, emotional and psychological wellbeing, as well as upon their families and wider communities.

The extent of human trafficking and CSE in Medway is not yet fully known, however work has recently been commissioned by Kent Police to develop multi-agency actions to begin to tackle these issues and raise greater awareness of the issue amongst members of the public and practitioners.

We also know that young people who are drawn into gang violence, whether as a victim, perpetrator or both, are subject to a wide range of risk factors, including sexual abuse, that need a tailored response. We know that gangs look and operate differently in different areas and there is no single approach that will work in all cases. The success of Operation Trident in London has led to a number of individuals and families with links to gangs being relocated out of London boroughs.

Kent Police have also highlighted gang networks as an emerging theme with an increase in cross border criminality and people travelling out of London to deal drugs. There are no perceived problems with organised criminal groups in Medway, but there is some evidence of emerging low level gang activity. In 2016 Medway engaged with a Home Office Ending Gangs and Youth Violence peer review, and partners are working on improving data sharing between agencies to help address issues related to this.
Recent operations by Medway Trading Standards in partnership with Public Health have resulted, in one case alone, £60,000 of illegal cigarettes and tobacco being seized. Sellers of illegal products often target children and vulnerable adults to buy and sell these products, and can often be part of organised crime, which is involved in other criminality. Sales of illegal products affect honest retailers, to the detriment of Medway’s retail economy.

Medway, in common with many urban areas, has a number of resistant substance misusers, with about half engaging in treatment programmes. It is an aging group; increasingly users are over 35. A recent Office of National Statistics (ONS) report on the numbers of drug related deaths in the country reported a 17% increase during 2012-14, particularly amongst opiate users. Medway has also seen a rise in this area, with the Public Health team introducing a more robust reporting process and improved responses to reported deaths in 2015, including the formation of the Medway Drug Related Death Panel. The CSP will continue to work to reduce substance misuse.

In terms of alcohol abuse, 39% of persons starting treatment in Medway completed it; however the numbers accessing treatment (298 in 2014-15) is still very low. Medway has avoided the national trend of 7% drop in numbers but there are estimates that 10,500 adults in Medway are at high risk of experiencing problems through their alcohol use. Led by Public Health, the CSP is running Alcohol Concern’s Blue Light project, which is a national initiative to develop alternative approaches and care pathways for treatment resistant drinkers who place a burden on public services. It has challenged the traditional approach by showing that there are positive strategies that can be used with this client group. Partners believe these strategies will enable Medway agencies to offer a coherent and planned approach to engaging and retaining adults with complex needs in appropriate services.

The number of domestic abuse (DA) incidents increased by nearly 8% in the period April 2014 - March 2015 when compared with the previous financial year. When looking at the longer term the number of incidents compared with April 2012-March 2013 has increased by 17%. It is highly likely that these figures have increased due to an increase in the reporting of such incidents and also due to changes in the recording of such crimes rather than due to an increase in the overall prevalence rate. There has also been a significant focus on promoting services for victims of DA, which has been driven by Medway having its own Domestic Abuse Coordinator.

In 2014 the National Institute for Health and Care Excellence (NICE) issued guidelines around domestic abuse multi-agency working. This was produced for health services, social care and organisations who can respond effectively to domestic abuse. There are 17 recommendations that the guidance explores for improving the response and Medway Council are taking this forward with recommendations across all partners to ensure a consistent response.
The Government’s Transforming Rehabilitation programme has brought about significant changes to the Probation Service, notably the creation of the National Probation Service delivering services for high risk and other offenders and Community Rehabilitation Companies delivering probation services for medium and low risk offenders. The primary focus of KSS CRC is to reduce reoffending by delivering rehabilitation services that help people to help themselves. With effect from May 2015 this has included working with adult offenders sentenced to prison sentences of under 12 months, who were previously released without supervision on licence.

Reported incidents of ASB in Medway in 2014-15 decreased by 2.5% from the previous year and are down 14% since 2012-13. This is a very encouraging statistic that reflects the good work of partner agencies. However, reports of ASB still comprise the highest volume of complaints from our residents and tackling it remains a priority to our communities and the partnership.

The top five wards reporting ASB in 2014-15 were:

- River 980 reports
- Gillingham South 955 reports
- Gillingham North 934 reports
- Luton and Wayfield 809 reports
- Chatham Central 801 reports

These Wards account for 48% of the total number of reported incidents in Medway.

The Anti-Social Behaviour, Crime and Policing Act 2014 brought in new provisions and powers relating to ASB. The Act implements measures that aim to:

- focus the response to ASB on the needs of victims;
- empower communities to get involved in tackling ASB;
- ensure professionals have access to fast, effective powers to protect the public; and
- speed up the eviction of the most anti-social tenants.

The provisions in the Act consolidate 19 existing antisocial behaviour powers into six new and more flexible powers. These new powers came into effect on 20 October 2014. The use of these new powers will allow the Council, together with its partners, to tackle ASB more effectively.

Since 2010, central government funding for public services has been declining as the Government tackles the spending deficit. CSP partners will receive significantly less
funding from central government than has historically been the case. This means that now, more than ever, effective partnership working is essential to improve efficiency, economy and effectiveness. A key role of CSPs is to improve outcomes for communities and make sure that local resources are used well. Where we can work together, we will prevent duplication, reduce costs and tackle issues through joined-up problem-solving approaches. The CSP is not complacent and will continue to strive to find new and innovative ways to tackle criminality within Medway, and ensure that positive messages are communicated to the community.

What the public tells us

Residents’ consultation surveys are provided at a number of community engagement events to give us the opportunity to establish the issues that most concern Medway residents. The Medway Citizens Panel, which is made up of a representative sample of Medway’s residents, is also another source of public opinion.

Key Findings

From our research:

- Over two thirds (67%) of residents feel safe in Medway.

- People aged 25-34 of the group as a whole are twice as likely to feel unsafe than any other age group, (28% compared to 12%).

- The most frequently cited issues were related to ASB with ‘people dropping litter’, people driving carelessly, people not clearing away dog fouling, people being drunk or rowdy in public places and fly tipping seen as the biggest problems in Medway.

Less than a fifth of respondents to the Citizens’ Panel felt more serious criminal offences were a problem.

Overall both the Citizen’s Panel and the consultation surveys from various events revealed the same top 5 issues that residents felt should be addressed.

- People not clearing away dog fouling (57%)
- People using or dealing drugs (57%)
- People being drunk or rowdy in public places (52%)
- People dropping litter (51.5%)
- People driving carelessly or too fast (51%)
Public Consultation Event

The CSP held a public consultation event at The Corn Exchange in Rochester, where feedback was sought on community safety, below is a summary of the key issues that were raised:

- 94% felt safe during the day
- 47% felt safe during the evening, with 25% stated they neither felt safe nor unsafe.

When asked what the most important issue the CSP should be addressing, in order they were:

1. People using or dealing drugs (24%)
2. Violent crime (14%)
3. Domestic abuse (14%)

The following issues were felt to be important to those attending:

- Tackling the root causes of ASB as well as more work on prevention.
- Tackling gang migration before it became a big issue and that it may be useful to tie this issue to organised crime.
- Tackling hate crime.
- Tackling harm caused by substance misuse and dealing with drug dealing in public places.
- Providing better education to young people on the harm substance abuse causes with education around legal highs as an emerging theme.
- In relation to reducing reoffending as a priority a number of attendees felt that better education and the creation of opportunities to become employable would help reduce reoffending particularly in young people. Many also felt that greater use could be made of local community groups to help and support the reintegration of offenders into the community.
- Better communication with the public – especially in rural areas.
- Addressing issues surrounding parenting by providing education as well as community support. Many attendees felt that the various faith groups played a vital role in bringing the community together.
It was also stated that there is a lot of negativity in the media and it would be good to spread good news stories and use social media platforms to communicate with the public.

Whilst most were supportive of the priorities identified by the Partnership, concerns were raised about whether the resources were available to achieve the goals set out.

**Our Priorities**

Stemming from our annual review and strategic assessment, and following public consultation, we have identified five priorities for 2016-20:

**Strengthening communities**

There will be an emphasis on bringing communities together. We want to ensure that Medway is a place in which there is a common vision and sense of belonging by all communities. Programmes include:

- Reducing ASB and enviroment
- Preventing radicalisation
- Supporting a safe night time economy

Although the number of incidents of ASB has declined it continues to be a volume issue and has been identified by residents as a priority. It affects both day and night time economies, which will support feelings of safety as the regeneration of Medway continues. As part of strengthening our communities there is a national as well as local focus on preventing radicalisation; the government has introduced new legislation around Prevent, which requires partner agencies to come together to tackle this issue.

**Supporting victims and tackling offenders of sexual and domestic abuse**

We will tackle the offending and move towards taking a more proactive and preventative approach as well as providing effective support pathways for victims and their families. Programmes include:

- Tackling domestic abuse
- Tackling Child Sexual Exploitation
- Tackling human trafficking
- Tackling hate crime
Combating youth gang violence

There has been an increase in victims coming forward to report domestic abuse. This in part can be explained through the significant amount of awareness raising and training that has taken place, and given the impact on victims and children, further work to support victims is required. As it is still a largely ‘hidden crime’ it must remain a priority.

Within this priority will be the need to tackle the generally hidden, but growing issue of human trafficking and child sexual exploitation, which have both been identified as growing trends nationally.

Tackling Hate Crime will also be included in this priority, although the numbers are small it is a growing trend which has significant impact on individuals, and is a crime that it is recognised is largely under reported.

Finally this priority will also aim to combat Youth Gang Violence, which has been identified by Kent Police as a growing concern in Medway, with good transport links to London giving gangs opportunities to expand there networks.

Tackling the harm caused by substance misuse

People who misuse drugs, alcohol or other substances cause considerable harm to themselves and to society. This includes harm to their physical and mental health and wellbeing and that of their families. There is also harm to the communities in which they live through the crime, disorder and ASB associated with substance misuse. Availability of cheap illicit tobacco undermines our efforts to reduce the prevalence of smoking in Medway and makes it easier for young people to start smoking.

Programmes include:

- Preventing and treating drug and alcohol misuse
- Tackling illicit tobacco

This is a continuing priority, which will build upon the success of Public Health working together with the Medway Drug and Action Alcohol Team to ensure help and support is given to those most in need. It will also build on targeted operational work by Kent Police, which aims to disrupt organised gangs. By working to remove the supply chain other agencies can work with offenders on treatment plans. The aim will be to prevent and treat drug and alcohol misuse through intervention and education. There will also be a focus on tackling illicit tobacco, building on the ongoing intelligence and operations by Trading Standards and Public Health.
Reducing reoffending

Bringing offenders to justice cannot be truly effective if these same individuals continue to offend, creating more victims. While punishment is an important way of dealing with crime, and one of the five purposes of sentencing, on its own it is often not enough to change a person’s pattern of behaviour. With some 90% of those sentenced in England and Wales in 2011 having offended before, many people are locked in a cycle of reoffending. Priorities include:

- Delivering rehabilitation services that enable individuals to aspire, achieve and make sustainable changes to their lives.
- Delivering individual and group based interventions including domestic abuse perpetrator programmes.
- Delivering intensive multi agency interventions aimed at those most at risk of reoffending.
- Delivering Community Payback that benefits the local community and enables service users acquire new skills

Whilst repeat offenders are small in number, they are responsible for a significant number of offences and cause disproportionate damage to our local neighbourhoods. Multi-agency approaches through the CSP aim to deliver a balance between enforcement and providing the individual with the help and support that they need to steer them away from offending.

Certain factors are recognised as ‘pathways’ to offending, e.g. lack of accommodation/housing and lack of employment. Partnership activity to evaluate how we may be able to improve current practices and procedures in respect of housing or assist ex-offenders into training or employment will make a sound contribution to reducing the risks of individuals reoffending.

Commitment to safeguarding and improving services

As public sector funding continues to shrink it becomes increasingly important to reassure residents that agencies will continue to be responsive and deliver efficient and effective services to keep people safe. We will explore new ways of working together effectively to make the most efficient use of public resources. Workstreams will include:

- Improvements/Innovation
- Communications
- Efficiencies
With all partner agencies operating with constrained resources we need to make better use of resources. The aim of this priority will be to look into ways of making improvements to current practices and sharing resources where possible to become more efficient. We will also seek to improve on how we communicate with our communities to provide information and education.

**Priority leads**

Lead officers have been assigned to each of the priorities within this Community Safety Plan. These officers will take the strategic lead for that priority. The lead officers for 2016-17 will be:

- Head of Safer Communities and Greenspaces, Medway Council – strengthening communities
- Medway Commander, Kent Police – supporting victims and tackling offenders of sexual and domestic abuse
- Director Public Health, Medway Council – tackling the harm caused by substance misuse
- Director of Rehabilitation (Interventions), Kent, Surrey and Sussex Community Rehabilitation Company – tackling reoffending
- Assistant Director of Community Engagement, Kent Fire and Rescue Service – Commitment to safeguarding and improving services

The priority leads will be responsible for co-ordinating workstreams in their priority area, developing a performance framework and action plans to demonstrate successful progress and reporting up to the Strategic CSP Executive Group (SEG) on a quarterly basis, or as required by that group.

The Chair of SEG will share plans and assessments with other strategic groups, including the Health and Wellbeing Board, Medway Children’s Safeguarding Board and the Kent and Medway Safeguarding Adults Board. An information sharing protocol is in place to facilitate this.

**Action Plan**

The action plans for each of the priorities of the CSP will be appended to the plan and reviewed annually.
## Glossary of terms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ASB</td>
<td>Anti-Social Behaviour</td>
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<tr>
<td>Assist</td>
<td>Smoking prevention programme</td>
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<tr>
<td>CCTV</td>
<td>Closed Circuit Television</td>
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<tr>
<td>CCG</td>
<td>Clinical Commissioning Group (NHS Health)</td>
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<td>CSP</td>
<td>Community Safety Partnership</td>
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<tr>
<td>DA</td>
<td>Domestic Abuse</td>
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<tr>
<td>GP</td>
<td>General Practitioner (doctor)</td>
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<tr>
<td>GUM</td>
<td>Genitourinary Medicine</td>
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<tr>
<td>IDVA</td>
<td>Independent Domestic Violence Advisor</td>
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<tr>
<td>ISVA</td>
<td>Independent Sexual Violence Advisor</td>
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<tr>
<td>KFRS</td>
<td>Kent Fire and Rescue Service</td>
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<tr>
<td>KSS CRC</td>
<td>Kent, Surrey and Sussex Community Rehabilitation Company</td>
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<tr>
<td>MAF</td>
<td>Medway Action for Families Programme</td>
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<tr>
<td>MARAC</td>
<td>Multi-Agency Risk Assessment Conference</td>
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<tr>
<td>NHS</td>
<td>National Health Service</td>
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<tr>
<td>NICE</td>
<td>National Institute for Health and Care Excellence</td>
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<td>ONS</td>
<td>Office for National Statistics</td>
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<td>PACT</td>
<td>Partners and Communities Together</td>
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<td>PCC</td>
<td>Police and Crime Commissioner</td>
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<td>SEG</td>
<td>Strategic Executive Group</td>
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<td>YOT</td>
<td>Youth Offending Team</td>
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Appendix 3

Strengthening Communities – Medway Council (Community Safety)

To continue to make Medway a safe place to live, work, study and visit by working with our partners to address community safety concerns and to increase the knowledge of the Community Safety Partnership. Although the creation of an ASB Team may increase reported instances of ASB, we will aim to see fewer victims of ASB. We will also work to identify “people at risk” and ensure appropriate support is in place.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Aim</th>
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<tbody>
<tr>
<td><strong>1) Tackling ASB</strong></td>
<td>a) To maintain a safe environment by working with partner agencies through the Community Safety Partnership*.</td>
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<td></td>
<td>b) Continue to develop the Council Community Safety Team to deal with complex anti-social behaviour issues alongside partner agencies, including Kent Police.</td>
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<td></td>
<td>c) To proactively target individuals and organisations involved in anti-social behaviour, by robust use of current legislation, with the aim of reducing the impact on the communities of Medway.</td>
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<tr>
<td><strong>2) Preventing radicalisation</strong></td>
<td>a) Raise awareness with all partner agencies, schools, colleges and our universities about identifying people who may be vulnerable to radicalisation and violent extremism.</td>
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<td></td>
<td>b) Ensure that the multi-agency Channel Panel processes are followed in line with guidance from the Home Office and ensure it is fit for purpose.</td>
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<td></td>
<td>c) Work with KCC Op Dovetail (Kent and Medway Prevent Priority Area), to establish a locally embedded multi-disciplinary team to drive the Prevent Duty and lead on the delivery and engagement of Prevent activity between areas, local communities, key institutions and sectors with central government departments.</td>
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<tr>
<td><strong>3) Supporting our Town Centres</strong></td>
<td>a) Perception of safety in town centres improved*, measured through community engagement events.</td>
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<td></td>
<td>b) Support Town Centre Forums through engagement.</td>
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<td></td>
<td>c) Support the work of the youth service in the Pentagon Centre and focused areas of detached work.</td>
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<tr>
<td><strong>4) Engaging with our communities</strong></td>
<td>a) Community engagements</td>
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<td></td>
<td>b) Kent Police and Medway Council to support 100% of PACT meetings.</td>
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<tr>
<td><strong>5) Medway Task Force</strong></td>
<td>a) Medway Task Force assisted to meet objectives*.</td>
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<td></td>
<td>b) Partner agencies support the creation of the Medway Task Force by providing appropriate resources.</td>
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</table>

* Medway Council’s ‘Regeneration, Culture, Environment & Transformation Directorate Plan 2019/20’.
Supporting Victims and Tackling Offenders of Sexual and Domestic Abuse – Kent Police

Prevent - Deterring individuals, providing education and diversionary signposting and activity.

Protect - Protecting individuals, families and communities against community safety threats. Ensuring the right controls and practices are in place and people have information to help themselves.

Prepare - Being prepared to manage impacts or consequences of community safety issues. Ability to respond in a rapid and effective way.

Pursue - Prosecuting offenders and disrupting activity that has a detrimental effect on communities and individuals.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Aim</th>
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</table>
| 1) Tackling domestic abuse | a) Op Encompass to be rolled out and embedded in Medway.  
  b) Improve quality and accountability of Medway’s Multi-Agency Risk Assessment Conference (MARAC) through SafeLifes QA, establishment of the MARAC Steering Group and relevant training, including MARAC Chairs Training.  
  d) DA Champions to be embedded in Medway.  
  e) Create 2 DA roles in Medway Council Early Help to support with medium risk cases. |
| 2) Tackling child sexual exploitation | a) Update and implement the CSE Strategy and Action plan taking into account national reports and findings from reviews*.  
  b) Ensure all key stakeholder agencies are adopting the statutory guidance to deliver services relating to CSE and missing children*.  
  c) Ensure there is accurate and consistent reporting of CSE and missing children*. |
| 3) Tackling human trafficking | a) We will ensure that the issue of Human Trafficking forms part of the work of the Serious and Organised Crime partnership.  
  b) Partnership targeting of locations using intelligence gained by the Community Policing Team and partner agencies.  
  c) Forms part of the Kent Police control strategies and ‘Project Aidant’ (force response to the threat posed by Modern Day Slavery/Human Trafficking). |
| 4) Tackling hate crime | a) Regular reviewing of analytical data to ensure patterns and trends are quickly and easily established.  
  b) Ensure that partners community engagements focus on minority groups.  
  c) Kent Police to increase number of Community Liaison Officers to two.  
  d) Continue working with Youth Police Advisory Group regarding racism/hate crime. |
| 5) Support Mental Health Provision | a) VAO and CSU Sergeants to receive mental health training input to support – to include S135, S136 and Capacity inputs as well as training in communicating with individuals suffering from a mental illness, living with learning difficulties or personality disorders.  
  b) Provide additional support to individuals who are frequent callers to emergency services.  
  c) Open road embedded within the Youth Offending Team to ensure we prevent young people’s risk of reoffending. |

* Implement an effective strategy to ensure children are protected from Child Sexual Exploitation, MSCP Business Plan 2017 – 2020

Combating youth gang violence – the Kent and Medway Gang Strategy is added as Appendix 1.
**Tackling the harm caused by substance misuse – Medway Council (Public Health)**

We will support children, young people, adults and their families to make healthy lifestyle choices to reduce the negative impact of drugs and alcohol on their health. We will reduce harm to those at risk, and empower those who are addicted or dependent to recover. We will bear down on the crime and antisocial behaviour associated with drug and alcohol misuse that impacts on our communities.

<table>
<thead>
<tr>
<th>Objective</th>
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<tbody>
<tr>
<td>1) <strong>Addressing Rough Sleeping</strong></td>
<td>A collaborative approach will be taken between Medway Council, Kent Police, the third sector and other agencies as appropriate to:</td>
</tr>
<tr>
<td></td>
<td>a) Conduct regular outreach. (n=days of outreach).</td>
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<td></td>
<td>b) Use action plans for more complex individuals.</td>
</tr>
<tr>
<td></td>
<td>c) Rough sleepers housed or supported to return to home area (n=support type and frequency).</td>
</tr>
<tr>
<td>2) <strong>Addressing begging</strong></td>
<td>A collaborative approach will be taken between Medway Council, Kent Police, the third sector and other agencies as appropriate to:</td>
</tr>
<tr>
<td></td>
<td>a) Identify % individuals begging who are not rough sleeping.</td>
</tr>
<tr>
<td></td>
<td>b) Identify and collate reasons for begging.</td>
</tr>
<tr>
<td></td>
<td>c) Work collaboratively to address issues (n= type of issue addressed and frequency).</td>
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<td></td>
<td>d) Take enforcement action as appropriate (n=enforcement type and frequency of use).</td>
</tr>
<tr>
<td>3) <strong>Preventing and Treating Drug and Alcohol Misuse</strong></td>
<td>a) Number of Online Alcohol Identification and Brief Advice (IBA) delivered (n).</td>
</tr>
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<td></td>
<td>b) Rapid Access to treatment services (n= waiting time to begin treatment).</td>
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<td></td>
<td>c) Successful Completions of treatment (% &gt; England Average).</td>
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<tr>
<td>4) <strong>Tackling Illicit Tobacco</strong></td>
<td>a) Number of Public Health organised illicit tobacco roadshows held (n=3).</td>
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<tr>
<td></td>
<td>b) Number of enforcement initiatives by Trading Standards / HMRC in Medway) (n=4).</td>
</tr>
<tr>
<td></td>
<td>c) Number of intelligence reports received (target 25)</td>
</tr>
</tbody>
</table>
**Reducing Re-offending – KSS CRC**

Our mission is to create safer communities by giving people in the criminal justice system the opportunity to change, and the skills to rebuild their lives. We aim to deliver step-change in the provision of offender rehabilitation services to help reduce reoffending rates in the Medway. Our goal is to reduce reoffending and in so doing, improve people’s lives - those of potential victims of crime as well as the perpetrators of them.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Aim</th>
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| **1) Delivering rehabilitative services that reduce re-offending and enable individuals to make sustainable changes to their lives** | a) Develop new programmes that are effective in reducing reoffending  
b) Deliver individual and group based interventions including domestic abuse perpetrator programmes  
c) Youth Offending Team: To develop and deliver interventions that demonstrate a ‘child first’ / Desistance based approach to working with young offenders (utilizing the latest research and evidence base for working with young people involved in the criminal justice system) and also trauma based interventions. |
| **2) Delivering intensive multi agency interventions aimed at reducing the re-offending of those in priority groups.** | a) Maintain and develop the IOM cohort to ensure that resources are targeted at those with priority needs  
b) Demonstrate the delivery of IOM is effective in reducing reoffending  
c) Youth Offending Team: Develop the multi-agency youth offending risk meeting, ensuring that effective risk management plans are in place for those young people at risk of causing serious violence in the community. |
| **3) Delivering Community Payback / reparation that benefits the local community and enables service users acquire new skills** | a) Increase the range of group and individual placements for women service users  
b) Increase the use of Community Payback to enhance the acquisition of new skills, improve employability and social responsibility  
c) Youth offending Team: To continue to develop reparation opportunities for young people in which they pay back directly to the community, through working directly with vulnerable members of the community. Increasing young people’s sense of social responsibility and citizenship. |
**Commitment to Safeguarding and Improving Services – KFRS**

We aim to ensure that all agencies safeguarding processes are in place that will help Medway become a healthier and safer place to live.

<table>
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<tr>
<th>Objective</th>
<th>Aim</th>
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| **1) Communication** | a) Each partner agency has a clear induction process in place for all staff and volunteers that addresses safeguarding responsibilities, policies and procedures, is delivered in a timely way and has been approved by statutory agency.  
   b) Each partner agency has written policies and procedures in place for safeguarding and promoting the welfare of children and adults which are aligned to the Safeguarding Boards procedures.  
   c) Each partner agency can show evidence of continuous promotion of safeguarding responsibilities throughout the organisation. |
| **2) Improvement** | a) Each partner agency has a robust quality assurance framework that focuses on what is to be achieved for children and adults at risk.  
   b) Each partner agency has a safe recruitment policy that minimises the possibility for those who may be unsuitable to work with children and adults at risk to gain employment.  
   c) Each partner agency completes audits of training and are able to evidence the safeguarding training it has provided, including the numbers trained and level of training. They monitor that all staff, where appropriate, have received updated safeguarding training within the last 3 years. |
| **3) Efficiencies** | a) Each partner agency has in place adequate resources in order to ensure effective and efficient safeguarding practice.  
   b) Each partner agency has agreed systems, standards and protocols for sharing information with the service and between agencies in accordance with national and local guidelines when a disclosure and/or there are welfare concerns.  
   c) Each partner agencies staff working with children and/or adults at risk record their work in accordance with statutory and good practice guidance. |
## Kent and Medway Gangs Action Plan

PREVENT - Identify and target young people at risk of joining gangs and participating in illegal activities/actions which may cause harm, and divert them from this path.

<table>
<thead>
<tr>
<th>Action/Objective</th>
<th>Lead/Delivered Through</th>
<th>Timescales</th>
<th>Success Factors</th>
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</thead>
</table>
| Undertake multi-agency ‘problem profiling’ of gangs and gang nominals and associates operating in Kent and Medway, drawing on learning from the Margate Taskforce geo-mapping and peer group analysis approach, to obtain a more comprehensive and sophisticated understanding of where and how gangs are operating in the county in order to better target our resources and channel our collective energies to tackle this issue. Information to cover both vulnerable children and adults. | • Kent Police  
• Kent County Council  
• Medway Council  
• With input from all partner agencies (in particular Health, regarding A&E admissions and safe-guarding concerns)  
• District and Borough councils | July 2019 (review) | • Better identification and safeguarding of vulnerable children, young people and adults targeted by gangs and exploited by them  
• Measured reduction in fear of crime/gangs/knife crime perceptions by young people  
• Targeted prevention activities leading to successful diversion from gangs  
• Reduced risk of offending  
• Staff report greater awareness and knowledge |
| Improve the knowledge-base of our employees through reviewing the current (single as well as multi-agency) training offer and developing a comprehensive programme of multi-agency training on gangs, gang culture, groups and vulnerabilities, so that frontline staff are confident to recognise risk factors and empowered to act appropriately. Training must cover trauma-informed practice and learning; online grooming; risk assessment and referral pathways and increase awareness of the Beech House Sexual Abuse Referral Clinic (SARC). Training also needs to include how to work with young people linked with gangs and focus on strategies for engagement and supporting desistance. | • Risks Threats and Vulnerabilities Group | July 2019 (review) | |
| Undertake awareness raising activities with the general public, elected Councillors, communities and the voluntary sector, and targeted awareness raising and intervention work with parents and young people e.g. gang ‘myth busting’ sessions in schools and a review of parenting support e.g. parenting programmes aimed at adolescent online safety. Learning can be gleaned from successful Government communications strategies e.g. in relation to Modern Slavery, and local approaches e.g. campaigns to raise awareness of Child Sexual Exploitation (Operation Willow). | • Kent Police  
• Kent County Council  
• Medway Council  
• Kent and Medway Schools  
• Local Community Safety Partnerships | July 2019 | |
<table>
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<tr>
<th>Action/Objective</th>
<th>Lead/Delivered Through</th>
<th>Timescales</th>
<th>Success Factors</th>
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<tr>
<td>Provide individuals at risk of gang involvement and their families with focused</td>
<td>• All agencies with statutory safeguarding responsibilities in collaboration; also</td>
<td>Ongoing</td>
<td></td>
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<td>support and wrap-around services to dissuade them from entering into gangs and</td>
<td>District partners e.g. via Community Safety Action Plans.</td>
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<td>criminal groups</td>
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<td>Encourage the sharing of information between professional bodies (since the</td>
<td>• Kent County Council</td>
<td>July 2018 (review)</td>
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<td>individuals involved in gang activity are often known to a range of services) so</td>
<td>• Medway Council</td>
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<td>that we are able to undertake early intervention and preventative work at the first</td>
<td>• Kent Police</td>
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<td>possible opportunity. To facilitate this, develop a bespoke information sharing</td>
<td>• Acute Trusts (via the national Child Protection Information System and patterns of</td>
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<td>protocol.</td>
<td>admissions to A&amp;E)</td>
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<tr>
<td>Ensure our knowledge of gangs, groups and related vulnerabilities are embedded in</td>
<td>• Kent County Council</td>
<td>July 2018</td>
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<tr>
<td>safeguarding and protection practice</td>
<td>• Medway Council</td>
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<td>Explore the potential to offer evidence-based interventions such as mentoring to</td>
<td>• All agencies with statutory safeguarding responsibilities in collaboration (lead</td>
<td>July 2018</td>
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<td>young people vulnerable to gang involvement.</td>
<td>resources have been proffered by Kent Fire and Rescue and Kent Police)</td>
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<td>Develop a programme of youth intervention, in collaboration with schools, to help</td>
<td>• Kent Police</td>
<td>December 2018</td>
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<td>raise the profile of gangs and gang related issues (led by Kent Police Youth</td>
<td>• Kent and Medway schools</td>
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<td>Engagement Officers)</td>
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<td>Ensure transition planning for care leavers takes into account the risks posed to</td>
<td>• Kent County Council</td>
<td>Ongoing</td>
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<td>these young people by gangs, particularly in relation to accommodation and the</td>
<td>• Medway Council</td>
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<td>potential use of their properties for the purposes of ‘cuckooing.’</td>
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<td>Develop a Memorandum of Understanding to assist with inter-agency cooperation in</td>
<td>• Kent Safeguarding Children Board</td>
<td>December 2018</td>
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<td>dealing with gangs.</td>
<td>• Medway Safeguarding Children Board</td>
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<td>Action/Objective</td>
<td>Lead/Delivered Through</td>
<td>Timescales</td>
<td>Success Factors</td>
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<td>Develop a robust, pan-Kent multi-agency shared data set, which all relevant agencies can access to inform planning and collaborative activities, drawing on learning from the joint Kent missing children multi-agency data reporting process.</td>
<td>• Kent County Council • Medway Council • Kent Police</td>
<td>December 2018 (review)</td>
<td>• Creation of a robust multi-agency shared data set on gangs, drawing on learning from the Kent Missing Children data sets.</td>
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<td>• Development of a programme for the sharing of intelligence amongst the multi-agency partnership and the wider public, to reduce the risks posed by gangs</td>
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<td></td>
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<td>• Improved access to comprehensive information to improve risk management</td>
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<td></td>
<td>• Positive information sharing through Local Community Safety Partnerships and Protecting Vulnerable Persons (PVP) at Divisional Level</td>
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<td>• Exploration of joint case management sharing via a Local Responsible Owner for Gangs issues through the local Social Organised Crime Boards.</td>
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<tr>
<td>Enhance our current methods of information and intelligence sharing across the multi-agency partnership; create a more open ‘feedback loop’ between the front line and senior managers to ensure our processes remain effective and fit-for-purpose.</td>
<td>• All agencies with statutory safeguarding responsibilities in collaboration</td>
<td>July 2019</td>
<td></td>
</tr>
<tr>
<td>Review current governance processes to ensure we are in the best position to deal with gangs issues across the county</td>
<td>• Kent County Council • Medway Council</td>
<td>December 2018</td>
<td></td>
</tr>
<tr>
<td>Ensure that signposting to relevant services is clear and accessible and that referral pathways are promoted, both amongst professionals and the general public</td>
<td>• All agencies with statutory safeguarding responsibilities in collaboration</td>
<td>July 2018 (review)</td>
<td></td>
</tr>
<tr>
<td>Develop informed care approaches to children and young people in contact with the criminal justice system</td>
<td>• Kent County Council • Medway Council • Health</td>
<td>December 2018 (review)</td>
<td></td>
</tr>
<tr>
<td>Strengthen our work with the voluntary sector to broaden community and partnership involvement in order to best tackle gangs.</td>
<td>• Kent County Council • Medway Council</td>
<td>July 2019</td>
<td></td>
</tr>
<tr>
<td>Create a Single Point of Contact or ‘gangs specialist/champion’ in each agency, that professionals can communicate with to develop a shared response to/understanding of gangs and guide access into other agencies.</td>
<td>• All agencies with statutory safeguarding responsibilities in collaboration</td>
<td>July 2018</td>
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<tr>
<td>Action/Objective</td>
<td>Lead/Delivered Through</td>
<td>Timescales</td>
<td>Success Factors</td>
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<tr>
<td>Ensure each partner agency has an accountable officer who will ‘own’ the strategy day-to-day and ensure it is considered when developing policy documents or action plans pertaining to gangs. This person could also act as the ‘gangs champion’.</td>
<td>• All agencies with statutory safeguarding responsibilities in collaboration</td>
<td>July 2018</td>
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</tbody>
</table>
| Working across tiers of local government, using the full range of powers at our disposal to create and manage public spaces and discourage gang congregation | • District and Borough councils  
• Kent County Council  
• Medway Council  
• Parish Councils | January 2019 (review) | • Utilisation of the full gambit of environmental enforcement and planning processes as well as Public Space Protection Orders to safeguard the local community from gangs and gang activity |
**PURSUE - Working together in partnership to progress enforcement action against those who perpetrate gang activity and youth violence**

<table>
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<tr>
<th>Action/Objective</th>
<th>Lead/Delivered Through</th>
<th>Timescales</th>
<th>Success Factors</th>
</tr>
</thead>
</table>
| Work to deter those involved in low-level criminality, actively pursuing those    | • Kent Police  
• Kent County Council  
• Medway Council  
• Community Safety Partnerships                                                   | December 2018 (review) | • Evidence of wider use of legislative powers, as well as full use of Anti-Social Behaviour powers to aid disruption activities (e.g. Community Protection Notices).  
• Reduction in youth violence  
• Increase in prosecution of high-level gang members  
• Reports of smoother transition between youth detention and adult prison  
• Gangs as an issue to be ‘owned’ by a Local Responsible Officer (Kent Police); Learning will be taken from the current Organised Crime Group management processes. A bespoke 4P plan is applied to the gang with sub owners. |
| involved in medium and high-level criminality as appropriate.                      |                                                                                        |                |                                                                                                                                                                                                               |
| Make the best use of the risk management tools at our disposal, to better          | • All agencies with statutory safeguarding responsibilities in collaboration           | May 2018       |                                                                                                                                                                                                               |
| recognise threats and risks and to adopt the most effective approaches identified. |                                                                                        |                |                                                                                                                                                                                                               |
| Employ the best and widest possible use of civil powers to deter offenders e.g.    | • Kent Police  
• Kent County Council  
• Medway Council  
• Community Safety Partnerships  
• District and Borough Councils                                                    | Ongoing        |                                                                                                                                                                                                               |
| anti-social behaviour legislation.                                                |                                                                                        |                |                                                                                                                                                                                                               |
| Working across the Integrated Offender Management Scheme to ensure the correct    | • National Probation Service  
• Community Rehabilitation Company  
• Kent Police  
• Kent County Council  
• Medway Council                                                                      | Ongoing        |                                                                                                                                                                                                               |
| individuals are referred for robust multi-agency management.                       |                                                                                        |                |                                                                                                                                                                                                               |
### PREPARE - Reduce the impact of gang criminality where it takes place.

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<th>Action/Objective</th>
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<th>Timescales</th>
<th>Success Factors</th>
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</table>
| Work to improve channels of communication with communities from across Kent and Medway, to build trust and confidence in multi-agency services. | • All agencies with statutory safeguarding responsibilities in collaboration, via the Community Safety Partnerships | December 2018 (review) | • Better, more collaborative community working reported by community members and staff  
  • Enhanced signposting made available and accessible  
  • Key community members identified and actively working with the partnership to address vulnerabilities  
  • Victim support offered |
| Identify key community members, who have the influence and experience to work within those communities most likely to be affected by gangs and those at risk e.g. via the Medway Interfaith Forum. These individuals can also be positive role models for young people, and help to dissuade them from entering gangs and criminality in early life. | • Kent County Council  
  • Medway Council                                                                 | December 2018 (review) | |
| Engage with relevant Voluntary and Community sector bodies to make sure our provision is joined-up, accessible and that we are working together to best effect. | • Local Community Safety Partnerships  
  • Kent Community Safety Partnership  
  • Medway Community Safety Partnership | December 2018 (review) | |
| Foster a greater understanding of gang issues across the partnership             | • All agencies with statutory safeguarding responsibilities in collaboration           | July 2018 (review)  | |
| Establish a shared resource of evidence and ‘lessons learned’ to inform multi-agency working, based on what we know works (drawing on learning from the Kent Integrated Data -KID- programme and public health research and development arising). | • Kent and Medway Clinical Commissioning Groups  
  • Kent County Council  
  • Medway Council  
  • Kent Police | December 2018 (review) | |
Summary
This report sets out progress made within the areas covered by the Portfolio Holder for Resources 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 Resources are:

- Community Safety Partnership
- CCTV.

Note: The following services fall within the Resources Portfolio, in relation to the Community Safety Partnership:

- Tobacco control, excluding smoking cessation services
- Community safety aspects of alcohol and drug misuse
- Public health aspects of promotion of community safety, violence prevention and response.

1.2 The Community Safety Partnership is made up of the following responsible authorities –

- Medway Council
- Kent Police
- Kent Fire and Rescue Service (KFRS)
- Kent Surrey and Sussex Community Rehabilitation Company KSS CRC
- Medway Clinical Commissioning Group (CCG).

1.3 The nature of the work of the Community Safety Partnership means that several areas of work detailed in this report although are all community safety initiatives, involve a number of different council departments who are the responsibility of a number of Portfolio Holders.
1.4 Achievements for 2018/19 are detailed by services area below.

2. **Community Safety Team and Community Multi Agency Risk Assessment Conference**

2.1 In July 2018 Medway Council created a team of 2 Anti-Social Behaviour Officers, reporting to the Community Safety Manager and in September this year recruited a third officer who will in part be responsible for dealing with unlawful incursions.

2.2 The remit of the team is to identify on-going, long-term anti-social behaviour issues and act as a hub for Medway Council colleagues and partner agencies. The team have formed close working partnerships with Kent Police and other members of the Community Safety Partnership. They have extended a holistic approach to assist housing providers and other organisations in dealing with anti-social behaviour that affects the wider community.

2.3 The team have set up a daily meeting with Kent Police and the Medway Task Force. The Task Force act as a conduit to other agencies and stakeholders. The meeting allows a partnership approach to community safety and a speedier response to community issues in Medway.

2.4 The Community Safety Team chair the Community MARAC (Multi Agency Risk Assessment Conference). This meeting brings together partner agencies, stakeholders and other agencies to deal with community related issues that affect the wider community and require a multi-agency approach. In the last year the conference has dealt with numerous cases ranging from anti-social behaviour to mental health and environmental crime. The conference brings a holistic approach to problem solving and allows all involved parties to work towards successful outcomes.

2.5 Since its creation the Community Safety Team (Anti-Social Behaviour Team) have dealt with nearly 400 cases. These have ranged from simple anti-social behaviour issues, which required a quick fix, to complicated community safety issues which needed a protracted investigation and multi-agency approach led by Community Safety Officers.

2.6 The team use the tools and powers contained within the Anti-Social Behaviour Crime and Policing Act 2014. During 2019 they have issued 119 Community Protection Warnings, 39 Community Protection Notices and 4 Fixed Penalty Notices in relation to Anti-Social Behaviour. In addition they are working on a number of protracted enquiries that will have a positive impact on Medway’s communities and may ultimately bring offenders to prosecution.

3. **Community Payback**

3.1 The Community Safety Team continue to supply the majority of unpaid work in Medway for completion by offenders with community sentences. These are managed by the Kent, Sussex and Surrey Community Rehabilitation Company (KSS CRC).
3.2 Over the year a total of 162 jobs were nominated by a variety of elected Members, Community Wardens, PCSOs, and the Council's Public Rights of Way (PROW) team. This is lower than the previous period as KSS CRC had a number of supervisory gaps, as well as a number of other external projects.

3.3 The majority of activities undertaken were litter picks in open spaces, for example, the Great Lines continues to be regularly litter picked. Other projects included working with a number of churches to clear and maintain overgrown graveyards and cutting back vegetation and working on public rights of way, cutting back hedges and clearing an allotment plot for a primary school to use as well as clearing snow when needed from doctors surgeries and care homes.

4. Medway Task Force

4.1 The Medway Task Force was an initiative developed as part of the Kent Police and Crime Commissioner’s Violence Reduction Panel. It is an integrated and committed partnership approach where agency staff sit and work together in a shared space within Medway Council's Gun Wharf offices. There are a number of partners working together, including a Task Force lead officer, a Police Sergeant, Police Officers, Medway Council, Department of Work and Pensions, Kent Fire and Rescue Service, Immigration Enforcement, Victim Support and Community Rehabilitation Company, all complemented by wider partner, commissioned services and third sector support and buy in.

4.2 The key aims of the Task Force will be to work towards reducing violent crime, reducing vulnerability and building community resilience. Under each of these key aims are wider objectives which will contribute to keeping Medway a safe place to live, work, learn and visit. The Task Force will not duplicate work streams but instead look to join agencies together to look at key gaps in intelligence and working practices. There will be a clear focus on the public health approach to reducing violent crime by working to address the underlying risk factors that increase the likelihood that an individual will become a victim or perpetrator of violence. There will also be a focus on contextual safeguarding, looking at common themes, locations or people which will enable emerging issues to be solved holistically. The Task Force will look to tackle complex issues to safeguard, mitigate risk and divert from criminality through early intervention. Work will be focussed in key geographic areas across Medway.
5. **PACTs**

5.1 There are currently 14 PACTs running in Medway, compared to 12 in 2018; often PACTs disband once their specific concerns have been addressed. However others have continued to remain active in their communities as residents’ groups.

5.2 Community Wardens have attended a total of 14 PACT meetings at which issues of public concern were raised and many are resolved by the Warden Service at the time. The remainder of concerns are referred to other departments or partner agencies.

6. **Community Engagement**

6.1 A total of 68 community engagement events have been arranged or attended by the Community Safety Team, which were supported by wider Safer Communities’ staff and partner agencies at a variety of locations in both urban and rural parts of Medway, including Community Hubs and Residents Groups/Associations, Dementia Groups, Fresher Fayres and High Street Banks. Since December 2018 we have engaged with 2636 people through these events so far.

6.2 General community safety advice is given along with personal safety equipment and leaflets, where appropriate.

6.3 Community Wardens delivered presentations to junior schools on the range of services provided by the Community Wardens. These presentations are aimed at year 6 pupils to give them a better understanding of topics such as personal safety, good citizenship, environmental responsibility and responsible dog ownership. This programme of presentations has been extended to other groups and the Environmental Engagement Officers have spoken to 33 groups including scouts, Neighbourhood Watch and the Soroptomists. So far they have engaged with 764 people.

7. **Illegal Tobacco**

7.1 The sale of illegal tobacco remains a point of concern in Medway, as for all authorities in the UK, and officers continue to challenge those caught selling counterfeit and smuggled tobacco.

7.2 Officers have recently made four seizures from retail premises and carried out a test purchasing exercise. The seized tobacco totalled 210,000 cigarettes. The sniffer dogs revealed quantities of illegal tobacco in electronically controlled concealed compartments in tiled walls and hidden in a false panels of a cellar staircase.

7.3 The seizures are subject to ongoing investigations against the retailers. Officers are also engaging with the landlords of the properties about the potential offence of money laundering, as part of this process a premises chronically selling illegal tobacco has been closed in Rochester.
7.4 The service had a pending criminal case against a local retailer heard in January 2019 and the defendant was convicted to a custodial sentence of 180 days.

8. **Age Restricted Goods**

8.1 The Trading Standards Team continues to advise local businesses on the assorted age restricted product controls they regulate. Training packages and bespoke advice are provided to local traders to enable them to train their staff on good practice.

8.2 The team also carries out test purchasing surveys with the assistance of local volunteers checking the availability of age restricted products to under age persons. Recent exercises have covered fireworks, knives, tobacco and alcohol. Seven traders were warned in these exercises and are subject to re-inspection.

9. **Strategic Community Safety Approach**

9.1 A strategic approach continues to be adopted to ensure the Community Safety Partnership (CSP) is closely aligned with the ambitions of Medway as a great place to live, work, learn and visit.

9.2 The strategic assessment reviewed our existing priorities and has confirmed that we meet our statutory obligations as a partnership, reflecting the priorities of our partner agencies in delivering a safer Medway, and supporting sustainable regeneration.

9.3 The annual strategic assessment will this year inform a new 4-year CSP Plan, which the CSP aims to align with the Police and Crime Commissioners Safer in Kent Plan.

10. **Public Space Protection Orders (PSPO)**

10.1 Legislation introduced by the Government in 2014 gave local authorities more freedom and flexibility to control ASB in places to which the public has access. The Public Spaces Protection Order (PSPO) replaced the Designated Public Place Order (DPPO), which created ‘alcohol control zones’. The change to the law came into effect on 20th October 2017. From this time the DPPOs were treated as provisions of a PSPO.

10.2 PSPOs are intended to deal with a particular nuisance or problem in a particular area that is detrimental to the local community’s quality of life, by imposing conditions on the use of that area which apply to everyone. They are designed to ensure the law-abiding majority can use and enjoy public spaces, safe from anti-social behaviour.

10.3 The PSPOs in Chatham, Gillingham, Rochester and Strood remain in place. However, we will review these orders and consider amending conditions by 20 October 2020 (unless extended before this date, the orders will expire).
11. Prevent

11.1 The Counter Terrorism and Security Act 2015 introduced the ‘Prevent Duty’, which requires local authorities, and other specific bodies, to act to prevent people from being drawn into terrorism. All specified bodies are required to have ‘due regard’ to the duty in the following areas: awareness of the risks of terrorism; leadership; working in partnership; staff capabilities and sharing information.

11.2 The Corporate Management Team acts as the strategic Prevent Panel, with a subgroup of the CSP discharging the tactical and operational tasks, chaired by the Head of Safeguarding and Quality Assurance in Children and Adult Services and supported by cross-Council participation.

11.3 In addition, a multi-agency Prevent Board is in place, also chaired by the Head of Safeguarding and Quality Assurance in Children and Adult Services. The duty to prevent people from being drawn into terrorism applies to Local Authorities and other specific named bodies: education and child care providers, further education and higher education institutions, the health sector, criminal justice commissioned penal institutions and providers, and the Police.

11.4 The board’s role is to agree levels of risk and coordinate Prevent activity across Medway. A number of e-learning training packages are available which have been rolled out to front line staff.

11.5 The Head of Safeguarding and Quality Assurance in Children and Adult Services is also a member of Kent County Council’s Prevent Panel, ensuring a regular dialogue to share best practice.

12. Channel Panel

12.1 Channel is an early intervention multi-agency process designed to safeguard vulnerable people from being drawn into violent extremist or terrorist behaviour. Channel works in a similar way to existing safeguarding partnerships aimed at protecting vulnerable people.

12.2 Medway’s Channel Panel is chaired by the Head of Safeguarding and Quality Assurance in Children and Adult Services and brings together a range of multi-agency partners to collectively assess the risk and can decide whether a support package is needed. If the group feels the person would be suitable for Channel, it looks to develop a package of support that is bespoke to the individual. The partnership approach ensures those with specific knowledge and expertise around the vulnerabilities of those at risk are able to work together to provide the best support.

12.3 Anyone can make a referral. Referrals come from a wide range of partners including those from education, health, Youth Offending Team, police and social services. There have been 15 referrals onto Channel this year.

12.4 This is an increase on the previous year. This can be attributed to a concerted effort to increase awareness of Prevent and Channel that has been carried out in the last 18 months. There has been a push amongst all
agencies to ensure that all of their new staff induction includes Channel/Prevent, as well as ensuring that refresher training is carried out.

12.5 In addition, in November 2018 the day long Kent and Medway Community Safety Conference held at Detling Showground was focused on “Preventing Extremism and Hate” at which the Community Safety Manager gave a presentation on Channel in Medway.

13. **Serious and Organised Crime Partnership (SOCP)**

13.1 The SOCP continues to meet with the aim of being instrumental in providing an effective local response to the issue of serious and organised crime and gang related issues in Medway. This is chaired by the Detective Chief Inspector for CID and MSET (sexual exploitation team) and is Vice-Chaired by the Community Safety Manager.

13.2 The multi-agency group develops and implements plans using the ‘4 P’ model of Prepare, Pursue, Prevent and Protect to target known gangs, to disrupt and dismantle the criminality, as well as to work with partner agencies to raise awareness of organised crime and its negative impact on individuals, communities and the local economy.

13.3 In the last year there have been five cases tackled at the SOCP. There has been significant input on two of the cases from Trading Standards and Environmental Enforcement. A sixth case has been nominated by the Community Safety Team in October.

13.4 The SOCP incorporates Modern Day Slavery, Human Trafficking, Missing Persons, Gangs and Human Trafficking and works closely with the MASE (Child Sexual Exploitation).

13.5 The SOCP also works with partner agencies to develop techniques to deter people (particularly young people) from being drawn into serious and organised criminality.

14. **Community Clear Ups**

14.1 Community Wardens organised 35 Community Clean-ups, 15 of which were done as part of the national Spring Clean campaign. Over 150 members of the public took part in these events, as well as elected Members. A total of 969 black sacks of litter were collected and removed along with 5 tipper and 4 van loads of materials.

15. **Offensive or Hazardous Litter**

15.1 Community Wardens patrol known hotspots every morning to remove offensive or hazardous litter. Since the last report, they have removed 836 items of drug related litter including needles, and 145 items of sex related litter. Intelligence is passed to Kent Police through the Community Safety Team and also to service providers such as Turning Point so that outreach work can be undertaken.
16. **Blue Light Project**

16.1 The Medway Blue Light Project is an innovative multi-agency approach, facilitated by Medway Public Health Department to inform joint interventions aimed at adult substance misusers with complex needs and with a history of poor engagement with services. The cohort is also characterised by ongoing involvement in ASB in Medway’s communities.

16.2 The Blue Light project continues to meet monthly and has representatives from the following organisations: Medway Council Social Care; Medway Council Housing; Medway Public Health; Anti-social Behaviour Officers; Kent Police; Medway CRC; National Probation Service; AMAT; Pathways to Independence Ltd; Riverside Housing; Turning Point; Forward Trust (Prisons); Open Road; One Big Family and Caring Hands.

16.3 Information is shared under the Kent and Medway Information Sharing agreement.

16.4 There are currently 13 individuals on the list who face severe and multiple disadvantage with Substance Misuse, Homelessness or Involvement in the Criminal justice system. This number has fallen in the last 12 months in part due to the Rough Sleepers Initiative project having outreach workers identifying individuals and providing earlier solutions to complex issues. This should be considered a successful development of the project. The aim is to maintain the list to below 20 individuals to ensure that adequate time can be given to sharing relevant information, creating an action plan and monitoring progress for each person. Referrals continue to be made by a range of agencies. Where an individual faces a set of very complex issues a team is set up around the individual to overcome barriers to progress and maintain momentum between the monthly meetings.

16.5 Outcomes from the project have included long standing individuals on the Blue Light Project list being housed and accessing drug treatment services; others have been supported to access a range of services; and in some cases others are now serving prison sentences. Due to effective partnership working, the project is able to continue its oversight of the individuals even when they are in prison and ensure they continue to be supported on release. The Blue Light Project is linked closely to the Rough Sleeper’s initiative which has provided valuable and effective outreach.

17. **Homelessness and Begging**

17.1 Medway Housing continue to work in partnership with Public Health’s Blue Light project to ensure support and advice is offered to vulnerable people, who often have rough sleeping and/or begging as part of their complex range of issues. Whilst people who are homeless or at risk of homelessness continue to get support from Kingsley House, additional input is often required for rough sleepers.

17.2 Begging and Homelessness are seen as synonymous. This is not necessarily the case. Whilst rough sleepers may also beg, we have direct and anecdotal evidence that not every beggar in Medway is without accommodation.
17.3 Many homeless people (including those who sleep rough) have a range of support needs across drugs and alcohol, mental health issues, physical health issues – sometimes all three - which require support and assistance.

18. **Domestic Abuse One Stop Shop (OSS)**

18.1 Medway’s One Stop Shop (OSS) held every Tuesday morning (9.30am-12pm) at the Sunlight Centre, has been very busy again recently and well attended by both clients and support services and providers all year. In the last Quarter (July, August, September 2019) the OSS had 166 attending adults, who have 253 children in their households (3 were pregnant), and who were supported by 22 agencies.

18.2 There is representation and commitment from a number of multi-agency partners, including statutory and voluntary agencies such as Medway Community Health, Solicitors, Home Start, Medway Domestic Abuse Service (Choices), SATEDA (Domestic Abuse Charity), DWP, Turning Point, Support to Court, Police, Clarion, West Kent Housing, NSPCC and Medway Council. There has also been a number of new services who have attended to observe with a view to having a more permanent presence.

18.3 Further work was undertaken to understand the seemingly high representation rates at the OSS. Evaluation findings demonstrated that the large majority of repeat visitors to the OSS were due to positive previous experiences and attendees now feeling ready to make further progress by revisiting the OSS for additional support.

18.4 The OSS Operating Procedures have been reviewed, updated and ‘signed-off’ by the Kent and Medway DA Tactical Group. All multi-agency partners have read and signed copies to continue to increase ownership and clarity of roles and responsibilities. There continues to be an effective triage and screening process in place at the OSS, with clear escalation and referral pathways to tailored support for individual clients.

18.5 The OSS remains an essential and integral service for some of the most vulnerable Medway residents and continues to provide opportunities for real positive change and impact to these residents and help prevent domestic abuse from happening.

19. **Doorstep Fraud**

19.1 The Trading Standards Team has continued to work with local banks to disrupt doorstep criminals who use building works and home improvements as vehicles for fraud. The implementation of the national Banking Protocol sees a formal referral process for banks to use to alert Trading Standards and the Police of potential doorstep crime victims.

19.2 Supported by staff from the Community Safety Team, a number of high profile engagements have been held in banks to highlight the issue.

19.3 The team has also given advice at numerous public engagement events. At these events they have encouraged householders to declare their properties ‘No Cold Calling Homes’ to discourage doorstep crime, this initiative has
engaged with over 72,000 local residents. The team have implemented a revised sticker design to endorse the new national cold calling scheme.

20. **StepBack**

20.1 Work has been ongoing within Medway Council’s Youth Service around reducing the fear of youth crime and violence amongst young people. Following the success of the StepBack Project, the Youth Service ran the StepUp Transition Project where young people were identified as being at risk.

20.2 Sessions took place once a week in a local school with 23 young people identified as vulnerable during the transition from year 6 into secondary school. Over 12 weeks the youth service worked on education and their concerns and fears. StepBack cards were also used, credit card sized cards that were designed by young people themselves as a reassurance, which advised young people of what to do if they find themselves in a difficult situation.

21. **Abandoned Vehicles**

21.1 Community Wardens have removed 27 abandoned vehicles from the streets of Medway since the last report.

21.2 By providing intelligence to the DVLA, Community Wardens secured the clamping of 281 untaxed vehicles.

22. **Kent and Medway Serious Youth Crime project**

22.1 The Ministry for Housing, Communities and Local Government (MHCLG) established the Supporting Families Against Youth Crime (SFAYC) Fund to support the delivery of the government’s Serious Violence Strategy. Kent County Council was successful in securing £1,362,645 in funding from the SFAYC Fund over two years, to deliver and lead a collaborative North Kent and Medway project.

22.2 Project strategic aims:

- Provide additional capacity to local authorities where gang and youth crime is an issue, to help them respond to their local needs;
- Test and learn from interventions and place-based initiatives;
- Drive improved local, multi-agency partnership working with the VCS;
- Develop children’s personal resilience to withstand peer pressure and make positive choices, particularly but not limited to the transition ages between primary and secondary school;
- Reduce gang and youth crime by intervening early to raise awareness of the dangers of gangs, youth violence and knife crime and changing the culture around the acceptability of carrying knives.
- Work with parents/carers and local workforce to understand the dangers and risks surrounding gang crime.

22.3 The programme proposed to break down into 3 tiers to cover all areas.
• Tier 1 will look at children transitioning from year 6 to 7 and schools in areas that were in deprecation Wards. Tier one will focus on training the trainer to support young people and be delivered by the schools in those areas.
• Tier 2 will look at those at risk of being involved or who are on the periphery of criminal involvement. This tier will work with schools, PRUs and specialist schools, to increase understanding.
• Tier 3 was young people who had been convicted and either were going in or coming out of custody.

22.4 KCC (as the bid lead) has been successful in the bid with the University of Bedfordshire for a 3-year project to embed a contextual approach to the work.

22.5 Contextual Safeguarding has been developed at the University of Bedfordshire over the past six years to inform policy and practice approaches to safeguarding adolescents. Initially emerging from a three-year review of operational responses to peer-on-peer abuse, Contextual Safeguarding provides a framework to advance child protection and safeguarding responses to a range of extra-familial risks that compromise the safety and welfare of young people.

22.6 In August 2019 KCC appointed the Project Coordinator. They have liaised with Medway; YOT, Youth Services, Early Help, Community Safety and the Medway Task Force.

22.7 There has already been liaison with young people at Cookham Wood with regard to what support would be beneficial to them and their families.

22.8 It has been agreed that the 2-year timeline will commence once funding of posts begins.

23. **Unauthorised Encampments**

23.1 The Community Safety Team took on responsibility for dealing with unauthorised traveller incursions in April of this year, and in September this year recruited a third officer who will in part be responsible for dealing with unlawful incursions.

23.2 Since April the team have dealt with 22 encampments. The process commences with an initial welfare check alongside the due process to remove unlawful encampments using the Criminal Justice and Public Order Act 1994 (CJ&PO). These site visits are usually done in tandem with officers from Kent Police. The team have worked very hard in making sure we promptly use the CJ&PO Act, on day 1 serving notice under section 77 to direct campers to leave; if they fail to comply with the section 77 direction, we then use section 78 of the same act to go to court on day 2 to get an order which allows for their removal. This means that the quickest time to legally removal an unauthorised encampment using the CJ&PO act is 3 working days.

23.3 Other local authorities have introduced other legislation, however these have proved to be problematic.
23.4 Public Space Protection Orders (PSPOs) – these allow local authorities to draw up local orders to address specific problems affecting the council area’s communities. Breach of PSPOs is a criminal offence and can result in issue of a £200 Fixed Penalty Notice (FPN) or if summoned to court a £1000 fine. One local authority introduced a PSPO which they believed would stop unlawful incursions in some areas of their borough. These have proved to be ineffective. This is due to the difficulty of prosecuting individuals who are sometimes from outside the UK. Fixed Penalty Notices were inappropriate as, if issued and unpaid, costly prosecution action would have to begin. It was found that the ‘hard core’ element of the travellers treated the PSPOs with contempt. The inability of the council to enforce the PSPOs also led to serious reputational damage and adverse press-coverage.

23.5 Injunctions – A number have been refused, notably the London Borough of Bromley and Epson & Ewell Borough Council, these relate to borough wide injunctions rather than injunctions for specific pieces of land. The reason the High Court refused a borough wide injunction was due to the fact that it was found to be discriminatory as they prevented the ability of gypsies and travellers to pursue their way of life. In relation to injunctions for specific pieces of land, these would effectively be impossible to enforce due to the Council having to know the names of those persons breaching the injunction in order to be able to take them to Court for breaching the injunction. Advice from our Legal Services was that Injunctions would not have the desired effect and would not be quicker than the current process that we have in place. Refusing to grant a final five-year injunction in Bromley, the deputy High Court judge said that the ban sought was “unduly wide and disproportionate”.

23.6 In the last few years Medway has seen an increase in unlawful encampments both on Medway Council and private land. In addition there has been a change in the behaviour of some travellers, with a more belligerent attitude towards council staff and police. A small number have also caused high levels of crime and anti-social behaviour, left fly-tipped and domestic waste and caused damage to the land and surrounding property. This increase has created additional pressure on services. Some locations have been subject to multiple incursions. In a large proportion of the incidents damage has been caused to gain entry to the site and in all but a few Medway Council have faced substantial repair and/or clean-up costs.

23.7 The Community Safety Team works closely with partner agencies including the police and have adopted a more pro-active and interventional approach towards incursions. It is felt that early intervention, intelligence sharing with other local authorities and robust enforcement will have a positive effect on the length of time that incursions occur and a will bring a preventative outcome in the future.

23.8 The team have also worked with Medway Norse to not only target harden areas, for example Beechings Green, but also in assessing other at risk sites to assess what options are available to protect these areas.
24. CCTV

24.1 Following the successful completion of the Community Safety CCTV (CSCCTV) renewal Project, focus has now shifted to improving the governance around the placement of individual cameras and ensuring the estate is fit for purpose in the future.

24.2 There are no plans to further reduce the number of CSCCTV cameras, however mechanisms need to be in place to ensure compliance with the surveillance camera code of conduct.

24.3 Each month a report is generated by the CCTV control room that lists activity levels of all CSCCTV cameras and circulated to the council's lead officer for CSCCTV. Part of this report will highlight zero activity cameras. If a camera reports zero activity for a period of 6 months the cameras placement will be reviewed (is it in the correct position? Is it performing a specific function that has changed? Has the environment surrounding the camera changed etc).

24.4 If it is found that a camera is serving no specific purpose in the opinion of the CSCCTV lead officer based on documented evidence, it will be submitted to the Community Safety Partnership Strategic Executive Group (CSP SEG) for decommissioning or re-deployment elsewhere. It is at this point the qualified professionals of the board may intervene with their own service based intelligence. If it is decided that a camera is to be removed Ward Members will be informed of this decision and the rationale behind it.

24.5 If a Ward Member, a Member of the Public or an Officer of the Council feels a location would benefit from a new camera due to anecdotal evidence of increased activity in an area, this may be reported to the Community Safety Team (it's important to note the distinction between the Community Safety Team and the Community Safety Partnership at this point). The Community Safety Team will then investigate whether a Camera is the correct response to the specific issue. If this is the case the team will then collect evidence and complete a privacy impact assessment and present the suggestion to the CSPSEG for consideration.

24.6 This process will ensure that no single Officer, Member or Government Official will decide the location or removal of any camera in Medway.

24.7 Four new cameras have been commissioned to improve the water safety of the riverfront funded by the Community Safety Partnership.

24.8 The proposed cameras that would be installed at river side points located near or on Rochester Pier, Strood waterfront, Sun Pier and Gillingham Pier. The cameras will have dual sensors, one being a thermal the other optical lens. Each camera would output 2 video feeds, 1 being the normal optical HD video and the other a thermal video output. The thermal video feed can identify heat traces in the river, particularly useful low light conditions.

24.9 Two new additional Rapid deployment cameras have also been purchased by the Community Safety Team to enable a quick time response to emerging issues of anti-social behaviour.
25. **Environmental Enforcement**

25.1 The Environmental Enforcement Team continue to work in partnership with Kent Police and neighbouring local authorities. They use Kent Police’s custody suite to facilitate the interviewing of suspects in environmental crime investigations. Last year the team successfully prosecuted 38 cases with court awarding fines and costs totalling £55,387.

25.2 The team conducted operations alongside Kent Police, this resulted in 2 vehicles being seized. The first is linked to depositing asbestos in a garage area at Napier Road Gillingham. The second is linked to a fly tipping network from Gravesham. One further vehicle was stopped and searched. Both vehicles have since been crushed.

26. **Communications**

26.1 The CSP has its own Twitter account with tweets being sent on behalf of the partnership with general community safety advice as well as messaging when and where we are holding community engagement events. The account currently has 1,394 followers.

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**Appendices**

None

**Background documents**

None
Report from: Richard Hicks, Director Regeneration, Culture Environment and Transformation and Deputy Chief Executive

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

Summary
A report to review the use of herbicides on green space assets and alternatives that are available.

1. **Budget and Policy Framework**

1.1 The Regeneration, Culture and Environment Overview and Scrutiny Committee at its meeting on 15 August 2019 asked officers to review the policy on herbicides usage. If this policy were to change, then recommendations would need to be put to Cabinet, as there will likely be budget implications that are beyond the current budget threshold.

2. **Background**

2.1 At the Regeneration, Culture and Environment Overview and Scrutiny Committee on 15 August 2019 concerns were raised about the safe use of these chemicals to animals (especially dogs) and children in parks and play areas and around tree bases.

2.2 The Green Space service agreed to come back to this Committee with:
- The experiences of other local authorities that have ceased to use 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 cease using herbicides to control weed growth.
- Full information on the financial and legal implications of any decision by the Council to cease to use 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.
2.3 Medway Council, like many local authorities, undertake spraying of assets, tree bases and fence/wall lines in parks and play areas as a way of reducing the risk of damage from strimming to tree bases, from stones being flicked up damaging windows and posing a risk to passing pedestrians.

2.4 Medway has a duty to prevent spread of certain harmful weeds as per the Weeds Act 1995 and to stop invasive non-native plants spreading as per DEFRA Guidance, as detailed in Appendix 1.

3. Options

3.1 **Option 1: No Change (Glyphosate)** – continue the use of herbicides as per current policy, spraying around assets and tree bases once per year and controlling invasive and harmful weeds/plant species as per our legal duty as landowners.

3.2 **Option 2: Integrated Approach – mix of bio and non bio chemicals** – Adopt an integrated approach using non-biochemicals (new bio product made of vegetable oil and vinegar) in parks and/or play areas. This has been shown to be effective, but will still leave a visible spray line on assets (see Appendix 5) and have a cost implications.

3.3 **Option 3: Non-biochemical** – Remove the use of biological chemicals in all parks and greenspaces, (with the exception of sports pitches, as these are needed to eradicate pests and diseases and ensure the standards of the greens are a playable surface) using non bio chemicals in greenspaces / parks only. This will still leave a visible spray line on assets (see Appendix 5) and have cost implications. The exception will be to treat invasive and harmful weeds/plant species as per our legal duty as landowners. This will have a cost implication.

3.4 **Option 4: Return to strimming around assets and tree bases.** The exception will be to treat invasive and harmful weeds/plant species as per our legal duty as landowners. Each strimmer creates 11kg Co2 per day and over the year would create an additional 2,376 kg and this equates to just over ½ of what a car produces each year. There is a need to be mindful of the HSE guidance on hand arm vibration (HAV) (see Appendix 3). This will have a cost implication.

3.5 **Option 5: Hand pull weeds and do not spray or remove grass around any assets.** The exception will be to treat invasive and harmful weeds/plant species as per our legal duty as landowners. This will have a cost implication.

4. Advice and analysis

4.1 Seeking advice from industry specialists, the current view of the UK Government body and HSE is that the use of glyphosate, when used as instructed, is safe.

4.2 Appendix 2 details the EU and HSE current advice on use of glyphosate.

4.3 There is currently no hard and fast information on the implications for our own health on the use of glyphosate. However, there are increasing concerns over
its potential harm and conflicting statements from the international bodies responsible for regulating its use.

4.4 Many environmental bodies are of the opinion that the use of glyphosate products could be contributing to the decline in biodiversity and that we should be taking the precautionary approach and limiting its usage.

4.5 The products used are sprayed in a diluted form, as per COSHH guidance, absorbed into the plant and kills both the green leaves and roots of the weeds. This chemical is absorbed through the green leaves, kills only the plant and is neutralised on contact with the soil. It is then broken down by soil bacteria into harmless natural substances.

4.6 The Agriculture Industries Confederation, made the following observations. *Glyphosate’s classification, by the RAC and ECHA is based on the intrinsic properties of glyphosate. As with any hazard, the risk to either human health or the environment can be reduced by mitigation measures such as only using the product when necessary, using the lowest dose required and ensuring that those who use the product are professionally trained and certificated. All of these measures are in place in the UK and other Member States to ensure that pesticides are used responsibly.*

4.7 When these chemicals applied in correct dosages, they have been shown to be safe; as required to be awarded UK Government approval. The Safety Data Sheets do not indicate there is a risk of harm to people or animals if used in correct doses (see Appendix 4).

4.8 Visual impact testing has also been undertaken and has shown that the use of bio products has the same visual impact around assets as glyphosate products (see Appendix 5).

4.9 In 2014 Foamstream was tested in Medway, the results of which are detailed in Appendix 6.

4.10 Additionally a review has been undertaken of other local authorities’ approach to this issue and this is detailed in Appendix 7.

4.11 There is the wider risk implications within the Highway, other parties in the Medway jurisdiction, such schools, business parks, private estate managers (MHS). The control, cost and financial burden would be equally impacted across these and other areas.

4.12 Taking all of this into account, as there are conflicting opinions on the use of glyphosate and public perception of possible harm, it is recommended to take forward option 2 - a mixed approach - and cease the use of glyphosate in children’s play areas only where it is more likely to come into direct contact with young people. This would be a matter for Cabinet to consider and determine, following a recommendation from this Committee.
5. Risk management

5.1 The following table details the risks associated with the various methods proposed:

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Risk</th>
<th>Mitigation</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 1: Use herbicides</strong></td>
<td>Reputational relating perceived risk to human and animal health. Negative impact of herbicides on insect population.</td>
<td>Ensure usage is kept to a minimum and only used judiciously. Ensure regular review of best practice is undertaken. Ensure regular review of alternatives is undertaken.</td>
<td>DIII</td>
</tr>
<tr>
<td><strong>Option 2: Integrated Approach – mix of bio and non-bio chemicals</strong></td>
<td>Areas will have a visible spray line around assets. Additional resources and funds required.</td>
<td>Promotion about use of non chemicals and visual impacts.</td>
<td>DIII</td>
</tr>
<tr>
<td><strong>Option 3: Non-biochemical for all greenspaces</strong></td>
<td>Areas will have a visible spray line around assets. Additional resources and funds required.</td>
<td>Promotion about use of non chemicals and visual impacts.</td>
<td>DIV</td>
</tr>
<tr>
<td><strong>Option 4: Use of strimmers around assets</strong></td>
<td>Increase risk of exposure to Hand Arm Vibration Syndrome (HAVS) and Carpal Tunnel Syndrome (CTS). Medway Norse at risk for significant personal injury claims and reputational harm to both companies. Increased costs as more staff needed to complete same tasks.</td>
<td>Staff rotate tasks to reduce exposure time.</td>
<td>CII</td>
</tr>
</tbody>
</table>
Option 5: Leave grass as is around assets - long grass and Hand pull weeds in shrub beds and hard standing

<table>
<thead>
<tr>
<th>Option</th>
<th>Resources</th>
<th>Annual additional cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Use herbicides</td>
<td>As per contract</td>
<td>£0</td>
</tr>
<tr>
<td>2: Integrated Approach – mix of bio and non bio chemicals</td>
<td>Additional 2,000 man hours as requires 3 applications for non bio chemicals Or Do not use glyphosate in Play areas</td>
<td>£30,000 Or £3,800</td>
</tr>
</tbody>
</table>

6. Financial implications

6.1 The Council’s existing Greenspaces budget is built on the assumption that herbicides will be used as per the contract with Medway Norse. As such, any change in practice that leads to increased costs would result in a budget pressure.

6.2 The recommendation to cease the use of glyphosate in children’s play areas is estimated to cost £3,800 per annum, creating a budget pressure. As such, it will be necessary for savings to be identified elsewhere in the service to offset this.
3: Non-biochemical Use alternative weed spraying product to cover the same area more frequently; Additional 4,000 man hours requires 3 applications £60,000

4: Use of strimmers around assets 24 staff & strimmers £264,000

Additionally, there is a financial, unquantifiable risk, if a personal injury claim is subsequently made by staff exposed to Hand Arm Vibration.

5: Leave grass as is around assets - long grass and hand pull weeds in shrub beds and hard surface areas Hand pull weeds: approx. 6 additional staff. This estimate is based:
- 182,000 sqm of shrubs
- 23,000 sqm of hard surfaces £172,000

7. Legal implications

7.1 The service is operating within the legal framework as detailed in the appendices and will continue to monitor any relevant changes in regulations as laid down by the EU and transposed into UK Law.

7.2 Variations in the operation of the contract can be made in negotiation with Medway Norse as agreed as part of the JV model of operation.

8. Recommendations

8.1 It be recommended to Cabinet that:

a) due to conflicting opinion, glyphosate no longer be used in children’s play areas.
b) as the current product has been deemed safe to use by independent scientific experts working for the EU and UK Government, the service continue the adopted practice on all other green space assets.
c) the service continue to review usage of glyphosate herbicides in greenspace / public areas within legislation guidelines.

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Appendices

Appendix 1 – Legal Duties for Weed Control
Appendix 2 – EU and HSE Current Advice on Glyphosate Usage
Appendix 3 – Health and Safety Executive: Key Messages on Risk of Hand Arm Vibration (HAVs)
Appendix 4 – Safety Data Sheets
Appendix 5 – Visual Impact of Products
Appendix 6 – Foamstream
Appendix 7 – Other Local Authority Experiences

Background papers

1. Guidance note on the methods that can be used to control harmful weeds

2. Guidance : Stop invasive non-native plants from spreading

3. HSE guidance and FAQs:
   http://www.hse.gov.uk/pesticides/topics/using-pesticides/general/glyphosate-faqs.htm

4. Status of glyphosate in the EU
   https://ec.europa.eu/food/plant/pesticides/glyphosate_en

5. Health and Safety Executive: Key Messages on Risk of Hand Arm Vibration (HAVs)
   http://www.hse.gov.uk/vibration/hav/keymessages.htm
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APPENDIX 1: LEGAL DUTIES FOR WEED CONTROL

Department for Environment, Food and Rural Affairs

1. Guidance note on the methods that can be used to control harmful weeds


The five weeds covered by the Weeds Act 1959 are:
- Spear thistle (Cirsium vulgare)
- Creeping or field thistle (Cirsium arvense)
- Curled dock (Rumex crispus)
- Broad leaved dock (Rumex obtusifolius)
- Common ragwort (Senecio jacobaea)

‘Primary responsibility for weeds control rests with the occupier of the land on which the weeds are growing. However, under the Weeds Act 1959 Defra can take action where there is a risk of injurious weeds spreading from neighbouring land. Further information on these responsibilities is contained in the Defra leaflet “The Weeds Act 1959 - Preventing The Spread of Harmful Weeds”...’

2. Guidance : Stop invasive non-native plants from spreading


The most commonly found invasive, non-native plants include:
- Japanese knotweed
- Giant hogweed
- Himalayan balsam
- Rhododendron ponticum
- New Zealand pigmyweed (this is banned from sale)

You do not have to remove Japanese knotweed from your land, but you could be prosecuted or given a community protection notice for causing a nuisance if you allow it to spread onto anyone else’s property.
APPENDIX 2: EU AND HSE CURRENT ADVICE ON GLYPHOSATE USAGE

HSE guidance and FAQ’s:

http://www.hse.gov.uk/pesticides/topics/using-pesticides/general/glyphosate-faqs.htm

Has glyphosate been subject to regular regulation checks?

The UK has a rigorous approvals process for pesticides. The main aim of the process is to protect the health of people, creatures and plants and to safeguard the environment.

All companies wishing to obtain approval for their pesticides are required to submit substantial data dossiers to support their applications. The extensive range of studies undertaken on pesticides is aimed at establishing acceptable safety for people, animals and the wider environment. This process has been applied to glyphosate which has been approved as safe and efficacious for a number of years now.

Is glyphosate subject to any continuing review of its safety?

In addition to the UK process, all pesticides are subject to the regular EU wide initial approval and review programme for active substances. The review programme makes sure that the data supporting their approvals meets modern safety standards.

Glyphosate is currently approved for use as a herbicide (weed killer) in the EU. Approval was granted in 2002, based on a review of mammalian toxicology, ecotoxicology and other data. The current approval expires on 31 December 2017 at the latest*. Further detailed information about the EU regulatory process with respect to Glyphosate can be found on the Official Journal of the European Union

(*was reviewed by the EU in November 2017; approved by appeals committee 27th November 2017; guidance FAQ’s have not been updated on HSE website yet)

What controls are in place on the use of glyphosate in parks and public spaces?

The risks associated with the use of pesticides in amenity areas such as parks are specifically considered as part of the authorisation process.

Legally enforceable conditions of use are imposed on the way products can be applied, to ensure the public are not exposed to levels of pesticides that would harm health or have unacceptable effects on the environment. It is important that users (or those who cause or permit others to use pesticides) not only comply with the authorised conditions of use but also use products in a responsible and sustainable fashion.

The responsible use of pesticides in amenity areas as part of an integrated programme of control can help deliver substantial benefits for society. These include: management of conservation areas, invasive species and flood risks; access to high quality sporting
facilities; and safe public spaces (for example, by preventing weed growth on hard surfaces creating trip hazards), industrial sites and transport infrastructure.

**Why does the government not ban Glyphosate?**

The Government feels that the regulatory process for authorising plant protection products (PPP) is a robust system. The authorisation process takes into account all scientific knowledge available.

All products which contain glyphosate must be individually authorised in Member States. Applicants for authorisation must show that their products are effective, humane and pose no unacceptable risks to people or the environment. If their products were to pose such risks, they would not be authorised; or if such effects were discovered later, they would be withdrawn.

Neither the EU’s assessment of glyphosate as an active substance nor the UK’s assessments of applications for authorisation of products which contain it have found the substance unacceptable for use.

**Status of glyphosate in the EU**

https://ec.europa.eu/food/plant/pesticides/glyphosate_en

**Current status of glyphosate in the EU**

On 12 December 2017, the Commission renewed the approval of glyphosate for 5 years, following support by a qualified majority of Member States in an Appeal Committee held on 27 November 2017.

Therefore, glyphosate can be used as an active substance in Plant Protection Products (PPPs), until 15 December 2022, subject to each PPP being authorised by national authorities following an evaluation of their safety.

**What’s next for glyphosate?**

The EU pesticides legislation requires that the approval of all active substances must be periodically reviewed, starting with a scientific assessment by a rapporteur Member State, which is followed by a peer-review process overseen by the European Food Safety Authority (EFSA).

Three years before expiry of the approval (i.e. by 15 December 2019), companies wishing to maintain the approval of glyphosate will have to submit an application for renewal.

On 15 April 2019, Member States in the Standing Committee on Plants, Animals, Food and Feed endorsed the Commission’s proposal to designate four Member States as joint rapporteurs for the next assessment of glyphosate. This Assessment Group on Glyphosate (AGG) comprises France, Hungary, the Netherlands and Sweden. Commission Implementing Regulation (EU) 2019/724 was formally adopted on 10 May 2019.
APPENDIX 3:
HEALTH AND SAFETY EXECUTIVE: KEY MESSAGES ON RISK OF HAND ARM VIBRATION (HAVS)

http://www.hse.gov.uk/vibration/hav/keymessages.htm

- HAVS is preventable, but *once the damage is done it is permanent*.
- HAVS is serious and disabling, and nearly 2 million people are at risk.
- Damage from HAVS can include the inability to do fine work and cold can trigger painful finger blanching attacks.
- The costs to employees and to employers of inaction could be high.
- There are simple and cost-effective ways to eliminate risk of HAVS.
- The Control of Vibration at Work Regulations focus on the elimination or control of vibration exposure.
- The long-term aim is to prevent new cases of HAVS occurring and enable workers to remain at work without disability.
- The most efficient and effective way of controlling exposure to hand-arm vibration is to look for new or alternative work methods which eliminate or reduce exposure to vibration.
- Health surveillance is vital to detect and respond to early signs of damage.
APPENDIX 4 – SAFETY DATA SHEETS

Safety data sheet comparable from a vegetable product (left) to a current glyphosate product

Katoun Gold (waste vegetable & Vinegar)

**SECTION 10: Stability and reactivity**

10.1. Reactivity
The product is non-reactive under normal conditions of use, storage and transport.

10.2. Chemical stability
Stable under recommended storage conditions as recommended in Item 7.

10.3. Possibility of hazardous reactions
No dangerous reactions known under normal conditions of use.

10.4. Conditions to avoid
Do not freeze. Store at temperatures above 5°C.

10.5. Incompatible materials
Oxidizing agent. Strong bases.

10.6. Hazardous decomposition products
Under normal conditions of storage and use, hazardous decomposition products should not be produced.

**SECTION 11: Toxicological information**

11.1. Information on toxicological effects

- Acute toxicity (oral) : Not classified
- Acute toxicity (dermal) : Not classified
- Acute toxicity (inhalation) : Not classified

**Katoun Gold**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>LD50 oral rat</td>
<td>&gt; 2000 mg/kg</td>
</tr>
<tr>
<td>LD50 dermal rabbit</td>
<td>&gt; 2000 mg/kg</td>
</tr>
</tbody>
</table>

**nonanoic acid (112-05-0)**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>LD50 oral rat</td>
<td>&gt; 2000 mg/kg</td>
</tr>
<tr>
<td>LD50 dermal rat</td>
<td>&gt; 2000 mg/kg</td>
</tr>
</tbody>
</table>

**Skin corrosion/irritation** : Not classified

**Serious eye damage/irritation** : Irritating to rabbits on ocular application

**Respiratory or skin sensitisation** : Not classified

**Gene cell mutagenicity** : Not classified

**Carcinogenicity** : Not classified

**Reproductive toxicity** : Not classified

**STOT - single exposure** : Not classified

**STOT - repeated exposure** : Not classified

**Aspiration hazard** : Not classified

---

**Glyphosate**

**Section 10: STABILITY AND REACTIVITY**

10.1. Reactivity
Not reactive.

10.2. Chemical stability
Stable under recommended storage conditions.

10.3. Possibility of hazardous reactions
Hazardous Decomposition Products: Thermal decomposition can lead to release of irritating and toxic gases and vapors. Possibility of Hazardous Reactions: None under normal processing.

10.4. Conditions to avoid
For quality reasons: Keep out of reach of direct sunlight, store under dry conditions, partly used bags should be closed well.

10.5. Incompatible materials
10.6. Hazardous decomposition products
None under normal processing.

**Section 11: TOXICOLOGICAL INFORMATION**

11.1. Information on toxicological effects

**Acute Toxicity**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inhalation</td>
<td>May cause irritation of respiratory tract.</td>
</tr>
<tr>
<td>Eye Contact</td>
<td>May cause irritation.</td>
</tr>
<tr>
<td>Skin Contact</td>
<td>May cause irritation.</td>
</tr>
<tr>
<td>Ingestion</td>
<td>Ingestion may cause gastrointestinal irritation, nausea, vomiting and diarrhea. Unknown Acute Toxicity: 60% of the mixture consists of ingredient(s) of unknown toxicity.</td>
</tr>
</tbody>
</table>

**Skin Corrosion or Irritation** : See also section 3.

**Serious Eye Damage or Eye Irritation** : See also section 3.

**Sensitisation** : See also section 3.

**Mutagenic effects** : See also section 3.

---

**ProShield**

**Carcinogenicity**

The table below indicates whether each agency has listed any ingredient as a carcinogen.

**Reproductive Toxicity**

<table>
<thead>
<tr>
<th>Effect</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teratogenicity</td>
<td>No known effects under normal use conditions.</td>
</tr>
<tr>
<td>STOT - Single Exposure Category 1 (H335)</td>
<td>No known effects under normal use conditions.</td>
</tr>
<tr>
<td>STOT - Repeated Exposure</td>
<td>None under normal use conditions.</td>
</tr>
<tr>
<td>Aspiration Hazard</td>
<td>None under normal use.</td>
</tr>
</tbody>
</table>

---

Revision Date: 30-Mar-2015
APPENDIX 5: VISUAL IMPACT OF PRODUCTS

Pictures of Katoun Gold Bio products when applied & glyphosate when applied – will still protect staff from vibration have the same appearances of a visible spray line.
APPENDIX 6: FOAMSTREAM

Low-pressure process combines hot water and our biodegradable foam. The foam is made from natural plant oils and sugars. The active ingredient in Foamstream is the heat from the hot water. The foam insulates the hot water, ensuring the heat is not lost to the atmosphere. This ensures the heat covers the plant for long enough for it to kill or severely damage the plant. The longer a plant is kept in the kill zone (temperatures above 57˚C) the better. By providing a layer of insulation, Foamstream holds the heat from the water in the kill zone for long enough to penetrate the leaf’s waxy outer layer, and travel down the stem and into the roots. This severely damages the plant, either killing it or causing it to die back.


Result: Although can be an effective product on weed treatment, it also comes with a very significant carbon footprint, van’s running omitting fumes (NOx), a generator running omitting fumes(NOx) and uses up to 1000 litres of water per hour.
APPENDIX 7: OTHER LA EXPERIENCES

1. Thanet

Thanet project 2017, with East Malling Research, KCC – testing 38km of highway areas (hard surfaces)

Three types of testing:

- Chemical only: herbicide x 2 applications per year
- Integrated with 1 chemical application
- Manual / Thermal & mechanical

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemical</td>
<td>Pesticide losses to the environment</td>
</tr>
<tr>
<td></td>
<td>Potential for herbicide resistance</td>
</tr>
<tr>
<td></td>
<td>Public perception of spraying chemicals</td>
</tr>
<tr>
<td></td>
<td>Quick</td>
</tr>
<tr>
<td></td>
<td>Efficient</td>
</tr>
<tr>
<td></td>
<td>Cost effective</td>
</tr>
<tr>
<td></td>
<td>A fixed number of treatments per growing season</td>
</tr>
<tr>
<td></td>
<td>Fewer greenhouse gas emissions</td>
</tr>
<tr>
<td>Integrated</td>
<td>Increased greenhouse gas emissions</td>
</tr>
<tr>
<td></td>
<td>Monitoring required</td>
</tr>
<tr>
<td></td>
<td>Increased costs (x2)</td>
</tr>
<tr>
<td></td>
<td>Increased no. of treatments (2-6)</td>
</tr>
<tr>
<td></td>
<td>Reduced risks associated with pesticide use</td>
</tr>
<tr>
<td></td>
<td>Less pesticide PPE required</td>
</tr>
<tr>
<td>Non-chemical</td>
<td>Greater greenhouse gas emissions</td>
</tr>
<tr>
<td></td>
<td>Increased monitoring</td>
</tr>
<tr>
<td></td>
<td>Greater costs (x8)</td>
</tr>
<tr>
<td></td>
<td>Persistent perennial weeds</td>
</tr>
<tr>
<td></td>
<td>Increased number of treatments (3-6)</td>
</tr>
<tr>
<td></td>
<td>Avoid the risks which may arise from pesticide use</td>
</tr>
<tr>
<td></td>
<td>No pesticide PPE required</td>
</tr>
</tbody>
</table>

Result: An integrated approach was adopted

2. Brighton and Hove

A team of 8 have been testing alternatives to glyphosate for weed removal, including hand weeding, hot foam and infra-red treatment. The services have been hand removing for the last year but have also been struggling to fully comply to a tidy environment and do have ongoing concerns for hazards to the public.

3. Bristol

Action has been pledged to reduce usage of glyphosate but no actual action to date. There is also a sizable petition (3,721) from local residents and the issue has been debated for many years.

4. Lambeth

Only uses herbicide treatments on highways, not in parks, open spaces or cemeteries. Japanese knotweed and other noxious weed problems are still dealt with by chemicals. Alternatives being tested include, hot water treatments, flame guns, mechanical weed rippers and hand weeding.
5. **Glastonbury**

Became the first Council to ban herbicide use in 2015, alternatives used such as foam stream.

6. **Lewes**

Glyphosate still in use but only in conjunction with alternatives, mainly for noxious weeds. No herbicides used in play areas or cemeteries. The result is a 90% reduction in glyphosate use last year.

7. **Hammersmith and Fulham**

First London Council to ban glyphosate in 2016, apart from use on noxious weeds. Alternatives used include, hand weeding, foam stream, flame burners and acetic acid (foam stream the preferred option).

8. **Nottingham City**

Currently, review of use of glyphosate and plans to introduce wild flower routes into the City.

9. **Croydon**

Signed the pesticide free pledge and is exploring alternative to glyphosate “regardless of cost” this year.

10. **Other Authorities** currently looking into the use of glyphosate include:

Trafford, Edinburgh, Wirral, Bury Frome, Derry City, North Somerset, Hackney, Islington and Midlothian.

11. **Other countries**

   a. France and Holland have an integrated approach
   b. France, Holland, Germany and Belgium have banned *DOMESTIC* use
REGENERATION, CULTURE AND ENVIRONMENT
OVERVIEW AND SCRUTINY

5 DECEMBER 2019

CASTLE CONCERTS ANALYSIS AND FUTURE OPTIONS

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

Author: Paul Cowell, Head of Culture

Summary

The following report seeks to provide insight into the Castle Concerts recent financial challenges and provide a viable option to ensure the Council removes the financial risks associated with delivering a commercial music concert series.

1. **Budget and Policy Framework**

1.1. Medway Council recognises the value and benefit that a varied and well managed outdoor events programme can offer people living, working, studying and visiting Medway.

1.2. Outdoor events in Medway positively contribute to celebrating diversity, tapping vast depths of potential talent, boosting our local economy, creating a strong sense of community and community cohesion, supporting children and young people by fostering a culture of innovation and imagination and by providing activities for older people - all contributing to a vibrant culture, environment and economy.

1.3. The paper is designed to support the delivery of the Council’s Plan contributing toward the delivery of the following themes:

- **People** Healthy active communities,
- **Place** Put Medway on the map
- **Growth** A strong diversified economy and residents with jobs and skills
1.4. The policy is also strongly aligned to Medway’s Cultural Strategy that places culture and creative industries at the heart of our priorities, shaping context and delivering a range of programmes that support the long-term ambition of Medway being the first choice for people to live, work, study and visit. The four defined themes of the strategy are:

- Stewardship
- Engagement
- Prosperity
- Wellbeing

2. Background

2.1. The Rochester Castle Concerts have been a staple fixture in the cultural calendar since before for the formation of Medway Council. They have taken different formats over this time including over two weekends. The current premises license allows a maximum of five live music events.

2.2. The concerts have always been popular, with strong programmes that have included high quality, popular headlines artists and performances that have attracted audiences of nearly 150,000 over the last ten years.

2.3. In 2009, Under Siege, a celebration of young musicians, was brought into the concert series, raising the ambition of young people by giving them the opportunity to perform on a large-scale festival stage.

2.4. In 2016, the concert series started to feel the impact of the changing commercial music environment. Streaming and downloading music began to be the cheaper and increasingly more popular way of owning music, dramatically impacting the sales of physical media such as CDs. Artists and performers began filling the income gap with a larger number of live performances at increased fees.

2.5. The production values for Rochester Castle Concerts have remained high even as the cost of production has increased, with services and infrastructure including large stage, screens, water features and fireworks remaining in place.

2.6. In 2018 ‘bring your own alcohol’ was stopped following advice at most of the events after issues of anti-social behavior inside and outside the castle grounds. Although important, this move has not proved popular with some local people although it did not prove a deterrent to ticket sales for big names such as UB40 and Jess Glynne.

3. Financial context and analysis

3.1. In the analysis of the Castle Concerts it is important to understand the relationship between key factors:

- Number of tickets sold
- Ticket prices
- Cost of performances
- Total expenditure
3.2. The overview shows that expenditure has consistently outweighed income with the exception in 2017, when Craig David played two nights and a surplus of the income was £3,000 was generated.

3.3. After analysing data over the past eleven years, there have been 191,700 tickets available over all concerts, with a total of 148,797 tickets sold. This gives an overall sales percentage of 77.6%. Using this result as a baseline the following graph shows how each year compares, showing that the last two years have significantly underachieved.

3.4. This contrasts with the expenditure on marketing and communications that does not seem to have resulted in increased ticket sales.
3.5. The graph below shows the cost of event marketing. Over the eleven years this has totaled £258,188.37 which averages to £23,471.67 for each year (the data for 2009 to 2012 is not available, therefore the average cost has been used). 2013, 2014, 2018 and 2019 fall over this average.

3.6. The following graph shows the cost of event performers. This aspect totals £2,293,074.69, an average of £208,461.34 for each year. 2017 to 2019 fall over this average.

3.7. The following graph shows the cost of event staging. Over 11 years this has totaled £3,402,530.16, an average of £309,320.92 for each year. 2017 to 2019 fall over this average.
3.8. This overall increase in cost has in part has been passed back to the audience with ticket prices increasing by an average 22% (£9) over the last ten years. The remaining gap has been subsidised by the Council.

![Average Ticket Price vs % Sold](image)

3.9. When considering all the income and expenditure, the following graph demonstrates the margin for each year. The average margin per ticket sold is £11.07. 2018 and 2019 are most noticeably over this average. 2017 shows a £0.15 profit per ticket sold.

![Margin Per Ticket Sold vs 11 Year Average](image)

3.10. On average 80% of tickets sold are to those with a Medway postcode with the highest numbers coming from ME1, 2 and 5. The remaining tickets are sold to households from drawn from the South East London and other South East postcodes.

3.11. The full business intelligence review shows that the Castle Concerts have always required public subsidy and that without a considerable concession in the quality of the programme and the infrastructure, the margins between income and expenditure will remain.

3.12. It can be said that bringing in quality performers does support increased tickets sales but does not guarantee it. The increase in artists’ fees makes it even harder to achieve a break-even point.

3.13. Compounding this, there have been an increasing number of similar festivals that are in direct competition including outdoor concerts at Leeds Castle, The Hop Farm, Dreamland, Ramblin Man Fair in Maidstone, Neverworld in Hever, the Kent Cricket Ground, Canterbury and the Kent Showground in Detling.
3.14. It is also worthwhile noting that some festivals in Kent and the UK are struggling with Southbeats Festival in Sevenoaks, Wheel and Fins Festival in Broadstairs, OUTWest Festival in Wiltshire, all cancelled this year due to poor tickets sales.

3.15. The limited capacity of 4,500 in Castle Gardens and ticket price ceiling also limit the income we can generate via ticket sales.

4. Options

4.1. From the above information it is clear that the Council cannot continue to subsidise the concerts at the current level and needs to consider a range of options.

4.2. The options are:

- Option 1 - Continue with the current delivery model and accept the level of subsidy required is circa £300,000, based on the last two years outturn, and seek additional resources in the 2020/21 budget setting cycle to address this.

- Option 2 - Withdraw completely from the delivery of the Rochester Castle Concerts.

- Option 3 - Withdraw from the direct delivery of the Rochester Castle Concerts and work with a third-party to deliver a commercial music concert series in Medway removing the Council from future financial risk.

4.3. With both options 2 and 3, the Council would need to seek additional resources in the 2020/21 budget setting cycle to address the £50,000 income budget that is allocated to this event.

4.4. In September and October 2019 officers conducted soft market testing with a range of reputable and experienced third-party promoters to understand the viability of a commercial concert series in Medway that would remove all financial risk from the Council.

4.5. Officers focussed this testing on the potential of two venues, Rochester Castle Gardens and Great Lines Heritage Park. The following five questions were asked:

- Would you consider Rochester Castle Gardens or Great Lines Heritage Park for a commercial music concert series?
- What sort of music concerts would you bring?
- What would you need from the Council to make it happen?
- Would you be interested in a one-off or longer financial deal?
- When could you deliver?

4.6. Detailed responses can be found in Appendix 1.

4.7. Soft market testing has proved that there is scope for new commercial music concerts in Rochester Castle Gardens and Great Lines Heritage Park.
4.8. All promoters thought that Rochester Castle Gardens was an amazing space with definite event potential.

4.9. One promoter told officers they would be willing to continue using the Castle Concerts brand for 2020, creating a similar programme with headline artists and opportunities for local and young musicians to perform early in the day.

4.10. It should be noted that one promoter commented that summer 2021 is a more realistic time scale given that most commercial music events would have already booked talent for next summer by now.

4.11. All the promoters told us that they would use their economies of scale over their multiple festivals and events to support the cost of event infrastructure, services and artist programming.

4.12. In all cases, promoters told officers that concerts would consist of high-quality acts with a range of audience ticket prices made available from standing tickets to VIP experiences.

4.13. All promoters have agreed options for local bands, schools and community music performances to be integrated into the programme.

4.14. Where promoters would be using the Council operated spaces any agreement would be a ‘hire’ of the space with all Council costs covered including damage deposit, any enhanced service levels and reinstatement fees included.

4.15. Any hire contract would include controls on environmental sustainability, accessibility, impact on wildlife and nature, emergency planning and public health challenges.

4.16. All promoters would require the support of Council departments including licensing, greenspaces, events, waste management, communications, traffic management and environmental protection and support working to ensure the smooth delivery of the events in either location. Any costs relating to service activity above normal service levels will be charged back to the promoter.

4.17. Taking all the above into account, option 3 (third party delivery) is the recommended option.

5. **Advice and analysis**

5.1. With regards to option 3, soft market testing has proved that there are operators that can deliver a new commercial music concert series that could directly replace the Castle Concerts offering a similar programme at no cost to the Council.

5.2. Specific conversations with two promoters have proffered pragmatic options for 2020 and future years.

5.3. One promoter commented that summer 2021 is a more realistic time scale given that most commercial music events would have already booked talent.
5.4. The Council would need to engage in minimum three-year contracts with promoters to support the development and sustainability of a concert series allowing time, experience and knowledge to grow over this time.

5.5. A Diversity Impact Assessment has been completed and is attached at Appendix 2.

5.6. The assessment outlines that the proposed approach is not likely to impact on or advance opportunities of any people with protected characteristics more than any other member of the public that have previously attended the Castle Concerts. With the creation of a similar experiences, the same opportunities will be open to all residents regardless of their protected characteristic status.

6. Risk management

6.1. Risk management is an integral part of good governance. The table below has identified threats and risks and provided mitigation to avoid that risk.

<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>Financial</td>
<td>The Council’s continued direct delivery of the Castle Concerts series requires ongoing subsidy.</td>
<td>Removing the Council from direct delivery of a new commercial music concert series mitigates financial risk</td>
<td>A3</td>
</tr>
<tr>
<td>Reputation</td>
<td>The Council’s continued direct delivery of the Castle Concerts requiring ongoing subsidy further damages the Council’s reputation as stewards of the public purse.</td>
<td>Removing the Council from direct delivery of the Castle Concerts mitigates against financial risk and associated reputational issues.</td>
<td>A3</td>
</tr>
<tr>
<td></td>
<td>If delivered by a third-party the Council will have no direct control over the artistic programme.</td>
<td>Any contract negotiated can include opportunities within the programme to showcase local talent and build on previous successful concerts.</td>
<td>E3</td>
</tr>
<tr>
<td>Scenario</td>
<td>Response</td>
<td>Category</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>Some residents continue to have negative reactions to noise, use of space, traffic management inconvenience etc.</td>
<td>The Council will work with the chosen promoter to ensure that disruption to residents is minimised. A communications plan will be developed to ensure residents are kept abreast of activity.</td>
<td>D3</td>
<td></td>
</tr>
<tr>
<td>Reduced lead in times may result in the third-party being unable to deliver in 2020 and is postponed till 2021.</td>
<td>A communications plan and messages will be developed to minimise impact.</td>
<td>C3</td>
<td></td>
</tr>
<tr>
<td><strong>Timing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Withdrawing from a major cultural event such as the Castle Concerts at a time when we are proposing to bid for City of Culture 2025 could send a negative message about our commitment to cultural events in Medway.</td>
<td>Very clear message that Medway remains firmly committed to providing an exciting and diverse cultural offering but that what is needed is an alternative and possibly more exciting way of delivering these events.</td>
<td>C3</td>
<td></td>
</tr>
<tr>
<td>A promoter cannot be found to deliver a commercial music concert series for summer 2020.</td>
<td>Once a direction of travel is agreed officers will immediately begin work with promoters to deliver a concert option for 2020.</td>
<td>C3</td>
<td></td>
</tr>
<tr>
<td>The Council fails to agree a contractual agreement in a timely fashion to allow artists to be booked and tickets to be put on sale.</td>
<td>The Council will issue an 'in principal letter of support' to which will include a range of conditions including sign of events management plans by the Outdoor Events Safety Advisory Group and outlining levels of fees, charges and damage deposits.</td>
<td>C3</td>
<td></td>
</tr>
</tbody>
</table>
7. **Consultation**

7.1. Soft market testing with external promoters has allowed officers to understand that viability of a new commercial music concert series in Medway.

7.2. Detailed responses can be found in Appendix 1.

7.3. Soft market testing has proven that there are operators that can deliver a new commercial music concert series that could directly replace the Castle Concerts offering a similar programme at no cost to the Council.

8. **Financial implications**

8.1. In withdrawing from the direct delivery of the Rochester Castle Concerts the Council removes itself from any further financial risk.

8.2. An additional £50,000 to address the income budget attributed to the Rochester Castle Concerts would need to be considered through the 2020/21 budget build process.

8.3. All costs that the Council incur above normal service levels (e.g. waste management, traffic management, environmental protection etc.) will be charged back to the promoter.

8.4. A damage deposit will be taken to ensure the promoter pays for any required reinstatement.

8.5. The Council will look to raise sponsorship to cover the cost of any Council hospitality at the event.

9. **Legal implications**

9.1. There are no direct implications arising from this report. Should the recommendation be approved by Cabinet then the Council will need to ensure compliance with the relevant procurement and contract processes.

10. **Recommendation**

10.1. The committee is asked to recommend to Cabinet that the Council withdraw from the direct delivery of the Rochester Castle Concerts and officers work with a third-party (option 3) to deliver a commercial music concert series in Medway removing the Council from future financial risk.

**Lead officer contact**

Paul Cowell, Head of Culture, 01634 388144, paul.cowell@medway.gov.uk

**Appendices**

- Appendix 1: Soft market testing summary
- Appendix 2: Diversity Impact Assessment
Background papers

The Council Strategy and Plan
Medway Cultural strategy
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Appendix 1 - Soft market testing

<table>
<thead>
<tr>
<th></th>
<th>Promoter 1</th>
<th>Promoter 2</th>
<th>Promoter 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rochester Castle Gardens</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would you consider it for commercial music concerts?</td>
<td>Undecided</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If not, why not?</td>
<td>More work required on viability</td>
<td></td>
<td>We would use our own venue</td>
</tr>
<tr>
<td>If yes, what sort of music concerts would you bring?</td>
<td>Undecided</td>
<td>Something very similar to the Castle concerts. We could continue to use the Castle Concerts brand.</td>
<td>n/a</td>
</tr>
<tr>
<td>What would you need from the council to make it happen?</td>
<td>Learning from previous years delivery.</td>
<td>Support with licensing and learning from years of delivery.</td>
<td>n/a</td>
</tr>
<tr>
<td>Would you be interested in a one-off or longer financial deal?</td>
<td>Three to five-year initial deal</td>
<td>Three-year deal minimum</td>
<td>n/a</td>
</tr>
<tr>
<td>When could you deliver?</td>
<td>Summer 2021</td>
<td>If agreements can be in place in time potentially summer 2020</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Great Lines Heritage Park</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Would you consider for commercial music concerts?</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If not, why not?</td>
<td>We would use our own venue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If yes, what sort of gig would you bring?</td>
<td>Multi-stage festival for 10 to 15,000 audience</td>
<td>10 to 15,000 audience three-day live music festival</td>
<td>n/a</td>
</tr>
<tr>
<td>What would you need from the council to make it happen?</td>
<td>Initial support with licensing SAG and traffic management</td>
<td>Initial support with licensing SAG and traffic management</td>
<td>n/a</td>
</tr>
<tr>
<td>Would you be interested in a one-off or longer financial deal?</td>
<td>Three to five-year initial deal</td>
<td>Three-year deal</td>
<td>n/a</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>-----------------</td>
<td>-----</td>
</tr>
<tr>
<td>When could you deliver?</td>
<td>Summer 2021</td>
<td></td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Other information**

We are looking to host a new series of commercial music concerts in a high-profile.

We would appreciate planning and communications support from the council.
### 1 Summary description of the proposed change

- What is the change to policy / service / new project that is being proposed?
- How does it compare with the current situation?

That the council withdraw from the direct delivery of the Castle Concerts and work with a third-party to deliver a commercial music concert series in Medway removing the council from future financial risk.

### 2 Summary of evidence used to support this assessment

- Eg: Feedback from consultation, performance information, service user records etc.
- Eg: Comparison of service user profile with Medway Community Profile

Business intelligence has proven that the Castle Concerts has always required public subsidy and that margin are likely to remain. Soft market testing has proven that there are promoters that can and will deliver a new commercial music concert series that could directly replace the Castle Concerts offering a similar programme at no cost to the council.

### 3 What is the likely impact of the proposed change?

Is it likely to:

- Adversely impact on one or more of the protected characteristic groups?
- Advance equality of opportunity for one or more of the protected characteristic groups?
- Foster good relations between people who share a protected characteristic and those who don’t?

<table>
<thead>
<tr>
<th>Protected characteristic groups (Equality Act 2010)</th>
<th>Adverse impact</th>
<th>Advance equality</th>
<th>Foster good relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender reassignment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marriage/civil partnership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pregnancy/maternity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 4 Summary of the likely impacts
- Who will be affected?
- How will they be affected?

The proposed approach is not likely to impact on or advance opportunities of any people with protected characteristics more than any other member of the public that have previously attended the Castle Concerts.

### 5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?
- What alternative ways can the Council provide the service?
- Are there alternative providers?
- Can demand for services be managed differently?

The proposal seeks an alternative provider who will create similar experiences that will be open to all residents regardless of their protected characteristic status.

### 6 Action plan
- Actions to mitigate adverse impact, improve equality of opportunity or foster good relations and/or obtain new evidence

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead</th>
<th>Deadline or review date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop contract to ensure diversity and equality and conditions</td>
<td>Paul Cowell</td>
<td>January 2020</td>
</tr>
<tr>
<td>Ensure regular contract monitoring includes review of diversity and equality</td>
<td>Paul Cowell</td>
<td>Monthly monitoring</td>
</tr>
<tr>
<td>End of contract report to include review of diversity and equality</td>
<td>Paul Cowell</td>
<td>Post event</td>
</tr>
</tbody>
</table>
# Appendix 2

## Diversity impact assessment

### 7 Recommendation
The recommendation by the lead officer should be stated below. This may be:
- to proceed with the change, implementing the Action Plan if appropriate
- consider alternatives
- gather further evidence

If the recommendation is to proceed with the change and there are no actions that can be taken to mitigate likely adverse impact, it is important to state why.

To proceed with the change, implementing the Action Plan

### 8 Authorisation
The authorising officer is consenting that:
- the recommendation can be implemented
- sufficient evidence has been obtained and appropriate mitigation is planned
- the Action Plan will be incorporated into the relevant Service Plan and monitored

<table>
<thead>
<tr>
<th>Assistant Director</th>
<th>Date</th>
</tr>
</thead>
</table>

Contact your Performance and Intelligence hub for advice on completing this assessment
RCC: phone 2443 email: annamarie.lawrence@medway.gov.uk
C&A (Children’s Social Care): contact your usual P&I contact email: jackie.brown@medway.gov.uk
C&A (all other areas): phone 4013 email: corppii@medway.gov.uk
BSD: phone 2472/1490 email: david.whiting@medway.gov.uk
PH: phone 2636 email: annamarie.lawrence@medway.gov.uk
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REGENERATION, CULTURE AND ENVIRONMENT
OVERVIEW AND SCRUTINY COMMITTEE
5 DECEMBER 2019
COUNCIL PLAN PERFORMANCE MONITORING REPORT
AND RISK REGISTER REVIEW
QUARTER 2 2019/20

Report coordinated by: Phil Watts, Chief Finance Officer
Contributors: Regeneration, Culture, Environment and
Transformation – Directorate Management Team

Summary
Medway’s Council Plan 2016/21 sets out the Council’s three priorities.
This report and appendices summarises how we performed during Q2 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
Q2 2019/20 review of the strategic risks pertaining to this committee.

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. The Strategic Risk Register ensures that all relevant
key risks are recorded and mitigating actions are monitored. From 2019/20 the
Strategic Risk Register is being reviewed on a quarterly basis and presented
alongside Council Plan Performance Monitoring to support informed decision
making.

2. Background

2.1. 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’.

2.2. 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.

2.3. 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>WAYS OF WORKING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Giving value for money</td>
</tr>
<tr>
<td>Finding the best digital innovation and using it to meet residents’ needs</td>
</tr>
<tr>
<td>Working in partnership where this benefits our residents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRIORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medway: A Place to be proud of</td>
</tr>
<tr>
<td>Maximising regeneration and economic growth</td>
</tr>
<tr>
<td>Supporting Medway’s people to realise their potential</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>A clean and green environment</td>
</tr>
<tr>
<td>Medway: a great place to live, work, learn and visit</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>A strong diversified economy</td>
</tr>
<tr>
<td>Jobs, skills and employability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents with jobs and skills</td>
</tr>
<tr>
<td>Preventing homelessness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventing homelessness</td>
</tr>
<tr>
<td>Delivering new homes to meet the needs of Medway’s residents</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy and active communities</td>
</tr>
<tr>
<td>Resilient families</td>
</tr>
<tr>
<td>The best start in life</td>
</tr>
<tr>
<td>Older and disabled people living independently in their homes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving everyone’s health and reducing inequalities</td>
</tr>
<tr>
<td>Together we can – Children’s services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>All children achieving their potential in schools</td>
</tr>
<tr>
<td>Raising aspiration and ambition</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>1</th>
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<tbody>
<tr>
<td>Public realm and street scene</td>
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</table>

<table>
<thead>
<tr>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replacing Medway’s street lights</td>
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<table>
<thead>
<tr>
<th>3</th>
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</thead>
<tbody>
<tr>
<td>Medway: a great place to live, work, learn and visit</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>4</th>
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<tbody>
<tr>
<td>Business investment</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>Jobs, skills and employability</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventing homelessness</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>7</th>
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<tbody>
<tr>
<td>Delivering new homes to meet the needs of Medway’s residents</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>8</th>
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</thead>
<tbody>
<tr>
<td>Outcomes related to Medway’s priorities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy and active communities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resilient families</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>The best start in life</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Older and disabled people living independently in their homes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raising aspiration and ambition</td>
</tr>
</tbody>
</table>
4. Summary of performance

4.1. There are 10 Council Plan measures for 2019/20 that fall under the remit of this committee. We are reporting on 6 as 1 measures is data only and 3 are not available this quarter.

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. **Recommendations**

7.1. Members are asked to:
   - consider Q2 2019/20 performance against the measures used to monitor progress against the Council's priorities.
   - note the amended Strategic Risk Register as set out in Appendix 3.

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

**Appendices**
- **Appendix 1** Medway: A Place to be proud of
- **Appendix 2** Maximising regeneration and economic growth
- **Appendix 3** Q2 2019/20 Strategic Risk Register

**Background papers**
https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=122&MId=4138&Ver=4
MEDWAY: A PLACE TO BE PROUD OF
REGENERATION, CULTURE AND ENVIRONMENT
OVERVIEW AND SCRUTINY MEETING
Performance: Quarter 2 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>improved</td>
<td>worsened</td>
<td>static</td>
</tr>
<tr>
<td>data only, no target</td>
<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>
</tbody>
</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
- 0% (0 out of 3) improved long term (average of previous 4 quarters
- 0% (0 out of 3) improved short term

Highlights
- 80.8% satisfaction rate for parks and greenspaces against a target of 75%
- 98.8% library satisfaction rate against target of 85%
- 357,668 visits to Medway sports centres against a target of 342,000
- 475,521 visits to Medway tourist attractions against a target of 365,000
### Measures in target (green)

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Trend</th>
<th>Short Trend</th>
</tr>
</thead>
<tbody>
<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>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Data not available

<table>
<thead>
<tr>
<th>Code</th>
<th>Status</th>
<th>Name</th>
<th>Long Trend</th>
<th>Short Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBC</td>
<td>N/A</td>
<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 2 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>SR38</td>
<td>7</td>
<td>Transfer of waste contract to Medway Norse</td>
<td>AD Front Line Services</td>
<td>EIII</td>
<td>L – very low I - marginal</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>9</td>
<td>Business continuity and emergency planning</td>
<td>Director of RCET</td>
<td>DII</td>
<td>L - low I - critical</td>
</tr>
<tr>
<td>SRO3B</td>
<td>11</td>
<td>Finances</td>
<td>Chief Finance Officer</td>
<td>AI</td>
<td>L – very high I - catastrophic</td>
</tr>
<tr>
<td>SR21</td>
<td>14</td>
<td>Procurement savings – capacity and delivery</td>
<td>Chief Legal Officer</td>
<td>CII</td>
<td>L - significant I - critical</td>
</tr>
<tr>
<td>SR32</td>
<td>16</td>
<td>Data and information</td>
<td>Chief Legal Officer</td>
<td>CII</td>
<td>L - significant 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>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q1 19/20</td>
<td>83.4%</td>
<td>80.8%</td>
</tr>
</tbody>
</table>

Comments

Satisfaction amongst users of parks and open spaces has decreased to 80.8% in Q2 2019/20 down from 83.4% in Q1 2019/20. More users were neutral about the service 10.2% of respondents (up from 8.9% in Q1) than dissatisfied, 6.5% (this was up from 5.9% in Q1). A further 2.4% gave no response or did not know.

These results are based on the 167 users of parks and open spaces from the 223 respondents to the Q2 2019/20 Citizens’ Panel, giving a margin of error of +/-7.6%. This means that the changes are not statistically significant.

Action

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:

- Work commenced at the Capstone Farm Play Area in September 2019 and will be completed by November 2019. A press launch has been arranged. The works
include the provision of a new toddler and a new junior play unit as well as colourful floor graphics.

- Works will commence at Kings Frith in November 2019 and include a new toddler roundabout, 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 February 2020.
- Downland Walk and Sycamore Road will see improvements in play, funded by s106 in March 2020.

Judging for 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.

Greenspace volunteer work varies between sites and the time of year. At the 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. Reed Common volunteers also undertook vegetation works to improve the site’s appeal to both people and wildlife.

<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>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q1 19/20</td>
<td>96.%</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 Q2 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 842 fly tips, all of which were removed within 1 working day. Evidence was retrieved in 63 cases and was referred for further investigation. Of the 842 fly tips, 189 (23%) 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 270 requests for service, all of which were completed within one working day. The team also assisted with the removal of waste from 10 projects undertaken by Community Payback helping to improve the quality of street scene for all.

The total tonnage removed this quarter is 45.43 tonnes

6 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter. Fines and costs totalled £6,427. There are 13 cases with legal pending prosecution, and another 8 under investigation ready for report to Magistrates Court.

During the quarter the team conducted an Operation alongside Kent Police, this resulted in 4 vehicles being stopped and searched. Two vehicles were seized as they were linked to fly tipping. The service expect the operation will lead to the owners of both vehicles being reported for summons at magistrates’ court. One vehicle has been retained and will be sold to recoup significant costs of removal.

118 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with ASB and have been issued to address offences ranging from fly posting to car repairs and burning of waste. The vast majority however (102) were issued to residents for placing their refuse out for collection too early.

24 fixed penalty notices were issued this quarter:
- Littering - 12
- Smoke free - 2
- Fly tipping - 5
- Breach of Community Protection Notice – 2
- Trade waste 4

<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>Value</td>
</tr>
<tr>
<td>Q1 19/20</td>
<td>86.6%</td>
<td>Q2 19/20</td>
</tr>
</tbody>
</table>

Comments
Satisfaction with refuse collection has decreased slightly to 85.2% in Q2 2019/20, down from 86.6% reported in Q1 2019/20.
8.1% of respondents were neutral about the service (up from 7.1% previously) and 5.8% were dissatisfied (up slightly from 4.5% in the previous quarter). A further 0.9% gave no response to the question.

The results are based upon 223 respondents to the Q1 2019/20 Citizens’ Panel giving an overall margin of error of +/-6.6%, meaning the changes are not statistically significant.

**Action**

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. The new waste collection service delivered by Medway Norse launched on 1 October 2019 and the transfer was seamless with no issues in transfer of services reported. Updates on how the transfer has settled will be reported in Q3.

**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

The deadline for submission of the full Business Case for Chatham High Street has been extended until 28 February 2020. The Council continue to await detailed guidance on the development of the Business Case, as well as the £100K development grant which was announced alongside approval of our first stage submission. A procurement exercise to identify external consultancy support for the development of the Business Case has successfully concluded.

An inception meeting with our appointed Ministry of Housing, Communities and Local Government delivery manager took place on 2 September, with positive early feedback received on the Council’s proposals.

An inter-disciplinary team with identified project leads for each discreet element of the overall proposals is now developing a series of presentations for a meeting with the external consultants on 8 October. The consultants, and the other project leads will assess project plans against the Future High Street Fund assessment criteria, and agree which projects to put forward in the Business Case. The total value of the Business Case could be up to £14m.

An outline Business Case is to be submitted on 15 November, with feedback due on 8 January.

On 13 September we received notification that Historic England have approved our Expression of Interest for Chatham Intra / Heritage Creative Quarter, with an in
principle agreement of a £1.6m contribution towards a £3.2m project. The Council now enter a Programme Design stage, working closely with Historic England. This stage needs to be completed in early 2020 (date to be confirmed) and will determine the final amount of our award.

Project – Procurement of the street cleaning and waste collection services contract post 2019

The project to transfer the waste collection and street cleansing service from Veolia to Medway Norse was completed on 1 October, with arrangements finalised with Veolia for recyclate transfer and processing from October 2019.

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 suite of legal documents in early October.

The service mobilised very smoothly from Pier Approach Road depot until the new Council-owned depot is ready and the service on day one were delivered seamlessly.

Norse and Council ICT systems have successfully integrated exchanging service requests.

The new street cleansing fleet (39 vehicles) have bespoke "Love Medway" livery. 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. An independent company will inspected the vehicles in August/September 2019 and Veolia will completed any rectifications before transfer.

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>
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</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
<td>Value</td>
</tr>
<tr>
<td>Q1</td>
<td>19/20</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 columns, steel columns and aluminium columns. The concrete and steel columns make up over 75% of the Network and all are 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).

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.

The programme has been delivered through the Highway Infrastructure Contract (Volker Highways) and by the end of Q2 1,750 columns have now been installed onto the Highway Network and the programme is on target to be completed by the end of October (Q3).

**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 Q2 the Council has successfully completed the following:

- **Future High Streets Fund** - submitted a successful Expression of Interest for Chatham and have received 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, working with the University of Kent to explore new creative business incubation spaces in the Brook.

- **High Street Heritage Action Zones** – confirmation of a successful submission and progression on to a Programme Design stage (£1.6m ask and £1.6m to be match funded). The project will be 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. Construction Industry Training Board - Business case to be developed for £20k ask to support the local skills agenda with a pre-employment training programme.

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

A Gateway 1 paper was presented to Procurement Board on 18 September seeking permission to work with Kent County Council to retender the Council’s inward investment services contract. This was approved, and the Council will proceed to work jointly to have a new contract in place effective 1 April 2020. The overall contract value will be £1.53m over three years, of which Medway Council will contribute £210,000.
Appendix 1

The Council have also worked jointly with Kent County Council and East Sussex County Council to submit a bid to government for just under £2.5m of European Structural and Investment funds, to be delivered by the inward investment services provider, if our bid is successful.

Cultural Programme

On 4 September, a reception was held at the Houses of Parliament to launch Medway’s ambition to be City of Culture 2025. Attended and well received by strategic partners from across Medway, the event showcased Medway’s strong commitment to culture as a means to deliver positive social impacts and prosperous business growth.

The UK Cultural Cities Enquiry, an independent enquiry into the cultural resources of Britain’s cities recommended that cities consider setting up “Cultural City Compacts” – partnerships across the city’s cultural sector and extending out to sectors and stakeholders beyond culture to provide leadership and strategic capacity. In England, both the Arts Council England and the Department for Digital, Culture, Media and Sport, consider that this recommendation can help urban areas make a step change in their strategic governance of culture, which will help more people and more places benefit from engaging with cultural opportunity.

The compact approach is to co-create and co-deliver a holistic vision for culture in a place and work together and with partners to deliver a step change in the sustainability and impact of culture in that locality. It must link the cultural sector to broader aspirations and priorities intersecting with the ambitions of health agencies, business, universities and other sectors. The creation of the Medway Cultural Compact provides the opportunity to develop the existing Cultural Partnership Group (CPG) and review and update Medway’s cultural strategy, ensuring that it is fit to deliver the new priorities identified in the Council Plan, emerging strategies, key programmes and bid for City of Culture 2025.

The development of the cultural strategy and the Compact will include engagement with the cultural sector and residents across the Medway and set the framework by which we can work together to grow and thrive. The Compact will directly oversee the development of Medway’s new cultural strategy. An appropriate widely owned Compact business plan and cultural strategy will articulate Medway’s cultural attributes, competence and ambition, and in doing so, elevate stakeholder confidence to champion a bid to become the UK City of Culture in 2025. Key dates:

- 4 October - Cultural strategy consultant appointed
- 8 October - CPG begins transition to Compact status
- Mid-October - Cultural strategy engagement programme begins
- 3 February 2020 - First draft of strategy
- 23 March 2020 - Final strategy
- June/July 2020 - Cabinet approval

Project - Dickens 2020: work with partners to develop programme of events to commemorate 150th anniversary of Dickens death
The Council are playing an active role in Dickens 150 taking place in 2020 by delivering a series of events and activities outlined below.

**Dickens Desk**
In partnership with Wordsmithery, Heritage and Adult Education teams are developing a creative writing and engagement programme where local professional writers, poets and spoken word artists spend a day in residence at various Dickens related locations providing public creative writing and performance activities. Medway Council are funding £9,000 and Wordsmithery are applying to Arts Council England for additional funding.

**Cardboard Commemorations**
Animate Arts have the ambition to create a special commemorative large-scale piece of community artwork for display during the Dickens 150. Location options are being discussed. Animate Arts are being funded £1,000 by Medway Council and will fundraise to increase the budget.

**The Last Dream of my Soul - Dickens, Death & Drood**

*Dickens 150 Print Open Call exhibition*

**10 April - 28 June 2020**
The Rochester Art Gallery curator is developing an exciting exhibition with the Guildhall team for a **Dickens 150/MPF20** exhibition focusing on Dickens death and **Edwin Drood** and its relevance to Rochester, incorporating an open print call for artists to create a new cover for Drood or works inspired by Dickens life, novels and his use of Medway as a setting. The show will include a display of the Guildhalls seldom seen Victorian Funerary collection. The first part-work of Edwin Drood will be reissued using the new cover to commemorate his death in June 1870.

**Rochester Dickens Festival**
Costumed parades, street acts, competitions, readings and a fun fair will transform a Rochester into a Dickensian scene on this June weekend all for free. The popular festival is one of the biggest in Medway's calendar and pays tribute to one of its most famous residents, Charles Dickens.

**Dickensian Christmas**
Packed with shopping stalls, Rochester becomes a feast of Victorian delights. There are lamp-lit parades, carols to be sung, Father Christmas to be met and even a guaranteed snowfall, framed by Rochester's fairy-tale cathedral and castle. You'll also see some familiar, fabled characters from Dickens' much-loved stories. Highlights include the Seven Poor Travellers Procession, the Grand Parade, a candlelit procession, the open air carol concert, and street performers.

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**Project - Agree a 10-year programme of exhibitions to maximise customer interest and reflect Medway's heritage**
Medway Council is putting together a 10 year programme of events and activities across our heritage sites. This will help develop a plan for funding bids and make sure that links across other departments within the council as well as externally are fully explored. It will also enable the Council to work with external partners. The sale of the Conservancy Board Building has led to the development of a permanent Charles Dickens gallery in the temporary exhibition space at the Guildhall Museum. This means that our main exhibition delivery will be focussed at Eastgate House. Our annual exhibition this year was Something Old and Something New celebrating the history and traditions of marriage which ran from June to end of Sept 2019. This will be followed in 2020 with an exhibition on Childhood looking at toys and childhood throughout the ages with a specific focus on Victorian childhood linking not only to the house during its phase as a school but also tying in the 150th anniversary of Dickens death. The purpose behind the exhibitions is to increase repeat visitors to the house. In addition to these annual exhibitions the Council will be running the usual Easter, Halloween and Christmas activities and events including ghost storytelling, Father Christmas and performances of A Christmas Carol as well as talks and children’s’ activities.

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

Medway’s and Sheppey’s Local Cultural Education Partnership’s (LCEP).

Secured £1 million in March 2019 from central government’s Youth Performance Partnership Fund administered by Arts Council England (ACE). Theatre 31 was one of five projects selected alongside those in Croydon, Derby, Salford and Plymouth and will deliver theatre performance and making projects for 8 to 18-year olds across Medway and Sheppey for the next three years.

Medway Council is the accountable body and first point of contact for ACE.

Icon Theatre are project managing the mobilisation phase supported by a project board, steering group of representatives from both LCEPs, and youth panels from both areas.

The project is youth-led so youth voice and decision making must be at the heart of the project. It is 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. The intention is to work with 2,000 individual young people over the three years, targeting those who do not currently engage in or have access to theatre and culture.

Icon Theatre are currently working on baseline surveys, establishing youth panels, gathering suggestions for the menu of ‘go-see’ opportunities for the young people and developing the longer-term delivery plan for the project.

A youth panel coordinator and independent evaluator are being appointed.
All five funded projects met on 19 July in Derby to further develop the process for evaluation throughout the project and to share updates on their individual projects. Next national meeting is in Plymouth on 29 November.

**Project - Deliver Command of the Heights**
The Command of the Heights is a £2.2m Heritage Lottery Funded project developed to improve access to and awareness of this network of important cultural heritage. Three key investments will improve the area's facilities including a significant enhancement of Riverside 1 open space.

The project has completed tendering and procurement, with the appointment in June 2018 of Coleman & James as the main contractor. The project aims to revitalise the open space at the Chatham Waterfront Area and provide improved Town Centre linkages to Fort Amherst and the Great Lines Heritage Park.

Works at Fort Amherst's barrier ditch and Spur Battery commenced in October 2018. Followed by a groundbreaking ceremony in January 2019. Further education events have been held, along with a successful film launch. A marketing consultant has been appointed to improve the Fort website and promotion. Construction work on Barrier Road and Spur Battery was completed in September 2019 with the hosting of a successful celebration event on 19-21 September 2019 attended by over 750 people. Riverside 1 works were delayed due to archaeological finds but following a successful bid for additional HLF funding, the Riverside 1 works will be completed in April 2020.

**Project - Work with partners to bring forward the Docking Station project**
The Docking Station partners (Chatham Historic Dockyard Trust, University of Kent and Medway Council) have enshrined their partnership ambitions for the Docking Station in a signed Memorandum of Understanding. This was submitted to Homes England on 4 September, alongside a range of supporting documentation, and a formal offer from Chatham Historic Dockyard Trust to purchase the Police House at Interface Land. This offer is subject to a back-to-back lease arrangement with the University of Kent being signed simultaneously, and draft Heads of Terms for this have been developed.

Homes England have confirmed receipt, and a meeting has been scheduled with them in November to progress discussions.

**Project - Major Sports Events: successfully stage National Cycling Championships in Medway, delivering within agreed expenditure budget**
As part of Putting Medway on the Map, Medway Council also hosted Wheelchair Rugby League Grand Final between Halifax and Leeds, plus the Championship Grand Final between Hull FC and Bradford Bulls at Medway Park. The event was live-streamed on OurLeague and Paralympic channels.
Football Association’s (FA) held its first event of the new National Futsal Series on 28-29 September at Medway Park. The event was covered by the FA for national media coverage and kmtv.

**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 Champions programme is now well established and six highly successful meetings have taken place, hosted by different venues with different themes and speakers. Attendance is now around 60 people per event. Nearly 30,000 has been raised from Champions and the funding model is under review by the Place Board as it is a highly competitive marketplace.

Increasing use has been made of the place brand including by companies such as AC Gotham, Medway Development Company, universities and Mid Kent College. South-eastern have rebranded on their platform signs using the place branding and using the name Medway. Plans are now underway to decorate the flank wall outside Rochester Station with the place branding.
MAXIMISING REGENERATION AND ECONOMIC GROWTH

REGENERATION, CULTURE AND ENVIRONMENT
OVERVIEW AND SCRUTINY MEETING

Performance: Quarter 2 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>Improved</td>
<td>Worsened</td>
<td>Static</td>
</tr>
<tr>
<td>Data only, no target</td>
<td>N/A – data not available</td>
<td>Short – since last qtr.</td>
</tr>
<tr>
<td>Long – avg last 4 qtrs.</td>
<td>Benchmarking – compares favourably with national performance or standards</td>
<td>Yes compares favourably</td>
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<tr>
<td></td>
<td>= similar performance</td>
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</table>

Council Plan measures: summary performance

There are 6 Council Plan measures that fall under the remit of this committee. We are reporting on 3 this quarter as 1 is data only and 2 are not available this quarter.

Maximising regeneration and economic growth

100% (3 out of 3 measures)
- Met or exceeded target
- Slightly below target (<5%)
- Significantly below target (>5%)

Improved performance
- 100% (4 out of 4) improved long term (average of previous 4 quarters)
- 75% (3 out of 4) improved over the short term (since last quarter)

Highlights
- 407 jobs created and safeguarded against a target of 150.
- 18 apprenticeship starts during Q2 through the Medway Apprentice Programme Grant.
Appendix 2

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>
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<tr>
<td>ECD20</td>
<td>✔</td>
<td>% of square footage let in council owned business units</td>
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<td></td>
</tr>
<tr>
<td>LRCC4a</td>
<td>✔</td>
<td>Number of jobs created and safeguarded (cumulative)</td>
<td></td>
<td></td>
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<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>
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<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>
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<tr>
<td>MAE 2</td>
<td>✔</td>
<td>% Retention rate</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>
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Measures significantly below target (red)

<table>
<thead>
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<th>Status</th>
<th>Name</th>
<th>Long Term</th>
<th>Short Term</th>
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<tbody>
<tr>
<td>HC4</td>
<td>🟥</td>
<td>Number of private sector properties improved as a result of the Council’s intervention</td>
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Data only

<table>
<thead>
<tr>
<th>Code</th>
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<th>Name</th>
<th>Long Term</th>
<th>Short Term</th>
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<tbody>
<tr>
<td>GVAPJM</td>
<td>🻿</td>
<td>GVA per job</td>
<td></td>
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Data not available

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<th>Status</th>
<th>Name</th>
<th>Long Term</th>
<th>Short Term</th>
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<tr>
<td>NI 167 NEW</td>
<td>N/A</td>
<td>Average journey time along 5 routes across Medway (mins per mile)</td>
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<tr>
<td>NI 154</td>
<td>N/A</td>
<td>Net additional homes provided</td>
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</table>

Benchmarking/ Achieve National Standards

<table>
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<tr>
<th>Council Plan Performance Measure - Compares favourably with national performance or standards?</th>
<th>Yes</th>
<th>No</th>
<th>Same</th>
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</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>
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</table>
### Strategic Risks

The quarter 2 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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<td>SR17</td>
<td>3</td>
<td>Delivering regeneration</td>
<td>Director of RCET</td>
<td>CII</td>
<td>L - significant</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - critical</td>
<td></td>
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</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>
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<tr>
<td>SR02</td>
<td>9</td>
<td>Business continuity and emergency planning</td>
<td>Director of RCET</td>
<td>DII</td>
<td>L - low</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - critical</td>
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<td>SRO3B</td>
<td>11</td>
<td>Finances</td>
<td>Chief Finance Officer</td>
<td>AI</td>
<td>L – very high</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - catastrophic</td>
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<td>Procurement savings – capacity and delivery</td>
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<td></td>
<td>I - critical</td>
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<tr>
<td>SR32</td>
<td>16</td>
<td>Data and information</td>
<td>Chief Legal Officer</td>
<td>CII</td>
<td>L - significant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - critical</td>
<td></td>
</tr>
<tr>
<td>SR33</td>
<td>18</td>
<td>Impact of welfare reform</td>
<td>Chief Finance Officer</td>
<td>DIII</td>
<td>L - low</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - marginal</td>
<td></td>
</tr>
<tr>
<td>SR34</td>
<td>22</td>
<td>Successful delivery of the corporate</td>
<td>AD Transformation</td>
<td>DII</td>
<td>L - low</td>
</tr>
<tr>
<td></td>
<td></td>
<td>transformation programme</td>
<td></td>
<td>I - critical</td>
<td></td>
</tr>
<tr>
<td>SR36</td>
<td>29</td>
<td>Alternative service delivery models</td>
<td>AD Transformation, Chief</td>
<td>BIII</td>
<td>L - high</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Legal Officer, Director of</td>
<td></td>
<td>I - Marginal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>RCET</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR37</td>
<td>33</td>
<td>Cyber Security</td>
<td>AD Transformation</td>
<td>CI</td>
<td>L - Significant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>I - Catastrophic</td>
<td></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>Value</td>
</tr>
<tr>
<td>Q1 2019/20</td>
<td>100.00%</td>
<td>Q2 2019/20</td>
</tr>
</tbody>
</table>

The Innovation Centre Medway has one vacant office which has a new tenant beginning occupation on the 1st November.

<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>Value</td>
</tr>
<tr>
<td>Q1 2019/20</td>
<td>91.03%</td>
<td>Q2 2019/20</td>
</tr>
</tbody>
</table>

At the end of Q2 the Innovation Studios Medway were fully occupied, and there was one vacant unit at the Innovation Centre Medway, with a tenant confirmed from 1 November. There are five vacant units at Hopewell Drive, of which three are under application from prospective tenants. Pier Road has two vacant units, of which one is under offer. Across the Council portfolio of business premises occupation sits at 92%, comfortably above target, and a slight increase from Q1.

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>
<tbody>
<tr>
<td>£50,415</td>
<td>£51,465</td>
<td>£52,464</td>
</tr>
</tbody>
</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</th>
<th>South East</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>£40,000</td>
<td>£45,000</td>
</tr>
<tr>
<td>2010/11</td>
<td>£45,000</td>
<td>£45,000</td>
</tr>
<tr>
<td>2011/12</td>
<td>£50,000</td>
<td>£45,000</td>
</tr>
<tr>
<td>2012/13</td>
<td>£55,000</td>
<td>£50,000</td>
</tr>
<tr>
<td>2013/14</td>
<td>£60,000</td>
<td>£55,000</td>
</tr>
<tr>
<td>2014/15</td>
<td>£65,000</td>
<td>£60,000</td>
</tr>
<tr>
<td>2015/16</td>
<td>£70,000</td>
<td>£65,000</td>
</tr>
<tr>
<td>2016/17</td>
<td>£75,000</td>
<td>£70,000</td>
</tr>
<tr>
<td>2017/18</td>
<td>£80,000</td>
<td>£75,000</td>
</tr>
</tbody>
</table>

**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 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).

Officers are pushing for a response from Highways England regarding impacts of the Innovation Park Medway on the strategic network and potential mitigation requirements. This is required prior to adoption of the Local Development Order (LDO). Discussion is ongoing with Natural England regarding their LDO consultation comments.
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 over the next quarter.

A Delivery and Investment Plan has been adopted by Cabinet and Council, including agreement to fund a £14.5m first capital project; the six storey landmark building. The Delivery and Investment Plan sets out the recommended approach to site development, selection of future occupants, funding required and delivery investment strategy.

Design of the site access infrastructure and public realm is ongoing in order to deliver the South East Local Enterprise Partnership (SELEP) funded LGF3 scheme to programme, as well as council funded works.

A tender is currently being reviewed at Pre-Qualification Questionnaire (PQQ) stage for a full design team to deliver the six storey landmark building. It is anticipated this will be designed and constructed prior to the end of the Enterprise Zone period in March 2022.

**Project - Dissemination and implementation of Medway 2035**

Medway 2035 continues to be promoted in stakeholder meetings and referenced as a major supporting document for external investment bids (e.g. the Future High Streets Fund, and Heritage High Streets Action Zone bids). It underpins Medway’s contributions to the Local Industrial Strategy (being developed by SELEP, with the support of Local Authorities) and the Kent and Medway Enterprise and Productivity Strategy (being led by Kent County Council, with Medway Council as steering group member).

**Project - Support the delivery of 1,200sqm of commercial development at Rochester Riverside**

The Rochester Plaza opening is planned for 17 October 2019 where a number of milestones will be celebrated including the opening of the Hotel, the completion of the retail unit and public realm as well as the first residential occupations.

**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>Value</td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Value</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Data is available to August 2019. The rate of NEET 16 and 17 year olds is 2.4%. This represents 151 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. In August 2018 3.3% of 16 and 17 year olds, 230 individuals, were NEET. Year on year there has been a 34% improvement in the number of Young people who are NEET. Nationally, in August, 3.2% of 16 and 17 year olds are NEET. In the south east this is 2.7%.

The rate of NEET must be looked at in the conjunction with the number of 16 and 17 year olds whose activity is not known. Currently this is 6.4% which represents 404 individuals. Nationally this is 9% but only 4.7% in the South East. In August 2018 there were 1231 children whose activity was unknown this was 19%. As such there has been 66% improvement in this statistic.

The coordinated work between the Information, Advice and Guidance (IAG) team, the Social Care Systems team and C&A Business Intelligence continues to deliver improved results through better data Quality which allows effective interventions, tracking and support to be given by the IAG team. These lead to better outcomes for young people.

<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>Value</td>
</tr>
<tr>
<td>Q1 2019/20</td>
<td>60</td>
<td>Q2 2019/20</td>
</tr>
</tbody>
</table>

**Comments**

Q2 job starts have significantly exceeded target, largely due to the verification of the number of job starts at Amazon at Kingsnorth following a visit by ED Officers and the AD for Physical and Cultural Regeneration in July. Amazon confirmed they employ 700 staff at the site, of whom 80% are full time. This is in addition to the 200 job starts previously recorded.

**Action**

The Council is continuing to promote a number of avenues to make Medway an attractive place to do business. These include:

- Obtaining Gateway 1 approval to partner with Kent County Council in the re-procurement of the inward investment services contract (effective April 2020)
- A loans and grants scheme (Partners for Growth) – five start-up grants have been awarded so far in 19/20.
- Attendance at promotional events – Officers will be attending the Kent Construction Expo on 4 October, where we have a stand, and a presentation slot for the AD Physical and Cultural Regeneration.
- An ongoing business support contract with the Chamber of Commerce – renewed for a further year in August, as per the terms of the contract.
‘intensive assists’ have been delivered in the financial year to date (attendances at business planning workshops, or one-to-one business advice).

In addition, Q2 saw Medway Council awarded a £100K development grant to progress the business case for our £10M+ Future High Streets Fund bid for Chatham High Street, and awarded up to £1.6m Heritage High Street Action Zone funding for Chatham Intra (subject to a three month co-development process with Historic England).

<table>
<thead>
<tr>
<th>MAE 2</th>
<th>% Retention rate</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q3 18/19</td>
<td>92.39%</td>
<td>Q4 18/19</td>
</tr>
</tbody>
</table>

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

Data as at 10 September for Q4 of Academic year (May - July 2019). Data extracted from ProAchieve.

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 continues to exceed the challenging target of 94% and this demonstrates 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.

<table>
<thead>
<tr>
<th>MAE 3</th>
<th>Achievement rate (pass rate)</th>
<th>Aim to Maximise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>Value</td>
<td>Target</td>
</tr>
<tr>
<td>Q3 18/19</td>
<td>99.11%</td>
<td>Q4 18/19</td>
</tr>
</tbody>
</table>
Comments
This PI is based on academic year rather than financial year. Data as at 10 September for Q4 of Academic Year (May 2019 – July 2019). Data extracted from ProAchieve.

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 excellent 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 with work with Job Centre Plus and Employ Medway. This continues to prove challenging due to the falling unemployment rate in Medway. Referrals from Job Centre Plus are also slow as the long-term unemployed only need to be seen one a year. However, we have seen more referrals for English for Speakers of Other Languages from Job Centre Plus. Additional resource has been put into Job Centre Plus to ensure the whole day is covered and feedback has been that our presence in appreciated. Employ Medway have not been able to send any referrals for Pathway to Employment courses. Medway Adult Education currently has a planned Pathway to Employment course which is scheduled to start this term. Ten learners are registered for this course. If successful, a progression course, Qualities for Employment will follow.

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.

The Skills Development Programme continues to progress well. The Enterprise Coordinator work is ahead of schedule, with all but one school signed up and interest from 12 Enterprise Advisers (businesses) who will be checked for suitability and matched with a relevant school.

The Skills Summit is taking place on 30 October 2019 and preparations are going well. To date over 130 people are registered to attend, with a full and engaging agenda arranged.

The Medway Apprenticeship Programme has been reworked into a contract for a Medway Apprenticeship Advice Service. This is currently out for tender, with plenty of interest received. It is hoped that delivery will start in November 2019.

The Kent & Medway Apprenticeship Graduation Ceremony took place in Rochester Cathedral on the 4 October 2019. It was a very successful event and received good media coverage. It is hoped that this will become a yearly event.

A Medway Council and partners work experience programme is taking place, with 7 young people provided placements with wrap around support. Upon completion of the programme, it will be upscaled into a larger programme with businesses.

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

A Gateway 1 paper was presented to Procurement Board on 18 September 2019 seeking permission to work with Kent County Council to retender our inward investment services contract. This was approved, and we will proceed to work jointly to have a new contract in place effective 1 April 2020. The overall contract value will be £1.53m over three years, of which Medway Council will contribute £210,000.

We have also worked jointly with Kent County Council and East Sussex County Council to submit a bid to government for just under £2.5m of European Structural and Investment Fund (ESIF) funds, to be delivered by the inward investment services provider, if our bid is successful.

Council Plan Outcome: Preventing homelessness

Programme: Preventing homelessness

Council Plan Measures: Performance
NI 156

<table>
<thead>
<tr>
<th>Number of households living in temporary accommodation</th>
<th>Aim to Minimise</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Value</td>
</tr>
<tr>
<td>Q1 2019/20</td>
<td>351</td>
</tr>
<tr>
<td>Q2 2019/20</td>
<td>332</td>
</tr>
</tbody>
</table>

At the end of Q2 2018/19 there were 332 households residing in temporary accommodation (TA) provided by the Council in line with its statutory responsibilities. This is a slight decrease from the 351 households that were accommodated at the end of Q1 2019/20.

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. 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.

HC3

<table>
<thead>
<tr>
<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>
</tr>
<tr>
<td>Q1 2019/20</td>
<td>0</td>
</tr>
<tr>
<td>Q2 2019/20</td>
<td>0</td>
</tr>
</tbody>
</table>

A snapshot at the end of Q2 2019/20 identifies that no families were in bed and breakfast accommodation. Additionally throughout Q2 no families were placed into bed and breakfast for more than 6 weeks.

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.

HC4

<table>
<thead>
<tr>
<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>
</tr>
<tr>
<td>Q1 2019/20</td>
<td>161</td>
</tr>
</tbody>
</table>
### Comments

In Q2 2019/20, 72 private sector households were assisted in having their properties improved via Council intervention, this is lower than the expected target for the quarter (100). This has been caused by focus on other activity not recorded for the target such as annual inspections of temporary accommodation (65 undertaken during Q2 compared to 12 during Q1) as well as targeting more complex enforcement cases.

### Action

In addition to the above the council has undertaken 127 visits to private residences in the interest of investigating standards of accommodation and issued informal advice and correspondence to 163 households.

The Council undertakes a range of actions to improve accommodation in the private sector ranging from informal advice to services of statutory notices. Throughout the quarter the most prominent risk has been fire safety followed by excess cold, damp and mould growth and electrical hazards.

### Project - Utilise the RSI funding to reduce the number of those Rough Sleeping

In 2019/20 we have secured Rough Sleeping funding of £486,000 for our in house provision, including rough sleeping coordinator, female specific support, mental health support and outreach. In addition we commission units of supported accommodation with additional hours of support and a Housing First service. We also received £160,000 for a somewhere safe to stay provision under the Rapid Rehousing Pathway and a further £185,000 for a Housing Navigator service which started in August (and so will run on for 4 months into 2020/21) which equates to £123,334 in year.

We have brought the outreach team in-house and this has allowed us to increase the capacity of the service. Over 95 rough sleepers have been moved into accommodation options, including supported accommodation, private sector accommodation, Housing First and social letting. Significant challenges are still presented by low availability of units in viable price ranges for this group.

We continue to use Temporary Accommodation but have reduced the frequency of use of this option due to issues around concentration of vulnerable people in certain buildings/areas and we have a preference for controlling the support provided by using bed spaces in the somewhere safe to stay service. We have been allocated funding to provide additional support and accommodation over the winter months and are looking into options.

### Project - Ensure that the council maximises the opportunity to reduce homelessness through prevention and relief

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Target</th>
<th>Status</th>
<th>Long Trend</th>
<th>Short Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 2019/20</td>
<td>168</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2 2019/20</td>
<td>72</td>
<td>100</td>
<td>Red</td>
<td>Down</td>
<td>Down</td>
</tr>
</tbody>
</table>
The Council continues to deliver in homeless service with an increased emphasis on the prevention or relief of households that find themselves at risk of having no accommodation available. The Housing Options Service has implemented a number of initiatives, including joint working with partners, to ensure that all opportunities to prevent or relieve homelessness within Medway are maximised. This includes a dedicated Landlord Hotline and campaigns to engage private landlords, an initiative to facilitate joint prevention working with social landlords in the area; forging closer links with the Medway Revenue and Benefits Service (MRBS) to facilitate timely resolution of Housing Benefit issues and the granting of Discretionary Housing Payments; and our working closely with the Private Rented Sector Team to ensure timely access to suitable accommodation.

Rates of prevention remain high following year on year increases from 2017/18 in comparison to 2018/19. During Q2 on 2019/20 the Council has prevented or relieved 192 households from becoming homeless in comparison to 142 in Q2 of 2018/19. Demand on services continue to be high over with 1298 approaches so far this year in comparison with 2648 approaches in 2018/19 (or 1,150 compared to the same period in 2018/19).

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

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>2016/2017</td>
<td>2017/2018</td>
<td>2018/19</td>
</tr>
<tr>
<td>642</td>
<td>680</td>
<td>N/A</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**

Report on Local Plan was presented to Cabinet in December 2018. Cabinet agreed a revised Local Development Scheme.

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 (HIF) bid.
Project – HIF Project – Finalise Funding Agreement and Deliver

The Housing Infrastructure Funds is a Ministry of Housing, Communities and Local Government (MHCLG) funding stream to forward fund essential infrastructure. Medway Council submitted a successful final bid and business case 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 be part of the existing Woodfield Way Ministry of Defence (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 funding approval was granted by MHCLG on Friday 1st November. MHCLG have confirmed that there will be further discussion with Medway Council to agree the conditions and final Grant Determination Agreement which the Council aim to complete within the 3rd and 4th quarter. Work had already been in progress on the project elements in order to keep to the programme of delivery outlined in the final business case; March 2024. Design of the Highways and Rail elements is ongoing with the necessary surveys and preparations for the environmental enhancements also in train. Discussions with third party land owners such as the Ministry of Defence (MoD) and Defence Infrastructure Organisation (DIO) have progressed well which the confirmed funding will accelerate.

The Hoo Development Framework is in continued development and the HIF specific Infrastructure Delivery Schedule is being developed by Arups and the Local Plan Team. The supporting HIF and Medway Viability Assessment is being developed by consultants and a successful developers/land promoters workshop was help in October to test methodology and land values. This work is due to be completed in early 2020.

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 Q2 2019/20, 31 additional affordable housing units have been completed (129 year to date) representing an investment of £14,835,000 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 (HRA). 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 12 days compared to an average of 13 days in 2018/19, ensuring we maximise the use of HRA properties. A total of 181 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 had its first homes occupied in June 2019 and the hotel is on track for completion in September 2019. The Rochester Plaza opening is planned for 17 October 2019 where a number of milestones will be celebrated including the opening of the hotel, the completion of the retail unit and public realm as well as the first residential occupations.

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

The flood defence works on the Civic site are complete and VolkerStevin have demobilised their site; the works on the Canal Road site are nearing completion now that Southern Gas have completed their mains connection programme. The final road layout and surfacing is expected to be complete by the end of November 2019.

Marketing of the Civic site will be launched on 16 October 2019, and the first stage of the procurement exercise to appoint a development partner will begin. The marketing of the Riverside site will following once the development partner for the Civic site has been announced.

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>Value</td>
<td>Value Target Status Long Trend Short Trend</td>
<td></td>
</tr>
<tr>
<td>Q1 2019/20</td>
<td>N/A N/A N/A N/A N/A</td>
<td>N/A</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.

Projects - Achieve Level 3 Award with DfT
Across Q2 officers continued to work towards the final phases of the Strood LGF scheme. High friction road surface works are still to be completed, and officers await a delivery timetable from Volker before taking forward.

The design for lighting St. Nicholas Church has been finalised, taking in to account the church’s amendment requests. The final design has been sent to the diocese for agreement and it has been confirmed that the project schedule does not allow any further time for additional redescings.

Further confirmation on delivery costs from Highways is still awaited in order to accurately formulate the final project budget. Officers are informed this will be provided in Q3. Once this has been confirmed the final phases of the project, including bridge lighting and landscaping, can be finalised and commissioned.

Project - Ongoing management and delivery of the LGF project to improve journey times and the public realm in Strood
Early in Q2 officers finalised and submitted the revised Business Case (BC) to South East Local Enterprise Partnership (SELEP). A decision was made on the revised BC on 13 September 2019 to approve the continued funding of the scheme on the basis of its amended outputs.

It was agreed that £1.7m from the Local Growth Fund (LGF) can be used to develop transport improvements on the business estate by creating a new slip road to bypass the roundabout from Medway City Estate onto Berwick Way. The improvement works aim to help traffic leave the estate easier during peak evening times.

**Project - Support the development of Chatham Railway Station**

Improvement works at Chatham train station are nearing completion. Medway Council, Network Rail and Southeastern will be signing off the scheme in October/November 2019.
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<table>
<thead>
<tr>
<th>Ref</th>
<th>Page</th>
<th>Risk</th>
<th>Owner</th>
<th>Inherent Risk Score</th>
<th>Current Residual Risk Score</th>
<th>Target Residual Risk Score</th>
<th>Move (since last qtr)</th>
<th>Definition (current score)</th>
<th>(L-likelihood) (I-impact)</th>
<th>Council Priority/ Ways of Working (WOW)</th>
<th>O&amp;S Committee</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>➔</td>
<td>L - significant I - critical</td>
<td>Growth</td>
<td>RCE</td>
<td></td>
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<tr>
<td>SR38</td>
<td>7</td>
<td>Transfer of waste contract to Medway Norse</td>
<td>AD Front Line Services</td>
<td>All</td>
<td>EIII</td>
<td>EIII</td>
<td>➔</td>
<td>L - very low I - marginal</td>
<td>Place</td>
<td>RCE</td>
<td></td>
</tr>
<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>➔</td>
<td>L - low I - critical</td>
<td>All/WOW</td>
<td>BS</td>
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<tr>
<td>SRO3B</td>
<td>11</td>
<td>Finances</td>
<td>Chief Finance Officer</td>
<td>AI</td>
<td>AI</td>
<td>CIII</td>
<td>➕</td>
<td>L - very high I - catastrophic</td>
<td>All/WOW</td>
<td>BS</td>
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<tr>
<td>SR21</td>
<td>14</td>
<td>Procurement savings – capacity and delivery</td>
<td>Chief Legal Officer</td>
<td>All</td>
<td>DII</td>
<td>DIII</td>
<td>➔</td>
<td>L - low I - critical</td>
<td>All/WOW</td>
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<tr>
<td>SR32</td>
<td>16</td>
<td>Data and information</td>
<td>Chief Legal Officer</td>
<td>BII</td>
<td>CII</td>
<td>DIII</td>
<td>➔</td>
<td>L - significant I - critical</td>
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<tr>
<td>SR33</td>
<td>18</td>
<td>Impact of welfare reform</td>
<td>Chief Finance Officer</td>
<td>CII</td>
<td>DIII</td>
<td>DIII</td>
<td>➔</td>
<td>L - low I - marginal</td>
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<tr>
<td>SR34</td>
<td>22</td>
<td>Successful delivery of the corporate transformation programme</td>
<td>AD Transformation</td>
<td>BII</td>
<td>DII</td>
<td>DII</td>
<td>➔</td>
<td>L - low 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>DII</td>
<td>CII</td>
<td>➔</td>
<td>L - low I - critical</td>
<td>Growth</td>
<td>BS</td>
<td></td>
</tr>
<tr>
<td>SR36</td>
<td>29</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>➔</td>
<td>L - high I - Marginal</td>
<td>All/WOW</td>
<td>BS</td>
<td></td>
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<tr>
<td>SR37</td>
<td>33</td>
<td>Cyber Security</td>
<td>AD Transformation</td>
<td>CII</td>
<td>CI</td>
<td>DI</td>
<td>➔</td>
<td>L - Significant I - Catastrophic</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>➔</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>
<td>CII</td>
<td>CII</td>
<td>DII</td>
<td>➔</td>
<td>L - significant I - critical</td>
<td>People</td>
<td>HASC</td>
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<tr>
<td>SR26</td>
<td>45</td>
<td>Children’s services</td>
<td>Director of People – C&amp;A</td>
<td>All</td>
<td>All</td>
<td>BII</td>
<td>➔</td>
<td>L - very high I - critical</td>
<td>People</td>
<td>CYP</td>
<td></td>
</tr>
<tr>
<td>SR27</td>
<td>48</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>➔</td>
<td>L - significant I - marginal</td>
<td>People</td>
<td>CYP</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Risk Profile

Key

- Low risk/priority
- Medium risk/priority
- High risk/priority

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
## Appendix 3

### Key Update

**Corporate Risk: SR17 Delivering regeneration**

<table>
<thead>
<tr>
<th>Inherent Score: BII</th>
<th>Target Residual Score: DII</th>
<th>Risk Owner: Director of RCET and Deputy Chief Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Portfolio: Inward Investment, Strategic Regeneration and Partnerships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Score BII</th>
<th>Trigger</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- The Council fails to deliver its economic, social and infrastructure</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>regeneration programme.</td>
<td></td>
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<td></td>
<td>- House/property building companies start to delay developments.</td>
<td></td>
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<tr>
<td></td>
<td>- Potential lack of companies wanting to locate in Medway.</td>
<td></td>
</tr>
</tbody>
</table>

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

### Current Residual Risk

The Regeneration programme and in particular Innovation Park Medway and the flag ship water front 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.

### 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 17.01: Outline infrastructure needs</td>
<td>Director of RCET</td>
<td>Identification of inward investment priorities.</td>
<td>Secure funding 20 year</td>
<td>SEPTEMBER 2019</td>
</tr>
</tbody>
</table>
| Identified. | Progressing key regeneration sites and infrastructure plan jointly with KCC. Production of Infrastructure Delivery Plan (IDP) to support Local Plan. | Development programme Preparation of IDP to support submission of Local Plan – December 2019 | The Housing Infrastructure Fund (HIF) business case was submitted to central government to schedule in March 2019. This opportunity, 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. The Council continues to progress essential design works for elements of the HIF bid whilst waiting for a decision from MHCLG. There have been no formal announcements from Central Government as to when the next tranche of funding will be granted and bid results are being released on an ad-hoc basis with no notice. The Council hopes to get a decision before the end of the calendar year and continues to lobby for a decision as soon as possible.

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 nearing completion 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.

**SEPTEMBER 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 2019. 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. The Council continues to progress essential design works for elements of the HIF bid whilst waiting for a decision from MHCLG. There have been no formal announcements from Central Government as to when the next tranche of funding will be granted and bid results are being released on an ad-hoc basis with no notice. The Council hopes to get a decision before the end of the calendar year and continues to lobby for a decision as soon as possible.

There is a dedicated External Investment Officer in the Regeneration Delivery Team, and a virtual External Investment Working Group|

| SR 17.02: Homes England) alerted to the impact of lack of funding and dialogue opened with External Partners. | Director of RCET Homes England confirm any funding commitment to projects and plans for their sites. Funding identified to continue regeneration. | Regeneration projects agreed with Members |
Appendix 3

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.

**SEPTEMBER 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 2019. 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. The Council continues to progress essential design works for elements of the HIF bid whilst waiting for a decision from MHCLG. There have been no formal announcements from Central Government as to when the next tranche of funding will be granted and bid results are being released on an ad hoc basis with no notice. The Council hopes to get a decision before the end of the calendar year and continues to lobby for a decision as soon as possible.

There has been a continued dialogue between HE, Moat, Orbit and Medway Council in regard to addressing the funding gap in redeveloping Kingswear Gardens. Moat, Orbit and the Council have agreed to fund further viability work to establish when the funding gap will become an issue. The commissioning and completion of this work will be done by Q3. Once complete, HE will consider whether they can fund the shortfall to make the development

**SEPTEMBER 2019**

Medway has made successful bid submissions to SELEP for nine LGF projects, totalling over £40m across four bidding rounds. This includes the April 2019 award 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 Innovation Park Medway.

Medway Council is a member of the SELEP’s Local Industrial Strategy
**Appendix 3**

<table>
<thead>
<tr>
<th>SR17.05: Working towards the adoption of the new Medway Local Plan.</th>
<th>Director of RCET</th>
<th>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 <strong>August 2019</strong></th>
<th>Publication of Draft Local Plan 2020 Independent Examination of plan - 2020</th>
<th>Core Working Group, seeking to define growth priorities for the region, for approval by central government. The Local Industrial Strategy will inform future funding from central government.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SEPTEMBER 2019</strong> Reviewed on 16 Sept 2019 no update required. 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.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SR17.06: To seek additional external funding opportunities.</th>
<th>Assistant Director Physical and Cultural Regeneration</th>
<th>Ensuring Medway’s Regeneration programme is delivered. Additional funding streams identified and secured.</th>
<th>Secure funding for Council owned sites.</th>
<th><strong>SEPTEMBER 2019</strong> We have received notification from Historic England that the Heritage Action Zone submission for Chatham Intra / Heritage Quarter was successful. The maximum award will be £1.6m. Command of The Heights: We have also been successful in a Heritage Fund grant increase application of £215k. This sum will bring the newly found archaeology at Riverside 1 into the public realm. The Future High Streets Fund for Chatham continues to be progressed with a Development Grant of up to £100k. A full Business Case for up to £14m will be submitted in April 2020. HIF: We continue to track government decisions on previous rounds of HIF applications, whilst awaiting notification of the £170m New Routes to Good Growth bid</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SEPTEMBER 2019</strong></td>
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</tbody>
</table>

| SR17.07: Submission of a successful Business Case for Housing Infrastructure Fund (HIF) funding for the peninsula. | Assistant Director Physical and Cultural Regeneration | Delivering major infrastructure improvements to unlock the potential of the Hoo peninsula. £170m secured via a successful Business Case submission. | Business case submitted either December 2018 or March 2019 Decision 4 months post | **SEPTEMBER 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. 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. The Council continues to progress essential design works for elements of the HIF bid whilst waiting for a decision from |
MHCLG. There have been no formal announcements from Central Government as to when the next tranche of funding will be granted and bid results are being released on an adhoc basis with no notice. The Council hopes to get a decision before the end of the calendar year and continues to lobby for a decision as soon as possible.

**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.

**Corporate Risk: SR38 Transfer of Waste Contract To Medway Norse**

<table>
<thead>
<tr>
<th>Inherent Score: AII</th>
<th>Target Residual Score: EIII</th>
</tr>
</thead>
</table>

**Threat / Inherent Risk**

Without a waste contract, the council will fail to meet its statutory duty to collect waste and cleanse the public highway. Without a depot, Medway Norse cannot mobilise waste operations and Medway fails to meet its statutory duty.

If Medway Norse and Medway Council ICT fails to integrate there would be inefficiency in the process to manage working operations of jobs.

If legal terms are not agreed to incorporate the waste contract into the Medway Norse Joint venture, the depot arrangement cannot be secured, ICT software will not be purchased, service specifications and payment mechanisms will be un-ratified and failure to include corporate council policies in contracts i.e. GDPR, charging and uplifts, SOA could result in legal challenge.

Veolia have the only local waste transfer station and can dictate whatever terms they wish.

Partnership agreement fails.

Costs cannot be finalised until agreements for the depot, material disposal and overheads are made.

**Consequence**

- Failure to mobilise waste service.
- Increased operational costs.
- Mobilise from a temporary site (eg Pier Approach Road).
- Demoralised workforce.
- Reputational damage – media.
- Increased air pollution and congestion.
- Regulatory risk if operations are unlicensed.
- Increased complaints and customer enquiries.
- Failure to deliver corporate performance targets.
- Collected recycling sent for landfill/energy recovery

**Current Residual Risk**

<table>
<thead>
<tr>
<th>Score</th>
<th>Risk Owner: Assistant Director Front Line Services</th>
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</table>

**Portfolio: Front Line Services**

**Score**

<table>
<thead>
<tr>
<th>Score</th>
<th>Triggers</th>
</tr>
</thead>
</table>

A deal is not secured for a new depot.

Failure to transfer service requests from council systems to Norse for action.

Failure to allocate responsible for the ICT connection and build.

Legal documents are not completed on time.

No recycalate disposal and transfer station agreement.

**Target Residual Risk**

<table>
<thead>
<tr>
<th>Score</th>
<th>Score</th>
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</table>

- Failure to deliver corporate performance targets.
The Council and Medway Norse have very successfully mobilised and seamlessly transferred the waste collection and cleansing contract from Pier Approach Road depot on 1 October 2019. The collection and cleansing budget has been agreed by council finance and waste teams. Council and Norse systems have successfully integrated with full 2-way communication. Legal tasks are complex but progressing with both parties working towards sign of in October. The Veolia waste transfer and recycling disposal contract Letter of Intent is signed with full legal documents to follow in October.

### 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 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. | Head of Environmental Services & Medway Norse Partnership Director  
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 | Monitored at monthly Waste Project Board meetings | OCTOBER 2019  
Service mobilising from Pier Approach Road. Relevant planning permissions in place as of 19/09/19.  
Action completed; no further update required. |
| 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 cleansing | Monitored at monthly Waste Project Board meetings | OCTOBER 2019  
Full two-way integration between all Council and Norse systems was achieved in time for go-live on 1-10-19 and contingencies plans were not needed.  
100% of collection and 50% of cleansing rounds are merged with UPRN data. The street cleansing task will |
<table>
<thead>
<tr>
<th>SR 38.03: Agree legal terms for transfer of waste service to Medway Norse</th>
<th>Head of Legal Services</th>
<th>Cabinet approval for service transfer Legal agreements drafted Review service specification Legal agreements drafted</th>
<th>Monitored at monthly Waste Project Board meetings</th>
<th>OCTOBER 2019 Medway Legal have drafted the supplementary agreement and this on track for sign off by both parties by mid October.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 38.04: Agree 24 month contract for recyclate disposal and transfer of organic and recyclate waste</td>
<td>Head of Environmental Services &amp; Medway Norse Partnership Director</td>
<td>Research options and market rates Agree procurement mechanism Award 2 year contract</td>
<td>Monitored at monthly Waste Project Board meetings</td>
<td>OCTOBER 2019 Both parties have signed a Letter of Intent with contract documents due for completion in October.</td>
</tr>
</tbody>
</table>

**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. Waste ICT integration learning will be used when planning the Grounds Maintenance eforms integration with Medway Norse Bartec Collective system.

### Corporate Risk: SR02 Business continuity and emergency planning

<table>
<thead>
<tr>
<th>Inherent Score: CI</th>
<th>Target Residual Score: DII</th>
<th>Risk Owner: Director of RCET and Deputy Chief Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Threat / Inherent Risk</strong></td>
<td><strong>Score</strong></td>
<td><strong>Target</strong></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...</td>
<td>CI</td>
<td>DII</td>
</tr>
<tr>
<td><strong>Trigger</strong></td>
<td><strong>Consequence</strong></td>
<td><strong>Score</strong></td>
</tr>
<tr>
<td>A significant adverse event occurs and the Council is found wanting or negligent in its planning and/or operational response.</td>
<td>• Response to event is not rapid, adequate nor effective. • Lack of clear communication lines.</td>
<td>CI</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Current Residual Risk</th>
</tr>
</thead>
<tbody>
<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 aligned to the Emergency Plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<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>
</tr>
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<table>
<thead>
<tr>
<th>Mitigation</th>
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<tbody>
<tr>
<td><strong>Ref: Action</strong></td>
</tr>
</tbody>
</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. | 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 SEPTEMBER 2019 | SEPTEMBER 2019
Reviewed on 16 Sept 2019 no update required. 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. |
Emergency response operations room in place.
On call rota in place covering all roles & responsibilities 24/7.

2019.
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.

| SR 02.02: Business continuity plans completed to implement the actions | Director of Regeneration, Culture, Environment & Transformation | All services will have an up-to-date and tested Business Continuity Plan. Business Continuity Management Policy agreed. Business Continuity Management principles and training provided to divisional management teams across the Council is ongoing. Corporate Recovery Plan. IT Recovery Plan in place. | Plans tested Business Continuity Audit 2017 actions completed in 2018. | SEPTEMBER 2019
Reviewed on 16 Sept 2019 no update required. 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**

No comments

| Corporate Risk: SR03B Finances | Risk Owner: Chief Finance Officer |
| Inherent Score: AI | Target Residual Score: CIII | Portfolio: Leader’s |
| Last Review: October 2019 | Current Residual Score: AI |

**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

**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.
from growth, also brings with it significant risks to overall funding.

**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.

The Chancellor’s recent Spending Round announcements in September 2019 offered some certainty for 2020/21 with essentially a rollover budget, together with additional resources for social care and greater flexibility over council tax. However, this still make for a very uncertain outlook beyond next year and the SEND issue in particular means that the residual risk remains at A1.

**Score**
- A1

**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 pressures, inflation, interest rates and the economic climate.

**Score**
- CIII

**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>SR03B.01: Need to ensure effective response to the spending review, but also lobbying for greater local powers to raise revenues</td>
<td>Chief Finance Officer</td>
<td>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</td>
<td>On-going</td>
<td>October 2019</td>
</tr>
<tr>
<td>Appendix 3</td>
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<tr>
<td><strong>SR03B.02: Align priorities and activity of the Council to resource availability through MTFS process</strong></td>
<td><strong>Corporate Management Team</strong></td>
<td><strong>Medium Term Financial Strategy in September Capital and Revenue budget agreed by Council in February</strong></td>
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<tr>
<td><strong>powers to the Council</strong></td>
<td>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</td>
<td><strong>October 2019</strong></td>
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<td><strong>£6 million.</strong></td>
<td>Cabinet was 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. It identified a ‘gap’ between the budget requirement and the resources available of £6 million next year. It did however outline the Council’s broad strategy to address this, with a view to delivering a balanced budget for 2020/21. The focus will be on addressing pressures within individual services, through transformation and efficiency, but there will also need to be some reprioritisation and reallocation of resources between service areas.</td>
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<tr>
<td><strong>SR03B.03: Create resources for investment priorities</strong></td>
<td><strong>Corporate Management Team</strong></td>
<td><strong>On-going</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Track funding opportunities</strong></td>
<td>Maximise capital receipts on asset disposal Prudential borrowing Revenue returns from investments and capital assets and appreciation in capital asset values</td>
<td><strong>October 2019</strong></td>
<td></td>
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<tr>
<td><strong>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 the form of more homes and commercial space, but will also generate net revenue returns and capital receipts.</strong></td>
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<tr>
<td><strong>SR03B.04: Delivery of digital transformation programme</strong></td>
<td><strong>Transformation Board</strong></td>
<td><strong>On-going</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Development of high quality digital services</strong></td>
<td>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</td>
<td><strong>October 2019</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>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.</strong></td>
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**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

<table>
<thead>
<tr>
<th>Inherent Score: All</th>
<th>Target Residual Score: DII</th>
</tr>
</thead>
</table>

#### 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.
- Failing to achieve Members’ expectations.

#### 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.

#### Score
DII

#### Target Residual Risk
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.

#### Score
DIII

### 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: Cabinet and Corporate Management Team joint review of agreed budget savings and timetable</td>
<td>Chief Finance Office Chief Legal Officer</td>
<td>To deliver budget savings to an agreed timetable Budget quarterly monitoring</td>
<td>Budget out-turn</td>
<td>October 2019 Quarterly financial monitoring including monitoring of the delivery of proposed budget savings in the Directorates and BSD has taken place through Corporate Management Team and Cabinet, with focus on this in one to one meetings, in addition to this formal process. Directorate Management Teams review the performance of savings delivery in year and suggest corrective action.</td>
</tr>
<tr>
<td>SR 21.02: Member chaired Procurement Board which meets regularly</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 Procurement Board governance reports Forward Procurement Plans / Commissioning team plans</td>
<td>Budget savings</td>
<td>October 2019 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.</td>
</tr>
<tr>
<td>SR 21.03: Regular updates to Leader and other relevant Portfolio Holders</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. Regular savings reports to the Portfolio Holder and to the Finance team.</td>
<td>On-going</td>
<td>October 2019 Quarterly financial monitoring including monitoring of the delivery of proposed budget savings has taken place through Corporate Management Team and Cabinet, with focus on this in one to one meetings, in addition to this formal process. Partnership Commissioning have been providing regular updates to relevant portfolio holders on current procurements including MICES and SEN Transport.</td>
</tr>
<tr>
<td>SR 21.04: Good liaison between Category Management team and Joint Commissioning team and other Council teams</td>
<td>Chief Legal Officer Partnership Commissioning</td>
<td>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</td>
<td>On-going</td>
<td>October 2019 Procurement Board has seen good examples of joint working between Category Management and Commissioning colleagues.</td>
</tr>
</tbody>
</table>
SR21.05: Good liaison with suppliers to continue to identify realistic savings.

Chief Legal Officer Partnership Commissioning

Good regular engagement with suppliers. Regular discussions about performance and savings. Contract management data

On-going

**October 2019**
Contract specific supplier engagement events are held throughout the year where appropriate to ensure good market engagement, co-design and competition.

**Opportunities and the way forward**
There may be opportunities to share procurement resources with other Councils.

### Corporate Risk: SR32 Data and Information

<table>
<thead>
<tr>
<th>Inherent Score: BII</th>
<th>Target Residual Score: DIII</th>
<th>Risk Owner: Chief Legal Officer</th>
<th>Portfolio: Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Threat / Inherent Risk</strong></td>
<td></td>
<td><strong>Score</strong></td>
<td><strong>Trigger</strong></td>
</tr>
</tbody>
</table>
| 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 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. | **Score** | **BII** | - Budget pressures
- ICO Audit reveals areas for improvement
- Digital Strategy
- Big Data project with academics
- Annual information governance toolkit submission |
| **Consequence** | | **Score** | **CII** | **Trigger** |
| - Data loss leads to damage to reputation.
- Not achieving cost efficiencies through Digital Strategy changes
- Failing to achieve Members’ expectations.
- Failing to find new innovations
- Failing to deliver good quality care for residents of Medway |

**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

**Score**

<table>
<thead>
<tr>
<th>Score</th>
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<tbody>
<tr>
<td>BII</td>
<td>DIII</td>
</tr>
<tr>
<td>CII</td>
<td>DIII</td>
</tr>
</tbody>
</table>
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.

### 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 | October 2019
The Council’s policies and procedures have been reviewed with the advent of the General Data Protection Regulations (GDPR). There is a specific project focused on this work to continue to embed this important new approach to data protection, An action plan has been developed following an Internal Audit of this work. |
| 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 appropriate Data Licence Agreements. | On-going | October 2019
Reviewed in October 2019 no update required. The Information Governance Manager is maintaining a central register of agreements. |
| 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 | October 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. It is focusing on the action plan mentioned above. |
| SR32.04: Meetings between Senior Information Risk Officer and Caldicott Guardian on | Chief Legal Officer | Good regular engagement to discuss risk areas PIAs, ISAs and SOPs co-signed where | Ad hoc as and when required. | October 2019
Reviewed in October 2019 no update required. Liaison between the SIRO and Caldicott Guardian |
### Corporate Risk: SR33 Impact of Welfare Reform

<table>
<thead>
<tr>
<th>Threat / Inherent Risk</th>
<th>Score</th>
<th>Triggers</th>
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</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. |

#### Risk Owner: Chief Finance Officer

<table>
<thead>
<tr>
<th>Portfolio: Leader’s</th>
<th>Current Residual Score: DII</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>October 2019 Reviewed in October 2019 no update required.</td>
</tr>
<tr>
<td></td>
<td>The new IG team has been in place for some time. Additional recruitment is to take place after the departure of some key staff.</td>
</tr>
</tbody>
</table>

### Opportunities and the way forward

As the current round of training to officers and Members embeds the risks associated with information governance should reduce.
The work overseen by the officer steering group, which primarily focussed on preparedness for the roll-out of Universal Credit has largely been embedded in day to day operations. The Council 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.

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<td><strong>Ref: Action</strong></td>
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</table>
| SR 33.01: Provide direct financial support for the most vulnerable members of the community. | Chief Finance Officer | 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. | Reduced number of customers presenting for reasons of homelessness. Reduced KPI: rent arrears as % of rent debit. | **SEPTEMBER 2019**
Reviewed Sept 2019 no update required. NI 156: households in temporary accommodation is within target with an improving long and short term trend. HC3: households in B&B with dependent children is within target. Tenant arrears is on target with an improving long and short term trend. |
| SR 33.02: Establishment of the Welfare Reform Officer Group, to take forward the conclusions of the Welfare Reform Members Task Group. | Chief Finance Officer | Working across directorates and with partners to provide a joined up approach to meeting the challenges the welfare reform poses for our customers. Establishment of a Welfare Reform Officer Group to produce and deliver an action plan in response to the findings of the Welfare Reform Members Task Group. | Monitor the action plan and provide six monthly update reports to BSD O&S Committee. | **October 2019**
Officers last reported to the Business Support Overview and Scrutiny Committee in October 2018. The original action plan was largely delivered and the work streams have been embedded in ‘business as usual’:
• Information, advice and guidance;
• Roll out of Universal Credit;
• Local welfare provision;
• The work / skills programme. |
| SR 33.03: The provision of and referral to money | Chief Finance Officer | Customers have access to free and independent advice, to assist them in | Number of referrals made to | **October 2019**
A variety of approaches used, including in-house and |
<table>
<thead>
<tr>
<th>Appendix 3</th>
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<tbody>
<tr>
<td><strong>SR 33.04: Closer working with the DWP in relation to the implementation of Universal Credit.</strong></td>
</tr>
<tr>
<td><strong>Chief Finance Officer</strong></td>
</tr>
</tbody>
</table>
| 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  
Numbers using the assisted digital offer  
Numbers referred to debt advice services. |
| **October 2019** |
| Successful roll out of Universal Credit for families from May 2018. Delivery of debt advice and assisted digital services continues.  
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. Three trained members of the council’s Benefit staff provide Personal Budgetary Support (PBS) to customers. This is by appointment and held at Job Centre Plus office. |

| **SR 33.05: Review of the HRA business plan to address the impact of the 1% reduction in rents and the high value subsidy figure which is being legislated in the proposed Housing Bill.** |
| **Head of Housing** |
| The Council needs to have a clear understanding of future viability of HRA business plan, allowing the Council to plan effectively for the future provision of the service.  
Review of the business plan once the Housing and Planning Bill has been passed and the high value subsidy figure is announced (expected June 2016)  
Consult on the plan with HRA tenants and present to BSD O&S. |
| Monitoring of Business Plan annually  
Quarterly budget monitoring.  
O&S report on revised HRA business plan – October 2016 |
| **October 2019** |
| The HRA Business Plan has been amended to take advantage of the Government’s decision to remove the borrowing cap on the HRA.  
In spite of the roll out of UC, tenant arrears remains under control.  
The Government had announced that the full migration to Universal Credit will not be required until 2023, rather than the original date of 2020.  
In terms of the 1% rent reduction, the third year of four was implemented from April 2018 and the Government have confirmed that local authorities will be able to increase rents once again from April 2020 by CPI plus a maximum of 1% above this rate. The revised HRA business plan has accounted for this. |

| **SR 33.06: Delivery of the Manager of Support long term unemployed Targets set under** |
| **September 2019** |
| new service voluntary sector providers, however as reported last time the partnership agreement with the DWP for Universal Credit customers has been superseded by a national contract between the DWP and CAB. |
**Appendix 3**

**Employment Programme**

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<thead>
<tr>
<th>Employment Programme</th>
<th>‘Employ Medway’</th>
<th>people into sustained employment. Generate reward grant to fund activity.</th>
<th>the programme</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>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 – designed to support people with health conditions into employment. To date, 47 people have been supported into work through the programme. The contract has been challenging to deliver which is being mirrored at a national level. Officers are investigating options of the best way to deliver the contract.</td>
</tr>
</tbody>
</table>

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**SR 33.07: Delivery of the Local Welfare Provision service**

<table>
<thead>
<tr>
<th>SR 33.07: Delivery of the Local Welfare Provision service</th>
<th>Director of Public Health</th>
<th>Provision of funds to people in urgent need of support, to prevent the requirement for statutory services with more significant needs and problems.</th>
<th>Regular reporting of how funds are used</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>September 2019 The Local Welfare Provision has been recommissioned. A new service started January 2019 as part of the Medway VCS ‘Better Together’ Consortium. The service is delivered by Citizen’s Advice Medway as part of the Welfare, debt and advice service Lot. The annual allocation for Welfare payments is £40,000 and is drawn upon on a monthly basis based on activity. In the first two quarters 228 people have been supported through the service using a range of interventions and support. This includes debt advice and IAG and food vouchers. This has resulted in only 93 people requiring a payment.</td>
<td></td>
</tr>
</tbody>
</table>

---

**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.
Corporate Risk: SR34 successful delivery of the corporate transformation programme

<table>
<thead>
<tr>
<th>Threat / Inherent Risk</th>
<th>Score</th>
<th>Triggers</th>
</tr>
</thead>
</table>
| The Council has established a corporate transformation programme designed to:  
- Improve outcomes for residents  
- Support culture change so the council operates effectively in the digital age  
- Deliver savings and support management of demand  
- Establish a sound technical platform to support digital innovation  
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.  
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.  
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. | BII |  
- Decisions are not made to prioritise digital channels / move to digital only to enable savings to be realised  
- User centred design methods are not consistently applied  
- Services are not able to dedicate staff to the transformation project due to competing priorities  
- Transformation work is not seen as an integral part of service business  
- The council is unable to attract and retain the skillset needed to design and deliver digital innovation  
- Corporate support services have too many competing priorities  
- Inspection from external organisations such as OFSTED diverts resource and focus for continued periods of time. |

<table>
<thead>
<tr>
<th>Current Residual Risk</th>
<th>Score</th>
<th>Target Residual Risk</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>DII</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>
<td>DII</td>
</tr>
</tbody>
</table>
The corporate transformation programme has been a 3 year programme, which had a capital budget of £6m and target revenue savings of £0.430m in 2016/17, £1.57m in 2017/18 and £5m in 2018/19. All target savings were achieved and the programme was formally closed on 31 March 2019. Ongoing improvements are being made as the transformation programme moves in to business as usual.

### 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>
| SR34.01: Active leadership by service Assistant Director | Corporate Management Team | 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 | Quarterly review by CMT | September 2019  
Assistance Directors have been fully engaged in the transformation process. The Business Change Team have worked closely with ADs and Service Managers to identify potential savings and then work with services to achieve the savings. |
| SR34.02: Leadership development delivered through the Leadership Academy | Assistant Director Transformation | Managers demonstrate required leadership behaviours  
Skilled and effective leaders. | Academy launched May 2017 | September 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.  
Training will continue with other senior managers throughout 2019, focussing on the “digital competence” of managers and teams to ensure the benefits of Office 365 and new ways of working are fully realised by services. |
| SR34.03: Culture change programme given sufficient priority and resources | Assistant Director Transformation, in consultation with the Transformation | Transformation activity is viewed as part of mainstream work.  
Data and customer insight are valued and used as part of service redesign | Culture change programme scoped and signed off by Transformation | September 2019  
The 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 is working with services to focus on Business Change, Process Change, and Organisational Change to change...
<table>
<thead>
<tr>
<th>Board</th>
<th>Assistant Director Transformation</th>
<th>Digital skills developed and retained in house</th>
<th>Ongoing as required</th>
</tr>
</thead>
<tbody>
<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></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Board on Board June 17**

**September 2019**

The Digital team continues to launch new online services, enabling customers to self-serve on Medway.gov.uk. Most recently, new online services to go live have included ‘Apply and pay for a blue badge’, ‘Pay for a resident parking permit’ and ‘Pay for a business parking permit’. We have successfully implemented the council’s payment system (Sage Pay) with Jadu which has allowed us to take these payments. We have also created a proof of concept to link our website system with one of our back-office systems. This will allow customers to complete a form on Medway.gov.uk and for that information to automatically go into the work queue of front line staff, in their third party system. When this proof of concept is complete, it will allow us to create more online services for some of our biggest volume contact services. We continue to review, develop and improve the council’s main online presence, medway.gov.uk. Our roadmap covers the most-used tasks on medway.gov.uk and ensures the information and transactions which the majority of customers are completing online are continuously improved. In the past three months, some of our work has included:

- creating a section to promote the Kent and Medway social worker teaching partnership, to boost recruitment of social workers in Medway;
- supporting the launch of online enrolment for adult education classes in their new system, making it easier for users to search for and book into a course;
- redesigning the A Better Medway section on Medway.gov.uk, to support their ongoing campaigns and reflect their unique sub brand;
- creating a summer landing page, pulling together useful information, advice and events for the summer months, to make it easier for customers to find and book events;
- a review of the leisure section in time for the summer holidays, to make it easier for customers to find and book a...
implementing the Medway the place brand onto medway.gov.uk, to play our part in supporting the Medway Champions.

Through Medway.gov.uk, the Digital team continues to support the council’s marketing objectives. Through the news and events areas on Medway.gov.uk, we have recently promoted public health’s Stoptober campaign, the Christmas pantomime, the new blue badge online service, the launch of the City of Culture bid and sporting events such as the national cycling championship.

SR34.05: Clear transformation programme prioritises projects and resource allocation

Assistant Director Transformation

Transparency process for prioritising projects to give balanced delivery of programme outcomes.

Savings targets achieved

Prioritised work programme with adequate resourcing. Business cases for any additional investment required

Service roadmap agreed

Quarterly review of relative priorities by Transformation Board

September 2019

A Business Change Officer Board has been established to identify and prioritise transformation projects. This group meets on a fortnightly basis and includes: Heads of ICT, Heads of Business Change, Head of HR, Head of Digital, Head of Comms, Finance and CABS.

SR34.06: Decisions are made by the Transformation Board / Cabinet to prioritise digital channels / digital only to maximise benefits realisation

Assistant Director Transformation, in consultation with the Transformation Board

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

Customer access strategy agreed June 17. For each service going through the programme channel shift targets are agreed as savings are calculated

September 2019

The Digital team continues to launch new online services, enabling customers to self-serve on Medway.gov.uk. Most recently, new online services to go live have included ‘Apply and pay for a blue badge’, ‘Pay for a resident parking permit’ and ‘Pay for a business parking permit’. We have successfully implemented the council’s payment system (Sage Pay) with Jadu which has allowed us to take these payments. We have also created a proof of concept to link our website system with one of our back-office systems. This will allow customers to complete a form on Medway.gov.uk and for that information to automatically go into the work queue of front line staff, in their third party system. When this proof of concept is complete, it will allow us to create more online services for some of our biggest volume contact services. We continue to review, develop and improve the council’s main online presence, medway.gov.uk. Our roadmap covers the most-used tasks on medway.gov.uk and
ensures the information and transactions which the majority of customers are completing online are continuously improved. In the past three months, some of our work has included:

- creating a section to promote the Kent and Medway social worker teaching partnership, to boost recruitment of social workers in Medway.
- supporting the launch of online enrolment for adult education classes in their new system, making it easier for users to search for and book into a course.
- redesigning the A Better Medway section on Medway.gov.uk, to support their ongoing campaigns and reflect their unique sub brand.
- creating a summer landing page, pulling together useful information, advice and events for the summer months, to make it easier for customers to find and book events.
- a review of the leisure section in time for the summer holidays, to make it easier for customers to find and book a class or swimming lesson
- implementing the Medway the place brand onto medway.gov.uk, to play our part in supporting the Medway Champions.

Through Medway.gov.uk, the Digital team continues to support the council's marketing objectives. Through the news and events areas on Medway.gov.uk, we have recently promoted public health's Stoptober campaign, the Christmas pantomime, the new blue badge online service, the launch of the City of Culture bid and sporting events such as the national cycling championship.

The Medway Council customer account went live on 4 June and we now have more than 2,080 people signed up. Through this account, customers can see details of transactions they have completed on one of our new forms.
| plan in place | Transformation delivery Communications plan | Transformati | online services including ‘Apply for a blue badge’ and is putting together a plan for wider promotion of our online services. \\
| Opportunities and the way forward | | on Board |  \\

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.

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## Corporate Risk: SR35 Homelessness

<table>
<thead>
<tr>
<th>Threat / Inherent Risk</th>
<th>Score</th>
<th>Triggers</th>
<th>Target Residual Risk</th>
<th>Score</th>
<th>Target Residual Risk</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. 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 | • 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 | DII |

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

### Current Residual Risk

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.

### Score | Target Residual Risk
--- | ---
DII | 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.

### 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>
| SR35.01: Increase the prevention activity | Assistant Director Physical and | Opportunities to prevent homelessness are maximised via | Monitoring throughout | September 2019  
Work continues to ensure that the Council intervenes as |
undertaken including opportunities for joint working across directorates as well as with other organisations such as DWP

| Cultural Regeneration/Head of Housing | service delivery and through the development of joint working/referral protocols with other services/organisations Increase in the amount of successful prevention cases Dedicated resource to tackle prevention of homelessness. | 2019/20 Government HCLIC quarterly returns. | early as possible in people’s circumstances to prevent them from becoming homeless. The resource of the team has been reviewed to ensure that we remain compliant with statutory duties, the cost of this has been reduced but not fully met by new burdens funding, which comes to an end in 2019/20. Work continues to focus the service towards preventative activity, for the year to date there has been a reduction in approaches in comparison to the same period in 2018/19 however the service is still expecting to receive around 2500 (2648 in 2018/19) approaches for help with homelessness demonstrating that there is still considerable demand for assistance. Preventative activity remains successful with 382 cases prevented or relieved from homelessness in 2019/20 with the service aiming to undertake 900 before the end of the year in comparison to 813 undertaken in 2018/2019. Prevention activity is monitored on a monthly basis and discussed with the Portfolio holder. |

| SR35.02: Increase opportunities of affordable housing supply | Assistant Director Physical and Cultural Regeneration/Head of Housing | Ensure that the need for affordable rented housing is recognised across the organisation enabling an increase in the amount of affordable homes delivered in line with the Planning Policy. Increased provision of affordable housing. Take forwards plans for the Council to intervene in the market to provide affordable housing. | Monitoring throughout 2019/20 Government P1E quarterly returns. | September 2019 Reviewed on 16 Sept 2019 no update required. Delivery of affordable housing remains low in comparison to demand, however the Council plan target to deliver 204 homes is currently on target to he achieved. The Strategic Housing Service continues to engage with the planning process to ensure that 25% of affordable housing is achieved on s106 sites. To mitigate against increasing viability issues an open book process is taken with developers and housing providers as well as seeking independent expert advice. |

| SR35.03: Establish a strategic group to assess the scale of rough sleeping in Medway and lead on the development | Assistant Director Physical and Cultural Regeneration/ | A clear, cross-sector commitment to the way that rough sleepers in the Medway area are assisted to secure alternative accommodation. | Ongoing outcome reporting to be | September 2019 Work continues to address the needs of rough sleepers at both operational and strategic levels. A draft homelessness and rough sleeping strategy is currently |
of interventions to reduce the issue

<table>
<thead>
<tr>
<th>Interventions and Responsible Parties</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Housing</td>
<td>Reduction to the amount of visible rough sleeping activity in the area and relating complaints and media attention. Clear strategy in place for tackling cold weather provision and associated issues.</td>
</tr>
</tbody>
</table>

Established through strategic group. Being consulted on and sets out a range of actions that demonstrate how the Council intends to intervene. The service has been successful in achieving approximately £1.3m in funding from MHCLG that has allowed for more than 90 rough sleepers to be placed in accommodation. Work continues with the sector to develop sustainable plans for support to further alleviate rough sleeping.

**SR35.04: Ensure that options for the provision of temporary accommodation are transparent and reviewed in light of grant funding changes rather than subsidy to ensure that Medway is providing cost effective accommodation options.**

<table>
<thead>
<tr>
<th>Responsible Parties</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Director Physical and Cultural Regeneration/Head of Housing</td>
<td>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.</td>
</tr>
</tbody>
</table>

Monitoring throughout 2017/18 Government P1E quarterly returns. Budget Monitoring

**September 2019**

Reviewed on 16 Sept 2019 no update required.

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</th>
<th>Target Residual Score</th>
<th>Last Review</th>
<th>Current Residual Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>BII</td>
<td>CIII</td>
<td>October 2019</td>
<td>BII</td>
</tr>
</tbody>
</table>

**Score**

- **Triggers**
  - Weak options appraisals/businesses cases; opportunities overstated as
Appendix 3

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.

| BII | commercial markets are not realised, and risks understated.  
|     | Failure to effectively manage (staffing, relationships, agreements/contracts) the transition between the council and the service delivery model.  
|     | Limited due diligence conducted on new service provider or key individuals in that provider.  
|     | Weak or unclear agreements/contract and governance arrangements.  
|     | Failure of a provider, risking failure to deliver services.  

**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 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.

| Score | Target Residual Risk
|-------|------------------------
| BIII  | Ultimately as these alternative deliver models embed, the Council will be looking for increased revenue income and higher levels of performance.  

**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>SR36.01: Robust options appraisals, detailed business cases prepared</td>
<td>Relevant Assistant Director for each Service</td>
<td>Ensure effective decision making The council only enters into arrangements that are beneficial to the service and/or budget and are sustainable</td>
<td>Cabinet considers all business cases prior to any alternative arrangements being agreed.</td>
<td>October 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A good example of managing new responsibilities is the transfer of the Waste Collection contract to Medway Norse in October 2019.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>All business areas for MCG are being reviewed with a new Business Plan expected to Cabinet this year.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Business cases for Medway Development Company’s pipeline of schemes, have been reviewed by Chief Finance Officer and Leader, prior to release of funding. A report to Cabinet in September 2019 detailed progress to date and I due to Business Support O&amp;S in October.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR36.02: Project management approach to implementation</td>
<td>Relevant Assistant Director for each Service</td>
<td>Clear agreed milestones for implementation in agreed timescale Smooth transition into new delivery model</td>
<td>Ad hoc as necessary</td>
<td>October 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reviewed in October 2019 no update required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The transfer of the Household Waste Recycling Centres to Medway Norse and the commencement of a shared legal service with Gravesham Borough Council have both been well managed projects resulting in a smooth transition to the new delivery model. A further transfer of licensing services with GBC being the host authority has also been achieved successfully. The Council is working through a project board with Medway Norse to mobilise the new arrangements around waste collection from October 2019.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR36.03: Communication &amp; stakeholder management</td>
<td>Relevant Assistant Director for each Service</td>
<td>Stakeholders informed / consulted Smooth transition into new delivery model</td>
<td>Ad hoc as necessary</td>
<td>October 2019</td>
</tr>
<tr>
<td>SR36.04: Sound legal and procurement advice on chosen delivery model</td>
<td>Chief Legal Officer</td>
<td>Robust agreements / contracts with clarity over responsibilities Smooth operation of services, effective dispute resolution</td>
<td>Ad hoc as necessary</td>
<td>October 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reviewed in October 2019 no update required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR36.05: Robust scrutiny / oversight mechanisms to ensure clear corporate understanding</td>
<td>Corporate Management Team</td>
<td>Delivery model and council held accountable for quality and cost of service Council able to rely on financial</td>
<td>Ad hoc as necessary</td>
<td>October 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reviewed in October 2019 no update required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information for robust financial planning</td>
<td>High performance</td>
<td>Financial resilience</td>
<td>models before they are reviewed at Cabinet including the creation of the Medway Development Company Limited Overview &amp; Scrutiny Committees have also conducted pre and post scrutiny of proposals. Regular reports of alternative delivery models are then made to Cabinet and Overview &amp; Scrutiny Committees such as Medway Norse and Medway Commercial Group.</td>
<td></td>
</tr>
<tr>
<td>Relevant Assistant Director for each Service</td>
<td>Effective performance management</td>
<td>High or improving performance of delivery model</td>
<td>Ad hoc as necessary</td>
<td></td>
</tr>
<tr>
<td>SR36.06: Reporting from and on delivery models with clear outcomes</td>
<td>Assistant Director Transformation</td>
<td>Delivery model and council both have clear roles and responsibilities in the event of any business continuity incident and Continuity of service</td>
<td>Ad hoc as necessary</td>
<td></td>
</tr>
<tr>
<td>October 2019</td>
<td>Reviewed in October 2019 no update required. Business Continuity and risk management discussions with Medway Norse and Medway Commercial Group take place at contract management meetings.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SR36.07: Business continuity arrangements</td>
<td>Assistant Director Education and SEND</td>
<td>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</td>
<td>As per transition plan and procurement plan</td>
<td></td>
</tr>
<tr>
<td>September 2019</td>
<td>The transition and new contract arrangements were successfully implemented on time. Further refinements will be undertaken during this term working with schools and contractors.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Opportunities and the way forward:**

There are opportunities to consider further services that would fit the alternative deliver 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 recent ICT structure has put in place a dedicated ICT Network and Cyber Security Manager. This has ensured that ICT has a senior manager responsible for security who is constantly monitoring the system for potential threats and ensuring PCN compliance. All required certifications/accreditations are in place and being constantly reviewed.

<table>
<thead>
<tr>
<th>Threat / Inherent Risk</th>
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<tbody>
<tr>
<td>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</td>
<td>CI</td>
<td>Cyber security incident leading to partial or total loss of system integrity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Residual Risk</th>
<th>Score</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>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 recent ICT structure has put in place a dedicated ICT Network and Cyber Security Manager. This has ensured that ICT has a senior manager responsible for security who is constantly monitoring the system for potential threats and ensuring PCN compliance. All required certifications/accreditations are in place and being constantly reviewed.</td>
<td>CI</td>
<td>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 this risk. 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.</td>
</tr>
<tr>
<td>Ref: Action</td>
<td>Lead Officer</td>
<td>Desired Outcome / Expected Output</td>
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</tr>
<tr>
<td><strong>SR 37.01 Secure configuration</strong>: Remove or disable unnecessary functionality from systems, and to quickly fix known vulnerabilities.</td>
<td>Head of ICT</td>
<td>Patch Management regime in place to treat known vulnerabilities</td>
</tr>
<tr>
<td><strong>SR 37.02 Network security</strong>: 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>
</tr>
<tr>
<td><strong>SR 37.03 Managing user privileges</strong>: 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>
</tr>
<tr>
<td><strong>SR 37.04 User education and awareness</strong>: 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>
</tr>
<tr>
<td><strong>SR 37.05 Incident management</strong>: All organisations will experience security</td>
<td>Head of ICT</td>
<td>ICT security policies in place and regularly reviewed. Any</td>
</tr>
</tbody>
</table>
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 confidence and potentially reduce any impact.

|-----------------------------|------------|----------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------|

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.

| SR 37.07 Monitoring | Head of ICT | Security Incident and event management (SIEM) systems in place. | Certified PSN compliance – April 2019 | September 2019
|---------------------|------------|----------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------|

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.

| SR 37.08 Removable media controls | Head of ICT | Removable media policies in place with security controls on user devices | Certified PSN compliance | September 2019
|-----------------------------------|------------|-----------------------------------------------------------------------|--------------------------|-------------------------------------------------------------------------------------------------|

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.

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.

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 |
| Portfolio: Children’s Services (Lead Member) and Education and Schools |
| Inherent Score: BII | Target Residual Score: BII | Last Review: September 2019 |
| Score | Trigger |
| BII | • The Council is unable to address these issues with cost effective, innovative solutions |
| Consequence |
| • Poorer outcomes for children and young people |
| • Budget pressures with consequences across the Council |
| • Impact on statutory responsibilities and regulatory judgement | Current Residual Score: BII |
## Current Residual Risk

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

## Target Residual Risk

A solid analysis of available performance data enables us to promptly identify areas of concern and develop action plans to address 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 09b.04: 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>September 2019</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>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. A deficit recovery plan for the DSG has been submitted to the DFE and engagement with officials is awaited. Joint SEND Strategy has been developed in draft and is currently going through CCG and Local Authority governance and this process is expected to be completed by November.</td>
</tr>
<tr>
<td>SR 09b.05: 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.</td>
<td>Director of People - C&amp;A Director of CCG</td>
<td>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.</td>
<td>There are four NHS England and Ofsted and scrutiny meetings between July 2018 – February 2019 Miles to be for the outcome of the meetings be favourable</td>
<td>September 2019</td>
</tr>
</tbody>
</table>
| | | | | We are now 19 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. The last DfE / NHS England SEND Monitoring Meeting took place in July 2019 and it is not anticipated that there will be further monitoring meetings prior to the
### Appendix 3

#### Data and Performance Information

Data and Performance information supports with the strategy and improvement plan. Improvement against the statement of action.

| SR 09b. 06 | Director of People - C&A & Public Health | Improve the response to and outcomes for children living with domestic abuse. | Multi agency audits completed
|            | Director of CCG |                           | Use of intelligence informs commissioning |
| SR 09b.07 | Director of People - C&A                    | 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. | Grant provided by MoJ for developing alternatives to custodial remand is used effectively for innovative support and budget not exceeded by custody bill. |

### September 2019

- Update report against the JTAI was taken to MSCB exec in June. Many actions now complete or overshadowed by the Ofsted inspection. Meeting to review and potentially close down the action plan booked in for October.

- 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.

- Also strengthening the training for staff around trauma informed practice.

- Also some work around disproportionality taking place so Medway YOT ready for changing cultural needs for the young people we support.
Visit to Essex has helped Medway YOT look at and focus on vulnerable young people (CSE, Missing and Gangs).

Focus of new plan is on safeguarding, risk and desistance.

| Appendix 3 |
|----------------|----------------|----------------|
| **SR 09b.08** | **Director of** | **Ensure that we have a comprehensive strategy in place for CSE and missing.**
| **A comprehensive strategy in place to ensure that partner agencies work cooperatively to identify and deal with children and young people (CYP) who are identified as, or at risk of becoming, victims or perpetrators of Child Sexual Exploitation (CSE) and missing.** | **All professionals working directly with CYP have an understanding and knowledge of CSE and missing; and develop appropriate skills.**
| All professionals, voluntary groups and the wider community including hard to reach groups are aware of, and have an understanding of CSE and missing. | **Increase the awareness and understanding of CSE and missing by all professionals, voluntary groups, wider community including hard to reach groups.**
| Implement findings of review of CSE unit. | **Improvement of identification, prevention, support disruption and prosecutions.**
| **Director of People - Children & Adults** | **Development of a reliable multi-agency data set.**
| **Ensure that we have a comprehensive strategy in place for CSE and missing.** | **Comprehensive joint Kent and Medway Local Safeguarding Children Board strategy for CSE has been signed by the Medway Safeguarding Children Board (MSCB) and missing protocols in place via Children’s Social Care.**
| **All professionals working directly with CYP have an understanding and knowledge of CSE and missing; and develop appropriate skills.** | **Multi agency and single agency approved consistent training is completed by all staff.**
| **Increase the awareness and understanding of CSE and missing by all professionals, voluntary groups, wider community including hard to reach groups.** | **All child protection courses make**
| **Improvement of identification, prevention, support disruption and prosecutions.** | **The Kent and Medway CSE strategy has been reviewed and recommendations operationalised. Any review will be signed by the MSCB in the forward plan.**
| **Development of a reliable multi-agency data set.** | **All relevant staff complete available CSE training.**
| **Comprehensive joint Kent and Medway Local Safeguarding Children Board strategy for CSE has been signed by the Medway Safeguarding Children Board (MSCB) and missing protocols in place via Children’s Social Care.** | **Case management systems capable of recording CSE cases.**
| **Multi agency and single agency approved consistent training is completed by all staff.** | **Analysis and identification of victims through data analyst within CSE Unit; social work pathways for identified victims; themes and early identification to safeguard young people in Medway.**
| **All child protection courses make** | **The aspiration is for YP where the risk has not reduced or has risen when reviewed, consideration will then be given to escalate to a contextual safeguarding conference.**

**September 2019**

In response to the Ofsted recommendations, the missing and exploitation panel TOR and membership are being reviewed. Vulnerable young people discussed are reviewed 6-weekly to ensure that there is management oversight in respect of how the risk is managed and the impact of the safety plan.
direct reference to CSE and missing Awareness raising campaign agreed and implemented.

| Direct Reference | 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 radicalisation. Community groups are offered training to raise awareness of the Prevent agenda and to identify young people who might be at risk of radicalisation. | From January 2017 | September 2019

RHI post appointed to on 27th September 2019.

**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: CII</strong></td>
<td><strong>Target Residual Score: DII</strong></td>
</tr>
<tr>
<td><strong>Threat / Inherent Risk</strong></td>
<td></td>
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<tr>
<td>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</td>
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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 of the Kent and Medway Integrated Care System (ICS), and the Medway and Swale Integrated Care Partnership (ICP) 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 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.

We have seen growth in statutory activity in recent years, including safeguarding and Approved Mental health Practitioner Assessments. This is expected to put further pressure on stretched staff resources.

<table>
<thead>
<tr>
<th>Current Residual Risk</th>
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<tbody>
<tr>
<td>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</td>
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<table>
<thead>
<tr>
<th>Score</th>
<th>Target Residual Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>CII</td>
<td>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.</td>
</tr>
<tr>
<td>DII</td>
<td>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. <strong>Consequence</strong> Potentially significant increase in spend on Adult Social Care. Potential impact on ASC resources. Potential risk around supporting wider health economy. Inability to meet demand placed on social care through changes to primary care and secondary care As the number of discharges from hospital increases this places pressure on the community equipment service, which is a pooled budget. Reduction of capacity in domiciliary care market Fee Increases (commissioned Care and Direct payment rates) Reduction of capacity in residential and nursing homes Transition clients from Children/ SEN Residential placements Level of savings achieved through improvement programme lower than budgeted Number of providers at risk of liquidation which results in financial pressures for the local authority when seeking alternative placements</td>
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<tr>
<th>Score</th>
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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.

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 25.01: Commissioning sufficient capacity and a suitably wide range of services to meet need. Prevention, including technology enabled care services, early help 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. | Assistant Director Adult Social Care | 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 needs and provide high quality care and support to older people, disabled adults and carers. All clients are offered Personal Budgets/Direct Payments. Joint strategies and commissioning plans with NHS. The Provider Forum engages the sector and assists us to work in partnership in a meaningful and effective way. ASC Strategy and associated key projects. Monthly scrutiny of budgets at Adults Management Team and audits of practice and Personal Budgets/Direct Payments. Management action as required. | Personal Budgets performance as per KPI. Category Management project on high cost placements End of year spend within budget. Programme developed and underway. Dynamic Purchasing System. Increase the number and effectiveness of reviews. Reduction in delayed transfers of care | September 2019
The 3 conversations approach, which aims to prevent, delay and reduce needs has been rolled out across the service.
The proportion of people receiving Direct Payments has not increased to the level required to meet our target.

A project is being taken forward to improve the market development of alternatives to day, residential respite provision such as short breaks with the aim to increase uptake of direct payments but offer carers and service users more choice

The reprocurement of MICES, Home Care and Extra Care services are underway.
The Nursing and Residential services (older people and Working aged adults) commissioning is being scoped and a PID developed.

Once these services are awarded Adult Partnership Commissioning will develop an Implementation Plan to deliver our strategic commissioning priorities.
### Appendix 3

| 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 | September 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 165, from a peak of some 450 with 105 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. |
| 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 | September 2019
Adult Services are working closely with all system partners as the Integrated Care System and Integrated Care Partnership develop.

Key senior offers are involved at every level an aspect of this system change to ensure Medway has a strong voice.

All the Kent and Medway clinical commissioning groups (CCGs) have now agreed they want to form a single CCG to improve care for local people. The merger |
application is going to be submitted to NHS England and NHS Improvement on Monday 30 September. This follows votes in favour by the GP members of each CCG, and approval of the merger application paperwork by the eight governing bodies. A decision from NHSE/I is expected in November. If approved, the single CCG will go live on 1 April 2020.

| 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 effectively to minimise impact on social budgets.  
Ongoing | September 2019  
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 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
Appendix 3

Corporate risk: SR26 Children’s Services

<table>
<thead>
<tr>
<th>Inherent Score: All</th>
<th>Target Residual Score: BII</th>
</tr>
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</table>

**Risk Owner:** Director of People – Children And Adults Services

<table>
<thead>
<tr>
<th>Portfolio: Children’s Services (Lead Member)</th>
<th>Current Residual Score: All</th>
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**Last Review:** September 2019

**Score**

<table>
<thead>
<tr>
<th>Threat / Inherent Risk</th>
</tr>
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<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.</td>
</tr>
</tbody>
</table>

The recent Ofsted Inspection of Local Authority Children’s Services (ILACS) July 2019 graded the service Inadequate overall, and places additional pressure on the service through quarterly monitoring visits by Ofsted and the appointment by the Secretary of State of a Commissioner, whose role is to report back on the Councils’ capacity and capability to make required improvements.

The Ofsted grading will create challenges in recruiting to key posts and the expectations of external regulators will require resources and corporate support to ensure improvements are made at pace.

An Improvement Board with an external chair is being set up which will provide additional support and challenge.

**N.B. Risks around supporting children with Special Educational Needs and Disabilities are covered in SRO9B: Keeping vulnerable young people safe and on track.**

**Current Residual Risk**

In light of the recent Ofsted inspection judgement the current residual risk score has increased to the inherent risk score. An improvement plan is in development and will include actions that seek to reduce the level of current risk.

<table>
<thead>
<tr>
<th>Score</th>
<th>Trigger</th>
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</thead>
<tbody>
<tr>
<td>All</td>
<td>Numbers of children in care and those with high level child protection needs do not reduce or a high level of complex needs requires specialist resources.</td>
</tr>
<tr>
<td></td>
<td>Managing high caseloads impact on quality of work being undertaken with children in need, including the need for protection and looked after children.</td>
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<tr>
<td></td>
<td>Partner agencies failing to identify families that need targeted support through the early help outcomes framework.</td>
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</tbody>
</table>

**Consequence**

- Budget pressures with consequences across the Council.
- Limits ability to divert resources to early help which ultimately must be part of the solution to increasing numbers of looked after children and preventing children and young people from becoming subject to child protection plans.
- Poorer outcomes for children young people.
- Impact on statutory responsibilities and regulatory judgement.
- Excessively high caseloads.

<table>
<thead>
<tr>
<th>Score</th>
<th>Target Residual Risk</th>
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<tbody>
<tr>
<td>All</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>
<tr>
<td>BII</td>
<td>Score</td>
</tr>
<tr>
<td>Ref: Action</td>
<td>Lead Officer</td>
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</tr>
<tr>
<td>SR 26.01: Recruitment, retention and workforce development strategy for children’s social workers implemented.</td>
<td>Director of People - C&amp;A Human Resources Service Team</td>
</tr>
<tr>
<td>SR 26.02: Together We Can – Strategy has been implemented in response to Ofsted recommendations to strengthen quality of practice.</td>
<td>Director of People - C&amp;A</td>
</tr>
<tr>
<td>SR 26.04: Implementation of the Children’s Services Quality Assurance Framework</td>
<td>Director of People - Children and Adults Services</td>
</tr>
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</table>
The new QA Framework will provide opportunity for learning from audit activity, and there are plans to re-launch the practice model. The L and D programme will reflect core skills and learning from audit activity.

### SR 26.05: Strengthen Partnership working through the Medway Safeguarding Children Partnership.

<table>
<thead>
<tr>
<th>Role</th>
<th>Department</th>
<th>Objectives</th>
</tr>
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<tbody>
<tr>
<td>Director of People - Children and Adults Services</td>
<td>Strengthened partnership arrangements for supporting vulnerable children. Strong focus on the Partnership’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>
</tr>
</tbody>
</table>

**September 2019**
The Medway Safeguarding Children Partnership has been launched and has held its first wider partnership meeting to agree priorities. These will be aligned with priorities in the Improvement Action Plan.

### 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.

<table>
<thead>
<tr>
<th>Role</th>
<th>Department</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<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>
</tr>
</tbody>
</table>

**September 2019**
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.

### SR 26.07 Troubled Families programme

<table>
<thead>
<tr>
<th>Role</th>
<th>Department</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of People - C&amp;A</td>
<td>Turnaround 2060 families by the year 2020 meeting the governments outcome framework</td>
<td>Ensure the September 2019Continue to work on payment by results programme and continue to meet the targets set for 2019/20. We have received news that the programme will continue for an additional year. We are awaiting funding and</td>
</tr>
</tbody>
</table>
funded by DCLG

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

programme detail. This will follow later in November.

**NB New ACTION**
SR26.08 Develop and implement a new improvement action plan in response to Ofsted recommendations

**Director of People – C&A**

**Improvement in quality of practice, leadership and management, quality assurance, partnership working and engagement of staff, children and families, and staff recruitment and retention to address the 10 recommendations outlined in the Ofsted report.**

**Commissioner’s report to Secretary of State in December, followed by quarterly monitoring visits by Ofsted from February 2019 which will monitor progress against plan objectives and actions**

**September 2019**
The improvement action plan has been drafted and will be shared with Ofsted inspectors at a planning meeting on 21st October. The Improvement Board, with an external chair, will meet monthly from 24th October 2019. Any additional resource required to support the practice improvements will be identified as part of the planning process.

An interim AD has been appointed to start on October 16th, and recruitment is underway for permanent Head of Service roles.

**Opportunities and the way forward**

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

**Corporate Risk: SR27 Government changes to Local Authority’s responsibility for schools**

<table>
<thead>
<tr>
<th>Inherent Score: BII</th>
<th>Target Residual Score: CIII</th>
<th>Risk Owner: Director of Children and Adults</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Score</strong> CII</td>
<td><strong>Portfolio</strong>: Children’s Services (Lead Member) and Education and Schools</td>
<td></td>
</tr>
<tr>
<td><strong>Threat / Inherent Risk</strong></td>
<td><strong>Current Residual Score: CIII</strong></td>
<td></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</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Score</strong> CII</td>
<td><strong>Trigger</strong></td>
<td></td>
</tr>
<tr>
<td>• 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.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
coasting schools are expected to be subject to intervention by the Regional Schools Commissioner.

### Consequence
- 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.

### 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

<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 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 | Head of Education | 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 | Number of schools below floor threshold reduces Number of schools in an OFSTED category reduces and remains low. Number of | September 2019
Reviewed Sept 2019 no update required. 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 |
### Improvement Strategy.

<table>
<thead>
<tr>
<th>Improvement Strategy</th>
<th>coasting schools is low</th>
<th>England is 89% and for secondary, 85.6% against an all-England of 83.2% are attending a good school.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR 27.02</td>
<td>Head of Education</td>
<td>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>
</tr>
<tr>
<td></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 practice. Work closely with the teaching school alliances to develop leadership and improve the quality of teaching across subject areas.</td>
<td>OFSTED judgements place more schools in the Good or Outstanding categories.</td>
</tr>
</tbody>
</table>

### Opportunities and the way forward

New school Improvement Strategy
REGENERATION, CULTURE AND ENVIRONMENT
OVERVIEW AND SCRUTINY COMMITTEE
5 DECEMBER 2019

DRAFT CAPITAL AND REVENUE BUDGET 2020/21

Report from: Phil Watts, Chief Finance Officer
Author: Katey Durkin, Head of Finance Strategy

Summary
This report provides an update on progress towards setting the Council’s draft capital and revenue budgets for 2020/21. In accordance with the Constitution, Cabinet is required to develop ‘initial budget proposals’ approximately three months before finalising the budget and setting council tax levels at the end of February 2020. The draft budget is based on the principles contained in the Medium Term Financial Strategy (MTFS) 2019-2024 approved by Cabinet in September and reflects the latest formula grant assumptions.

1. Budget and Policy Framework

1.1. It is the responsibility of Cabinet, supported by the management team, to develop a draft revenue budget.

2. Constitutional Rules

2.1. The budget and policy framework rules contained in the constitution specify that Cabinet should produce the initial budget proposals. These should be produced and submitted to overview and scrutiny committee three months before the Council meeting that is scheduled to determine the budget and council tax. The overview and scrutiny committees have a period of six weeks to consider these initial proposals. Any proposals for change will be referred back to Cabinet for consideration.

2.2. Under the Constitution Cabinet has complete discretion to either accept or reject the proposals emanating from the overview and scrutiny committees. Ultimately it is Cabinet’s responsibility to present a budget to Council, with a special Council meeting arranged for 20 February 2020. The adoption of the budget and the setting of council tax are matters reserved for Council. The statutory deadline for agreeing the council tax for 2020/21 is 11 March 2020.

2.3. The timetable for consideration by overview and scrutiny is as follows:

Business Support O&S Committee 28 November 2019
Children and Young People O&S Committee 3 December 2019
Regeneration, Culture and Environment O&S Committee 6 December 2019
3. **Budget Monitoring 2019/20**

3.1. The Round 2 revenue monitoring report considered by the Cabinet on 19 November forecasts a net overspend on services of £6.795 million after management action. As well as representing a serious issue in the current financial year, a failure to reduce costs in a sustainable way would only serve to exacerbate an already challenging financial outlook going forward. More work will be needed by all directorates to reduce the forecast overspend and the consequent call on the Council’s limited reserves.

4. **Council Strategy and Medium Term Financial Strategy (MTFS)**

4.1 On 10 October 2019 the Council agreed a new overarching Council Strategy for inclusion in the Council’s Policy Framework. The Strategy sets the Council’s vision and priorities, and is a more outcomes focused document than the current Council Plan, without all of the detailed performance measures and delivery plans explaining how the strategic objectives are to be met. The Council’s priorities are:

- People – Supporting residents to realise their potential;
- Place – Medway: A place to be proud of;
- Growth – Maximising regeneration and economic growth – growth for all.

4.2 The Council’s budget setting process is designed to ensure that the available resources are directed most effectively towards the delivery of these objectives. In addition, the Strategy will continue to be underpinned by the Council Plan which sets out the detailed performance measures and delivery plans in place to ensure the Council’s resources are focussed on delivering its strategic objectives. The Council Plan will be developed and considered alongside the draft budget proposals. It will be presented for approval at Full Council on 20 February 2019, following initial consideration by the Business Support Overview and Scrutiny Committee on 30 January 2020 and the Cabinet on 4 February 2020.

4.3 The MTFS aims to enable the Council to deliver a balanced budget, year on year, against a backdrop of reductions in support from Central Government. A strategic approach to planning the Council’s finances is vital to ensuring we continue to focus our resources on our key priorities and to enable us to plan to meet the challenges of the future with a sustainable and resilient Medway.

4.4 The MTFS considered and agreed by Cabinet on 24 September 2019 presented a high level summary of the budget requirement for the period 2019-2024 and identified a £5.956 million deficit in 2020/21, increasing to £17.327 million by 2023/24, which will need to be addressed through the budget setting process. The MTFS assumptions insofar as they impact on 2020/21 are reflected in Appendix 1a. Appendix 1b provides further details to explain the pressures and savings reflected in the MTFS and those agreed since through the ongoing budget setting process.

4.5 Since production of the MTFS, officers have been working with Portfolio Holders to formulate savings proposals to address the projected revenue budget deficit, however at this stage little of this work has progressed sufficiently to be reflected in the Draft Budget proposals. The next stage will be to discuss options with the Leader and other Cabinet Members through the normal budget setting process and, together with the
diversity impact assessments, the agreed savings will be included within the budget recommendations to be considered by Cabinet on 4 February 2020. The broad strategic approach to closing the 2020/21 gap is outlined in this report.

5. **Revenue Resource Assumptions 2020/21**

5.1. In September 2019 the Chancellor delivered a one year Spending Round, setting departmental spending plans for the 2020/21 financial year. This settlement would represent the biggest real terms increase in annual spending power for local government in a decade, incorporating both increased grant allocations and flexibility to generate additional income through local taxation. Following the Spending Review, the government published the Technical Consultation on the Local Government Finance Settlement for 2020/21, providing further details on the proposals and how the national funding would be allocated. Where this differs from the assumptions made in the MTFS, the draft budget reflects the revised amounts as set out below.

5.2. Council Tax – As per the MTFS, the draft budget assumes that the Council will continue to increase council tax by the maximum allowable under current referendum limit (1.994%) and will also apply the 2% ‘adult social care precept’. Working with colleagues across the Planning and Strategic Housing divisions, the increase in the number of dwellings falling within each council tax band has been projected forward and the impact of this on the council tax yield over the next four years calculated. Collectively these increases result in a projected Council Tax yield for 2020/21 of £126.770 million.

5.3. Retained Business Rates – As per the MTFS, the Draft Budget assumes the Council will retain £46.091 million of Business Rate income.

5.4. Baseline Need Funding – Following the Technical Consultation, the Council’s advisors projected a small reduction of £12,000 to the level of Revenue Support Grant estimated for Medway. This is reflected in the Draft Budget, which now assumes the Council will receive £15.541 million through Revenue Support Grant, Section 31 Grant and Top Up funding in 2020/21.

5.5. New Homes Bonus – Introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas, the New Homes Bonus scheme was diluted in 2018/19 significantly impacting on the grant anticipated. The Technical Consultation stated that the government is minded to make a new round of allocations in addition to the legacy payments, and as such the Council’s advisors have increased the level of grant Medway could expect by £173,000; as such the Draft Budget assumes the Council will receive £888,000 in 2020/21.

5.6. Education Related Grants – Schools related expenditure is generally funded through the schools block of the Dedicated Schools Grant (DSG). However, Medway continues to experience significant pressure on services for children with Special Educational Needs and Disabilities (SEND), and the second round of the Revenue Budget Monitoring (considered elsewhere on this agenda) projects that this will result in a cumulative deficit of £10.3 million on the DSG High Needs reserve by 31 March 2020. The Spending Review 2019 announced that the schools budget would rise nationally by £2.6 billion in 2020/21, £4.8 billion in 2021/22 and £7.1 billion in 2022/23, compared to 2019/20 funding levels, along with almost £1.5 billion of funding to compensate schools for the increased cost of employer pensions contributions. A revision to the methodology for calculating the allocation of this funding to local authorities from that assumed in the MTFS reduces the projected grant funding by £1.063 million, so the
Draft Budget therefore projects that Education Related Grants will total £99.537 million in 2020/21.

5.7. Adult Social Care Related Grants – In addition to the 2% ‘social care precept’ on Council Tax, the Spending Review 2019 announced a further £1.0 billion of national grant funding in recognition of demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets. Since the Technical Consultation the Council’s advisors have revised their estimate of what this means for Medway, reducing the grant allocation by £493,000. The Draft Budget now assumes the Council will receive £12.584 million of Adult Social Care Related grants in 2020/21.

5.8. Public Health Grant – The Spending Review 2019 announced that “local authorities will receive additional resources through a real terms increase in the Public Health Grant…which will increase by 3.4% in real terms, in line with the overall NHS long-term settlement.” However, since the publication of the Technical Consultation the Council’s advisors have revised their estimate of what this increase means for Medway, reducing the grant allocation by £369,000 from that assumed in the MTFS. The Draft Budget now assumes that the Public Health Grant will be £17.231 million for 2020/21.

6. Balancing the 2020/21 Revenue Budget

6.1. The usual budget setting process is ongoing with senior officers and Members working to identify actions to reduce the budget gap identified in the MTFS. The MTFS articulates the Council’s strategy for closing this gap and achieving financial sustainability, with the core strands to this work as follows:

6.2. Children’s Services – Following the inadequate Ofsted rating in August, the Department for Education appointed a Commissioner to identify improvements and the Council invited a team from the Local Government Association to conduct a Children’s Services Peer Challenge. Based on the reports and conclusions from these reviews, the Council will fundamentally review the structure and delivery of Children’s Services to use resources more effectively. To ensure this is successful a new improvement action plan has been developed and will be overseen by an independently chaired Improvement Board with representation from a number of our partner agencies.

6.3. Special Educational Needs and Disabilities (SEND) – As set out at paragraph 5.6 of this report, the latest Revenue Budget Monitoring projects a cumulative deficit of £10.3 million on the DSG High Needs reserve by the 31 March 2020. As required, the Council submitted a Deficit Recovery Plan to the Department of Education at the end of June 2019, however, this did not address the deficit in full. A further plan is now in development, focusing on:

- supporting Medway’s schools to be more inclusive,
- working with the Clinical Commissioning Group to ensure NHS funding is provided in all appropriate cases,
- reviewing high cost placements to ensure the best packages are provided in the most economical way,
- the creation of additional SEND provision locally, and
- continuing to lobby the Government for additional funding.

In October 2019 the government published a consultation on ‘Revised arrangements for the Dedicated Schools Grant’ that stated “at the end of 2018-19, about half of all authorities experienced an overspend, amounting to over £250m in all”. The consultation states that “The Government’s intention is that DSG deficits should not be
covered from general funds but that over time they should be recovered from DSG income”. As such, the pressure on the General Fund arising from projected growth in SEND expenditure that was reflected in the MTFS of £1.180 million does not feature in the Draft Budget.

6.4. Our Adult Social Care Improvement Programme was initiated to drive the transformation of Adult Social Care; this has successfully delivered over £5.5 million savings during the life of the programme and this work continues into the 2020/21 financial year. Through the budget process the service has reduced the pressure reflected in the MTFS, through continuation of the Improvement Programme work and by revising down assumptions around demographic growth and provider uplifts.

6.5. Business Change – Our three year Transformation Programme has now been embedded into the council’s business as usual as the Business Change Team. The team will continue to support the Council on its journey to transforming the way we provide services, the way we operate and the way we interact with residents. In preparation for the UK City of Culture 2025 bid, the Business Change Team will be working collaboratively across the Council, Government organisations, local businesses and engaging with the private sector, to commence work on a robust and forward-thinking ‘Smart City’ strategy for Medway. By implementing smart solutions, Medway Council can lay the foundations to provide effective, data-driven, decision making, enhanced engagement with government and our residents, safer communities, improved traffic management and a reduced environmental footprint to support our Climate Change ambitions. The Member led Transformation Board continues to oversee this programme.

6.6. Shared Services – The Council operates a number of shared service arrangements including a Building Control Service with Canterbury, Gravesham and Swale, and a range of functions shared with Gravesham including Audit and Counter Fraud Services, Legal Services, Payroll, HR services and Licensing. In 2019 the two Councils entered into a shared management arrangement for Revenues and Benefits Services and we are hopeful that sharing best practice will lead to greater efficiencies. The Council will continue to explore opportunities to share further services where this benefits Medway Council and its residents.

6.7. Medway Norse – Since taking over the Council’s waste collection and street cleansing activities, the Joint Venture’s turnover is now just over £25 million per annum. The Council and Medway Norse are working closely together to identify opportunities for efficiencies that could be delivered by combining this service with other existing elements of the business. Under the agreement with Medway Norse, the Council receives 50% of any surplus achieved, and the Council rebate income target for 2020/21 as per the MTFS is £289,000.

6.8. Medway Development Company (MDC) – In September 2019 the Cabinet approved the creation of a fully commercial subsidiary of MDC to allow the construction and rental of private rented or shared ownership properties. In addition to providing much needed affordable homes in Medway, this could generate revenue for the Council both in terms of on-lending benefit as the Council is the primary source of fund for MDC, but also through dividend payments in future years.
Table 1: Summary of Draft Budget Requirement and ‘Gap’ for 2020/21

<table>
<thead>
<tr>
<th>Directorate</th>
<th>2019/20 Adjusted Base £m</th>
<th>2020/21 MTFS Assumptions £m</th>
<th>Changes £m</th>
<th>Draft 2020/21 Budget £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and Adult Services (including Public Health): General Fund</td>
<td>124.444</td>
<td>135.025</td>
<td>(1.650)</td>
<td>133.375</td>
</tr>
<tr>
<td>Children and Adult Services: Dedicated Schools Grant</td>
<td>89.689</td>
<td>100.681</td>
<td>(2.243)</td>
<td>98.438</td>
</tr>
<tr>
<td>Regeneration, Culture, Environment and Transformation</td>
<td>57.452</td>
<td>63.461</td>
<td>0.216</td>
<td>63.677</td>
</tr>
<tr>
<td>Business Support</td>
<td>11.462</td>
<td>12.211</td>
<td>0.797</td>
<td>13.008</td>
</tr>
<tr>
<td>Interest and Financing</td>
<td>13.756</td>
<td>13.756</td>
<td>0.000</td>
<td>13.756</td>
</tr>
<tr>
<td>Levies</td>
<td>1.455</td>
<td>1.518</td>
<td>0.000</td>
<td>1.518</td>
</tr>
<tr>
<td>Medway NORSE</td>
<td>(0.263)</td>
<td>(0.289)</td>
<td>0.000</td>
<td>(0.289)</td>
</tr>
<tr>
<td><strong>Budget Requirement</strong></td>
<td><strong>297.995</strong></td>
<td><strong>326.364</strong></td>
<td><strong>(2.881)</strong></td>
<td><strong>323.483</strong></td>
</tr>
<tr>
<td>Council Tax</td>
<td>(119.651)</td>
<td>(126.770)</td>
<td>0.000</td>
<td>(126.770)</td>
</tr>
<tr>
<td>Retained Business Rates</td>
<td>(47.352)</td>
<td>(46.091)</td>
<td>0.000</td>
<td>(46.091)</td>
</tr>
<tr>
<td>Baseline Need Funding</td>
<td>(12.667)</td>
<td>(15.553)</td>
<td>0.012</td>
<td>(15.541)</td>
</tr>
<tr>
<td>New Homes Bonus</td>
<td>(1.978)</td>
<td>(0.715)</td>
<td>(0.173)</td>
<td>(0.888)</td>
</tr>
<tr>
<td>Education Related Grants</td>
<td>(90.788)</td>
<td>(100.600)</td>
<td>1.063</td>
<td>(99.537)</td>
</tr>
<tr>
<td>Adult Social Related Grants</td>
<td>(8.797)</td>
<td>(13.077)</td>
<td>0.493</td>
<td>(12.584)</td>
</tr>
<tr>
<td>Public Health Grant</td>
<td>(16.762)</td>
<td>(17.600)</td>
<td>0.369</td>
<td>(17.231)</td>
</tr>
<tr>
<td>Use of Reserves</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td><strong>Estimated Available Funding</strong></td>
<td><strong>(297.995)</strong></td>
<td><strong>(320.407)</strong></td>
<td><strong>1.764</strong></td>
<td><strong>(318.643)</strong></td>
</tr>
<tr>
<td><strong>Budget Gap - General Fund</strong></td>
<td><strong>0.000</strong></td>
<td><strong>5.956</strong></td>
<td><strong>(1.117)</strong></td>
<td><strong>4.840</strong></td>
</tr>
</tbody>
</table>

7. The Capital Programme

7.1. On 24 September 2019, the Cabinet agreed the draft Capital Strategy which seeks to detail the framework in which decisions are made on capital expenditure and funding, and the principles to which the Council adheres, in the formulation of the capital programme. The document presents the opportunities for future funding and the arrangements in place for preparing the capital programme for future years.

7.2. The table below summarises the current capital programme as reported in the Round 2 Capital Monitoring report (presented elsewhere on this agenda), which reflects planned capital expenditure over the medium term and incorporates everything we currently know about capital grant allocations for the period. However, the Round 2 Capital Monitoring, elsewhere on this Agenda, also asks that Cabinet make a series of recommendations to Council for amendment to the current capital programme; those changes are not reflected in this table as they have not yet been formally approved; with approval seeing sought from Full Council on 23 January 2020.
Table 2: Summary of Current Capital Programme

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2019/20 £000s</th>
<th>2020/21 £000s</th>
<th>2021/22 £000s</th>
<th>2022/23 £000s</th>
<th>Total £000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and Adult Services</td>
<td>33,101</td>
<td>6,725</td>
<td>26,379</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Regeneration, Culture, Environment and Transformation</td>
<td>71,052</td>
<td>40,086</td>
<td>24,736</td>
<td>6,595</td>
<td>859</td>
</tr>
<tr>
<td>Housing Revenue Account</td>
<td>11,270</td>
<td>6,764</td>
<td>4,506</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Business Support</td>
<td>180,079</td>
<td>18,071</td>
<td>99,176</td>
<td>42,396</td>
<td>17,301</td>
</tr>
<tr>
<td>Member Priorities</td>
<td>366</td>
<td>366</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>295,867</strong></td>
<td><strong>72,012</strong></td>
<td><strong>154,797</strong></td>
<td><strong>48,991</strong></td>
<td><strong>18,160</strong></td>
</tr>
</tbody>
</table>

7.3. On Friday, 1 November 2019, the Ministry of Housing, Communities and Local Government announced that Medway Council had been successful in its bid to secure £170 million for major infrastructure developments on the Hoo Peninsula. The Housing Infrastructure Fund (HIF) schemes will be added to the Council's Capital Programme under the Chief Finance Officer's delegated authority, as set out in the Constitution, Chapter 4: Part 6, Paragraph 3.7.

8. Housing Revenue Account

8.1. In October 2017, in the Housing White Paper ‘Fixing our Broken Housing Market’, the Government announced that social housing landlords are permitted to increase social and affordable rent by Consumer Price Index (CPI) plus 1% each year from April 2020 for a period of 5 years. This makes a return to the rent setting approach which was to apply for 10 year from 2015 before being replaced with rent reduction from April 2016 for 4 years in ‘Welfare Reform and Work Act 2016’.

8.2. In terms of the current HRA Debt cap, the Chancellor announced in his 2018 Autumn Budget Statement that the HRA borrowing cap would be scrapped from 30 October 2018, which means that stock retained local authorities can now borrow without a debt limit as long as the authority is able to service the debt. Work is now underway to analyse and understand the sustainability and level of borrowing the Council can afford to undertake more extensive new house building programme in the future.

8.3. The Council’s contract with Mears Group Plc for the repair and maintenance of the HRA properties has been extended for a further 5 years. Officers continue to review all HRA services to ensure they deliver value for money and are exploring options for transformation and use of digital technology as well as development of partnerships to deliver services.

9. Conclusions

9.1. This report sets out the outline proposals that will form the basis of the 2020/21 Capital and Revenue Budgets to be agreed by Council in February 2020. There is a statutory requirement for the Council to present a budget that balances to available resources. As this report sets out, there is still work required to identify further opportunities to close the gap presented in the MTFS.
9.2. Officers and Members will continue to review opportunities to reduce costs and increase income in the period leading up to the Cabinet meeting on 4 February 2020. Overview and Scrutiny committees have a vital role assisting in this process, both to comment on the approaches outlined in this report and to propose new ones.

## 10. 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>Funding assumptions underpinning the Draft Budget may be overstated</td>
<td>The Spending Review 2019 and Settlement Consultation have been delivered by the current government, in advance of a General Election in December. The Budget has been postponed meaning there will be no surety as to the level of government funding until the new Government delivers its Budget.</td>
<td>Funding assumptions in the MTFS have been revised in light of the Consultation document, and in line with the assumptions prepared by the Council's advisors.</td>
<td>Medium</td>
</tr>
<tr>
<td>Assumptions around the cost of service delivery underpinning the Draft Budget may be understated</td>
<td>The growth in the cost of delivering the Council's services may be higher in 2020 than anticipated in the MTFS, or income may be lower than anticipated.</td>
<td>The pressures reflected in the Medium Term Financial Planning Process were developed in consultation with management across the organisation. Members and officers are working closely together to review the pressures reflected and identify opportunities to reduce them.</td>
<td>Medium</td>
</tr>
<tr>
<td>Failure to deliver a balanced budget to Full Council in February 2020</td>
<td>The Council has a statutory duty to deliver a balanced budget in advance of the financial year.</td>
<td>Members and officers are working closely to develop proposals to reduce the cost of service delivery or maximise income streams to ensure a balanced budget can be achieved.</td>
<td>Medium</td>
</tr>
</tbody>
</table>

## 11. Financial and Legal Implications

11.1. The financial implications are fully detailed in the report. There are no direct legal implications.
12. Recommendations

12.1. Members are asked to note that Cabinet has instructed officers to continue to work with Portfolio Holders in formulating robust proposals to balance the budget for 2020/21 and beyond.

12.2. Comment on the proposals outlined in the draft capital and revenue budgets in so far as they relate to the services within the remit of this Committee and feed this back to the Business Support Overview and Scrutiny Committee in January.

Lead officer contact
Phil Watts, Chief Finance Officer
T: 01634 332220
E: phil.watts@medway.gov.uk

Appendices
Appendix 1A – RCET Draft Budget Summary
Appendix 1B – RCET Revenue Pressures and Savings 2020/21

Background papers:
Medium Term Financial Strategy 2019-2024 – Cabinet 24 September 2019
https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=4379&Ver=4

Capital Strategy – Cabinet 24 September 2019
https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=4379&Ver=4

Medway Council Strategy – Council 10 October 2019
https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=122&MId=4448&Ver=4
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## General Fund Activities

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<td>Customer Contact</td>
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<td>Community Interpreters</td>
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<td>Business Change - People</td>
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<td>2020/21 Savings / Pressures at MTFS (Sept 19)</td>
<td>2020/21 Further Agreed Savings / Pressures at Draft Budget (Nov 19)</td>
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<td>£000s</td>
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<td><strong>Front Line Services</strong></td>
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<td>Highways contractual and electricity tariff increases</td>
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<td>Parking - reset income budgets across the service</td>
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<td>Bereavement and Registration - reset income budget</td>
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<td>0</td>
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<td>Waste services - contract and waste arisings increases</td>
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<td>Waste services - Material Recycling Facility (MRF) additional pressure</td>
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<tr>
<td><strong>Physical and Cultural Regeneration</strong></td>
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<tr>
<td>Leisure centres - reset income budget</td>
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<tr>
<td>Markets - reset income budget</td>
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<td>Eastgate House - reset income budget</td>
<td>70</td>
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<td>Rochester Art Gallery operational costs</td>
<td>15</td>
<td>0</td>
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</tr>
<tr>
<td>Directorate support - reset income budget</td>
<td>30</td>
<td>0</td>
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<tr>
<td>Removal of one-off 2019/20 budget - National Cycling Championships</td>
<td>(87)</td>
<td>0</td>
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<tr>
<td><strong>Transformation</strong></td>
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<td></td>
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<td></td>
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<tr>
<td>ICT - contractual increases</td>
<td>201</td>
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<td></td>
<td></td>
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<tr>
<td>Libraries - Strood Community Hub Rent</td>
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<td>Communications - reset income budget</td>
<td>36</td>
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<td></td>
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<tr>
<td>Removal of one-off 2019/20 budget - Rainham Community Hub Feasibility</td>
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<td><strong>Total Transformation</strong></td>
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<tr>
<td>Corn Exchange</td>
<td>110</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pay Award / Impact of National Living Wage</strong></td>
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<tr>
<td><strong>Increased Pension Liability</strong></td>
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<tr>
<td><strong>Total RCET</strong></td>
<td>6,009</td>
<td>216</td>
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</tr>
</tbody>
</table>
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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 Completed Petitions

3.1 A summary of the response to petitions relevant to this Committee that have been accepted by the petition organisers are set out below.

<table>
<thead>
<tr>
<th>Subject of petition</th>
<th>Summary of response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petition the Council to announce a moratorium on volume house building on the Hoo Peninsula with immediate effect, pending further investigation. 399 signatures (e-petition) and 125 signatures (paper petition)</td>
<td>A moratorium cannot be instigated because Planning legislation requires that applications be considered on their merits and in relation to National and Local Planning Policies and all other material considerations. Local Planning Authorities cannot be seen to pre-determine any application, but must carefully consider all planning issues. Anyone is fully entitled to comment on a planning application and comments will be taken into account in the determination of the applications.</td>
</tr>
<tr>
<td>Petition the Council to implement speed restrictors and install speed cameras to reduce the number of vehicles driving in excess of 30mph when travelling along the Walderslade Village Bypass and Robin Hood Lane and the section from the roundabout connecting the bypass and Princes Avenue up Robin Hood as far as the junction with Tunbury Avenue. 297 signatures (paper petition) of which 52 were discounted due to missing information.</td>
<td>The Council is responsible for investigating road safety problems and works to reduce road casualties. Those locations with the poorest road casualty records are tackled first, in the interests of reducing casualties on Medway’s roads. Following requests from Walderslade Ward members, the Council is exploring speed reducing possibilities and will investigate the detailed road casualty history. This will inform the prospect of alterations at this location. On CCTV, the focus is on reducing and preventing road casualties rather than issuing fines. In line with national and local guidelines, speed cameras are not warranted at this location at this time. Speed enforcement is a Police issue and the Council will advise them of the petition.</td>
</tr>
</tbody>
</table>
4. **Petitions Referred to this Committee**

4.1 Two petitions were referred to this Committee because the petition organisers indicated that they were dissatisfied with the response received from the Director, Regeneration, Culture, Environment and Transformation and Deputy Chief Executive.

4.2 At the agenda planning meeting held on 5 November 2019, Members agreed that, to ensure the effective management of the Committee’s workload, these referrals would be considered at the meeting scheduled for 21 January 2020. The subject of the petitions are:

- Traffic flow in Central Strood; and
- A Safer Crossing for Hempstead Infants/Junior School.

The petition organiser has since indicated that she no longer wishes for this petition to be considered at the meeting scheduled for 21 January 2020. The initial response to the petition was that consideration was being given to the appointment of a new School Crossing Patrol Officer to serve Hempstead Road. However, since the referral request there has been further correspondence between the petition organiser and officers and a Ward Member on the possibility of a permanent crossing at this location.

5. **Risk Management**

5.1 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.

6. **Financial and Legal Implications**

6.1 Any financial implications arising from the issues raised by the petitions will be taken into account as part of the review of these matters.

6.2 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.

7. **Recommendations**

7.1 The Committee is requested to note the petition responses and appropriate officer action in paragraphs 3 and 4.2 of the report.

**Lead officer contact:**
Steve Platt, Democratic Services Officer, (01634) 332011
stephen.platt@medway.gov.uk

**Appendices:**
None

**Background papers:**
None
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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 5 November 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 noted that the new four year Community Safety Plan would be added to the Committee’s agenda for 26 March 2019.

4. **Cabinet Forward Plan**

4.1 The latest Forward Plan of forthcoming Cabinet decisions was published on 18 November 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>Planning Policy Update</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>
<tr>
<td>South East Local Enterprise Partnership (SELEP) Future Board Structure</td>
<td>14 January 2020</td>
</tr>
<tr>
<td>South Thames Gateway Building Control Partnership Business Plan 2020/2023</td>
<td>14 January 2020</td>
</tr>
<tr>
<td>Capital and Revenue Budgets 2020/2021 – <em>This is on the RCE O&amp;S agenda for 5 December 2019</em></td>
<td>4 February 2020</td>
</tr>
<tr>
<td>Medway Commercial Group Ltd - Six monthly report</td>
<td>4 February 2020</td>
</tr>
<tr>
<td>Council Plan Monitoring and Risk Register 2019/2020 – Quarter 3 – <em>This is on the RCE O&amp;S work programme for 26 March 2020</em></td>
<td>3 March 2020</td>
</tr>
<tr>
<td>Gateway 3 Procurement Commencement: LED Lighting Scheme</td>
<td>3 March 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) note the addition to the Committee’s work programme 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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Appendix A

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

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<thead>
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<th>Item</th>
<th>Work type</th>
<th>Responsible officer</th>
<th>Objectives</th>
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<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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<td><strong>26 MARCH 2020</strong></td>
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<tr>
<td>Council Plan Monitoring and Risk Register Review 2019/20 Quarter 3</td>
<td>Council Performance and Business Intelligence Hub</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>Community Safety Plan</td>
<td>Policy Framework</td>
<td>Assistant Director Front Line Services/Head of Regulatory Services</td>
<td>To consider the Community Safety Plan</td>
</tr>
<tr>
<td><strong>JUNE 2020 (Date to be confirmed)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<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>
### DATES TO BE DETERMINED

<table>
<thead>
<tr>
<th>Date</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 January 2020</td>
<td>Annual Scrutiny of the Community Safety Partnership (December)</td>
</tr>
<tr>
<td>26 March 2020</td>
<td>Annual Review of the Waste Contracts <em>(usually March – but will be June 2020)</em></td>
</tr>
<tr>
<td>13 June 2019</td>
<td>Cultural Activities Programme (January) – <em>Usually produced initially as a briefing note</em></td>
</tr>
<tr>
<td>15 August 2019</td>
<td>Annual Action Plan reviewing the progress of the Local Flood Risk Management Strategy (January/March) – <em>Usually produced initially as a briefing note</em></td>
</tr>
</tbody>
</table>

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:

- 21 January 2020
- 26 March 2020
- 13 June 2019
- 15 August 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

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

17 October 2019

Attendance by the Portfolio Holder for Planning, Economic Growth and Regulation
Medway Commercial Group Ltd Further Scrutiny
Council Plan Performance Monitoring Report and Risk Register Review Quarter 1 2019/20
Member’s item – Speeding Restrictions for Luton Road, Chatham
Petitions
Work Programme